INSTITUTIONAL ASSESSMENT REPORT

REGISTRAR/STUDENT RECORDS / 2011

Department's Relationship to the College Mission and Strategic Plan
(completed Spring semester or on accreditation cycle)

In a paragraph or two, discuss how the department's work carries out the Mission and Strategic Plan.

Mission Statement

The primary mission of the Registrar/Student Records Office is to support the overall mission of Jefferson College by ensuring the integrity, accuracy, confidentiality, and security of student academic records. The Registrar/Student Records Office strives to provide quality customer service to faculty, staff, students, and other constituents of the College. We interpret College academic policies and procedures and utilize available technology to provide data, resources, and training in an efficient and ethical manner.

Relationship to Strategic Plan

The Registrar/Student Records Office supports the Strategic Plan through our commitment to and support of the College's strategic aims, including Student Learning, Student Support, Community Collaboration, Support for Employees, Facilities and Infrastructure, Financial Responsibility, and Assessment. Staff members provide leadership and service that directly relate to each of these aims.

The following presentation provides a brief overview of the Registrar/Student Records Office, including how the office supports the seven strategic aims of the College.

Summary of Departmental Activities, Assessment and Use of Results
(completed Spring semester or on accreditation cycle)
(may include process flowchart)

Provide a brief overview of major accomplishments since the last review and how assessment results have been used to improve services/learning outcomes.

Assessed Need	Outcome
Review and realign job responsibilities to create a more efficient and effective Registrar/Student Records Office	Revamped Director of Registration Services into Assistant Registrar position as well as revised job descriptions for Records Assistant I, Records Assistant II, and Secretary to the Registrar

Increase the cohesiveness and teamwork of staff members	Implemented annual staff retreats
Increase consistency and efficiency of transfer credit evaluations	Implemented Banner transfer articulation module
Provide students with the ability to check their degree progress and to review their progress toward different programs of study	Implemented Banner CAPP (Curriculum, Advising, and Program Planning) module (automated degree audit system)
Automate the course scheduling process	Implemented the "roll process" to copy the course schedule from one semester to another
Become more cost effective and increase the accuracy of the course schedule	Went paperless with the course schedule
Increase the use of automation when verifying that prerequisites are met due to the state mandated College Readiness Scores with a two year expiration date	Worked collaboratively with Administrative Computing and the Chief Academic Officer to implement increased automation and reporting
Create a more efficient process for sharing documents among campus locations to increase efficiency in advising and registration	Implemented document imaging
Automate the transfer credit evaluation process	Implemented a workflow through document imaging
Produce diplomas in a more efficient and cost effective manner	Printed diplomas in-house
Identify a solution to the growing number of students and guests attending the Commencement ceremony	Worked collaboratively with an ad hoc Commencement Committee to implement two ceremonies and two graduation rehearsals
Enhance consistency of registration policies and procedures across campus locations	Implemented "Registration Rallies" and developed a registration procedures manual
Increase awareness and knowledge of student privacy regulations across campus	Provided additional FERPA training sessions at the departmental level and for student workers
Need to better secure student records and reduce the possibility of identity theft	Worked collaboratively with Administrative Computing to implement generated student ID numbers

Increase security of student records due to the open environment of our office	Password protected static hard drives
Relocate the Switchboard from the Business Office to a more centralized location in Student Services	Created a Welcome Center housed in the Student Center

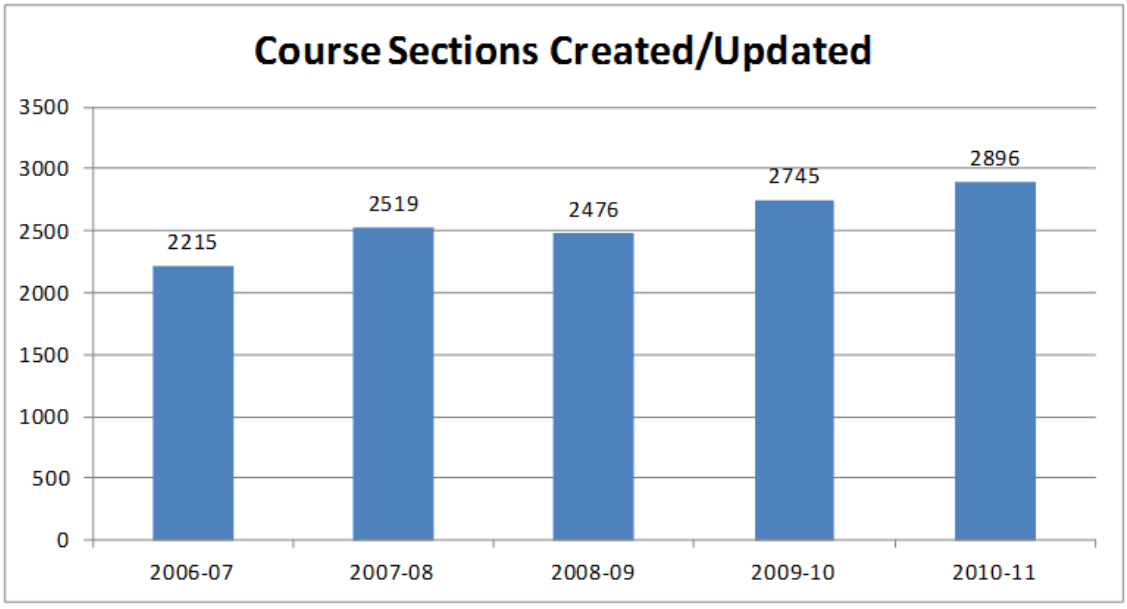
Internal and External Data Collection and Analysis
(completed by Fall semester or on accreditation cycle)

Gather and analyze relevant internal and external data ***(link to data).***

The following annual reports (2006-2007, 2007-2008, 2008-2009, 2009-2010, 2010-2011) support much of the data presented below, including course sections created and/or updated, mid-term and final grades processed, transfer credit evaluations, graduation rates, and official transcript requests.

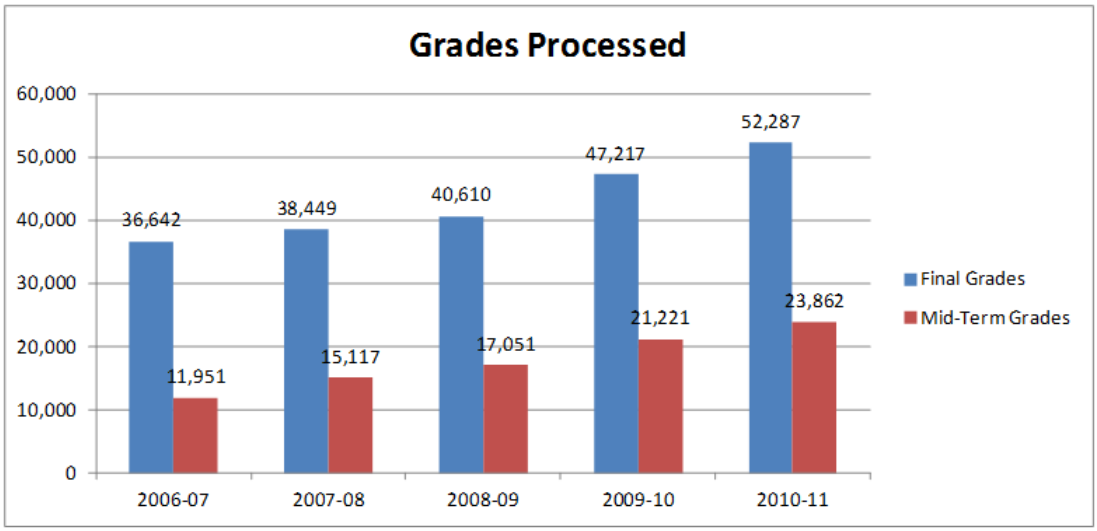
Course Sections Created/Updated

As the following chart indicates, the number of course sections that are created and/or updated in Banner each semester has continued to increase as enrollment at Jefferson College has risen. Over the past five years, the number of course sections managed by the Registrar/Student Records Office has increased by 31%. In 2006, the office began rolling courses from one term to another in an effort to automate the course scheduling process. While this process has become more efficient in some respects, there has been an increase in manual data cleanup throughout the course scheduling process.



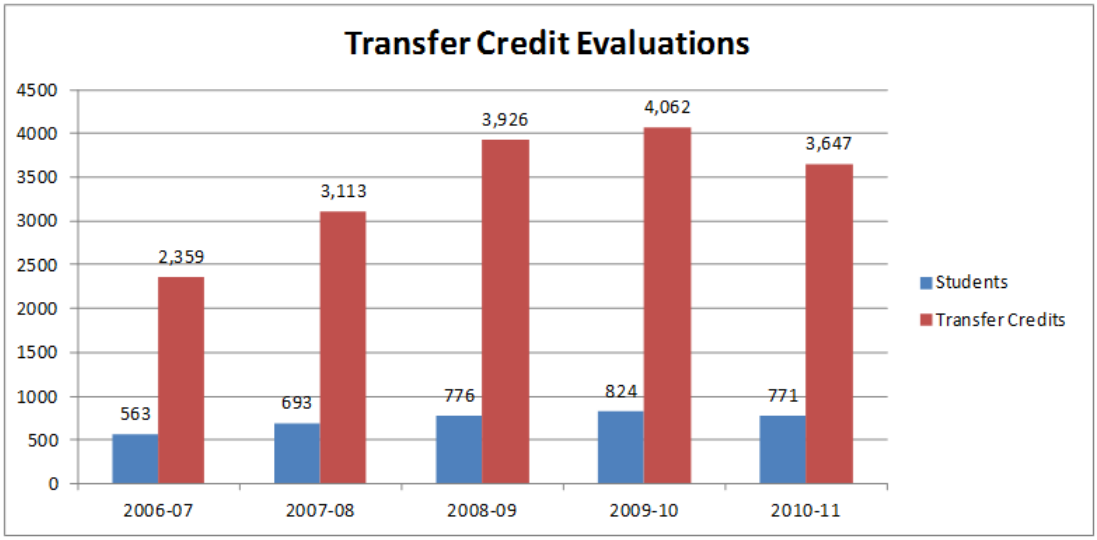
Mid-Term and Final Grades Processed

A rise in enrollment and course sections also created an increase in the number of mid-term and final grades that are processed. The following bar graphs report that the number of mid-term grades processed has increased by 100%, and the number of final grades processed has increased by 43%, over the past five years.



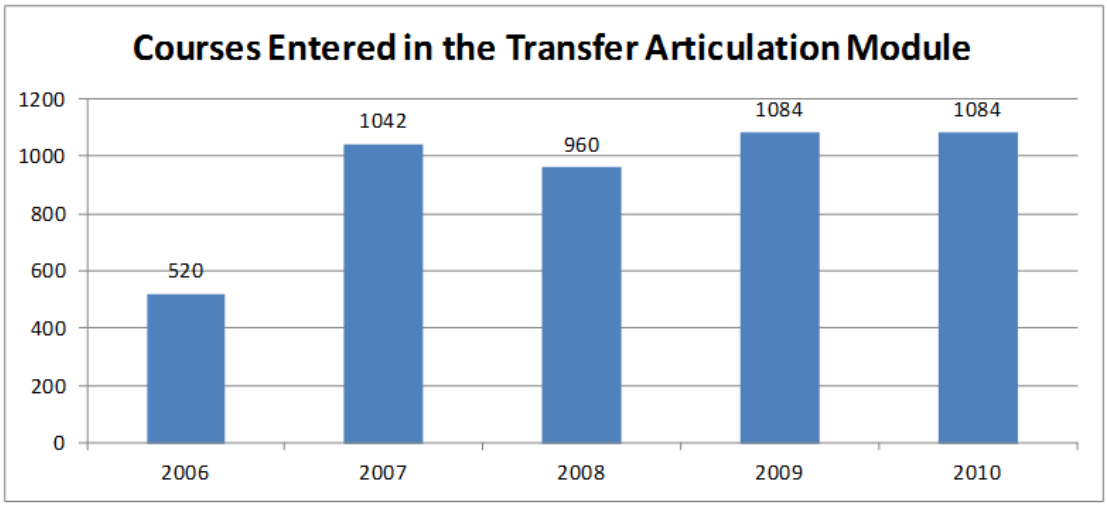
Transfer Credit Evaluations

Transfer credit evaluations are an important responsibility of the Registrar/Student Records Office. Approximately 13% of Jefferson students transfer credits from another college or university. As the following chart indicates, transfer credit evaluations significantly increased from 2006 to 2010, with an increase of 46% of students transferring credit and a 72% increase in the number of credits transferred to Jefferson.



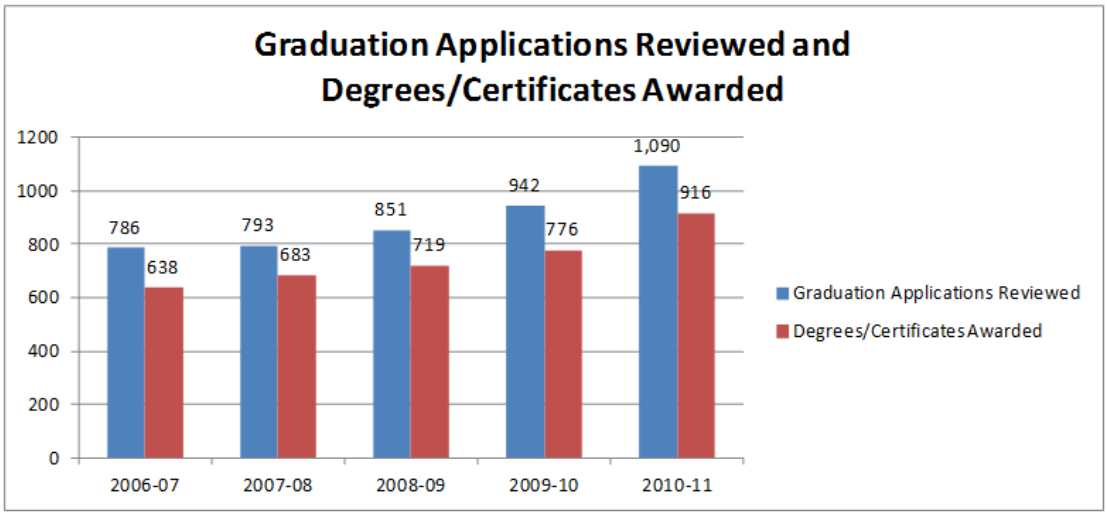
Banner Transfer Articulation Module

The Banner transfer articulation module was implemented to increase efficiency and consistency of transfer credit evaluations. Since 2006, almost 4,700 courses have been entered for 374 higher education institutions. The following bar graphs identify the number of courses that have been entered into the articulation module each year.



Graduation Rates

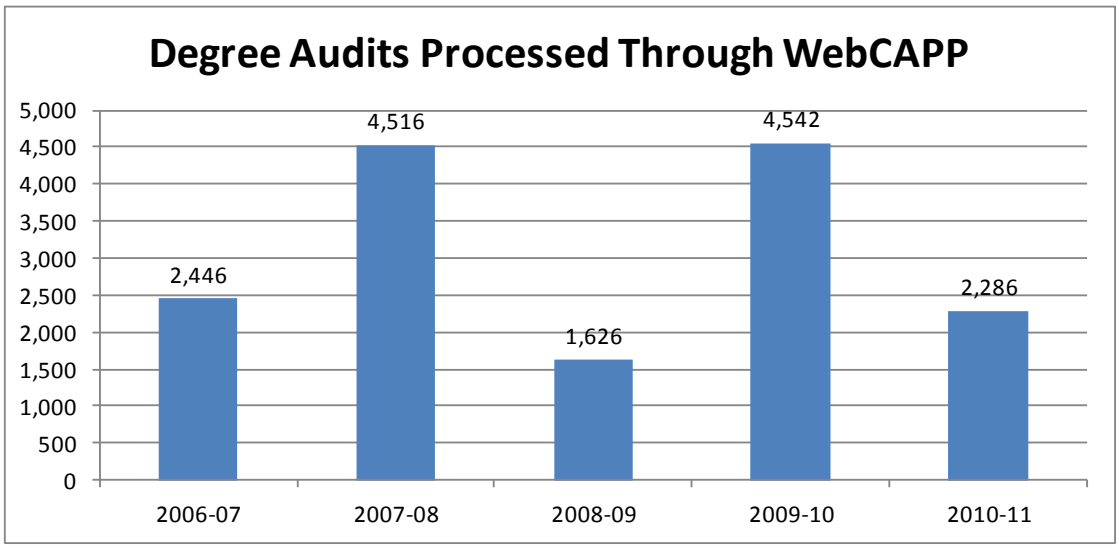
Over the past five years, graduation rates have continued to increase. The number of graduates has increased by 44% from 2006-2007 to 2010-2011 as the following chart demonstrates.



Automated Degree Audit System

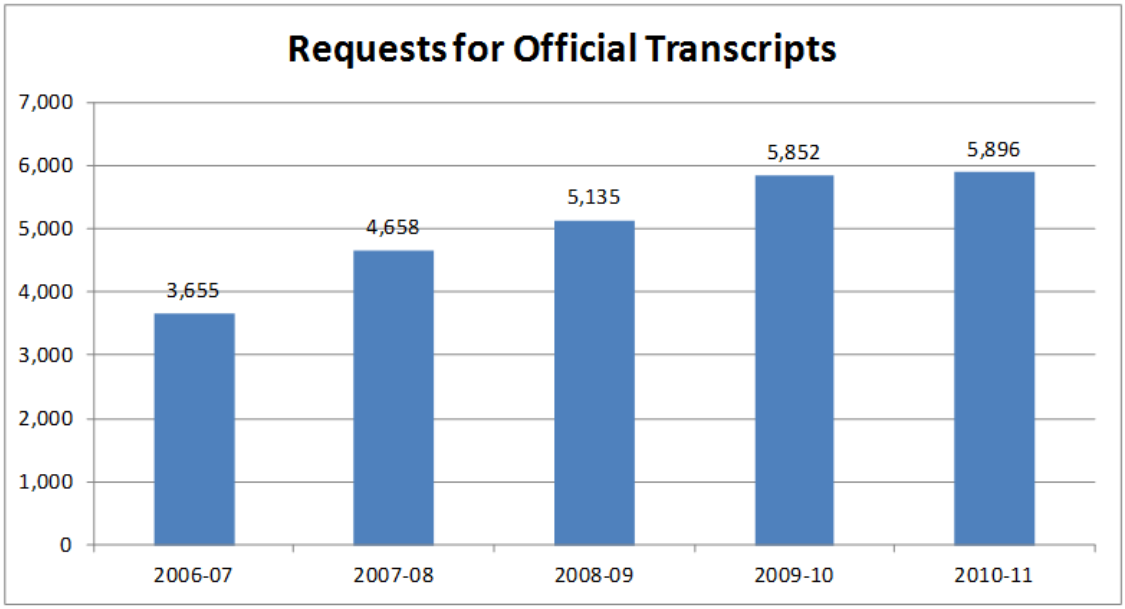
Banner CAPP (Curriculum, Advising, and Program Planning) was implemented in 2006. Faculty, staff, and student focus groups were conducted prior to implementation of CAPP. Training sessions were also held to increase awareness of the new automated degree audit system

among faculty and staff. Faculty, staff, and students have the ability to use WebCAPP and run degree audits online through STARS. Since 2006, over 15,400 audits have been run using WebCAPP (see the bar graphs below). The number of degree audits processed electronically has increased and decreased over the past few years. More education, training, and promotion need to occur about WebCAPP.



Requests for Official Transcripts

Students routinely request official transcripts to be sent to another college or university, their employer, the military, or to themselves. As the following chart reports, the number of official transcript requests has increased by 2,241, or 61%, over the past five years.



Faculty/Staff Survey

A faculty/staff survey of the Registrar/Student Records Office was conducted in September/October 2011. Overall, 38 faculty and staff responded to the survey. The report indicates that personnel are most likely to contact our office once per semester (42%), followed by once per week (22%) and once per month (22%). Faculty and staff contact the Registrar/Student Records Office most frequently for questions related to STARS, followed by the course schedule, grade entry/grade changes, and registration. Eighty-nine percent of personnel rated the quality of customer service provided by the Registrar/Student Records Office as excellent or good, while 90% indicated that their overall experience was excellent or good.

Faculty and staff would like additional online services, including the following: access to grade entry once (short-term) courses end, grade changes, online proofing of the course schedule, automated prerequisite check reports, student pictures, and automated graduation application and transcript requests.

Faculty and staff are very pleased with their experiences with our office. They indicated that staff members are knowledgeable, helpful, friendly, courteous, professional, responsive, and approachable. In terms of improving service, faculty and staff requested additional online services as well as more comprehensive evening services to assist advisors.

Student Survey

A student survey of the Registrar/Student Records Office was conducted in September/October 2011. Overall, 62 students responded to the survey. The report indicates that the greatest number of students contact our office once per semester about STARS, registration, and course add/drops. Ninety-two percent of students indicated that the quality of customer service provided was excellent or good. Additionally, 92% of students responded that their overall experience with the Registrar/Student Records Office was excellent or good.

Regarding online services, students would like the ability to request and pay for official transcripts online as well as the ability to submit an electronic application for graduation.

Many positive comments were made about the staff, including how knowledgeable, helpful, friendly, and informative the staff are. In terms of improving service, a request was made for longer office hours throughout the year as well as additional online services.

Annual Cost per FTE and Trend Analyses
(completed by Fall semester)

Provide cost per FTE and analyze for the period being evaluated.

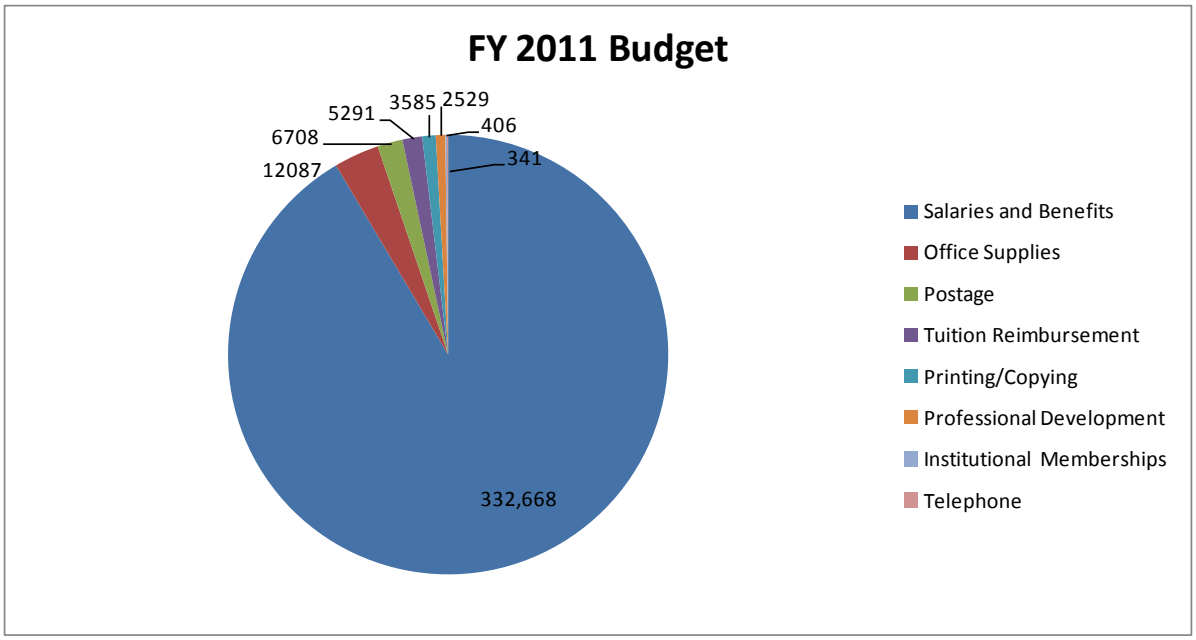
The data presented above represent a small portion of the work generated in the Registrar/ Student Records Office over the past five years. As the figures indicate, the workload in the Registrar/Student Records Office has continued to significantly increase, without an increase in

staff. From 2008-2010, the office was short one full-time staff member (Records Assistant I) due to budget constraints after a full-time staff member resigned. The responsibilities of this position were accomplished by two part-time, temporary Records Assistants. A full-time Records Assistant I was hired in July 2011.

The following table reflects the Registrar/Student Records Office expenditures per student. As the unduplicated headcount has increased each fiscal year and operating expenditures have stabilized, the cost per student has decreased.

Fiscal Year	Operating Expenditures	Unduplicated Headcount	Expenditures per Student
2007	$360,293	5,803	$62.09
2008	$365,300	6,437	$56.75
2009	$374,991	6,979	$53.73
2010	$369,099	7,835	$47.11
2011	$363,615	8,130	$44.73

The following pie chart indicates how the budget was allocated in the Registrar/Student Records Office for FY 2011.



SWOT Analysis
(completed by Fall semester)

Using the data collected and analyzed, complete a SWOT analysis. Reference and link data for each.

Internal Strengths	**Internal Weaknesses**
• Customer service orientation • Strong team environment/team players • Cross-training • Departmental retreats • Implementation of imaging • Knowledge • Dependability • Communication • Consistency • Resourcefulness	• Lack of automation • Lack of reporting capabilities • Lack of uniformity among all campuses • Staff workload • Emergency preparedness
External Opportunities	**External Threats**
• New IT structure and relationship with Strata Information Group (SIG) • Cross-training between Admissions and Student Records • Enhancement of the Welcome Center • Automation of forms • Expansion of document imaging • Professional development	• Decrease in enrollment, especially from local high schools due to the decrease in high school graduates • Pressure to increase the number of graduates • Economy and decrease in state and federal funding • Other institutions pursuing dual credit at our local high schools

External Accreditation (if applicable)
Link to accreditation report.

N/A

ACTION PLAN for *Admissions and Student Records* / *2011*

Org	Date	Strategic Aim	Objective	Action Plans	Metric	Benchmark	KPI	Additional Resources Required	Timeframe	Responsible Party(s)	Status
712	11/1/2011	II	F	Develop a reporting tool to identify students who have completed a substantial number of credit hours towards a degree or certificate and develop a procedure for contacting these students to encourage them to complete their degrees and/or certificates.	Development of reporting tool and procedure	No reporting tool and procedure currently exist	X	Possible assistance from SIG	FY12-FY16	Director of Admissions and Student Records, ARC, Information Technology	
712	Updated 11/1/2011	II	F	Contact applicants for graduation to ensure that they have scheduled and/or completed their exit exam.	Reduce the percentage of students ineligible for graduation due to non-completion of the exit exam to less than 5% each semester	Number/percentage of eligible students who did not complete the exit exam: Summer 2010 - 16 students (6.6%) Fall 2010 - 19 students (8.8%) Spring 2011 - TBD	X		FY12-FY15	Director of Admissions and Student Records, Testing Center	In progress
712	2/1/2011	II	F	Automate the application for graduation.	Increase the percentage of applications for graduation submitted electronically by 20%	Percentage of applications for graduation submitted electronically – currently none	X		FY13	Director of Admissions and Student Records, Information Technology	In progress
707	2/1/2011	II	F	Automate the transcript request form.	Increase the percentage of transcript requests submitted electronically by 20%	Percentage of transcript requests submitted electronically – currently none	VII		FY14	Assistant Director of Admissions and Student Records, Information Technology	Not yet started

707, 712	11/1/2011	II	F	Develop a marketing campaign to promote online services for students.	Development of marketing campaign	No current plan exists	VII		FY15	Director of Admissions and Student Records, Director of PR/Marketing	
707, 712	Updated 11/1/2011	II	E	Update FERPA training video.	Completed update	Current video	IX		FY14	Director of Admissions and Student Records, Assistant Director of Admissions and Student Records, JCTV	Not yet started
707, 712	Updated 11/1/2011	II	E	Implement FERPA refresher training.	Increase the percentage of faculty/staff who attend FERPA refresher training by 50%	Percentage of faculty/staff who attend FERPA refresher training each year – currently none	IX		FY13	Assistant Director of Admissions and Student Records	In progress
707, 712	2/1/2011	II	E	Implement document imaging to ensure safety and security of documents.	Image 100% of incoming college transcripts in Year 1; image 100% of college transcripts received in the previous two years	Percentage of college transcripts imaged – currently none	IX	$7,000-$8,000 for annual maintenance fees	FY11	Director of Admissions and Student Records, Information Technology	Document imaging implemented in Fall 2011; 400 incoming college transcripts have been imaged as of 11/1/2011
712	2/1/2011	I	J	Increase the number of transfer guides/articulation agreements with Jefferson's four-year partners and publish all transfer information online.	Increase the number of transfer guides/articulation agreements to 95	Fall 2010 – 83 transfer guides/ articulation agreements	III		FY11-FY15	Director of Admissions and Student Records, ARC, Faculty, Division Chairs, Deans	85 transfer guides/ articulation agreements as of 11/1/2011
707	2/1/2011	IV	A	Fill Records Assistant I position to provide more consistency in daily operations of the office as well as provide more efficient and effective service to students.	Employment of Records Assistant I (PIN 220)	Two part-time, temporary staff members are currently employed	XVI	$8,000-$10,000 each year for benefits (salary already exists in temporary salaries)	FY12	Director of Admissions and Student Records, Director of Human Resources	Completed - Position filled July 1, 2011

707	11/1/2011	IV	A	Hire part-time, temporary staff member to assist the Information Analyst with her increasing workload and to prepare for her upcoming retirement.	Employment of part-time, temporary staff member	No current staff member exists	XVI	$10,000	FY13	Director of Admissions and Student Records, Director of Human Resources	
703	2/1/2011	II	A	Develop a Strategic Enrollment Management Committee that oversees the development and facilitation of a strategic enrollment management plan.	Development of a comprehensive strategic enrollment management plan	A strategic enrollment management plan does not currently exist	VI	$5,000 for professional development; campus-wide commitment and appropriate organizational placement of the committee	FY12-FY15	Dean of Students, Director of Admissions and Student Records, Director of Advising and Retention Services	Strategic Enrollment Management & Retention Committee to be implemented as part of the new institutional committee structure – January 2012
703	2/1/2011	III	A	Develop/implement a marketing/recruitment plan targeting underserved populations.	6%	3.9% (Fall 2009 Institutional Fact Book-enrolled students indicating ethnicity other than white, non-Hispanic)	XI	Development of a diversity task force; designating key stakeholders, time away from current work tasks to focus on diversity initiatives	FY12-FY15	Director of Admissions and Student Records, Assistant Director of Admissions and Student Records, Director of PR/Marketing	Cultural Diversity Committee to be implemented as part of the new institutional committee structure – January 2012
703	Updated 11/1/2011	III	A	Develop and initiate a plan to target increased enrollment of non-traditional aged prospective students.	40%	37% (Fall 2009 Institutional Fact Book-enrolled students aged 25 and older)	XI	Coordinated efforts among personnel in Student Services, Academics, and PR/Marketing	FY13-FY15	Director of Admissions and Student Records, Assistant Director of Admissions and Student Records, Division Chairs, and Director of PR/Marketing	Not yet started

703	2/1/2011	III	A	Implement efforts designed to increase annual percentage yield from each in-district high school graduating class.	33%	29% five-year average (Fall 2009 Institutional Fact Book)	XI	Additional funding ($5,000) earmarked to provide promotional items to high school counselors and prospective college students	FY12-FY15	Assistant Director of Admissions and Student Records, Admissions and Student Records Representatives	In progress
703	2/1/2011	IV	IV (a)	Develop an additional full-time admissions clerk position working the hours of 10:30 a.m.-7:00 p.m. to allow for realigning staff responsibilities and more efficient and effective service to students.	Position funded	Enrollment growth of 49.6% 2004-2010 with no additional FT clerical staff to enter applications, provide training and support to off-site personnel, maintain evening hours staffing, provide document imaging, etc. Currently 2 FT admissions clerks	XVI	$27,414 salary $9,595 benefits	FY14	Director of Admissions and Student Records, Director of Human Resources	

Evaluation

☐ Meets Expectations
Comments:

☐ Requires Immediate Attention
Comments:

Follow-up report required by: _____
Comments: (date)

Approvals

_____ _____
Division Chair/Director Date
Comments:

_____ _____
Dean Date
Comments:

_____ _____
Vice President/President Date
Comments: