Program Overview - Program Mission

Program Mission

Describe the purpose of the program:

The mission of the Office of Admissions and Records (A&R) at West Los Angeles College (WLAC) aligns with the mission of WLAC as a whole: to serve the students and the community by providing quality instruction and support services. In particular, A&R remains dedicated to the principle and promise of open access. To that end, A&R offers student support services that both protect privacy and encourage student communication and development.

Respondent: Michael Goltermann

Validation Review

Data Evaluation: Accepted
Comments: Add a goal on improving the phone system in the office

OBJECTIVES:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Begins</th>
<th>Ends</th>
<th>Priority</th>
<th>Status</th>
<th>Term</th>
<th>View/Modify</th>
</tr>
</thead>
<tbody>
<tr>
<td>To improve telephone response rates</td>
<td>Jan, 2009</td>
<td>Jan, 2025</td>
<td>High</td>
<td>In-Progress</td>
<td>2007</td>
<td>View/Modify</td>
</tr>
<tr>
<td>Efficient and Accurate Student A&amp;R Services</td>
<td>Dec, 2008</td>
<td>Dec, 2009</td>
<td>Critical</td>
<td>Pending Funding</td>
<td>2007</td>
<td>View/Modify</td>
</tr>
</tbody>
</table>

Program Overview - Overview

Response to Demand

Location, days/hours:

Operating Hours:
Monday to Thursday: 9:00 am to 7:00 pm
Friday: 9:00 am to 2:00 pm
*The office of A&R is also open on three consecutive Saturdays twice per year during peak times of demand.

Respondent: Michael Goltermann

Services offered during last cycle:

<table>
<thead>
<tr>
<th>Service Offered</th>
<th>On-Going</th>
<th>Date Added</th>
<th>Date Deleted</th>
<th>Remove</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Assistance</td>
<td>On-going</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Processing</td>
<td>On-going</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transcript Verification</td>
<td>On-going</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Add/Drop Classes  On-going
Student Information Update  On-going
Grade Review Petitions  On-going
Residency Petitions  On-going
Course Equivalency  On-going
Course Repeat Petitions  On-going
Academic Renewal Petitions  Remove
General Petitions  On-going

Number of Participants Served

Given the data, describe the trends in Ethnicity, Age and Gender. What are the implications for your program?

From the sample period of 2/19/2008 to 10/9/2008 we served just over 37,000 customers. The average wait time was eighteen minutes and the average service time was five minutes. We do not track the race, ethnicity or gender of the customers we serve, but we suspect that these demographics mirror those of the college as a whole. Implications for the Office of Admissions and Records: Although our average wait time is eighteen minutes, many customers may wait far longer than that during peak hours. To reduce wait times, improve student service, and meet rising demand the Office of A&R must hire more personnel and move its services online, either partially or exclusively.

Save

Student Achievements

Given the data, describe the trends in Access, Success , and Persistence. What are the implications for your program(s)?

The A&R Dean has met with the Dean of Research to explore the possibility of tracking the number of students who enroll versus the number who apply. Although this data is not currently described, it could shine some light on trends in access and persistence on the "front-end" of the college-going experience. Likewise, the number of online applications initiated versus the number completed are not currently tracked, but this could be another indicator of student success in A&R.

Save

Validation Review

Data Evaluation: Accepted
Comments:
OBJECTIVES:

External Validation - Advisory Board

No Objectives Submitted.

External Validation - Advisory Board

Members Names, Representation:

<table>
<thead>
<tr>
<th>Advisory Board Member Name</th>
<th>Company/Affiliation</th>
<th>Title</th>
<th>Meet Once Every</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Goltermann</td>
<td>West Los Angeles College</td>
<td>Dean of Student Services, Enrollment</td>
<td>Month</td>
</tr>
<tr>
<td>Terry McGee</td>
<td>West Los Angeles College</td>
<td>Supervisor</td>
<td>Semester</td>
</tr>
<tr>
<td>Diana Baxter</td>
<td>West Los Angeles College</td>
<td>Supervisor</td>
<td>Semester</td>
</tr>
<tr>
<td>Bill McKillian</td>
<td>West Los Angeles College</td>
<td>A&amp;R Assistant</td>
<td>Year</td>
</tr>
<tr>
<td>Art Lara</td>
<td>West Los Angeles College</td>
<td>Evaluation Tech</td>
<td>Month</td>
</tr>
<tr>
<td>Sunny Leon</td>
<td>West Los Angeles College</td>
<td>Evaluation Tech</td>
<td>Month</td>
</tr>
</tbody>
</table>

Respondent: Michael Goltermann

Meetings

List the Date and Membership of your Advisory Board:

<table>
<thead>
<tr>
<th>Dates (mm/dd/yyyy)</th>
<th># Members</th>
<th>Members Attending</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/21/2008</td>
<td>10</td>
<td>7</td>
</tr>
</tbody>
</table>

Reminder: Keep copies of your Minutes for audit purposes.

Recommendations

What have been the major recommendations resulting from your advisory board meetings? Of those recommendations, which have been acted upon, and what is your plan of action with regard to other recommendations discussed?

Major recommendations from the Admissions and Record Committee meeting on 10/21/08:
1. Adopt an electronic signature policy. This recommendation will be formally adopted pending board approval.
2. Purchase software and service that can make robocalls for emergency and non-emergency phone notifications. West will not likely move forward with this recommendation due to budgetary constraints.
3. Move forward with an online transcript request process through the National Student Clearinghouse. With district cooperation, West would like to move forward with this process.
External Validation - Program Accreditation

Response to Demand (Operational Program Review)

Is this program subject to approval/accreditation by specialized state, regional, or national accrediting agencies? Yes

What is the program's accreditation status?

West Los Angeles College is accredited by Western Association of Schools and Colleges.

Respondent: Michael Goltermann

Recommendations

Indicate recommendation of the most recent accreditation evaluation of the program and corrective actions taken or planned. Most recent accreditation report and all additional pertinent documentation and explanations should be available on site for consultant review.

In its most recent series of recommendations, the Accrediting Commission for Community and Junior Colleges made no specific recommendations for the Office of Admissions and Records.

SLOs - Program SLOs

No Objectives Submitted.
## Resources

Curriculum Committee webpage with Institutional and Program SLOs listed
- 42 single course assessments by West faculty
- SLO Tutorial on Janet Fulks’ Bakersfield CC website

## Student Learning & Service Outcomes

<table>
<thead>
<tr>
<th>Core Competency</th>
<th>Program Objective</th>
<th>Outcome</th>
<th>Opportunity</th>
<th>Assessment Tool</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Thinking and Planning</td>
<td>To enhance student capacity for careful and logical critical thinking and planning</td>
<td>Ability to select courses as a part of an overall strategic plan Ability to carefully read and follow verbal and written directions</td>
<td>The student will demonstrate competency in so far as they are able to complete petitions and applications in an accurate and appropriate way.</td>
<td>The percentage of complete and accurate applications and petitions is the measure of success.</td>
<td>Improve the clarity and visual appeal of A&amp;R forms.</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>To enhance student communication skills</td>
<td>Students should have the ability to articulate program choice, their goals and decisions to drop and add a course Students should have the ability to submit clear and concise writing in their written petitions</td>
<td>In written petitions, at the counter, and in one on one meetings with A&amp;R staff, students will have the opportunity to demonstrate this competency.</td>
<td>The written petitions and applications will provide a tool for assessment</td>
<td>Model clarity of writing for the students by improving the writing on the petitions. Where there are major errors in petitions or on applications due to poor communications skills, this is an opportunity to help students improve.</td>
</tr>
<tr>
<td>Computer Literacy</td>
<td>The goal is to improve basic computer literacy</td>
<td>Students will develop an appreciation and ability to use computers in A13 and home computers to advance in the technological world</td>
<td>Students may demonstrate competency through online requests for transcripts, online applications or online petitions.</td>
<td>We can assess a student’s computer literacy by calculating whether students are able to use online processes.</td>
<td>Write clear and concise instructions for students using online tools and have a designated help desk person to walk students through online processes.</td>
</tr>
<tr>
<td>Literacy</td>
<td>To enhance student literacy.</td>
<td>Students will be able to read and comprehend written directions in a variety of venues.</td>
<td>Students will demonstrate competency in this area when reading petitions, signs, applications and other documents.</td>
<td>Based on student responses to written questions and student behavior. A&amp;R staff will be able to assess whether or not students have comprehended written directives and explanations.</td>
<td>All forms and written materials should be direct and clearly written to maximize understanding of written text.</td>
</tr>
</tbody>
</table>

- Create more prominent text that explains why it is
OBJECTIVES:

Program Effectiveness - Surveys

The goal is to enhance a student's sense of responsibility and accountability. The standard and competence through the standards and principles throughout their college experience and how it relates to their culture and personal lives. Written petitions honestly, this is an indicator that they are taking their responsibilities seriously. It is important to provide accurate and honest information to admissions staff. Hold students accountable when they intentionally provide inaccurate information.

Core Competencies Alignment

How do the department’s course and program SLOs address West’s Core Competencies?

A&R’s SLOs align with the core competencies in West as a whole: student success, future-oriented perspectives, personal integrity, critical thinking and communication.

Respondent: Michael Goltermann

Assessment

Describe what has been done in developing and conducting assessment of student learning outcomes. Describe any changes implemented as a result of your findings from the assessment of student learning outcomes.

The A&R student survey assessed student learning outcomes in a variety of ways. For instance, the survey asked students if they are aware of our online services and whether they understood the A&R forms they read.

Validation Review

Data Evaluation: Accepted

Comments: No Objectives Submitted.

Program Effectiveness - Surveys

Student Satisfaction Survey

<table>
<thead>
<tr>
<th>Survey Name</th>
<th>Data Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matriculation Survey</td>
<td>See Below</td>
</tr>
</tbody>
</table>

Page Description
OBJECTIVES:

Program Outreach

A&R Survey

Discuss and analyze Student Satisfaction Survey results and what program changes will be implemented in response to the survey data.

According to the Matriculation Survey results, 85% of students describe A&R service as either "good" or "excellent". Only 2% described the service as "poor" and 13% as "fair".

The A&R survey supports the results of the matriculation survey. Approximately 85% of the respondents stated that they "agreed" or "strongly agreed" with various statements such as "I received the help that I needed" or "The staff was knowledgeable."

Respondent: Michael Goltermann

Faculty/Staff Program Assessment Survey

Discuss and analyze Faculty/Staff Program Assessment Survey results and what program changes will be implemented in response to the survey data.

A faculty/staff program assessment survey particular to admissions only was not conducted.

No Survey(s) Added.

Validation Review

Data Evaluation: Accepted

Comments:

OBJECTIVES:

No Objectives Submitted.

Program Outreach
What standing committees does your program maintain? What are their charges and membership?

A&R staff meet regularly but the office does not maintain any standing committees that require dues or other charges.

What intra-college collaboration has your program been involved in during the past six years?

Examples include:
1. Collaboration with counseling for CCC apply.
2. Collaboration with counseling, financial aid, IT and the business office for ID conversion.

What has your program done since the last review to establish connections with schools, institutions, organizations, businesses, and corporations in the community?

Most of these types of activities are handled out of the Office of Outreach, which conducts a separate program review.

Respondent: Michael Goltermann

Professional Development

Professional development opportunities are limited due to lack of funds. However, staff are occasionally able to take advantage of free opportunities such as West's annual Leadership Retreat, open to all staff and administration.

Professional Development Needs

Are there areas of unmet professional development needs among faculty in this program? Please explain a proposed plan of action for addressing this need and any resources needed to achieve this development.

There is some need for professional development, particularly in the area of computer literacy. West could accommodate this need for development with limited resources through FLEX programs held on campus.
Respondent: Michael Goltermann

Validation Review

Data Evaluation: Accepted
Comments: No Objectives Submitted.

OBJECTIVES:

Resources - Personnel

Certificated Administrator, Faculty

<table>
<thead>
<tr>
<th>Name</th>
<th>Job Title</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Goltermann</td>
<td>Dean of Student Services</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Classified Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Job Title</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terry McGee</td>
<td>Supervisor</td>
<td>Yes</td>
</tr>
<tr>
<td>Diana Baxter</td>
<td>Senior Supervisor</td>
<td>Yes</td>
</tr>
<tr>
<td>Art Lara</td>
<td>Evaluation Tech</td>
<td>Yes</td>
</tr>
<tr>
<td>Sunny Leon</td>
<td>Evaluation Tech</td>
<td>Yes</td>
</tr>
<tr>
<td>Jackie Manheim</td>
<td>A&amp;R Assistant</td>
<td>Yes</td>
</tr>
<tr>
<td>Leo Dizon</td>
<td>A&amp;R Assistant</td>
<td>Yes</td>
</tr>
<tr>
<td>Bill McKillian</td>
<td>A&amp;R Assistant</td>
<td>Yes</td>
</tr>
<tr>
<td>Helen Burnett</td>
<td>A&amp;R Assistant</td>
<td>Yes</td>
</tr>
<tr>
<td>Dyan Arnold</td>
<td>A&amp;R Assistant</td>
<td>Yes</td>
</tr>
<tr>
<td>Kathleen Greer</td>
<td>International Student Advisor</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Student Workers

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Hours/Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fred Coates</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Regina McKoy</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Marcia Walker</td>
<td></td>
<td>20</td>
</tr>
</tbody>
</table>

Projected Retirements:
None can be projected with certainty at this time, although there will likely be one retirement this year.

Are available faculty and classified staff adequate to support the program?

*Not quite. Please see the “resource request” section for greater details.*

Respondent: Michael Goltermann

---

**Validation Review**

**Data Evaluation:** Accepted

**Comments:**

---

**OBJECTIVES:**

<table>
<thead>
<tr>
<th>Objective</th>
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<th>Priority</th>
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<tbody>
<tr>
<td>To move to electronic document imaging</td>
<td>Jan, 2009</td>
<td>Jan, 2010</td>
<td>High</td>
<td>In-Progress</td>
<td>2007</td>
</tr>
</tbody>
</table>

*View/Modify*

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**Resources - Facilities**

Is space currently assigned to program adequate to support the needs of the service area? Please explain?

*Not quite, but A&R is working hard to alleviate these problems by using offsite storage, scanning documents and moving to online processes.*

Does the program regularly utilize general campus facilities? Are they available and adequate?

*We use general campus facilities for storage of our documents. These facilities are adequate but not ideal.*

Respondent: Michael Goltermann

---

**Validation Review**

**Data Evaluation:** Accepted

**Comments:**

---

**OBJECTIVES:**

No Objectives Submitted.

---

**Resources - Planning**

**Past Unit Plan Objectives**

What is the status of the objectives in the 2007 unit plan. Areas will evaluate the objectives included in the unit plan for 2007 in a grid with following measures: completed, in progress, deleted. Please explain outcome.
Based on your evaluation, what objectives or initiatives would you develop to improve this measure?

<table>
<thead>
<tr>
<th>Objective</th>
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<td>Dec, 2008</td>
<td>Dec, 2009</td>
<td>Critical</td>
<td>Pending Funding</td>
<td>2007</td>
</tr>
<tr>
<td>Advances the goal of safe storage and retrieval of records</td>
<td>Dec, 2008</td>
<td>Dec, 2009</td>
<td>Critical</td>
<td>Pending Funding</td>
<td>2007</td>
</tr>
</tbody>
</table>

Service Area Planning Assumptions

In the space below, please list the planning assumptions that will guide your program during the next 6 year period. Include assumptions for at least the following areas:

- Expected demand
- Anticipated funding trends
- Anticipated pedagogical trends
- Anticipated technological trends
- Anticipated trends in student needs and/or demographics
- Relevant Advisory Group recommendations

Expected Demand: Will continue to rise
Anticipated Funding: Will decline over the next two to three years at minimum
Pedagogical Trends: A movement towards online instruction best practices
Technological Trends: A movement towards online student services
Demographic Trends: A need to serve returning veterans and displaced workers

Respondent: Michael Goltermann

Self-Assessment of Challenges Facing Program

Please present the program’s analysis of the challenges it will face over the next 6 years in light of the measures of program effectiveness, progress toward past goals, and new planning assumptions.

The heart of the challenge is this: rising demand will meet declining funding.

Validation Review

Data Evaluation: Accepted
Comments:

Resources - Resource Request

<table>
<thead>
<tr>
<th>Resource</th>
<th>Quantity</th>
<th>Description</th>
<th>Status</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1 FTE</td>
<td>One full-time employee is necessary to meet the increased demand for labor that will arise on a variety of fronts: a major Viatron scanning project, a rise in returning veterans and students overall, a need for more workers to take over tasks from an evaluation office consumed with Degree Works.</td>
<td>Pending Funding</td>
<td>2007</td>
</tr>
<tr>
<td>Equipment</td>
<td>0 Units</td>
<td>Item Request: A Viatron scanning project that will electronically scan and store over 1.2 million pages of documents including transcript requests, applications, enrollment forms and rosters. The anticipated Viatron-related cost is $68,000 but this cost will be offset in the long term through savings in storage and labor cost.</td>
<td>Pending Funding</td>
<td>2007</td>
</tr>
</tbody>
</table>
Supplemental Material

Supplemental Materials:

<table>
<thead>
<tr>
<th>FileName</th>
<th>Description</th>
<th>Uploaded</th>
<th>Edit</th>
<th>Delete</th>
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<tbody>
<tr>
<td><img src="image" alt="Academic Hurdlers Program Report 2008.txt" /></td>
<td>Matriculation Survey</td>
<td>11/14/2008 2:54:00 PM</td>
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<td><img src="image" alt="Surveys.xls" /></td>
<td>A&amp;R Survey</td>
<td>11/14/2008 2:53:00 PM</td>
<td>Edit</td>
<td>Delete</td>
</tr>
</tbody>
</table>

Final Summary

Based on your program review, summarize

Program Strengths - What is your program doing well?

Given the limited amount of staff and funding A&R serves a high volume of students and the vast majority of those students are satisfied or very satisfied with the services they receive.

Program Weaknesses - What areas can your program improve?

A&R could improve the accuracy and efficiency with which it processes student and instructor requests. Further, A&R could increase the consistency of outcomes for similar types of requests, improving fairness. Finally, A&R could move many of its processes online, saving time and costs.

Discuss anything else you would like to share about your program that has not been addressed.

Respondent: Michael Goltermann

Validation Review

Data Evaluation: Accepted

Dean's Review and Recommendations:

Please see comments throughout the document.

Student Services Council Review

Submit Program Review

Program Review has been completed for this Unit.