

**PORTERVILLE COLLEGE**  
**PROGRAM REVIEW REPORT: NON-INSTRUCTIONAL PROGRAMS**

**Program Name:**  
Admissions & Records

**Contact Person:**  
Marie Braidt

**Submission Date:**  
Fall 2024

**Porterville College Mission Statement:**

With students as our focus, Porterville College provides our diverse local communities quality education that promotes intellectual curiosity, personal growth, and lifelong learning, while preparing students for career and academic success.

In support of our values and philosophy, Porterville College will:

1. Provide quality academic programs to all students.
2. Provide comprehensive support services to help students achieve their personal, career and academic potential.
3. Prepare students for transfer and success at four-year institutions.
4. Provide courses and training to prepare students for employment or to enhance skills within their current careers.
5. Provide comprehensive support systems tailored to each student's skill level.
6. Recognize student achievement through awarding degrees, certificates, grants, and scholarships.

**Guided Pathways Framework:**

1. Clarify the Path: Create clear curricular pathways to employment and further education.
2. Enter the Path: Help students choose and enter their pathway.
3. Stay on the Path: Help students stay on their path.
4. Ensure Learning: Ensure that learning is happening with clear outcomes.

**Program Mission Statement:**

Porterville College's Admission and Records department mission is to facilitate seamless transitions for students into and through their educational journey. We are dedicated to providing efficient, accurate, and accessible services that support student success, uphold institutional integrity, and foster a welcoming environment. Through proactive guidance, transparent processes, and personalized support, we strive to empower students to achieve their educational goals and contribute positively to their communities. Our dedication extends beyond the campus, as we actively engage with the community through outreach initiatives committed to ensuring equitable access to educational opportunities and fostering a culture of lifelong learning.

**Service Area Outcomes (SAOs):**

This section presents an overview of our department's Service Area Outcomes (SAOs), both old and new, which are essential for assessing the effectiveness and quality of our services. The old SAOs were established to evaluate student understanding and satisfaction concerning key processes, such as application completion, graduation evaluations, and financial obligations. The

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results from these assessments provide valuable insights into areas of strength and opportunities for improvement. Building on this foundation, we have developed new SAOs aimed at enhancing operational efficiency, strengthening fraud prevention measures, and expanding student access through community outreach initiatives. By continuously assessing these outcomes, we aim to align our services with student needs and institutional goals, ultimately fostering a supportive and effective educational environment.

**Old Service Area Outcomes:**

The following table outlines the previously established Service Area Outcomes (SAOs) for our department. These SAOs were designed to measure student understanding and satisfaction regarding essential processes and resources. The assessment results and discussions highlight areas of success as well as opportunities for improvement, which will inform our future goals and strategies.

<b>SAO Statement</b>	<b>Describe assessment results and discussion of this SAO</b>	<b>Describe how the results impact your goals and needs going forward</b>
1. Upon completion of the college application, new students will understand the next steps leading to an academic pathway and course enrollment.	Assessment results indicated that 75% of new students reported a clear understanding of the next steps, while 85% expressed satisfaction with available support services. Familiarity with the following was as follows: <ul style="list-style-type: none"> <li>• <b>Enrollment and course selection process:</b> 91.5% were very or somewhat familiar.</li> <li>• <b>PC's Academic and Program Pathways:</b> 69% were very or somewhat familiar.</li> </ul>	To improve understanding, we will enhance communication strategies and develop targeted workshops for new students to ensure they are better informed about the enrollment process.
2. Students will be able to understand the graduation evaluation process and apply for certificates and/or degrees by the appropriate deadlines.	The 2024 Student Satisfaction Survey revealed that notably, only 45.7% of students reported familiarity with the graduation application process, indicating a need for clearer instructions and timelines.	We will implement more comprehensive orientation sessions and improve the graduation timeline documentation to enhance student understanding and facilitate timely applications for degrees and certificates.

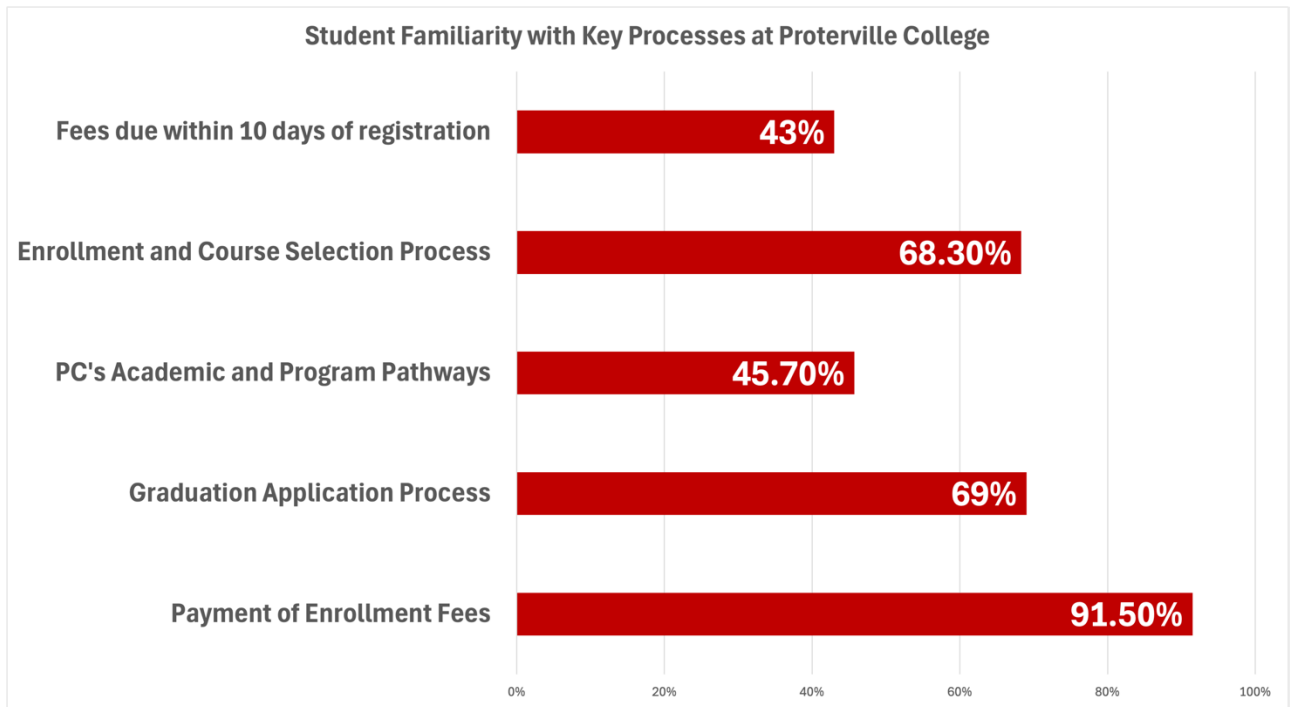
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<p>3. Students will understand that all fees are due 10 days after registration and the resulting consequences of unpaid balances.</p>	<p>The 2024 Student Satisfaction Survey results showed that only 43% of students correctly understood that fees are due within 10 days of registration, highlighting a significant gap in knowledge. Satisfaction with related support services was reported at 78%. The survey responses indicated that students felt unclear about the implications of unpaid balances.</p>	<p>To address this gap, we will increase awareness campaigns around fee deadlines, utilizing various communication channels to ensure all students receive timely information regarding financial responsibilities.</p>
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**New Service Area Outcomes:**

In today’s dynamic educational environment, it is crucial for our department to remain responsive to the changing demands of our student population. As we focus on continuous improvement, the newly established SAOs serve as a framework for guiding our efforts and ensuring that we provide effective services that meet the expectations of our students and stakeholders.

The following table presents the newly established Service Area Outcomes (SAOs) for our department, reflecting our commitment to enhancing student support and operational efficiency. These new SAOs aim to address evolving student needs, improve service delivery, and align

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with institutional goals. The assessment methods for these outcomes will guide our evaluation of success and areas for further development.

<b>SAO Statement</b>	<b>Describe assessment results and discussion of this SAO</b>	<b>Describe how the results impact your goals and needs going forward</b>
<p>1. <b>DegreeWorks Overhaul:</b> Students will analyze and interpret their academic progress using DegreeWorks.</p>	<p>As this SAO is newly implemented, formal assessment data is not yet available. However, DegreeWorks has been identified as a critical tool for student success, particularly in helping students track their academic progress and make informed decisions about course selection. Historically, advising errors and misinterpretations of degree requirements have contributed to inefficiencies in student scheduling and extended time to graduation.</p>	<p>Moving forward, we aim to establish baseline data by tracking DegreeWorks usage patterns, student self-initiated schedule adjustments, and error rates in degree audits. These results will inform efforts to enhance the tool’s usability and effectiveness, ultimately reducing dependency on manual advising interventions and improving degree completion efficiency.</p>
<p>2. <b>TES &amp; Transferology Articulation Utilization:</b> Students will evaluate transfer credit applicability using TES &amp; Transferology, demonstrating proficiency through an increase in self-service transfer evaluations and a decrease in manual articulation requests.</p>	<p>Currently, no formal assessment data is available as this SAO is newly adopted. Initial feedback highlights unfamiliarity with TES &amp; Transferology’s capabilities, resulting in reliance on manual articulation processes.</p>	<p>To measure impact, we plan to track student-initiated transfer evaluations, monitor reductions in manual articulation requests, and collect feedback on the clarity and usability of these tools. These results will support efforts to enhance transfer-related efficiency and provide targeted outreach.</p>

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<p><b>3. Efficient Use of Self-Service Tools:</b> Students will effectively utilize self-service tools to manage their academic records, transfer evaluations, and enrollment tasks, demonstrating independence and efficiency in navigating institutional processes.</p>	<p>As a newly implemented SAO, formal assessment has not yet been conducted. However, preliminary feedback highlights the need for streamlined self-service tools that allow students to manage academic records, transfer evaluations, and enrollment tasks independently. Identifying and addressing barriers to tool adoption will be critical.</p>	<p>Assessment efforts will focus on tracking tool usage metrics, analyzing student feedback, and monitoring reductions in service requests related to academic records and enrollment processes. These results will inform enhancements to self-service tools and training resources, supporting institutional goals of increased efficiency and student independence.</p>
<p><b>4. Navigation and Confidence in Enrollment Processes:</b> Students will confidently navigate enrollment and records processes, independently completing tasks with minimal delays or barriers.</p>	<p>Since this SAO is newly implemented, no formal assessments have been conducted. Observations suggest that many students face challenges in navigating enrollment processes confidently, often requiring repeated assistance or follow-up inquiries.</p>	<p>Data collection will focus on identifying common student challenges, evaluating confidence levels in completing enrollment tasks, and analyzing trends in follow-up service requests. The results will guide efforts to enhance training for cross-trained staff, refine communication resources, and further develop self-service tools to improve the student experience.</p>
<p><b>5. Recognition and Use of Academic Achievements:</b> Students will efficiently access and utilize academic records and earned certificates to support academic progress, transfer, and career readiness.</p>	<p>Formal assessment data is not yet available for this newly implemented SAO. However, delays in certificate issuance and limited awareness of available records have been identified as</p>	<p>Assessment efforts will track student satisfaction with certificate processing, monitor notification efficiency, and evaluate the overall awareness of academic records and</p>

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	barriers to student progress and career readiness.	achievements. These insights will support improvements in system automation, communication strategies, and resource accessibility to better serve students' academic and professional goals.
6. <b>Transaction Efficiency and Workflow Enhancement:</b> Students will demonstrate the ability to efficiently complete enrollment and records-related processes, as evidenced by reduced service wait times and an increase in successfully completed transactions without staff assistance.	As this is a newly adopted SAO, no formal assessments have been conducted. However, the intended focus is on reducing wait times and increasing successful independent transactions in enrollment and records-related processes. Initial observations will identify bottlenecks and areas requiring intervention.	The data collected will be used to monitor service efficiency, student transaction completion rates, and areas where staff intervention is still required. Insights from these assessments will guide process improvements, technology upgrades, and resource allocation to enhance overall workflow efficiency.
7. <b>International Recruitment Program:</b> Students will demonstrate increased engagement in a more diverse and globally inclusive campus environment, as measured by international student enrollment trends and campus engagement survey results.	No formal assessments have been conducted as this SAO is newly adopted. The goal is to track student engagement in international programs and activities while analyzing enrollment trends among international students.	Assessment results will provide insights into the effectiveness of efforts to foster a diverse and globally inclusive campus environment. These findings will inform strategies to enhance international student recruitment and engagement programs, ensuring all students feel connected and supported in a multicultural academic setting.

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**Strategic Intent of the New SAOs:**

**Enhancing Student Support:**

Our SAOs are designed to identify key areas where student support can be strengthened, ensuring that every student receives timely and effective assistance. This includes providing comprehensive resources, personalized advising, and responsive communication.

**Improving Operational Efficiency:**

By streamlining processes and eliminating redundancies, our SAOs will help us enhance operational efficiency. This allows our staff to focus on critical student-facing activities rather than administrative tasks, ultimately leading to better service delivery.

**Addressing Evolving Student Needs:**

Our department recognizes that student needs are constantly changing. The new SAOs are aimed at proactively addressing these needs through regular assessment and adaptation of services. This approach ensures that we remain relevant and effective in our support of students.

**Aligning with Institutional Goals:**

Each SAO has been carefully crafted to align with the broader institutional goals of the college. This alignment ensures that our departmental initiatives contribute to the overall mission and vision of the institution, reinforcing our commitment to student success and community engagement.

The following mapping table illustrates the critical connection between A&R's Student Achievement Outcomes (SAOs) and Porterville College's Guided Pathway Goals and Strategic Plan. This alignment is essential for several reasons. Firstly, mapping SAOs to institutional goals ensures that our initiatives directly contribute to the college's mission of promoting student success and enhancing educational equity. By identifying specific outcomes that support the Guided Pathways framework, we create a clear pathway for students to navigate their academic journey, fostering engagement and persistence.

Moreover, aligning SAOs with the Strategic Plan underscores our commitment to institutional effectiveness and continuous improvement. It allows us to systematically assess our progress, evaluate the impact of our initiatives, and identify areas for further development. This process not only facilitates accountability but also enhances transparency, ensuring that stakeholders understand how our efforts translate into measurable improvements in student outcomes. Ultimately, this mapping serves as a foundational tool for guiding decision-making, resource allocation, and strategic planning, reinforcing our dedication to achieving the educational goals of Porterville College and better serving our diverse student population.

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	Student Achievement Outcomes						
	SAO 1	SAO 2	SAO 3	SAO 4	SAO 5	SAO 6	SAO 7
	DegreeWorks Overhaul	TES & Transferology Utilization	Efficient Use of Self-Service Tools	Navigation and Confidence in Enrollment Processes	Recognition and Use of Academic Achievements	Transaction Efficiency and Workflow Enhancement	International Recruitment Program
<b>Porterville College Strategic Goals</b>							
Maximize Student Success	X	X	X	X	X	X	X
Reduce Equity Gaps	X	X	X	X	X	X	X
Enhance Community Connections							X
Strengthen Organizational Effectiveness	X	X	X	X	X	X	
<b>Guided Pathways Goals/Outcomes</b>							
Improved cross-program, cross-division, and cross-college communication	X	X	X	X	X	X	
Improved strategic utilization of data for program evaluation	X	X	X			X	
Increased community presence and community awareness of college programs and student opportunities							X
Increased high school awareness of college's programs and student opportunities							X
Increased early use of student educational plans	X	X	X	X			
Improved course completion rates	X	X	X	X			
Improved first-year student retention/persistence	X		X	X		X	
Reduced time to graduation	X	X	X	X		X	
Reduced units at graduation	X	X					
Improved graduation rates	X	X			X		
Improved transfer rates		X			X		
Increased workforce partnerships							
Increased college enrollments							



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**Program Analysis and Trends:**

**Functional Areas and Operational Goals of the Admissions and Records Office:**

The Admissions and Records Office at Porterville College is responsible for numerous critical functions that support both students and the institution. Our operations encompass a diverse range of services designed to ensure the smooth progression of students from their initial enrollment to their ultimate goal of degree completion. In addition to being a key resource for prospective and continuing students, the office also plays a central role in maintaining the integrity of student records, upholding institutional compliance, and facilitating faculty and administrative support.

To accomplish these objectives, the office is organized into several specialized functional areas. Each area is dedicated to handling specific tasks that are essential to student success, institutional accountability, and regulatory compliance. From processing transcripts and managing petitions to overseeing evaluations and supporting community outreach, the collective efforts of these units ensure that the Office remains an essential hub for student services. What follows is a detailed exploration of each functional area and its contributions to the broader goals of Porterville College.

***Transcripts***

The Admissions and Records Office is responsible for maintaining and processing student transcripts, ensuring that academic records are accurate and up to date. Transcripts are often requested for transfer purposes, job applications, and certification processes. Timely and precise transcript handling is critical to students' ability to pursue further education or career opportunities.

***Petitions***

Students submit various petitions for grade changes, course withdrawals, and academic adjustments. The Admissions and Records Office reviews and processes these petitions, ensuring they align with college policies and regulations. The efficient handling of petitions is crucial for maintaining academic integrity and supporting student success.

***Subpoenas***

Handling legal requests, such as subpoenas for student records, is another key function of the office. The A&R team ensures compliance with legal standards, processing these sensitive requests promptly and securely, in coordination with the institution's legal office when necessary.

***Document Management***

The document management system within the Admissions and Records Office is essential for organizing, storing, and retrieving a vast range of student and administrative

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records. The office continually works to ensure that documents are accessible and properly archived, aligning with compliance standards.

***Confidentiality of Student Records***

Adhering to the Family Educational Rights and Privacy Act (FERPA), the Admissions and Records Office safeguards the privacy of student records. Protecting the confidentiality of sensitive student information is a top priority, and strict protocols are in place to ensure compliance with federal guidelines.

***Evaluations***

The evaluations unit plays a critical role in confirming whether students meet the necessary requirements for graduation, certificates, or transfers. It ensures that each student's academic progress is carefully reviewed and that all relevant credits are appropriately applied to their academic records.

***Roster and Faculty Support***

Providing support to faculty members is another crucial area of focus. The Admissions and Records Office manages class rosters, grade submissions, and attendance records, ensuring accurate reporting and helping faculty maintain compliance with institutional policies.

***Management Information Systems (MIS) and Student Data***

MIS reporting is a critical function that ties directly to state funding. The Admissions and Records Office ensures that all student data, including enrollment and attendance records, are accurately maintained and reported. This ensures compliance with state mandates and secures necessary funding for the institution.

***320 Submission***

The 320 Submission refers to the process of reporting student attendance data for funding purposes. The Admissions and Records Office plays an essential role in gathering and submitting this data, ensuring that it is accurate and meets all state reporting deadlines.

***Academic and Progress Dismissals***

Monitoring academic progress is key to maintaining student success and institutional integrity. The Admissions and Records Office tracks students' academic standing and processes academic or progress dismissals for those who fail to meet academic requirements, ensuring due process is followed.

***Collection of Fees***

The Admissions and Records Office manages the collection of tuition and other student fees, maintaining financial records and ensuring students meet their financial obligations.

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This includes coordination with financial aid and other departments to reconcile student accounts.

***Commencement***

The coordination of the commencement ceremony is another important function of the Admissions and Records Office. The office ensures that all eligible graduates are properly recognized, and logistical arrangements for the event are efficiently managed.

***International Student Program***

The Admissions and Records Office supports international students by managing their records, ensuring compliance with visa requirements, and providing guidance on academic and institutional policies. This function is vital to ensuring that international students are well-supported throughout their academic journey.

***Fraud Prevention and ID.me Services***

In efforts to protect institutional integrity and prevent fraud, the Admissions and Records Office has implemented ID.me services. This ensures that student identities are verified for key processes, including admissions and financial transactions, to minimize risks associated with identity theft or fraud.

***FERPA Compliance***

Adherence to FERPA guidelines ensures that student records are handled with the utmost confidentiality and privacy. The Admissions and Records Office continuously trains staff on FERPA compliance to safeguard student information and protect the institution from legal risks.

***Athletic Certifications***

The Admissions and Records Office handles athletic certifications, ensuring that student-athletes meet the eligibility criteria required for participation in collegiate sports. This includes verifying academic standing and course completion in compliance with athletic association standards.

***Veterans Certifications***

Veterans seeking education benefits rely on the Admissions and Records Office to process their certifications with the U.S. Department of Veterans Affairs. This function ensures that veterans receive the appropriate financial support and remain in compliance with institutional and federal requirements.

***CVC Compliance***

The Admissions and Records Office ensures that the college complies with California Virtual Campus (CVC) requirements. This includes managing student enrollments in CVC courses and verifying that institutional guidelines are met for virtual learning.

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***AP Credit Evaluations***

The office handles the evaluation of Advanced Placement (AP) credits, ensuring that students receive the appropriate recognition for their high school coursework. This helps streamline the academic path for students entering the institution with prior credits.

***Community Outreach***

Outreach plays an essential role in expanding access to education. The Admissions and Records Office is responsible for a variety of community engagement efforts, building relationships with local schools and organizations.

- ***Outreach Team Coordination***  
The outreach team operates under the Admissions and Records Office to coordinate recruitment and engagement strategies that connect prospective students with the institution. Through effective coordination, the team ensures a consistent and impactful outreach presence in the community.
- ***Community Events and Engagement***  
The Admissions and Records Office organizes and participates in community events that foster engagement and awareness of the college's programs. These efforts are key to driving enrollment and building partnerships with local communities.
- ***Partnerships with Local Schools and Organizations***  
The office maintains partnerships with local schools and community organizations to facilitate educational opportunities. These partnerships help ensure that underrepresented populations have access to higher education resources.
- ***Recruitment Strategies for Underrepresented Populations***  
The Admissions and Records Office is committed to reaching underrepresented populations, utilizing targeted recruitment strategies to ensure that all students, regardless of background, have access to the institution's resources and programs.
- ***Information Sessions and Workshops***  
The outreach team delivers regular information sessions and workshops to prospective students, providing guidance on enrollment, financial aid, and academic programs. These sessions serve as an essential touchpoint in the student onboarding process.
- ***Marketing and Communications for Outreach Initiatives***  
The office employs marketing and communication strategies to promote outreach

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initiatives, ensuring that students are informed about important events, deadlines, and opportunities available at the college.

### **Compliance and Policy Framework**

The Admissions and Records Office operates within a robust compliance and policy framework that ensures adherence to state, federal, and institutional regulations. The operations of the office are tightly bound by several layers of governance, each critical to maintaining the integrity of its processes and the overall student experience.

#### **State and Federal Regulations**

The office is responsible for ensuring full compliance with California Education Code, Title 5 regulations, and Board Policies that govern everything from admissions criteria to graduation requirements. These regulations set the legal foundation for how the office conducts its operations, particularly in sensitive areas such as residency determinations, academic dismissals, and fee collection.

#### **Management Information Systems (MIS) and Reporting**

In addition, MIS data reporting plays a pivotal role in the college's compliance with state funding requirements. Accurate MIS reporting, paired with the 320 submission for attendance, helps ensure that the college remains compliant with the state's funding formula and that student enrollment and attendance are reported accurately.

#### **FERPA and Student Data Privacy**

One of the most critical compliance areas is adherence to the Family Educational Rights and Privacy Act (FERPA), which mandates the protection of student records. Ensuring that all staff are properly trained on data privacy and access protocols is essential in safeguarding sensitive student information.

#### **Audit and Policy Adherence**

The office must also adhere to strict auditing processes, ensuring that everything from transcript evaluations to academic dismissals is carried out in accordance with established policies. The policy framework provides a roadmap for managing these critical areas, ensuring consistency and fairness across all operations.

### **Evaluation Metrics**

The Admissions and Records Office employs a set of evaluation metrics designed to enhance departmental performance and improve student outcomes while ensuring compliance with regulatory standards.

***Funding Formula:*** Our office plays a critical role in supporting compliance with the state's Student-Centered Funding Formula (SCFF). By analyzing student completion

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rates, degree achievements, and enrollment trends, we provide vital data that informs institutional strategies aimed at improving student success.

***Drop Rates:*** Managing student drop rates is a key focus area, especially regarding critical courses. Our team actively analyzes withdrawal patterns to identify underlying issues and implement support systems that encourage students to remain enrolled, ultimately contributing to higher retention rates.

***AB 540 Compliance:*** The timely and accurate processing of AB 540 affidavits is essential for supporting non-resident students seeking in-state tuition. Our office ensures compliance with these regulations, which not only facilitates access to education but also fosters a more inclusive campus environment.

***Degree Completion:*** Monitoring student pathways to degree completion is central to our mission. We are committed to improving completion rates through initiatives like auto-awarding degrees and certificates, which streamline the process for students and ensure they receive recognition for their achievements.

***Transfer Success:*** The Admissions and Records Office facilitates successful transitions for students transferring to four-year institutions by ensuring the efficient processing of transcripts and maintaining accurate student records. Our collaboration with these institutions is vital for providing students with seamless pathways to continue their education.

***Enrollment Trends:*** Tracking and evaluating enrollment trends, particularly in dual enrollment programs, is crucial for our operational effectiveness. The significant increase in dual enrollment presents unique challenges, requiring us to adapt our resources and staff allocation to meet the heightened demand for support.

***Dual Enrollment:*** As the dual enrollment program expands, our office is dedicated to managing the associated increases in processing, advising, and record-keeping. We prioritize resource allocation to ensure that dual enrollment students receive the attention and support they need to succeed.

***Student Records Integrity:*** Ensuring the accuracy and integrity of student records is fundamental to our responsibilities. Regular audits and updates to our records management systems help maintain data accuracy, which supports compliance and enhances the overall student experience.

Through these evaluation metrics, the Admissions and Records Office is committed to fostering a supportive environment conducive to student success. By continuously monitoring and refining

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our practices, we strive to enhance our overall performance and enrich the experiences of our students.

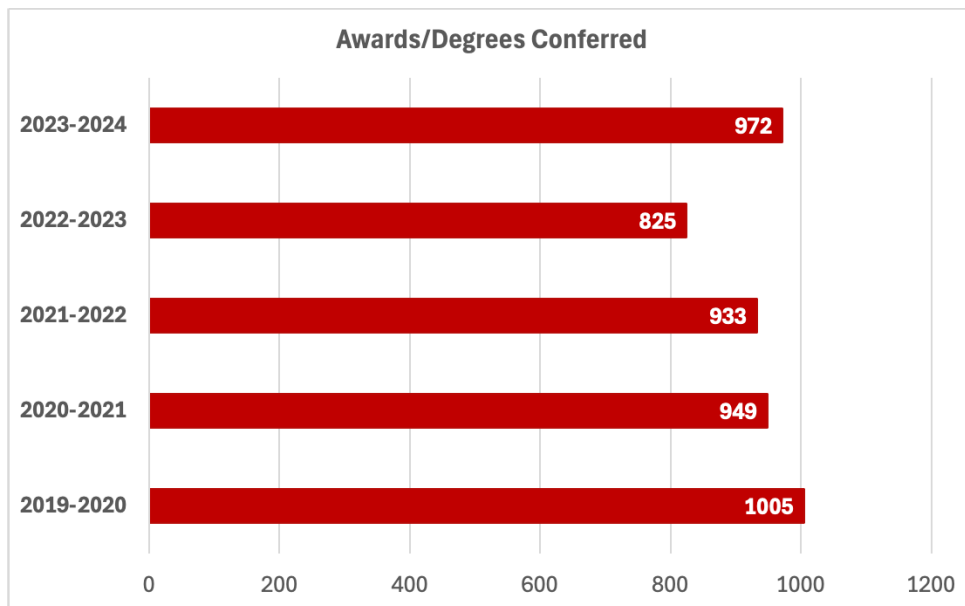
***Data Review***

**Degrees Awarded:**

The data on awards and degrees conferred over the past five academic years illustrates notable trends in student completion at Porterville College. As depicted in the chart below, the 2019-2020 academic year saw the highest number of degrees awarded, with 1,005 conferred. Over the next two years, a gradual decline occurred, with 949 degrees awarded in 2020-2021 and 933 in 2021-2022. A more significant decrease is observed in the 2022-2023 academic year, when the number dropped to 825. Encouragingly, the trend reverses in 2023-2024, with degrees conferred rising to 972.

This fluctuation suggests various factors, such as external challenges or internal processes, may have affected degree completions, particularly in 2022-2023. The recovery in 2023-2024 indicates that initiatives aimed at improving student outcomes may be starting to have a positive effect. To maintain this momentum, further efforts to enhance student retention, streamline administrative processes, and improve access to support services should continue.

The following chart provides a visual representation of these trends:



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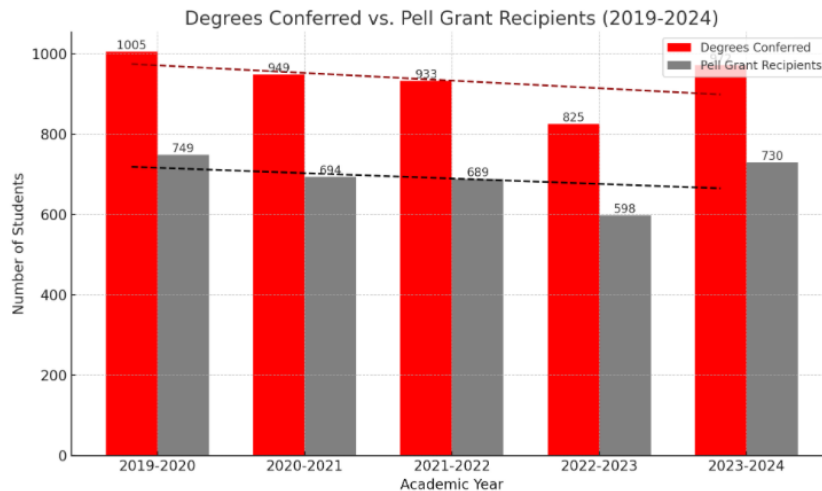
**Pell Grant Recipients:**

The data on Pell Grant recipients provides critical insight into the demographics and support needs of students at Porterville College over the past five academic years. Pell Grant recipients, who demonstrate exceptional financial need through the FAFSA and maintain satisfactory academic progress, make up a substantial portion of the students who are completing degrees, with the numbers closely mirroring the overall trends in degrees conferred.

For the 2023-2024 academic year, 730 of the 972 degrees awarded were to Pell Grant recipients, accounting for a significant percentage of the graduating cohort. Similarly, in the 2022-2023 academic year, 598 out of 825 degrees were conferred to Pell Grant recipients, reflecting the ongoing reliance of many students on financial assistance to complete their education. The data from earlier years—689 recipients in 2021-2022, 694 in 2020-2021, and 749 in 2019-2020—demonstrates that financial aid has consistently played a vital role in helping students achieve their academic goals.

The Admissions and Records Office, in collaboration with Financial Aid, is crucial in ensuring that Pell Grant recipients are supported throughout their academic journey. These students often face unique financial challenges that can directly impact their enrollment, retention, and ability to complete degree programs. Therefore, streamlining processes such as transcript evaluations, financial aid verifications, and timely enrollment support is essential in maintaining or improving degree completion rates among this demographic.

The chart below illustrates this trend, showing the overall number of degrees awarded alongside the number of Pell Grant recipients. By visually mapping these trends, it becomes clearer how integral financial aid is to degree completion and how consistently these students represent a large proportion of the graduating class each year.





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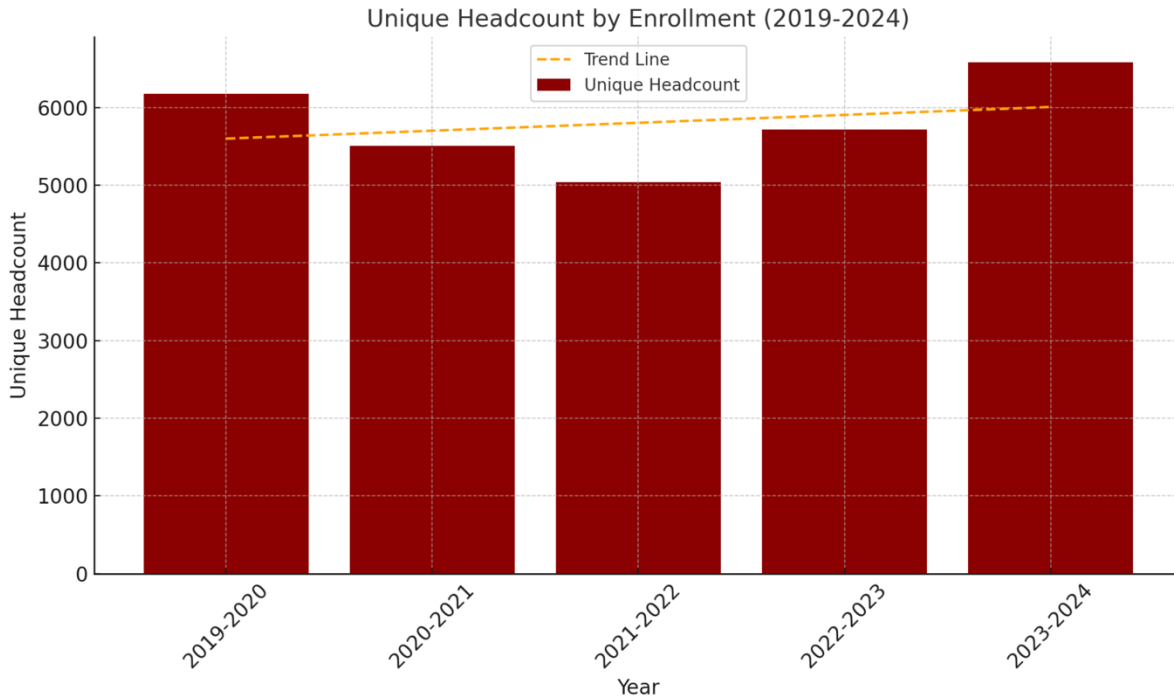
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These figures also highlight the importance of continuing outreach efforts targeting underrepresented and financially vulnerable students, many of whom rely on Pell Grants to pursue higher education. By facilitating access to resources and ensuring clear, accessible guidance throughout the admissions process, the Admissions and Records Office can help remove barriers to success for these students.

Overall, this data reflects the ongoing commitment of Porterville College to serving a diverse student population, particularly those needing financial assistance, and underscores the importance of maintaining strong support systems within the Admissions and Records Office to ensure student success.

**Analysis of Unique Headcount Based on Enrollment:**

The bar chart below shows unique headcount data for the enrollment years from 2019-2024, with bars representing the unique headcount and a trend line to indicate the overall trajectory of enrollment.



The enrollment numbers reveal a significant impact of the COVID-19 pandemic, which directly influenced the operations of Admissions and Records. The 2019-2020 year, with 6,180 enrolled students, represents the last normal academic year before the pandemic disrupted education. This was followed by a sharp decline to 5,506 in 2020-2021 and further to 5,037 in 2021-2022,

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marking a difficult period where educational institutions, including Admissions and Records, had to rapidly adapt to remote operations. These decreases likely reflect challenges such as shifting to online learning, financial strain on students, and the uncertainty that led to lower enrollments.

During these years, the functions of Admissions and Records—particularly maintaining accurate records, managing enrollment processes, and supporting remote applications—became increasingly critical. Ensuring continuity of student services and enrollment tracking under unprecedented circumstances required the department to manage new challenges such as transitioning to digital systems and supporting students remotely.

In 2022-2023, enrollment figures began to recover, reaching 5,716 as pandemic restrictions eased and students returned to more stable learning environments. This upward trend continued into 2023-2024, with enrollment reaching 6,584, surpassing pre-pandemic levels. This growth suggests that the adaptations made by Admissions and Records, such as improvements in enrollment systems and the return to in-person services, have had a positive effect on attracting and retaining students.

The trend line highlights the overall recovery from the pandemic's impact, demonstrating that the efforts of Admissions and Records played a vital role in ensuring the institution could continue to serve students effectively during and after the pandemic. This data reflects not only external factors but also the department's efficiency in handling enrollment during a challenging period

**Dual Enrollment Program:**

The Early College Dual Enrollment program at Porterville College has played a pivotal role in providing high school students early access to college-level courses, setting them up for academic success before they even step foot on a college campus. With the Board of Directors' approval of one-time funding for staffing increases, this program is positioned for significant growth, with the goal of expanding to 900 students by the 2027-2028 academic year.

This expansion directly impacts the work of the Admissions and Records (A&R) department, which is responsible for processing and managing the growing number of applications, course registrations, and records for these high school students. The new staffing resources will be critical in supporting the A&R team. The inclusion of a **full-time Admissions and Records Technician**, upgraded from a part-time role, ensures that A&R has the dedicated personnel needed to handle the increase in early college enrollments, particularly during peak periods.

The chart below *Program Success Rates (2014-2018)* highlights the strong performance of Special Admit students, which are a key demographic for Early College programs. Special Admit students are high school students who are concurrently enrolled in college courses, earning both high school and college credit. A&R plays an essential role in facilitating their successful registration and ensuring they are onboarded smoothly. These high success rates are

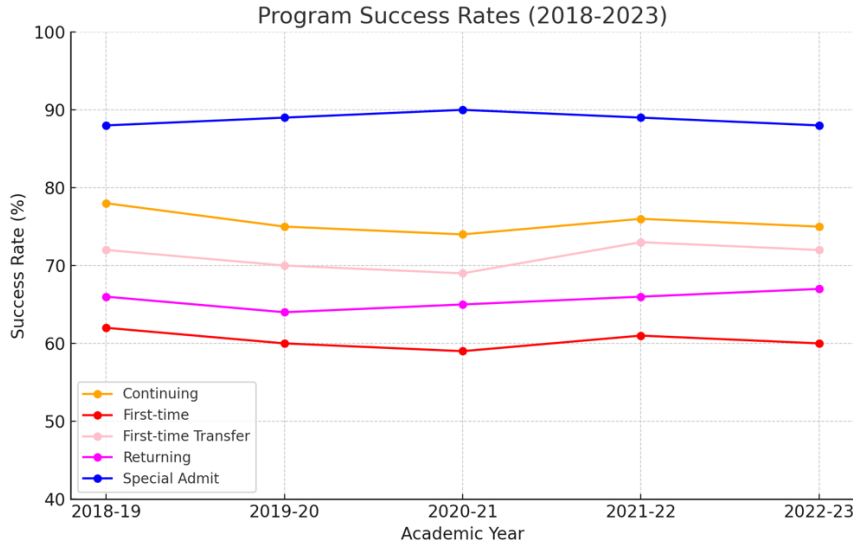
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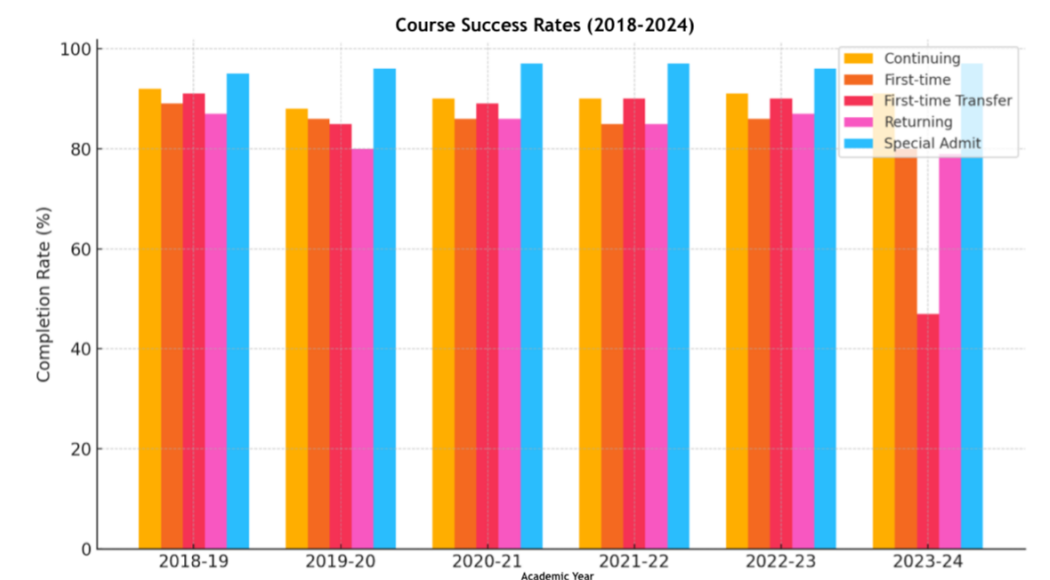
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partly a result of efficient admissions processes that ensure students are enrolled correctly and have access to the necessary resources.



Likewise, the chart below title *Course Success Rates (2018-2024)* demonstrates the high completion rates of Early College students, especially in the Special Admit category. Admission and Records’ role in tracking these students’ progress and managing their academic records is integral to the program’s ability to monitor and report these outcomes. The accuracy and efficiency of the Admissions and Records team contribute to maintaining these high completion rates by ensuring students meet all requirements for their course and academic goals.



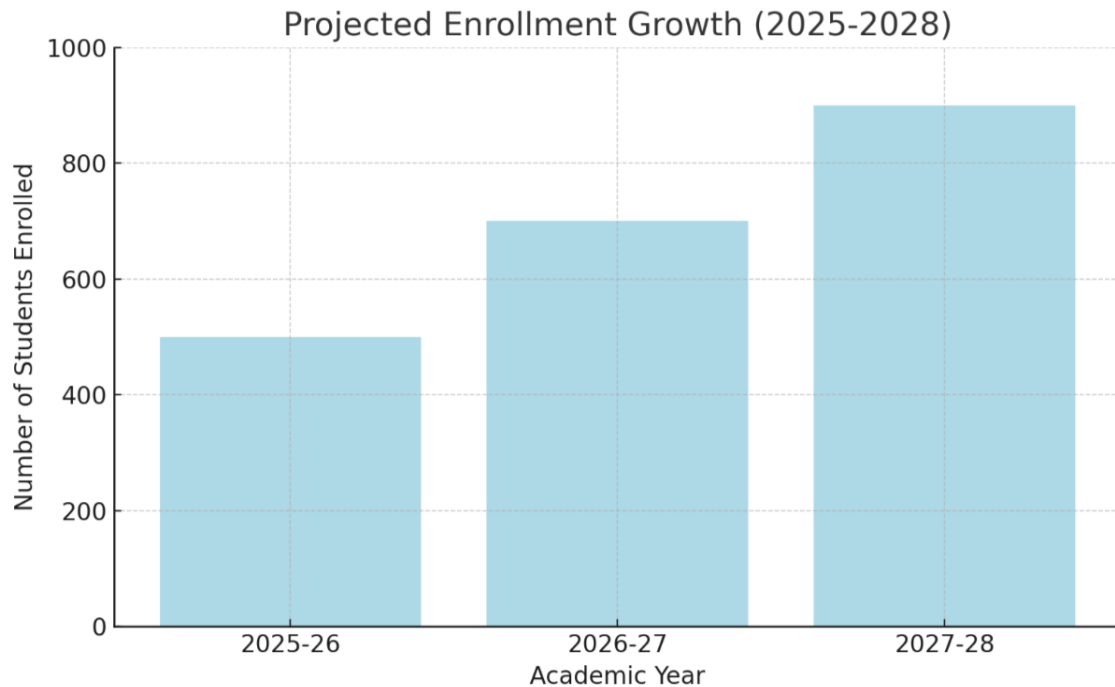
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Finally, the chart below titled *Projected Enrollment Growth (2025-2028)* shows the anticipated increase in enrollment over the next three years. As the program grows to 900 students, A&R will need to manage a larger volume of dual-enrolled students and ensure that all records are updated and maintained according to compliance standards. The proposed staffing increases, particularly within A&R, are essential for managing this growth without overwhelming existing personnel.



In summary, the Early College Dual Enrollment program's success is deeply intertwined with the efforts of the Admissions and Records department. By providing adequate staffing, especially during peak enrollment periods, A&R will continue to support the seamless enrollment and record management of a growing student population. The additional positions and resources approved by the Board will ensure both Early College and A&R can meet future demands and sustain their high levels of performance.

***Changes in Program over Last Three Years***

In the past three years, the Admissions and Records Office has implemented several transformative changes aimed at improving service delivery and enhancing the student experience.

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**Transcript Processing Transition**

Over the past three years, our division has made significant changes in transcript processing, transitioning from the Parchment system to Certree. While this change aimed to streamline our transcript management system, it has not been without its challenges. Many students have expressed frustration with the new platform, citing difficulties in navigating the interface and delays in processing times. We are actively working to address these concerns by gathering feedback from users and collaborating with Certree to improve the overall experience. Despite these hurdles, we remain committed to enhancing the efficiency and accuracy of transcript processing for our students.

<b>Transcript Requests</b>					
College	2019-20	2020-21	2021-22	2022-23	2023-24
Porterville College	5,270	4,874	5,075	6,421	8,804

Note: in 2023-24 all three colleges started using a service called Certree to process transcript requests. This data has been added to the counts.

**Collaboration with KCCD's Fraud Report**

Additionally, our division has been collaborating with KCCD's Fraud Report, which flags students as potential fraud cases within the BANNER system. This report enables A&R Technicians and Financial Aid Technicians to review these flagged cases and determine if fraudulent activity is present. Insights gained from these evaluations are used to refine our fraud detection strategies, helping us stay ahead of new fraud patterns. By continuously updating our approach, we are working to protect student information and maintain the integrity of our services.

**Implementation of ID Me**

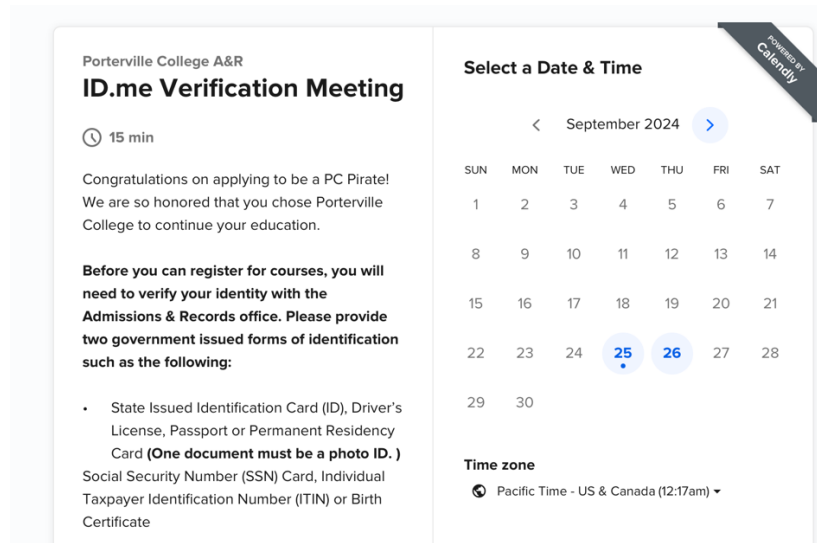
In response to the need for improved security, the State Chancellor's Office implemented ID Me, a program designed to strengthen our identity verification processes. This initiative aligns with the State Chancellor's Office's focus on secure identity management within California Community Colleges. ID Me allows for more efficient verification of student identities, ensuring that access to academic records and services is limited to authorized individuals. This has helped us enhance the security of our operations while also providing a better experience for students who require quick access to their information.

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**Changes in Staffing Structure**

Significant changes in our staffing structure have occurred to enhance service delivery. The Outreach Program has been integrated under the Enrollment Services umbrella, promoting better communication and collaboration between departments.

We have added an Outreach Educational Advisor, focusing on providing personalized support to students as they navigate their educational journeys. An Outreach Program Manager was also onboarded, and is responsible for leading outreach initiatives and fostering relationships with local high schools and community organizations. Additionally, a part-time A&R Tech I has been hired to assist with essential administrative functions that support student services.

Furthermore, we welcomed a new Director of Enrollment Services in March 2024, bringing valuable experience to our team.

Additionally, we have utilized professional experts for both A&R and Outreach Support throughout this last fiscal year. These positions have provided specialized assistance, enabling us to better meet the diverse needs of our students and enhance our overall service delivery.

**iPad Kiosk App**

A notable enhancement in the student experience has been the development of an iPad kiosk app launched in July 2024. This application allows students to access various A&R forms and services digitally while at the A&R window counters. By integrating this technology, students are empowered to handle their enrollment processes more efficiently while receiving immediate

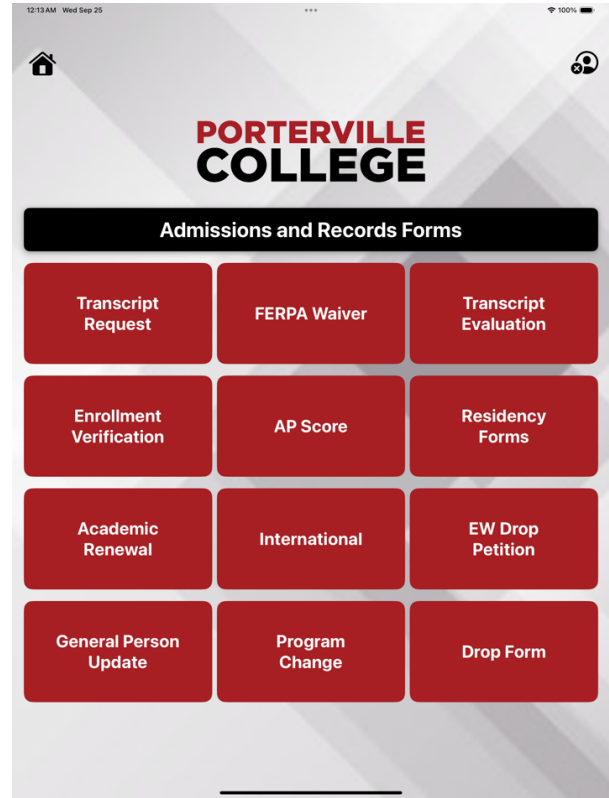
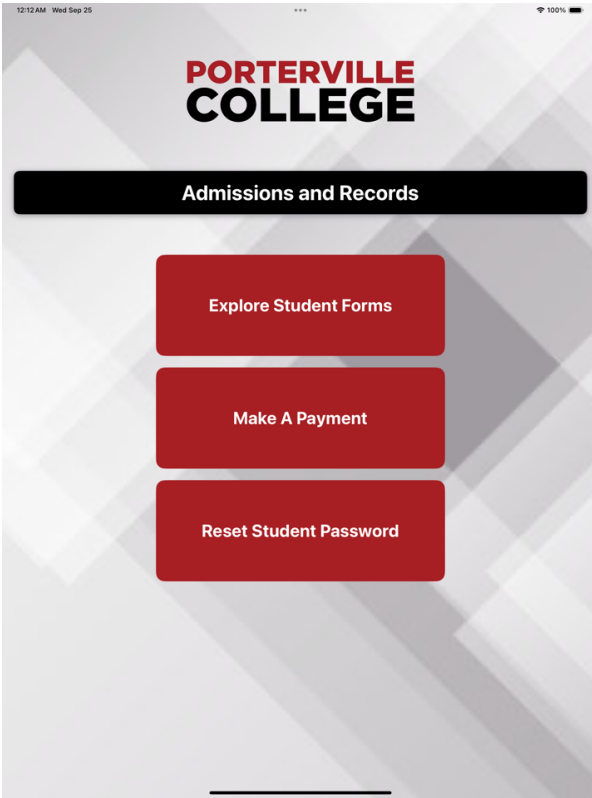
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support from staff and student workers. This initiative fosters a more interactive and responsive environment, ultimately improving the overall service experience for students.



***Report on Previous Goals***

In evaluating the progress and achievements of the Admissions and Records Office, it is essential to reflect on the goals established in previous years and assess the extent to which these objectives have been met, as well as the impact they have had on our operations and student services.

<b>Goal</b>	<b>Status/Progress</b>
1. Create a Document Retention Policy/Process	KCCD BP Board Policy was created regarding Records Retention and Destruction. An associated procedure AP 3310 was also developed.
2. Admissions and Records Staff Manual	This project is still in progress due to the dynamic nature of Admissions and Records processes and priorities. As new policies, procedures, and system updates are introduced, the scope and content of the manual require ongoing revisions to ensure accuracy and relevance. Additionally, competing demands have shifted focus away from this project. While

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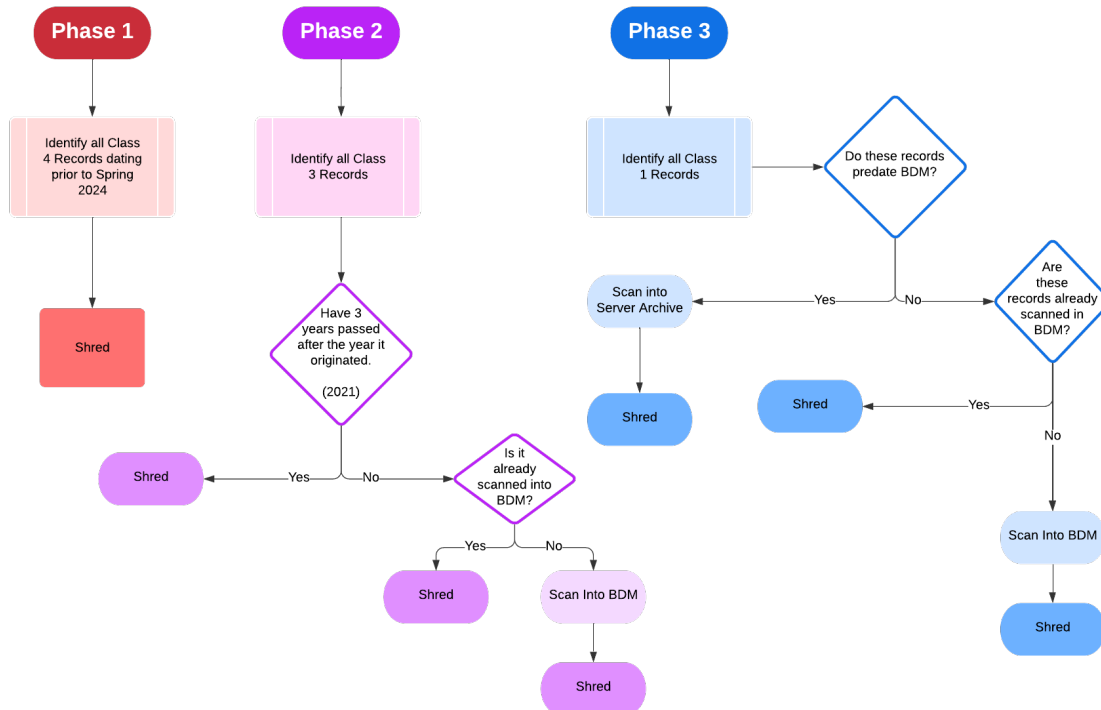
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	work will continue, it is not being maintained as a primary goal moving forward to allow for better alignment with current priorities and resource availability.
3. Admissions and Records Faculty Member Resource Binder	The scope of this project has shifted to a digital format resource space on CANVAS. This will be completed by the end of fall 2025.
4. Auto-Awarding, Incorporate DegreeWorks Reporting with Degree evaluations	We successfully implemented the auto-awarding process for certificate programs at Porterville College. However, we recognize that further progress is needed to extend this initiative to other degree types.
5. CCCApply: Non-Credit Application and Interest Supplemental Questions.	This has been completed and the Non-Credit Application is available through the Porterville College website.

**Goal 1:** Create a Document Retention Policy/Process

The workflow contained below outlines the process for document retention as part of Goal 1 in a program review, focused on implementing a Document Retention Policy. The process is divided into three phases, each corresponding to the management of different classes of records (Class 1, Class 3, and Class 4), with decisions made based on factors like the age of the records and whether they have already been digitized.





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In **Phase 1**, the focus is on Class 4 records. The task is to identify all Class 4 records that date prior to Spring 2024. Once identified, these records are scheduled for shredding without further processing, as they are no longer needed.

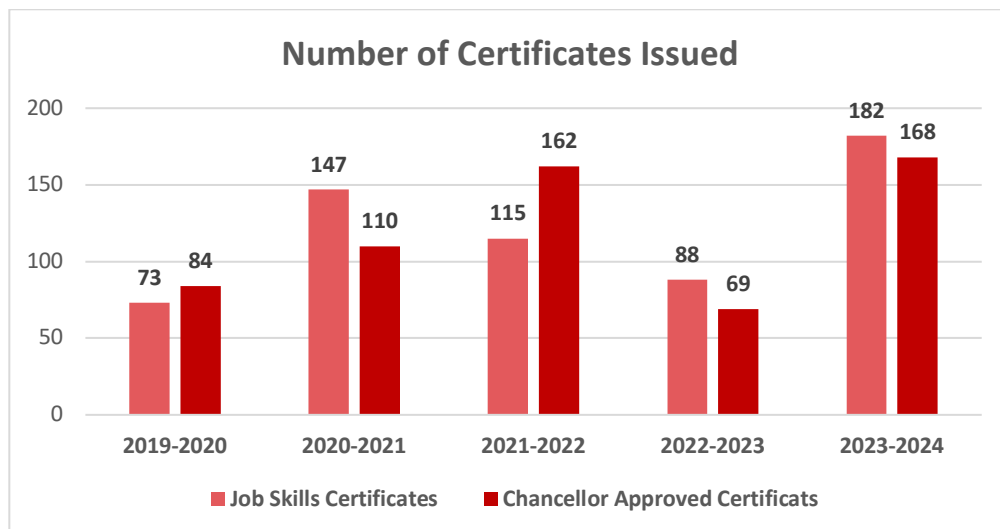
**Phase 2** handles Class 3 records. In this phase, records are identified, and a key decision is made based on their age. If three years have passed since the records originated (e.g., records from 2021), they are shredded. If not, a further decision is made regarding whether the records have already been scanned into the BDM (a document management system). If the records have been scanned, they are shredded. If they have not yet been scanned, they are first digitized and then shredded.

Finally, **Phase 3** addresses Class 1 records. The initial decision is whether these records predate the use of BDM. If they do, they are scanned into a server archive. If they do not predate BDM, a second decision point determines if they have already been scanned into BDM. If they have been scanned, the records are shredded. If they have not been scanned, they are digitized into BDM before being shredded.

The workflow demonstrates a clear and structured approach to document retention, ensuring that all records are appropriately handled according to their classification and status, with digitization and shredding as key actions.

**Goal 4:** Auto-Awarding, Incorporate DegreeWorks reporting with Degree evaluations

We successfully implemented the auto-awarding process for certificate programs at Porterville College. However, we recognize that further progress is needed to extend this initiative to other degree types. To achieve this, a comprehensive overhaul of DegreeWorks is necessary to clean up inaccuracies in degree evaluations and improve reporting capabilities.



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This enhancement will allow us to accurately track student progress and identify additional candidates for auto-awarding across all degree types. While we have made strides with certificate programs, the goal remains to expand these efforts, thereby enhancing efficiency within the Admissions and Records office and improving the overall student experience in recognizing their academic achievements.

**Goal 5:** CCCApply Non Credit Application and Interest Supplemental Questions

The successful implementation of a standalone CCCApply Non-Credit application at Porterville College marks a significant advancement in our efforts to streamline the admissions process for non-credit students. This new application system not only enhances accessibility for prospective students but also reinforces the vital role of the Admissions and Records office in supporting the college's mission of providing educational opportunities to all community members.

The introduction of a dedicated Non-Credit application allows us to better cater to the diverse needs of students who are pursuing non-credit courses, such as workforce development and personal enrichment programs. By offering a simplified application process, we can remove barriers that may have previously discouraged potential students from enrolling in non-credit courses. This standalone application is tailored specifically for non-credit offerings, ensuring that students can easily navigate through the application process without the complexities often associated with credit programs.

The screenshot shows the top navigation bar with the California Community Colleges logo, the text "California Community Colleges", "CCCApply", and a link "Cambiar a Español". Below this is the Porterville College logo and the slogan "Home of the PIRATES" with a pirate mascot icon. The main content area features the heading "Noncredit Application for Admission to College" in blue. Below the heading, there is a bold instruction: "Before applying to college you must first have an OpenCCC account." This is followed by two paragraphs of explanatory text: "The OpenCCC single sign-in account allows you to access the online services of the California Community Colleges." and "OpenCCC is a service of the California Community Colleges Chancellor's Office. The information in your account is kept private and secure." At the bottom of the content area, there are two buttons: a blue link "Create an Account" followed by "or" and a blue button "Sign In".

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Moreover, having a separate application system enables us to streamline admissions operations within the Admissions and Records office. It allows for more efficient processing and tracking of non-credit enrollments, freeing up resources and personnel to focus on other critical functions. This streamlined approach reduces wait times for students and enhances the overall enrollment experience, fostering a welcoming environment for those seeking to expand their skills and knowledge. Additionally, it allows for more accurate data collection and reporting, ensuring that we can better assess the needs of our non-credit students. With clearer insights, we can make informed decisions about program offerings and resource allocation. This approach also helps in maintaining compliance with state and federal regulations, reducing the risk of errors or missed deadlines. Overall, by separating the application systems, we not only improve operational efficiency but also support the long-term growth and success of our non-credit programs.

The value of the CCCApply Non-Credit application extends beyond individual student success; it also aligns with broader institutional goals, particularly in supporting workforce development initiatives. By facilitating access to non-credit courses, we are contributing to the local economy by preparing a skilled workforce that meets the needs of employers in our community. This aligns with Porterville College's commitment to serving the diverse educational needs of our region and enhancing the employability of our students.

Additionally, the implementation of this application provides us with valuable data that can inform decision-making and strategic planning within the Admissions and Records office. By tracking non-credit enrollment trends, we can better understand the demand for various programs, identify areas for growth, and allocate resources effectively. This data-driven approach ensures that we remain responsive to the evolving needs of our student population and the community we serve.

In summary, the establishment of a standalone CCCApply Non-Credit application at Porterville College is a pivotal development that enhances accessibility for non-credit students while improving operational efficiency within the Admissions and Records office. By facilitating easier access to non-credit programs, we are not only supporting individual student success but also contributing to workforce development and better positioning our institution to respond to community needs. As we continue to refine our processes and expand our offerings, this application will play a crucial role in fulfilling our mission of promoting lifelong learning and personal growth for all students.

***Program Strengths***

In an ever-evolving educational landscape, our Admissions and Records office at Porterville College has demonstrated resilience and adaptability by embracing innovative solutions and strategies to enhance our services. Over the past few years, we have focused on streamlining processes, improving efficiency, and prioritizing student support. This section highlights the key strengths of our program, showcasing our commitment to collaboration, digitalization, and

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continuous improvement. Through cross-departmental partnerships and the integration of technology, we have made significant strides in enhancing the student experience and optimizing our operational capabilities. These strengths not only reflect our dedication to serving our community but also position us for ongoing success as we navigate future challenges and opportunities.

**Development and Utilization of DualEnroll.com**

One of the key strengths of our program has been the successful cross-collaboration with the Dual Enrollment team to develop and implement DualEnroll.com for managing Dual Enrollment program registrations. This partnership has streamlined the registration process for high school students, allowing for a more efficient and user-friendly experience. By simplifying the enrollment workflow, we have not only increased accessibility for prospective dual enrollment students but also enhanced our overall data management capabilities. This digital solution minimizes administrative burdens and supports our commitment to providing quality educational opportunities for our community.

**Digitalization of Faculty Roll Sheet Submission**

Another significant strength has been the digitalization of the faculty roll sheet submission process. This transformation has improved roster maintenance and auditing by providing a clear, centralized system for faculty to submit their roles and responsibilities. The digital approach ensures greater accuracy in our records and facilitates timely updates, ultimately enhancing the integrity of our data management processes. This shift to a digital platform reflects our commitment to modernizing administrative practices and improving operational efficiency.

**Document Digitalization and Archiving**

The ongoing digitalization and archiving of our documents further exemplify our focus on efficiency and accessibility. By transitioning from paper-based documentation to digital formats, we have significantly reduced physical storage needs and improved the retrieval process. This initiative not only enhances efficiency within the Admissions and Records office but also aligns with our broader goals of sustainability and resource optimization.

**Digitalization of A&R Forms**

We are actively digitalizing all Admissions and Records (A&R) forms to enhance service delivery and improve operational efficiency. This effort ensures that students can access and submit necessary forms easily, reducing wait times and streamlining the application process. By providing digital options, we are better equipped to serve our diverse student population.

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**iPad Kiosks and Apps**

The implementation of iPad kiosks and apps has also strengthened our program by facilitating self-service options for students. These kiosks allow for quick access to information and resources, empowering students to engage with our services independently. This technological advancement not only enhances the user experience but also optimizes staff time by reducing the volume of routine inquiries.

**Early Stage Cross Training**

This summer, we initiated early-stage cross training for our staff, which has proven to be a valuable strength in enhancing service delivery. By equipping team members with the skills to handle various roles within the office, we have increased operational flexibility and improved our capacity to serve students effectively. This proactive approach to cross-training ensures that staff can adapt to changing demands, reducing wait times and enhancing the overall student experience.

**Development of a Primary Assignment System**

We have also developed a primary assignment system for staff window counter coverage, designed to balance workloads while maintaining high standards of customer service. This system strategically assigns staff to specific counter duties based on their strengths and expertise, enabling us to provide more consistent and informed assistance to students. By optimizing our staffing resources, we enhance service delivery and ensure that students receive timely support.

**Student Worker Retraining and Repurposing**

The retraining and repurposing of our student workers has emerged as a notable strength within our program. By providing targeted training and adjusting their roles to meet evolving needs, we have maximized the contributions of our student workers. This initiative not only supports their professional development but also enhances the overall functionality of the office, allowing for better service to our student population.

**Utilizing Professional Experts**

Lastly, our strategic utilization of professional experts for outreach event coverage and A&R staff support has significantly strengthened our program. These experts bring specialized skills and knowledge that enhance our outreach efforts and ensure that we can adequately support our operations during peak periods. By leveraging their expertise, we improve our engagement with the community while maintaining the quality of service that students expect from the Admissions and Records office.

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**Documenting and Developing A&R Specific Policies**

We have been actively documenting and developing A&R-specific policies with the goal of updating our webpage presence. This effort is crucial in ensuring that students have access to clear and accurate information regarding our services and procedures. By establishing comprehensive policies, we enhance transparency and build trust with our student population.

**Embracing Technological Solutions**

Overall, our department is embracing technological solutions to streamline processes and promote efficiency without compromising student services and support. By integrating digital tools into our workflows, we are better positioned to meet the needs of our students while continuously improving our operational effectiveness.

**Areas for Improvement**

As we reflect on our current operations within the Admissions and Records office at Porterville College, we recognize that while progress has been made, there are critical areas that require our attention to further enhance the student experience and operational efficiency. Addressing these areas is essential not only for our internal goals but also for aligning with the broader objectives of the college and the district.

**Workflows**

Streamlining our workflows is essential to enhance efficiency and reduce bottlenecks in our processes. By refining our procedures and establishing clearer guidelines, we can facilitate smoother transitions and improve overall productivity. This includes revisiting existing workflows to identify redundancies and unnecessary complexities that may hinder our operations.

**Timeframes**

Establishing realistic timeframes for processing applications, evaluations, and communications is vital to meet student expectations. By setting clear timelines and consistently adhering to them, we can enhance our service quality and ensure that students feel valued and supported throughout their interactions with our office. Implementing a tracking system for application processing times could also provide valuable insights into areas that require additional attention.

**Student Proof of Financial Aid (POF)**

Improving the handling of Student Proof of Financial Aid (POF) submissions is critical for ensuring timely aid disbursement. We need to develop clearer communication strategies for

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students regarding POF requirements and deadlines. Streamlining the verification process for POF submissions can alleviate delays and enhance student satisfaction with financial aid services.

**Minimizing Duplication Efforts**

Minimizing duplication of efforts across departments is crucial for optimizing our resources and ensuring effective collaboration. By enhancing communication between departments and establishing shared responsibilities, we can reduce redundancy and create a more cohesive working environment. Implementing a centralized system for tracking tasks and responsibilities may help alleviate these issues.

**Cross Training**

While we have made strides in early-stage cross-training, ongoing training opportunities are necessary to build a more versatile staff. A more robust cross-training program would empower team members to take on additional responsibilities and provide backup support during peak times, enhancing overall service delivery and improving our ability to respond to student needs.

**Diversifying ROI Enrollment Opportunities**

To enhance enrollment and outreach efforts, diversifying our return on investment (ROI) enrollment opportunities is crucial. One key initiative proposed is the International Recruitment Project, which aims to attract a diverse student population from around the globe. By expanding our recruitment efforts, we can enhance our enrollment numbers and create a more vibrant campus community.

**Expanding the Enrollment Base:** One of the key areas of improvement for the Admissions and Records (A&R) program lies in diversifying our enrollment streams, with a particular focus on increasing international student recruitment. This strategy not only broadens our student demographic but also significantly contributes to the institutional goals of revenue growth, cross-cultural engagement, and global outreach.

**International Student Recruitment Program:** By fostering partnerships with educational agents, high schools, and universities abroad, we can create a pipeline of international students with high academic potential. This presents an opportunity for sustainable enrollment growth and adds global perspectives to our campus.

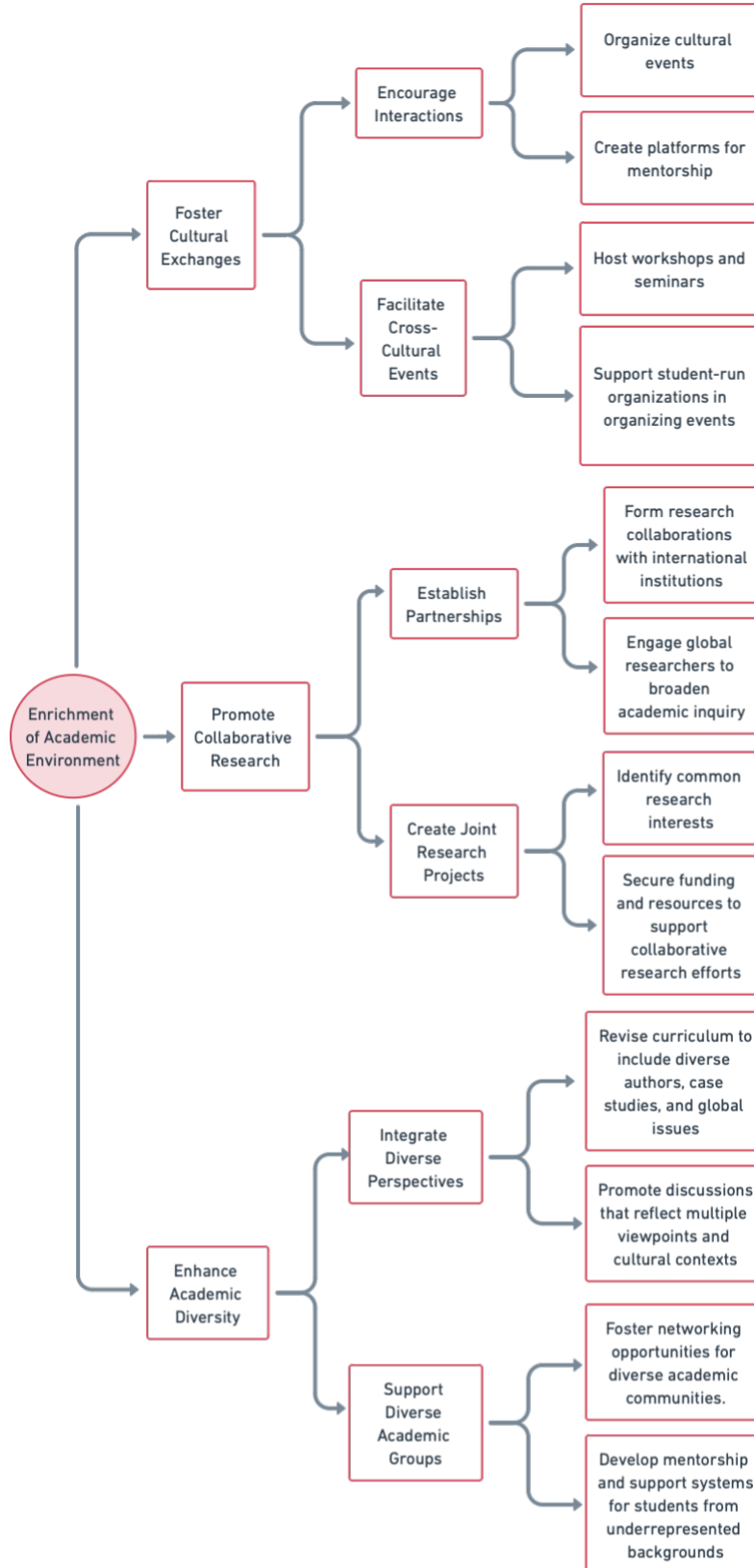
The International Outreach and Recruitment Workflow (below) illustrates the systematic process of building relationships with foreign institutions and student programs, attending education fairs, and leveraging alumni networks. This structured approach to international outreach is crucial in expanding enrollment opportunities and maximizing institutional ROI.

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**Target Markets and Strategic Partnerships:** Key target regions identified include East Asia, Southeast Asia, and Latin America, which are characterized by a high demand for international education, particularly in the United States. The recruitment program emphasizes cultivating relationships with government-sponsored student programs and leveraging alumni networks in these regions. This approach increases our reach and visibility within communities already familiar with our academic offerings.

**Enhancing Support Services for Retention:** Retention of international students is equally vital to maximizing ROI. Current support services can be enhanced and tailored to the needs of international students. These support systems are crucial in ensuring the long-term success and satisfaction of this growing student population, leading to higher retention and referral rates.

**Staffing Justification**

To address these areas for improvement and align with the strategic goals of Porterville College, it is clear that additional staffing resources are necessary. Each identified area of improvement has direct implications for our staffing needs, and the addition of personnel dedicated to specific functions will enhance our operational efficiency and support the college's mission.

1. **Workflows and Timeframes:** A dedicated process improvement coordinator can analyze workflows to ensure timely processing and support our commitment to student service.
2. **Student POF Management:** Hiring a full-time financial aid officer focused on POF submissions will streamline communication and assist students, ultimately leading to timely aid disbursement.
3. **Minimizing Duplication Efforts:** A collaboration specialist can facilitate communication between departments, ensuring that responsibilities are clearly defined and reducing redundancy in efforts.
4. **Cross Training:** Adding staff with expertise in training will bolster our cross-training initiatives, equipping all employees with the necessary skills to support various functions effectively.
5. **International Recruitment:** Establishing a dedicated international recruitment coordinator will be essential in executing our proposed International Recruitment Project, which aims to enhance the college's diversity and global presence.

By aligning our staffing resources with these critical areas for improvement, we can significantly enhance our operations, improve student experiences, and contribute to the overarching goals of Porterville College and the district. Incorporating charts, graphs, and visuals in this section will provide clear evidence of the need for these staffing adjustments, fostering greater understanding and support from the greater college community and the district Board of Directors.

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**Goals**

The following goals have been established for our department to enhance student support and operational efficiency. Each goal is designed to address evolving student needs, improve service delivery, and align with institutional objectives. The assessment results and their implications for our future strategies are detailed below.

Goal(s)	Timeline for completion	Needed resources	Person(s) Responsible	Obstacles to completion (if any)	Mission Statement	Guided Pathways Pillars
1. <b>DegreeWorks Overhaul:</b> Address existing challenges in DegreeWorks, specifically focusing on cleaning up inaccurate articulation and course transcription rules. Offer comprehensive training for staff and faculty to ensure accurate advising.	Year 1: Begin cleanup in Fall 2024; complete by Spring 2025 Year 2: Training in Fall 2025; post-assessment by Spring 2026	<ul style="list-style-type: none"> <li>• Technical staff for system modifications</li> <li>• Training materials</li> <li>• Assessment tools (surveys, data analysis software)</li> </ul>	Director of Enrollment Services, District Office		1, 2, 3, 5, 6	1, 2, 3, 4
2. <b>TES &amp; Transferology Articulation Utilization:</b> Implement the use of TES and to automate articulation	Fall 2025	<ul style="list-style-type: none"> <li>• Software integration support</li> <li>• Staff training sessions</li> </ul>	Director of Enrollment Services, District Office		1, 2, 3, 5, 6	1, 2, 3, 4

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rule generation and integration with BANNER, reducing manual intervention by A&R techs, improving transparency in the transfer evaluation process, and minimizing human error.		<ul style="list-style-type: none"> <li>• Ongoing technical support</li> <li>• Communication materials for students</li> </ul>				
3. <b>Team Cross-Training:</b> Implement a structured cross-training program for staff to improve service delivery across all functional areas, ensuring team members are equipped to handle various responsibilities.	Spring 2025	<ul style="list-style-type: none"> <li>• Cross-training materials</li> <li>• Scheduling software for training sessions</li> <li>• Staff participation incentives</li> </ul>	Director of Enrollment Services		1, 2, 5, 6	1, 2, 3
4. <b>Document &amp; Retention Processing:</b> Streamline document processing to ensure timely retention and retrieval of student records, enhancing compliance with institutional and legal requirements.	Fall 2025	<ul style="list-style-type: none"> <li>• Workflow analysis tools</li> <li>• Staff training on new processes</li> <li>• Compliance assessment tools</li> </ul>	Director of Enrollment Services		1, 2, 5, 6	4

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5. <b>Auto Awarding of Certificates:</b> Develop processes for the automatic awarding of certificates to eligible students.	Spring 2026	<ul style="list-style-type: none"> <li>• Software development resources</li> <li>• Staff training on the new process</li> <li>• Communication plan for students</li> </ul>	Director of Enrollment Services, Evaluator		1, 2, 6	
6. <b>Timeframes:</b> Establish and monitor standardized timeframes for processing admissions, records requests, and certifications to improve efficiency and transparency.	Spring 2025	<ul style="list-style-type: none"> <li>• Process mapping tools</li> <li>• Staff training on timelines</li> <li>• Reporting tools to monitor compliance</li> </ul>	Director of Enrollment Services		1, 2	2
7. <b>Workflows:</b> Review and optimize existing workflows to eliminate redundancies and improve overall departmental effectiveness.	Spring 2025	<ul style="list-style-type: none"> <li>• Workflow mapping software</li> <li>• Staff training on new workflows</li> <li>• Continuous feedback mechanisms</li> </ul>	Director of Enrollment Services		1, 2	1, 3
8. <b>International Recruitment Program:</b> Develop and implement a comprehensive ROI-based program for	Year 1: Conduct market analysis in Fall 2024; begin recruitment initiatives by Spring	<ul style="list-style-type: none"> <li>• Market research resources</li> <li>• Recruitment marketing materials</li> </ul>	Director of Enrollment Services, Outreach Team		1, 2, 3, 4, 5, 6	

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<p>International Recruitment to effectively attract, enroll, and retain international students. This program will focus on identifying target markets, assessing recruitment strategies, evaluating financial implications, and measuring the impact of international students on campus diversity and community engagement.</p>	<p>2025 Year 2: Evaluate impact by Spring 2026</p>	<ul style="list-style-type: none"> <li>• Partnerships with international institutions</li> <li>• Evaluation tools</li> </ul>				
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**Goals Assessment and Impact**

**DegreeWorks Overhaul**

The first goal focuses on the DegreeWorks Overhaul, which aims to address existing challenges by cleaning up inaccurate articulation and course transcription rules while offering comprehensive training for staff and faculty to ensure accurate advising. Assessment results will measure current inaccuracies in degree audits, including the number of manual corrections and discrepancies, as well as track the time required for degree evaluations before the overhaul. After the cleanup, improved accuracy will be measured in DegreeWorks, focusing on fewer manual interventions and more accurate degree completion indicators for students, alongside staff surveys post-training to assess comfort and proficiency. The key performance indicators (KPIs) for this goal include improving the accuracy of degree audits by 90% and reducing manual corrections, with a goal of decreasing the time to evaluate degrees by 25-50%, ensuring 90% of evaluations are completed within 10 business days. This goal aims to provide students with reliable indicators of their progress toward degree completion, enhancing student planning and satisfaction.

**Transfer Evaluation System (TES) & Transferology Articulation Utilization**

The second goal involves TES & Transferology Articulation Utilization, aiming to implement TES to automate articulation rule generation and integration with BANNER, which would reduce manual intervention by Admissions and Records (A&R) technicians. The assessment will track the number of successful credit transfers through Transferology, the reduction of manual processes in BANNER, and improvements in transparency and error reduction. The KPI seeks to reduce manual A&R tech involvement in BANNER for transfer evaluations by 50%, with the goal of achieving 90% accuracy in auto-generated articulation rules, decreasing human errors, and improving transfer efficiency.

**Team Cross-Training**

The third goal, Team Cross-Training, is focused on implementing a structured cross-training program for staff to improve service delivery across all functional areas. Assessment measures will include tracking staff participation in cross-training sessions, evaluating staff's ability to handle multiple responsibilities post-training, and assessing processing times, error rates, and student satisfaction before and after the training. KPIs target a 20% reduction in processing errors and a 15-20% improvement in task completion speed and flexibility. This initiative aims to enhance service delivery by ensuring students experience fewer delays and more consistent support, contributing to their overall satisfaction and success.

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**Document & Retention Processing**

The fourth goal, Document & Retention Processing, seeks to streamline document processing to ensure timely retention and retrieval of student records, thus enhancing compliance with institutional and legal requirements. Assessment will measure document processing times before and after workflow improvements and track compliance with document retention policies. The KPI aims for a 25% reduction in document processing time while achieving a 100% compliance rate with retention requirements.

**Auto Awarding of Certificates**

The fifth goal focuses on the Auto Awarding of Certificates, which aims to develop processes for automatically awarding certificates to eligible students. Assessment will measure the number of certificates automatically awarded compared to manually awarded, as well as track the reduction in manual processing time. The KPI targets a 50% increase in auto-awarded certificates, improving efficiency and reducing staff workload, thus supporting student success by ensuring eligible students are recognized for their achievements.

**Standardized Timeframes**

The sixth goal involves establishing Standardized Timeframes for processing admissions, records requests, and certifications to improve efficiency and transparency. Assessment measures will track task completion rates within established timeframes and average processing times before and after implementation. The goal is to achieve a 90% completion rate within designated timeframes while reducing processing time by 20%.

**Workflow Optimization**

The seventh goal focuses on optimizing Workflows to eliminate redundancies and improve departmental effectiveness. Assessment will involve mapping current workflows and tracking reductions in processing times and errors after optimization. The KPI aims to streamline workflows by reducing redundant steps by 30%, improving processing speed, and reducing errors.

**International Recruitment Program**

Finally, the eighth goal, the International Recruitment Program, seeks to develop and implement a comprehensive program to attract, enroll, and retain international students. Assessment will include conducting a market analysis to identify key demographics and trends, evaluating current recruitment strategies, assessing financial implications, and measuring the impact of international students on campus diversity and community engagement. KPIs will target a 20% increase in international student enrollment over the next three years, utilizing ROI data to inform resource

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allocation and enhance community engagement, thereby improving the overall student experience and enhancing Porterville College’s global presence.

**Staffing:**

***Current Staffing Levels***

Please use the table below to describe current staffing levels, by employee type. Raw numbers are sufficient, not FTE.

<b>Full-time</b>		<b>Part-time</b>	
Faculty		Faculty	
Temporary		Temporary	
Classified	6	Classified	2
Management	2	Management	

***Request for New/Replacement Staff***

	<b>Title of Position</b>	<b>Classification (Faculty, Classified, or Management)</b>	<b>Full- or Part-Time</b>	<b>New or Replacement</b>
Position 1	Outreach Program Technician	Classified	Full-Time	New
Position 2	Program Manager (International Program)	Management	Full-Time	New
Position 3	Educational Advisor (International Program)	Classified	Full-Time	New
Position 4	A&R Tech II (Degree & Credit Evaluator)	Classified	Full-Time	New
Position 5	A&R Tech II (Degree & Credit Evaluator)	Classified	Full-Time	New
Position 6	A&R Tech II (International Program)	Classified	Full-Time	New
Position 7	Program Coordinator (Outreach and International)	Classified	Full-Time	New
Position 8	Program Technician	Classified	Full-Time	New
Position 9	Program Technician	Classified	Full-Time	New



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**Justification:**

The following table outlines the alignment of proposed staffing positions with the specific goals established for our initiatives at Porterville College. Each position is strategically linked to one or more goals, highlighting how the addition of these roles will support the successful implementation and achievement of our objectives. By ensuring that each position is directly connected to key initiatives, we can effectively enhance our operations in areas such as degree auditing, international recruitment, and overall service delivery, ultimately improving student outcomes and institutional efficiency at Porterville College.

	Admissions and Records Office Goals							
	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Goal 6	Goal 7	Goal 8
	Degreeworks Overhaul	Transferology Utilization	Team Cross Training	Document & Retention Processing	Auto Awarding of Certificates	Timeframes	Workflows	International Recruitment
<b>Staffing Requests</b>								
1. Outreach Program Technician								X
2. Program Manager (International Program)								X
3. Educational Advisor (International Program)				X		X		X
4. A&R Tech II (Degree & Credit Evaluator)	X			X	X			
5. A&R Tech II (Degree & Credit Evaluator)	X			X	X			
6. A&R Tech II (International Program)	X							X
7. Program Coordinator (Outreach and International)								X
8. Program Technician			X	X		X		
9. Program Technician			X	X		X		

**Position 1: Outreach Program Technician**

The Outreach Program Technician is essential for implementing targeted outreach strategies aimed at attracting international students to the college. This position will engage with key demographics and coordinate recruitment events, ensuring effective communication about program offerings and admissions processes. By actively promoting the college's international programs, this technician will play a pivotal role in increasing enrollment and enhancing the college's visibility in the global education market.

**Position 2: Program Manager (International Program)**

The Program Manager for the International Program is a critical addition needed to oversee and coordinate all aspects of the international recruitment strategy. This role will

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be responsible for managing resources, developing strategic partnerships, and evaluating the effectiveness of recruitment efforts. By providing strong leadership and direction, the Program Manager will ensure that the college's international initiatives align with overall institutional goals, thereby fostering a more inclusive and diverse campus community.

**Position 3: Educational Advisor (International Program)**

The Educational Advisor dedicated to the International Program will provide specialized support to international students throughout their academic journey. This role is crucial for guiding students through the admissions process, visa requirements, and academic advising. By offering tailored assistance, the Educational Advisor will significantly enhance student satisfaction and retention rates among international students, ensuring they feel supported and integrated into the college community.

**Position 4: A&R Tech II (Degree & Credit Evaluator)**

The addition of an A&R Tech II focused on Degree and Credit Evaluation is vital as the college anticipates an increase in international student enrollment. This position will be responsible for accurately evaluating transcripts and determining degree applicability, ensuring that students receive timely and correct information regarding their academic progress. By enhancing the efficiency and accuracy of degree audits, this role will directly support the college's commitment to providing excellent service to its diverse student population.

**Position 5: A&R Tech II (Degree & Credit Evaluator)**

Another A&R Tech II position focused on Degree and Credit Evaluation is necessary to manage the increased workload resulting from higher international student enrollment. This role will help maintain the accuracy and timeliness of degree evaluations, minimizing the risk of errors and ensuring that students receive appropriate credit for their previous coursework. By adding this position, the college can improve its responsiveness to student needs and enhance the overall experience for international students navigating the academic landscape.

**Position 6: A&R Tech II (International Program)**

The A&R Tech II specifically for the International Program will be dedicated to managing the admissions and records processes unique to international students. This position will ensure that international student records are processed efficiently and accurately, addressing their specific needs and concerns. By focusing on this population, the A&R Tech II will contribute to improved service delivery and satisfaction for

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international applicants, thereby supporting the college's goals for diversity and inclusion.

**Position 7: Program Coordinator (Outreach and International)**

The Program Coordinator for Outreach and International initiatives will play a key role in facilitating collaboration between various outreach efforts and the international recruitment strategy. This position will manage logistics for recruitment events and initiatives that promote both local and international engagement, increasing the college's visibility to prospective students. By coordinating these efforts, the Program Coordinator will enhance the college's outreach effectiveness and strengthen its appeal to a diverse student body.

**Position 8: Program Technician**

A Program Technician will be crucial in supporting the operational tasks related to international recruitment and outreach initiatives. This role will assist with the logistical planning of recruitment events, manage administrative tasks, and ensure that all outreach activities run smoothly. By providing this support, the Program Technician will help the college maximize its recruitment efforts and ensure a positive experience for prospective international students.

**Position 9: Program Technician**

The additional Program Technician will further enhance the operational capabilities of the outreach and international programs. By assisting with various administrative functions and logistical tasks, this role will allow for more efficient handling of responsibilities and greater overall effectiveness in recruitment and support services. With this added capacity, the college can better serve its international student population and promote a welcoming and inclusive environment for all.

**Resource Requests**

As Porterville College continues to strive for excellence in student services and academic support, the need for additional resources has become increasingly apparent. This resource request outlines the essential staffing positions necessary to enhance our operational efficiency and meet our strategic goals. By investing in key roles, we aim to improve processes such as degree auditing, international recruitment, and overall service delivery, ensuring that we provide our students with the highest quality of support. These resources are critical for enabling our team to effectively address existing challenges and implement new initiatives, ultimately fostering a more engaging and successful educational experience for all students at Porterville College.

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TECHNOLOGY REQUEST

In order to enhance our operational capabilities and improve the student experience at Porterville College, we are seeking essential technology upgrades that will streamline processes, improve data accuracy, and facilitate better communication among staff and students.

	Technology Need	Justification
Item 1	Key Card Access Installation	<p>The current keying system at the Admissions and Records office entrance poses significant security and operational challenges. Keys are easily copied, which raises concerns about unauthorized access to sensitive areas and confidential student information. Additionally, the manual process of opening doors for student workers who frequently need to enter and exit creates unnecessary distractions and inefficiencies in our workflow.</p> <p>Installing a key card access system will greatly enhance the security of our office by ensuring that only authorized personnel can enter, thereby protecting sensitive information and providing peace of mind for staff and students. Furthermore, this system will streamline access for student workers, allowing them to enter the office without disrupting ongoing tasks or requiring staff assistance.</p> <p>Implementing key card access is a proactive step towards improving both security and operational efficiency within the Admissions and Records office, ultimately fostering a more professional environment that aligns with our commitment to providing high-quality services.</p>
Item 2	Event Management Platform	<p>The Admissions and Records office is seeking to implement an event management tool, to enhance our outreach efforts and improve our overall efficiency. As our department includes an outreach team, it is crucial to have a robust system in place to effectively manage and track our events and initiatives.</p> <p>An Event Management platform will enable us to streamline our event planning and execution processes, allowing for better coordination and communication among team members. Additionally, this tool will provide</p>

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		<p>valuable insights into our outreach activities, helping us track return on investment (ROI) and assess the effectiveness of our strategies. By modernizing our approach to outreach, we can better align our efforts with the needs of our student population and enhance our engagement with prospective students and the community.</p> <p>Investing in an Event Management platform will not only improve our operational efficiency but also contribute to more informed decision-making regarding outreach initiatives, ultimately enhancing the services we provide and fostering a stronger connection with our students.</p> <p>Estimates suggest this project will cost \$27,000.</p>
Item 3	CRM System	<p>The Admissions and Records office is requesting the implementation of a Customer Relationship Management (CRM) system, similar to Salesforce or Slate, to enhance our recruitment tracking capabilities. The primary goal of this initiative is to minimize the number of users requiring access to BANNER, thereby reducing the risk associated with having too many personnel interacting with this sensitive system.</p> <p>By utilizing a dedicated CRM for recruitment tracking, we can streamline our processes and improve user experience (UX) for staff. A CRM will allow us to efficiently manage prospective student information, track interactions, and monitor recruitment activities without compromising the integrity and security of the BANNER system. This separation of functions not only enhances data security but also allows for more focused and effective management of recruitment efforts.</p> <p>Investing in a CRM will ultimately lead to more efficient operations, improved communication among team members, and a better overall experience for prospective students. This strategic move will position our office to effectively meet the growing demands of recruitment while maintaining high standards of data security and operational efficiency.</p> <p>Estimates suggest this project will cost \$30,000-60,000.</p>

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Item 4	Third-Party DegreeWorks Cleanup and Rework	<p>The Admissions and Records office currently utilizes DegreeWorks as our degree auditing tool; however, we face significant challenges due to its disorganized state. To maximize the effectiveness of this essential system, we are requesting the engagement of a third-party service to conduct a comprehensive cleanup and rework of DegreeWorks.</p> <p>The current configuration of articulation and course transcription rules within DegreeWorks is inadequate, leading to confusion and inefficiencies for both staff and students. This disorganization not only hampers day-to-day operations but also poses a significant risk of inadequate degree awarding, jeopardizing students' academic progress and success. Furthermore, the existing messiness within the system is a considerable hindrance to our goal of implementing auto-awarding for certificate programs, which is essential for improving student outcomes and streamlining administrative processes.</p> <p>By employing a specialized third-party service, we can ensure that our DegreeWorks setup aligns with best practices and industry standards. This professional intervention will help streamline processes, improve accuracy in degree audits, and ultimately enhance the student experience.</p> <p>Additionally, this cleanup will pave the way for future training opportunities for staff, enabling them to leverage DegreeWorks more effectively in their daily operations. Investing in the rework of DegreeWorks is a critical step toward ensuring that our degree auditing tool meets the needs of our students and staff, facilitating smoother academic pathways and better overall service delivery.</p> <p>Estimates suggest this project will cost \$100,000-\$160,000.</p>
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FACILITIES REQUEST

To create a more conducive learning and working environment, we are requesting improvements to our facilities that will support the growing needs of our programs and enhance the overall campus experience for both students and staff.

	Facilities Need	Justification
Item 1	Replace the roll-down security windows with thermomagnetic glass.	The request to replace the roll-down security windows in Admissions and Records with thermomagnetic glass represents a critical enhancement to our facilities. The existing roll-down windows are not only outdated but also continuously present operational challenges. We currently need to keep them clamped to ensure they stay closed, which is an inadequate solution and indicates underlying issues with their functionality. Additionally, there is growing concern about the safety latches malfunctioning, which could lead to the windows rolling down unexpectedly while in use, posing potential risks to both staff and students. The request to replace the roll-down security windows in Admissions and Records with thermomagnetic glass represents a critical enhancement to our facilities. The current roll-down windows are outdated and provide inadequate thermal insulation, resulting in increased energy costs and discomfort for both staff and students. By transitioning to thermomagnetic glass, we can significantly improve energy efficiency, ensuring a more stable and comfortable environment. This upgrade not only contributes to long-term cost savings but also enhances the overall aesthetic of the department, providing a modern and professional appearance that positively impacts the perception of our services.
Item 2	A&R Safe Maintenance	The built-in safe in the Admissions and Records office is in urgent need of maintenance due to frequent operational failures. There are instances where the safe may not open for hours or even days, despite multiple attempts. This unreliability poses a significant risk to the security of sensitive documents and materials stored within, as well as to the operational efficiency of our office.

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		Given the critical nature of the information housed in the safe, it is essential that we ensure its functionality and security. Maintenance of the safe will mitigate the risks associated with potential access delays and enhance the overall security measures within the office. Investing in the proper maintenance and, if necessary, upgrades to the safe will safeguard our sensitive materials and provide staff with peace of mind that they can access essential documents when needed.
Item 3	HVAC Renewal	<p>The current HVAC systems in the Admissions and Records office require urgent renewal due to ongoing issues that significantly impact both comfort and functionality, leading to an uncomfortable and distracting working environment. This inconsistency in temperature control not only hampers productivity but also affects the overall experience of individuals utilizing our services.</p> <p>There have been concerning incidents of insects dropping out of the air vents, raising serious questions about the cleanliness and maintenance of the current systems. Compounding this problem, we have had to manually block an AC exit vent due to insects falling out of it onto staff workspaces. This situation not only raises serious hygiene concerns but also creates an unprofessional atmosphere that can negatively impact staff morale and student interactions.</p> <p>These issues pose potential health risks and detract from the professionalism of our office.</p>

**SAFETY & SECURITY REQUEST**

Ensuring the safety and well-being of our students and staff is a top priority at Porterville College; therefore, we are requesting enhancements to our safety protocols and infrastructure to foster a secure campus environment for all.

	Safety/Security Need	Justification
Item 1	Replace the roll-down security windows with	From a safety and security perspective, the replacement of the roll-down windows is essential for protecting sensitive student information and documents, as well as



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	thermomagnetic glass.	the well-being of our staff. The existing windows pose significant security vulnerabilities, making them susceptible to unauthorized access and potential theft. In contrast, thermomagnetic glass offers superior resistance to break-ins and tampering, creating a more secure environment for safeguarding critical records. Moreover, in emergency situations, thermomagnetic glass provides a more robust barrier, enhancing safety for staff and students alike. In the event of an emergency evacuation, the practicality of thermomagnetic glass allows for quicker access and better visibility, ensuring a safer and more efficient exit process. This upgrade aligns with best practices for security in educational institutions and ensures compliance with safety standards, thereby mitigating risks associated with data breaches while prioritizing the safety of our personnel.
Item 3	Panic Button Functionality	<p>The safety and security of staff and students in the Admissions and Records office is a top priority. To enhance our emergency response capabilities, we are requesting a thorough inspection and maintenance of all panic buttons within our office.</p> <p>Panic buttons serve as a critical safety measure, providing an immediate way to alert security personnel in the event of a threatening situation. Ensuring that these devices are fully operational is essential for maintaining a safe working environment. Any malfunctioning panic buttons could severely hinder our ability to respond effectively to emergencies, putting staff and students at risk.</p> <p>By prioritizing the functionality of our panic buttons, we can reinforce our commitment to safety and create a more secure environment for everyone in the office. Regular testing and maintenance will not only ensure that these systems work when needed but also foster a sense of security among staff, enabling them to perform their duties with confidence.</p>

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**PROFESSIONAL DEVELOPMENT REQUEST**

To empower our staff with the skills and knowledge necessary for success in their roles, we are requesting investment in professional development opportunities that will enhance their expertise, promote best practices, and foster a culture of continuous improvement at Porterville College.

	Professional Development Need	Justification
Item 1	Workshops on Degree Audit Systems	As DegreeWorks is a critical tool for accurately evaluating student progress, workshops will ensure that staff are proficient in its features, leading to a significant reduction in errors and improved efficiency in degree audits. This directly impacts student satisfaction and helps maintain compliance with academic standards.
Item 2	Training on Articulation and Transfer Processes	Understanding articulation agreements and transfer evaluations is essential for staff to facilitate smooth transitions for students transferring from other institutions. This training will minimize delays and errors in credit evaluations, thereby improving the overall student experience and increasing enrollment and retention rates.
Item 3	Customer Service Excellence Training	Enhancing customer service skills is vital for improving interactions with students and other stakeholders. This training will equip staff to handle inquiries more effectively, reduce conflicts, and foster a welcoming environment, ultimately contributing to higher student satisfaction and retention.
Item 4	Data Management and Reporting Skills	Training in data management and reporting tools will empower staff to analyze performance metrics more effectively. This skill set is essential for making data-driven decisions that improve operational efficiency and support strategic planning within the Admissions and Records Office.
Item 5	Cultural Competency and Diversity Training	As our student population becomes increasingly diverse, staff must be equipped to understand and meet the unique needs of all students. This training will promote inclusivity, improve engagement, and ensure that all students feel valued and supported in their academic journeys.
Item 6	Leadership and Team Building Workshops	Developing leadership skills among classified staff will foster a sense of ownership and accountability within the

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		Admissions and Records Office. Team building workshops will enhance collaboration, leading to a more cohesive team that can respond more effectively to challenges and improve service delivery.
Item 7	Compliance and Regulatory Updates	Keeping staff informed about changes in compliance and regulations is crucial for maintaining institutional integrity and avoiding legal repercussions. Regular training ensures that all staff are knowledgeable and up-to-date, thus enhancing the credibility and reliability of the Admissions and Records Office.
Item 8	Technology Integration Training	As technology continues to evolve, staff must stay informed about new tools that can streamline A&R processes. Training in automation and online application systems will improve efficiency, reduce manual workload, and allow staff to focus on providing quality services to students.

**Budget**

**Admissions & Records Budget**

	Current Budget	Amount of Change	Revised Total
2000 (Student Workers Only)			\$25,000
4000	\$1,250		
5000	\$32,450	\$90,000	\$90,000
Other			

**Welcome Center Budget:**

	Current Budget	Amount of Change	Revised Total
2000 (Student Workers Only)			
4000	\$1,200		\$1,200
5000	\$10,300	\$3,000	\$13,300
Other			

**Outreach Budget:**

	Current Budget	Amount of Change	Revised Total

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2000 (Student Workers Only)			\$25,000
4000	\$8,000		
5000	\$6400	\$28,600	\$35,000
Other			

**Justification:**

**Admissions & Records Budget Justifications**

**1. Enhancing DegreeWorks Overhaul:**

- The increased budget will significantly support the DegreeWorks Overhaul initiative, which is crucial for addressing existing challenges in degree audits. This funding will enable a thorough cleanup of articulation and course transcription rules, enhancing the accuracy and reliability of degree evaluations, which directly impacts student satisfaction and success.

**2. Improving Technology and Training:**

- A substantial portion of the additional funding will be dedicated to acquiring advanced technology and comprehensive training programs for staff and faculty. Investing in up-to-date systems and training ensures that personnel can effectively use these tools, leading to improved service delivery and better outcomes for students.

**3. Marketing and Software Costs:**

- With the RP budget coming to an end, it is imperative to allocate funds for ongoing marketing efforts and essential software that support A&R functions. This includes:
  - Marketing Campaigns: Increased funds will support robust outreach initiatives designed to promote A&R services, increase awareness among prospective students, and drive enrollment.
  - Software Licenses and Upgrades: Continued investment in software tools for student records management, degree audits, and reporting capabilities will enhance operational efficiency and accuracy. This investment is crucial to maintaining compliance with institutional and legal requirements.

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**4. Reducing Manual Corrections:**

- The additional resources will help reduce the number of manual corrections and processing times. The goal is to achieve a 90% accuracy rate in degree audits and reduce evaluation times, providing timely feedback to students and supporting their educational journey.

**5. Enhanced Staffing Needs:**

- Given the anticipated increase in workload associated with these initiatives, additional funding will allow for the hiring of student worker staff to manage increased demands. This will help maintain service quality and responsiveness to student needs.

**Welcome Center Budget Justification:**

**1. Support for International Recruitment Program:**

- The additional funding will facilitate the development of a comprehensive International Recruitment Program. This program is designed to attract and retain international students, which will enrich campus diversity and community engagement.

**2. Enhanced Service Delivery:**

- Investing in the Welcome Center will improve service delivery across all functional areas, particularly as we implement the Team Cross-Training initiative. This initiative will ensure staff are equipped to handle a variety of inquiries and support student needs more effectively.

**3. Effective Marketing Materials:**

- Part of the increased budget will be allocated for the creation of marketing materials that promote our services and programs, thereby increasing awareness and participation among prospective students.

**Outreach Budget Justifications:**

**1. Implementation of Outreach Initiatives:**

- The significant increase in the Outreach budget will support various initiatives aimed at enhancing community engagement and recruitment efforts. This is

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particularly important for our International Recruitment Program, which requires additional resources for market analysis and recruitment strategies.

**2. Cross-Training for Outreach Staff:**

- Funding will also support the Team Cross-Training initiative, allowing outreach staff to develop skills in multiple areas, improving flexibility, and ensuring a consistent student experience across all programs.

**3. Streamlining Document & Retention Processing:**

- With the growth of outreach efforts, additional resources are needed to ensure that document processing aligns with increased applications and inquiries, supporting the goal of Document & Retention Processing. This will help maintain compliance with institutional and legal requirements.