

STUDENT & ACADEMIC SUPPORT PROGRAM REVIEW

[Admissions and Records]

FISCAL YEAR 2018

FY2018: Student & Academic Support Services: Admissions and Records

What is a Program Review?

This program review is a comprehensive study of the quality and cost effectiveness of a particular student and/or academic support service program. The purpose of Sauk's program review process is to promote continuous improvement and to link those improvements to other internal processes, including curriculum development, assessment, budgeting, facility planning, and to the strategic plan through operational plans. Information provided in program reviews will be used in internal reports, reports to other agencies, and for institutional planning. The program review for each area is conducted once every five years as dictated by a schedule created by the Illinois Community College Board (ICCB).

Why is a Program Review necessary?

ICCB requires all academic & cross-disciplinary programs and all student and academic support services to conduct a program review at least once every five years. The program review process should:

- Examine the need for the program, its quality, and its cost of operation.
- Involve employees of the unit as well as individuals not employed within the unit.
- Examine current information and data on enrollment, persistence, retention, and other data.
- Produce results that are considered in operational planning and budget allocation decisions.

The College's annual required *Program Review Report* to the ICCB comes directly from the approved program reviews.

Also, as a part of accreditation, the Higher Learning Commission (HLC) requires institutions to have an established process to regularly review all programs. However, each institution is allowed the latitude to develop and administer a review process that is suited to the institution's unique circumstances and needs.

Timeline for the Program Review Process

April/May	Areas are informed that they are scheduled to conduct a program review in the fall of the next academic year
July	The Administrative Review Team meets to examine the data and develop focused questions for the program review.
July-Early September	Optional "early start" is available to areas who want to get the Program Review process started sooner. Area supervisors/leaders are designated Chair of their program review team. A mandatory orientation will be scheduled and hosted by the Dean of Institutional Research and Marketing (IR).
Fall semester	Areas conduct their program reviews using this template. The Dean of IR is always available to answer questions during the review process. Occasionally, rough drafts of the PR document will be requested by the Dean of IR for review to stay apprised of progress.
December 20 or sooner	Program reviews are due. Area supervisors/leaders are responsible for having their Program Reviews submitted on-time or early.
Fall Semester-March	The College's Program Review Committee and the Administrative Review Team will evaluate area program reviews as they are submitted, request revisions and determine if the program review is complete and if the results fully substantiated. Recommendations are placed in writing and forwarded to the president.
March	If applicable, Equipment Request forms, Personnel Change Request forms, Renovation Request forms and Major Project Request forms from <i>approved</i> program reviews should be completed. They will be forwarded by the Dean of IR to the President's Cabinet for consideration.
April	Areas will submit next year's operational plans, including action items identified in the program review.

Instructions

- The program review author will form a program review team comprised of 2-6 additional individuals recommended from the following groups:
 - Area/department staff
 - Other employees that are outside the department
 - Students
 - Community members and/or industry representatives who are not SVCC employees
- The program review team will complete this template during the review process. Other formats will not be accepted.
- All form areas/questions must be completed (unless specifically noted otherwise).
- Resources needed before the Program Review process begins:
 - Past Operational Plans for your area (last five years)
 - Last Program Review for your area
 - Access to the College catalog (online)
 - Access to Student Satisfaction Inventory (SSI) data from Noel-Levitz (online)
 - Personalized surveys for your department
- The Chair of the area's program review committee is responsible for submitting a completed program review. The Chair should submit the following by **December 20th** or earlier to the Dean of IR:
 - Type the names of the program review team on the Program Review Team Signatures page. Type in the dates of all applicable meetings. Each member must sign the signature page before it is submitted as a hard copy.
 - Submit an electronic version of the completed program review template. Do not create a printed copy of the document (besides the signature page).
- The approval process:
 - Submission of the completed PR template to the Program Review Committee and ART alone does not constitute approval.
 - The Program Review Committee may request additional analysis, clarification, or information before the committee determines if the program review is complete. The Program Review Committee and ART may approve the program review as is, may determine that the program review findings are not fully substantiated, or may not approve the program review.
 - Reviews must be approved by the committee *by April* in order for budgetary requests to be considered. Reports submitted after December 20th may not be approved by the Program Review committee and ART by the March deadline which may jeopardize area budgets, equipment, personnel, renovation or major project requests. Please take the deadlines seriously.

Data forms will be supplied to you as an **appendix** and attached as a separate file. Please access this file in order to answer the questions found within this template.

QUESTIONS: Contact the Vice President of Research, Planning, and Information Affairs, Steve Nunez (ext. 263), with any questions regarding your program review.

Alignment with the College Mission

Provide a brief summary of the function of the program.

PART 1: FINANCES – COST EFFECTIVENESS

Strategic Objectives 3.1 & 3.2

1. Using **Table 1 (rows p-r)** as a reference, has the program stayed within its allocated budget the last five years? Has the allocated budget been adequate for the needs of the program?

The Admissions and Records Office (ARO) has stayed within the allocated budget each of the last five years. The Office has worked diligently to utilize online resources in an effort to reduce expenses. Since FY 16 the office supply budget is been $\frac{1}{3}$ of an overall Student Services combined budget with Academic Advising and Financial Assistance. The publications and dues line item in the budget has been a little over budgeted due to an anticipated annual 10% increase of the College Source TES program. Fortunately the office was able to secure a lower rate for the renewal of TES but anticipates an increase will be coming soon.

2. Using **Table 1 (all rows)** as a reference, *describe* the overall five-year income and expense trends for each program.

The only true revenue generated by Admissions and Records is from transcripts. These monies go directly into the college general fund at an average of \$12,000 annually.

3. *Describe* what your area did during the previous five years to improve the program's financial viability.

The ARO consolidated supplies with Academic Advising and Financial Aid offices. Processes were changed to scan directly into student files in Filebound as opposed to printing the forms and then scanning into the student files. All staff members were given two computer monitors to allow us to perform job tasks without having to print pages for reference.

4. Describe what your area will do over the next five years to improve the financial viability of the program.

FY 18 - transitioned to the National Student Clearinghouse as the vendor for electronic transmission of transcripts - savings in the supply budget of approximately \$1500 annually.
FY 18 - the department is now able to email student schedules through Argos rather than printing and mailing them when students register. In cooperation with the IS department, a link within a student's SOAR account is available to view their schedule.
FY 18-FY 22 - The office will continue to research new technological opportunities to reduce our carbon footprint.

→Add the financial viability plan to the Operational Planning matrix found near the end of this program review template.

PART 2: QUALITY

STAFFING

5. Using **Table 2** as a reference, *describe* the five year staffing trends in your area. Is staffing appropriate for the area? Explain.

Based on current college credits and students enrollment, it would appear the department is currently adequately staffed. Staffing trends from the past five years include the following summary:

- ❖ In fiscal years, 13 & 14 the Admissions and Records Office (ARO) was fully staffed (two Enrollment Specialists, one Records Analyst, one Administrative Assistant and one Coordinator of Enrollment/Registrar). In FY 13 the Records Analyst position was upgraded to full time status.
- ❖ In July 2014, the office lost one Enrollment Specialist due to a resignation and remained vacant until February 2015 the position was authorized to be filled.
- ❖ In FY 15, the ARO joined with the Counseling (Academic Advising) Office and half of the Recruitment Office in anticipation of the new Student Services Center (SSC) opening. During this time, the one full time administrative assistant from the Recruitment Office became an Enrollment Specialist with administrative assistant responsibilities to the Dual Credit Coordinator and one full time recruiter became the Dual Credit Coordinator/Enrollment Services Specialist. The ARO staffing included: the Director of Enrollment/Registrar, the Dual Credit Coordinator/Enrollment Specialists, the Enrollment Assistant (front line receptionist for all of the Student Services Center), the Records Analyst, and four Enrollment Specialists.
- ❖ In February of 2016, the office lost one Enrollment Specialist but did not rehire the position until May 2016 when another Enrollment Specialist announced a move to an open position in the Financial Assistance Office. Due to a temporary hiring freeze the position vacated by the person moving to the Financial Assistance Office was not replaced.

It should be noted that the Enrollment Assistant has very specific scheduling and front line responsibilities for all offices within the Student Services Center. All other ARO staff are cross trained to assist with these front line tasks. The Records Analyst and Dual Credit Coordinator also have very specific functional responsibilities yet are also cross trained to assist the Enrollment Assistant and Enrollment Specialists when needed. The Enrollment Specialists (3 staff members) are charged with the responsibility of new student intake (processing applications, advising students of required documents and test scores needed in order to meet with an advisor), registration and record keeping, and providing students with assistance of logging into their various online access products and resetting passwords in addition to specifically assigned tasks which include but are not limited to: athletic eligibility, academy applications, instructor notifications, new student orientation and commencement. The cross training and the task specific assignments provides for the necessary checks and balances needed to keep the office and the college in compliance with state and federal regulations.

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6. If staffing changes are needed for this area within the next five years (including next FY), please describe the needed changes, the rationale for the change, and the fiscal year needed OR indicate “none.” Indicate any planned retirements and staffing needs to replace the position currently held by the retiree.

FY needed	Name of Position	Describe why the area needs the new position or needs to update the present position. Give as much detail as necessary.	Estimated Salary and Benefits (\$) (contact the Director of HR for estimate)
FY18	Part Time Enrollment Specialist	During the summer of 2017, two employees were on temporary leave. While one leave was expected and some provisions had been made to accommodate for the staff shortage the second leave was unexpected and prompted a reevaluation of temporary duties, responsibilities and tasks among the remaining staff in order to continue to provide adequate service. The strain on the remaining staff became so apparent that the part time Enrollment Specialist position was created. While the additional help was appreciated the issue of training the new staff member during that busy time unintentionally created more stress on the staff. The staffing situation in the summer of 2017 demonstrated how critical it is to have trained staff in place. The ARO staffing from the beginning of FY 15 would have been sufficient to have covered the emergency.	
FY ASAP	Full Time Enrollment Specialist	Increase the Part Time Enrollment Specialist to Full Time. See above for reasoning.	Already calculated into the College’s budget. Current staff member is already full time split between two offices.
FY23?		Anticipated staffing in the next five years for the ARO is one receptionist for the SSC, maintain four full time Enrollment Specialists, one Registrar/Records Analyst and one Director of Enrollment. It is possible that 4 current ARO staff members could consider retiring within the next five to ten years.	

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→If applicable, add the proposed staffing changes to the Operational Planning matrix for the appropriate FY.

PROFESSIONAL DEVELOPMENT

7. List all full-time employees and the professional development (that is relevant to your area) they have participated in the last five years (don't include in-service or workshop days, but other on-campus specialized activities could be included and certainly off-campus PD). If a full-time employee has not participated in professional development within the last five years, list the full-time employee and place "none" in the description area.

Full-time Employee Name	Description of Professional Development Activities (list all activities for each individual in one row)	Fiscal Year of Activity
Pamela Medema	Noel Levitz Conference, National Student Clearinghouse Academy, Ellucian Event, ICCAROO, IACRAO, NJCAA, IACRAO, ICCCA (Presenter), Parchment, P20 Initiative, NJCAA, Clifton Strengthsfinder Assessment	FY13, FY13, FY13, FY13, FY14, FY15, FY16, FY17, FY17, FY17
Amber Morman (former employee)	National Student Clearinghouse Academy	FY13
Jane Grove	National Student Clearinghouse Academy, NIN, Excel Seminar, Clifton Strengthsfinder Assessment	FY13, FY13, FY13, FY17
Sherri Whitlock	Transfer Articulation, Clifton Strengthsfinder Assessment	FY16, FY17
Meagan Rivera	One Stop Road Trip to ECC, ICCCA (Presenter), Parchment, Clifton Strengthsfinder Assessment	FY13, FY16, FY17, FY17
Taylor Baker	Noel Levitz Conference, One Stop Road Trip to ECC, NIN, Parchment, P20 Initiative, Sauk Valley Leadership Program, Clifton Strengthsfinder Assessment	FY13, FY13, FY16, FY17, FY17, FY17
Jeffrey Newcomer	Clifton Strengthsfinder Assessment	FY17
Marcella Wells	Clifton Strengthsfinder Assessment	FY17
Sandra Krueger (former employee)	None	X
Amy Bushman (former employee)	None	X

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Ella Payne (former employee)	None	X
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8. List any professional development that part-time employees have attended within the last five years or indicate “none”. (Just list part-time employees that have participated in professional development).

Part-time Employee Name	Description of Professional Development Activity	Fiscal Year of Activity
None	None	None

9. If area employees (including part-time employees) need any **required** professional development within the next 5 years, list the specialized professional development needed, the year of anticipated need, and what employee will need to participate in the professional development.

Employee Name/Position	Description of Specialized/Required Professional Development Activity (include the word “required” in the description)	Fiscal Year Necessary
Pamela Medema	Title IX Training	Annual
Jane Grove		
Sherri Whitlock		
Meagan Rivera		
Taylor Baker		
Jeffrey Newcomer		
Marcella Wells		

→Add the required professional development to the Operational Planning matrix for the appropriate FY.

10. For each full-time employee, describe additional professional development that he/she will plan to participate in the next 5 years (not already listed above)?

Employee Name/Position	Description of Anticipated Professional Development Activity.	Fiscal Year(s) of Activity

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Pam Medema	IACRAO	TBD
Jane Grove		
Sherri Whitlock	Transfer Articulation	FY18- FY23
Meagan Rivera	FERPA training, IACRAO	TBD
Taylor Baker	FERPA training, IACRAO	TBD
Jeffrey Newcomer		
Marcella Wells		

→Add the proposed professional development to the Operational Planning matrix for the appropriate FY.

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EQUIPMENT & SUPPLIES

11. Identify new and/or replacement equipment, software, and/or supplies needed by the program within the next five years (including items needed next FY). Include cost estimates, the anticipated fiscal year needed, and a rationale for the purchase **OR** indicate “None.”

FY Needed	Name of Item	Describe how the item will contribute to the area. What classes will be impacted (if applicable). Also, describe how the item may create a cost savings to the area (if applicable).	Quantity (#)	Unit Cost (\$)	Total Cost of Equipment (\$)	Additional Annual Cost (if applicable) (\$)
??	Safe	In the Records Storage room (1F07), we have a standing safe with sliding shelves and three fireproof lowboy file cabinets. Housed within these furnishings are microfilmed student records and some class rosters. The condition of the three fireproof lowboy file cabinets are beginning to deteriorate. They are large drawer cabinets in which microfilm trays are sitting on top of each other. This could cause the microfilm to become damaged. Replacing the three cabinets with one additional standing safe will preserve the condition of the microfilm and help with space in the Records Storage room.	1	~\$3000	\$3500	0
??	ID Photo Software Program/Printer	The current Assure ID program/printer was purchased in 2010. This is the last time the program was evaluated. Technology is constantly changing, we want to make sure the photo ID program will be compatible with future computers and system updates. Depending on the needs of the college this program should also be compatible with the BANNER and Canvas systems. The printer that is currently used is very slow. If it could be replaced that with a faster printer, it would make for greater efficiency when printing bulk amounts of IDs (ie. Fall Fest, Sauk-A-Palooza, Health	1 Software 1 Printer	??	??	??

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		Career). It should also be noted that working with the IS department would be crucial in getting this together.				
??	Scanner	The Records Analyst has a Kodak i1420 scanner that was purchased in 2009. This is a large scanner designed mainly for batched document scanning. The scanner was essential for the Admissions and Records Office when transitioning from standing files to the electronic format in Filebound. There is no need for a scanner of such magnitude. However, a scanner is needed and desktop space is limited in the Records Analyst office. Replacing the larger scanner with a more compact desktop scanner would provide better utilization of the desktop workspace.	1	??	??	??
??	Microfilm Reader/Printer	The Admissions and Records Office has three microfilm readers. One microfilm reader has printing capabilities. This is essential when needing to look at a record more closely and to make notes as the reader is in the Records Storage room (1F07) and is not near a computer. Within the last couple of years, the dependability of the reader has been questionable. The lightbulb in the machine will go out when it over heats. Find a replacement bulb for a machine that is quite old is a concern. Replacing the microfilm reader/printer will help in continuing to view older records.	1	\$400 0- \$500 0	\$4000- \$5000	0
??	Microfilm Conversion -??	If it is not feasible to get a new safe or to replace a microfilm reader/printer, the college should explore converting the microfilm to some sort of electronic document. This would help with the preservation of historic student records.		TBD	TBD	0

→If equipment, software, and/or supplies are needed then add them to the Operational Planning matrix for the appropriate fiscal year.

FACILITIES

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12. Discuss with the Director of Building and Grounds (ext. 299) to determine if your area is accessible to disabled persons? If no, what upgrades are needed to be in compliance?

None

13. Identify facility improvements and/or additional facility space that will be needed within the next five years and list the anticipated fiscal year the renovations would be needed, **OR** indicate “None.”

FY Needed	Describe why it is necessary to conduct the renovations?	Describe the renovation and what area of the building (room #) it will affect.	Estimated Expense (\$) (contact the Director of B&G)
FY 2019	The Student Services Center opened in FY 16. With the new center came a new look, an open office area with multiple entry points and no way to deter people from entering the area after hours. There is a safety concern since anyone can walk through the center at any time. One area of particular concern is the in the Admissions and Records hall (offices 1E03, 1E05, 1E07, 1E19, and 1E21) that does not have a motion sensor. In order for the lights to be active a person must walk through the dark hall to the back through the Advising area hall. Another concern with the activation point is if no one is moving around in the back hall the lights will go out even though people may have been in the ARO hall. This also poses a safety risk.	Student Services Center ARO hall.	TBD
??	The SSC currently has no way of securing the area during campus events. On weekends or evenings patrons are able to walk through the area unattended. This would be an entire Student Services Center project not limited to ARO.	Student Services Center - Gates	TBD
		Furniture (if applicable):	
		Furniture (if applicable):	

→If facility improvements are needed then add them to the Operational Planning matrix for the appropriate fiscal year.

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SERVICES

Student Satisfaction Inventory (SSI) to help answer some of the following questions.

14. Were different student surveys administered during the last five years (e.g., Noel-Levitz/SSI, but could also include additional surveys including “in-house” surveys) that provided quality feedback on the student or academic services provided by the area? If yes, describe the survey instrument(s) used and the useful information taken from the survey. What changes were made to the area in response to the survey?

2017 SSI states that the Admission Staff is knowledgeable with a performance gap of 0.3; the national average is .67. Based on this information, the ARO staff is doing very well. An overall SSC survey was conducted in spring 2017. Again the student survey shows the ARO is doing well in meeting the needs of the students.
 Use this link to review your survey results from the spring of 2017:
<https://www.surveymonkey.com/results/SM-KWPW2223/>

15. Will student surveys (s) be used within the next five years to receive feedback on the student or academic services provided by your area? List all possible survey instruments. Describe the instrument(s) and the type of information it will provide and the year(s) it will be administered.

At this time we do not anticipate a student survey separate from the college or SSC.

→If applicable, add the survey proposal to the Operational Planning matrix and the FY(s) it will be administered. **Contact the VP for approval of any new survey instruments.**

16. Describe any future efforts to improve efficiencies or services for the area and indicate the FY of implementation; *OR* indicate “None.”

Proposed Change	Proposed Fiscal Year Implemented
None	

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→If applicable, add the plan to improve efficiencies to the Operational Planning matrix and the FY(s) it will be administered.

MARKETING

17. What marketing strategies has the area already conducted within the last five years to promote the student or academic support services offered by the area? Summarize the findings.

1.	Register Now posters in SSC
2.	SSC Marquee/Monitor Information ie: important dates and events
3.	Posters to high schools and postcards mailed home to market Jump Start
4.	

18. What marketing strategies will the area conduct within the next five years to promote the student or academic support services offered by the area and what is the proposed year of implementation? What benefits are you predicting from the new marketing strategies? What data will be collected to monitor the potential impact? [It is strongly encouraged to contact the Coordinator of Marketing for additional ideas.](#)

Marketing Effort	Expected Benefits/Data collected	Fiscal Year of Implementation
Utilize the main marquee more	Wider span of knowledge in community	

Additional Information

19. Use the space below to indicate any plans not carried out from the last program review and explain why they were not carried out OR put “none”.

Your last program review can be found here:
N/A

20. Describe any possible changes (not already addressed) that may be imposed on your area or the College that will negatively (or positively) affect the efficiency of your area and the year of expected implementation. Examples may include changes in state or federal regulations, ICCB requirements, or accreditation expectations OR indicate “none.”

Describe the “imposed change”	Fiscal Year change will take affect
N/A	

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21. Referring to the question above, what strategies will the area implement to address any concerns? If no concerns, indicate “none.”

Describe the proposed strategies to deal with the issues above	Fiscal Year of implementation
N/A	

→If a plan needs to be implemented to deal with the imposed changes, add it to the Operational Planning matrix during the appropriate FY.

22. Use the space below to tell the PR committee about any program issue or concern not already addressed within this program review or indicate “none”. Indicate any possible solution to the program issue/concern.

Concern over the ARO’s college imposed hiring freeze. The learning curve for new staff in this office is lengthy.

→If a plan needs to be implemented to deal with the program issues, add it to the Operational Planning matrix during the appropriate FY.

23. Use the space below to tell the PR committee about any program accomplishments that were not already addressed within this program review or indicate “none.”

- Withdrawal forms online for students.
- Notifications being sent electronically to students through Argos.
- Ability to work with Kristina Fordyce to update Secure SRT and Secure FX reports in Argos.
- Ability to email student schedules through Argos.
- Organizing and Monitoring New Student Orientation
- Marketing and evaluation SVCC Academy applications

Administrative Review Team Questions

Question 1. What does appropriate staffing look like in OAR with the college’s declining enrollments? Describe the number and types of positions. Justify. (Similar in scope to the staffing question above, feel free to copy and paste as necessary).

Response to question 1 (please refer to any data sets or evidence to support your case):
 The staffing situation in the summer of 2017 demonstrated how critical it is to have trained staff in place. The ARO staffing from the beginning of FY 15 would have been sufficient to have covered the emergency. The following statement for the Student Service Survey is reflective of how important it is to have knowledgeable staff available to assist students:

No, the only problem was that the specialists at the time were new to their job, so the process took quite a while due to their lack of knowledge on a few things. They did their job the best they knew how though, I'm sure.

2/6/2017 4:20 PM

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Anticipated staffing in the next five years for the ARO is one receptionist for the SSC, maintain four full time Enrollment Specialists, one Registrar/Records Analyst and one Director of Enrollment. It is possible that 4 current ARO staff members could consider retiring within the next five to ten years.

Question 2. As staffing levels have declined, does there need to be a reorganization or rotation of duties/job responsibilities to distribute workloads differently in OAR? Explain.

The ARO is continually evaluating the organization of the department and has rotated duties and distributed workloads as needed and based on the abilities of the staff. As new technology comes into the institution, all departments within the SSC, continue to train and cross train to ensure all work is completed efficiently.

Question 3. Does the OAR work efficiently within the Student Services Center model? Are you optimally serving students? What improvements would you suggest?

In the SSI, students mentioned that the “flow” of the SSC was efficient. The ARO optimally serves students to the best of the departments abilities based on staff knowledge and experience. Using Argos to retrieve and redefine many of the ARO reports has allowed for more staff within the office to access reports thus providing for more contact points for information for other college staff, especially academic advising staff.

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Program Review Team Signatures		
By signing this page, the members of the review team concur with the findings of this program review.		
NAMES (Indicate chair/co-chairs)	SIGNATURES	DATE
Taylor Baker	Taylor Baker (TB)	12/21/2017
Meagan Rivera	Meagan Rivera (MR)	12/21/2017
Pamela Medema	Pamela Sue Medema (PSM)	12/21/2017

Program Review Team Meeting Date(s)	
These are the meeting dates for area's program review team.	

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October 9 October 26 November 2 November 9 Nov 16	

Program Review Recommendations

- Work with Security to develop a plan to inhibit traffic flow into the back of the Student Services area during large community events.
- Work with Facilities to improve the lighting in certain hallways in the SSC.
- Investigate moving information stored on microfilm to PDF and electronic storage.
- Work with Director of IS, Dean of Student Services, and VP Academics and Student Services to determine equipment/technology purchases for future years. Funding bond money is often available each year to fund such purchases.
- Develop a plan to provide additional staffing for SSC in general and the OAR specifically. Plan should be presented during budgeting processes for FY2019.
- Work with IS/Security/Information Desk to develop a phone communication plan to improve service to community members calling the College's direct line (815.288.5511).
- Work with HR to develop a communication plan to help new full-time, adjunct, and dual credit faculty understand/utilize SOAR more efficiently, maybe include as part of new employee orientation.

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Program Review Committee & Administrative Review Teams Recommendations	
This Program Review is considered complete.	
The following are the recommendations from the Program Review Committee and the Administrative Review Team:	
Signature of the Program Review Committee Chair	

President's Recommendation	
The Program Review has been reviewed.	
The following are the recommendations from the President:	
President's Signature/Date	