

Student Services Comprehensive Program Review: Admissions and Records Program Review

Cover

Questions? Find answers in CurricUNET User Manual. (http://www.evc.edu/en/employee-services/office-of-instruction/curricunet/program_reviews/create_pr.html)

Program Review Year

2025

Division

Enrollment Services

Department

Admissions and Records

Subject

- ADMREC
- ADMREC

Overview

Department/Program Name Admissions and Records Program Review

Year of Last Comprehensive Review Fall 2018

Preparer's Name Morgan, Sam

Area Dean

Co-Contributors

Questions? Find answers in CurricUNET User Manual. (http://www.evc.edu/en/employee-services/office-of-instruction/curricunet/program_reviews/create_pr.html)

*Co-Contributor must be chosen before proposal is launched

- Willis, Howard

Overview of the Department/Program

Evergreen Valley College guides all students to pathways that reach their educational and career goals through equity-centered, innovative academic programs and support services. By creating a learning environment where everyone feels welcomed and supported, we are committed to a culture of inquiry, growth, and respect that creates an equitable society in which all can participate and prosper.

1.Student-Centered: We provide access to quality and efficient programs and services to ensure student success.

- Access
- Curriculum and programs
- Services

2. Community Engagement: We will transform the college image and enhance partnerships with community, business and educational institutions.

Areas of focus are:

- Increase visibility
- Develop strategic partnerships
- Building campus community

3.Organizational Transformation: We create a trusting environment where everyone is valued and empowered.

Areas of focus are:

- Communication
- Employee development
- Transparent Infrastructure

- **1. Provide a brief summary of your program, including program components, function and purpose. Please include a brief history and discuss any factors that have been important to the program's development.**

The Admissions and Records office at Evergreen Valley College is committed to providing an open door policy aimed at promoting student access. With technology being the cornerstone of our daily operations, we strive for the efficient, accurate, and timely delivery of services to our diverse student population. We support students navigate the matriculation process, while maintaining strict compliance in all areas of Title 5 rules and regulations.

The Admissions and Records Office at Evergreen Valley College provides comprehensive services to new students, prospective students, continuing students, and dual enrollment students. These services include in person and online methods aimed at delivering streamlined assistance with applying for admission, registering for courses, payment of fees, updating student records, and applying for graduation. In addition to providing support to students, the Admissions and Records office assists EVC faculty with grade changes, classroom management, and census/positive attendance reporting.

- **2. Please provide an update on the program's progress in achieving the goals (4 years) set during the last comprehensive program review.**

Based on the goals that were outlined in the last program review, here are the updates.

PROJECT	TIMELINE	STATUS
Year 1		
San Jose Promise / FYE	Spring 2017	Completed
Credentials Online Transcript Ordering	Fall 2016	Completed
VTA Eco Pass Implementation	Fall 2016	Completed
e- Verify Project	Fall 2016 & Spring 2017	Completed
Academic Renewal Project	Fall 2016 & Spring 2017	Under Review
Automotive Certificate Project	Spring 2017	Completed
FERPA Annual Notification Project	Spring 2017	Completed
AB288 Dual Enrollment Project	Spring 2017	Completed
Admissions & Records Technician Position	Spring 2017	Completed
Open CCC Apply Project	Fall 2016	Completed
Veterans Certification Automation	Summer 2017	Under Review
COTOP Project	Fall 2016 & Spring 2017	Completed
Auto Refund Project	Summer 2017	Under Review
Destruction of Records Project	Summer 2017	Completed

Transcript Fee Increase Project	Spring 2017	N/A
Non – Exempt Application Workflow	Spring 2017	N/A
College Connection Concurrent Enrollment	Fall 2016 & Spring 2017	Completed
Priority Registration MyWeb	Fall 2016 & Spring 2017	Completed
Student Photo Identification Upgrade Project	Summer 2017	Completed
Non Credit Application Project	Fall 2016	Completed
Academic Calendar Development	Fall 2016 & Spring 2017	Completed
Image Now Document Imaging	Fall 2016	Completed
College Source Upgrade Project	Summer 2017	N/A
PROJECT	TIMELINE	STATUS
Year 2		

San Jose Promise	Fall 2017 & Spring 2018	Ongoing
College Source Project	Fall 2017	N/A
VTA Eco Pass Maintenance Project	Fall 2017	Completed
COTOP Project	Fall 2017 & Spring 2018	Completed
Cashiering Project	Fall 2017	Completed
Automotive Certificate Expansion Project	Fall 2017	Completed
Nursing Certificate Project	Fall 2017	Completed
Open CCC Apply Enhancement Project	Fall 2017	Completed
Auto Re-Bill Project	Fall 2017 & Spring 2018	Under Review
Image Now Document Imaging Upgrade	Fall 2017	Completed
e- Verify Project	Fall 2017 & Spring 2018	Completed
Voice Over IP Project	Fall 2017 & Spring 2018	Under Review
Gradebook Project	Spring 2018	Completed
AB288 Dual Enrollment Expansion Project	Fall 2017 & Spring 2018	Completed
Cashiering Project	Fall 2017	Completed
Annual Billing Project	Fall 2017 & Spring 2018	Under Review
Third Party Billing Project	Fall 2017	Completed
Non Credit Application & Transcript Expansion	Fall 2017 & Spring 2018	Ongoing
Year 3		
San Jose Promise	Fall 2018 & Spring 2019	Completed
VTA Eco Pass Maintenance Project	Fall 2018	Completed
COTOP Project	Fall 2018 & Spring 2019	Completed
Automotive Certificate Expansion Project	Fall 2018	Completed

e- Verify Project	Fall 2018 & Spring 2019	Completed
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Auto Re-Bill Project	Fall 2018	Under Review
AB288 Dual Enrollment Expansion Project	Fall 2018 & Spring 2019	Completed
Non Credit Application & Transcript Expansion	Fall 2018	Completed
Gradebook Project	Spring 2019	Completed
AB288 Dual Enrollment Expansion Project	Fall 2018 & Spring 2019	Completed
Non Credit Application & Transcript Expansion	Fall 2018	Completed
Explore Kiosk for Self Service Project	Fall 2018	Completed
Explore Smartphone Application for Registration	Fall 2018	Under Review

- 3. Please state any recent accomplishments and / or challenges for your program and show how it contributes to the College's mission and success.

Accomplishments:

Degree and Certificate Table

Semester	Degree	Certificate	Total Degrees/Certificates	Unduplicated Students
2024 Summer	38	15	53	29**
2024 Spring	430	163	593	352**
2023 Fall	270	167	437	298
2023 Summer	51	24	75	56
2023 Spring	641	370	1011	604
2022 Fall	356	161	517	364
2022 Summer	49	5	54	48
2022 Spring	695	280	975	637
2021 Fall	368	206	574	426
2021 Summer	54	15	69	57
2021 Spring	718	236	954	668
2020 Fall	308	71	379	294

****Spring 2024 and Summer 2024 Degrees and Certificates are still being processed**

- Implemented Touchnet Payment Plan Software allows students to divide tuition payments across multiple installments. This system change illustrates considerations for the economic diversity that is found at Evergreen Valley College (as outlined by the EVC mission).
- Implemented Drop for Non-Payment
- Implemented QLESS queuing system for students, which has increased data and metrics
- Middle School Dual Enrollment students are no longer assessed tuition and fees; similar to High School Dual Enrollment students. This policy change around free tuition and fees for middle school students supports equitable access to Evergreen Valley College, as outlined by the college's mission.
- California Virtual Campus implementation as a teaching college

Challenges:

- Admissions and Records assists faculty in the management of Fraud/BOT accounts, which is manual, time consuming, and cumbersome to review and manage
 - Admissions and Records doesn't currently have an automated refund process; therefore, students must submit a PDF form and wait several weeks before they can get their funds refunded to them
 - Admissions and Records has experienced a high degree of turnover with the Senior Evaluations Specialist position
 - The processing of Dual Enrollment applications is highly manual and creates a huge influx of work for the front-counter staff, when open registration occurs and as the expansion of dual enrollment continues to increase
 - Course withdraw rates continue to be high and disproportionally impacts underrepresented groups
- **4. Please describe where you would like your program to be four years from now (program goals) and how these support the college mission, strategic initiatives and student success.**
- **Program Goal 1:** increase the number of degrees and certificates earned (year over year). Comparative groups will be Fall, Spring, and Summer (compared to prior years). This goal is related to tied to reducing the time to completion.
 - **Program Goal 2:** decrease the number of withdrawals per semester (compared to prior years). This specifically ties into student retention, student success, and reducing the time to completion. The reduction to the time to completion is in alignment with the Educational Master Plan and its goal to on-time degree/certificate completion.
 - **Program Goal 3:** implement automated refunds for students and advocate for the removal of the processing fee. Automated refunds would better serve students and provide a quicker turnaround time for students, rather than having to wait for a district check to be processed and mailed.
 - **Program Goal 4:** decrease bots from being matriculated into the college and reduce fraudulent enrollment. Reducing fraudulent enrollment will help ensure that there's equitable access to enrolling at Evergreen Valley College -- in accordance with the college's mission.

5. Describe current program staffing by listing the current number of positions currently in the program. If the position is vacant, please indicate the vacancy.

Full time faculty 0

Part-time faculty 0

full time Classified 9

Part-time Classified (permanent) 0

Part-time Classified (hourly) 0

Administrators 1

Student workers

Program Quality

- **1. Describe the impact of the program's service offerings to the students and the campus.**

Admissions and Records department is essential to the successful onboarding and enrollment of students. Services include updating residency, assistance with registration, issuing refunds, processing payment, processing EVC applications, providing customer service support over e-mail, phone, and in-person. Moreover, the Admissions and Records department is responsible for processing Special Admit Forms, which allows high school and middle students to enroll in the college.

- **2. Describe recent local, State and/or Federal changes that significantly impact the services to students.**

Recent changes include: non-resident tuition waiver, which allows non-resident students taking 6 or fewer units to be eligible to pay the resident rate, student-parents were also given priority registration, which required us to create a student cohort for student parents and re-create our priority registration process, and dual enrollment students in middle school no longer have to pay tuition/fees – this required the creation of a new student type and corresponding billing table that mirrored the high school dual enrollment student type. Lastly, the state passed residency reciprocity to make it easier for students to enroll from other California Community colleges.

- **3. If applicable, describe a change in specific program compliance requirement with state, federal or accreditation agencies and how your program shifted their processes to ensure compliance.**

One change that occurred at the state level, was related to not requiring dual enrollment students to provide the submission of repetitive forms and signatures each semester. This state level change required us to modify our business processes, so that students could enroll as a dual enrollment student after receiving permission from parent/guardian and the respective high school or middle school administrator. Students only need to receive the signature once, which lessens the burden on the student and makes the enrollment process more seamless.

- **4. Describe how the program measures success. For example, tracking and improvement in the number of educational plans completed for students.**

The program determines success by evaluating the following areas:

- Number of degrees and certificates posted annually
- The number of students served each month

- The number of veteran students that are certified each year
 - The number of students that complete the withdraw survey
 - Reduction in the number of students withdrawing from the institution
 - The number of students that complete the exit-graduation survey
- **5. Please review program information reported in MIS and shared with the community through the website, catalog, schedule of classes, brochures, etc. Is the program information accurate and consistent? What actions does your program take to ensure accuracy and consistency?**

The Dean of Enrollment Services has the primary responsibility of updating the college catalog on an annual basis. Additionally, the Admissions and Records website is reviewed by the Senior Division Admin monthly for updates and accuracy. Lastly, the Enrollment Services Division reviews the website as a Division for critical updates, functionality, and design.

- **6. Describe how the program addresses the needs of the diverse student body, including students with disabilities and providing services by alternative delivery methods (for distance education students).**

Admissions and Records assist in offering registration support via e-mail, telephone, and Zoom. Additionally, the department is tasked with troubleshooting challenges associated with Priority Registration, which includes manually assigning dates in the system when new students are onboarded to the college during the priority registration window. Lastly, the Admissions and Records office manages the enrollments through the California Virtual Campus system – this means that we assist students that are cross-enrolled at a California Community College with registration at Evergreen Valley College. This also entails verifying student residency and sending transcripts to their home college.

- **7. Describe the communication within the program, with the students served and with other departments including Academic Affairs. What is working well and what can be improved?**

Admissions and Records communicates regularly with Academic Affairs and faculty. Communication typically revolves around the academic calendar, adding sections, missing censuses, grade submission reminders, drop for non-payment, trends with fraudulent enrollment, bot management, payment plans, business holds, and other departmental changes that impact Academic Affairs. The inclusion of Student Affairs within the Dean's meetings and also the reoccurring Administrative Council meetings help with ensuring that Academic Affairs stays abreast of departmental and legislative changes.

Program Access

1. How many students received program services between F19–F23? Use the table below to review the demographics of students served and how these compare to campus demographics.

Student Demographic: Gender

- **Female: 4755 - 55.610%**

Program Headcount

4760.000

Program Percentage of Total

55.630

- **Male: 3758 - 43.850%**

Program Headcount

3759.000

Program Percentage of Total

43.830

- **No Value Entered: 46 - 0.540%**

Program Headcount

46.000

Program Percentage of Total

0.540

Student Demographic: Age

- **17 & Below: 562 - 6.570%**

Program Headcount

562.000

Program Percentage of Total

6.570

- **18-24: 5092 - 59.440%**

Program Headcount

5093.000

Program Percentage of Total

59.410

- **25-39: 2004 - 23.480%**

Program Headcount

2006.000

Program Percentage of Total

23.480

- **40 & Over: 897 - 10.480%**

Program Headcount

901.000

Program Percentage of Total

10.510

- **Unknown: 3 - 0.030%**

Program Headcount

4.000

Program Percentage of Total

0.040

Student Demographic: Race/Ethnicity (IPEDs Classification)

- **American Indian: 29 - 0.340%**
Program Headcount
29.000
Program Percentage of Total
0.340
- **Asian: 3526 - 41.210%**
Program Headcount
3530.000
Program Percentage of Total
41.230
- **Black or African American: 213 - 2.500%**
Program Headcount
213.000
Program Percentage of Total
41.230
- **Hawaiian/Pacific Islander: 26 - 0.310%**
Program Headcount
26.000
Program Percentage of Total
0.310
- **Latinx: 3519 - 41.150%**
Program Headcount
3520.000
Program Percentage of Total
41.130
- **Two or More Races: 248 - 2.920%**
Program Headcount
248.000
Program Percentage of Total
2.920
- **Unknown: 419 - 4.830%**
Program Headcount
419.000
Program Percentage of Total
4.830
- **White: 578 - 6.750%**
Program Headcount
578.000

Program Percentage of Total

6.740

- **a. Based on the students served and percentage change year to year, is the program growing or declining? If so, what do you attribute these changes to and what changes will the program implement to address them?**

Based on the enrollment data at Evergreen Valley College the American Indian, Asian, Two or More Races, and Unknown demographic groups have stayed relatively consistent from Fall 2019 to Fall 2024. Black/African American students, Latinx students, and White students have shown an increase in enrollment over the past several years. Lastly, Hawaiian/Pacific Islander students have shown a steady decline in enrollment, in the past several years (2019-2024). The consistent enrollment trends are congruent with the demographics of the San Jose area and its respective service area. Increases in enrollment could be due to increased outreach efforts and resources that were issued by the state because of the pandemic, such as Higher Education Emergency Relief Funds (HEERF), Outreach and Retention funding, and utilizing Student Equity funds to increase enrollment Black/African American enrollment. The decline in Hawaiian/Pacific Islander students may be due to a lack of outreach efforts and intentionality with building connections with those community spaces. Changing demographics can also result from the number of online courses being offered and how online courses can provide additional educational opportunities for students, that would not traditionally enroll at Evergreen Valley College. One example of this is related to offering online courses to students enrolled in the California Virtual Campus, through the California State Chancellor's Office.

- **b. Are there any gaps in the students served compared to the college demographics?**

The student success data suggests that there may be gaps in service as it relates to supporting Black/African American students, Latinx students, and White students. These groups saw declining student rates from Spring 2022 to Fall 2023. Similarly, the Persistence data for rates showed sharp declines from Fall 2021 to Fall 2023 for most student groups -- these suggests that there's a need for additional academic support and interventions to increase student success and persistence.

- **c. Based on your findings, what interventions can the program implement to address any gaps in services?**

There's an opportunity for collaboration between ASPIRE+ and the Outreach and Recruitment department to bolster outreach efforts to the Hawaiian/Pacific Islander community. Additionally, it would be beneficial to look to enhance retention strategies for Latinx students.

Curriculum- If applicable

- **1. Identify any updates to curriculum since the last comprehensive program review, including any new programs and indicate the six year timeline for scheduled course outline revision. For CTE, the timeline is 2-year.**

N/A

- **2. Identify all the courses offered in the program and describe how these courses remain relevant in the discipline. Please include the list or diagram (program major sheet) of the courses reflecting course sequencing in the major and how often the courses within the program have been offered.**

N/A

- **3. Identify and describe innovative strategies or pedagogy your department/program developed/offered to maximize student learning and success. How did they impact student learning and success?**

N/A

- **4. Discuss plans for future curricular development and/or program (degrees & certificates included) modification.**

N/A

- **5. Describe how your program is articulated with High School Districts, and/or other four- year institutions**

N/A

- **6. If external accreditation or certification is required, please state the certifying agency and status of the program.**

N/A

Service Area Outcomes and Assessment

Related Assessments

Exit Survey 2023 (/Form/Module/Index/3560) Created: 06/28/2023 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

Exit Survey 2024 (/Form/Module/Index/5543) Created: 08/07/2024 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

Graduation Survey (/Form/Module/Index/2831) Created: 09/14/2022 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

Time Management Survey (/Form/Module/Index/3490) Created: 03/31/2023 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

Withdraw Survey | Spring 2024 (/Form/Module/Index/5522) Created: 07/15/2024 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

Withdraw Survey Fall 2023 (/Form/Module/Index/5400) Created: 03/13/2024 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

Withdraw Survey Spring 2022 (/Form/Module/Index/2761) Created: 08/24/2022 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

Withdraw Survey Spring 2023 (/Form/Module/Index/3574) Created: 07/12/2023 **New Service Area Outcome (SAO) Report Originator: Sam Morgan**

PART C: Service Area Outcomes and Assessment

• **1. List the Service Area Outcomes (SAOs), and how they relate to the ILOs**

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Admissions and Records has two Service Area Outcomes:

- **EVC Graduation Exit Survey:** *this survey assesses the next steps of students that graduate from EVC, gets a sense for employment status, inquires about whether students plan to transfer, evaluates whether they consider their graduation on-time or prolonged, and directly asks about the ILO (IE: How useful has your education at EVC been in being a civically responsible global citizen?”, and has students reflect on the utility of their EVC education in relation to transfer or career readiness.*
- **Withdraw Survey:** *this survey asks students what contributed to their decision to withdraw from EVC. It is designed to help inform decisions about the challenges that students face and possible areas of improvement; when it comes to retaining students. The predominant responses have related to: financial challenges, difficulty coping with study requirements, personal/emotional challenges, limited time for studying, and work responsibilities.*

- **2. Since your last program review, summarize SAO assessment activities and results. Please include dialogue regarding SAO assessment results with division/department/college colleagues and/or GE areas. Provide evidence of the dialogue (i.e. department meeting minutes or division meeting minutes...)**

I presented the Withdraw Survey Summary as part of a report out Administrative Council and facilitated discussion questions around trends in the data, how can we better support students to completion, and facilitated dialogue around the several factors that influence the decision for students to withdraw from courses.

- **3. What plans for improvement or changes have been implemented to your program as a result of SAO assessment? Please share one or two success stories about the impacts of SAO assessment on student learning.**

The Exit Survey and Withdraw Survey are both new SAO's since the program review. The Exit Survey provides valuable insight into how prepared students are as they pursue their transfer education and/or career. The Withdraw Survey highlights many of the challenges that students face, which impacts their decision to withdraw from institution. Additionally, it assesses whether students plan to return to EVC or study elsewhere. This information helps us understand that some variables are out of our control, when it comes to why students withdraw and their future plans.

Faculty and Staff

Part D: Faculty and Staff

- **1. List current faculty and staff members in the program, areas of expertise, and describe how the positions contribute to the success of the program.**

3-Admissions and Records Technicians: these positions are responsible for changes in residency, processing AB-540, processing non-resident tuition waivers, processing payment, processing refund requests, answering phones, responding to inquiries to the college, processing special admit forms, re-bill student accounts, assisting with the registration process, respond to e-mails, and process transcript requests.

1-Admissions and Records Assistant: this position answers phone calls, answers e-mails, processed special admit forms, assist with fixing National Student Clearinghouse errors, process payment, process transcript requests,

2-Sr. Evaluations Specialist: these positions are responsible for processing graduation petitions, posting degrees, posting certificates, evaluating transcripts, assessing credit for prior learning, calculating GPA's, answering e-mails, answering phone calls, creating graduation lists, leads participation in the Matriculation Taskforce, Credit for Prior Learning, Degree Audit, and Graduation committee. These positions also manage the Parchment degree/certificate ordering system.

1-Division Administrative Assistant: this position is responsible for supporting the Division of Enrollment services, which includes budgetary requests, reconciliation of p-cards, tracking leave requests and timesheets, assisting students, scheduling meetings, scheduling meetings, and troubleshooting departmental issues.

1-Lead Coordinator: this position serves as the certifying official for veterans, which ensures that students get their VA benefits, they also are the faculty liaison for census, adding/dropping students, grade submissions/changes, processing general petition's, assist with the creation of the academic calendar, and ensures VA compliance. Manages Touchnet payment plan setup for students.

1-Coordinator II: tracking in-progress course requests, process employment verification and enrollment verification requests through the National Student Clearinghouse, process audit requests,

process subpoena requests, process payment, answer phones, respond to e-mails, process Special Admit Forms, re-bill students, and process transcript requests. Manages Touchnet payment plan setup for students.

- **2. List major professional development activities completed by faculty and staff over the last three years. In particular with regards to students success, equity, distance education, SAO assessment, guided pathways and/or innovative teaching/learning strategies. Please also discuss department orientation/mentoring of new and adjunct faculty.**

Professional Development activities include the following: The American Association of Collegiate Registrars and Admissions Officers (AACRAO) Conference, COLEGAS Conference, Strategic Enrollment Management Institute, Strategic Enrollment Management Conference, WAVES Conference, California American Association of Collegiate Registrars and Admissions Officers (CCAACRAO) Conference, and NAFSA Association of International Educators conference.

Additional Information

Part G: Additional Information

- **Please provide any other pertinent information about the program that these questions did not give you an opportunity to address.**

n/a

Prior Budget Usage

Did you request Resource Allocation funds in your last Program Review / Annual Resource Request?
Yes

If yes, how much funding did you request? 45400.00

How much discretionary funding did you receive including the Fund 10, Fund 17, and any budget transfers? Select from each category below and tell how much funding you received

Equipment

Supplies 14000.00

Technology

Other (Contract, Subscriptions, Memberships, etc.)

Total 31400.00

Are you requesting additional resources?

No

If yes, please fill out the Resource Allocation Request page below.

Future Needs and Resource Allocation Request

Classified/Faculty

1. Number of positions and which department for each position

None

Is there an ongoing cost for this item**If so, what is it?**

0

Equipment, Technology and Supplies

1. Total Amount Requested**Provide a detailed list of each item being requested in this category to include item name(s), amount(s), and quantity.**

None

If there is any Ongoing Cost of this item?**If so, what is it?**

0

Total**Criteria for Resource Allocation**

Department Background & Performance

N/A -- no request

Aligned with: Education Master Plan, College Equity Plan, Facilities & Technology Master Plans

N/A -- no request

Viability of the program, department or unit, including: immediate health or safety risk, and legal mandates

N/A -- no request

Assessment results (could include: SAO/SLO)**Additional Resources**

N/A -- no request

Previous use of funds

N/A -- no request

Manager/Vice-President Prioritization

Total Amount Requested**Total Amount Requested by Manager**

Itemized List (should equal the total of the Total Amount Requested by the Manager):

Amount Requested**Ranking (1-4) 1 - highest priority 4 - least priority (scores cannot be the same)****Supplies****Supplies Ranking**

Equipment**Equipment Ranking****Technology****Technology Ranking****Other (Contract, Subscriptions, Memberships, etc.)****Other Ranking****Attach Files**

Attached File

Admissions Student Services Comprehensive Program Review data for 2024-25.docx
(/Form/Module/_DownloadFile/5873/44097?fileId=559)

IEC Reviewers

IEC Mentor

Robert Brown

IEC Second Reader

Fahmida Fakhruddin