



Business Process Review
Admissions and Recruitment

Version: 1.1

May 6, 2014

Contents

Admissions and Recruitment Processes	5
Introduction	5
Participants in the Admissions and Recruitment Business Process Review	6
Executive Summary	6
General Recommendations:	8
Core Process: Set-up/Maintenance (AD-01)	10
Process: Updates to Term and Catalog Year (AD-01-001)	10
Description: Updates to Term and Catalog Year (AD-01-001)	11
Process: Updates to Academic Programs (Curriculum) (AD-01-002)	13
Description: Updates to Academic Programs (Curriculum) (AD-01-002)	13
Process Recommendations – Set-up/Maintenance (AD-01)	15
Core Process: Prospects (AD-02)	16
Process: Create Prospect Records – Manual (AD-02-001)	16
Description: Create Prospect Records – Manual (AD-02-001)	17
Process Recommendations – Prospects (AD-02)	20
Core Process: Applicants (AD-03)	21
Process: Create Applicant Records – Online (AD-03-001)	21
Description: Create Applicant Records – Online (AD-03-001)	24
Process: Create Applicant Records – Paper (AD-03-002)	35
Description: Create Applicant Records – Paper (AD-03-002)	37
Process: Generate Applicant Acceptance Letters (AD-03-004)	43
Description: Generate Applicant Acceptance Letters (AD-03-004)	44
Process: Process Transfer Applications (AD-03-005)	46
Description: Process Transfer Applications (AD-03-005)	47
Process Recommendations – Applicants (AD-03)	51
Core Process: Health Professions Applicants AD-04	53
Process: Create Health Professions Applicant Records (AD-04-001)	53
Description: Create Health Professions Applicant Records (AD-04-001)	55
Process: Qualify Health Professions Applicants for Admission (AD-04-002)	57
Description: Qualify Health Professions Applicants for Admission (AD-04-002)	60
Process Recommendations – Health Professions Applicants (AD-04)	67
Core Process: International Admissions and Recruitment AD-05	69
Process: Create International Applicant Records (AD-05-001)	69
Description: Create International Applicant Records (AD-05-001)	71

Process: Generate International Acceptance Letters (AD-05-002).....	74
Description: Generate International Acceptance Letters (AD-05-002).....	75
Process: Update International Applicant Records (AD-05-003)	78
Description: Update International Applicant Records (AD-05-003)	79
Process Recommendations – International Admissions and Recruitment (AD-05)	81
Core Process: Dual Enrollment Admissions AD-06.....	82
Process: Create Dual Enrollment Applicant Records (AD-06-001)	82
Description: Create Dual Enrollment Applicant Records (AD-06-001).....	83
Process Recommendations – Dual Enrollment Admissions (AD-06)	86
Reporting:	86
Appendix A: Process Inventory	87
Appendix B: Parking Lot Items	88

DRAFT

DRAFT

Admissions and Recruitment Processes

Introduction

The Bergen Community College Admissions and Recruitment Office and the Dual Enrollment Program engaged CampusWorks to conduct a business process review of key aspects of their operations in order to provide recommendations for overall process improvement and to identify opportunities where the Colleague administrative system might be better utilized to enhance operations and reporting in the department. CampusWorks staff and Admissions and Recruitment Office and the Dual Enrollment Program leadership met initially to discuss areas of primary operational concern and to develop a set of core and sub-processes to be examined in the initial phase of the business process review. The key core processes examined during the business process review are: Set-up and Maintenance, Prospects and Inquiries, Applicants, Health Profession Applicants, International Admissions and Recruitment, and Dual Enrollment. The complete inventory of processes reviewed may be found in Appendix A.

The business process review began with the development of a project charter that defined goals, outlines expected outcomes from the business process review as well as participant responsibilities. The expected outcomes, as defined in the project charter for the Recruitment and Admissions business process review, are “to conduct a comprehensive review of business processes and procedures currently used within the department in order to provide greater understanding to users as to how and why business is conducted as it is today, and to identify all functional gaps in *Colleague* or Active Admissions, in order to develop strategies for addressing these deficiencies through the acquisition of a new software solution or to make adjustments in the business processes or Colleague configuration.” Identification of current process and technology functional gaps will result in the development of recommendations for improvement of business processes and performance, as well as to leverage the effective use of the current technology *as delivered*. Where gaps exist that cannot be addressed using current technology to meet the needs of the College, options will be provided for the mitigation of these gaps to advance the mission of the department and College.

Following a kick-off meeting where the process of a business process review was shared by the CampusWorks business process review facilitator with all staff members of the Admissions and Recruitment Office, the business process review began with the development of a scope statement for the specific core process area under review. The scope statement defines the purpose of the work performed in the core process area, and establishes parameters of the work to be reviewed in the core process by defining starting and ending points of the core process. Additionally, major responsibilities, clients (participants), and stakeholders of the core process are identified. Finally, measures of success for appropriate execution and risks to the College if the core process is not performed adequately are identified.

In subsequent meetings, members were interviewed over several weeks between early January and the end of February to identify steps, resources and activities for each of the sub-processes identified for the core areas. Meetings were established for roughly two hours in each of two days to obtain process information from staff. Next, the processes were translated into process maps and further described in accompanying narrative documents to relate the activities in both pictorial and narrative form. Finally, the staff were provided opportunities to review the process maps and narratives and to offer corrections or additions where necessary to ensure that the processes were accurately documented prior to identification of gaps and development of recommendations included in this final report. The process maps and accompanying narratives are included in the body of this report.

Participants in the Admissions and Recruitment Business Process Review

The following staff members of Bergen Community College participated in the business process review sessions and were facilitated by CampusWorks, Inc. staff:

Participant	Title
Priscilla Klymenko	Dean, Enrollment Services
Jude Fleurismond	Managing Director, UG Admissions and Recruitment
Kate Plessing-Brunetto	International Admissions
Joseph Todd	Enrollment Specialist, UG Admissions and Recruitment
Douglass Short	Transfer Coordinator, UG Admissions and Recruitment
Jeremy Chin	Enrollment Specialist, UG Admissions and Recruitment
Julie Field	Enrollment Specialist, UG Admissions and Recruitment
Carolyn Lyons	Front Desk Manager, UG Admissions and Recruitment
Elena Galperin	Data Support, UG Admissions and Recruitment
Thomas Bendenwald	Phone Support, UG Admissions and Recruitment
Victoria Marrone	Phone Support, UG Admissions and Recruitment
Elsa Valcareel	Professional Assistant, UG Admissions and Recruitment
David Eichenholtz	Director, Dual Enrollment Program
Catherine Malone	Coordinator, Dual Enrollment Program

Executive Summary

The review of Admissions and Recruitment business processes was facilitated by CampusWorks staff to draw out steps in key processes of the Admissions and Recruitment department, focusing on processing impacting the use of the Colleague administrative system. The underlying principle used when conducting the business process review was to assure staff members that the purpose of the process mapping sessions was to gather process information and was not an evaluation of what is done wrong or right by any particular member of the department. As staff noted concerns or issues that impact their ability to conduct their business as needed, these concerns were noted in the Parking Lot holding area for consideration during the process improvement phase. Staff were reassured and witnessed that comments added to the parking lot were not attributed to any specific individual. Additionally, at the appropriate time, the overall process was assessed and recommendations made as to improvements to the process – again, removing the individual from scrutiny but looking at what positions could be utilized in a more effective manner.

As identified through the review process, the department is significantly lacking in appropriate tools and processes for managing the pool of prospective applicants and departmental reporting. Adoption of processes for recording prospect information would permit further recruitment and communication with persons who have expressed interest in attending Bergen Community College and impact the ability to achieve enrollment management goals. Prospects become known to the College in a number of ways: self-identification through phone calls, web inquiries or walk-ins, active recruiting activities such as high school visits, college fairs, or community events, and passive recruiting activities such as receipt of test scores, and unlinked financial aid student information. Lack of adequate reporting capabilities is a concern throughout much of the College, and in the case of the Admissions and Recruitment office, hinders the ability to readily provide key enrollment data to department and college leadership and restricts the efficiencies of the department to adequately maintain and process application information.

Currently, prospect information is maintained in an Excel spreadsheet for prospective students identified only at a high school visit, college fair or community event. This information is used to create an invitation to the Bergen College Open House event, and is then discarded. Without maintaining data on visitors seen by admissions and recruitment staff, calls received, inquiries answered or prospects met at high school visits or other recruiting events, targeted communication and systematic follow-up with prospects to encourage application to the College cannot be completed, thus hindering efforts to achieve enrollment goals. Additionally, data is not available to perform analysis of inquiry to application conversion rates, and to evaluate the effectiveness of particular recruitment campaigns or materials.

While reporting was not reviewed as a process, the lack of critical reports was discussed with the staff and identified as one of the primary needs for the Admissions and Recruitment Department. Several types of reports are typically needed within a department to fulfill the operational and managerial needs of the department and to measure progress on strategic college initiatives where the department plays a key role. While efforts to implement desired reports can begin immediately, full desired capabilities cannot be realized without revisions to current critical processes such as recruitment and the input of prospect data.

An additional finding resulting from the review process revealed that there are many areas focused on departmental processes and not the overall constituent experiences across the organization. There appears to be a lack of coordination of processes that overlap across multiple departments, resulting in delays and less than optimal service to students, such as development and input into Colleague of a new academic calendar with catalog year and term dates. Additionally, the Colleague system has tools for automating communications and workflow processes which can be very beneficial in each area; however these tools are most beneficial when considered holistically across the organization with a focus on the overall student and community experiences.

Lastly, as is often found in many of higher education institutions, the Bergen Community College user community is not optimizing the use of the available resources from Ellucian. Over the years, Ellucian has focused efforts into creating knowledgebase resources, in addition to manuals, available via their client website for Colleague. Users need to begin to use and become effective in using the client site provided by Ellucian to be aware of and receive future evolving training, become aware of updates and enhancements to their respective Colleague areas, and to access feedback resources. This is important in order to best utilize the investment the College has made in Colleague to support the operations of Bergen Community College.

Bergen Community College would be greatly served by adopting improved business processes that would enable staff to fully leverage delivered Colleague functionality. In particular, improved system use regarding prospect entry and record management would help to manage enrollment activities, while increased understanding and use of delivered functionality related to admissions tracking rules and communication management will provide more efficient operations for managing communications with prospects and applicants, especially those applications from International students or for Health Professions programs.

Within the various processes considered in the Admissions and Recruitment business process review, several processes were identified as needing improvement; process improvements can be realized in both more effective use of information systems as well as more effective and efficient business procedures used to manage the flow of operations outside of the information system. General business and system process recommendations overarching all operations are provided under the heading 'General Recommendations' while recommendations for process improvements relative to specific processes are documented under the 'Process Recommendations' heading in each core process section.

As is typical during a business process review, ideas and concerns were shared that may not relate directly to the process under review. A listing of these ideas/concerns/suggestions, identified as the Parking Lot, appears at the end of this document as Appendix B. These items are considered to be an important aspect of the business process review and will be reviewed with leadership of appropriate departments for follow-up and potential resolution. In addition, immediate benefits were realized in the course of the business process review, as staff realized several learning opportunities and gained process knowledge from information shared during process reviews.

Following the confirmation of the individual sub-process maps and narratives by staff, CampusWorks' Colleague Admissions and Recruitment process consultants reviewed the core process in totality to identify areas where process improvements, both in work procedures and in usage of the Colleague administrative system, could be realized. The concerns noted in the Parking Lot also were reviewed and taken into consideration as part of the process improvement. The recommendations, based on established best practices, review of regulatory requirements, and College policies, are included at the conclusion of this report. Upon review of the recommendations with the department leadership and staff, new 'To Be' process maps and accompanying narratives reflecting any adopted changes should be drafted to provide staff with revised processes in pictorial and narrative format to be used as a guide when conducting daily activities and reference during the re-implementation of Colleague.

Note: Throughout this document, each process is assigned a process number. This number is used for identification, with no numerical significance in terms of sequence or hierarchy attached to the process itself. This number identifies the process on the process map, in the narrative, and in the references to prior processes and subsequent process when appropriate.

General Recommendations:

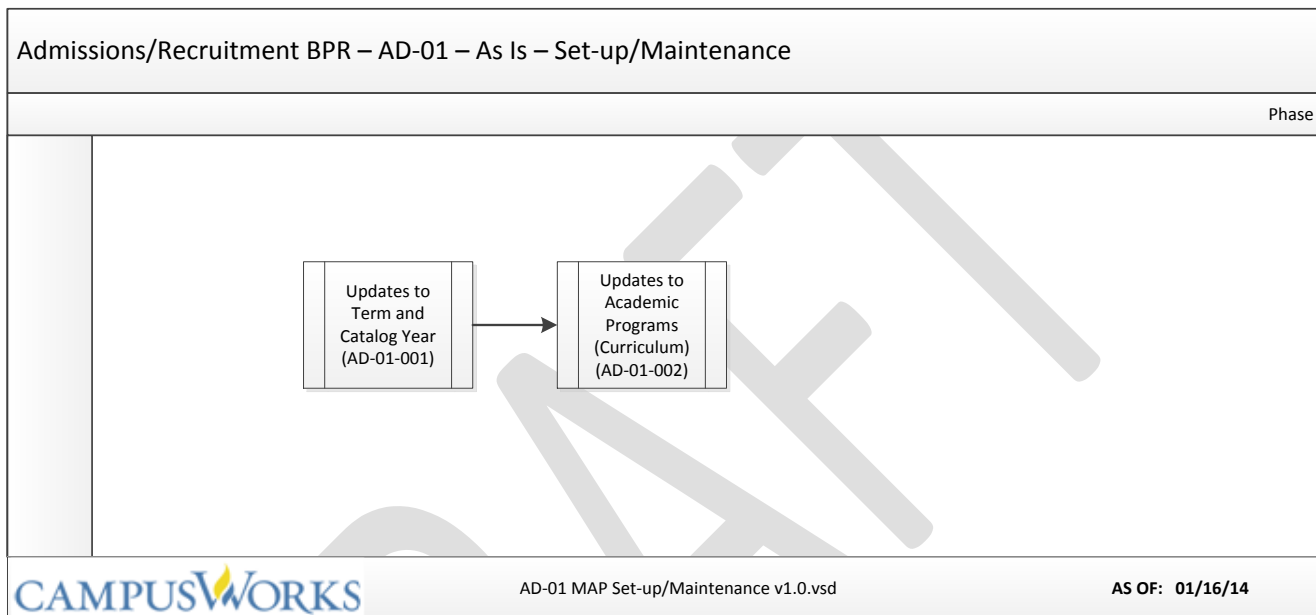
- 1) Establish or revitalize an ERP functional and technical user group, commissioned with the responsibilities to:
 - a. Develop holistic solutions to issues or responses to specific functional needs, toward the ultimate vision of enhanced student and community experiences.
 - b. Develop comprehensive annual processing calendar, encompassing cross-functional processes such as billing, drop for non-payment, financial aid disbursement, drop for missing/failed prerequisites, grading, academic standing, satisfactory academic progress, graduation, tax reporting, year-end close, to aid users in understanding integrated nature of an ERP system and their roles within the system.
 - c. Evaluate, test, and implement new Colleague functionality.
 - i. Develop processes and activity calendar for review of new Colleague functionality as announced/planned by Ellucian.
 - ii. Maintain test environment availability, use, refresh, etc.
 - iii. Evaluate and test patches, updates, screens, and new functionality as planned.
 - iv. Communicate new functionality, screens, and/or processes following appropriate testing.
 - v. Recommend elimination of custom functionality when feasible.
 - d. Communicate regularly with the overall user community, through an on-line portal newsletter or other communication vehicle.
 - e. Continuously review and leverage the Ellucian client site for Colleague and Subscription Library for knowledge and on-demand training of current functionality.

-
- f. Build relationships with other higher education Colleague users to share best practices and discuss ongoing challenges.
 - 2) Establish or revitalize a Core Data Standards group, which may be the same group as above or a subset or different group, to:
 - a. Determine how shared information is managed and standardized across the organization.
 - b. Determine what areas are responsible for what information and how other areas can provide updates as deemed appropriate.
 - c. Enforce established standards.
 - d. Assess how self-service updates are processed.
 - 3) Establish, if not already present, a centralized committee responsible for identifying and addressing the holistic reporting needs for BCC.
 - 4) Replace the unsupported, end-of-life Active Admissions module with a current, social-media friendly, admissions portal or recruitment tool to maintain communication and recruitment activities.
 - 5) Invest in user training for Communications Management and Rules Writing, through Ellucian or taught by Bergen CC staff, to enable staff in functional areas to become more self-sufficient in these areas. Designate staff members in each area to become leads in communications management and rules for their assigned areas to further develop department collaboration while achieving self-sufficiency from Information Technology.
 - 6) Explore features and functionalities for improving efficiencies and overall information flow, including:
 - a. Communications management for communications and recording information required from applicants.
 - b. Admissions Tracking Rules to automate assignment of communications and request items.
 - 7) Leverage workflow to streamline individual user experiences such as data entry with screen-chaining or workflows created using the Workflow tool (assumes Workflow tool is owned by College for Student system), and integrate cross-functional processes with communications and notifications across departments; planning for workflow process may be intensive and time-consuming, however the benefits are long lasting.
 - 8) Integrate and leverage document imaging with AppXtender and Colleague to support improved business processes, including automatic linking to student and to appropriate Colleague form for easier retrieval as needed.
 - 9) Primarily due to the fact that prospect information is inconsistently entered into Colleague, there are currently no metrics used within the admissions office to determine inquiry to applicant and applicant to enrollee conversion rates. Identify specific reporting needs of multiple levels of the organization related to enrollment, and develop specifications in collaboration with Information Technology Services.
 - 10) Design and implement a multi-departmental communication plan based on these steps:
 - a. Identify content, delivery method, and frequency of messages sent by each office.
 - b. Strategically review and coordinate messages to reach students with timely “touches”, promoting college services, important dates and events, and relationship-building messages.
 - c. Build communication management tracks.

Core Process: Set-up/Maintenance (AD-01)

The Bergen Community College core process “Set-up/Maintenance” comprises the regular and on-going set-up of systems to accommodate application for admission to future terms, such as new catalog years, terms and programs. It begins with the processes to update academic terms and catalog years to which applicants can submit applications for admission to Bergen Community College, and proceeds to steps to update curriculum offerings for new academic programs or changes to existing programs.

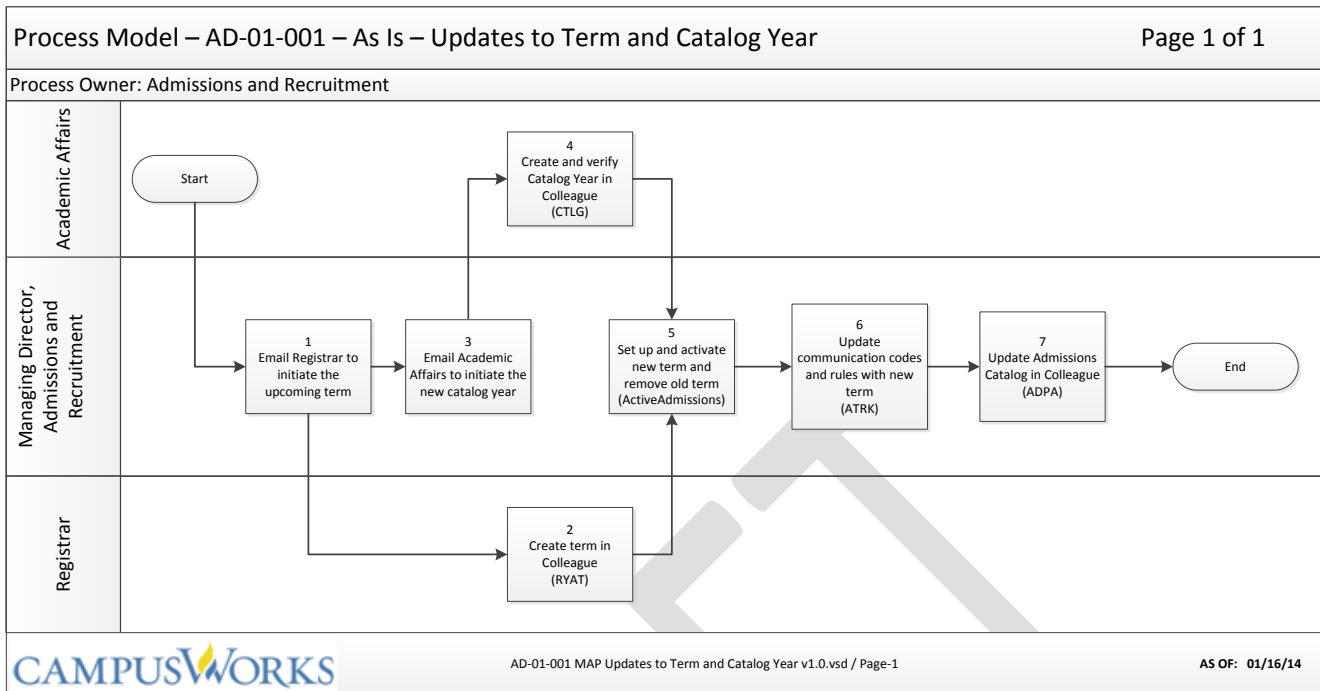
The Set-up/Maintenance Process at Bergen Community College consists of two sub-processes, as shown below: Updates to Term and Catalog Year and Updates to Academic Programs (Curriculum).



The following workflows and definitions describe the Set-up/Maintenance processes for *Updates to Term and Catalog Year (AD-01-001)* and *Updates to Academic Programs (Curriculum) (AD-01-002)*.

Process: Updates to Term and Catalog Year (AD-01-001)

The following process flow depicts the steps that occur for Set-up/Maintenance: Updates to Term and Catalog Year (AD-01-001). This process comprises steps used to perform changes or updates needed to prepare the on-line application (ActiveAdmissions) and student information system (Colleague) to receive and process applications for the new admission application cycle.



Description: Updates to Term and Catalog Year (AD-01-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Updates to Term and Catalog Year (AD-01-001)* at Bergen Community College.

Previous Step:

1) N/A

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Email Registrar to initiate the upcoming term (i.e. 2014SP).	Managing Director, Admissions and Recruitment	Email - Request Registrar create new term in Colleague.	Email sent.
2) Create term in Colleague (RYAT).	Registrar	Colleague - In Colleague Student System, create a new Term (i.e. 2000FA), using RYAT form. Data entered includes: <ul style="list-style-type: none"> Term code Description Term start/end dates Reporting year defaults 	New Term code created in Colleague.
3) Email Academic Affairs to initiate the new catalog year.	Managing Director, Admissions and Recruitment	Email - Request Academic Affairs create a new catalog year	Email sent.

		in Colleague.	
4) Create and Verify Catalog Year in Colleague (CTLG).	Academic Affairs	<p>Colleague</p> <ul style="list-style-type: none"> - In Colleague Student System, create a new Catalog Year (i.e. 2000), using CTLG form. Data entered includes: <ul style="list-style-type: none"> o Catalog description o Start term o Start date o End term o End date - All associated Academic Programs assigned to the Catalog Year will display on the form. 	New Catalog Year code created in Colleague.
5) Set up and activate new term and remove old term in ActiveAdmissions.	Managing Director, Admissions and Recruitment	<p>ActiveAdmissions</p> <ul style="list-style-type: none"> - Using the Administrative Console, update new admissions term. - Remove the outdated Admissions term. 	Updated Term viewable in Active Admissions Online Application.
6) Update communication codes and rules with new term (ATRK).	Managing Director, Admissions and Recruitment	<p>Colleague</p> <ul style="list-style-type: none"> - In Colleague Student System, update terms used for the communication code and rule in Admissions Tracking Rules (ATRK) - Codes to update include: <ul style="list-style-type: none"> o Document: ADTOCOLG o Rules: APPF00, ARTEST, APSP01APP, ARNONDEG 	Communication Codes/Rules for correspondence to prospects and applicants updated.
7) Update Admissions Catalog Year only in Colleague (ADPA).	Managing Director, Admissions and Recruitment	<p>Colleague</p> <ul style="list-style-type: none"> - In Colleague Student System, update the Admissions parameter Catalog field with most recent Catalog Year for use with processing admissions applications (ADPA). 	Updated Catalog Year for Applicants and Prospects.

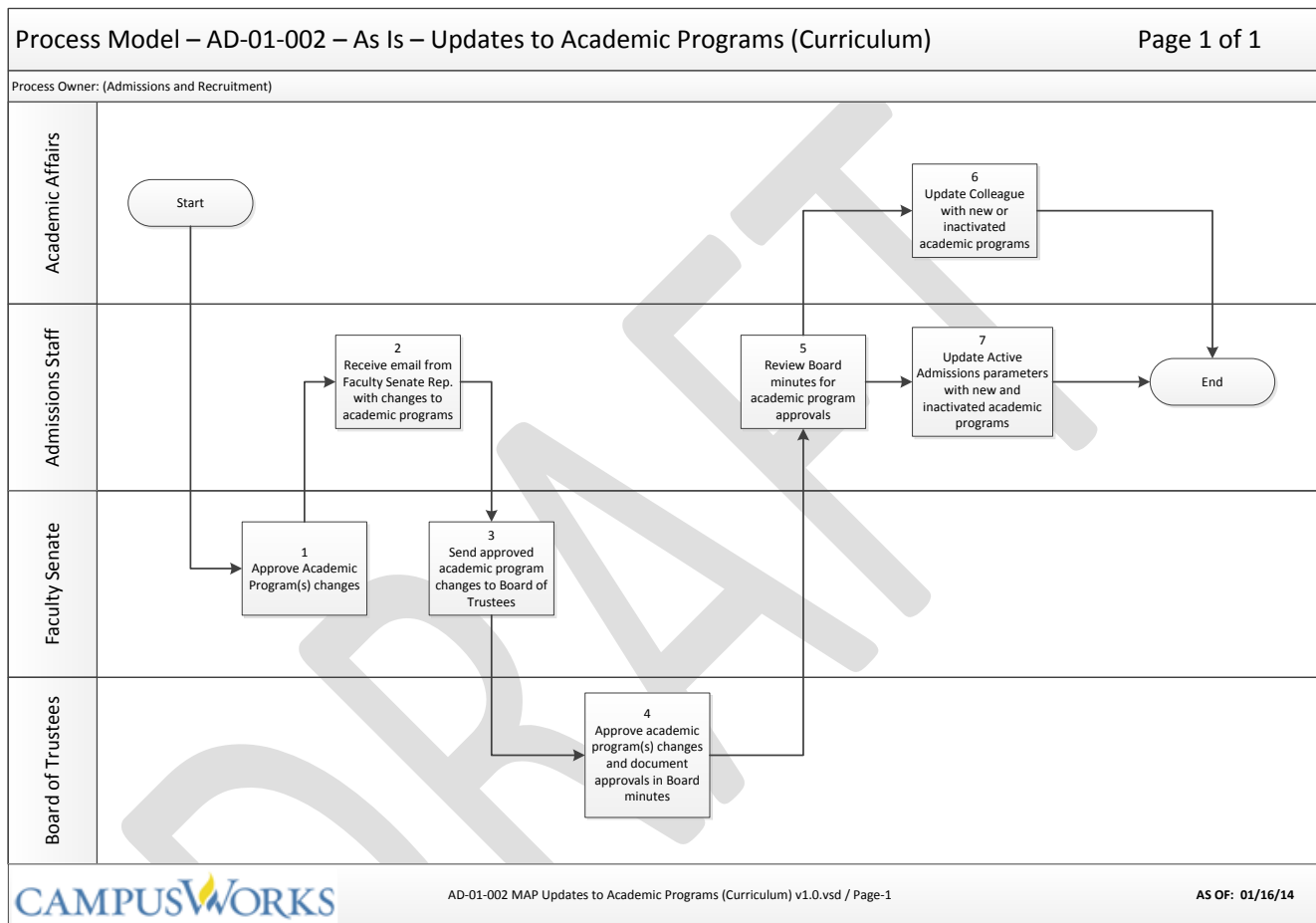
Next Step:

- 1) AD-03-001 Create Applicant Records (Online) or

2) AD-03-002 Create Applicant Records (Paper)

Process: Updates to Academic Programs (Curriculum) (AD-01-002)

The following process flow depicts the steps that occur for *Set-up/Maintenance: Updates to Academic Programs (Curriculum) (AD-01-002)*. This process comprises steps needed to update academic program offerings in the on-line application (ActiveAdmissions) and student information system (Colleague) in order to receive and process applications for the new admission application cycle.



Description: Updates to Academic Programs (Curriculum) (AD-01-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Updates to Academic Programs (Curriculum) (AD-01-002)* at Bergen Community College.

Previous Step:

1) N/A

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Approve recommended Curriculum (Courses and Academic Programs) changes.	Faculty Senate	Written Notification; Curriculum Changes form - Review details on the curriculum submitted for update, modification, or	Curriculum changes recommended for approval as appropriate.

		Inactivation. - Recommend approval by Board of Trustees, as appropriate.	
2) Receive email from Faculty Senate Rep. with changes to Curriculum (Courses and Academic Programs).	Admissions Staff	Email; - Receive formal written notification from Faculty Senate of the specific curriculum in consideration for updates, modifications, or inactivation.	Receive written notification of recommended changes to curriculum.
3) Send approved academic program changes to Board of Trustees.	Faculty Senate	Written Notification; - Submit recommended curriculum changes as approved by the Faculty Senate to the Board of Trustees for final approval.	Recommended curriculum changes submitted to Board for approval.
4) Approve academic program(s) changes; document approvals in Board minutes.	Board of Trustees (BOT)	Written Notification - Review recommended changes to academic programs and courses. - Approve changes as appropriate.	Board Resolution approving course and program changes.
5) Review Board minutes for Curriculum (academic programs) approvals.	Admissions Staff	Board proceedings - Review Board resolutions to confirm approvals to academic program changes, updates, inactivations.	Academic program changes, updates received.
6) Update Datatel Colleague with new or inactivated academic programs.	Academic Affairs	Board proceedings, Colleague - Update program information, using Program (PROG) form. o Title o Status o Program Description o Equates	Academic programs updated in Colleague.
7) Update Active Admissions parameters with	Admissions Staff	Board proceedings, ActiveAdmissions - Update academic	Academic programs updated in ActiveAdmissions.

academic programs changes.		programs per Board resolution approval, including: <ul style="list-style-type: none">○ Deactivate○ Create and Activate	
----------------------------	--	---	--

Next Step:

- 1) AD-03-001 Create Applicant Records (Online) or
- 2) AD-03-002 Create Applicant Records (Paper)

Process Recommendations – Set-up/Maintenance (AD-01)

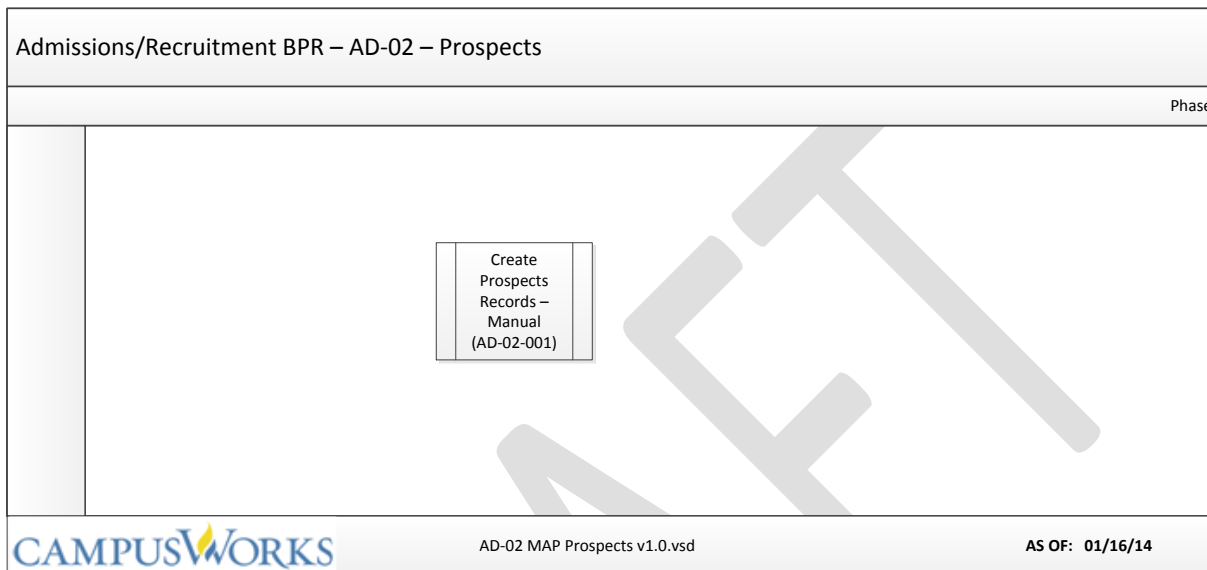
- 1) Develop a coordinated processing calendar across all departments involved in establishing an academic calendar to promote understanding of processes across departments and to ensure that the needs of all departments are considered and can be achieved.
 - a. Evaluate possibility of creating a calendar ‘shell’ containing basic term start/end dates for future terms to enable Admissions to input applications in a timely manner for upcoming terms. Full calendar dates can be added once confirmed.

DRAFT

Core Process: Prospects (AD-02)

The Bergen Community College core process “Prospects” comprises the actions taken to assist prospective students as they contact Bergen regarding enrollment and to record prospect information when received by Bergen Admissions and Recruiting staff.

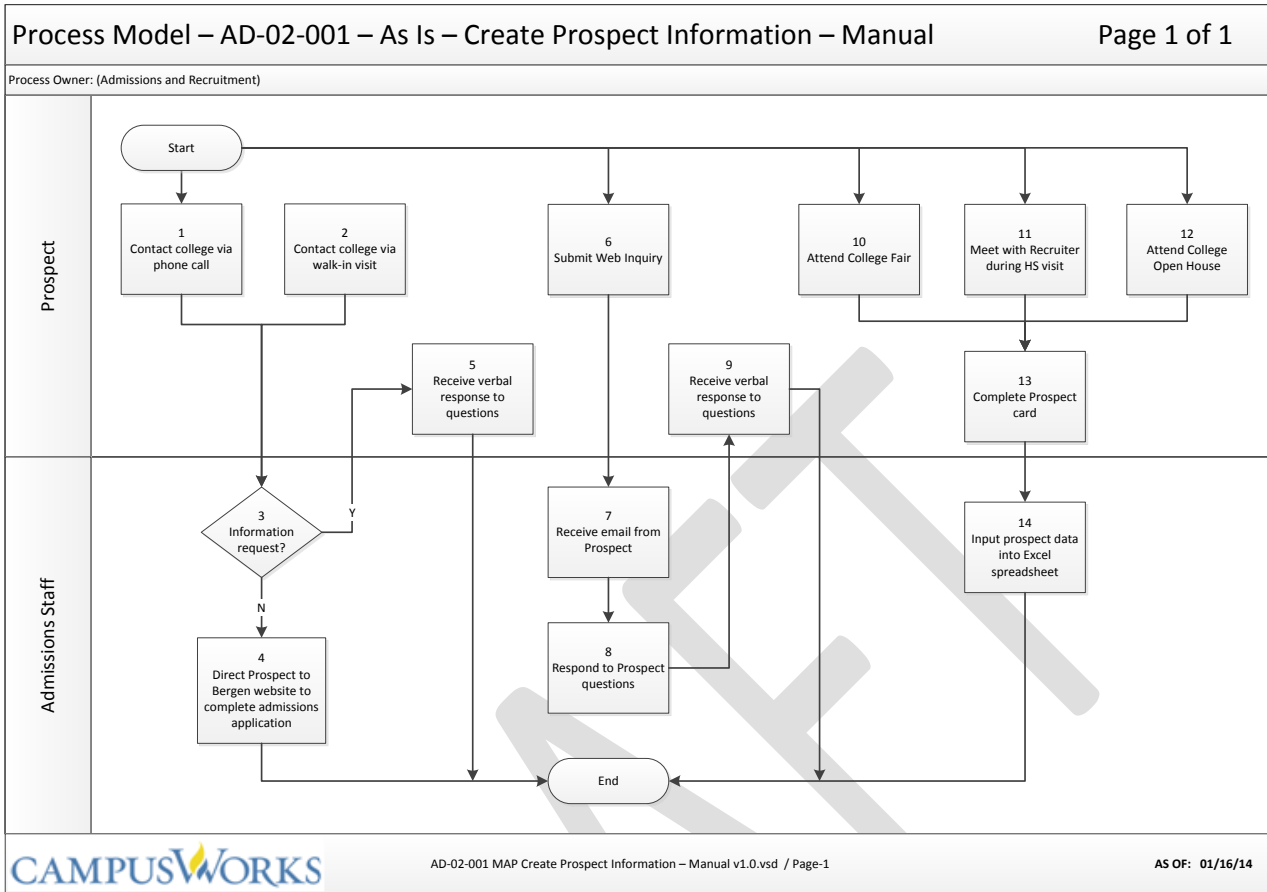
The Prospects process at Bergen Community College consists of the sub-process ‘Create Prospect Records – Manual.



The following workflows and definitions describe the Prospect process of *Create Prospect Records – Manual (AD-02-001)*.

Process: Create Prospect Records – Manual (AD-02-001)

The following process flow depicts the steps that occur for Prospects: Create Prospect Records - Manual (AD-02-001). This process encompasses actions taken to provide the prospect with necessary application and enrollment information and to record prospect data for future follow-up once a prospective applicant contacts the College or meets with an Admissions representative to obtain information on Bergen Community College, its programs and admissions application process.



Description: Create Prospect Records – Manual (AD-02-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Create Prospect Information – Manual (AD-02-001)* at Bergen Community College.

Previous Step:

1) Beginning step

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Contact college via phone call.	Prospect	Phone call - Request information including the types of majors offered at BCC, application deadlines, number of students, class sizes, etc.	College contacted.
2) Contact college via walk-in visit.	Prospect	Walk-in; face-to-face visit - Request information including the types of majors offered at BCC, application deadlines, number of students, class	Information requested.

		sizes, etc.	
3) Information request?	Admissions Staff	Prospect walk-in or Phone call - Determine the Prospect's needs based on their questions.	
4) Direct Prospect to Bergen website to complete admissions application.	Admissions Staff	Phone call; face-to-face - Confirm prospect needs information on completing an application for admission. - Direct prospect where to locate the application for admission on the Bergen website.	Provided admissions application information.
5) Receive verbal response to questions.	Prospect	Walk-in; face-to-face visit - Receive requested information including the types of majors offered at BCC, application deadlines, number of students, class sizes, etc.	Received requested information.
6) Submit Web Inquiry.	Prospect	Bergen Website - Complete online Inquiry form. - Active Admissions system-generated email to Prospect that Inquiry has been received.	Submission successful.
7) Receive email from Prospect.	Admissions Staff	Email - Confirm Prospect's needs based on their questions.	Email received.
8) Respond to Prospect questions.	Admissions Staff	Email - Respond to Prospect's questions including the types of majors offered at BCC, application deadlines, number of students, class sizes, etc.	Responded to Prospect's inquiry.
9) Receive verbal response to questions.	Prospect	Email - Receive information	Received verbal response.

		requested from college.	
10) Attend College Fair.	Prospect	Walk-in; face-to-face visit - Request information including the types of majors offered at BCC, application deadlines, number of students, class sizes, etc.	Information requested.
11) Meet with Recruiter during HS visit.	Prospect	Walk-in; face-to-face visit - Request information including the types of majors offered at BCC, application deadlines, number of students, class sizes, etc.	Information requested.
12) Attend College Open House.	Prospect	Walk-in; face-to-face visit - Request information including the types of majors offered at BCC, application deadlines, number of students, class sizes, etc.	Information requested.
13) Complete prospect card.	Prospect	Prospect card; - Complete a paper Prospect card providing general demographic information, such as name, address, email address, phone number, and academic interests.	Prospect card completed.
14) Input prospect data into Excel spreadsheet.	Admissions Staff	MS Excel Spreadsheet; - Input Prospect data including general Prospect demographic information, such as Name, Address, Email Address, Phone Number, and Academic Interests.	Updated spreadsheet.

Next Step:

- 1) AD-03-001 Create Applicant/Prospect Records (Online), or
- 2) AD-03-002 Create Applicant Records (Paper)

Process Recommendations – Prospects (AD-02)

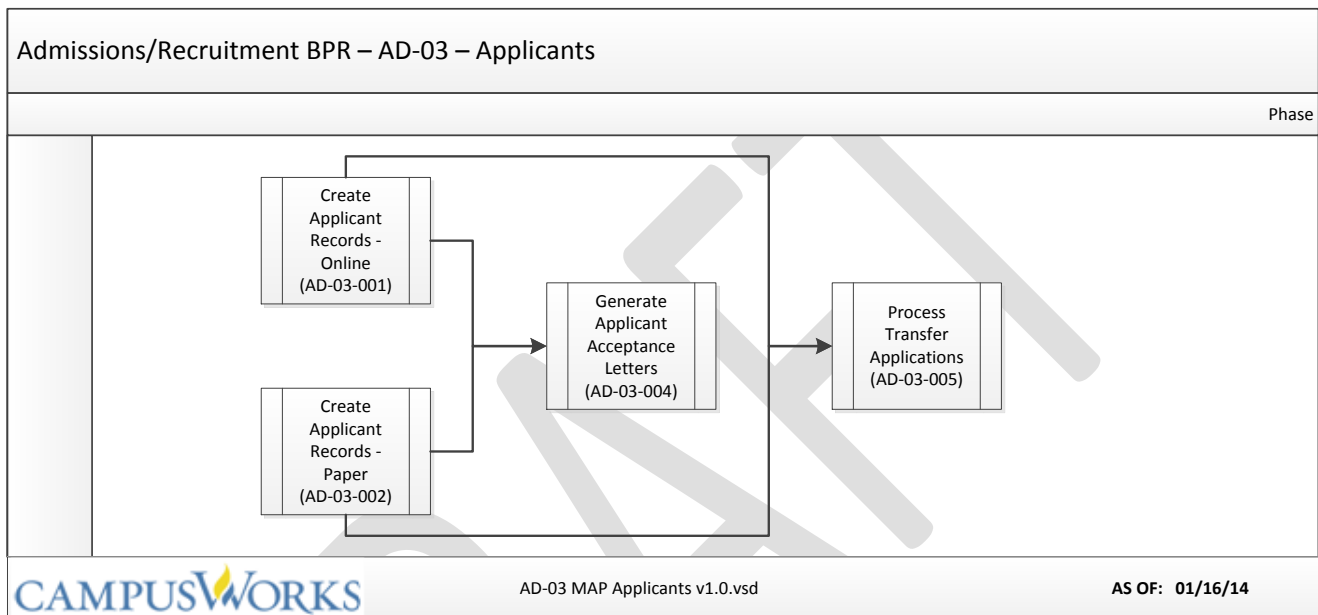
- 1) Replace the ActiveAdmissions software no longer supported by vendor to provide an on-line admissions portal or recruitment tool to maintain communication with prospects as well as to provide a single source from which a prospect may submit an application for admission, whether as general program, health profession or international student.
- 2) Develop a process flow for capturing and recording all prospect information received through a variety of sources (e.g. direct contact, visits, fairs, test scores, unmatched transcripts, financial aid records).
 - a. Develop a process to cultivate prospects into applicants, particularly for under-represented or targeted recruiting populations.
 - b. Develop a communications process flow for communication streams to prospects up to the point of application, based on how the prospect record was initiated with the College. Acknowledge prospects who have submitted information (test scores, transcripts, financial aid information) but for whom an application is not on file; these individuals have prior knowledge of Bergen without your direct contact and should be encouraged through the application process.
 - c. Process flow should identify hand-off from recruitment functions to admissions functions in order to monitor prospect-to-applicant conversion rate and provide analytic data regarding recruitment functions.
- 3) Identify specific reports needed within Recruitment and, in collaboration with Reporting staff in Information Technology, develop specifications and expected delivery of identified reports.

DRAFT

Core Process: Applicants (AD-03)

The Bergen Community College core process “Applicants” comprises the processes necessary to intake applications for admission, whether submitting on-line or in paper, generate acceptance letters for general program admission and process applications from students transferring credits from external institutions to Bergen Community College.

The Applicants process at Bergen Community College consists of four sub-processes: Create Applicant Records – Online, Create Applicant Records – Paper, Generate Applicant Acceptance Letters, and Process Transfer Applications.



The following workflows and definitions describe the Applicants processes for *Create Applicant Records – Online (AD-03-001)*, *Create Applicant Records – Paper (AD-03-002)*, *Generate Applicant Acceptance Letters (AD-03-004)*, and *Process Transfer Applications (AD-03-005)*.

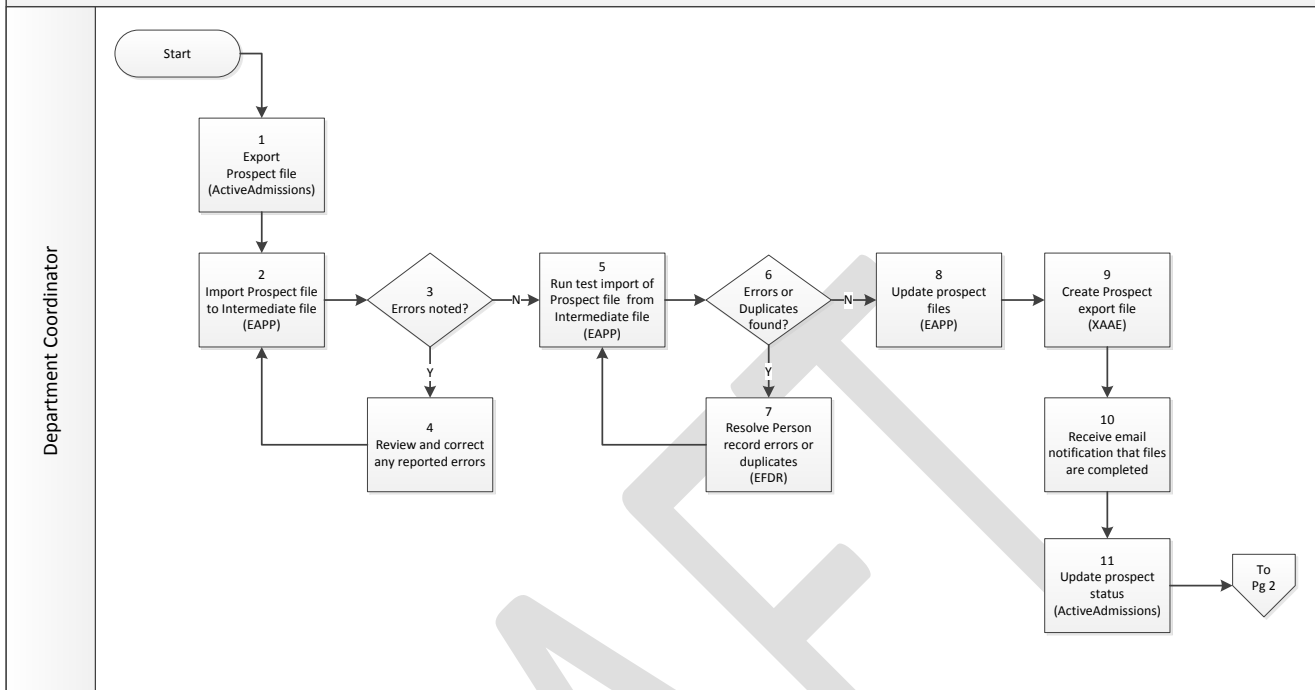
Process: Create Applicant Records – Online (AD-03-001)

The following process flow depicts the steps that occur for Applicants: Create Applicant Records - Online (AD-03-001). The process comprises steps and tasks necessary to create prospect and applicant records from information received on-line through the ActiveAdmissions tool. The ‘Create Applicant Records – Online’ process includes actions to export prospect data from the ActiveAdmissions database, import data to Colleague to create applicant records, distribute applications for international and health professions admission for evaluation, review and evaluation of applications to general programs, and admit students as appropriate.

Process Model – AD-03-001 – As Is – Create Prospect/Applicant Records-Online

Page 1 of 4

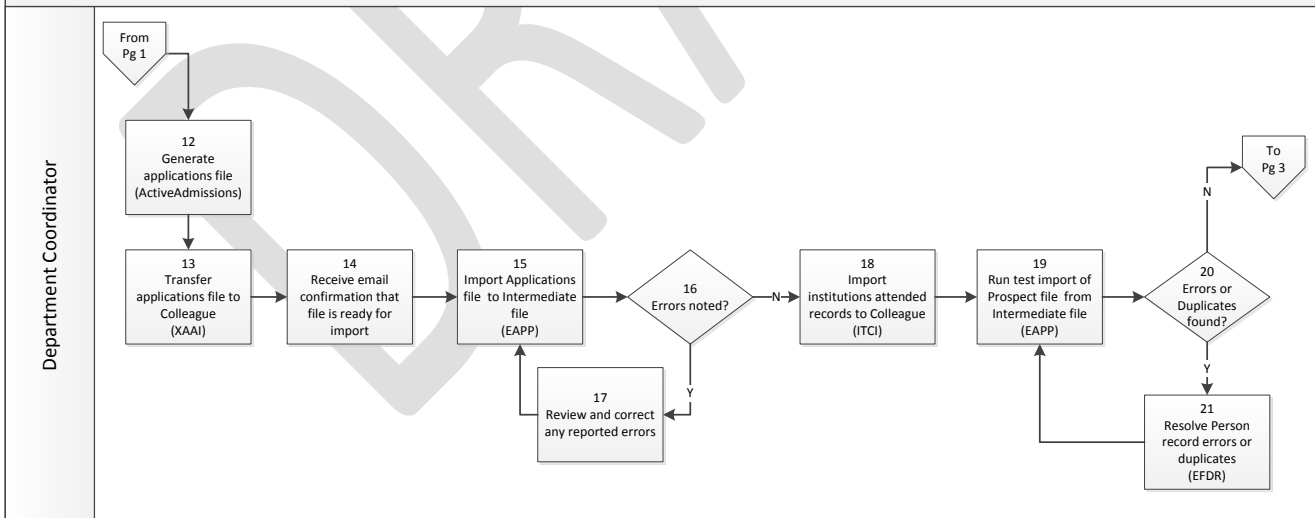
Process Owner: (Admissions and Recruitment)

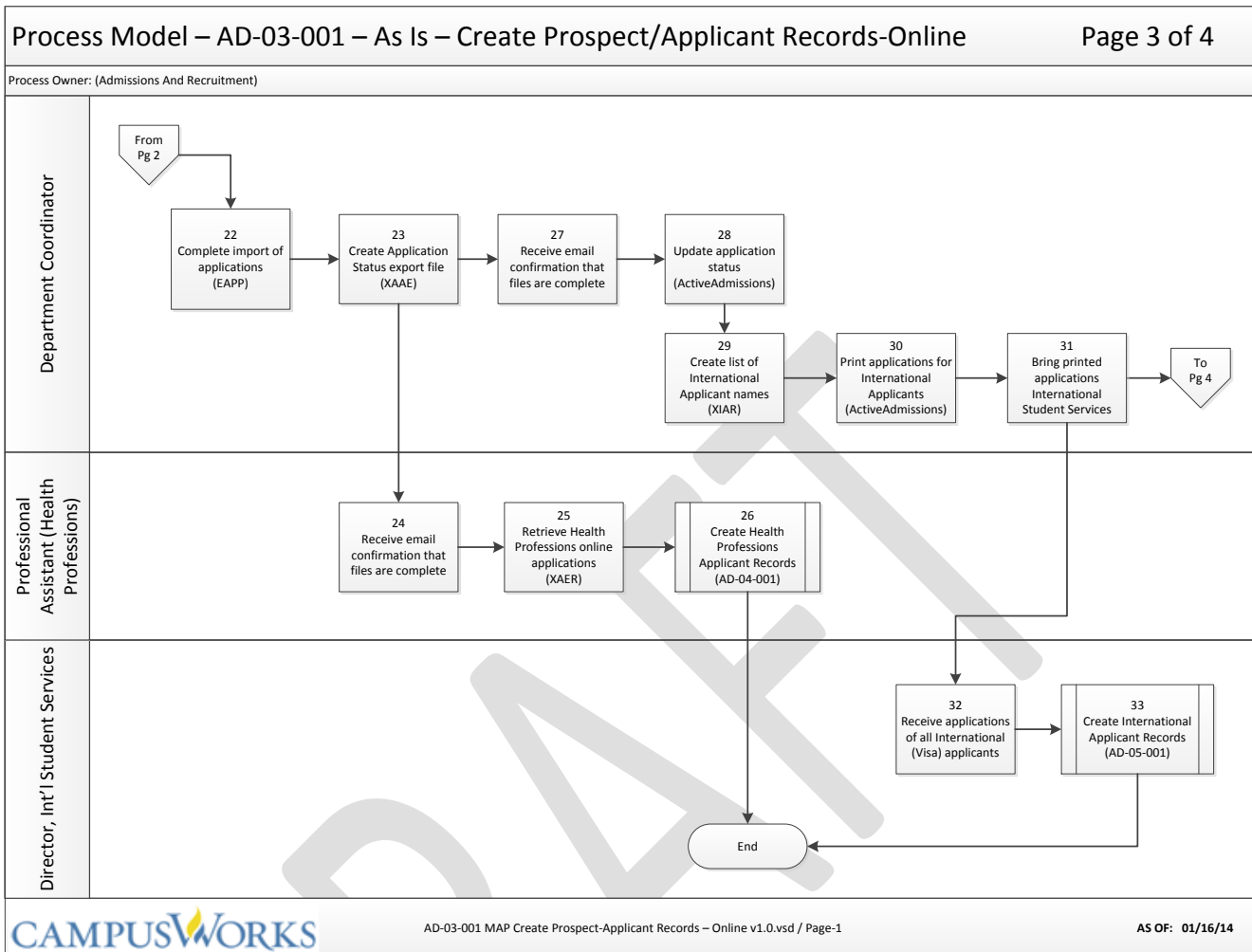


Process Model – AD-03-001 – As Is – Create Prospect/Applicant Records-Online

Page 2 of 4

Process Owner: (Admissions And Recruitment)

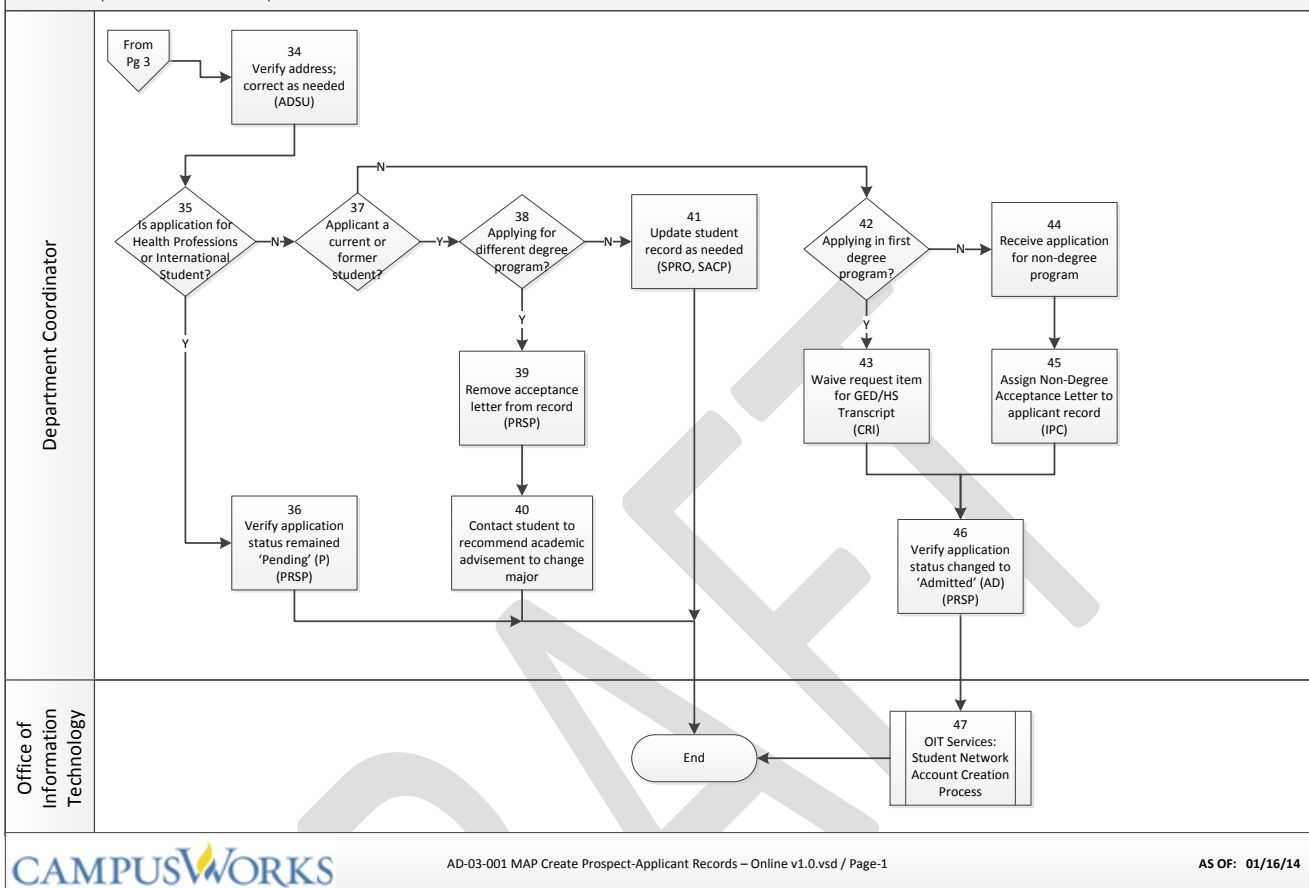




Process Model – AD-03-001 – As Is – Create Prospect/Applicant Records-Online

Page 4 of 4

Process Owner: (Admissions And Recruitment)



Description: Create Applicant Records - Online (AD-03-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the *Create Prospect/Applicant Records Online (AD-03-001)* process at Bergen Community College.

Previous Step:

- 1) AD-02-001 Create Prospect Records (Manually), or
- 2) General Prospect and Applicant Recruitment

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Export Prospect file from ActiveAdmissions.	Department Coordinator	ActiveAdmissions Console - Perform Export process for Prospect records from ActiveAdmissions by selecting Prospect Export from the ActiveAdmissions Console. - Produce report when export is completed and minimize the screen.	Prospect file exported.

2) Import Prospect file to Intermediate file, using EAPP.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Initiate Prospect import to Colleague Intermediate file using EAPP. <ul style="list-style-type: none"> ○ FTP Now = No ○ Populate Intermediate Database = Yes ○ Populate Colleague Database = No ○ Import Application Batch – select from list of files generated by typing the ellipsis (...) lookup. ○ Report Detail = Detail - Send report output, if any, generated by import to 'Hold' on screen. 	Import error report, if any, generated.
3) Are errors noted?	Department Coordinator	<p>Colleague; Prospect import file</p> <ul style="list-style-type: none"> - Determine if errors were indicated in report. 	
4) Review and correct any reported errors.	Department Coordinator	<p>Colleague; Prospect import file</p> <ul style="list-style-type: none"> - Correct errors noted in error report, if any, by correcting data or updating codes as necessary. - Errors may be due to missing or invalid codes, data not valid (incorrect date format, etc.). - Perform import of Prospect file (return to step 2). 	Errors corrected.
5) Run test import of the Prospect file from the Intermediate file, using EAPP.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Initiate Prospect import from Colleague Intermediate file to Colleague, using EAPP. <ul style="list-style-type: none"> ○ FTP Now = No ○ Populate Intermediate Database = No ○ Populate Colleague Database = Yes ○ Import Application 	Error/Duplicate report generated.

		<p>Batch – select same file name as selected in Step 2.</p> <ul style="list-style-type: none"> ○ Report Detail = Detail - Send report output, if any, generated by import to 'Hold' on screen. - If 'View Batch Status Process Status' screen is displayed, ignore screen. 	
6) Are errors or duplicate records found?	Department Coordinator	<p>Colleague; Intermediate-to-Colleague Import error report</p> <ul style="list-style-type: none"> - Determine if errors were indicated in report. 	
7) Resolve Person record errors or duplicates.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Correct errors noted in error report, if any, by correcting data or updating codes as necessary. - Resolve duplicate records by comparing existing Colleague data and import data displayed on EFDR. 	Person errors and/or duplicates resolved.
8) Update prospect files, using EAPP.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Complete Prospect import from Colleague Intermediate file to Colleague, using EAPP. <ul style="list-style-type: none"> ○ FTP Now = No ○ Populate Intermediate Database = No ○ Populate Colleague Database = Yes ○ Import Application Batch – select same file name as selected in Step 5. ○ Report Detail = Detail - Send report output, if any, generated by import to 'Hold' on screen. - If 'View Batch Status Process Status' screen is displayed, ignore screen. 	Prospects updated in Colleague.

9) Create Prospect export file, using XAAE.	Department Coordinator	Colleague - Generate Prospect Status Export file, using XAAE. ○ Date of Last Import = yesterday or previous import date (generally keep date displayed on screen) ○ Prospects/Applications = P ○ Okay to Proceed = Y	Prospect file generated.
10) Receive email notification that files are completed	Department Coordinator	Email - View email generated upon completion of export process to ensure that file was created and successfully moved from Colleague to ActiveAdmissions.	Email received.
11) Update prospect status from Colleague to ActiveAdmissions.	Department Coordinator	ActiveAdmissions Console, Prospect Status Update file - Perform import process for Prospect Status records from Colleague by selecting Prospect Import from the ActiveAdmissions Console. - Check for completion without errors by clicking on 'Reporting'. - Produce report when import is completed.	Prospect status updated.
12) Generate applications file from ActiveAdmissions.	Department Coordinator	ActiveAdmissions Console - Perform Export process for Application records by selecting Application Export from the ActiveAdmissions Console. - Produce report when export is completed.	Applications file created.
13) Transfer applications file to Colleague, using XAAI.	Department Coordinator	Colleague - Transfer the applications file from ActiveAdmissions to the Colleague 'Hold' directory for import, using XAAI.	File transfer completed.
14) Receive email	Department	Email	File transfer confirmed.

confirmation that file is ready for import.	Coordinator	<ul style="list-style-type: none"> - View email generated upon completion of file transfer process to ensure that file was successfully moved to Colleague from ActiveAdmissions. 	
15) Import Applications file to Intermediate file.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Initiate application import to Colleague Intermediate file using EAPP. <ul style="list-style-type: none"> o FTP Now = No o Populate Intermediate Database = Yes o Populate Colleague Database = No o Import Application Batch – selecting ‘BGAP’ from list of files generated by typing the ellipsis (...) lookup. o Report Detail = Detail - Send report output, if any, generated by import to ‘Hold’ on screen. 	
16) Are errors noted?	Department Coordinator	<p>Colleague; Applications import file</p> <ul style="list-style-type: none"> - Determine if errors were indicated in report. 	
17) Review and correct any reported errors.	Department Coordinator	<p>Colleague; Applications import file</p> <ul style="list-style-type: none"> - Correct errors noted in error report, if any, by correcting data or updating codes as necessary. - Errors may be due to missing or invalid codes, data not valid (incorrect date format, etc.). - Perform import of Applications file (return to step 15). 	
18) Import institutions attended records to Colleague, using ITCL.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Initiate import of applicants’ institutions attended data to Colleague 	

		using ITCL. ○ Batch Control Look-up = file with ...IN... in filename with current date ○ Update mode = Yes ○ Report Detail = Detail - Send report output, if any, generated by import to 'Hold' on screen.	
19) Run test import of applications file from Intermediate file.	Department Coordinator	Colleague - Initiate applications import from Colleague Intermediate file to Colleague, using EAPP. ○ FTP Now = No ○ Populate Intermediate Database = No ○ Populate Colleague Database = Yes ○ Import Application Batch – select same file name as selected in Step 15. ○ Report Detail = Detail - Send report output, if any, generated by import to 'Hold' on screen. - If 'View Batch Status Process Status' screen is displayed, click 'Save' to continue.	
20) Are errors or duplicate records found?	Department Coordinator	Colleague; Intermediate-to-Colleague Import error report - Determine if errors were indicated in report.	
21) Resolve Person record errors or duplicates.	Department Coordinator	Colleague - Correct errors noted in error report, if any, by correcting data or updating codes as necessary. - Resolve duplicate records by comparing existing Colleague data and import	

		<p>data displayed on EFDR.</p> <ul style="list-style-type: none"> ○ If person is not the same, then 'Reject' = 'Yes' ○ If person matches, then check curriculum ○ If curriculum is the same but for different semester, but both are admitted, then 'Combine' = Yes ○ If same curriculum but different semesters and both NOT admitted, then 'Combine' = No ○ If different curriculums, then 'Combine' = No 	
22) Complete import of applications, using EAPP.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Complete Prospect import from Colleague Intermediate file to Colleague, using EAPP. <ul style="list-style-type: none"> ○ FTP Now = No ○ Populate Intermediate Database = No ○ Populate Colleague Database = Yes ○ Import Application Batch – select same file name as selected in Step 5. ○ Report Detail = Detail - Send report output, if any, generated by import to 'Hold' on screen. 	
23) Create Application Status export file, using XAAE.	Department Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Generate Application Status Export file, using XAAE. <ul style="list-style-type: none"> ○ Date of Last Import = yesterday or previous import date (generally keep date displayed on screen) ○ Prospects/Applications = A 	

		<ul style="list-style-type: none"> ○ Okay to Proceed = Y 	
24) Receive email confirmation that files are complete.	Professional Assistant (Health Professions)	Email <ul style="list-style-type: none"> - View email generated upon completion of file transfer process to ensure that file was successfully moved from Colleague to ActiveAdmissions. 	
25) Retrieve Health Professions online applications, using XAER.	Professional Assistant (Health Professions)	Colleague <ul style="list-style-type: none"> - Retrieve list of Health Professions applications with application status of 'Pending (P)', using XAER. 	
26) Follow 'Create Health Professions Applicant Records' process, AD-04-001.	Professional Assistant (Health Professions)	Colleague; Application list <ul style="list-style-type: none"> - Follow steps in process 'Create Health Professions Applicant Records' (AD-04-001). 	
27) Receive email confirmation that files are complete.	Department Coordinator	Email <ul style="list-style-type: none"> - View email generated upon completion of file transfer process to ensure that file was successfully moved from Colleague to ActiveAdmissions. 	
28) Import Admissions Applicant Status file.	Department Coordinator	ActiveAdmissions Console, Application Status Update file <ul style="list-style-type: none"> - Perform import process for Application Status records from Colleague by selecting Application Import from the ActiveAdmissions Console. - Check for completion without errors by clicking on 'Reporting'. - Produce report when import is completed. 	
29) Create list of International Applicant names, using XIAR.	Department Coordinator	Colleague <ul style="list-style-type: none"> - Create list of applications received from International students (all Visa types), using XIAR. <ul style="list-style-type: none"> ○ Term Applied = current and next future term ○ Output Device = Hold 	

		<ul style="list-style-type: none"> ○ Print list 	
30) Print applications for International Applicants.	Department Coordinator	ActiveAdmissions; Colleague International application list <ul style="list-style-type: none"> - Print applications received in ActiveAdmissions from International students (all visa types). - From the ActiveAdmissions Console, click on 'User Data' then 'Applications'. - Select 'All' then, using the list obtained from Colleague, print application for each applicant on the list. 	
31) Bring printed applications to International Student Center.	Department Coordinator	Printed International applications <ul style="list-style-type: none"> - Bring printed applications to the International Student Center for further processing. 	Applications delivered to International Student Center.
32) Receive applications of all International (Visa) applicants.	Director, International Student Services	Printed International applications <ul style="list-style-type: none"> - Receive applications delivered from Admissions Office. 	Applications received.
33) Follow 'Create International Application Records' process, AD-05-001.	Director, International Student Services	Colleague; Application list <ul style="list-style-type: none"> - Follow steps in process 'Create International Application Records' (AD-05-001). 	
34) Verify address; correct as needed on ADSU.	Department Coordinator	Colleague <ul style="list-style-type: none"> - Access list of application records combined with existing records during the import process. - Verify applicant address provided on application against student address previously recorded in Colleague. <ul style="list-style-type: none"> ○ If addresses are different, mark the first (earlier) address as 'Former' ○ If addresses are the same, retain the first 	

		(earliest) address and delete the remaining records of the same address. ○ Change source = 'Correction' ○ Save History = No	
35) Is application for Health Professions or International Student?	Department Coordinator	Colleague - Determine if application is for either the Health Professions or an International Student.	
36) If application is for either a Health Professions or an International Student, verify application status remained as 'Pending' (P), using PRSP.	Department Coordinator	Colleague - Confirm that the application is for either the Health Professions or an International Student. - Verify that the application status remained as 'Pending' (P), on PRSP.	Application status confirmed as 'P'.
37) If application is for neither a Health Professions nor an International Student, is application for a current or former student?	Department Coordinator	Colleague - Confirm that the application is NOT for either the Health Professions or an International Student. - Determine if the application received is for a current or former student.	
38) If the application is from a current or former student, is the student applying for a different degree program?	Department Coordinator	Colleague - Determine if the applicant is applying for a degree program different from the program in which previously enrolled.	
39) If the student is applying in a different degree program, remove acceptance letter from the student record.	Department Coordinator	Colleague - Remove the acceptance letter code assigned to the applicant correspondence record, using Individual Pending Correspondence (IPC) form.	
40) Contact the student to recommend academic advisement to change major.	Department Coordinator	Colleague - Confirm that the student wishes to change programs. - Contact the student to	

		recommend academic advising to discuss the change of major process.	
41) If the student is not applying in a different degree program, update the student record as needed on SPRO, SACP.	Department Coordinator	Colleague - Confirm that the student is not applying in a different degree program than original enrollment. - Update the program information on the student record, using SPRO and SACP to reflect updated catalog year or anticipated completion date as appropriate.	
42) If the applicant is not a current or former student, is the applicant applying in a degree program for the first time?	Department Coordinator	Colleague - Determine if the applicant is applying in a degree program for the first time.	
43) If the applicant is applying in a degree program for the first time, waive the requirement for the GED or high school transcript (CRI).	Department Coordinator	Colleague - Confirm that the applicant is applying in a degree program for the first time. - Waive the requirement that the applicant furnish high school transcript or completion of GED, using CRI.	
44) If the applicant is not applying in a degree program for the first time, then the application received is for a non-degree program.	Department Coordinator	Colleague - Confirm that the application is for non-degree applicant.	Application received from non-degree applicant.
45) Assign non-degree acceptance letter to applicant record (IPC).	Department Coordinator	Colleague - Assign the non-degree acceptance letter (ADNDLTR) to applicant pending correspondence record, using IPC.	
46) Verify application	Department	Colleague	Application status

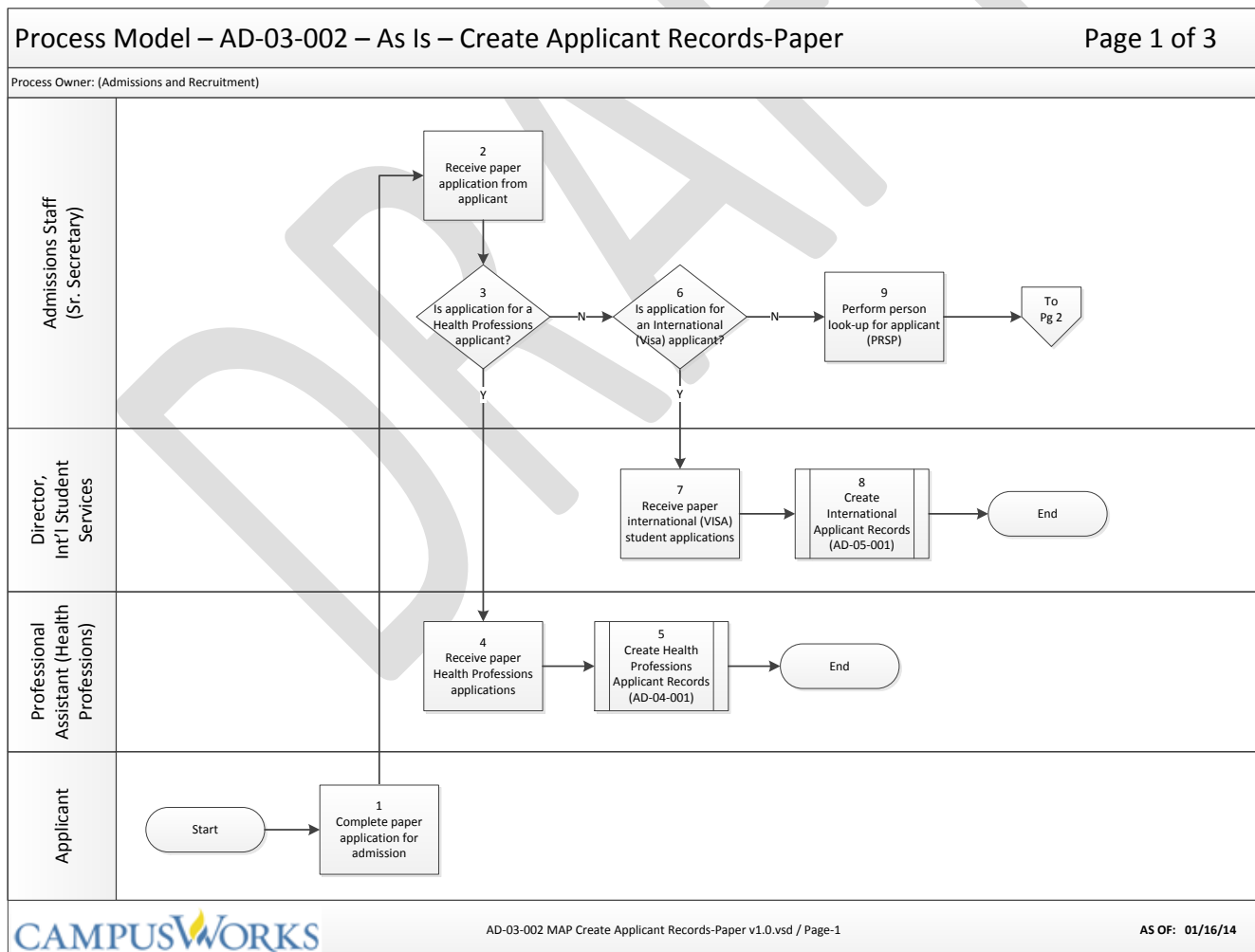
status changed to 'Admitted' (AD), using PRSP.	Coordinator	- Confirm that the application status was updated to 'Admitted' (AD), on PRSP.	confirmed as 'AD'.
47) Follow established process for Student Network Account Creation.	Office of Information Technology	Colleague; network services - Follow established process steps to create student network accounts.	

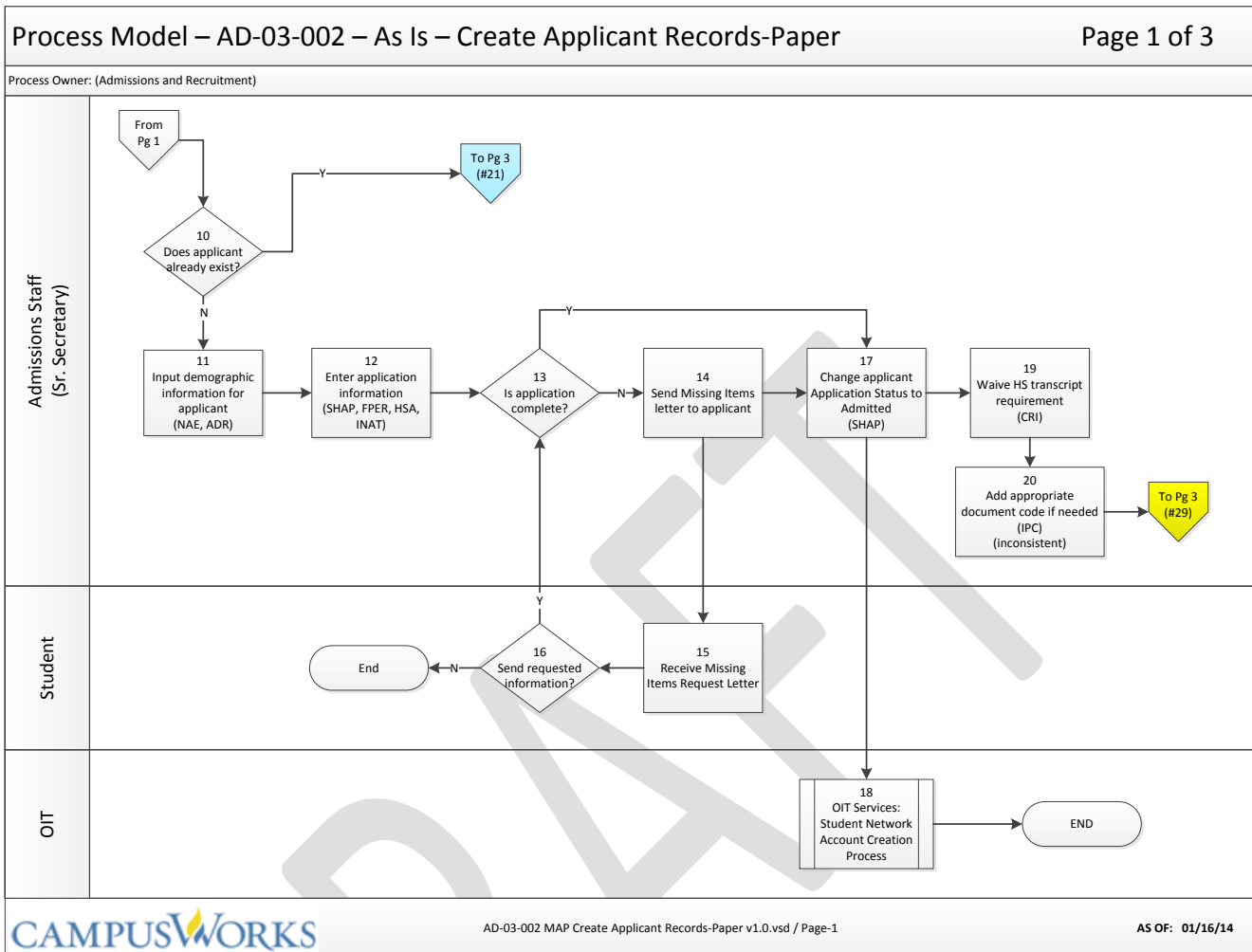
Next Step:

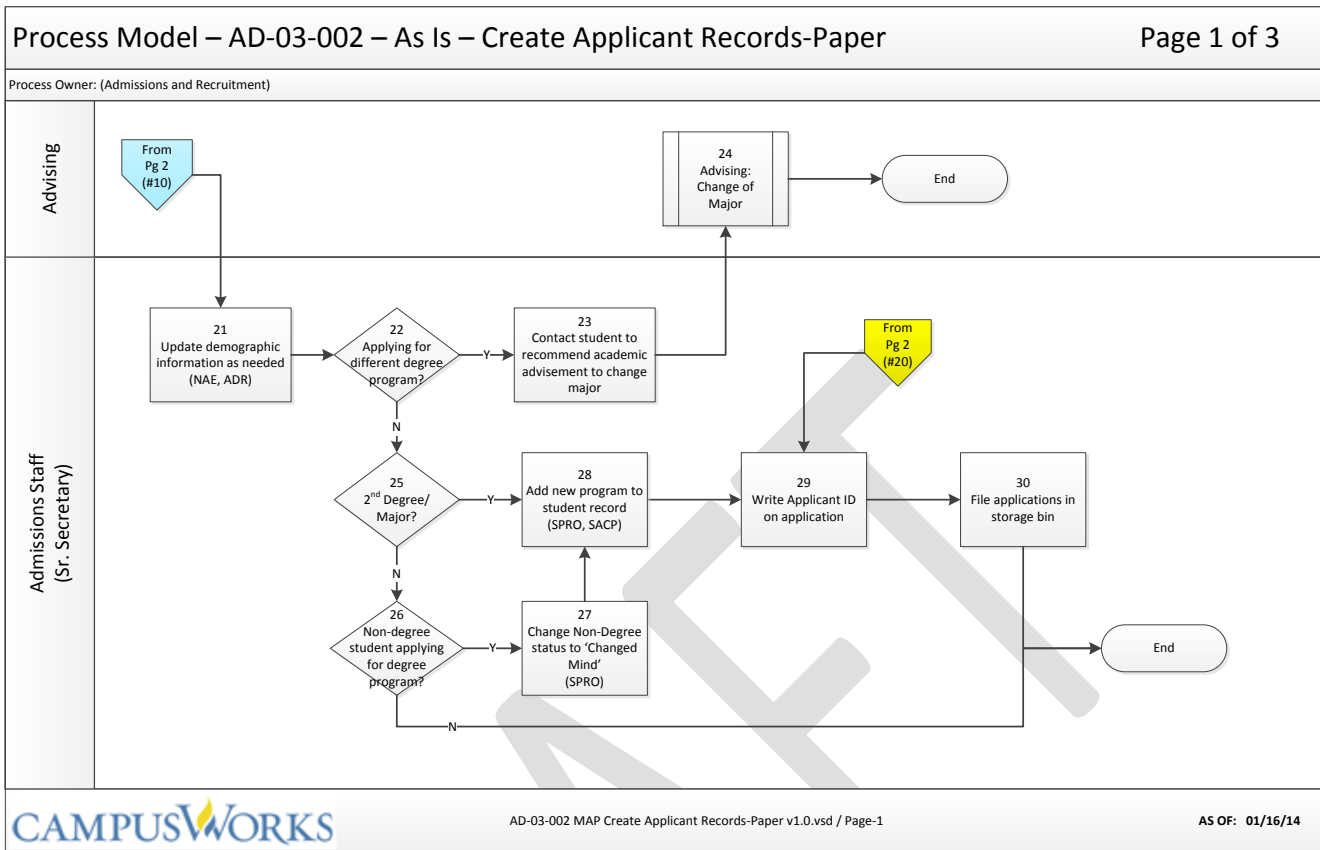
1) AD-03-004 Generate Applicant Acceptance Letters

Process: Create Applicant Records – Paper (AD-03-002)

The following process flow depicts the steps that occur for Set-up/Maintenance: Updates to Term and Catalog Year (AD-01-001). The 'Updates to Term and Catalog Year' process comprises steps taken when a paper application for admission is received at Bergen Community College. The process begins when with a request to initiate the upcoming catalog year and term and concludes when the new term has been updated the admissions parameters settings in the Colleague student information system.







Description: Create Applicant Records – Paper (AD-03-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the *Create Applicant Records-Paper (AD-03-002)* process at Bergen Community College.

Previous Step:

- 1) AD-02-001 Create Prospect Records (Manually), or
- 2) General Prospect and Applicant Recruitment

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Complete paper application for admission.	Student	Application - Complete the paper application for admission to Bergen Community College and submit to the Admissions Office	Application completed.
2) Receive paper admissions application.	Admissions Staff (Sr. Secretary)	Paper Admissions Application - Receive paper applications submitted by applicants via: <ul style="list-style-type: none"> o Walk-in o Email o Fax 	Admissions Application acknowledgement letter to applicants.

		<ul style="list-style-type: none"> ○ Mail 	
3) Is application for a Health Professions applicant?	Admissions Staff (Sr. Secretary)	Paper Admissions Application <ul style="list-style-type: none"> - Review application to determine if it is for a Health Professions applicant. - If application is for a Health Professions, forward application to the Health Professions Office. 	
4) Receive paper Health Professions applications.	Director, Int'l Student Services	Paper Admissions Applications <ul style="list-style-type: none"> - Receive paper applications for Health Professions applicants. 	Applications received.
5) Follow steps outlined in 'Create Health Professions Applicant Records' process, AD-04-001.	Director, Int'l Student Services	Paper admissions applications <ul style="list-style-type: none"> - Follow 'Create Health Professions Applicant Records' process (AD-04-001) to complete Health Professions admission application processing. 	
6) Is application for an International (Visa) applicant?	Admissions Staff (Sr. Secretary)	Paper Admissions Application <ul style="list-style-type: none"> - Review application to determine if it is for an International (Visa) applicant. - If application is for an International (Visa) student, forward application to the International Student Services office. 	
7) Receive paper international (Visa) applications.	Director, Int'l Student Services	Paper Admissions Applications <ul style="list-style-type: none"> - Receive paper applications for International (Visa) applicants. 	Applications received.

8) Follow steps outlined in 'Create International Applicant Records' process, AD-05-001.	Director, Int'l Student Services	Paper admissions applications - Follow 'Create International Applicant Records' process (AD-05-001) to complete International Student admission application processing.	
9) Perform person look-up for applicant in Colleague (PRSP).	Admissions Staff (Sr. Secretary)	Colleague, paper admission application, requested missing items - Using established look-up procedures, look up applicant in Colleague to determine if prior record exists, using PRSP.	Look-up performed.
10) Does applicant already exist?	Admissions Staff (Sr. Secretary)	Colleague, paper admission application - Determine if person record exists for applicant.	
11) If the applicant does not currently exist in Colleague, input demographic information.	Admissions Staff (Sr. Secretary)	Colleague, paper admission application, requested missing items - Enter applicant demographic information into Colleague, using PRSP regardless of matriculation status, including: <ul style="list-style-type: none"> o name o address o SSN, if furnished o birthdate 	Prospect demographic record created in Colleague.
12) Enter application information (SHAP, FPER, HSA, INAT).	Admissions Staff (Sr. Secretary)	Colleague, paper admission application, requested missing items - Enter applicant previous institutions attended (high school, college, university) information into Colleague, using PRSP, including: <ul style="list-style-type: none"> o Institution name o Dates attended o Degree/credential received - Enter applicant academic	Applicant institutions attended and application records created in Colleague.

		program information into Colleague, using PRSP, including: <ul style="list-style-type: none"> ○ application date, ○ program of study, ○ intended start term, ○ admit status 	
13) Is the application complete?	Admissions Staff (Sr. Secretary)	Paper Admissions Application <ul style="list-style-type: none"> - Review application to determine if all required information has been submitted, including: <ul style="list-style-type: none"> ○ Applicant Demographic information ○ HS or other Institution Attended ○ Academic Program 	
14) If application is incomplete, send Missing Items letter to applicant.	Admissions Staff (Sr. Secretary)	Paper Admissions Application <ul style="list-style-type: none"> - Confirm missing items. - Generate and send Missing Items letter to applicant, indicating outstanding items required to complete the application for admission. 	Missing Items letter sent to applicant.
15) Receive Missing Items letter.	Applicant	Missing Items Letter <ul style="list-style-type: none"> - Receive Missing Items letter detailing required items missing from application for admission. 	Missing Items letter reviewed.
16) Send requested information?	Applicant	Paper Admissions Application <ul style="list-style-type: none"> - Review missing items letter to confirm items needed. - Determine if missing information can be furnished to complete the application. - If required items are not supplied to complete the application, the process ends. 	
17) If application is complete, change applicant application	Admissions Staff (Sr. Secretary)	Colleague, paper admission application <ul style="list-style-type: none"> - Confirm that application is 	Applicant admitted.

status to Admitted (AD), using SHAP.		complete. - Update application status to Admitted (AD), using SHAP.	
18) Follow established process steps for Student Network Account Creation.	Office of Information Technology	Colleague - Follow established procedures for creating new student network accounts to provide access to email, portal, and other on-line services.	Student network accounts created.
19) Waive HS transcript requirement (CRI).	Admissions Staff (Sr. Secretary)	Colleague - Mark the HS transcript required document as Waived (W), using CRI. - HS transcripts are not required for applicants in programs other than Health Professions and International (Visa) applicants.	HS Transcript requirement marked as waived.
20) Add appropriate document code, as needed (IPC).	Admissions Staff (Sr. Secretary)	Colleague - Add appropriate document code to applicant pending correspondence record for acceptance letter, if needed, using Individual Pending Correspondence (IPC). ○ ADCOLTR = Admitted to College ○ ADNDLTR = Admitted Non-degree - Code should be assigned automatically, based on admission tracking rules but occasionally is not triggered appropriately. (inconsistent practice at Bergen).	Document code assigned as needed.
21) If the applicant exists in Colleague, update demographic information, as	Admissions Staff (Sr. Secretary)	Colleague; paper admission application - Confirm existing Colleague record is the same person as listed in the application.	Prospect demographic record updated in Colleague.

needed.		<ul style="list-style-type: none"> - Review existing demographic information in Colleague and update where necessary, including: <ul style="list-style-type: none"> o name o address o SSN, if furnished o birthdate 	
22) If the applicant already exists in Colleague, is the applicant applying for a different degree program?	Admissions Staff (Sr. Secretary)	Colleague; paper admission application <ul style="list-style-type: none"> - Determine if the applicant is applying for a degree program different from the program in which previously enrolled. 	
23) If the applicant is applying in a different degree program, contact the student to recommend academic advisement to change the major.	Admissions Staff (Sr. Secretary)	Colleague; paper admission application <ul style="list-style-type: none"> - Confirm that the student wishes to change programs. - Contact the student to recommend academic advising to discuss the change of major process. 	Advisement recommended to student.
24) Follow established process to advise the student of the change of major process.	Advising	Colleague <ul style="list-style-type: none"> - Follow established processes to advise student wishing to change major, including additional length of time to complete program, financial aid implications, and course advisement. 	
25) If the applicant is not applying in a different degree program, is the application for a second degree or major?	Admissions Staff (Sr. Secretary)	Colleague; paper admission application <ul style="list-style-type: none"> - Determine if the applicant is applying for a second degree or major. 	
26) If the applicant is not applying for a second degree or major, is the application for a non-degree program student applying for a	Admissions Staff (Sr. Secretary)	Colleague; paper admission application <ul style="list-style-type: none"> - Determine if the applicant is a current non-degree student wishing to change 	

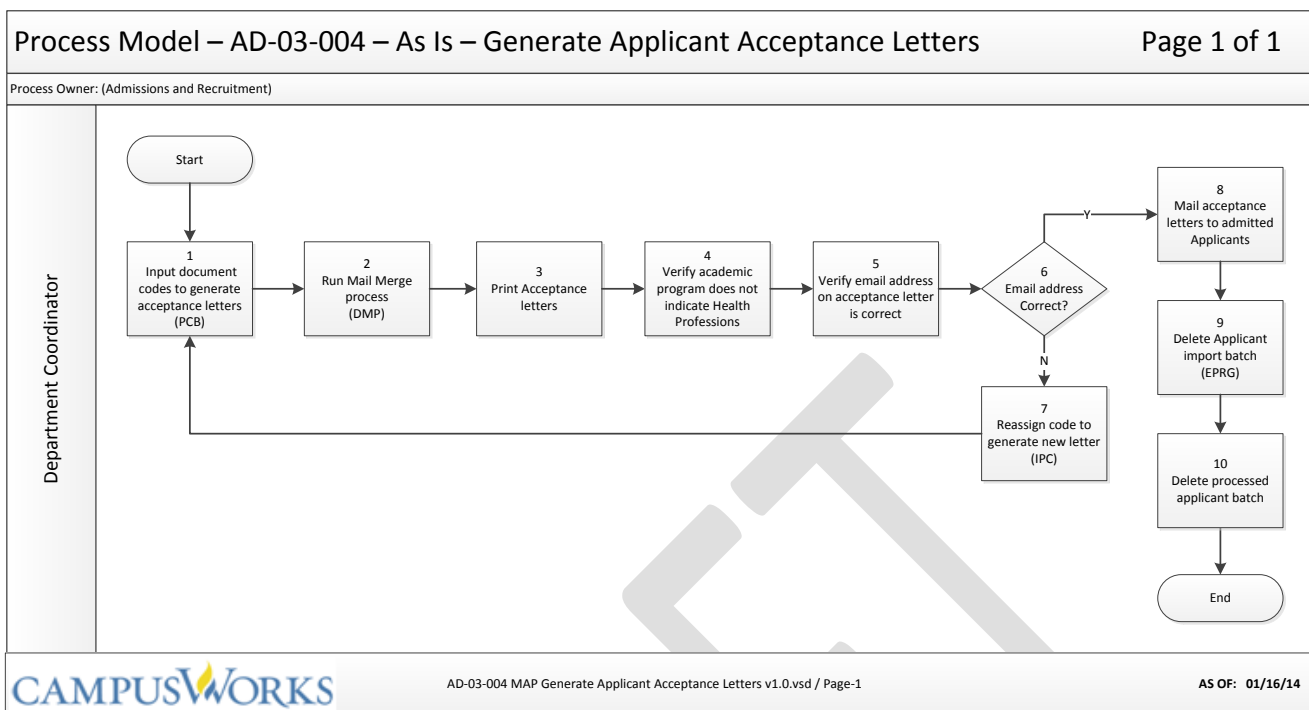
degree program?		to a degree program.	
27) If the application is for a non-degree student applying to a degree program, change Non-Degree academic program status to 'Changed Mind' (C) (SPRO).	Admissions Staff (Sr. Secretary)	Colleague; paper admission application - Access Student Profile (SPRO) form for applicant to change Non-Degree academic program status to 'Changed Mind' (C).	Student profile (SPRO) updated.
28) If the applicant is applying for a second degree or major or is a non-degree student changing to a degree program, add the new program to the student record (SPRO, SACP)	Admissions Staff (Sr. Secretary)	Colleague; paper admission application - Confirm that the student is seeking a second degree or is changing from non-degree to a degree program. - Add the new program to the student record, using SPRO and SACP.	Student academic program updated.
29) Upon updating all demographic and program information, write applicant ID number on front of application.	Admissions Staff (Sr. Secretary)	Colleague, paper applications - Write the Colleague Applicant ID number on the front of the admission application.	Paper application updated with Colleague ID number.
30) File applications in storage bin.	Admissions Staff (Sr. Secretary)	Paper Applications - File paper applications in storage bin to be shredded at the end of the designated retention period.	Paper applications filed.

Next Step:

- 1) AD-03-004 Generate Applicant Acceptance Letters, or
- 2) AD-03-005 Process Transfer Applications

Process: Generate Applicant Acceptance Letters (AD-03-004)

The following process flow depicts the steps that occur for Applicants: Generate Applicant Acceptance Letters (AD-03-004). The 'Generate Applicant Acceptance Letters' process comprises steps needed to generate acceptance letters for applicants after the application has been reviewed and the applicant accepted for admission to the College. The process begins with the input of an appropriate document code necessary to assign the acceptance letter to an applicant and continues through the generation and mailing of letters and deletion of application batch created in the application import process.



Description: Generate Applicant Acceptance Letters (AD-03-004)

The following narrative table corresponds to the process flow depicting the steps that occur for the process of *Generate Applicant Acceptance Letters (AD-03-004)* at Bergen Community College.

Previous Step:

- 1) AD-03-001 Create Applicant Records (Online), or
- 2) AD-03-002 Create Applicant Records (Paper)

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Input document codes to generate acceptance letters (PCB).	Department Coordinator	Colleague - Input document codes ADCOLTR and ADNDLTR to select the appropriate letter request records for processing, using Process Correspondence Batch (PCB).	Appropriate letter request codes input on PCB.
2) Run Mail Merge Process	Department Coordinator	Colleague - Run the Colleague Mail Merge process to merge applicant data into merge document, using Document Merge Processing (DMP). - Input the following information:	Generated acceptance letters to admitted students.

		<ul style="list-style-type: none"> ○ Document Name ○ Document Type ○ Merge File ○ Communication Codes 	
3) Print Acceptance letters.	Department Coordinator	Colleague, printer - Input command to print letter	Acceptance letters printed.
4) Verify Academic Program does not include Health Professions.	Department Coordinator	Printed acceptance letters - Review printed acceptance letters to confirm that none include admission to Health Professions programs.	Printed acceptance letters reviewed for appropriate academic programs.
5) Verify email address on acceptance letter is correct.	Department Coordinator	Printed acceptance letters - Review printed acceptance letters to confirm that applicants' email addresses displayed in letter are correct, with 'studentname@me.bergen.edu'.	Printed acceptance letters reviewed for accurate email address.
6) Is email address correct?	Department Coordinator	Printed acceptance letters - Determine if email address included in acceptance letter is correct, with the '...@me.bergen.edu' email address.	
7) If email address is incorrect, reassign code to generate a new letter (IPC).	Department Coordinator	Printed acceptance letters - Confirm email address is incorrect. - Reassign ADCOLTR letter code to generate new acceptance letter. - Return to Step 1 to input codes to regenerate letters.	Letter code reassigned to generate correct letter.
8) If the email address is correct, mail acceptance letters to admitted applicants.	Department Coordinator	Printed acceptance letters - Mail acceptance letters to applicants.	Acceptance letters mailed to applicants.

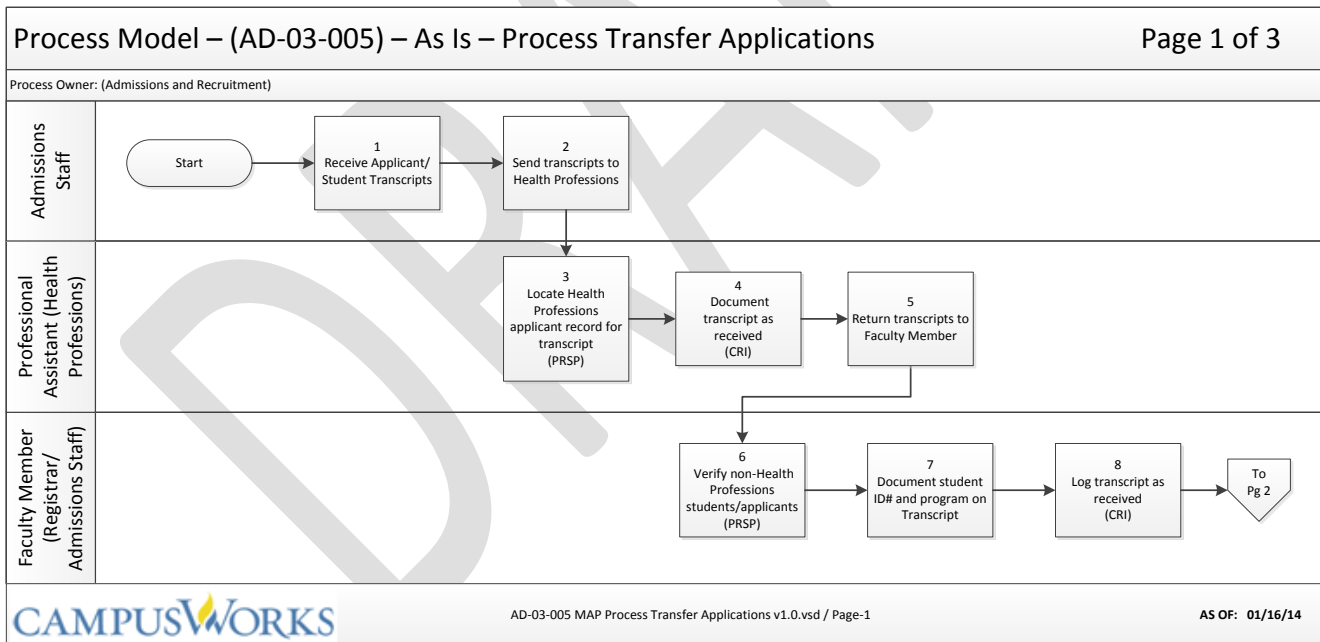
9) Delete Applicant import batch (EPRG).	Department Coordinator	Colleague - Purge an ELF batch, and the associated records in the intermediate files. - Generate batch purge report.	ELF batch deleted.
10) Delete processed applicant batch from FTP file.	Department Coordinator	Cute FTP - Execute the Cute FTP process to delete batch Applicants.	Applicants' batch deleted from FTP.

Next Step:

- 1) Advisement, or
- 2) Registration

Process: Process Transfer Applications (AD-03-005)

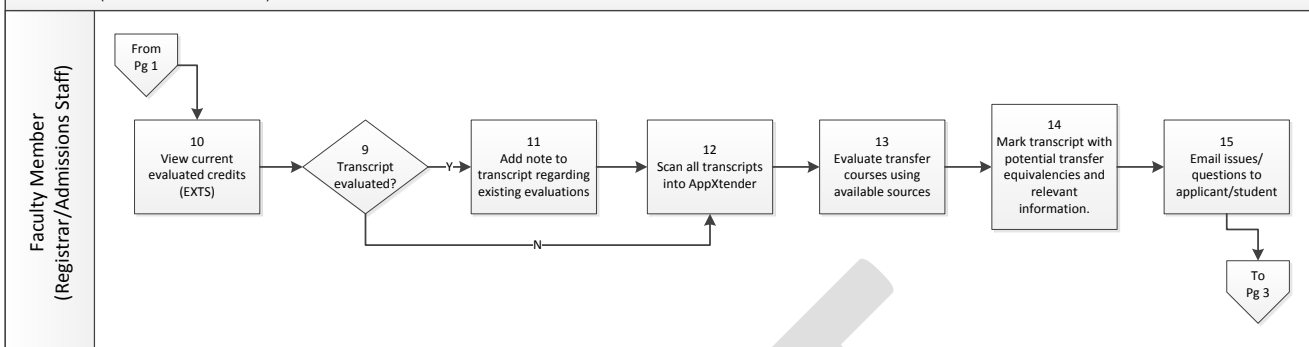
The following process flow depicts the steps that occur for Applicants: Process Transfer Applications (AD-03-005). The 'Process Transfer Applications' process comprises actions taken to review and evaluate transcripts received for students transferring to Bergen Community College from other institutions.



Process Model – (AD-03-005) – As Is – Process Transfer Applications

Page 1 of 3

Process Owner: (Admissions and Recruitment)



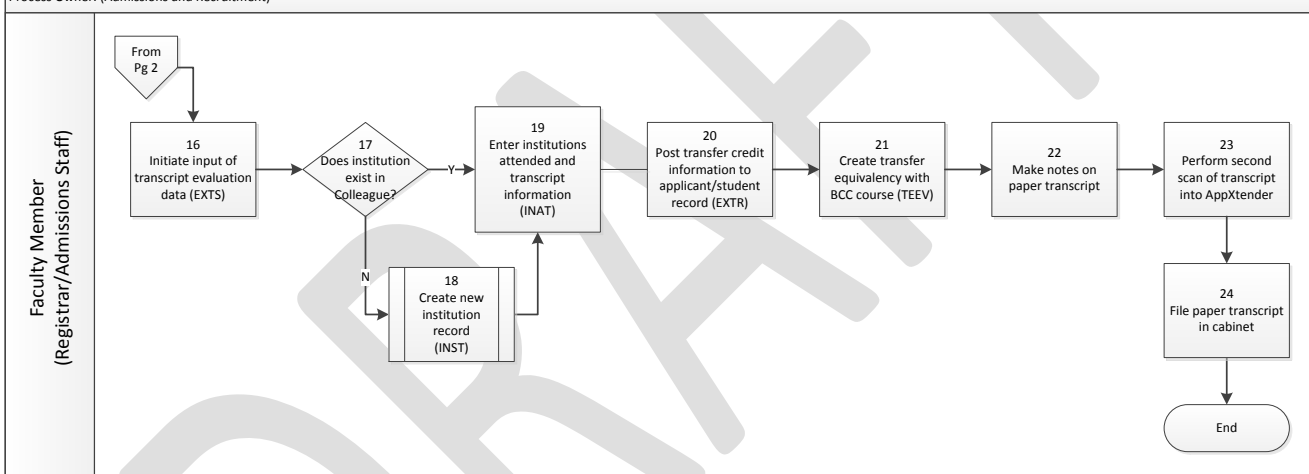
AD-03-005 MAP Process Transfer Applications v1.0.vsd / Page-1

AS OF: 01/16/14

Process Model – (AD-03-005) – As Is – Process Transfer Applications

Page 1 of 3

Process Owner: (Admissions and Recruitment)



AD-03-005 MAP Process Transfer Applications v1.0.vsd / Page-1

AS OF: 01/16/14

Description: Process Transfer Applications (AD-03-005)

The following narrative table corresponds to the process flow depicting the steps that occur for the process to *Process Transfer Applications (AD-03-005)* at Bergen Community College.

Previous Step:

- 1) AD-03-001 Create Applicant Records (Online), or
- 2) AD-03-002 Create Applicant Records (Paper)

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive Applicant/Student Transcripts.	Admissions Staff	External transcripts - Receive academic HS or College transcripts. - Stamp as received.	Transcripts received.

2) Send transcripts to Health Professions.	Admissions Staff	External transcripts - Send Academic HS or College transcripts to Health Professions office for review.	Transcripts sent to Health Professions.
3) Locate Health Professions applicant record for transcript (PRSP).	Professional Assistant (Health Professions)	Colleague, External transcript - Using established look-up procedures, locate Health Professions applicant record for transcript, on PRSP form.	Health Professions applicant record located in Colleague.
4) Document transcript as received (CRI).	Professional Assistant (Health Professions)	Colleague, External transcript - Update transcript received on Correspondence Request Items (CRI).	Updated CRI form in Colleague.
5) Return transcripts to Faculty Member	Professional Assistant (Health Professions)	Colleague, External transcript - Return transcripts to Faculty Member for further processing.	Transcripts returned to faculty member.
6) Verify all non-Health Professions applicants/students (PRSP).	Faculty Member (Registrar/Admissions Staff)	Colleague, External transcript - Locate applicant/student record for transcript on PRSP, using established look-up procedures.	Applicant/Student record located in Colleague.
7) Document Student ID# and program on transcript.	Faculty Member (Registrar/Admissions Staff)	Colleague, Transcript - Write Student/Applicant ID# on transcript - Write academic program on transcript	Applicant ID# and Academic Program of Interest written on Transcript.
8) Log transcript as received (CRI).	Faculty Member (Registrar/Admissions Staff)	Colleague, transcript - Input code ACLOTM to identify transcript as received on CRI.	Updated CRI form in Colleague.
9) View current evaluated credits (EXTS).	Faculty Member (Registrar/Admissions Staff)	Colleague, transcript - View external transfer credits and detailed information (EXTS)	

		- Detail to Institutions Attended to view GPA Credits and GPA	
10) Has transcript been evaluated?	Faculty Member (Registrar/Admissions Staff)	Colleague, transcript - Determine if transcript has been previously evaluated.	
11) Add note to transcripts regarding existing evaluations.	Faculty Member (Registrar/Admissions Staff)	Transcripts - Add notes to transcript regarding previous evaluations completed, such as: <ul style="list-style-type: none"> ○ Duplicate transcript ○ Additional School ○ Transcript from other schools 	Notes added to transcript.
12) Scan all transcripts into AppXtender	Faculty Member (Registrar/Admissions Staff)	AppXtender, transcripts - Scan all transcripts, including Health Professions, into AppXtender - File per established practice.	Transcripts scanned into AppXtender.
13) Evaluate transfer courses using available sources.	Faculty Member (Registrar/Admissions Staff)	Transcripts - Manually evaluate transfer courses not previously evaluated to determine appropriate transfer credits, using available sources: <ul style="list-style-type: none"> ○ Internet ○ Deans ○ Department Chairs ○ NJ Transfer 	Transfer courses evaluated.
14) Mark transcript with potential transfer equivalencies and relevant information.	Faculty Member (Registrar/Admissions Staff)	Transcripts - Mark transcript with potential transfer equivalencies as determine from manual evaluation process, and any further relevant information.	External transcript updated.

15) Email issues/questions to applicant/student.	Faculty Member (Registrar/Admissions Staff)	Email; transcripts - Follow-up with applicant/student to gather additional information regarding potential course equivalencies or other issues, such as: ○ course syllabus ○ conflict of major	Questions emailed to applicant/student.
16) Initiate input of transcript evaluation data (EXTS).	Faculty Member (Registrar/Admissions Staff)	Colleague, transcripts - Begin input of transcript evaluation data, using EXTS	Transcript evaluation input started.
17) Does institution exist in Colleague?	Faculty Member (Registrar/Admissions Staff)	Colleague, transcripts - Perform institution look-up, using established look-up procedures. - Determine if institution exists in Colleague.	
18) If the institution does not exist, create new Institution record (INST).	Faculty Member (Registrar/Admissions Staff)	Colleague, transcript - Confirm that institution does not exist in Colleague. - Add new institution (HS, College, University), adding the following data elements: ○ Academic Calendar ○ Funded by ○ Credits Conversion ○ Institution Type ○ CEEB Code ○ Contacts	Institution record created in Colleague.
19) Enter institutions attended and transcript information (INAT).	Faculty Member (Registrar/Admissions Staff)	Colleague, transcripts - Update institution attended and external transcript information using INAT, including: ○ Transcript type ○ Date received ○ Status ○ Years attended ○ Start/End dates ○ Academic credentials received	INAT form updated in Colleague.

20) Post transfer credit information to applicant/student record (EXTR).	Faculty Member (Registrar/Admissions Staff)	Colleague, transcripts - Update applicant/student external transfer credits and courses, using EXTR, including the following information: ○ Transfer credits ○ Course title ○ Term ○ Course name ○ Credits ○ Grade	EXTR form updated in Colleague.
21) Create transfer equivalency with BCC course (TEEV).	Faculty Member (Registrar/Admissions Staff)	Colleague, transcripts - Equate transfer courses and credits with internal courses and credits, using equivalency information determined in manual evaluation during Step 13, on TEEV.	TEEV form updated in Colleague.
22) Make notes on paper transcript.	Faculty Member (Registrar/Admissions Staff)	Transcript - Write notes on transcript of work performed.	Handwritten notes placed on transcript.
23) Perform second scan of transcript into AppXtender.	Faculty Member (Registrar/Admissions Staff)	AppXtender, transcript - Scan transcript with updated notes into AppXtender.	Updated transcript scanned to AppXtender.
24) File paper transcript in cabinet.	Faculty Member (Registrar/Admissions Staff)	Transcript, file cabinet - File completed transcript in file cabinet.	Completed paper transcript filed in cabinet.

Next Step:

- 1) Student Registration

Process Recommendations – Applicants (AD-03)

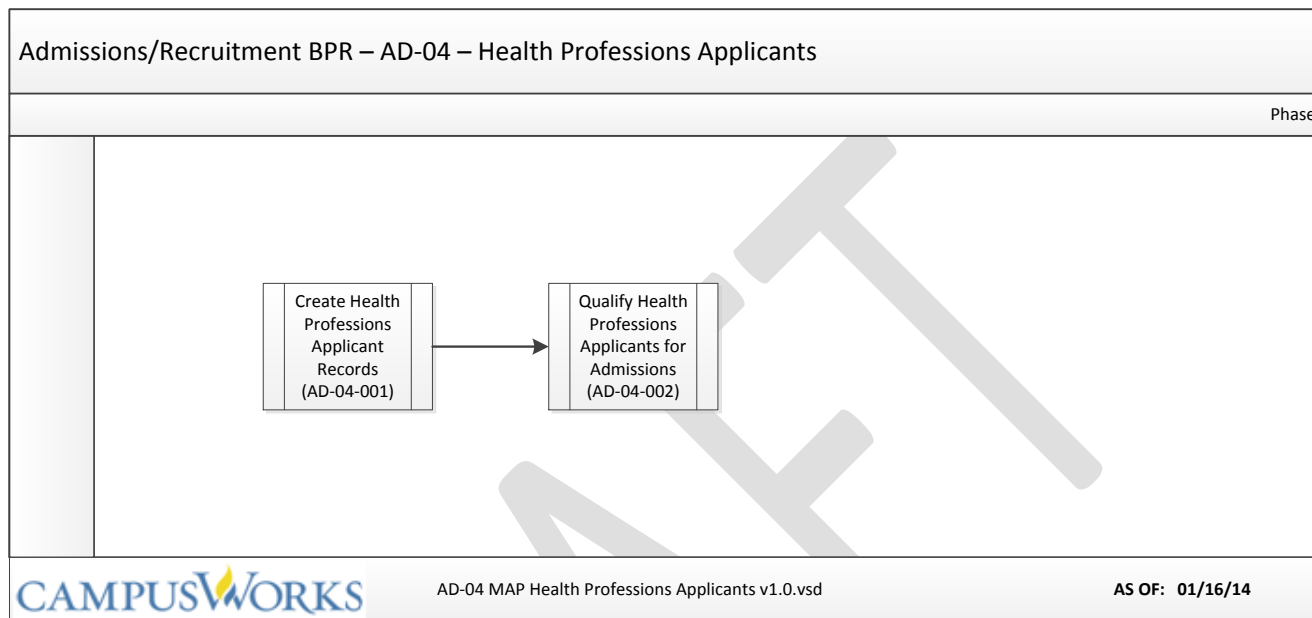
- 1) Unclear why prospects are imported to Colleague and not managed through ActiveAdmissions. Data is not used for further communication with prospect, which should be handled through ActiveAdmissions and is not used to for key enrollment funnel reporting.
- 2) Obtain refresher training for records import and duplicate checking to increase understanding of overall process and shorten processing time, particularly in validating address information.
- 3) Develop standard entry practices for applicant look-up and application entry and enforce practice of standards. Develop edit reports to ensure proper entry of critical data elements (name, address, SSN, birthdate, special services codes), and review regularly to correct errors or follow-up on missing information as quickly as possible to ensure accurate records for processes downstream of Admissions.

- 4) Evaluate need to input temporary, place-holder social security numbers, as this creates problems in processes downstream from Admissions. If required for other reporting needs (i.e., state reporting), place temporary SSN in 'Alt-ID' field with ID type of 'temporary SSN' and revise state reporting extract to use this field when SSN is blank.
 - a. Evaluate options for encouraging applicant to provide SSN at time of application, such as information indicating SSN is required if applying for financial aid or filing for tuition tax credit.
- 5) Develop a streamlined process flow and record creation standards for recording receipt of transcripts. Currently, transcripts are routed to several individuals before Colleague updated with transcript receipt, and scanned multiple times in the process. Receipt of transcript should be entered as soon as transcripts are received in Admissions and Recruitment Office. This would provide data to be used in admission tracking rules to update requested items as received and to update application status as 'ready to review' if complete.
 - a. Include scanning of transcripts upon receipt to ensure against a copy being lost or misplaced before review.
- 6) Develop a communications process flow for communication streams applicants through enrollment process.
 - a. Investigate the use of admissions tracking rules to automate assignment of communication codes for decision letters, requested items.
 - b. Evaluate the need for communication codes to be year-driven.
- 7) Leverage investment in AppXtender through implementation of enhanced services such as linking documents to specific Colleague forms for easier access by users (i.e., scanned transcripts linked to transcript evaluation and/or institutions attended forms).
- 8) Identify specific reports needed within Health Professions and, in collaboration with Reporting staff in Information Technology, develop specifications and expected delivery of identified reports.

Core Process: Health Professions Applicants AD-04

The Bergen Community College core process of “Health Professions Applicants” comprises actions taken to review, evaluate and qualify applicants who have submitted an application to a Health Profession program.

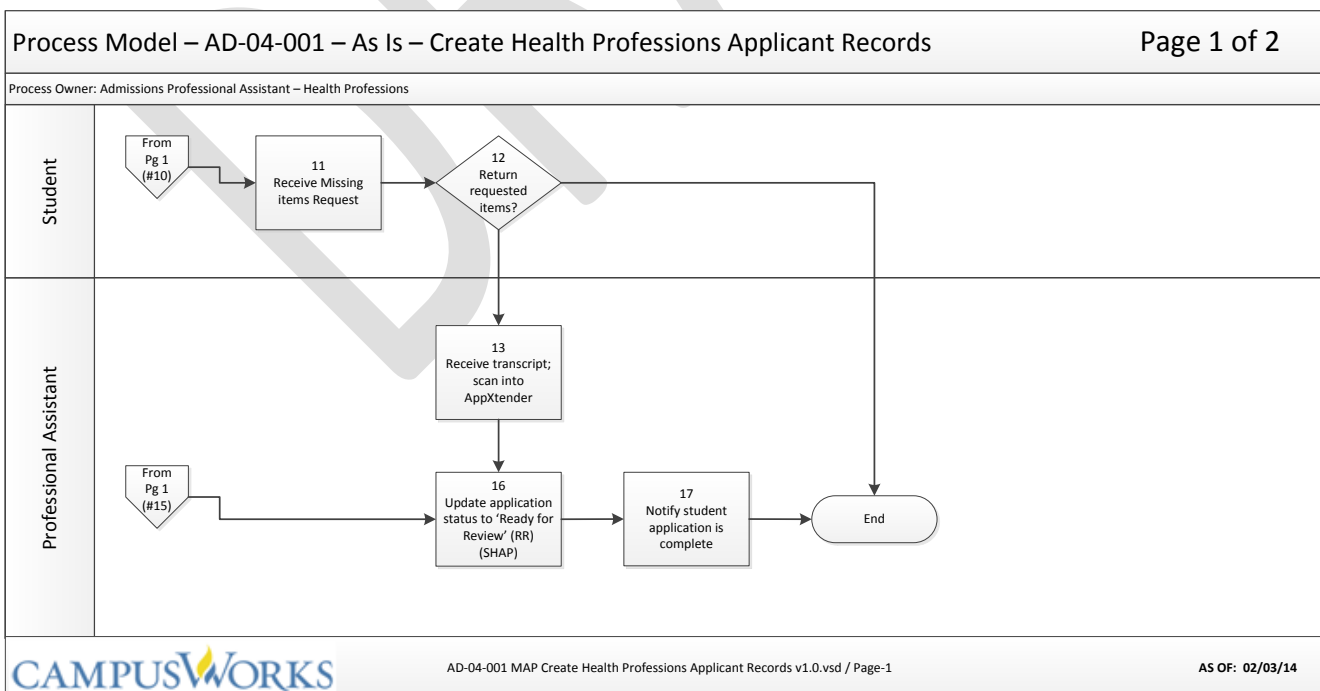
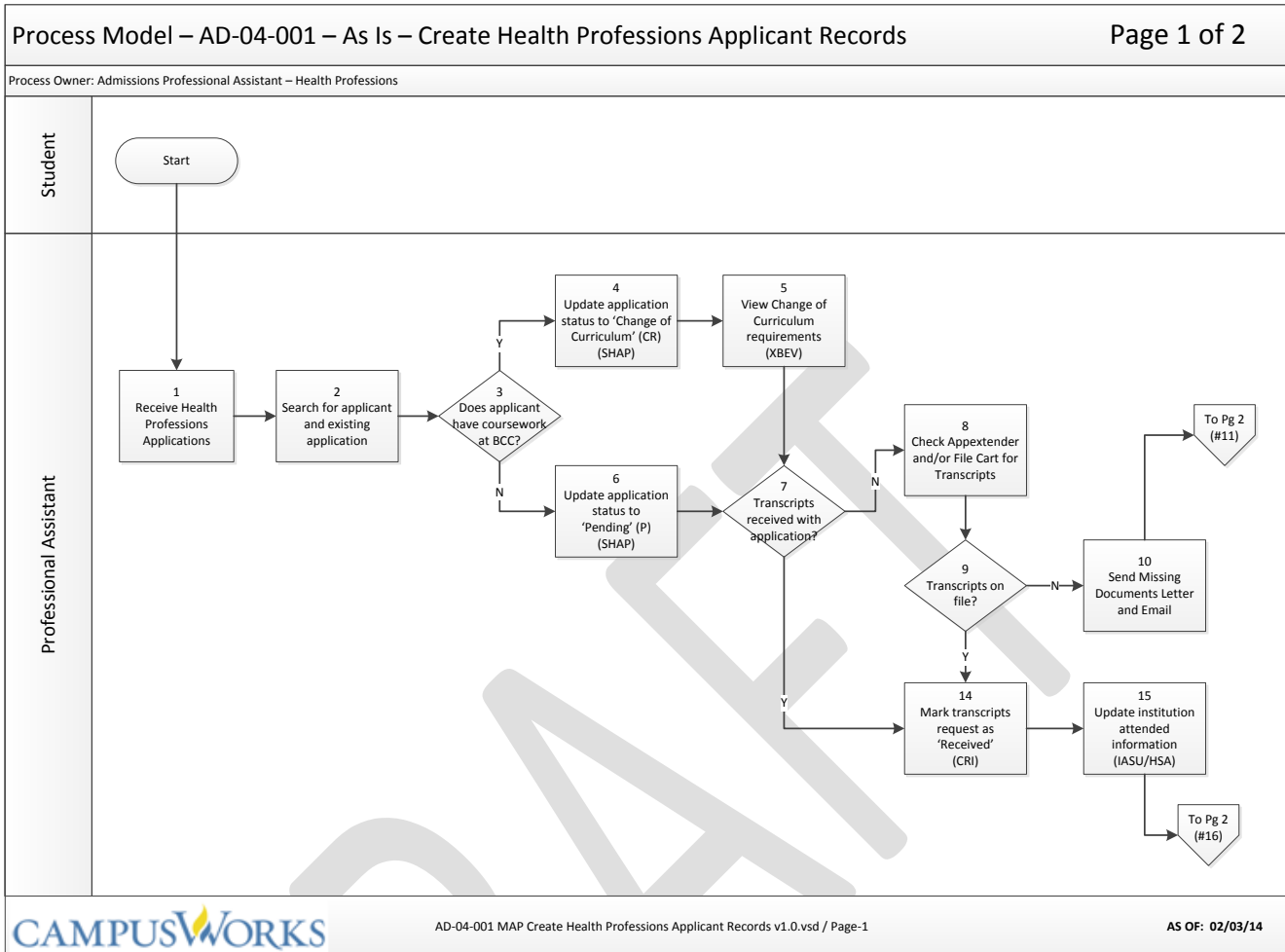
The Health Professions Applicants process review at Bergen Community College consists of two sub-processes: Create Health Professions Applicant Records and Qualify Health Professions Applicants for Admission.



The following workflows and definitions describe the Health Professions Applicants processes for *Create Health Professions Applicant Records (AD-04-001)* and *Qualify Health Professions Applicants for Admissions (AD-04-002)* currently used at Bergen Community College.

Process: Create Health Professions Applicant Records (AD-04-001)

The following process flow depicts the steps that occur for Health Professions Applicants: Create Health Professions Applicant Records (AD-04-001). The ‘Create Health Professions Applicant Records’ process encompasses the steps taken following receipt of an application for admission to one of the Health Professions academic programs at Bergen Community College, to create an application record and request missing required application materials.



Description: Create Health Professions Applicant Records (AD-04-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process to *Create Health Professions Applicant Records (AD-04-001)* at Bergen Community College.

Previous Step:

- 1) Create Prospect/Applicant Records (Online) - (AD-03-001) or
- 2) Create Applicant Records (Paper) – (AD-03-002)

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive Health Professions Applications.	Professional Assistant	List of Applicants or the Paper Applications; - Receive paper applications for admission or list of applicants submitted electronically.	Health Professions applications received.
2) Search for applicant and existing application.	Professional Assistant	Colleague - Perform applicant look-up on the Prospect (PRSP) form, using established look-up procedures.	Application record found.
3) Does applicant have coursework at BCC?	Professional Assistant	Colleague - Determine if applicant is currently registered for and/or has completed coursework at BCC in another academic program.	
4) If applicant is currently enrolled or has completed coursework, update application status to 'Change of Curriculum' (CR) (SHAP)	Professional Assistant	Colleague - Confirm applicant is a current or past BCC student. - Update application status to 'Change of Curriculum' (CR) on SHAP form.	Application status updated.
5) View Change of Curriculum requirements (XBEV)	Professional Assistant	Colleague - View detailed report of Change of Curriculum requirements.	Degree audit evaluations produced.
6) If applicant does not have pending or completed coursework, update Application Status to	Professional Assistant	Colleague - Change application status on the Prospect (PRSP) form.	Application status updated.

"Pending" (P) on (SHAP)			
7) Transcripts Received with application?	Professional Assistant	List of applicants or paper applications; - Determine if transcript was received with admissions application.	
8) Check AppXtender and/or File Cart for Transcripts.	Professional Assistant	AppXtender; file cart; - Search AppXtender and file cart for applicant transcripts that may have been received prior to receipt of application.	Search for transcripts completed.
9) Transcripts on file?	Professional Assistant	AppXtender and/or File Cart; - Determine if transcripts were received prior to the application.	
10) If transcripts have not been received, send Missing Documents Letter and Email.	Professional Assistant	Colleague - Create formal letter to applicant using the Document Merge Processing (DMP) form to request missing items required for the applicant to complete the Health Professions application. - Items might include: applicant name, date of birth, SSN or Alien#, full address, high school and/or college transcripts and academic program of interest.	Missing Items letter sent.
11) Receive Missing items Request.	Student	Missing Items letter, email - Receive letter detailing missing items required to complete the Health Professions application.	Missing Items letter received.
12) Return requested Items?	Student	Missing Items letter, email - Determine whether to complete admissions application.	
13) Receive Transcript; scan into AppXtender.	Professional Assistant	Transcripts; AppXtender - Receive requested transcripts from applicant.	Transcript received and scanned.

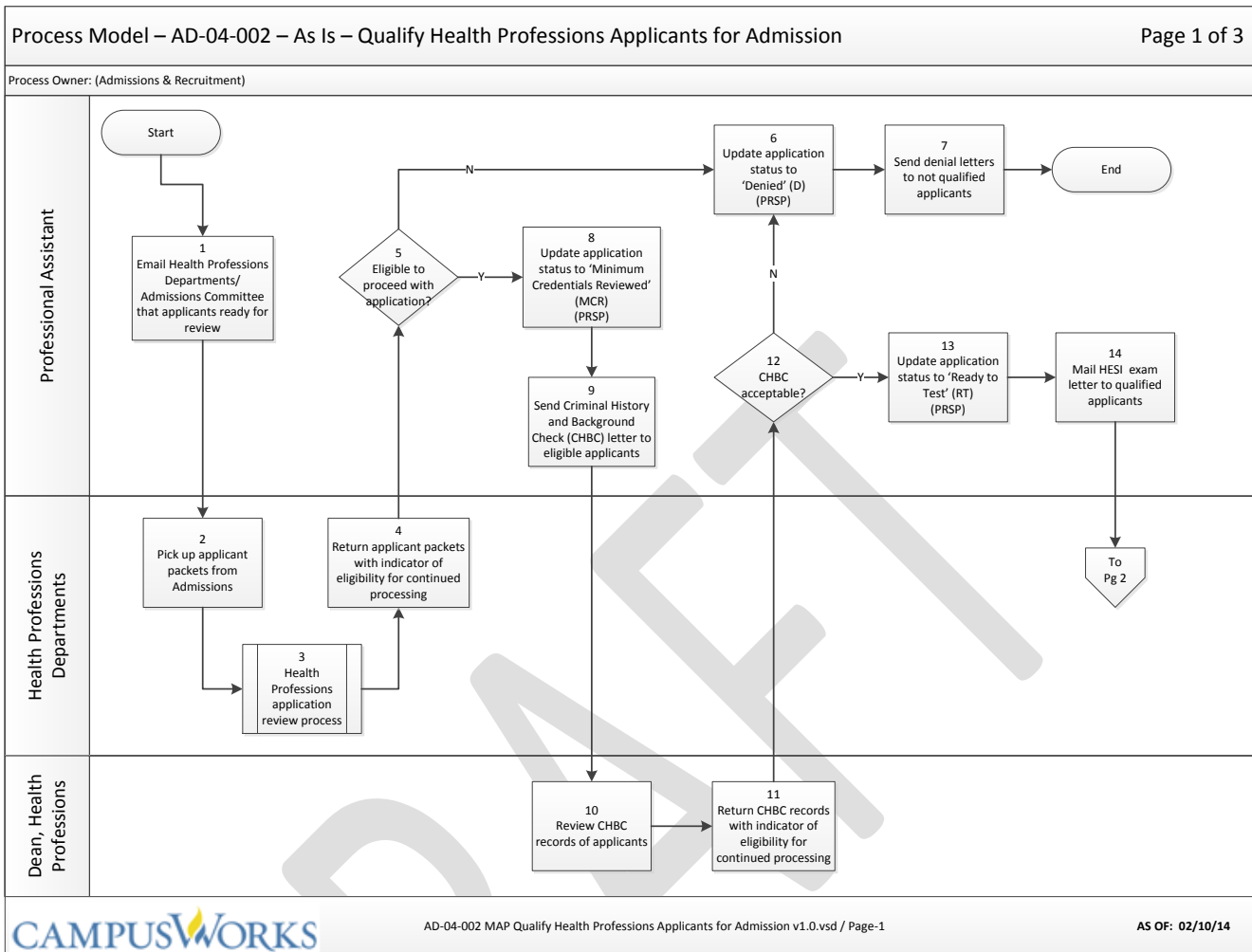
		<ul style="list-style-type: none"> - Verify applicant transcript matches Colleague ID and contains the required applicant course information for admission. - Scan transcript into AppXtender. 	
14) Mark transcripts request as 'Received' (CRI).	Professional Assistant	Colleague <ul style="list-style-type: none"> - Enter applicant name, Colleague ID or SSN on Communication Code Entry (CRI) to mark and update the record to identify that transcript has been received. 	Transcript marked as "Received."
15) Update institution attended information (IASU/HSA).	Professional Assistant	Colleague <ul style="list-style-type: none"> - Enter school and transcript information on Institutions Attended forms INAT/HSA (College or HS) including transcript type, date received, and status. 	Colleague INAT/HSA forms updated.
16) Update Application Status to "Ready for Review" (RR) (SHAP).	Professional Assistant	Colleague <ul style="list-style-type: none"> - Update application status on SHAP form to 'Ready for Review' (RR). 	Application status updated.
17) Notify student application is complete.	Professional Assistant	Formal Letter/Mail; <ul style="list-style-type: none"> - Send letter to applicant that application is ready for review by Health Professions Admissions Committee. 	Student notified.

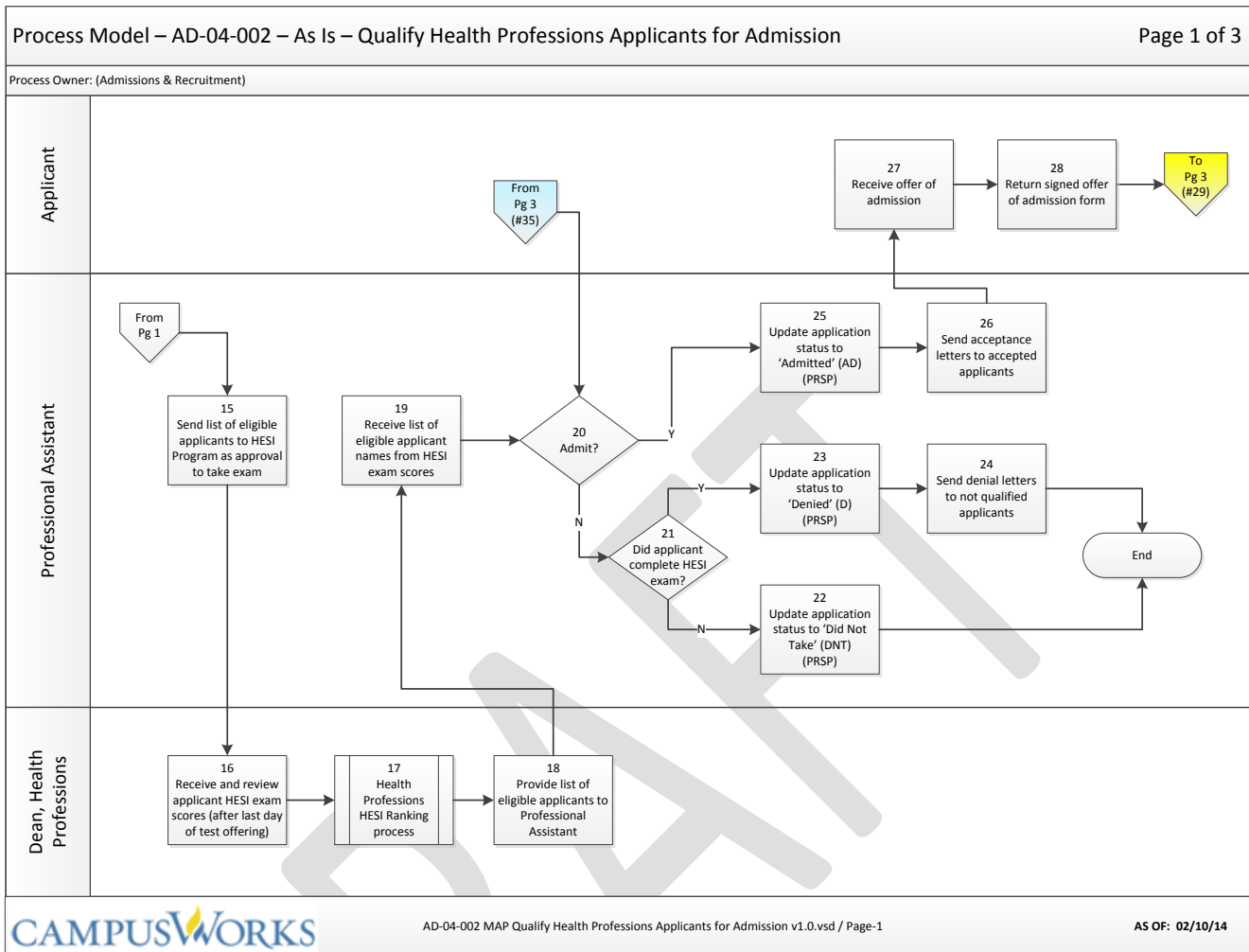
Next Step:

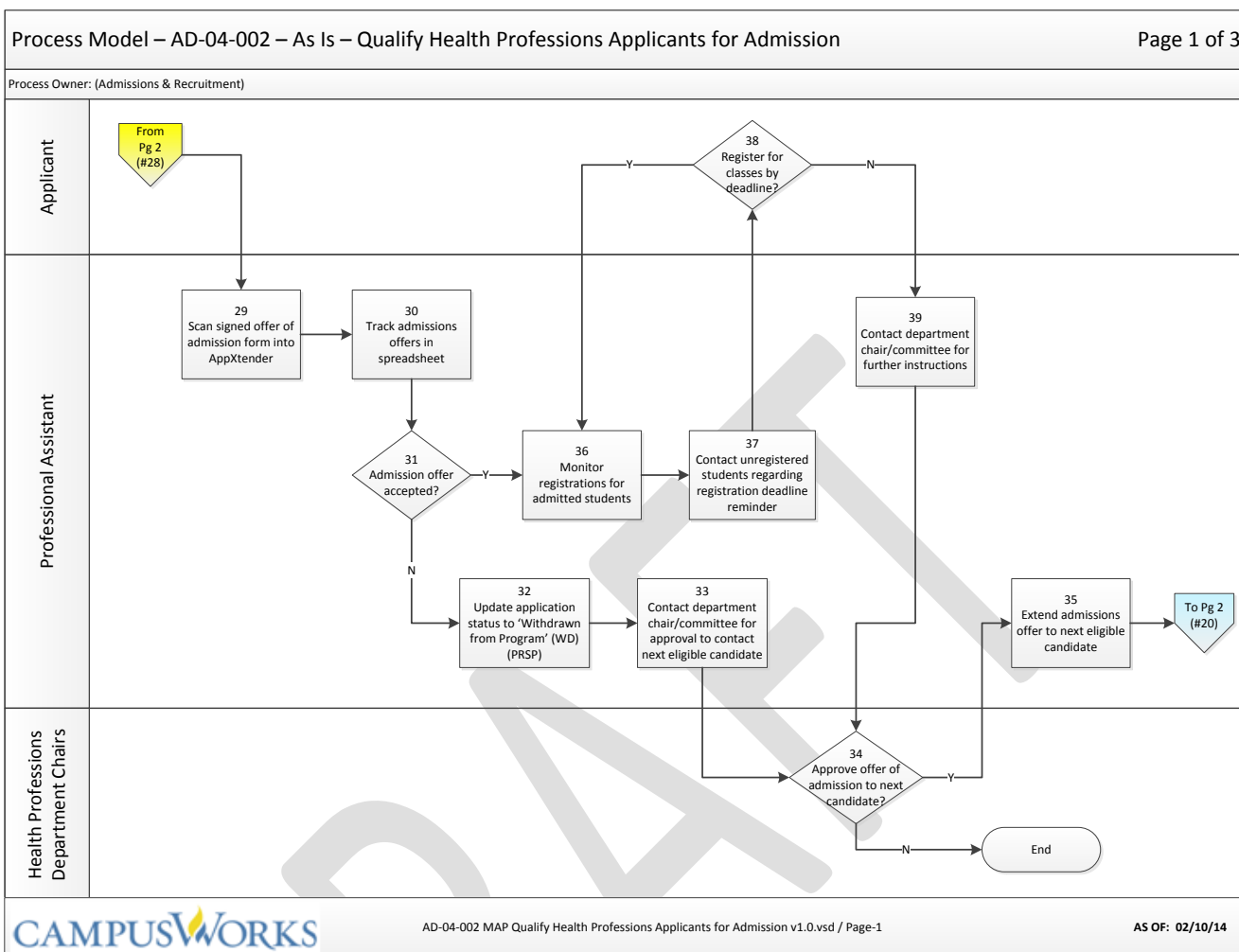
- 1) AD-04-002 Qualify Health Professions Applicants for Admissions

Process: Qualify Health Professions Applicants for Admission (AD-04-002)

The following process flow depicts the steps that occur for Health Professions Applicants: Qualify Health Professions Applicants for Admission (AD-04-002). The 'Qualify Health Professions Applicants for Admission' process begins incorporates the steps taken to review, evaluate and notify Health Professions applicants of the status of their admission to desired programs.







Description: Qualify Health Professions Applicants for Admission (AD-04-002)

The following narrative table corresponds to the process flow depicting the steps that occur in the *Qualify Health Professions Applicants for Admission* process (AD-04-002) at Bergen Community College.

Previous Step:

- AD-04-001 Create Health Professions Applicants Records.

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Email Health Professions Departments/Admissions Committee that applicants ready for review.	Professional Assistant	Email - Send email to members of the admissions committee (by department) that applicants are ready to be reviewed for admission.	Email sent.
2) Pick up applicant packets from Admissions.	Health Professions	Application packets - Retrieve applicant	Applicant packets received.

	Departments	packets including application and transcripts from Admissions.	
3) Follow established processes to review Health Professions applications.	Health Professions Departments	Application packets - Follow established committee/department processes to evaluate applications and determine eligibility for admission to program.	
4) Return applicant packets with indicator of eligibility for continued processing.	Health Professions Departments	Application packets - Return applicant packets to Admissions along with indication which applications are eligible to proceed in the application process.	Applicant packets returned.
5) Eligible to proceed with application?	Professional Assistant	Application packets - Determine if applicant is eligible to proceed with application process.	
6) If the applicant was not selected to continue in the application process, update application status to 'Denied' (D) (PRSP).	Professional Assistant	Colleague; application packets - Confirm applicant was not selected by committee to continue with application process. - Update application status to 'Denied' (D) on Prospect Summary (PRSP) form.	Application status updated.
7) Send denial letters to not qualified applicants.	Professional Assistant	Colleague - Update applicant correspondence code on Individual Pending Correspondence (IPC) form. - Send denial letters to denied applicants.	Denial letters sent.
8) If the applicant was selected to continue in the application process, update application status to 'Minimum Credentials Reviewed' (MCR) (PRSP).	Professional Assistant	Colleague; application packets - Confirm applicant was selected by committee to continue with application process. - Update application	Application status updated.

		status to 'Minimal Credentials Reviewed' (MCR) on Prospect Summary (PRSP) form.	
9) Send Criminal History and Background Check (CHBC) letter to eligible applicants.	Professional Assistant	Colleague; application packets - Send letter to inform eligible applicants of requirement for successful completion of criminal history and background check.	Criminal History and Background Check (CHBC) letter sent.
10) Review CHBC records of applicants.	Dean, Health Professions	CHBC records - Review results of CHBC records to determine applicant's eligibility to proceed with the application process.	CHBC records reviewed.
11) Return CHBC records with indicator of eligibility for continued processing.	Dean, Health Professions	CHBC records - Return CHBC records with indicator of applicant's eligibility for continued processing.	CHBC records returned.
12) CHBC acceptable?	Professional Assistant	CHBC results - Determine if applicant's CHBC was deemed acceptable to continue in application process. - If CHBC was deemed not acceptable by Dean, proceed to Step 6.	
13) If CHBC is acceptable, update application status to 'Ready to Test' (RT) (PRSP).	Professional Assistant	Colleague - Confirm applicant's CHBC is acceptable and can proceed with application process. - Update applicant status to 'Ready to Test' (RT) on Prospect Summary (PRSP) form.	Application status updated.
14) Mail HESI exam letter to qualified applicants.	Professional Assistant	Colleague; CHBC results - Send Health and Environmental Science Institute (HESI) letter to inform eligible applicants of required HESI admission assessment	HESI letter mailed.

		exam.	
15) Send list of eligible applicants to HESI Program as approval to take exam.	Professional Assistant	Email; HESI Exam list - Send list of the names of applicants who are approved to take the HESI exam to exam administration service.	List of eligible applicants sent to HESI program.
16) Receive and review applicant HESI exam scores (after last day of test offering).	Dean, Health Professions	HESI exam results - Receive applicant HESI exam scores testing service. - Review scores for acceptability.	Applicant HESI exam scores received and reviewed.
17) Follow established processes to rank Health Professions HESI scores.	Dean, Health Professions	HESI exam results - Follow established process to rank applicant test scores to determine order of possible admissions offers by department.	HESI applicant scores ranked.
18) Provide list of eligible applicants to Professional Assistant.	Dean, Health Professions	List of ranked HESI results - Send ranked list of applicants based on HESI exam scores are eligible for admission.	List of eligible applicants sent.
19) Receive list of eligible applicant names from HESI exam scores.	Professional Assistant	List of ranked HESI results - Receive list of eligible applicants for admission.	List of eligible applicants received.
20) Has the applicant been selected for admission?	Professional Assistant	List of ranked HESI results - Determine applicant's eligibility for admission based on HESI ranking list.	
21) If the applicant is not admissible, did applicant complete HESI exam?	Professional Assistant	List of ranked HESI results - Determine if applicant took the HESI exam.	
22) If the applicant did not complete the HESI exam, update application status to 'Did Not Take' (DNT) (PRSP).		Colleague; List of ranked HESI results - Confirm applicant did not take the HESI exam. - Update application status to 'Did Not Take' (DNT) on Prospect Summary (PRSP) form.	Application status updated.
23) If the applicant completed the HESI exam but is not admissions, update	Professional Assistant	Colleague; List of ranked HESI results - Confirm applicant does	Application status updated.

application status to 'Denied' (D) (PRSP).		not have required credentials to proceed with application process. - Update application status to 'Denied' (D) on Prospect Summary (PRSP) form.	
24) Send denial letters to not qualified applicants.	Professional Assistant	Colleague; - Update applicant correspondence code on Individual Pending Correspondence (IPC) form. - Send denial letters to denied applicants.	Denial letters sent.
25) If the applicant is admissible, update application status to 'Admitted' (AD) (PRSP).	Professional Assistant	Colleague; List of ranked HESI results - Confirm applicant has required credentials to be admitted to Health Professions program. - Update application status to 'Admitted' (AD) on Prospect Summary (PRSP) form.	Application status updated.
26) Send acceptance letters to accepted applicants.	Professional Assistant	Colleague - Update applicant correspondence code on Individual Pending Correspondence (IPC) form. - Send acceptance letters and offers of admission to admitted applicants. - Accepted applicant must return of signed offer of admission or offer of admission will be forfeited. If offer of admission refused, applicant will be eligible to submit new application in next application period.	Acceptance letters and offers of admission sent.
27) Receive offer of admission.	Applicant	Admission offer letter - Read and review offer of admission. - Determine whether to	Acceptance letter and admission offer received.

		accept offer of admission.	
28) Return signed offer of admission form.	Applicant	Signed admission offer form - Send signed offer of admission letter to Bergen Office of Admissions, indicating acceptance or rejection of admission offer.	Signed admission offer returned.
29) Scan signed offer of admission form into App Xtender.	Professional Assistant	Signed admission offer form; App Xtender - Scan signed admission offer letter into App Xtender.	Signed admission offer letter scanned into App Xtender.
30) Track accepted admissions offers in spreadsheet.	Professional Assistant	Excel spreadsheet; Admissions Offers - Update admissions offers and acceptances by applicant name and academic program into spreadsheet.	Offers of admission tracked.
31) Admissions offer accepted?	Professional Assistant	Signed admission offer form - Determine if applicant accepted offer of admission.	
32) If admission offer was not accepted, update application status to 'Withdrawn from Program' (WD) (PRSP).	Professional Assistant	Colleague; signed admission offer form - Confirm applicant has refused offer of admission and is withdrawing from admission consideration for the upcoming term. - Update application status to 'Withdrawn from Program' (WD) on Prospect Summary (PRSP) form.	Application Status updated.
33) Contact department chair/committee for approval to contact next eligible candidate.	Professional Assistant	Rejected admission offer form; admission offers spreadsheet - Call department chair/committee member(s) to gain approval to extend offer of admission to	Department chair/committee contacted.

		next eligible applicant.	
34) Approve offer of admission to next candidate?	Health Professions Departments	Admission offers spreadsheet - Determine if offer of admission can be extended to next candidate. - If additional offers of admission cannot be extended due to lack of qualified candidates or immediacy of semester start, process ends.	
35) Extend admissions offer to next eligible candidate.	Professional Assistant	Admission offers spreadsheet - Contact denied applicant to confirm interest in admission to program. - Request student send email confirming acceptance of offer followed by return of signed offer letter immediately upon receipt or offer of admission will be forfeited. - Return to Step 20 to update application status and send offer of admission.	Admission offered.
36) Monitor registrations for admitted students.	Professional Assistant	Colleague - Review admitted students to determine if they have registered for the upcoming term. - If admitted students are not registered for upcoming term, contact students by phone to remind them of registration deadline.	Registration activity for admitted students monitored.
37) Contact unregistered students regarding registration deadline reminder.	Professional Assistant	Admission offers spreadsheet; phone - Phone admitted students not yet registered to remind them of registration	Student contacted.

		deadline for upcoming term.	
38) Register for classes by deadline?	Applicant	<p>Phone</p> <ul style="list-style-type: none"> - Determine if registration will be completed by deadline. - If registration is completed by deadline, monitoring will continue by Professional Assistant through program registration deadline to ensure program enrollment remains at desired level. 	
39) Contact department chair/committee for further instructions.	Professional Assistant	<p>Admission offers spreadsheet; phone</p> <ul style="list-style-type: none"> - Call department chair/committee to notify them of the registration statuses of the admitted students. - Receive further instructions regarding possible program openings. Return to Step 34. 	Department chair/committee contacted.

Next Step:

1) Registration Process.

Process Recommendations – Health Professions Applicants (AD-04)

- 1) Develop formal recruitment process for Health Professions programs, to capture and follow up on information received during monthly information sessions, particularly in programs that have difficulty filling available seats.
- 2) Revise application entry and review processes for easier management of applications, including changes of curriculum, through the use of delivered automation functionality.
 - a. Leverage the capability of communications management by developing communication streams with appropriate information requests and reminders, and triggers to initiate follow-up actions after receipt of information or admission decisions.
 - b. Leverage the use of admission tracking rules or communications management follow-up actions to assist with automating updates to application status for applicants as they move through the admissions process.
 - c. Incorporate prerequisite verification with request items track for automated assignment and update of items required to complete the application through the use of rules.
- 3) Evaluate use of block registration for the Nursing program and other lock-step programs to ensure admitted students are registered into appropriate courses in each term, including the use of registration completion rules to prevent drop without advisement if needed or alerts to staff when

student cancelled or courses have been dropped, in order to offer admission to another qualified applicant. (Curriculum/Registration function)

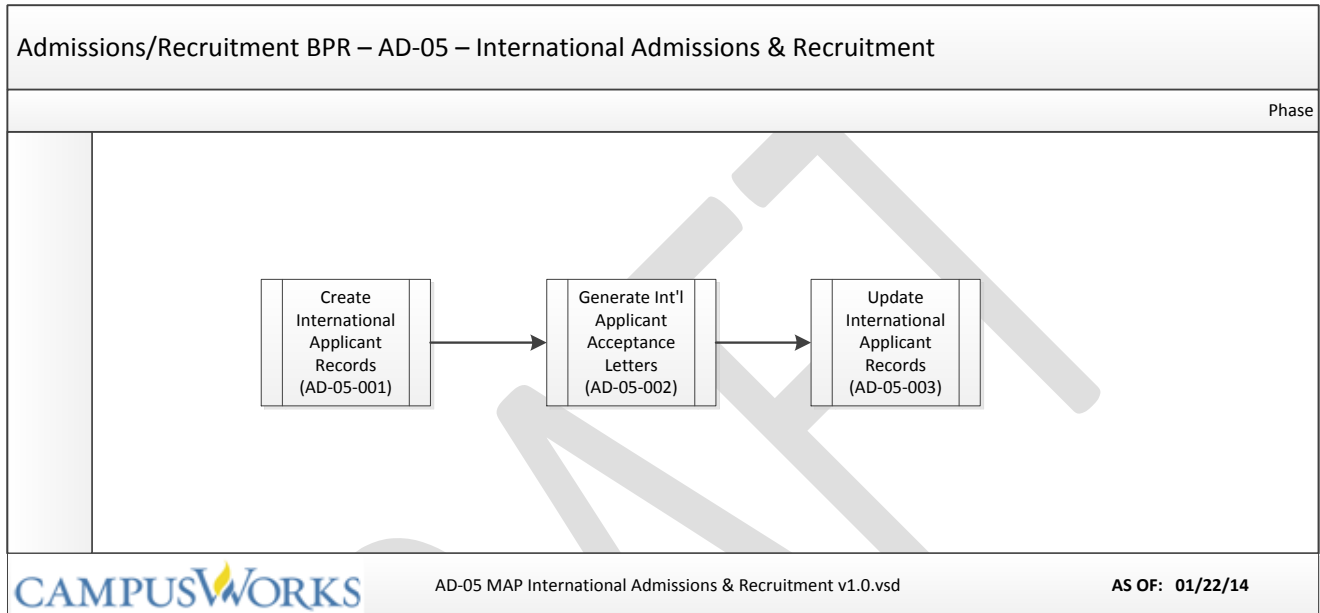
- 4) Identify specific reports needed within Health Professions and, in collaboration with Reporting staff in Information Technology Services, develop specifications and expected delivery of identified reports.

DRAFT

Core Process: International Admissions and Recruitment AD-05

The Bergen Community College core process of “International Admissions and Recruitment” comprises actions taken to review, evaluate and qualify International applicants who have submitted an application to a Bergen Community College program.

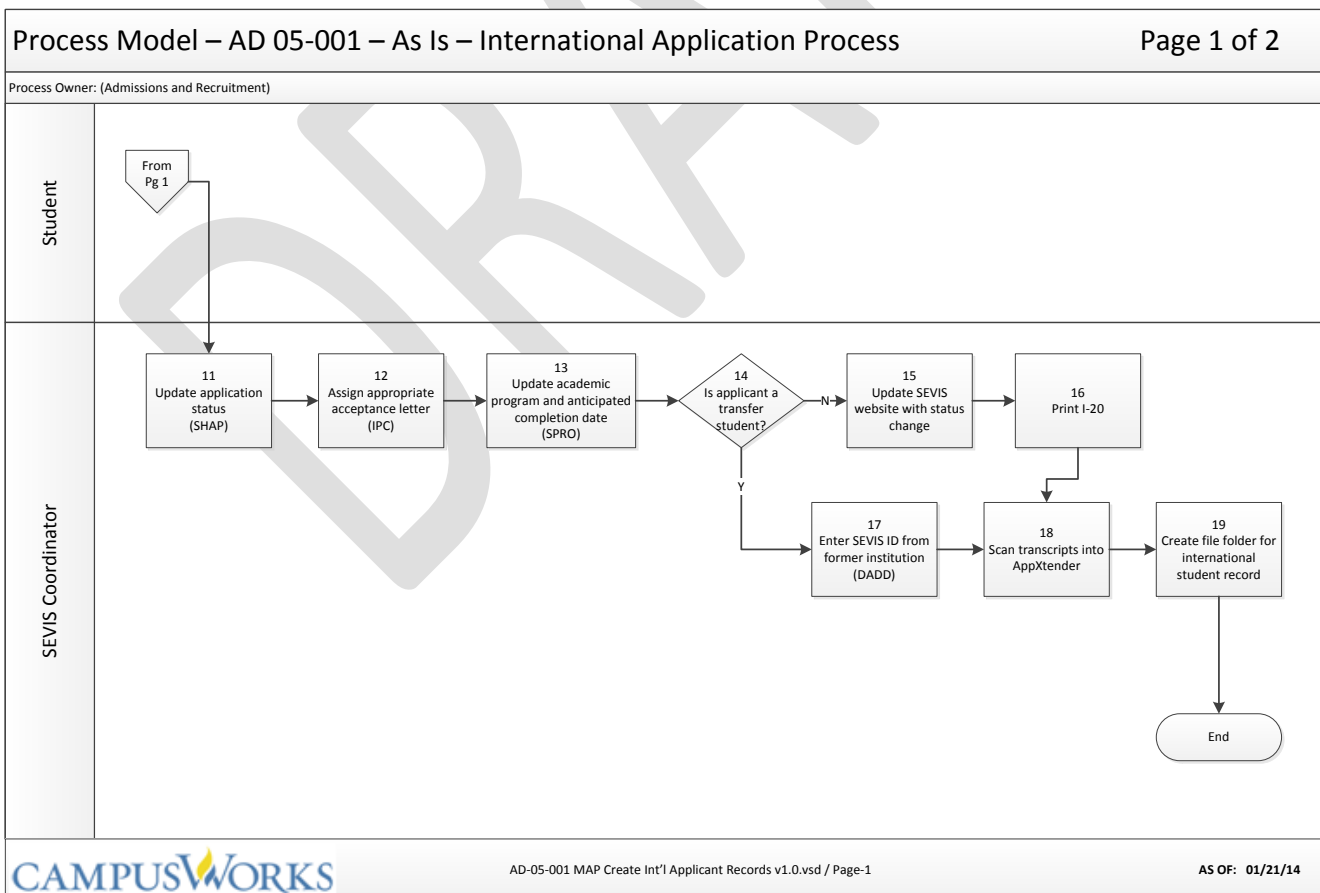
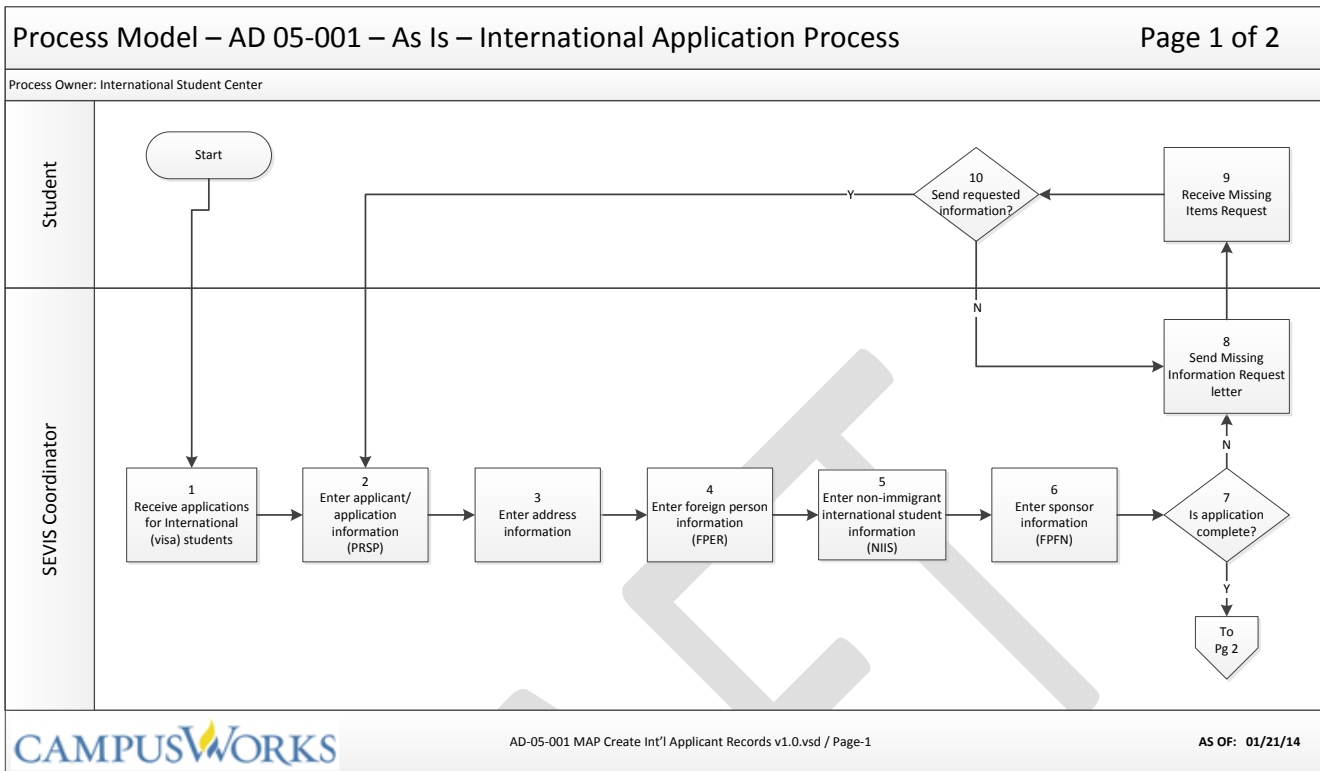
The International Admissions and Recruitment process review at Bergen Community College consists of three sub-processes: Create International Applicant Records, Generate International Acceptance Letters, and Update International Applicant Records.



The following workflows and definitions describe the International Admissions and Recruitment processes for *Create International Applicant Records (AD-05-001)*, *Generate International Acceptance Letters (AD-05-002)*, and *Update International Applicant Records (AD-05-003)* currently used at Bergen Community College.

Process: Create International Applicant Records (AD-05-001)

The following process flow depicts the steps that occur for International Admissions and Recruitment: Create International Applicant Records (AD-05-001). The ‘Create International Applicant Records’ process encompasses the steps taken when an applicant applies for admission to one of the Health Professions academic programs at Bergen Community College.



Description: Create International Applicant Records (AD-05-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the process to *Create International Applicant Records (AD-05-001)* at Bergen Community College.

Previous Step:

1) Create Prospect Information (AD-02-001)

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Receive applications for International (visa) students.	SEVIS Coordinator	Applications - Receive printed admissions applications.	Applications received.
2) Enter applicant/application information (PRSP).	SEVIS Coordinator	Colleague; application - Enter applicant demographic information such as name, phone number, and SSN or alien ID #, and intended academic program on the Prospect (PRSP) form.	Prospect form updated.
3) Enter address information.	SEVIS Coordinator	Colleague; application - Enter applicant address information on Address Summary (ADSU) form. - For initial applicants, set mail preferences: Pref. Mail= Y - Pref. Residence = N - For transfer/change of status applicants, add foreign address mail preferences – Pref. mail = N - Prefer. Res. = Y	Address updated.
4) Enter Foreign Person Information (FPER).	SEVIS Coordinator	- Colleague; application - Enter applicant information on Foreign Person Information (FPER) form including, alien ID #, visa type, citizenship country, residence country, immigration status, and native language.	Foreign person information updated.
5) Enter nonimmigrant international student information.	SEVIS Coordinator	Colleague; application - Enter applicant information on Nonimmigrant (NIIS)	Nonimmigrant information updated.

		<p>form including, alien ID#, birth country, date, citizenship country, residence country, and form purpose.</p> <ul style="list-style-type: none"> - Set the Form Purpose codes as follows per applicant type: - Initial = 1 - Transfer = 0 - Change = 1C 	
6) Enter sponsor information (FPFN).	SEVIS Coordinator	<p>Colleague; application</p> <ul style="list-style-type: none"> - Enter sponsor information on Foreign Person Funding (FPFN) form including funding source description, funding amount and comments. 	Sponsor information updated.
7) Is application complete?	SEVIS Coordinator	<p>Application</p> <ul style="list-style-type: none"> - Determine if all required information has been received to complete the application. 	
8) If application materials are not complete, send Missing Information Request letter.	SEVIS Coordinator	<p>Colleague</p> <ul style="list-style-type: none"> - Create letter to applicant using the Document Merge Processing (DMP) form to request missing items required for the international applicant to complete admissions application. - Items to be requested include applicant name, date of birth, address, residency and citizenship information, sponsor information. . - If missing information is not received, contact applicant again with reminder for missing items. 	Missing Information Request letter sent.
9) Receive Missing Items Request.	Student	<p>Missing Information Request letter</p> <ul style="list-style-type: none"> - Receive letter detailing missing items required to 	Missing items letter received.

		complete the application.	
10) Send requested information?	Student	Missing Information Request letter - Determine if missing information will be sent to complete application.	
11) If application is complete, update application status (SHAP).	SEVIS Coordinator	Colleague - Enter application status on Student Profile (SPRO) form.	Applicant information updated.
12) Assign appropriate acceptance letter (IPC).	SEVIS Coordinator	Colleague - Enter applicant correspondence code on Individual Pending Correspondence (IPC) form, to send correct acceptance letter to applicant based on applicant type (i.e. Initial, Change of Status, or Transfer). - Set acceptance letter codes as follows: o ADACCTR = Transfer o ADACCINT = International o ADACCCS = Change of Status.	Applicant correspondence code updated.
13) Update academic program and anticipated completion date (SPRO).	SEVIS Coordinator	Colleague - Enter applicant academic program and anticipated program completion date (one year) on the Student Profile (SPRO) form.	Academic Program and anticipated completion date updated.
14) Is applicant a transfer student?	SEVIS Coordinator	Colleague - Determine if applicant is transferring from another institution in the US.	
15) If applicant is not a transfer student, update SEVIS website with status change.	SEVIS Coordinator	SEVIS website - Enter applicant's status change on the SEVIS website.	SEVIS website updated.
16) Print I-20.	SEVIS Coordinator	SEVIS website - Print applicant's I-20 form with updated information, including address and academic	I-20 printed.

		program.	
17) If applicant is a transfer student, enter SEVIS ID from former institution (DADD).	SEVIS Coordinator	Colleague - Enter transfer applicant's SEVIS ID used at former institutions as an Alternate ID on the Additional Demographics (DADD) form.	Alternate ID updated.
18) Scan transcripts into AppXtender.	SEVIS Coordinator	Transcripts; AppXtender - Scan and upload international applicant's transcripts into AppXtender.	AppXtender updated.
19) Create file folder for international student record.	SEVIS Coordinator	Application materials; - Create file folder to store international applicant's record, including printed application and transcripts.	File folder created.

Next Step:

- 1) AD-05-002 Generate International Applicant Acceptance Letters

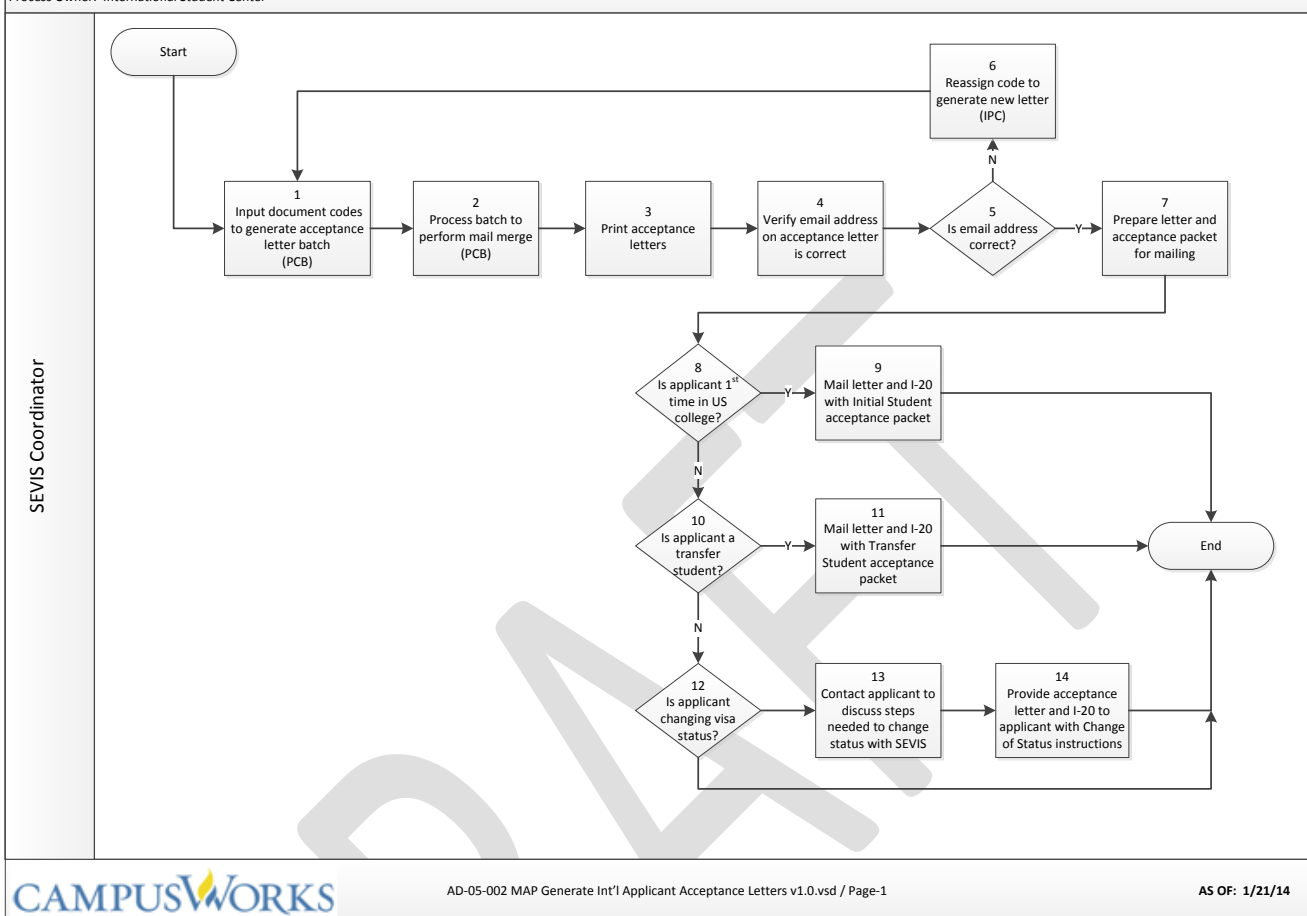
Process: Generate International Acceptance Letters (AD-05-002)

International Admissions and Recruitment: Generate International Acceptance Letters (AD-05-002). The 'Generate International Acceptance Letters' process comprises steps needed to provide an acceptance letter and related materials for an admitted international student.

Process Model – AD-05-002 – As Is – Generate Int'l Applicant Acceptance Letters

Page 1 of 1

Process Owner: International Student Center



Description: Generate International Acceptance Letters (AD-05-002)

The following narrative table corresponds to the process flow depicting the steps that occur for the process to *Generate Int'l Applicant Acceptance Letters (AD-05-002)* at Bergen Community College.

Previous Step:

- 1) AD-04-001 Create Int'l Applicant Records

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Input document codes to generate an acceptance letter batch (PCB).	SEVIS Coordinator	Colleague - Input appropriate document codes to generate batch for merging acceptance letters, using the PCB form. - Document codes include: o ADACCINT = 1 st Time International Student	Acceptance letter batch created.

		<ul style="list-style-type: none"> ○ ADACCTR = Transfer Student ○ ADACCCS = Change of Status Student 	
2) Process batch to perform mail merge (PCB).	SEVIS Coordinator	Colleague - Process the batch of acceptance letters to merge process person information into appropriate acceptance letter, using the PCB form.	Acceptance letters merged.
3) Print acceptance letters.	SEVIS Coordinator	Colleague - Print merged acceptance letters.	Acceptance letters printed.
4) Verify email address on acceptance letter is correct.	SEVIS Coordinator	Colleague; printed letters - Review printed acceptance letters to confirm that applicants' email addresses displayed in letter are correct, with 'studentname@me.bergen.edu'.	Printed acceptance letters reviewed for accurate email address.
5) Is email address correct?	SEVIS Coordinator	Printed acceptance letters - Determine if email address included in acceptance letter is correct, with the '...@me.bergen.edu' email address.	
6) If email address is incorrect, reassign code to generate a new letter (IPC).	SEVIS Coordinator	Colleague - Confirm email address is incorrect. - Reassign appropriate letter code to generate new acceptance letter. - Return to Step 1 to input codes to regenerate letters.	Letter code reassigned to generate correct letter.
7) If email address is correct, prepare letter and acceptance packet	SEVIS Coordinator	Colleague; SEVIS; acceptance packet materials	Acceptance letter and packet prepared.

for mailing.		<ul style="list-style-type: none"> - Prepare acceptance letter, I-20 and appropriate acceptance packet for distribution to accepted applicant. 	
8) Is applicant first time in a US college?	SEVIS Coordinator	Colleague; acceptance letter <ul style="list-style-type: none"> - Determine if the applicant is applying as a first-time student in a US college. 	
9) If applicant is first time in a US college, mail letter and I-20 with Initial Student acceptance packet.	SEVIS Coordinator	Acceptance letter; I-20; acceptance packet <ul style="list-style-type: none"> - Confirm that the applicant is applying as a first-time student in a US college. - Mail acceptance letter and I-20 with Initial Student acceptance packet that includes: <ul style="list-style-type: none"> o Viewbook o Orientation information o Immunization information o SEVIS fee information 	Acceptance letter and Initial Student packet mailed.
10) If applicant is not first time in a US college, is applicant a transfer student?	SEVIS Coordinator	Colleague; acceptance letter <ul style="list-style-type: none"> - Determine if the applicant is applying as a transfer student. 	
11) If applicant is a transfer student, mail letter and I-20 with Transfer Student acceptance packet.	SEVIS Coordinator	Acceptance letter; I-20; acceptance packet <ul style="list-style-type: none"> - Confirm that the applicant is applying as a transfer student. - Mail acceptance letter and I-20 with Transfer Student acceptance packet that includes: <ul style="list-style-type: none"> o Viewbook o Orientation information o Immunization 	Acceptance letter and Transfer Student packet mailed.

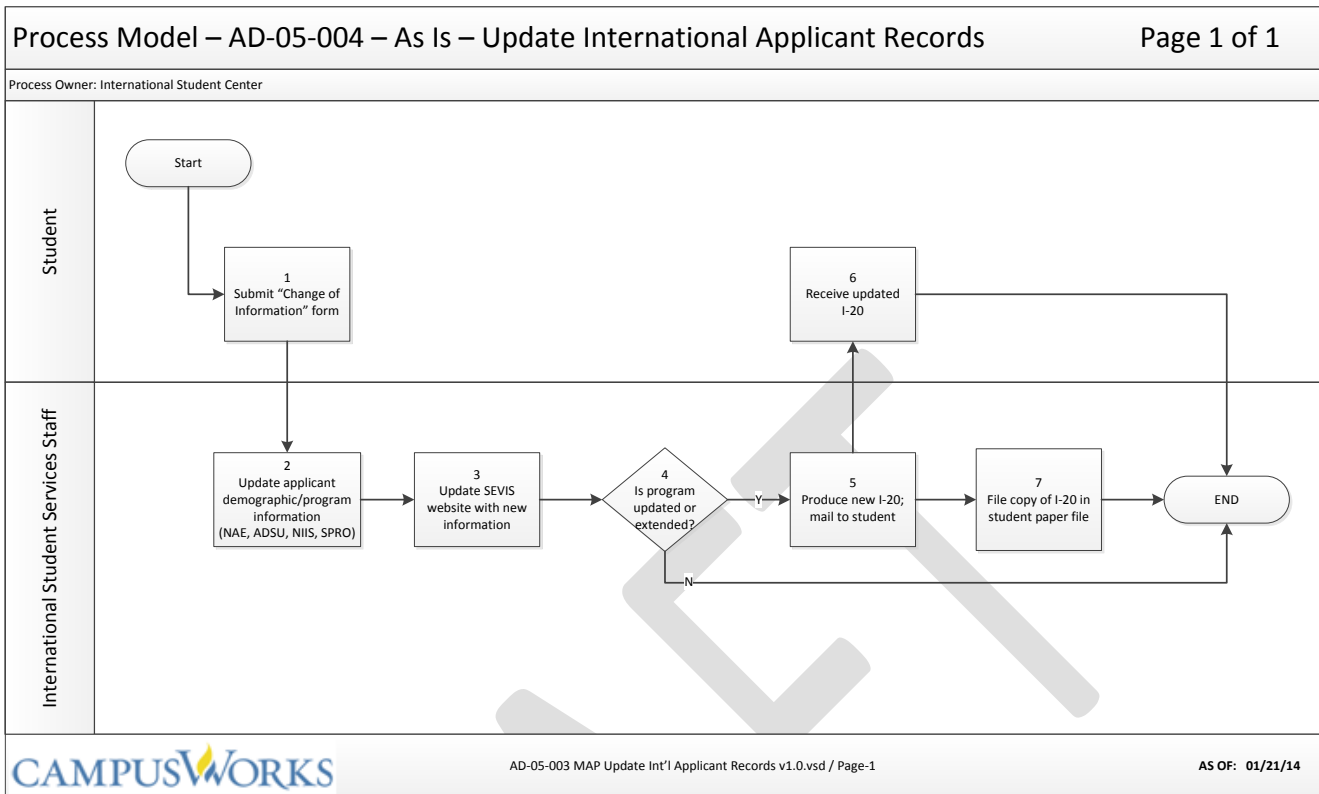
		information ○ Testing information	
12) If applicant is not a transfer student, is the applicant changing visa status?	SEVIS Coordinator	Colleague; acceptance letter - Determine if the applicant changing visa status.	
13) If the applicant is changing visa status, contact applicant to discuss steps needed to change status with SEVIS.	SEVIS Coordinator	Acceptance letter; I-20 - Confirm that the applicant is changing visa status. - Contact the applicant with information that acceptance letter and I-20 have been issued. - Request that applicant visit college to pick up documents and receive instructions on next steps necessary to complete the change of status process with SEVIS.	Applicant contacted for further instructions.
14) Provide acceptance letter and I-20 to applicant with Change of Status instructions.	SEVIS Coordinator	Acceptance letter; I-20 - Meet with accepted applicant and provide instructions on completing the change of status with SEVIS, along with the applicant's acceptance letter and I-20.	Acceptance letter and I-20 provided to applicant with further instructions.

Next Step:

1) Registration

Process: Update International Applicant Records (AD-05-003)

The following process flow depicts the steps that occur for International Admissions and Recruitment: Update International Applicant Records (AD-05-003). The 'Update International Applicant Records' process entails steps needed to update international student demographic and program information within the student information system (Colleague) and with the US Government's Student and Exchange Visitor Program through the SEVIS website.



Description: Update International Applicant Records (AD-05-003)

The following narrative table corresponds to the process flow depicting the steps that occur for the process to *Update International Applicant Records (AD-05-003)* at Bergen Community College.

Previous Step:

- AD-05-001 Create International Applicant Records

Process Step Description	Role Responsible	Tools/Inputs	Output
1) Submit "Change of Information" form.	Student	Change of Information form - Submit Change of Information form to update information related to: o Name o Address o Date of Birth o Academic Program (Major)	Change of Information form submitted.
2) Update applicant demographic and/or program information (NAE, ADSU, NIIS,	International Student Center Staff	Colleague - Update information as provided by student, using appropriate	Applicant record updated Colleague SEVIS forms

SPRO).		<p>Colleague forms, including NAE, ADSU, NIIS, SPRO</p> <ul style="list-style-type: none"> - Information that may need to be updated includes: <ul style="list-style-type: none"> o Name o Date of Birth o Address o Academic Program (Major) o Anticipated program completion date 	
3) Update SEVIS website with new information.	International Student Center Staff	<p>SEVIS website</p> <ul style="list-style-type: none"> - Update information in the SEVIS reporting system, as provided by student. - Information that may need to be updated includes: <ul style="list-style-type: none"> o Name o Date of Birth o Address o Academic Program (Major) o Anticipated program completion date 	International student record updated in SEVIS website.
4) Is program updated or extended?	International Student Center Staff	<p>Change of Information form</p> <ul style="list-style-type: none"> - Determine if program was updated or completion date extended. - If program information is not updated, process ends. 	
5) If program is updated or extended, produce new I-20 and mail to student.	International Student Center Staff	<p>SEVIS; mail</p> <ul style="list-style-type: none"> - Confirm that program was updated or completion date extended. - Produce updated I-20 with information received from student. 	Updated I-20 created and mailed.

		- Mail updated I-20 to student.	
6) Receive updated I-20.	Student	I-20; mail - Receive updated I-20 reflecting corrected program information.	Updated I-20 received.
7) File copy of updated I-20 in student paper file.	International Student Center Staff	Copy of I-20; student file - File copy of the updated I-20 in the student's paper file for future reference.	Copy of I-20 filed.

Next Step:

- 1) None

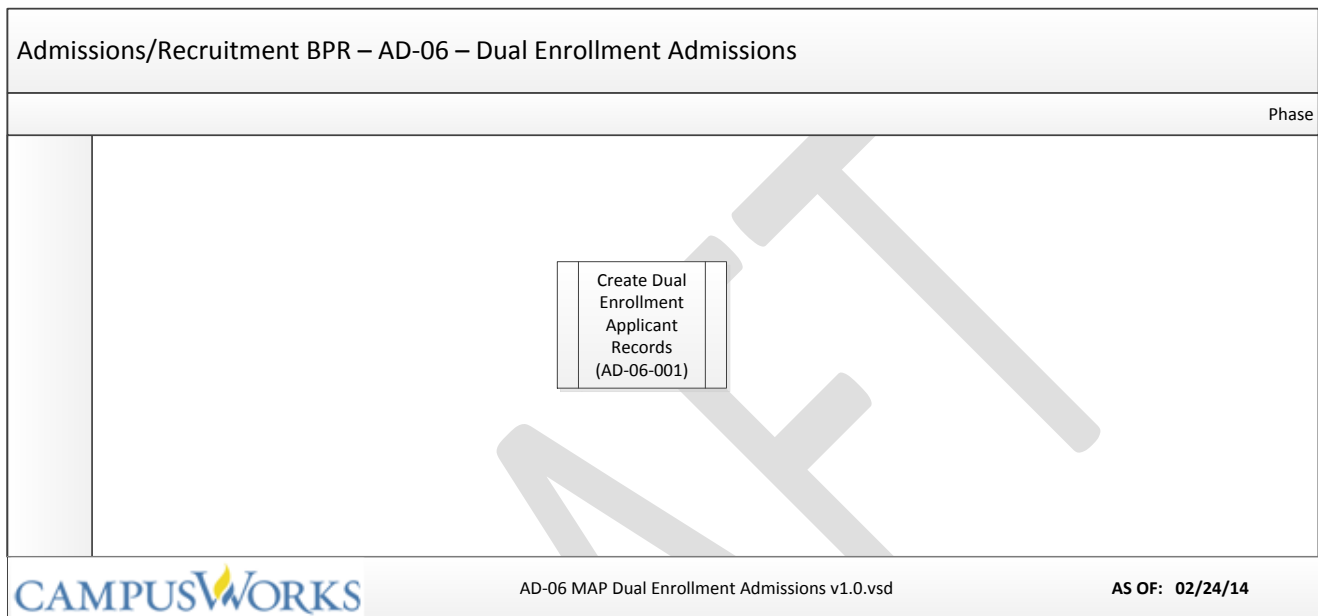
Process Recommendations – International Admissions and Recruitment (AD-05)

- 1) Input all International prospect information into the College system of record for prospects, whether Colleague or a separate software system for prospects, for tracking, automated communication processing and reporting needs.
- 2) Develop an application retrieval process similar to Health Professions applications by which the International Office can obtain reports and applications of International applicants on their own.
 - a. Develop communication tracks that can be automatically assigned to send requests and reminders regarding needed application materials, and monitor receipt of materials to automatically update application status to 'Ready to Review' when all required materials have been received.
 - b. Develop separate tracks, as necessary, for new applicants, transfer applicants or change of status students, in order to facilitate differences in required materials.
- 3) Invest in consulting/retraining to leverage delivered SEVIS functionality in Colleague to facilitate automatic updates to Student and Exchange Visitor Program database.
 - a. Report any identified system defects to Ellucian through the Colleague Support Staff in Information Technology.

Core Process: Dual Enrollment Admissions AD-06

The Bergen Community College core process of “Dual Enrollment Admissions” comprises processes necessary to manage applications for dual enrollment admission, where the applicant wishes to complete college-level coursework while still attending high school, up to registration for selected classes.

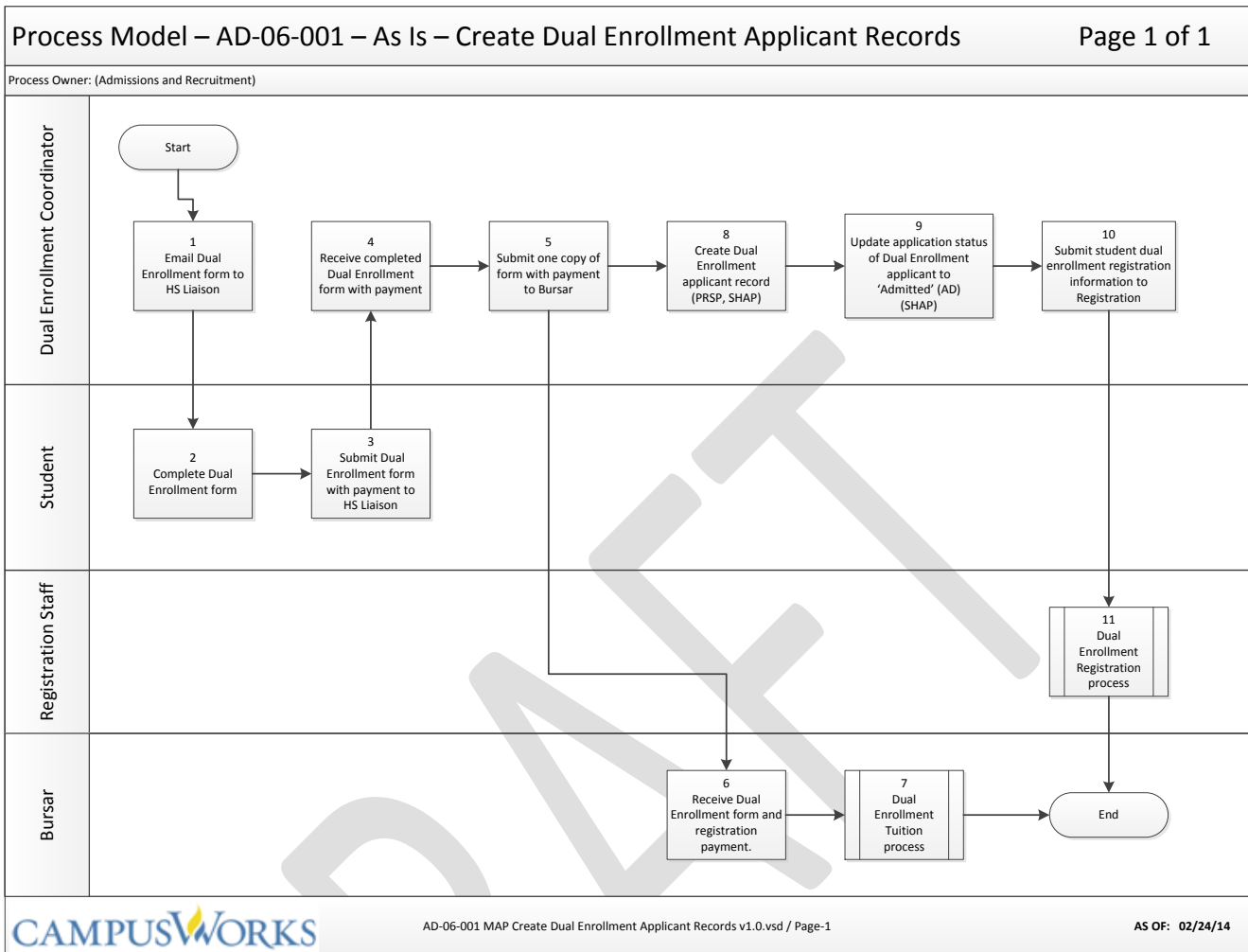
The Dual Enrollment Admissions process review at Bergen Community College consists of the process Create Dual Enrollment Applicant Records.



The following workflows and definitions describe the Dual Enrollment Admissions process of *Create Dual Enrollment Applicant Records (AD-06-001)* currently used at Bergen Community College.

Process: Create Dual Enrollment Applicant Records (AD-06-001)

The following process flow depicts the steps that occur for Dual Enrollment Admissions: Create Dual Enrollment Applicant Records (AD-06-001). The ‘Create Dual Enrollment Applicant Records’ process comprises steps taken when a high school student applies for dual enrollment with Bergen Community College.



Description: Create Dual Enrollment Applicant Records (AD-06-001)

The following narrative table corresponds to the process flow depicting the steps that occur for the Create Dual Enrollment Applicant Records (AD-06-001) process at Bergen Community College.

Previous Step:

- 1) Dual Enrollment Recruitment

Process Step Description	Role Responsible	Tools/Inputs	Output
2) Email Dual Enrollment form to HS Liaison.	Dual Enrollment Coordinator	Email; Dual Enrollment form - Email Dual Enrollment Application/Registration form to HS Dual Enrollment Liaison.	Dual enrollment form emailed to high school.
3) Complete Dual Enrollment form.	Student	Dual Enrollment Application/Registration form - Complete the Dual	Dual enrollment form completed.

		Enrollment Application/Registration form, providing demographic information and preferred course registrations.	
4) Submit Dual Enrollment form with payment to HS Liaison.	Student	Dual Enrollment Application/Registration form - Return the completed form to the high school dual enrollment liaison for further processing. - Include check or money order for registration fee and tuition costs.	Dual enrollment form and registration payment submitted.
5) Receive completed dual enrollment form with payment.	Dual Enrollment Coordinator	Dual Enrollment Application/Registration form - Receive two copies of the completed Dual Enrollment Application/Registration form and registration payment for applicant from the HS Dual Enrollment Liaison.	Dual enrollment form received with registration payment.
6) Submit original Dual Enrollment Application/Registration form with payment to Bursar.	Bursar	Dual Enrollment Application/Registration form - Deliver the original Dual Enrollment Application/Registration form with payment to the Bursar for processing when registration has been completed.	Dual Enrollment Application/Registration form and payment delivered to Bursar.
7) Receive Dual Enrollment Application/Registration form and payment from the Dual Enrollment Coordinator.	Bursar	Dual Enrollment Application/Registration form - Receive the original Dual Enrollment Application/Registration form with payment.	Dual Enrollment Application/Registration form and payment received.

8) Follow established process for Dual Enrollment Tuition processing.	Bursar	Dual Enrollment Application/Registration form - Follow established department process for processing Dual Enrollment registration and tuition payments.	
9) Create Dual Enrollment applicant record using PRSP and SHAP.	Dual Enrollment Coordinator	Colleague; Dual Enrollment form - Create a Dual Enrollment applicant record, entering demographic information provided on form using the PRSP form. - Create an application record using the Dual Enrollment academic program 'Non.Degree.DE' using the SHAP form.	Dual Enrollment applicant record created.
10) Update application status of Dual Enrollment applicant to 'Admitted' (AD) using SHAP.	Dual Enrollment Coordinator	Colleague; Dual Enrollment form - Update application status to 'Admitted' (AD) for the Dual Enrollment applicant, on the SHAP form. -	Application status updated.
11) Submit student Dual Enrollment registration information to the Registration.	Dual Enrollment Coordinator	Dual Enrollment form - Submit the Dual Enrollment registration form to the Registration Office to register student in selected courses.	Dual Enrollment registration information provided to Registration.
12) Follow established process for Dual Enrollment registration processing.	Registration Office	Dual Enrollment Registration form - Follow established department process for processing Dual Enrollment registration.	

Next Step:

- 1) Dual Enrollment Tuition processing, and
- 2) Dual Enrollment Registration processing

Process Recommendations – Dual Enrollment Admissions (AD-06)

- 1) Revise Dual Enrollment application to require all necessary information as a Bergen program application requires; basic data requirements should remain consistent throughout all applications to ensure data integrity.
- 2) Develop protocol for Dual Enrollment applicants/students to be provided with access to WebAdvisor for self-service capability (e.g., registration, review of schedule, review of grades). Empower Dual Enrollment Coordinator to register students who are unable to register on-line due to registration restrictions.
- 3) Develop protocol by which Dual Enrollment instructors are provided access to WebAdvisor for self-service capability (e.g., class roster, advisees, grade entry).

Reporting:

Department reporting needs typically consist of multi-dimensional requirements – operational reports to ensure data accuracy and efficiency, managerial reports to control and direct efforts needed to achieve desired enrollment goals and executive reports to relay key point-in-time recruitment and admission outcomes to college leadership. Operational reports might consist of data edits to provide users with information on missing or incorrectly entered data, and might be used to initiate additional communication with prospects or applicants regarding completion of an application. Managerial reports are typically used to identify workload bottlenecks in order to redirect work efforts, to identify geographic or demographic areas where increased recruitment efforts are needed, or to monitor progress toward enrollment targets to ensure achievement of established goals. Executive reports typically report key point-in-time results, often compared to established goals or against prior year results, and are often provided in the form of dashboards with drill-down capability to provide leadership with ‘at-a-glance’ results and underlying data to share more detailed information on identified areas.

Current reporting efforts at Bergen Community College are hampered by a number of issues:

- 1) Lack of data input into information system,
- 2) Lack of or unenforced data entry standards to ensure data integrity,
- 3) Limited access to or understanding of reporting tool(s) available, and
- 4) Current workload of reporting staff in Information Technology Services to accommodate departments with assistance in development of needed reports.

During the business process review, staff indicated that their access to reports was limited to what was currently delivered in Colleague. While these reports can provide useful information, the reports do not completely fulfill the needs of Bergen Community College. In some cases, the delivered reports may be sorted or filtered to provide different views of similar data, but staff may not be aware of the various configurations that might be available to them because they have not been shown these possibilities and are reluctant or lack the time to explore the alternatives.

The Admissions and Recruitment team identified, at a high level, reports needed within their functional areas in order to adequately respond to the needs of the College. The identified report groupings are shown below:

1. **Report by Group:** International, Undergraduate, and Health Professions
2. **Report by Measure:** Number of Inquiries, Applicants, Admits
3. **Report by Dimensions:** By Gender, Age Band (unspecified), Ethnicity, Residence County, Academic Program/Major, HS or College GPA, HS or College Attended, Admit Term, Application Status, Admit Status (i.e. Admit, Withdrawn, Denied)
 - a. Multi-dimension reporting through pivot tables useful.

Appendix A: Process Inventory

Admissions and Recruitment		
AD 01	Set-up/Maintenance	
001	Updates to Term and Catalog Year	
002	Updates to Academic Programs (Curriculum)	
AD 02	Prospects	
001	Create Prospect Records - Manual	
AD 03	Applicants	
001	Create Prospect/Applicant Records - Online	
002	Create Applicant Records - Paper	
003	Updates to Academic Programs (Curriculum) MOVED to AD-01-002	
004	Generate Applicant Acceptance Letters	
005	Process Transfer Applications	
AD 04	Health Professions Applicants	
001	Create Health Professions Applicant Records	
002	Qualify Health Professions Applicants for Admissions	
AD 05	International Admissions and Recruitment	
001	Create International Applicant Records	
002	Generate Int'l Applicant Acceptance Letters	
003	Update International Applicant Records	
AD 06	Dual Enrollment Admissions	
001	Create Dual Enrollment Applicant Records	

Appendix B: Parking Lot Items

Process AD-01-001 Updates to Term and Catalog Year

- 1) Timing of the Term, Catalogs Year and ADPA creation and set-up is currently managed in multiple departments across the BCC Campus. This disjointed approach to managing key codes in Curriculum Management often stifles the process and its progress toward the goal of seamlessness.

Process AD-01-002 Updates to Academic Programs (Curriculum)

- 1) This is a disjointed process due to the fact that Curriculum Management is managed in multiple Departments throughout the College – Academic Affairs, Admissions, Registration. This approach seems to stifle the process and its progress toward the goal of seamlessness.
- 2) Recommend that Academic Program and Course modifications occur in the Registrar's Office and are more directly linked with the roles responsible for setting up Terms and Degree Audit.

Process AD-02-001 Create Prospects Records – Manual

- 1) Currently, Bergen Community College does not actively manage Prospects through a formal Admissions funnel. This lack of active management of the Admissions funnel directly impacts the number of potential applicants in the applicant pool; hence, lowering the number of admitted and subsequently enrolled students.
- 2) Follow-up with Prospects after phone calls, HS visits, and college fairs is limited to invitations to on-campus Open House events. This lack of follow-up with Prospects directly impacts the number of potential applicants in the applicant pool; hence, lowering the number of admitted and subsequently enrolled students.

Process AD-03-001 Create Prospect/Applicant Records – On-line

- 1) Limited understanding by current user of why each of the steps is executed in the process; each day, she simply follows the steps outlined in the document in order to run the processes in both Active Admissions and in Colleague. The process was passed down from previous employee.

Process AD-03-002 Create Applicant Records – Paper

- 1) The Admissions process is not paperless; significant amounts of money and human resources can be saved if the process was entirely online.
- 2) There is only one designated staff member responsible for managing, distributing applications (Health Professions, International Student) and inputting paper applications into Colleague. Most paper Health Professions applications are hand-delivered to the Professional Assistant.
- 3) Currently, there is not a consistent person who is responsible for scanning transcripts and other admissions documents into AppXtender. Significant stacks of paper documents are currently being stored in the Admissions Office file cabinets and are taking up usable space.

Process AD-03-004 Generate Applicant Acceptance Letters

- 1) None noted.

Process AD-03-005 Process Transfer Applications

- 1) Manual processes to evaluate transcripts and determine course equivalencies.

- 2) Some of the transfer equivalency information in NJ Transfer is out-of-date.
- 3) Only one person handles this process (down from two), along with a student employee and student aides who assist with organizing and filing documents.

Process AD-04-001 Create Health Professions Applicant Records

- 1) No automated process to manage or change Application/Applicant Status (i.e. pending to ready for review to admit). Adding automation would significantly save the Professional Assistant time in processing applicants.
- 2) Currently, the search for missing applicant transcripts is manual using AppXtender or the file cart system. The Professional Assistant must change application statuses from Pending to Ready for Review when transcript is found in one of the two external resources.
- 3) Only one staff member is available to manage approx. 1600-2000 applications for fall (10 majors), and 600-700 applications for spring (3 majors).

Process AD-04-002 Qualify Health Professions Applicants for Admissions

- 4) The matriculation process is very complex and is very labor-intensive, particularly because there is only one staff member assigned to manage the large – and growing – volume of Health Professions applicants annually.
- 5) Short window of time (10 days) to convert admitted applicants to matriculated students. This process regularly involves phone calls to admitted applicants and approval by departments to admit next admitted applicant from list of potential candidates.

Process AD-05-001 Create International Applicant Records

- 1) Paper applications continue to be printed by the Admissions Office and are sent to the International Student Services Office. This process is both time consuming, and wastes significant amounts of paper and financial resources.
- 2) AppXtender is not being leveraged to full capacity due to the limited (and at times no staff) to manage the scanning process in the International Student Services Office.
- 3) Staff in the International Student Services Office is small (approx. 4-5), yet the annual volume of International applicants continues to grow.

Process AD-05-002 Generate Int'l Applicant Acceptance Letters

- 1) None noted.

Process AD-05-003 Update International Applicant Records

- 1) None noted.

Process AD-06-001 Create Dual Enrollment Applicant Records

- 1) Current process is manual.
- 2) Requires coordination between Dual Enrollment Program, Registrar's Office and the Bursar's Office.
- 3) Limited Applicant/Student demographic data is collected on the initial Dual Enrollment Application form, hence limited ability to leverage the Applicant/Student data for reports or program analysis.