

**Wayne Community College
Service Review - 2024-25**

Name of Service: Admissions and Records – Workforce Continuing Education Services

Section 1: Service Overview

Mission/Purpose: *As part of the review cycle, services are asked to formally evaluate their mission/purpose statement.*

Please provide your current mission/purpose statement.

The mission of the Continuing Education Admissions and Records Office is to provide friendly and timely customer service to lifelong learners in the diverse communities we serve while assisting with course inquiries and registration as we maintain accurate information and maintenance of records.

Are you planning to revise your mission/purpose statement? If so, please provide your revised mission/purpose statement and reason for the change.

Yes

The mission of the Workforce Continuing Education Admissions and Records Office is to support lifelong learning by providing accessible, responsive, and accurate services that assist individuals with course inquiries, registration, and records management. We are committed to fostering workforce and personal development through exceptional customer services that reflects the diverse educational and training needs of our community.

The mission statement was revised to make it clearer, more focused, and better aligned with the purpose of Workforce Continuing Education.

Describe how the service unit's mission aligns with the College's vision, mission, core values, and/or strategic goals. Identify which Institutional Goal(s) best align(s) with your service unit and explain why.

- 1) **Increase Student Access:** Develop policies and practices that provide increased opportunities and remove barriers for all students to enter into, and successfully proceed through training programs or post-secondary education.
- 2) **Ensure Program Excellence:** Develop and implement effective training and academic opportunities responsive to the needs of our community and industry partners.
- 3) **Improve Student Success:** Prepare students to thrive in today's global economy by increasing the number of students leaving with workforce ready credentials, skills, and/or university transfer pathways.
- 4) **Ensure Institutional Quality:** Engage in organized, strategic, and data-informed planning to continually improve relevance and quality in all college administrative, students, and support services to ensure that the college's vision, mission and goals will be achieved.

Workforce Continuing Education (WCE) Admissions and Records aligns with the College's vision and mission by serving as a clear, welcoming, and student-centered entry point for lifelong learners. The department's mission supports the College's commitment to high-quality education and training for a diverse community and helps make WCC the preferred choice for workforce and continuing education. Our service unit most closely supports Goal 1: Increase Student Access, Goal 3: Improve Student Success, and Goal 4: Ensure Institutional Quality. We advance Goal 1 by reducing barriers in admissions and registration so students can enter programs quickly and confidently. We support Goal 3 by ensuring students are properly enrolled, their records are accurate, and their progress is documented for completion of credentials and skills needed for employment. Through consistent

processes, compliance, and accurate data, we contribute to Goal 4 by strengthening the quality and reliability of college-wide administrative and student services. In all of this, we reflect the College's core values of unity and service by working together as one team to provide a smooth, seamless registration and records experience from start to finish, allowing students to focus on achieving their educational goals.

Section 2: Service Functions

Provide narrative of service functions and/or processes. *(Describe the functions or processes of your service unit. How are these processes documented?)*

WCE Admissions and Records is responsible for coordinating and maintaining the full registration and records process for all WCE students. From the initial student inquiry, our office provides information about course options, schedules, and requirements and assists students with completing all necessary forms. The registration process includes creating or updating student records, enrolling students into appropriate sections, taking payments, and issuing official student IDs and parking decals so students are ready for class on day one.

On the back end of the process, our office supports instructors and departments by managing class rosters, processing attendance and grade submissions, auditing course files, and ensuring that all required documentation is complete and accurate. We process student withdrawals, transfers, and course changes, issue transcripts and enrollment verifications, and complete required state reporting related to Workforce Continuing Education enrollment, course completion, and funding. Throughout these functions, we work closely with other college offices to ensure that information is consistent and that students have a smooth experience from entry through completion.

Many of the processes we follow are state-mandated and are documented and maintained in the NC Community College System State Board Code and related guidance. Internal procedures are documented in the WCE Procedures Manual, as well as in step-by-step workflows, forms, and checklists stored on a shared drive for staff use. These materials are reviewed at least annually—and updated as laws, policies, or systems change—to ensure our practices remain accurate, compliant, and aligned with college expectations.

Does everyone in your department have the tools and resources they need to be successful in their current role(s)? Please explain what additional resources may be necessary.

Yes.

Internal unit effectiveness data *(Do you internally track data applicable to your service unit, such as the number of customers served? Please provide tables/charts if applicable.)*

Multiple tracking methods are used to capture internal data for Workforce Continuing Education Admissions and Records. We track incoming phone calls and sponsor billing activity to monitor service demand and workload. Registration and completion reports are generated through the College's ERP system, Colleague, to capture the total number of students who registered and completed classes each term. In addition, we track online registration activity, including the number of students who start and complete registration through our self-registration/payment option, FundFive: Register. The data tracked helps us understand volume trends, identify peak periods, and make informed decisions about staffing, processes, and customer service.

- 2022-2023 approximately 902 incoming calls were captured and 821 sponsoring billing tracked. A total of 13,198 students were registered, and an estimated 12,783 completed their class during this time frame. Of the total number of students that were registered, 767 completed the registration form online. *Call data was lost for the summer semester during the director transition.

- 2023-2024 approximately 1,396 incoming calls were captured and 555 sponsoring billing tracked. A total of 14,385 students were registered, and an estimated 13,963 completed their class during this time frame. Of the total number of students that were registered, 1,515 Completed the registration form online.
- 2024-2025 approximately 1,086 Incoming calls were captured and 687 sponsoring billing tracked. A total of 13,901 students were registered, and an estimated 13,363 completed their class during this time frame. Of the total number of students that were registered, 1,869 completed the registration process online (jot form & FundFive: Register). *Calls were not logged for a period of time due to tracker issues and staffing shortages.

Provide narrative for analysis of trends or emerging needs that contribute to maintaining service relevance.

(Environmental changes that may affect the service unit. How well is the service unit responding to the current and emerging needs of the community? How can the service unit respond to these trends? What resources might your service unit need to be more effective?)

WCE Admissions and Records is operating in an environment where more students expect flexible, quick options to register and pay for classes while also needing more help with technology. An increasing number of students are using FundFive: Register to sign up for classes online. At the same time, many students arrive with limited technology skills or experience difficulty logging into classes, email, or other college systems. Course offerings, sponsor billing, and reporting expectations also continue to grow, which adds to the complexity of the work at the front counter and on the phones.

Our service unit is responding to these emerging needs by monitoring registration and completion trends, paying close attention to peak times, and adjusting office coverage when possible. We are working to keep class builds, registration steps, and sponsor billing as clear and consistent as possible so that FundFive: Register and related processes work smoothly for students and staff. We also spend more time walking students through steps such as how to find their course information, where to log in, and who to contact for technical support. When students experience difficulty accessing their classes, our office often serves as the first point of contact, so we focus on giving clear directions, connecting them to the correct support area, and reducing the number of times they are passed from one office to another.

To continue responding effectively to these trends, our service unit would benefit from a few targeted resources that support consistent, student-centered service. Quick-reference scripts for technology-related concerns would help staff give clear, accurate directions when students experience issues logging into classes or other college systems. Additional staffing support would allow us to maintain timely processing and high-quality customer service as demand and expectations grow. Implementing iPads at the front desk to create registration and payment kiosks would provide students with a convenient self-service option while allowing staff to be more available for complex questions and support. In addition, moving from an open cubicle layout to enclosed office spaces would strengthen our ability to protect student privacy and uphold FERPA by allowing confidential conversations about grades, withdrawals, billing, and personal circumstances to occur without being overheard. By strengthening these areas and continuing to identify enrollment trends, WCE Admissions and Records can better anticipate student needs, support smooth access to courses, and help WCE meet its goals and the evolving needs of the community.

Provide an overview of significant changes and improvements that occurred over the past three years. (2022-23; 2023-24; 2024-25 – Fiscal Year, July 1-June 30) *(What were the service unit's goals and rationale for expanding and improving the services for students, faculty, staff, and community?)*

Year	Identified Areas for Improvement	Implementation of Improvements / Summary
2022-23	Customer Service Satisfaction Survey	Survey cards were printed and a drop box was installed. At first, we saw an increase in utilization; however, that quickly declined. The decrease in completions was likely due to the reduced effort to collect as well as student's simply not completing.
2023-24	Online Registration/Payment Software Installation	The college initially implemented Destiny One but later terminated that contract and adopted FundFive: Register to provide an online registration and payment option for continuing education students. FundFive: Register installation was completed by the end of the fiscal year.
2024-25	Increase Online Registration/Payment	FundFive: Register went live, allowing students to register and pay online. With this implementation, we saw a significant increase in the number of students who completed the registration process online.

Please provide additional narrative if applicable.

Section 3: Service Outcomes

Outcome #1: Increase Online Registration/Payment Utilization

Baseline: 1,300
Standard: 1,600
Target: 2,000

Insert Data / Chart

2022-2023		2023-2024		2024-2025	
2022 Summer	247	2023 Summer	321	2024 Summer	388
2022 Fall	243	2023 Fall	536	2024 Fall	667
2023 Spring	277	2024 Spring	658	2025 Spring	693
767		1,515		1,869	

Provide narrative for analysis of (increase online registration/payment utilization). (How will you use this data to improve the effectiveness of your service unit? Please discuss any changes you intend to address that may improve the effectiveness of your service unit.)

Online registration and payment were implemented to create a one-stop experience where all WCE students can pay online, streamline the registration process, decrease the time it takes to complete registration, and improve the overall student experience while making more efficient use of Admissions and Records staff time. To analyze this outcome, WCE Admissions and Records reviews online registration and payment totals each term and compares them to the overall number of registrations processed. Tracking these numbers over time shows whether more students are taking advantage of the online option and whether utilization is growing, leveling off, or declining.

This information is used to improve the effectiveness of the service unit by shaping how staff talk with students about registration and payment options and by informing how work is organized during peak periods. As online utilization increases, staff can devote more time to resolving complex issues, processing withdrawals and transfers, and supporting sponsor billing and compliance tasks. If the data show that online usage is not increasing as expected in certain terms or program areas, staff can adjust messaging, clarify instructions, or provide additional guidance at the point of contact. In this way, the data for Outcome #1 help ensure that online tools are being used as intended to streamline processes, support students, and make better use of staff time.

2025-2026 Action Items:

Item	Action Items (What actions can be taken to increase the success of the outcome in your service unit?)	Assessment of Action Items (How will you assess the results of action items?)
1	Embed the direct FundFive: Register link in WCE Admissions & Records staff email signature blocks so students can easily access online registration and payment.	The number of completed online registrations/payments. An increase is expected.

2	Increase the number of classes that are set up and available for online registration and payment to expand options for students who prefer to complete the process online.	The number of completed online registrations/payments. An increase is expected.
3	Increase marketing to highlight that students can register and pay online for Workforce Continuing Education classes, including the use of flyers, social media, campus TVs, and QR codes that link directly to the registration/payment page.	The number of completed online registrations/payments. An increase is expected

Outcome #2: Collection of Student Fees

Baseline: n/a (New outcome, don't have 3 years worth of data to set baseline.)
Standard: n/a (Standard will be determined based off one year data; establish at the end of 2025-2026)
Target: n/a (Target will be determined based off one year data; established at the end of 2025-2026)

Insert Data / Chart

Provide narrative for analysis of (collection of student fees). *(How will you use this data to improve the effectiveness of your service unit? Please discuss any changes you intend to address that may improve the effectiveness of your service unit.)*

WCE Admissions and Records will use student fee collection data to better understand where breakdowns are occurring in the payment process and how often unpaid fees result in Business Office holds for WCE students. Tracking the number of students with outstanding WCE balances and the number of Business Office holds placed due to unpaid fees each term will show whether the problem is improving, staying the same, or getting worse. Looking at this information by term and program area will also help identify patterns, such as when nonpayment issues increase and which types of classes or students are more affected.

This information will be used to improve the effectiveness of the service unit by guiding how and when staff communicate fee requirements and payment expectations to students. If the data show a high number of holds or unpaid fees, WCE Admissions and Records can focus on providing clearer information at the time of registration, reinforcing payment deadlines, and coordinating with the Business Office on common problem areas. Over time, monitoring this outcome will help determine whether changes in communication and processes are helping reduce unpaid fees, limiting the need for holds, and supporting a smoother experience for students.

2025-2026 Action Items:

Item	Action Items <i>(What actions can be taken to increase the success of the outcome in your service unit?)</i>	Assessment of Action Items <i>(How will you assess the results of action items?)</i>
1	Provide clear payment expectations to all WCE students at the time of registration/sponsorship, including when and where fees must be paid and that unpaid fees will result in Business Office holds.	The number of WCE students with Business Office holds due to unpaid fees.
2	Add a standard payment reminder statement to WCE registration confirmation communications (email and/or printed copies).	The number of WCE students with Business Office holds due to unpaid fees.
3	Work with the Business Office to identify WCE students with unpaid fees and send reminder notices before holds are placed.	The number of WCE students with Business Office holds due to unpaid fees.

Section 4: Other Assessments

Do you use other methods of assessment to evaluate the effectiveness of your service, to include self-assessments, focus groups, or other tools used to evaluate the service? If so, please explain how information collected from the(se) assessments will be used to improve the service unit. You may also attach supporting information/documentation to this review.

No other assessments have been used.

Planning Objectives (2022-23; 2024-25 – Fiscal Year, July 1-June 30)

Provide a summary of planning objectives submitted for the last two planning cycles, including the use of results of the planning objectives in the table provided.

Summary of Planning Objectives

Planning Year (Fiscal Year July 1-June 30)	Objective(s) Submitted	Use of Results
2022-23	No planning objective submitted.	Not applicable.
2024-25	No planning objective submitted.	Not applicable.

What resources (equipment, supplies, software, etc.) do you anticipate needing over the next three years? Please justify the need.

Over the next three years, WCE Admissions and Records anticipates needing two iPads to be used as registration/payment kiosks in the front office. These iPads would allow students to complete online registration and payment on-site, using FundFive: Register, while staff are available nearby to assist with questions.

The kiosks would help reduce bottlenecks at the front counter, support students who do not have reliable access to technology at home, and decrease the number of students who register in person but leave without completing payment at the Cashier’s Office. Providing a convenient, guided self-service option would improve completion of the full registration and payment process, support timely enrollment in classes, and enhance the overall student experience.

What personnel (faculty and/or staff) do you anticipate needing over the next three years? Please justify the need.

Since the 2019–2020 Service Review, WCE Admissions and Records has experienced a net decrease in staffing. In the 2019-2020 Service Review it was noted that there had been a decrease from four full-time employees and one part-time to three full-time and two part-time. By the next Service Review, staffing had decreased again to three full-time and one part-time employee. Our current staffing level remains at three full-time and one part-time employee, even as responsibilities and expectations have continued to grow. With this staffing level, two Specialists are responsible for closing out an average of 1,052 classes each year, while the Director must conduct a compliance audit of every class. In addition, the significant number of student withdrawals and transfers must be processed by this same small team. Beyond these tasks, the office also manages daily front-desk coverage, student registrations and changes, sponsor billing, IDs and parking decals, transcript and verification requests, state-reporting preparation, and a growing volume of phone, email, and technology-access questions. This workload stretches current capacity and reinforces the need for additional personnel.

Faculty and staff outside of Admissions and Records have stepped in to help field student calls and questions when possible. While this support is appreciated, it is not ideal because it adds to their already full workload and pulls them away from their primary responsibilities. The need for additional staffing remains, both to meet daily operational demands and to support planned improvements that would benefit students, coordinators, and the college as a whole.

Over the next three years, WCE Admissions and Records anticipates needing additional staffing in the form of one full-time position, such as a Specialist II, and the conversion of the current part-time front-desk position to full-time. These positions are needed to support several growing areas of work. There has been an increase in sponsor billing as WCE expands work-based learning offerings in Applied Technologies, as well as more employers cover the cost of their employees' registration fees across all program areas. Processing these sponsorships requires careful coordination, accurate student and section coding, and frequent communication with employers. The department also has to confirm sponsorship payment has occurred for each sponsored student.

In addition, WCE Admissions and Records goal is to take on the responsibility of building classes in Colleague. This shift would allow coordinators to focus more fully on meeting workforce needs through program development, employer relationships, and direct student support. Centralizing class builds within Admissions and Records would also reduce the number of corrections needed in class setups and student records due to inconsistent or incorrect course builds. This change would improve data accuracy, streamline registration, and support cleaner reporting.

Additional staffing would also help absorb the increased volume of student questions related to technology, online registration, and access to classes. With more support, the office could respond more quickly to phone calls and emails, reduce delays during peak periods, and protect time for careful review of records, class builds, and sponsor billing. Investing in additional personnel will strengthen accuracy, compliance, and customer service, and will position WCE Admissions and Records to keep pace with the changing needs of students, employers, and the community.

Provide narrative for your service unit's facility needs over the next three years. If facilities are adequate, please confirm.

WCE Admissions and Records processes and maintains a high volume of confidential student educational records. Currently, the area is configured with open cubicles, which makes it difficult to protect privacy when handling records, answering phones, and assisting students at the counter. Conversations about grades, registration issues, withdrawals, sponsorships, and personal circumstances can easily be overheard. This setup increases the risk of unintentional disclosure and makes it harder to fully meet the spirit of FERPA and college expectations for safeguarding student information.

As the number of classes offered by WCE grows, so does the volume and complexity of registrations processed, records maintained, and questions received. Staff are managing more sponsor billing, more schedule changes, and more technology-related issues, all of which require detailed conversations that often involve sensitive information. In a high-traffic, open cubicle environment, these discussions compete with background noise, making it harder for staff to focus, verify details accurately, and provide students with their full attention.

Individual closed office spaces would support compliance, accuracy, and service quality. Enclosed offices would allow staff to review records, make and receive phone calls, and meet with students or partners in a confidential setting. This would reduce the risk of conversations being overheard, support more careful handling of

documentation, and provide a more professional environment for complex or sensitive situations. In short, transitioning from cubicles to offices would directly strengthen student privacy, support error reduction, and enhance the overall student experience in WCE Admissions and Records.

Provide narrative for analysis of the service unit’s strengths, weaknesses, and opportunities.

Strengths: WCE Admissions and Records is a bilingual department, which allows us to better serve a diverse student population. We have an online admissions process, and clear documented workflows that support consistency and accuracy. Applications and transcripts are handled in a timely manner, and student and course documentation is scanned and stored electronically to support secure, efficient record management.

Weaknesses: Part-time front-desk staffing (receptionist/administrative assistant) limits coverage, especially during peak times. Students who register in person do not always complete the payment process at the Cashier’s Office, which can result in removal from classes and additional follow-up by staff. Limited private office space makes it difficult to protect student privacy and fully support FERPA expectations. High call and in-person volume during peak periods can lead to longer wait times and slower processing.

Opportunities: Convert part-time staff (receptionist/administrative assistant) to full-time, add another full-time or part-time employee (Specialist II), registration/payment kiosks (ipads), professional development, expanded bilingual materials for students, and improved communication tools to track and respond to student inquiries more efficiently.

Review prepared and submitted by: *(Please list name(s) and titles)*

Amber Tyler, Director of WCE Admissions & Records
Maria Reynolds, WCE Admissions & Records Specialist II
Norma Wilkes, WCE Admissions & Records Administrative Assistant (PT)
Terri Wellington, WCE Admissions & Records Specialist II

Approvals

- 1. The program/service faculty/staff conducting the Review must notify their appropriate Division Dean, Director, or AVP to let them know their Review is ready for review and feedback.
- 2. The appropriate Division Dean, Director, or AVP is asked to read the Review from the IE SharePoint directory and provide feedback and/or suggested improvements to the faculty/staff conducting the Review.
- 3. Once the Review has been reviewed by the Division Dean, Director, or AVP, it is their responsibility to contact IE to inform them that the Review is ready for IE’s review.
- 4. Using DocuSign (electronic signature), the Office of Institutional Effectiveness (IE) will review and approve the Program/Service Review when completed by the responsible program/service personnel. IE will upload the Review and will send it to the appropriate Division Dean, Director, or AVP, and Vice President/Associate Vice President for their signatures.

IE Acceptance / Date: Dorothy Moore 12/2/2025

VP / Date: Renita Dawson 12/4/2025

Administrator Approval / Date: Renita Dawson 12/4/2025