Continuous Institutional Improvement in Preparation for HLC/NCA Re-Accreditation
Progress Report
On Responses to the
September 2001
PERFORMANCE AUDIT
RECOMMENDATIONS
FOR
WAYNE COUNTY
COMMUNITY COLLEGE
DISTRICT
In the summer of 2000 the Department of Education reviewed various financial and Academic transactions as well as our policies and procedures for the 1996-2000 period. During their stay they evaluated our resource efficiency to deliver student success in completing courses and programs and efforts to evaluate the quality of educational programs.

Upon completion of Department of Education’s review they brought to our attention ten points of interest.

The District has reviewed, assessed and dissected these points of interest since then and as a result have implemented various effective enhancements.
RECOMMENDATION
We recommend that the College significantly improve its process for monitoring the payment of student tuition and fees and initiating appropriate action regarding those students who do not make full payment.
There is a collaborative effort among the District Student Services Office, the District Financial Aid Office and District Student Financial Services to take a proactive approach to these delinquent students by offering payment advice via personal telephone calls, letters and Financial Aid Workshops.
The Banner system allows for greater automation in the fee assessment process. Additionally, the Banner system makes reporting tools available to the administration to assist with monitoring fee assessment and payment activity.
The District created the **District Service Center** in order to address past due accounts.

- Past due student accounts are now placed on a **financial hold** thus preventing these students from future registration, receiving grades and official transcripts. The Banner student information system automatically releases the hold for any student who makes payment in full.
RECOMMENDATION
We recommend that the College significantly improve its student accounts receivable process to help ensure the timely collection of amounts owed the College.
Process Enhancements

- The College established a schedule for routine accounts receivable tasks, including the generation and distribution of student statements each semester.
Process Enhancements (continued)

Internal efforts consist of the following:

- Consultation at Registration
- Personalized Payment Plans
- Personal phone calls
- Financial Advising
- E-Statements (Emails)
- Standard Statements
- Payment Authorizations
- Financial Holds

All avenues are exhausted prior to involving an external collection agency.
3 - Contract Management

RECOMMENDATION
We recommend that the College improve its fiscal management controls for contracts.
Contract Management

Contract Manager

• Contract Administration

Contract Monitoring

• Revenue Receipt

• Renewal Tracking

• Contractual Requirement Performance
RECOMMENDATION
We recommend that the College review and appropriately revise its policy for refunding student tuition and fees.
5 - Payments to Faculty Members

RECOMMENDATION
We recommend that the College continue to improve its controls for ensuring the accuracy of amounts paid to full-time faculty members for overload and to part-time faculty.

We also recommend that the College review the accuracy of past payments to full-time faculty members for overload and to part-time faculty and recover all overpayments.
Process Enhancements

- Course adjustment deadlines have been imposed for each semester
- System access to enter course adjustment is disabled post deadline
- Educational Affairs must submit all course adjustments received post deadline to the appropriate Vice Chancellor for review
Process Enhancements (continued)

- Faculty payroll is audited each semester to identify potential pay discrepancies
- All faculty assignments are verified by Educational Affairs
RECOMMENDATION
We recommend that the College establish an effective process to ensure the routine evaluation of faculty.
An evaluation process has been established for all faculty to ensure quality instructions and professional development for all faculty.

- Full-time Cycle
- Part-time Cycle (new, current)
- 3 Components (Administrative, Student, Self)
7 - Low Enrollment Classes

RECOMMENDATION
We recommend that the College improve its process for determining whether to hold an academic class with low enrollment.
As an open door institution the District remains responsive to a diverse student body:

- Low Enrollment Justification Form
- Banner Generated Enrollment Reports
- Independent Study
<table>
<thead>
<tr>
<th>Course &amp; No.</th>
<th>CRN No.</th>
<th>Day/Time</th>
<th># Enrolled</th>
<th>Comments</th>
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<tbody>
<tr>
<td>EMT 217</td>
<td>53182</td>
<td>UMS</td>
<td>5</td>
<td>Emergency Room clinical limited space by contract, class capped at 8. Still have four to register</td>
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<td>EMT 217</td>
<td>53183</td>
<td>UMS</td>
<td>5</td>
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<tr>
<td>EMT 264</td>
<td>53176</td>
<td>T</td>
<td>4</td>
<td>Emergency Room clinical limited space by contract, class capped at 7.</td>
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<tr>
<td>EMT 264</td>
<td>53178</td>
<td>R</td>
<td>4</td>
<td>Emergency Room clinical limited space by contract, class capped at 7.</td>
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<tr>
<td>BUS 225</td>
<td>53179</td>
<td>F</td>
<td>4</td>
<td>Course needed for graduation</td>
</tr>
<tr>
<td>ENG 280</td>
<td>53180</td>
<td>S</td>
<td>5</td>
<td>Pilot Course</td>
</tr>
<tr>
<td>BL 201</td>
<td>53181</td>
<td>U</td>
<td>4</td>
<td>Continuing to enroll – late start course.</td>
</tr>
</tbody>
</table>

Chief Academic Officer: ___________________________ Date: ____________

Campus President: ___________________________ Date: ____________

VC/Educational Affairs: ___________________________ Date: ____________
RECOMMENDATION
We recommend that the College improve its controls for monitoring new students' completion of placement testing and enrollment in developmental courses, when required.
WCCCD has implemented a process to identify those students who did not take the Compass Placement Exam. These students are sent a correspondence which instructs them to come onto a campus to be tested.

Students are given an opportunity to apply for a waiver which is recorded in the SCT Banner system thereby creating a more accurate process of identifying those who did not take the test.
The District now assumes a more proactive role in assessing non-compliance of this policy by students by routinely (every semester) conducting the process described above.

The new SCT Banner system automatically identifies students who are taking college level English and math courses without the suggested developmental courses.

Students will be sent a letter alerting them of the challenges they will face and the campus resources they may need to be successful in their classes.
9 - Repetitive Course Enrollments

RECOMMENDATION
We recommend that the College establish a formal, written policy that addresses repetitive course enrollments and their impact on students' academic progress and the College's efficient use of resources.

We also recommend that the College identify and counsel those students found not to be making satisfactory academic progress when indicated by repetitive course enrollments.
Procedures have been developed to monitor students’ performance in repetitive course enrollments.

Students who repeat a course for four or more times will have to gain an adviser’s or staff’s signature before being allowed to re-register in that course(s).
RECOMMENDATION
We recommend that the College improve its methods for evaluating the quality of its educational programs.
Process Enhancements

The District has several quality assessment tools in place to evaluate the quality of academic programs:

- Monthly Career Compliance Report
- PROE
- New, Existing, Sunset Programs
- New Graduate Exit & Alumni Surveys
- Non-enrolled and Non-Return Survey