

# Comprehensive Program Review Report



## Program Review - Admissions & Records

### Program Summary

#### 2022-2023

**Prepared by:** Arianna Kennedy, Director of Admissions & Records

**What are the strengths of your area?:** Admissions and Records strives to serve students, staff & faculty with integrity and kindness everyday. When a student steps foot on campus here at College of the Sequoias whether that is physically or online, we want them to feel welcomes by Admissions & Records as their journey begins. Not only to we help students with their first steps but we want to come around them with a wholistic approach from application to graduation. We as Admission & Records, find our success by having those around us succeed. To know that we were able to help & guide all those who encompass out district.

The academic year of 2021-2022 has brought many trials as we round out our year 3 with COVID-19 , but we at College of the Sequoias as much of the world have learned to not move through but overcome. We were able to serve 16, 283 students, 461 faculty and had 8,450 students as full time students. This not only says a lot about COS but so much about our students and their resiliency. COVID-19 did not stop the work we do with our students and will not in the future.

2021-2022 kept Admissions & Records plenty busy and our numbers show it. Our numbers for Admissions & Records are as follows:

Processed Applications- 22,880  
Adds- 6,069 students  
Transcript Requests- 14,888  
GE/IGETC Certifications- 2,371  
Override Prerequisites- 3,374  
Evaluated Transcripts- 1,008  
Degrees Awarded- 1,790  
Certificates Awarded- 1,014  
Dual/Concurrent Enrollment- 3,313  
Changed Grades- 425  
Microfilm Conversion- 4,370

The work showcased above cannot be done without the amazing staff of Admissions & Records. By coming together and uniting when things get heavy and the load feels large, we are able to push through and launch out students into the next chapter of their life.

As students started to really jump back into the world of in person courses, the work of the Admissions & Records office did not stop. We continued to show that regardless of the modality that our students chose that we would be available to them. Admissions & Records has been able to show that weather we worked from home, on campus or at one of our centers that we are able and willing to accommodate those here at COS. The team that is A&R took pride in being one of the first groups back on the front lines with students. Worked hard daily to showcase our availability which meant opening at 7:45am and staying open until 6pm. There was never a lack of creativity from this group on how to welcome back out students, faculty, and staff.

Our minds in Admission & Records continue to expand on how to help our new students navigate the options of online learning but also come up with new ways to help the students in this ever-expanding modality. COVID 19 has taught us many things and

one of those at the top of the list being flexibility. When we are able to be flexible as a department, as a district, as a college, the students benefit. Admissions & Records is a revolving door of different ways in which we can help our students be successful so by adding items to our repertoire such as NEXTGEN, the new wave of electronic submissions of Financial Aid & Admissions forms. Once we are able to move forward with this awesome product, its just another tool to add to our belt of student equity and success.

When being asked over the year to think about what we did well, what we need to improve, how we become better, it leaves so many stones overturned and not always answers. That being said, Admissions & Records is always willing and able to answer the questions under those stones. We often are lead to a cross road of how we move forward when we are discussing the evolution of a department. As Admissions & Records our evolution and growth regarding staff members, regulations, dual enrollment and all the other things coming down the pipeline, we make sure to lead with a student services hand and heart.

**What improvements are needed?:** When talking about growth, improvement is the goal. Improvement means that we are trying to be the best version of our department that we can be which then in turn will allow us to be the best help/guidance to our students.

One of the main areas that Admissions & Records will be moving into regarding improvement is looking at helping our students in a wrap around manner. This means that we will be having our students receive services, funding and guidance their whole way through COS. Admissions plans to be the facilitator in this as we are usually the first point of contact for our students. We want to improve our FTE's so that our students have a full schedule and a clear path towards their goals.

As a new director here at COS, my area of improvement comes from leading from the middle. I want to lead our team to a place of growth. I think that as I have been able to get my feet into life here at COS that I have had the ability to see that a lot of the growth that is needed in Admissions & Records will come from my changing as their leader. Directors are often asked to direct their team but I think a lot of it comes from really leading so that they will want to follow me into the next chapters here at College of the Sequoias. When thinking of the improvements I would like to see within our department, I know that it will come from learning from my staff, growing with my staff & supporting my staff. Admissions & Records is ready for what is to come and I am happy to come along side them as their support.

More directly related to my A & R team, through designated project days through out the academic year, we will work collaboratively to develop and implement processes that create meaningful touch points for student enrolling at COS. This work will be shared with the other units within Student Services such as the Welcome Center and Student Success staff; to ensure a well-rounded approach to reach the unique and diverse needs of the communities we serve.

Admission and Records will be focusing on breaking down barriers that are caused by inequities. This will come from students being back on campus and providing us with the face to face issues that they come to know while being back. Barriers are meant to be broken and Admissions will be forging forward with that at the front of our minds.

Areas of improvement that we also want to follow are those closely aligned with the strategic plan of 2021-2015. Admissions & Records wants to be moving in the area of growth that allows the college to be at the forefront of change within our community college system. The areas that we want to closely align with would be as follows:

- \* Enhancing and growing opportunities in areas of concurrent and dual enrollment, which means reaching out to more feeders schools, growing relationships within the districts that we already help and guiding counselors on how to get their students completed to enroll by their registration date and time

- \* Increase staff development when it comes to new policies, procedures and guidelines for the office of Admissions. By increasing development and knowledge in Admissions & Records, more staff will have the opportunity to cross train and grow within Admissions & Records as well as COS. This is will close the gaps that have been formed in A&R. This includes Visalia, Hanford & Tulare campuses.

- \* Create teams that include faculty, staff & administration to better help provide those guided pathways that students need. This will help the understand their major requirements, who they can go to regarding questions around their major as well as more cohesion within the college. If Admissions & Records can on anchor on the ship that leads guided pathways then we want to do that, especially with being so heavily student centered.

- \* Lastly, Admissions & Records will be working closely with the Welcome Center as they have been blessed with a new director as well. This gives us an opportunity to expand our engagement with K-12 partners to provide student groups and their families

with information about transferring out of COS before they even get here. This sets up the guided pathways model before the student is even a COS student.

**Describe any external opportunities or challenges.:** Opportunities continue to be provided by the Chancellors office as we come out of the years that COVID reigned over. There has flexibility at the community college level to help students in regards to the "EW" (Extenuating Withdrawal) & funding for extension on the 2 years free (California Promise Grant). These opportunities allow Admissions & Records to really help the student find gaps to their own personal inequities. Some students struggled in silence until the found a reprieve here at COS and now with these external options and flexibilities at the highest level of community colleges the student is able to find some relief.

Banner 9 is another place that is going to continue to bring opportunities to Admissions & Records. The implementation in the future of self service which allows the students to have more options and opportunities on their web portal will bridge another gap when it comes to the evolution of technology. COVID 19 has taught us that technology is not only the future but the way. We have be able to help student in so many manners with the help of expanded Wi-Fi, laptop rentals & so many more so but having just another way to help a student from their device allows the flexibility that this new normal requires. Continued work will be required to get us to this self service piece but Banner 9 makes it within reach.

During the onboarding process as the new Director of Admissions & Records, I have been able to offer so insight and ideas regarding how to revisit and revise what the future may look like for Admissions & Records at COS. The work for this position focuses on all things Admissions and Records, while my goals are really getting into the trenches with the staff and the work that we do. The goal is implementation of a direct links to our brother/sister that is Financial Aid and all the other student services pieces that a student can utilize, to working directly with staff to develop/update manuals for each area including workflow, have updated policies and procedures and overall productive flow of A&R. This allows the Director of FA and Dean over A & R, to work together in filling group like management team to really help all aspects of Admissions, Records, FA & student services. This position will support High School Dual/Concurrent in collaboration with the new director (Christopher Spomer). Work around Dual/Concurrent has been increasing to such a degree that there must be changes in place so make sure errors or challenges that have stopped student will be squashed. The collective goal for myself as a Director here in A&R is to take in those external opportunities that have been given to COS and myself and lead us into the future.

**Overall SAO Achievement:** The service area outcomes are something that Admissions & Records will always continue to work at. I believe that will all four of our outcomes that we wanted to implement for the 2021-2022, we did the best we could with the hand that we were dealt. Coming back to campus and having students finally start to shuffle back into the in person modality made its own achievement to Admissions. The largest achievement that I can say we reached was being able to really bring the group that is Admissions & Records together to serve our population in person again. We will continue to work towards cross training, implementation of self service in Banner 9, work on our ever increasing fraud applications & lead with equity. The best part of growth is that it ebbs and flows so we may not have achieved all we wanted but we will be able to look toward the future to what we did well and how we do better.

**Changes Based on SAO Achievement:** Admissions & Records is something that is ever changing so we will be changing by always leading with a student support lens. One of the main changes made was the piece of growth mindset. We want to grow not only as individuals within our department but as a unit. It is important that when thinking of making changes that they are made with intent and purpose. Admissions & Records will be sharing knowledge so that everyone in our department is able to help in those times when all hands need to be on deck. It is such a special thing to say that everyone in the department would have the knowledge to help a student at the window, on the phone or even in the hallway because of the knowledge that has been shared with them. Change never stops so Admissions & Records will continue to achieve its goals with or without changes.

**Outcome cycle evaluation:** When I look back at all the things that Admissions & Records has accomplished and overcome in this last year, I feel so lucky to be a part of this amazing team. The nature of what we thought is "normal" has changed over the last three years so by simply allowing our area to grow with the change, we have accomplished so much. Communication from the inside out is going to be the key to our evolution here in Admissions and Records. We want the students, campus, and the district to know the things that are coming out of A & R and how we will support them. The only way we that we can really determine how we have faired over the year is by the success of our students and by our sheer numbers above we continue to push the envelope when it comes to success.

## Action: Cross Train A & R staff

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Scheduling structure and time to allow for training opportunities for job shadowing and training will ensure during absences or cyclic demands the lack of a single staff member with the area of expertise will not impede timely/efficiency, accurate, student/staff centered service within that area.

**Leave Blank:**

**Implementation Timeline:** 2020 - 2021, 2021 - 2022

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

**Person(s) Responsible (Name and Position):** Michele Brock, Dean of Student Services, and Neal Powell, Student Services Manager

**Rationale (With supporting data):** When staff is unavailable student/staff & faculty needs are not able to be addressed as no other person in the team is able to support the process. Student/staff needs are put on hold until the team member with the specialize knowledge returns. This can greatly impact customer service, student success, and overall compliance. Based on several incidence of lack of specialized staff availability (absence, workload demand etc.) actions such as cross training will continue to be taken during the 2021-2022 academic school year to increase the efficiency, effectiveness and accuracy to ensure compliance for timelines and regulations to be carried out by all A & R staff while ensuring expedient student/staff service is available at all times. A & R staff will have designated time each month to work on this project in small groups and individually. Cross training opportunities are open to all staff members.

Each A & R staff member will have created a manual, flowchart and handbook to support efficiency in their workflow and allow other staff to be cross trained to add additional support to the A & R team during an absence or high demand period.

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

## Update on Action

### Updates

**Update Year:** 2022 - 2023

10/13/2022

**Status:** Continue Action Next Year

Cross training in Admissions & Records with start to be monitored and handled by the new Director of Admissions & Records. With the office having someone to oversee the training and make sure their is binders/guides/documentation of how to do duties are up to date, there will be more opportunities to cross train. The office needs to have ability to understand the how, why and when of all the aspects of our office and with cross training we will have that opportunity.

**Impact on District Objectives/Unit Outcomes (Not Required):**

**Update Year:** 2021-2022

06/30/2021

**Status:** Continue Action Next Year

Due to the specialized nature of the workloads in the A & R office, services and processes can be negatively impacted when only one staff member is able to address certain areas. This interferes with student satisfaction, compliance related deadlines and the efficiency of interdependent cycles of the office and the District at large.

Time is set aside every month for all A & R staff to cross-train. In addition A & R staff are working to complete workflow charts and handbooks for each area to ensure designated staff can also interface with the processes ensuring timely completion.

**Impact on District Objectives/Unit Outcomes (Not Required):**

## Link Actions to District Objectives

District Objectives: 2015-2018

**District Objectives - 3.2 -** Increase training for academic and student services staff and faculty to respond to the unique needs of our student population.

**District Objectives - 4.1 -** Improve operational systems based upon data driven decision-making as described in the COS 2.0 manuals.

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**District Objectives** - 4.2 -Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.

District Objectives: 2021-2025

**District Objective 4.3** - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

## Action: Increase student access to A & R processes via a digital platform to better accommodate students and faculty that are interfacing fully online.

Train staff and students on the use of Banner 9 self service features. This will allow students real time data (received transcripts, AP scores, degree applications/awarding) to better facilitate time lines and access. Also this upgrade will support submission of rosters/grades etc. from the faculty to eliminate the need for paper and wet signature process. Several processes due to this upgrade will allow fully digital options of students and staff.

**Leave Blank:**

**Implementation Timeline:** 2021 - 2022

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

**Person(s) Responsible (Name and Position):** A & R Staff, Dean of Student Services, Marketing

**Rationale (With supporting data):**

**Priority:** Medium

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

### Update on Action

#### Updates

**Update Year:** 2022 - 2023

10/13/2022

**Status:** Continue Action Next Year

Action has to continue because do not have the self service of Banner 9 available. our IT department is working to get this option available to faculty and students. With the sign sign on process the steps to self service are made more clear but we do not have the process available as of yet. We will continue to work on this option as having the ability to do grades, rosters, electronic signatures and link forms digitally will be more convenient for all at COS.

**Impact on District Objectives/Unit Outcomes (Not Required):**

## Link Actions to District Objectives

District Objectives: 2021-2025

**District Objective 1.1** - The District will increase FTES 2% from 2021 to 2025.

## Action: Staff Development Implementation

Offer staff development opportunities/days on or off campus to allow them to have ways to grow not only within our office but within our district

**Leave Blank:**

**Implementation Timeline:** 2022 - 2023

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

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**Person(s) Responsible (Name and Position):** Arianna Kennedy, Director of Admissions & Records

**Rationale (With supporting data):** Often as classified, the staff can feel underappreciated and not enriched. The goal is to refresh the staff with new and better ways to work, live and serve our student. Mental health is so important for our students and just as important for our faculty and staff. The data is supported by the national center for health statistics that shows 23% of adults seek mental health treatment. We need to treat those who serve our students in holistic manner as well. When looking at those who serve it is important that we remember to enrich others we need to enrich ourselves. Really making sure that we are supporting our staff with development will allow them to be at their best to serve the population at COS.

**Priority:** High

**Safety Issue:** Yes

**External Mandate:** No

**Safety/Mandate Explanation:** There can be some issues due to safety with opportunities that require off campus development.

## Link Actions to District Objectives

District Objectives: 2021-2025

**District Objective 4.3** - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

## Action: Increase equitable student access, persistence and completion within A & R processes (Application, registration, awarding)

Increase all student access, persistence and completion as it relates to A & R processes in access, application completion/enrollment, course completion/evaluation, persistence and awarding of degrees and certificate by creating a position to support student needs within these areas. This position would interface between all areas of A & R to facilitate removal of barriers and increase the pathway from application to completion. This position could directly support CTE and Dual/Concurrent processes to maximize

**Leave Blank:**

**Implementation Timeline:** 2020 - 2021, 2021 - 2022

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

**Person(s) Responsible (Name and Position):** Michele Brock, Dean of Student Services and Neal Powell, Student Services Manager

**Rationale (With supporting data):** With the example of over 10,000+ CCCApply applications processed during this academic year, many of these students never enroll in COS. Additionally, the increase in fraudulent applications is significant causing strict filters that also require a manual process to release the students' legitimate applications. This position would designate duties to case manager and create baseline data to build on. This would impact enrollment and would also potentially impact how we process workshops at our high school outreach events. This position would also work with the evaluations unit to ensure student are contacted (via Degree Works data) who are close or at completion for awarding. Overall this position will ensure data collection and student contact in crucial touch points that are currently not addressed in any capacity.

**Priority:** High

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

### Update on Action

#### Updates

**Update Year:** 2021-2022

06/30/2021

**Status:** Continue Action Next Year

No action has been taken on this request.

**Impact on District Objectives/Unit Outcomes (Not Required):**



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## Resources Description

**Personnel - Classified/Confidential** - Hire a Student Services Success Coordinator to support informational campaigns (high school, four-year institutions and other community pathways) intrusive targeted case management of high touch populations (CTE, Dual/Concurrent, DE, Centers) in the continuum of application to completion within the scope of A & R. (Active)

**Why is this resource required for this action?:** With the increase of our inherently disadvantaged student population, increases in CTE and dual/concurrent programs as well as the funding formal with an emphasis in completion of degrees and certificates, more direct student case management would directly benefit student access, persistence and completion.

**Notes (optional):**

**Cost of Request (Nothing will be funded over the amount listed.):** 80000

## Link Actions to District Objectives

District Objectives: 2021-2025

**District Objective 1.1** - The District will increase FTES 2% from 2021 to 2025.

**District Objective 2.4** - Increase the percentage of CTE students who achieve their employment objectives by five percentage points (job closely related to field of study and attainment of a livable wage) and the number of CTE students who successfully complete 9+ CTE units in a single year by 10% from 2021-2025.

## Action: Hire Admissions & Records Technician (Range 24-27)

Hire Admissions & Records Technician position due to the sheer volume of increase we have shown in the recent work regarding the work being done in Admissions & Records and work soon to come. This includes but is not limited to dual/concurrent enrollment, microfilm conversion, auto awarding certificates & CVC.

**Leave Blank:**

**Implementation Timeline:** 2022 - 2023

**Leave Blank:**

**Leave Blank:**

**Identify related course/program outcomes:**

**Person(s) Responsible (Name and Position):** Arianna Kennedy, Director of Admissions & Records

**Rationale (With supporting data):** In 2019-2020, Admissions & Records asked for an increase in A&R office/window staff. This directly supports the district's strategic goal to increase success rates by closing equity gaps because with a new position to be the middle person between our clerical & our specialist they can help on both ends of the board. Then Admissions & Records would be a new position to our office but one that has been utilized in the past. Bringing back this position only makes sense with the continued growth and need that our office has.

With more staff we are able to address the many issues that arise when discussing equity and how to help our students. Equity is the future because there is no way to not recognize how many gaps need to be filled and how many students do not have the same opportunities. COS is moving into an increase of students on campus and online and with that increase we have to have the staff to serve them. It is important to note that often when we have our busy periods that we are hiring seasonal employees to fill in those impacted areas but I believe that be a disservice as we could hire a full time employee to keep our office constantly afloat and ahead. It is important to get ahead of the curve for what is to come with Admissions & Records and not behind it.

**Priority:** High

**Safety Issue:** No

**External Mandate:** No

**Safety/Mandate Explanation:**

## Resources Description

**Personnel - Classified/Confidential** - Hiring an Admissions & Records Technician is necessary, due to the sheer volume of

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increase we have shown regarding the work being done in Admissions & Records. In 2019-2020, Admissions & Records asked for an increase in A&R office/window staff, this was necessary then and especially is now. The role of the Admissions & Records Technician has become vital to our department due to the continued rise necessary help in our office. The technician would help with the following things we do and those coming. They are as follows but not limited to rise in Dual/Concurrent Enrollment, Microfilm conversion, Automatic awarding of Certificates, & CVC

This new position will directly support the districts strategic goal to increase success rates by closing equity gaps. With more staff we are able to address the many issues that arise when discussing equity and how to help our students. Equity is the future because there is no way to not recognize how many gaps need to be filled and how many students do not have the same opportunities. COS is moving into an increase of students on campus and online and with that increase we have to have the staff to serve them. It is important to note that Admissions & Records is constantly having to hire seasonal help because of the high volume and demand in our work. This would be able to negate the need for so many season employees and have the opportunity to give them or someone else the opportunity of growth within our office. As the work load & numbers grow then so must our office. (Active)

**Why is this resource required for this action?:** Admissions and Records has continued to grow in multiple aspects which requires the work to continue. Having to continue to hire seasonal employees to fill in the gaps is not the best option. Give the classified professionals the opportunity to work full time and commit the full day to their work will not only help Admissions & Records but COS as a whole.

When looking at the way students are being serviced which is in-person and online, this requires staff to be taking on more duties that come with all the different ways of service (email, phone, walk up, appt & text). The main purpose for Admissions & Records Technician will fulfil the need of Admissions and Records because of our continued growth in areas of High School students (dual/concurrent enrollment), online courses, transcript requests and microfilm conversion.

One of the most important things to community colleges and COS is to be visible and available to students and we cannot be asking students to show up if we don't have enough staff to service them. Hiring an Admissions & Records Technician will give us the continue support that is needed and negate the need for so many seasonal employees during our busy period because the busy periods are coming around sooner and stretching out farther.

**Notes (optional):** Classified range 24 step 2 full time 12 month salary at current rate is \$45,698 plus benefits at current rate 35.6295% is \$16,281.97 plus health insurance at current cost \$19,138.20  
Total cost for range 24 step 2 at current rates \$81,118.17

Classified range 27 step 2 full time 12 month salary at current rate is \$49,234 plus benefits at 35.6295% \$17,541.83 plus health costs \$19,138.20  
Total cost for range 27 step 2 is \$85,914.03

**Cost of Request (Nothing will be funded over the amount listed.):** 85915

## Link Actions to District Objectives

District Objectives: 2021-2025

**District Objective 4.2** - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

**District Objective 4.3** - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.