Comprehensive Program Review Report

Program Review - Admissions & Records

Program Summary

2020-2021

Prepared by: Michele Brock, Dean of Student Services

What are the strengths of your area?: What are the strengths of your area?:

Admissions and Records proudly serves over 17,263 students from the start to the finish of their journey here at the College of the Sequoias. Additionally, this dynamic staff works hard to serve over 521 faculty members in our collective effort to support student success. As annual district-wide enrollment has increased 19% over the past six years along with FTES increasing to a total of 10,662, of which many processes here in A & R support directly. To put this into perspective, if each student was given one staff member within Admission and Records to case manage for the 2019-2020 academic school year, each staff member would directly support almost students 1,233 each.

This office has supported degree awarding increases from 2014/15 1625 total awards verses 2019/20 2749 total awards and increase of 69%. Increasing 92% in degrees and 19% in certificates.

2019-2020 Highlights
Questions: 26,331
Document uploads: 530 (from April 15th)
Applications processed : 54,581
Grades processed: 132,119
Transcripts processed: 19,074
Degrees Awarded: 2190
Certificates Awarded: 870
Denied:293
External Transcripts evaluated:934

2018-2019 Highlights
Points of Service front office: 37,737
Applications processed : 22,120
Grades processed: 86,921
Transcripts processed: 14,721
External Transcripts Evaluated: 1,272
Degrees: 1754; Certificates: 998; Sought: 250 =Total 3002

In the area of Admissions and Records, the Unit works within this mission statement: Admissions and Records is to serve as a continuous resource for students throughout their academic experience. We strive to provide outstanding service to students in the areas of admission, registration, graduation, transcripts, degree audit and record maintenance by creating a positive environment that values diversity, multiculturalism and mutual respect. The Admissions and Records Unit is committed to maintaining high academic standards, promoting student success and creating opportunities for life-long learning. We strive to provide accurate, responsive and respectful services to the students, faculty, staff and administration, while upholding and maintaining the policies and procedures of the District.

Results from the Mother Lode Survey in Spring 2019 indicate 96% overall satisfaction rate with A & R services for the District and 97% satisfaction rates at the Centers; students overall are being well served by this Unit.   A & R touches every one of the 17,263

students from the start of their COS experience, every semester all the way to reaching their goal. These touch points greatly impact the students' ability to move forward and be successful in their journey. For students, the A & R unit supports vital actions such as their initial application, determining residency, add/drops, pre-req/transcript evaluation, verifications, grades, transcripts, to degree/certificate awards. It is our charge to ensure that through the lens of the Districts mission, goals and objectives, along with local and state regulations, we work as individuals with unique specialized duties as well as a collective collaborative unit to effectively serve student. Both in a direct person- to- person capacity along with implementing and maintaining compliant processes, procedures and systems to support all tasks related to enrollment services for student, staff and the Institution.

Admissions and Records is a unit with many strengths and much responsibility to the students and District we serve. More specifically work during the 2019-2020 academic year, the A & R staff has embraced taking a deeper look at the systems that are used and the data points that can best drive the often complex, intricate and critical support each member offers.

Examples of staff duties and relevant data points are as follows:

*Velia Rodriguez: A &R Lead Coordinator

Data points 2019-2020: Athletics Eligibility- 571 (No participation COVID 19); No Probation/Dismissal COVID19); BOG Appeals- 100; Grade Changes-1030; CW Drops- 382; Other Faculty Drops/Reinstatements- 3240; Advanced Placement-747; Academic Renewals & External Credit Petitions-140; Credit by Exam-12; Incomplete Grade Notifications- 276; HS Student overrides- 305; Grade Roll Count 151,641 .
Data points 2018-2019: Athletics Eligibility- 372; Academic Standing Notifications- 3614; Loss of CCPG Notifications- 1928; BOG Appeals- 204; Grade Changes-1622; Advanced Placement-113; Academic Renewals-284; Credit by Exam-6; Repeats at Subsequent College Petitions-52; Incomplete Grade Changes-160.
Duties: Process all aspects of grade roll and grade modifications; CW/EW (Excused Withdrawals), Academic Renewal; Grade Changes- Petition for Modification of Student Record; Incomplete Grades; Dismissals; Advanced Placement credit; Academic Standing; High School Grade Reports; Credit By Exam; CLEP credit; Independent Study; Reports (Missing Grades & HS student 5% enrollment accountability); Probation/Dismissal Letters; Athletic Eligibility Check; Articulated Credit; Transit Letter/Permission; Maintenance Allowance Applications; Loss of CCPG appeals; Manual adjustments of course fees; Process other college repeat evaluations; Document repository for audit coordination.

*Regina Trevino: Registration Coordinator

Data points: 2019-2020: Instructor Initiated drops-281; Prerequisite Drops-497; Disqualified Drops-274; First Day No Show Drops-2885; Adds-4908; Time Conflict 172-; Prerequisite Overrides-1909; Repeat Petitions-327

Data points: 2018-2019: Instructor Initiated drops-149; Prerequisite Drops-1057; Disqualified Drops-90; First Day No Show Drops-2720; Adds-9535; Time Conflict-212; Prerequisite Overrides-1164; Repeat Petitions-748

Duties: Term Set Up; No Show Rosters; Pre-requisite Overrides; Plan, organize and create Registration Calendar Set Up; Late Add/Drop Petitions; Matriculation Holds; Petition to Override; Registration Priority; and Late Add Petitions; Time Conflicts; Request and process instructors' first day rosters and add/drop slips. FrontPage, SharePoint and WebPoint 2.0 to create and update web pages; staff/faculty timeline notification. Coordinate registration materials and train staff on registration duties for all campuses (Visalia, Tulare and Hanford). Support faculty/staff with course conflicts.

*Irene Garcia: A & R Senior Specialist

Data points 2019-2020: 14,812 Transcript Production; 108 Academic Renewal Petitions; 42 Academic Renewal with Repetition Petitions; 54 Release of Records request; 396 Remove and/or Add Department Holds; Reviewed and edited over 3171 Microfilm jackets; 14 Subpoenas processed.
Data points 2018-2019: 14,721 Transcript Production; 176 Readmission Petition; 161 Academic Renewal Petition; 394 Course Substitution Forms; 50 Release of Records request: 689 Remove and/or Add Department Holds; Reviewed and edited over 2,031 Microfilm jackets.

Duties: Transcript Processing Coordination; Readmission Petition; Subpoenas; Academic Renewal; Transcript Window direct student support; Dean of Student Services Holds; Early Grade Reports (sends out faculty notice);Credit by Exam (distribution of petition to students); BDMS Coordination and oversight for department; Scan and coordinate scanning student records; Dismissal tags; Course waiver substitution forms; Authorization to Release Test Scores; Student Consent for Release; AA/AS

Waiver Fee Substitution Form.

*Carlos Cantu: A &R Specialist

Data Points 2019-2020: General Education Certifications: CSU – 2137; IGETC General Education Certifications – 275; Pass-alongs combined with GE Certifications – 591; General Education Certifications not processed – 3797; Total GE Certifications reviewed – 6800 Verifications: Auto Insurance – 12, Background Investigations – 150; Child Care – 38, EDD – 26; Housing – 191; Loan Deferment – 52; National Student Clearinghouse – 142; Scholarship – 18; Non-specific Verifications – 72; Total Verifications – 701 Prerequisite Processes: Time Conflicts – 221; Nursing Overrides – 3; Department/Special Overrides – 13; AP Score Overrides – 1; HS Overrides – 41; HS Permission Overrides – 795; COS Completion Overrides – 7; Transfer Unit Permanent Override – 50; Spanish Overrides – 22; Repeat Petition Overrides – 251; Total Override Processes – 1404 Registration Processes: Adds – 5769; Instructor Drops – 142; No Show Drops – 110; Prerequisite Drops – 1; Administrative Drops – 3; Total Drops – 256

Data points 2018-2019: Total GE Certifications reviewed – 6098, Total Enrollment Verifications - 775, Total Override Processes – 1057, Adds – 4175, Total Drops – 255

Duties: CSU/IGETC Certifications, Time Conflicts, Repeat Petitions, Prerequisite Override Requests, Student Enrollment Verifications, EDD Verifications, 1st day No-Show Rosters, Process Add/Drop slips, Late Add Petitions, National Student Clearinghouse, Educational Background Checks, Cal Grant GPA Verifications, Concurrent High School Enrollment, Support Front Counter.

*Helen Aviles: A & R Specialist High School Enrollees:

Data points 2019-2020 total number of applications processed: 54,581
High school enrollees: Summer 2019: 496 – Fall 2019: 1571 – Spring 2020: 1603 – Summer 2020: 670 TOTAL: 4,340
AB540: Fall 2019: 175 – Spring 2020: 76 TOTAL: 251   -   Residency: Fall 2019: 180 – Spring 2020: 168   TOTAL: 348
Misc: Naturalization, Permanent Resident, DACA updates: Fall 2019 156 – Spring 2020: 67   TOTAL: 223
Student Demographic Changes: Fall 2019: 339 – Spring 2020: 229   TOTAL: 568

Data points 2018-2019: High school enrollees: Spring 2018 1073 – Summer 2019 496 – Fall 2019 1571– TOTAL: 3,140
AB540: Spring 2018 48 – Fall 2019 175 TOTAL: 223 Residency: Spring 2018 99– Fall 2019 –180 TOTAL: 279
Misc: Naturalization, Permanent Resident, DACA updates: Spring 2018 98 – Fall 2019 156 TOTAL: 254
Demographic Changes: Spring 2018 401 – Fall 2019 339 TOTAL: 740
300 – Fall 2018 308 TOTAL: 608
Demographic Changes: Spring 2017 498 – Fall 2018 527 TOTAL: 1025

Duties: Update/maintain CCCApply-Admissions Application Processing managing error fields and integrity codes; Determine/Resolve Residency Determination; Request for Reclassification of Residency; Research; Understand the state and federal regulations on residency (in-state tuition), visa status, and immigration law. Review and determine eligibility of cases under AB 540 waiver California Nonresident Tuition Exemption Request (AB540); Student Demographic Change Form – Name, SSN, DOB; Dual Enrollment & Concurrent High School Enrollment Permission Form; support student workers work, recruitment and scheduling. Design and update inventory of forms to comply with the latest regulations and policies.
With the implementation of the following initiatives, the workload has increased to match the more inclusive student population served.
AB 343 – Residency SIV & Refugees; AB540 – Amended Ed. Code 68130.5; Dual Enrollment and AB 288 District expansion

*Justine Kincade: Resource Specialist: Degree Audit & Evaluation

	Fall 2019	Spring 2020	Summer 2020
• Certificates	1	35	46
• Degrees	169	711	110
• Denied	11	98	42

2018-2019
- Degrees Awarded: 731
- Certificates Awarded: 259
- Degrees Sought: 80
- Certificates Sought: 11

Data points 2018-2019: Transcript Evaluations – 1,016; Certified Pass-Alongs – CSU: 571, IGETC: 28; Course to Course Entries: 330 students; Degree/Certificate Awarding: 1,754 degrees divided by three evaluators, 998 certificates divided by three evaluators; Sought Degrees/Certificates evaluated: 250 divided by three evaluators; Repeat at Other Colleges Petition: 35; Course Substitutions entry in Degree Works: 195; Paradigm Order: 38; Degree Works is qualitative, scribed new 2018-2019 catalog

Duties: Degree Works scribe and maintenance; Transcript Evaluations; Certified College Pass-Alongs; Back up for pre-requisite overrides; Review and Approve Petition for Evaluation of Transcripts for Course(s) Repeated at Other College(s); Lead for entering articulated courses for incoming transcripts and building master list of courses; Degree and Certificate awarding; Course substitution entry into Degree Works audit database

*Yee Lee: A & R Equivalence Specialist
Data points 2019-2020

	Fall 2019	Spring 2020	Summer 2020
Certificates	10	25	55
Degrees	276	605	16
Denied	20	76	14

Data Points 2018-2019: - Degrees Awarded: 718
- Certificates Awarded: 220
- Degrees Sought: 86
- Certificates Sought: 6
Started position on December 10, 2018

Degrees/Certificates Awarded/Sought: Please see Justine's email on data; Course Substitutions: 19; Transcripts Evaluated: 256; Course to Course Equivalency: 153; Transcript Legends Built: 155; Input Certified College Pass Alongs: 147; Graduation Denial Letters: 49

Job Duties: Transcript Evaluations, input Certified College Pass Alongs, review and approve Petitions for Evaluations of Transcripts for Course(s) Repeat at Other College(s) Forms, Degree and Certificate Awarding, Course Substitution entry into Degree Works audit database, assist in Degree Works scribing, build Catalogs from outside colleges, input Course to Course Equivalencies, build transcript legends from outside colleges.

*Joanne Barkhurst: Evaluation Specialist
Date points 2019-2020

	Fall 2019	Spring 2020	Summer 2020
Certificates	168	365	163
Degrees	200	102	3
Denied	18	19	1

2018-2019
- Degrees Awarded: 307
- Certificates Awarded: 522
- Degrees Sought: 30
- Certificates Sought: 9

Data points 2018-2019:Data Points 2018-2019:   Graduation applications Entered into Banner 1847; Transcript Evaluations 28; International Transcript Evaluations 1; Documents ordered from Paradigm 2,306; Equivalency Courses entered into TES (Transfer Evaluation System) from Pass Along 650+; Enter data for Certificates into Banner for Fire Tech, Certified Nursing Assistant, P.O.S.T. Academy completion; Emails to students regarding Holds on Accounts 39; Letters of Intent and Confirmation 14; Degree verifications for National Student Clearinghouse 23; Notices of denials 85; Duplicate document ordering 90.

Duties: Evaluate Student Certificate & Graduation Applications for completion. Award Certificates & Degrees and data enter into Banner; notify students when requirements have not been met. Notify student of Holds on accounts; Order Certificates and Diplomas thru Paradigm, our outside printing company. Report information electronically on Certificates and Degrees twice a year to the National Student Clearinghouse. Evaluate international transcripts of students and enter data into Banner. Attend semi-monthly counseling meetings. Enter Equivalency courses into TES (Transfer Evaluation Systems) from Pass Along documentations. Work with students and staff regarding graduation and certificate applications. Provide student information to

Student Activities and Affairs for graduation. Work with Financial Aid Department on awarded and pending degrees.

*Ashley Resendez: Clerical Assistant (FT)

Data points 2019-2020: Microfilm effected by Covid-19)
Microfilm files converted to PDF files Total= 1026
Microfilm PDF files moved into BDMS Total=9750
High school permission = 623
Adds- 381
Drops- 17

Data points 2018-2019: Microfilm files converted to PDF files Total = 3,656 Microfilm PDF files moved into BDMS Total = 869
The number of Microfilm transcripts requested--July 2018 – June 2019--Total = 251

Job Duties:
In addition to Microfilm part of my time is spent assisting the office needs as a clerical assistant.
Duties: Provide students with important information to help guide them through the process of Admissions, Registration, & Records. Aid new and returning students in registering for classes. Assist unit staff with time sensitive tasks. Assist with scanning processed documents. Serve as back up support to Admissions Office with Processing Add slips, Late Add Petitions, Verification letters and Clearing High School Permission forms. Serve as backup support to Records Office with printing Official Transcripts, looking up orders in Credentials, and assisting with Petition for Academic Renewal. Organize and maintain the front office area by creating folders for frontline staff, making sure copies of forms are available, and assisting student workers in gathering accurate information. Provide coverage for the frontline staff for breaks and lunches or as needed.

*Sara Brazelton: A & R Clerical Assistant Records (PT)

Data Points 2019-2020 High School Transcripts -1253; College Transcripts-1980; Pass Alongs-189; AP-460; External Credit Petitions-1029; Readmission Petitons-112; Course Waiver Substitutions- 339

Data Points 2017-2018 High School Transcripts-1286; College Transcripts-1792; Pass-Alongs-122; AP-317; External Credit Petition-848, Readmission Petitions-173

Duties: Incoming hard copy and electronic transcript (High school and college) scanning, filing, and processing into BDMS. Enter Degrees from other colleges. Scan: Pass Alongs, Petitions, AP Scores, And External Credit Petitions. File all record documents into desired locations. Back up for process outgoing transcripts, readmissions, holds on students. Direct student support at transcript window: give out transcripts, petitions, academic renewals, early grade reports, test scores, Readmissions, duplicate degrees and/or certificates. Contact students when degrees are returned and mail or hold for them. Send out charge letters for students requesting transcripts who owe money for them. Create Banner ID's for microfilm students and move their files into BDMS. Answer phones and guide students on how to order transcripts or other information as needed.

*Amanda Alcantar: A & R Clerical Assistant (PT)

Data point 2019-2020 First Day Rosters 1880- Permanent Rosters 1218 -Add Slips 65- Prerequisites 72- Late Add Petitions 146- High School Permission slips 418
Provide students with important information to help guide them through the process of Admissions, Registration, & Records. Assist unit staff with time sensitive tasks. Aid new and returning students in registering for classes. Maintain accurate record of all scan in first day and permanent rosters for every class. Clear High School Permission holds. Process Late Add Petitions. Organize and maintain the front office area by creating folders for frontline staff, making sure copies of forms are available, and assisting student workers in gathering accurate information.

Data point 2018-2019 First Day Rosters 3,150- Permanent Rosters 2,490-Add Slips 78- Prerequisites 115- Late Add Petitions 435- High School Permission slips 593.

Duties: Provide students with important information to help guide them through the process of Admissions, Registration, & Records. Assist unit staff with time sensitive tasks. Aid new and returning students in registering for classes. Maintain accurate record of all scan in first day and permanent rosters for every class. Clear High School Permission holds. Process Late Add Petitions. Backup to Records Office with printing Official Transcripts, looking up orders in Credentials, printing test scores, microfilm and verification letters. Organize and maintain the front office area by creating folders for frontline staff, making sure

copies of forms are available and assisting student workers in gathering accurate information.

A & R Center Specialist (Hanford) Vacant

Data points 2018-2019Pre Req OR 119, Late Add/Drop Slips 229, Web updates 12, Repeat Petitions 41, Concurrent High School Enrollment 120, AB540 10, Student Demographic Change Form 75.

*Martha Avina: A & R Center Specialist (Tulare)

Data points 2019-2020 unavilable

Data points 2018-2019 Pre Req OR 72, Late Add/drop Slips-621, process Repeat Petitions-1, Concurrent High School Enrollment-77, California Nonresident Tuition Exemption Request (AB540)-13, Student Demographic Change Form-61.

As a Center Specialist, the position requires the combination of the A & R staff roles. These positions handle all aspects of student support related to A & R. When specialized support is required, the staff contacts the appropriate team member at the Visalia campus to support a positive outcome. Typical A & R functions carried out at the Centers focus around: Prerequisite Overrides, Add/Drop Slips, Repeat Petitions, Concurrent High School Enrollment, California Nonresident Tuition Exemption Request (AB540), Student Demographic Change Form, and Admission Applications.

What improvements are needed?: We are a highly specialized staff with student centered, passionate, dedicated and creative perspectives. We are growing in our structure and mindset to continue building capacity in each area working toward being driven by innovated, thoughtful, data rich decisions to support both the tradition and history of our work. In tandem of a growth mindset, we must seek out new modalities that positively impact student success and the efficiency in which we serve the diverse population within our District.

In general terms the Admissions and Records unit has areas of improvement such as, work on influencing the increase in efficiency, to help students be successful, and to support faculty with processes and procedures. We continue to examine the ongoing need for equity of service provision at all campus locations to ensure all COS students have access to all A & R related services and supports regardless of location. In this focus area, a review of historical staff ratios to demand indicate additional staff is needed to support the gap in prior staffing constellations and the continuing growth of the District we serve. Within this need brings the awareness of the deficit in staff that are cross trained along with the need to create manuals; in support of the increase in consistent, and complaint service provision. Efforts will continue to bring together this team to engage in professional development to ensure the level of expertise and service provision meets the District standards of excellence. Additionally, in an effort to ensure all systems, policies and procedures move to the COS 2.0 stance, continued work will support the implementation of the Degree Audit System both in the provision of additional staff such as the Equivalence Specialist to better meet the highly complex interface required of this system; along with retooling and creating systems to align with current and future enrollment needs.

Our current areas of improvement more specifically are nestled at the heart of the many State initiatives that point our students towards access to equitable services that close the achievement gap while accelerating their persistence and completion rates. In order to support these high stakes and help move the needle, our Unit must be able to have the staff ratio and tools to support such significant growth and timelines. The largest area of deficit is managing the increase of demand highlighted in the following areas most specifically:

* Continue to be a accessable and equitiable access point to all students that are served here at the College. Providing competant, nonbias support to all students at all times is a continued area of growth the team engages in.

* Increase management and staffing to directly support all students (including evening/online), support students' records maintenance/compliance, along with expansion of outreach impact such as the Dual Enrollment High School students, College Promise, AB 705, the funding formula and the tremendous impact moving all student and services remotely causing potential for gaps in service.

* Create positions to meet the growing needs of case managment within A &R, such as: A & R Generalist/Coord for high touch enrollments and completions (i.e. dual/concurrent enrollment, applications to enrollments and completion awarding) from application managment to degree awarding.

* Additionally to meet these increasing demands this Unit must be contniually trained and cross trained to ensure equitible

services in all settng at all locations for all students.

*Continued efforts to ensure compliance with records keeping including Microfilm and it's conversetion into our SIS/BDMS to maintain records accordinng ly.

* Degree Works has become part of the student and couselors standared set of tools within COS. This system will require continual maintance and up keep from the scribing, to the building of catalogs and course to course equvilance. With more course to course input and upkeep students with external transcripts will have a more accurate view of their true progress and what if senerios.

Describe any external opportunities or challenges.: The single greatest challenge (which always presents opportunities) is the requirement of students and services to aburptly move to a remote/online setting in Spring 2020 due to the pandemic. This along with the equity movement that has come out of Black Live Matter we are able to reevaluate many of the processes and policies to ensure access and equity are found in all of our practives.

As A & R has so many critical funtions at every phase of a student's experience External mandates which come from the Chancellor's office can both provide opportunities and challenges for the Admissions and Records unit. Changes have occurred recently in the process of assessment, remedial courses and completion demands, to name a few. We continue to update policies and procedures along with APs/BPs to support these changes. We continue to work to explore best practices versus work load driven workloads to move more solidly into COS 2.0. All of these influences help the Admissions and Records unit to examine current practices and to make needed changes and improvements. We are bound to the regulations of Title V, Ed Code, Board Policy, Administrative Policy

Additionally, a positive outcome to the great work that the District is doing is found in the continued increase in our student population and faculty. There have been significant growth in both concurrent and dual enrollments as well as significant increases in awarding of degrees and certificiates. This however, places and inherent burden on a unit that has not been increased to meet the current and predicated demands. As this unit is a cornerstone in many and various touch points a student has with COS; along with the custodial care, such a need is crucial. We have the unique opportunity to serve each and every student from beginning to the end of their journey with COS. This highly specialisted critical and compliance based work hinges on the shoulders of team members that are already overburdened with their loads and timeline which are non-negotiable to the work we do.   One basic example to demonstraight the volume within the A & R office relates to answering questions. Based on our Gimlet data which only includes clerical and specilaist found our volume to be up =3204%. There were 26,333 questions logged in the system. 23,855 were questions from students and 1,764 were by staff. 21,422 were questions needing direct support, while 4,909 were directional questions. 15, 30 were asked over the phone, 4, 022 over email and 7,008 went to the office for support (prior to March). Although these numbers are not a complete representation of all the staff and their engagment with those they serve as well as impacted by the remote challenges of our incompatable phone system, it does give the reader some sense of volume related to the service offered here in A & R

Overall SAO Achievement: Continue implementation and assessment on SAOs are at the core of the evolving culture of A &R. Although there was progress made in a few areas of prior SAO's, the common theme in areas that have not made growth are directly related budget deficit to meet the increasing need. Due to lack of completed outcomes to prior SAOs they will be continued ongoing actions until measure have been met. Based on ongoing assessment of these SAOs contnued planning is built into the unit processes to ensure growth and alignment with the changing scope of A & R responsibilities.

Positive outcomes should be noted in the hiring of a Equivalence Specialist who has begun the process on building equivalence tables. Great gains have been made to market and use the Degree Work tool. With more and more catalogs and course to course attributes being loaded into the system the degree audits and what if senerios are increasing and better servering students and staff. Additionally it should be noted that the full time Clerical Assistant has processed over 4,000 of the microfilm. Staff have dedicated afternoons one time a month to complete projects such as updating handbooks/ workflow charts and demand calendars as well as cross train. Twice a month each staff member has an opportunity to meet one on one with their supervisor and discuss progress on goals/projects. Additionally it should be noted that continued efforts are part of the culture of A & R to meet regularly to ensure students have the greatest access to services and support. Through meetings, workshops, discussion group/book clubs and webinars the A & R staff continues to cross train as well as work towards full awareness of implict bias and equal access within the scope of A & R.

Changes Based on SAO Achievement: Overall with the support of the Resource Specialist, the Degree Audit system has moved into full implementation (for all local non- external transcript students). This position has been an amazing asset to the solution focused work that has had to occur across disciplines. There is a direct correlation to the successful roll-out and the expertise this role provides the project and District overall. Continued attention/efforts and resources will be aligned to the needs of Degree Work implementation and maintenance. The additional A & R Equivalance Specialist has allowed the much needed work on the eternal transcripts/equivalence tables, catalogs and related tasks to begin. This vital role has allowed for the Degree Audit

system to move toward full implementation for students who have external transcripts in the future. The system has been live for a full cycle and degree awarding for counselor and students to use. Student and staff usage continues to grow.

With the hiring of a full time clerical assistant the Microfiche Conversion Project continues to make progress. Over 3,656 files were converted into PDF files. Although there has been some lack in progress since we have gone into remote and continued to do so. Dedicated staff still create time blocks each week to keep moving forward with this work. It is estimated that with only one staff on site twice a week for this process (as well as all their other duties) there will be a signifcant decrease in coverstions this and next semesters.

More generally, as the staff are more grounded in the attributes of their area and contentedness to the team's outcomes, each member will continue working on cross training and manual development to consistently guide their work and provide a data loop to inform their work on system innovation and customer service.   Each member is charged with developing data points that can be reviewed and discussed during monthly staff meetings and weekly folder meetings.

Additionally there will be continued efforts to guide staff in increased learning and application of ensuring non bias and equity focused services in all aspects of the work that is done within this Unit.

Outcome cycle evaluation: SAOs and Outcomes are brought into the daily function and on going plannning of our unit. During weekly folder meetings, monthly staff meetings and quarterly planning meetings the A & R team will continue to be engaged in the review and alignment of the A & R SAO in relation to the Program Review process and the overarching District goals and objectives. This will allow for a more comprehensive annual assessment of outcomes.

Action: Conversion of Microfiche Class 1 Transcripts

In order to be compliant with the Microfiche Class 1 transcript documents it is vital that we transfer these document to Banner BDMS student information system for permanent storage. Although we were able to purchase the needed equipment based on our prior resource allocation request, the process of inputting began during this academic year (2016-2017). To continue to meet this vital process, staff will be assigned to create Banner IDs for each file, additional seasonal staff will be hired and trained to begin the manual configuring and scanning of each microfiche document. The Senior A & R Specialist will be assigned time to support this staff ensuring accuracy of the process. Record destruction will follow according to regulations and local policies.

Leave Blank:
Implementation Timeline: 2019 - 2020, 2020 - 2021
Leave Blank:
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Identify related course/program outcomes: This action supports the SAO to increase the number of electronic transcripts sent to other institutions.
Person(s) Responsible (Name and Position): Ashley Jaramillo, Clerical Assistant; Irene Garcia, Senior A & R Specialist, Michele Brock, Dean, Student Services
Rationale (With supporting data): Microfiche is an outdated format that, over time, can wear out and thus records will be lost. Converting microfiche to a more up to date format ensures that records are not compromised and compliance of maintaining permanent documents is adhered to.
Priority: High
Safety Issue: No
External Mandate: Yes
Safety/Mandate Explanation: Title 5 Section 59020-26. Class 1 (permanent) records must be retained indefinitely, unless photographed, micro-photographed or otherwise reproduced on film. If you image a Class 1 document, you can reclassify the paper document as a Class 3 document (disposable).

Update on Action

Updates

Update Year: 2020 - 2021   06/30/2020
Status: Continue Action Next Year
The system to develop Banner IDs (that don't create an application) has been working well. With the new equipment the process of viewing the documents, classifying them and storing them accurately into Banner BDMS has been worked out and weekly efforts are made by various staff to keep this project moving forward. To date 3171 microfilm jackets have been converted. Based on this information it is recommended that an additional A & R position be added to the team to directly support this project along with replace the several positions that were lost to the main office to support the Centers.

Program Review - Admissions & Records

> **Impact on District Objectives/Unit Outcomes (Not Required):** As there are no other permanent records for these microfiche Class 1 documents, every record that is not scanned directly into Banner BDMS is not in compliance with Title 5 or our Local AP/BP.

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.3 - College of the Sequoias Board of Trustees, administration, faculty, and staff will engage in best practices and staff development to sustain effective operational systems for institutional assessment and continuous improvement.

District Objectives: 2013-2015

2013-2015: District Objective #1 - District Objective #1 for 2013-2015: Provide effective academic support services as measured by an increase in the rate at which students successfully complete courses.

District Objectives: 2015-2018

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

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

Action: Cross Train A & R staff

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: 2019 - 2020, 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes: 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.
 District Objectives - 4.2 -Improve the efficiency, effectiveness and communication of human, physical, technological, and financial resources to advance the District Mission.
Person(s) Responsible (Name and Position): Michele Brock, Dean of Student Services
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 2019-2020 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

Program Review - Admissions & Records

Updates

Update Year: 2020 - 2021   06/30/2020
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: 2018-2021
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

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

Action: Equivalence Table Development & Maintenance: Creating access for all students to benefit from degree audit sytem

Allow all students equal access to the degree auditing system to support their completion rates in a timely manner by creating a position that is directly responsible for the development, implementation and maintenance of an equivalence table. This position will support the goal of developing an evaluation process that maintains an updated equivalence table while efficiently interfacing with student information system and degree audit system in a timely matter.
Leave Blank:
Implementation Timeline: 2019 - 2020, 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes: Allow all students equal access to the degree auditing system to support their completion rates in a timely manner.
2.1: Increase the number of students that are transfer-prepared annually
Person(s) Responsible (Name and Position): Equivalence Specialist & Deans Student Service & A & R staff
Rationale (With supporting data): As student success hinges on the appropriate educational planning as required by Student Success and monitored by 3SP, consistent, timely processing of transcripts it vital to our District objectives. The Equivalence Tables will not only allow for accurate evaluation related to overrides, GPA/Pace, expedient course placement, accurate educational planning, but will allow all student to interface with the Degree Audit System/Degree Works independently including "What if" scenarios and create a powerful tool for staff in supporting and planning SEPs etc. Without this work any student who has an outside transcript will not have an accurate audit.
Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Program Review - Admissions & Records

Update on Action

Updates

Update Year: 2020 - 2021   06/30/2020
Status: Continue Action Next Year

A&R has hired a full- time position to support this need. The A & R Equivalence Specialist began in December 2018 and has begun the process of developing and maintaining the tables to ensure all students can access the Degree Works tools as it is intended.

The transcript evaluation has been integrated into the Evaluations Office staff duties with a more efficient system turning around transcript evaluation in under three weeks verse the prior years where three months was the minimum. With the timeline of the rollout of Degree Works now in the implementation and ongoing maintenance of the Equivalence Tables for the Degree Works systems has become critical. Unfortunately the team was unable to import local colleges who also use Degree Works, nor did the ASSIST file import become available. Therefore this work will need to be done by a staff member. It is vital that this ongoing need be put into place immediately to ensure the successful rollout of Degree Works. Without this table and it's ongoing updating the Degree Works tool will never be able to be used as it was intended and purchased for. One example is that student's and staff will not accurately be able to view what transfer cources are being used to meet general education and major requirements.

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

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objectives: 2015-2018

District Objectives - 2.1 - Increase the number of students who are transfer-prepared annually.

Action: Increase overall student satisfaction with A & R Services

With strategic action in training staff, increase staffing and providing the team with the necessary tools with continual systems evaluation to serve with comprehensive equity for all COS students, the overall student satisfaction with A & R services will increase one percent.
Leave Blank:
Implementation Timeline: 2019 - 2020, 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes: 3.2 Increase training for academic and student services staff and faculty to respond to the unique needs of our student population.
4.1 Improve operational systems based upon data driven decision-making as described in the COS 2.0 manuals.
Person(s) Responsible (Name and Position): Michele Brock, Dean of Student Services and all A & R staf
Rationale (With supporting data): As A & R interacts with every student who attends COS at critical touch points in all phases of their journey, it is crucial that students receive the highest level of service to ensure the most accurate and efficient pathway to their successful completion.
Priority: Medium
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Program Review - Admissions & Records

Update Year: 2020 - 2021   06/30/2020
Status: Continue Action Next Year
In the recent Mother Load Survey (2019) Admissions and Records landed at 96% satisfaction rate related to students' level of satisfaction. This rate remains unchanged from the 2019 Mother Load Survey. Therefore, the one percent gain was not reached and this goal will continue. Focus on identifying strengths of both the individuals and the entire team along with team building activities; direct one-on-one coaching during folder meetings and open communication during monthly staff meeting will be focal within this reporting period.
Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: Increase 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.
Leave Blank:
Implementation Timeline: 2019 - 2020, 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes:
Person(s) Responsible (Name and Position): Michele Brock, Dean of Student Services
Rationale (With supporting data): With the example of over 22,120 CCCApply appllications processed during this academic year, many of these student never enroll in COS. This position would designate a duties to case manage 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 curical touch points that a currently not addressed in any capcity.
Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021   06/30/2020
Status: Continue Action Next Year
No action has been taken on this request.
Impact on District Objectives/Unit Outcomes (Not Required):

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 in the continuum of application to completion within the scope of A & R. (Active)

Program Review - Admissions & Records

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 has the new 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: 2018-2021
District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: Increase A & R office/window staff

Hire additional office/window staff to support the increase in demand and atypical scheduling to (Evening/Weekend/Online) to ensure all students have access to A & R services.

Leave Blank:
Implementation Timeline: 2019 - 2020, 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes: To support the District's goal of annual increase of 1.75% in student enrollment, along with the initiatives working to increase completion in a reduced timeframe, additional A & R staff is needed to support student success.
Person(s) Responsible (Name and Position): Michele Brock, Dean of Student Services, all A & R staff
Rationale (With supporting data): Due the increase in student enrollment, (the changes in demands in dual enrollment, completion rates, outreach expectations and local demographic increase and updating of local policies and procedures) A & R requires significant support from student workers and seasonal employees to meet the demands at all campus locations. Additionally, prior positions in the Visalia office have been reconfigured to meet the needs of the Centers. This shift and increased cost of a "generalist" position, as well as not replacing the initial position that was sacrificed to support the immediate need, did not allow us to reinstate needed positions, nor address needs towards meeting the growth of the institution and the needs of evening, weekend, and online interactions which directly impacts the work of A & R.
Priority: High
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021	06/30/2020

Status: Continue Action Next Year
As new staff are approved and hired set work schedules are 9:00 am- 6:00 pm M-TH (Fri 7:45-4:45). These hours were also offered to any other staff member who was interested and two members requested a change in their hours. Working with the PIO office on a marketing campaign and collecting data in Gimlet, we will look for opportunities to expand services later in the evening and on weekends.

With the hiring of a P/T clerical assistant starting in January 2019, working the closing shift, the A & R office is more able to serve students in the evening.
Impact on District Objectives/Unit Outcomes (Not Required):

Resources Description

Program Review - Admissions & Records

Personnel - Classified/Confidential - Funding increase to support alignment of A & R staff with increase demand and decrease in staffing.
2 Part time A & R Technicians
Range 24, annual cost $66,208.00.00
 (Active)
Why is this resource required for this action?: Increase A & R staff to support match the demand on service provision to ensure compliance in record maintenance and service provision. Based on data points related to A & R scope of duties and timelines, data will continue to be maintained to illustrate the impact on increased service and the gap of timely provision as demonstrated by increase turn around in service (student petitions/appeals, verification, evaluations, awarding of credit, fees, applications, roosters, transcripts).
Notes (optional): This shift and increased cost of a "generalist" position, as well as not replacing the initial position that was sacrificed to support the immediate need, did not allow us to reinstate needed positions, nor address needs towards meeting the growth of the institution and the needs of evening, weekend, and online interactions which directly impacts the work of A & R.
Cost of Request (Nothing will be funded over the amount listed.): 67000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

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.

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

Action: Hire an Admissions and Records Secretary to support student service demands

Due to the increasing demands on the Admissions and Records unit the position of a secretary is greatly needed to manage the day to day and cyclic functions of the unit.
Leave Blank:
Implementation Timeline: 2019 - 2020, 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes:
Person(s) Responsible (Name and Position): Michele Brock, Dean of Student Services
Rationale (With supporting data): Due to the increases within the Institution which directly impact the Admission and Records unit, secretarial functions are dispersed among many staff leading to inefficiencies in procedures and direct support negatively impacting student and staff service output.
Priority: Medium
Safety Issue: No
External Mandate: No
Safety/Mandate Explanation:

Update on Action

Updates

Program Review - Admissions & Records

Update Year: 2020 - 2021   06/30/2020
Status: Continue Action Next Year
As a cornerstone department for the work of enrollment, transcripts, evaluation and degrees for the District, this department signle handedly touch every one of our 16,358 students multiple times. It is vital to the efficiency of this unit, that a position dedicated to supporting the office and staff be implemented.
Impact on District Objectives/Unit Outcomes (Not Required):

Resources Description

Personnel - Classified/Confidential - Hire an Admission and Records Secretary to support student service demands Due to the increasing demands on the Admissions and Records unit the position of a secretary is greatly need to manage the day to day and cyclic functions of the unit. (Active)
Why is this resource required for this action?: Due to the increases within the Institution which directly impact the Admission and Records unit, secretarial functions are dispersed among many staff leading to inefficiencies in procedures and direct support negatively impacting student and staff service output.
Notes (optional): FT Senior Secretary Range 26 plus benefits and start up costs
Cost of Request (Nothing will be funded over the amount listed.): 62000

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.2 - Improve organizational effectiveness by strengthening operations of and communication between District departments, divisions, and constituents

Action: All students access to report a concern/complaint

Purchase and maintain a software system designed to support higher education student conduct processes such as, conduct/discipline, behavioral intervention/threat assessment, academic integrity. Continue to devleop the processes and procedures related to our BIT team and the Maxient system.
Leave Blank:
Implementation Timeline: 2019 - 2020, 2020 - 2021
Leave Blank:
Leave Blank:
Identify related course/program outcomes:
Person(s) Responsible (Name and Position): Michele Brock, Dean of Student Services
Rationale (With supporting data): As our current BIT form will no longer be supported by our computer systems unit, the BIT team must replace this process. This was also a recomendation of the Accreditation to ensure students have a online option to report concerns/complaints. We have recently built and implemented the Maxient platform to assist with this need. This software will require an ongoing contract for service.
Priority: High
Safety Issue: Yes
External Mandate: Yes
Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021   06/30/2020
Status: Continue Action Next Year
Maxient system has just rolled out for the Fall 2020 semester. We are working through learning the system and applying not processes and proceedures to the BIT. Continued monitorng, training and feedback will be to conerstone of out work this year. Anyalitics will provide data to inform future actions towards supporting supporting student success.
Impact on District Objectives/Unit Outcomes (Not Required):

Program Review - Admissions & Records

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level