Program Information for: Admissions & Records  
Year(s): 2011/2012 to 2013/2014

College of the Canyons' Mission Statement

College of the Canyons offers an accessible, enriching education that provides students with essential academic skills and prepares students for transfer education, workforce-skills development, and the attainment of learning outcomes corresponding to their educational goals. To fulfill its mission, College of the Canyons embraces diversity and engages students and the community in scholarly inquiry, creative partnerships, and the application of knowledge.

Program Description

The mission of the Admissions & Records (A&R) department is to enhance educational goals and lifelong learning by creating a supportive and encouraging atmosphere. The A&R staff is dedicated to providing exceptional service to a diverse community to facilitate, assist and ensure student success.

Who are the customers/recipients of the services and functions?
A&R serves prospective, new, returning and continuing students, residents and non-residents, veterans, athletes, transfer students, reentry students, former students, community members, graduates, LAPD, Fire, Sheriff, Lifeguard, high school students, departments and other educational institutions.

Provide a current organizational chart for the department, including all full-time and part-time staff. Show the full-time equivalent of each staff member. Also, you may want to include a proposed organizational chart if you are proposing changes.
Chart #1: A&R Org Chart- April 2014.doc

Provide a short description of the history of your department, including how it has changed over the years.
The history of the A&R department is filled with technological advancements and innovations. The purchase of Datatel in 1999 has allowed student and office functionalities to be streamlined. Currently, over 85% of the student population, including high school students, registers and completes student service transactions online. In 2008, a Degree Audit component of Datatel was implemented; permitting students to run their own program evaluations through My Canyons. These advancements represent only a small portion of our current reliance on technology. Additionally, A&R relies heavily on third party software systems, databases, My Canyons, electronic transcripts, a new automated phone queue, and a completely revamped website, which incorporates a Live Chat feature. The A&R office has increased its efficiency and productivity by re-engineering workspace and employee job duties. The advancements and innovations over the last twelve years are indicative of the spirit of change found in the A&R staff and represent continued and future growth for decades to come.

Administrative Unit Outcomes

<table>
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<tr>
<th>Department Goals (Overarching AUOs)</th>
<th>Specific Objectives</th>
<th>Means of Assessment and Criteria for Success</th>
<th>Summary of Data Collected and Number of Cycles</th>
<th>Use of Results</th>
<th>Next Assessment Cycle (Month, Year)</th>
</tr>
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Administrative Unit Outcomes (AUOs) Assessment Model:
The purpose of this assessment process is to improve the unit's service.
Admission and Records will redefine the existing priority registration grid to be in compliance with the new Title 5 section 58108 regulations.

The Admissions and Records office surveyed the student body on the Spring 2012 Annual Student Survey produced by the Institutional Research office. The survey questions were directed to inform the A&R office of student perceptions of what factors should be included in determining a priority registration grid. The Admissions and Records office must comply with new Title 5 section 58108 regulations. The survey gave student input to using local discretion as prescribed in the new regulations.

The Spring 2012 Annual Student Survey produced by the Institutional Research office included 8 options for students to agree or disagree with in regards to proposed registration changes. *Students with over 100 units should register last.* *Students graduating this term should register first.* *First time students should register after continuing students.* *First time students should register before returning students.* *Students in good standing (not on probation or dismissal) should get priority over those on probation or dismissal.* *Students with higher GPA’s should have priority over those with lower GPA’s.* *Students in the Honors Program should have priority over all other students.* *All college units (from COC and other colleges) should be used in calculating total units for registration priority.*

The majority of respondents from both campuses agreed that the following changes should be made to the registration process: *Students in good standing (not on probation or dismissal) should get priority over those on probation or dismissal.* *Students graduating this term should register first.* *First time students should register after continuing students.* *All college units (from COC and other colleges) should be used in calculating total units for registration priority.*

The majority of respondents from both campuses disagreed that the following changes should be made to the registration process: *First time students should register before returning students.* *Students in the Honors Program should have priority over all other students.* *Students with higher GPA’s should have priority over those with lower GPA’s.*

Notes: We will not use all college units in determining registration priority because we do not have the staff to evaluate all incoming transcripts and this will create an unfair practice for non-transfer students. Title 5 Section 58108 stipulates students with over 100 units must register last. Based on data collected we will create an appeals process for students with over 100 units to register first. Students will be able to appeal their registration process.

Since the new system of helping students during registration helped to increase student's use of My Canyons for the Spring 2013 term. We pulled the data from Spring 2009 to show how many students processed their registration via My Canyons. Roughly 68% of students registered via My Canyons for the Spring 2010 term. Since the new system of helping students during registration helped to increase student's use of My Canyons for the Spring 2013 term. We pulled the data from Spring 2009 to show how many students processed their registration via My Canyons. Roughly 68% of students registered via My Canyons for the Spring 2010 term.
Admissions & Records will facilitate student success by providing a more effective and efficient means for students to register.

The Admissions and Records office formed a registration committee to focus on providing students access and ease to services available through Admissions and Records and My Canyons with greater efficiency. During Spring 2010 registration, the committee implemented a computer kiosk area to introduce and assist students with online registration, develop a “check-in” process and information desk to answer questions. The “check-in” process was implemented to determine which students needed to meet with someone and receive further assistance at the counter and identify those that needed online assistance. The committee also put stanchions and signage up to help direct students to the proper area for assistance.

To ensure that College of the Canyons (COC) continues to provide quality and efficient service, the Admissions and Records office will survey students receiving services at the information desk and computer kiosk during the Spring 2011 registration period to determine if Admissions and Records’ goals have been met. The survey will consist of 5 close ended questions that students will complete at the time they receive services from the Admissions and Records office. The five questions relate to quality of service and usefulness for the information desk and computer kiosk and overall satisfaction with Admission and Records.

Students who reported very satisfied, satisfied, or neutral for each of the five questions are listed below. Usefulness of having the information table to assist the student was 94%, Usefulness of having the computer kiosk to assist the students was 97%. Quality of service provided to students at the information table was 95%. Quality of service provided to the students at the computer kiosk was 96%. The overall satisfaction with the Admissions and Records office was 95%.

The Admissions and Records office has reviewed survey results and believe we have met the level of success we set to reach. However, this is an ongoing interest of the Administration in Admissions and Records. When conducting our next Program Review, the staff will determine if this is the focus for our 2011-2012 Student Learning Outcome. (SLO 2009/10)

2009 semester. In Spring 2010, roughly 78% of students registered via My Canyons. This is a 10% increase from year to year. We have met our goal of increasing use of My Canyons by at least 5%.

We would like to see the use of online services increase due to the changes made in the Admissions and Records office. We would like to see the percentage of students using online services to increase by at least 5%.

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Of My Canyons, we will continue to utilize this new way of setting up our office during registration. We would like to continue this same Student Learning Outcome next year. However, we will provide a survey to students during registration of Spring 2011 to evaluate their responses regarding the way the office is set up to help them.
Records. Level of Success
The students who reported very satisfied, satisfied, or neutral will exceed 85%.

The Admissions and Records staff will receive cultural proficiency training annually to keep up-to-date on how to provide excellent services to our students.

There will be an evaluation done at the end of each workshop to assess the value of the training and to receive feedback to improve the workshop each year.

Overall, the staff enjoyed and learned from the workshop. We will continue to have a workshop each year. Please see the printed AUO for full results.

The Admissions and Records staff will receive customer service training annually to keep up-to-date on how to provide excellent services to our students.

There will be an evaluation done at the end of each workshop to assess the value of the training and to receive feedback to improve the workshop each year.

Overall, the staff enjoyed and learned from this workshop. Please see the printed AUO for full results.

The Admissions and Records office will conduct a staff retreat to discuss and learn the new Student Support and Success Program services and how it effects new students.

A before and after survey asking 5 questions was administered at the retreat. The questions below were answered with Yes or No. 1. I know the three core services of the 3SP program? 2. I understand how a student earns registration date for fall 2014? 3. I feel comfortable informing students about the steps needed to become a new student. 4. I feel I need more training on the 3SP steps to

Before survey results: Question 1: Yes, 5 No, 8 Question 2: Yes, 11 No, 2 Question 3: Yes, 12 No, 1 Question 4: Yes, 6 No, 7 Question 5: Yes, 8 No, 5 Suggestions for training included: Any new training Generations (differences) Explain how registration dates are assigned I would like a thorough training on Online Virtual Advisor Updates on new, returning and continuing student registration dates

The staff enjoyed and learned from the retreat. The staff is now comfortable with the information and confident in speaking to students regarding the information. Ongoing trainings will be done in the weekly staff meeting.

The results have shown better customer service, awareness of the students they are interacting with and have brought the staff closer together to work as a team. We will continue this AUO next year as well. (AUO 2007)

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Spring 2015
becoming a new student? 5. I would like to have more trainings throughout the year. We would like to see all employees answer yes to questions 1, 2, and 3, on this survey.

Refreshers on petitions. Difference between Ed Code, Title 5, and Board policy. How it related to Board Policy Updates, Enhancements, and Corrections to 3SP steps. After Survey Results: Question 1: Yes, 13 No, 0 Question 2: Yes, 13 No, 0 Question 3: Yes, 13 No, 0 Question 4: Yes, 1 No, 12 Question 5: Yes, 10 No, 3 Suggestions for training included: Whenever new information is introduced, it would be helpful if we were all on the same page. determining if services have been done by student anything you think we need to know enhancements and updates to the program (3SP).

The Admissions and Records staff will receive customer service training annually to keep up-to-date on how to provide excellent services to our students.

There will be an evaluation done at the end of each workshop to assess the value of the training and to receive feedback to improve the workshop each year. We will determine success by having high satisfaction ratings on our student satisfaction surveys each year. We will have a satisfaction rate of at least 85% each year.

19 staff attended the Customer Service Workshop (with an emphasis on generational differences) during the Spring 2009 staff retreat. Staff were given a before and after survey to gauge their knowledge of generational differences and its relationships to customer service before and after undergoing generational customer service training. 19 evaluations were collected for each survey. Before the training, 58% of staff agreed that generational differences exist. After the training, 89% of staff agreed. Before training, 16% of staff could give specific examples of generational types. After reading the evaluations, the A&R office will continue to hold customer service workshops at least once a year and will pursue a follow-up training on generational traits. The staff evaluations show better customer service, awareness of the students they are interacting with, and consolidated staff team identity in dealing with students. On the last student
After the training, 68% could give specific examples. Before training, 53% disagreed that one customer service approach was sufficient to meet student needs. Afterward, 74% of staff disagreed. 79% of staff wanted to learn more about generational types and their use in customer service training. Please see the attached survey for full details of staff responses. The staff thoroughly enjoyed the presentation and believed that it was helpful to their dealing with students in the A&R office. This training environment was designed to be a safe environment for all staff members to be able to express themselves, share their experiences and their beliefs.

The data from the survey indicates the following: Question Average Score from all 11 participants I feel heard: 8.73 I feel valued: 8.64 My opinions count: 8.18 My contributions are appreciated: 8.23 I feel safe sharing my ideas: 8.59 I feel like I belong on the team: 8.45 Things the team does well: The majority of respondents, 9 of 10, stated that the team shares, listens, and respects one another. Things the team needs to improve upon: There were 8 respondents with 8

Based on the results of the feedback, the managers in the A&R office will continue to develop a sense of openness, trust, and respect within the A&R office. The use of humor will need to be brought to everyone’s attention as a reminder of showing respect and cultural awareness as
Admissions and Records will conduct cultural proficiency and customer service workshops for all full time staff members annually.

| The Admissions and Records staff will attend the CACCRAO Regional Workshop held in April 2011 at College of the Canyons. The following workshops will be available for attendance; Evaluators Workshop, Athletes and Residency, Student Learning Outcomes, Time Management, Desk Chair Yoga, Meet with counterparts, and Work/Life Balance. | There will be a session held after the regional workshop for all participants to report out on the effectiveness of the workshop. The participants will provide verbal feedback on the workshops they attended. We will determine success by having high satisfaction rating from the participants. The participants will verbalize the relevance of the workshops to their daily work. | \[\text{During the session, feedback was given from each of the participants. The overall consensus was the workshops were valuable and enhanced their daily work. The Evaluators workshop was a success and the evaluators felt the information and connections made were very helpful. The Desk Chair Yoga was also very popular to help employees with stress management while at work. This was the first time for these two workshops to take place and they were well received by all participants. They were held based on the request from the staff. Overall, the workshop provided timely information to assist the staff while working with students.}\] | 5 | Based on the results of the feedback, we will continue to attend CACCRAO regional workshops held near our College. The staff enjoyed the training and networking that took place. The workshop also gave the staff a sense of pride in the work they do each day. (AUO 2011) |

<p>| The Admissions and Records staff will attend the CACCRAO Regional Workshop held in April 2010 at College of the Canyons. The following workshops will be available for attendance; CCCApply/eTranscriptCA, Innovation in A&amp;R, Best Practices for Veterans and Athletics, Data use in A&amp;R, and FERPA. There will be a keynote speaker addressing customer service with compassion. Staff will also be able to meet and collaborate with 8 other colleges within our | There will be an evaluation done at the end of each workshop to assess the value of the training and to receive feedback to improve the workshop each year. We will determine success by having high satisfaction rating on the evaluations returned by the staff at the end of the conference. | [\text{There were between 15-30 evaluations received at the end of each workshop. The workshops were rated 95% in the good to very good range of each section of the session. The staff enjoyed the workshops and the keynote speaker. The comments and suggestions given were to hold follow-up workshops and to make the room warmer. Overall, the staff enjoyed the}] | 4 | Based on the results of the evaluations, we will continue to host or attend CACCRAO regional workshops held near our College. The staff enjoyed the training and networking that took place. The workshop also gave the staff |</p>
<table>
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<th>Service Area</th>
<th>Workshops, met their counterparts at 7-8 different colleges, and received training on customer service.</th>
<th>A sense of pride in the work they do each day. (AUO 2010)</th>
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<tr>
<td>Admissions and Records will ask students, via the Annual Student Survey-Student Services, about the ways in which they learn about College of the Canyons policies and procedures.</td>
<td>The Fall 2013 Annual Student Survey produced by the Institutional Research office included 10 options for students to choose from. 1. College catalog  2. Instructors/Counselors  3. Flyers  4. Schedule of Classes  5. Mailings from College of the Canyons  6. Specific College office  7. Emails from College of the Canyons  8. College of the Canyons website  9. Word of Mouth  10. Other</td>
<td>The Admissions and Records office will use this information to update the website, include more information on the website, continue producing the instructor newsletter, send updates to faculty, and send emails to students regarding any new or important college policies and procedures. The Admissions and Records office will review the changes made over the next year to see if this SLO needs to continue another cycle. (SLO 2012/13)</td>
</tr>
<tr>
<td>The majority of respondents from the Valencia and Canyon Country campus indicated the College of the Canyons website, Instructors/Counselors, and Emails from College of the Canyons as the top three ways they learn about College of the Canyons policies and procedures.</td>
<td>The Admissions and Records office will facilitate student success by providing clear instruction on the registration process. Once the Admissions and Records Office has provided clear instruction on the registration process, students will be able to register using one of the ways in which they can register; 1) Online, 2) Telephone (STAR), and 3) In Person. In order to assess this learning outcome, data will be pulled from Datatel to determine the means by which students registered and how and when students were able to register. A determination will be made to see if students registered successfully. A standard of 85% of all students registered in their class prior to the add deadline by one of the three modes of registration is the expected level of student achievement.</td>
<td>The SLO has been reached. This outcome will not be assessed next semester. (SLO 2006-2007)</td>
</tr>
<tr>
<td>The Admissions and Records office, in conjunction with the MIS department, has created web access for students to To ensure that College of the Canyons (COC) keeps pace with technological change, As part of that process, COC contracted with an outside consultant, Out of Chaos Consulting, Inc., to</td>
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Admissions and Records will facilitate student success by providing easy and accessible web access for students to register.

In October 2007, the A&R office upgraded the web to the new Datatel version Web Advisor 3.0.

The Office of Admissions, Records, and Online Services recently redesigned and upgraded its existing online registration system.

Conduct three focus groups with current students for the purpose of gathering input about their experiences using the new system. See report.

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| Schedule, the welcome page, and an advanced search. Since the end of the focus group, A&R has worked with the MIS department to ensure these changes have been made. |
| (SLO 2007/08 and 2008/09) |

### Objectives

**Status of Objectives. (Review College Strategic Goals)**

Open Objectives

1. Provide faculty and staff with the resources needed to conduct college business.
   
   **Goal:** Institutional Effectiveness
   
   **Status:** In progress

2. Through research, continually enhance service quality and processes to meet the needs of our students.
   
   **Goal:** Student Support
   
   **Status:** In progress

3. Continually improve staff cross training within the Admissions and Records office.
   
   **Goal:** Human Resources
   
   **Status:** In progress

4. Encourage and support ongoing professional development and training, including the pursuit of networking opportunities with other colleges in the local area for the A&R staff.
   
   **Goal:** Institutional Advancement
   
   **Status:** In progress

5. Assess departmental goals annually during the staff retreat.
   
   **Goal:** Institutional Effectiveness
   
   **Status:** In progress

6. Increase student service efficiency through implementation of new technology.
   
   **Goal:** Technological Advancement
   
   **Status:** In progress

7. Continue to expand communication, relationships, and awareness with Valencia and Canyon Country campus departments.
   
   **Goal:** Campus Climate
   
   **Status:** In progress

8. Image all student records from 1969 to present - Accreditation
   
   **Goal:** Student Support
   
   **Status:** In progress

9. Stay up to date with federal, state and local laws and regulations regarding Admissions and Records.
   
   **Goal:** Institutional Effectiveness
10). Ensure the Admissions and Records office hires and retains quality staff to help with the increasing number of students.
   **Goal:** Human Resources
   **Status:** In progress

11). Foster culture of innovation that anticipates and is responsive to the changing needs of students and staff.
   **Goal:** Innovation
   **Status:** In progress

12). Develop and implement web forms and workflow functionalities to improve services to students and faculty.
   **Goal:** Technological Advancement
   **Status:** In progress

13). Continually enhance technology processes to progress toward a paperless office.
   **Goal:** Technological Advancement
   **Status:** In progress

14). Develop and implement the acceptance of electronic transcripts from other institutions.
   **Goal:** Student Support
   **Status:** In progress

15). The A&R office will implement the Student Success Task Force recommendations for enrollment priorities by the Fall 2014 deadline.
   **Goal:** Student Support
   **Status:** In progress
   **Add'l Comment:** This will be run on July 1, 2014.

16). In order to implement the Student Success Task Force recommendations, the A&R office needs to work with Counseling, Matriculation, and the Dean of Enrollment Services, to ensure we have appropriate staff and technology needed.
   **Goal:** Student Support
   **Status:** In progress
   **Add'l Comment:** This will be evaluated after the fall 2014 term. This is an ongoing project working with many entities throughout the campus.

**Completed Objectives**

1). Track admission and records functions annually to ensure quality service.
   **Goal:** Student Support
   **Status:** Completed

2). By 2013, the Admissions and Records office at the Canyon Country Campus will be able to print official transcripts for students.
   **Goal:** Student Support
   **Status:** Completed

3). Provide on demand transcripts to students.
   **Goal:** Student Support
   **Status:** Completed

4). In 2013 and 2014, The A&R office will require each employee to attend a training seminar in the areas of sexual harassment prevention, dealing with difficult students, and training to assist distressed students.
   **Goal:** Human Resources
   **Status:** Completed
   **Add'l Comment:** The staff were trained through the Economic Development department in 2013. The staff appreciated the training and felt it was important and worth the time.

5). Canyon Country Admissions and Records office will assist and expand in the document imaging of student records.
   **Goal:** Institutional Effectiveness
   **Status:** Completed
6). Maintain current level of service and effectiveness during transitional phases of new building for Admissions and Records during the move from current location to swing space to new permanent area.

**Goal:** Physical Resources

**Status:** Completed

### Additional Accomplishments. (Review College Strategic Goals)

1). The high school registration process moved from in person to online registration. This reduced lines and improved service to our high school students and their parents. (Goal: Student Support)

2). Increased efficiency by reorganizing the Valencia Campus Admissions and Records cubicle area. (Goal: Physical Resources)

3). Implemented new desktop phone system and Meebo (online instant chat) which resulted in fewer emails. (Goal: Student Support)

4). In June 2011, the A&R office implemented on demand transcripts for students. We also opened a separate window for students to process requests and pick up transcripts outside of the admissions and registration line. (Goal: Student Support)

5). Over the past 2 years, the A&R office has developed multiple innovation teams to meet the needs of the office and our students. The innovation teams have addressed issues in the areas of registration, residency, culture, technology, and program review. (Goal: Innovation)

6). The A&R office started a Twitter account and is working with PIO to push information to students through the use of social media. (Goal: Technological Advancement)

7). In 2010, the A&R office improved residency reclassification and appointments by having students meet with one person in the office, make appointments online or in person, and providing drop in hours for students to meet with the residency specialist. (Goal: Institutional Effectiveness)

8). The A&R office used feedback from research projects to improve the petition forms and processes for students. (Goal: Student Support)

9). Within the last year, the A&R office has developed flex workshops, visited division meetings, and created newsletters all to improve communication with the faculty. (Goal: Institutional Effectiveness)

10). In 2010 and 2011, the A&R office hosted the CACCRAO Region 5&6 annual workshop for classified A&R staff. These workshops provided training and networking opportunities for over 70 A&R professionals across the state. (Goal: Human Resources)

11). Improved communication and information regarding other departments on campus by having managers from other offices around campus present at weekly A&R staff meetings. (Goal: Institutional Effectiveness)

12). Worked with other departments to streamline their registration processes i.e. PACE, PAL, FYE and Online Learning Communities. (Goal: Institutional Effectiveness)

13). Increased student awareness through the addition of the information desk and the kiosk where students were trained on My Canyons. (Goal: Student Support)

14). Through the use of technology, such as Meebo and twitter, and restructuring staff hours, have maintained student contact. The A&R office expanded the hours of operation beyond those of other student services office and improved communication through social media and our website. (Goal: Technological Advancement)

15). Created and implemented the noncredit positive attendance database to improve collection of positive attendance hours throughout the semester for all noncredit courses. Worked collaboratively with IT to create and enhance this product. (Goal: Institutional Effectiveness)

### New Objectives.

Please list new department objectives. These should follow from the needs listed above. Also, they should be specific and measurable. Also, identify the Strategic Goal to which the objective relates.

1). Hire permanent part time employees to replace the adult hourly staff. (Goal: Human Resources)

2). Work on making the transcript process more efficient through technology and services from outside vendors. (Goal: Technological Advancement)

### Other External/Internal Factors

**Positions in your department.** What changes have occurred in the last three years and what changes are expected in the next three years within your department/program?

The A&R office changed personnel in the last three years. In 2008, 16 full time staff members and 18 part time staff...
members worked in the A&R office. The office was open Monday through Thursday 8am to 7pm, Friday 8am-4:30pm, and Saturday 9am to 1pm. The A&R office also included the Veteran’s Program and the Student Business Office which included two full time managers, 4 full time staff members, and two part time staff members. As the budget was reduced, so was the staff. Over the next three years, we had 2 retirements, opened the Reentry and Veteran's Center, added the Continuing Education office, moved the Student Business Office to a new location, reduced hours, eliminated the Saturday position, and dramatically changed the A&R office at the Canyon Country Campus (CCC). The continuing education office is responsible for both the Admissions and Records aspect of noncredit, but also includes the instructional aspects, such as, book ordering, collection of syllabi, and instructor absences.

Currently, the A&R office consists of 14 full time staff members and 11 part time staff members. There is one full time staff member and 3 part time staff members in the Continuing Education office. Our hours are currently reduced to Monday through Thursday 10am-7pm and Fridays 10am-2pm. During the first week of school we open at 8am to assist students.

The CCC opened in 2007 with 3 full time coordinators all responsible for multiple areas including the A&R office. In 2010, one coordinator was moved back to the Valencia campus. One coordinator assumed responsibilities for the A&R office and the other assumed responsibilities for the Student Business Office.

In the next three years, the A&R office needs to return to 16 full time and 18 part time staff members. This will alleviate the extra work load each person in the office was assigned when the reduction in staff occurred and provide the staff needed for the influx of students to the College. Although we have fewer students attending courses due to the reduction in sections, we have more students applying and using the services within the A&R office. The A&R office would also like to add the following positions: 1 full time document imaging staff member and one additional residency specialist.

### Technology

How is technology being used for service delivery? What specific changes in the use of technology should be implemented? Please indicate the hardware and software (including version if known) needs for department. Also, indicate if a budget augmentation is needed.

The A&R office has implemented a multitude of technology resources in order to deliver services that allow students, faculty and staff to access information in a more efficient manner. The technologies currently delivering services using an online platform are: My Canyons (registration system), Credentials (transcript requests, pdf transcripts and degree verifications), Hyland (imaging software), Clearinghouse (enrollment verifications), Xap (admissions application), Meebo (electronic transcripts to and from all colleges).

The following technology should be implemented to enhance office operations and services: Workflow (allow documents to transfer from one department to another for approvals, signatures, etc by sending files from within Hyland), Catapult (allow all imaged records for a student to be viewed once a student's ID is entered into Datatel), Assist upload (upload all CCC equivalencies to be entered into Datatel), Web UI Datatel (online SIS platform), Informer (new query reporting tool for data), web-based forms (allow students to submit A&R forms online and be sent directly to the responsible party), and EDI (electronic transcripts to and from all colleges).

With the ever increasing advancements in technology, the A&R office continues to adapt to the changing demands by providing ongoing education and training to ensure staff is proficient in using new processes for office functionality.

### Interdisciplinary Collaboration

Describe any relationships with other departments/programs.

The A&R office is in a unique position to collaborate with every other department on campus. The staff of A&R works continuously to provide information about, and referrals to, other areas of COC by direct interaction with students. Additionally, the A&R office seeks to build strong relationships across campus by inviting other departments to attend and present information on new developments and processes, and discuss mutual interests and benefits, at our weekly staff meetings. The committee feels that this referral function and spirit of collaboration are strengths of the office as well as reasons why A&R is a hub for the campus.

The A&R office has also reached out to other Student Services offices to help with the reduction of staff. When other offices are short on staff, the A&R office has worked hard to help fill in by absorbing job duties done by other offices in the past to ensure the service to students is maintained.

### Challenges

Please indicate any challenges your department or program has faced which may affect services. Also, please indicate how you plan to address these challenges.

The A&R office is faced with many challenges that, ultimately, affect services. Due to the current economic landscape, many community members and students are turning to College of the Canyons for solutions. Compounded by state budgetary restrictions resulting in limited class offerings, the influx of potential and current students is at an all-time high. This influx of students has overwhelmed the A&R office by increasing student service demand. The challenge is to maintain a high level of customer service while at the same time keep pace with workload demands-which are ever increasing. This proves especially challenging with the current staff shortages. In an effort to combat these challenges, the A&R staff remains vigilant and always strives to stay abreast of current trends and best practices through continuing...
professional development, and attending relevant workshops and conferences locally and throughout the state.

**Department/Program Changes.** Please describe any changes (institutional or within the broader academic discipline/program area) that require changes in the department or program structure, focus, or emphasis. The field of A&R as a profession within the broader scope of Student Services plays a unique and specialized role. The A&R department must balance the legal and technical rules and regulations mandated by state legislative policy, which are often unfunded, while at the same time, realize these changes in a seamless and student friendly capacity. The A&R office at College of the Canyons adopts these changes in a creative and innovative manner often through the use of technology. In fact, the A&R department relies heavily on technology and is constantly implementing new technologies into its daily arsenal. Other department changes on the horizon include transitioning into temporary facilities as a new Student Services building is constructed, developing a Call Center, and transitioning into a paperless work environment.

**Canyon Country Campus and a possible Westside Campus.** Please describe your department’s services that are available at the Canyon Country Campus and any plans for changes. Also, please include plans for offering services at a possible Westside Campus. The A&R office provides a full service A&R counter delivering all front line services for credit and non-credit students at CCC. There is one full time coordinator that reports to the Assistant Dean of Student Services. This person provides supervision and support for part time college assistants and part time staff and, is responsible for sharing and implementing all updates, changes and new policies that occur on the Valencia campus, and at State and Federal levels. The CCC coordinator attends weekly A&R staff meetings and semi-annual trainings. Open communications are essential between the two campuses to ensure all information provides a seamless practice and is given to our students accurately.

As an added strategic function, CCC A&R recently received a printer designated for producing on-demand transcripts and re-structured their offices to create a workroom specifically for the storing and imaging of documents. The CCC office has acquired two document image machines for the imaging of A&R archived documents. In addition, all admissions documents received or generated at CCC are imaged to ensure that documents are not lost in transit between campuses.

**Connection to Educational and Facilities Master Plan.** How is the department progressing in implementing plans identified in the Educational and Facilities Master Plan? Also, please list any 10-year goals your department has created. The A&R office reviews the Educational and Facilities Master plan to ensure annual objectives and three-year department plans align. Each objective and all plans are generated with the original Master Plan's objectives in mind. The student learning outcomes developed each year align with the strategic goals of the district and the A&R department.

The A&R office has five over-arching objectives listed within the Educational Master Plan:
- to provide resources in a positive environment to support excellent teaching and student learning;
- to provide student support services to facilitate student success and maximize student opportunity;
- to promote diversity of the community, students, faculty, and staff;
- to select and develop high quality staff; and;
- to generate support, resources, networks, and information to enhance the college's success.

**Other Information.** Summarize any other relevant information. This could include, but is not limited to, the following: surveys, general trends in how people do business that might have implications for your department; Comparison of your department with similar departments, including strengths and weaknesses; Externally imposed regulations; Partnerships with industry, community-based organizations, government, or other entities.

The A&R office has always been responsive to the needs of our students and quick to adapt to changes in both internal procedures and external demands. For example, as the need for more online services for a tech-savvy population became apparent, A&R responded with online applications, registration, and transcripts, and built into our daily business practices methods which supported the education for all students on the use of this technology.

Since the completion of our last Program Review, there have been numerous developments within the state and federal budgets which have had a direct and indirect effect on the way A&R conducts business. In a sense, we are experiencing a distrust of the current online technology. In the current economic climate, we have seen an increase in the number of students returning to school. Some of these students do not have the same technical skills as other students and express frustration at their inability to navigate our online system as well as others. Also, the subsequent increase in demand for classes, combined with fewer class offerings, has led to anxiety in some students both new and old, who simply want to make sure they get into their desired classes. As such, they are choosing to complete their A&R transactions in person rather than online, amplifying A&R's need to provide both "high tech" and "high touch" customer service. We will need to continue to refine our online presence to make our services available to all students, but may need to emphasize and create more user friendly interfaces to accommodate the less tech-savvy student, while at the same time, reinforcing our face-to-face customer service skills.

Economic changes will also dictate the need for A&R to work more closely with other departments on campus. Rising college costs will increase the need for financial aid, which in turn affects our transcript evaluation and enrollment verification processes. The new same-day payment policy will necessitate closer communication with the Student Business Office and the Veterans Center to ensure students are not erroneously dropped in populations whose enrollments are paid by third parties.
The personnel in the A&R office are confident that with our culture of responding to student needs with innovative, creative solutions, we will again meet these challenges in a way that is student-centered, and forward-thinking.

**Use of Data.** Describe department trends, including measures identified in the Administrative Unit Objectives and other data described above. What are the specific implications of the data collected? State each result and the implication.

<table>
<thead>
<tr>
<th>Data Result</th>
<th>Implication</th>
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<tbody>
<tr>
<td>1). The College is facing an increase in Financial Aid fraud. The A&amp;R staff need to be informed of the Financial Aid process to help prevent Financial Aid fraud.</td>
<td>The director of Financial Aid gave a presentation and went to divisions to inform them regarding the effects of verifications and evaluations.</td>
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<td>2). The College carries student debt because students are able to wait before paying their student bill.</td>
<td>Student Services implemented the policy of payment is due at the time of registration. The Director of Admissions and Records presented the data to the Board of Trustees and Associate Student Government to explain and promote the new policy.</td>
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<td>3). The Registration Team in the A&amp;R office wanted to improve the long lines during registration.</td>
<td>The A&amp;R office opened a separate transcript window for students to process requests without having to stand in a long registration line.</td>
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<td>4). Students would return to the A&amp;R office multiple times to handle residency issues.</td>
<td>The A&amp;R office designated one person to complete residency paperwork and instituted drop in and appointment times for students using SARS.</td>
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<td>5). In the A&amp;R Case Study conducted in spring 2011, the administrators wanted to improve customer service and trainings for A&amp;R staff.</td>
<td>The CACCRAO annual workshop was hosted at College of the Canyons in 2011. The administrators would like to have staff attend the CACCRAO regional workshops annually, provide customer service trainings, and seek online trainings for multiple staff to participate.</td>
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<td>6). The A&amp;R office receives over 1,000 calls a day during registration periods. We needed to upgrade the phone system to handle the volume of calls.</td>
<td>The ACD phone system was implemented to provide increased and improved phone service for our students.</td>
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<td>7). Students did not know they could request a Program Evaluation, declare a major, and change their major through My Canyons.</td>
<td>To promote this information, A&amp;R utilized a counseling intern to visit counseling classes to inform students of the products available in My Canyons.</td>
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**Departmental Strengths.** Describe the department’s strengths or unique features. This should principally include information from the data summarized above.

In October of 2009, the office of A&R began implementing innovation teams to ensure the flow of communication between administrators and the community. As the innovation teams have streamlined the processes in A&R, a new way of assessing and implementing technology has changed the cultural dynamic within on-campus departments, faculty, and student populations. In addition, the availability to enhance student and public awareness has increased through the use of live chat, email, online postings, Twitter, texting, Facebook, phone and in person communications. Increasing our interdepartmental relationships has created a culture of innovative, risk taking personnel who are open to new ideas.

**Departmental Challenges.** Describe the department’s challenges. This should principally include information from the data summarized above.

Budgetary restrictions and employee staffing continue to stifle office functionality while technological advancements and ever changing policies demand growth and innovation. The A&R department is continuously asked to do more with fewer resources. This trickle down effect has the potential to hinder student support services especially as the volume of students served continues to increase. In an effort to combat this shortcoming, A&R staff continues to train and attend professional development workshops to streamline processes and stay abreast of current trends and best practices.

Lastly, the new regulations put forth by the Student Success Task Force will have a dramatic impact on the A&R office. The focus for students to have a student educational plan on file will require all transcripts from external colleges to be evaluated in a timely manner. With close to 22,000 students/applicants in a given year, 2 evaluators are not enough to keep up with this demand of the new regulations. We will also be responsible for producing more completors. The College currently has one person responsible for conferring degrees and certificates. This is not enough people to complete the recommendations in a timely manner for our students.

**Budget Planning**
Describe the needs in each of the following areas that will be necessary to meet the program objectives described above:

**Supplies and Services**
The A&R office does not require any special supplies; although, there is a need for many different services to meet program objectives. The services must include training, working with department specialists, and contract services provided by our vendors. With the ever-changing regulations and roles of the A&R office, the staff will attain necessary training through attendance at CACCRAO workshops and conferences, web seminars, and annual staff retreats.

The following technical and/or contracted services will be needed:

- Credential’s Services for electronic transcripts and EDI.
- Hyland for Workflow and Catapult
- Assist.org database upload (upload all California Community College course equivalencies into Datatel), Web UI Datatel (online SIS platform), Informer (new query reporting tool for data), web-based forms (allow students to submit A&R forms online and be sent directly to the responsible party).

**Equipment**
The A&R office will need the following equipment to reach the desired goals and objectives over the next three years.

- Document imaging/scanners
- Television for A&R lobby to provide information to students
- ACD phone system for Non-Credit department
- Computer solely dedicated to SARS where students can check themselves in for appointments.

**Facilities and facility modification**
The A&R office is currently located in the Administrative Building. In summer 2012, the Administration building will be torn down to make way for a new Student Services and Administration building. At that time, the A&R office will be relocated to swing space. In that swing space, we will need adequate storage for all student records, space for all employees to continue their work, a counter for students to conduct regular business, and meeting space.

The new building has been designed by the architects and has space for all functions of A&R. The A&R office would like to make sure there is a kitchen, eating area, and conference room available to the A&R staff. We will also need a secure area in the new building for the safety of staff and confidentiality of student records.

**Personnel**
Over the last few years the A&R staff has reduced in size due to budget cuts, retirements, and people promoting to new positions. The A&R office needs to return to the staffing levels it was at five years ago, for both full-time and part-time employees. The A&R office would like to refill vacant positions and hire more staff with increased student population. To be able to implement the Student Success Task Force Recommendations, the A&R office will need addition staff to keep up with the legislation and student demand. The current need includes one additional graduation technician, one additional residency specialist, two additional evaluators and one to two additional staff dedicated to document imaging. As non-credit offerings increase, they will need one additional full time staff person to handle the amount of students the program will encounter. As the Canyon Country campus increases in student population, an additional staff member in the A&R office will be needed.

Who do you need to coordinate with to make this happen? (e.g. other departments on campus, four-year college, high school, local business or other community colleges)
The A&R office will need to coordinate with many departments and vendors to reach the goals and objectives set for the next three years. The following list is not exclusive; there may be other areas not yet identified.

- All existing vendors
  - Credential’s Solutions
  - Hershey/Hyland
  - SARS
  - ACD Phone Systems
- Human Resources
The following staff participated in conducting this program planning and review.

Jasmine Ruys, Noelia Borcherding, Debbie Sall, Robynn Fridlund, Andrea Varney, Steve Erwin, Michelle Augustine, and Anna Avila. 10/01/11 - 02/01/12
Update by Jasmine Ruys and Noelia Borcherding 02/25/13
Jasmine Ruys, April 2014
Upload additional files.