



**Annual Unit Plan Template
2013-2014 Academic Year
Admissions and Records Department**

STEP I: DESCRIBE YOUR DEPARTMENT/UNIT

a. Mission

The mission of Admissions and Records is to provide excellent quality service to our customers; students, faculty, staff, and the community in support of the application process, registration, student enrollment records and academic policies that is responsive, respectful and individualized. This service is characterized by friendliness, problem solving, accuracy, efficiency, fairness, and effective communication.

b. Program Applicability

Admissions and Records supports all programs in the areas of registration, student record changes, processing waitlist adjustments and transcripts, and administering the proper submission of grades earned.

c. Partnerships

Admissions and Records coordinates closely with most other student services offices regarding a number of student and institutional processes. Below are some examples of this coordination:

- with the counseling office in facilitating such processes as graduation, repeat petitions, grade replacement petition processes, all of which are initiated in counseling and is finalized in the Admissions and Records Office
- with Financial Aid in facilitation of the drop for non-payment and return to Title IV funds
- with curriculum and instruction office in facilitating the cancelation of classes and the opening of new sections



Admissions and Records partners with outside entities, such as:

- Veteran's Affairs, Owens Valley Career Development Center, and Sherriff's Department for third party contracts
- BC and PC in coordination of Admissions and Records functions district-wide
- Transcripts, Inc. in sending of transcripts and the receiving of e-transcripts

d. Distance Education

Admission and Records supports distance education students and faculty. Admission and Records services are provided electronically such as registration and electronic communication. A & R staff is available to assist students via telephone and email. The A & R Director collaborates with other departments and other A & R Directors in the KCCD district to improve processes and forms to provide a user friendly service that increases efficiency beginning with the application process. All student processes administered through Admissions and Records can be completed at a distance.

STEP 2: EXPLAIN YOUR PLANNING

a. Review of Previous Goals (of last completed academic year)

Increase responsiveness to customer request: A & R meetings were planned by an A & R Technician. When this Technician left Cerro Coso, the meetings were no longer scheduled. This will be a continued goal with Director responsibility. Responsiveness to students has become a focus in A & R with Technicians assisting the students at the front desk, responding to emails and returning phone calls in a timely manner. An ongoing challenge is assisting the high volume of student requests during each semester enrollment period. This goal will be continued.

Implement process improvements in banner, the College's website, and facilitate the understanding of Family Education Rights and Privacy Act (FERPA) for the faculty and staff: The Degree Works system is set up and currently being tested by different departments that will have



the most application with the program such as counseling and A & R. The program is scheduled to launch in Spring 2012. The Cerro Coso web site has been updated which included the A & R page and enrollment information. While knowledge of and compliance with FERPA is ongoing, there is still a need for the development of a more formal training to be implemented with all employees working with student information

Other progress toward department goals:

- Significant development accomplished in the scribing of catalogs in and functioning of DegreeWorks
- Lead role in coordinating with the district web development team the development of a new admissions/update application form implemented for Spring 2012
- Formalized processes and created forms for such processes as petitions for withdrawal exceptions and petitions for late adds
- Assisted in continuing to educate students about drop processes, beginning of term login requirements, and removal of late registration period- increased points at which this information is communicated
- Implemented revised registration priority system in fall 2012 that closely aligns with SS Task Force recommendations and subsequent legislation
- Brought into compliance with Board Policy the drop for non-payment process

b. Review of Overall Department/Unit

[What needs/opportunities did your last program review(s) reveal? Did your most recent SLO assessments demonstrate gaps to be addressed? What is working with your unit? What improvements need to be made?]

The Admissions and Records Office has undergone a series of staffing changes over the course of the 2011-2012 year:

- One of the two Admissions and Records Technician IIs resigned her position. This technician was the veteran technician in the office.

Revised: 10/22/12



- Program Manager at South Kern campus, responsible for all site Admissions and Records functions retired in July 2012
- The Admissions and Records Technician I moved out of the area and resigned her position June 2012.
- The Director of Admissions and Records and Veteran's Affairs retired from the position in June 2012.

Based on district-wide reorganization discussions and current and pending budget concern, a task force was formed to discuss and evaluation Admissions and Records functions to evaluate workload and to determine if there are opportunities for centralization. Based on this evaluation and the re-organization planning at Cerro Coso initiated with our Future by Design discussions, the following reorganization decisions were made:

- The Admissions and Records Technician I position was left vacant
- The Director of Admissions and Records position was combined with the Director of Financial Aid position, which was also vacated with a retirement.

Current staffing in Admissions and Records:

IWV Campus:

2 Admissions and Records Technicians

Director of Admissions and Records and Financial Aid- to be hired

KRV Campus:

Program Manager responsible for Admissions and Records Functions

Bishop Campus:

25% of Department Assistant II for A&R functions

Mammoth Campus:

25% of Department Assistant II for A&R functions

South Kern Campus:

Organization of permanent staff still in discussion. Site supported currently by an adjunct counselor and the Director of KRV and South Kern.

The Admissions and Records Office has made progress on formalizing processes and practices and putting them in writing for accuracy and consistency in implementing Title V and Board Policies. While progress has been made, this work will continue, as there is still work to be completed in this area. Accuracy and consistency cannot be verified without written policy implementation and procedures.

The types of problems and issues communicated by students have highlighted areas where there is a lack of clear information provided to student and some insufficiency in communication to students and/or faculty. Additionally, the implementation of a process by which we now



refer students to collections who have past due fees owed has drawn attention to areas where there is a need for clearer more proactive communication to students.

Examples:

During the fall semester, there were high numbers of students petitioning to be added to classes after the start date and a number of those with the same types of student justifications and primarily with online classes:

- They did not know that they had to login by the 8:00 on the first day of class for online classes
- They had something that interfered with being able to login/attend the first day of class

For the spring semester, strategies were employed to better communicate with enrolled students information about the first day drop process and information regarding the opportunity for students to begin the login process for online classes the Friday prior to the start of classes. This information was added at a number of points (in addition to the ways the information was already communicated):

- faculty were asked to send at least one email to all of their students with this information prior to the beginning of the term
- a note was added on the schedule for each online course
- an email and text message was sent to each enrolled student with this information

Late Add Petitions were significantly decreased between fall and spring semesters, however, this communication effort will need to continue. During the spring semester, a process was implemented to report students with back-owed fees to collections. Previously, back-owed fees just sat on a student's account, with no penalty if the student never re-enrolled in the district. With the back-log of collections notices sent, it brought to light some areas where processes were inconsistently applied, policies were not completely understood, and information was not clearly communicated to students. Residency information and implementation is one of the primary examples of this. Student's disputes of non-resident tuition brought attention to this issue.

SDOs:

Admissions and Records established a Service Department Outcome (SDOs) regarding the timeliness of service and assessed via a survey:

Students will report that Admissions and Records services were delivered in a timely way.

This SDO had the lowest satisfaction reported of all of the areas surveyed. 16% of online students and 13% of onsite students surveyed reported dissatisfaction with the timeliness of service from Admissions and Records. Strategies will be implemented to address this area of improvement.

Assessment regarding the helpfulness of the admission application and registration processes identified the following:



- 36% of online students and 38% of onsite students surveyed indicated that the admissions application process ranged from only somewhat helpful to not helpful at all
- 39% of online students and 42% of onsite students surveyed indicated that the registration process ranged from only somewhat helpful to not helpful at all

Some strategies to address these areas have already been implemented.

c. Goals for Upcoming Year (next academic year). *If more goals needed, copy and paste additional boxes.*

Goal 1: Establish a reputation as a responsive, efficient, customer service oriented department, targeting high volume enrollment periods.

1. Connection to College Strategic Goals: Goal 1, D

2. Specific internal or external condition(s) the goal is a response to: Internal- The current staffing for A & R is two A & R Technicians and a Director. During semester enrollment periods, the Technicians assist students using the Kiosk, email or telephone along with their other duties. External- The volume of phone messages increase at an unmanageable rate causing a lack of service for students needing assistance with enrollment. Once the enrollment period is over, messages were being cleared assuming the student no longer needed assistance with enrollment. 13.2% of students surveyed were dissatisfied or very dissatisfied with A & R timeliness of response. Students also commented on having no response from phone messages.

3. Action Plan: 1.) Document student's use of A & R counter to identify a day of the week and time of day with less usage. 2.) Close for three hours one day a week and/or have one technician dedicated to returning messages during the time identified 3.) Create a phone log system that identifies the time between the phone message and the return call. 4.) Student messages will no longer be cleared after enrollment periods. All student and staff inquiries will receive a response increasing student satisfaction with services.

4. Measure of Success: By Fall 2013 the phone log system will indicate that student's leaving messages have a returned call within 48 hours.



Goal 2: Ensure accuracy, consistency and currency of Admissions and Records processes, functions and information

2. Specific internal or external condition(s) the goal is a response to:

- Student success and retention: accurate and consistent assistance from A&R will contribute positively to student successful completion of courses and overcoming barriers that may positively impact retention
- Enrollment management: FTE is down at Cerro Coso. While the effectiveness of A&R functions is always a focus, it is particularly essential to attend to when trying to stabilize enrollment.
- Mutli-site coordination: coordination of services at multiple sites requires a more intensive focus on training and professional development

3. Action Plan:

- a. Establish written procedures for office processes and implementation of Board Policy and Title V
- b. Hold staff meetings to include all sites once a month
- c. Participate regularly in the monthly district-wide A&R Director's meetings
- d. Maintain currency with ongoing Title V revisions and legislative changes effecting Admissions and Records through appropriate conference attendance by staff and participation in CCCACRO
- e. Develop and implement FERPA training for A&R staff and others at the college employees who work with student information
- f. Develop student and staff resource materials on major Admissions and Records processes

4. Measure of Success: Reductions in petitions for late add and withdrawal exceptions, reduction in fee disputes, staff evaluations demonstrating consistency in understanding and application of policies and procedures at all sites, continue to assess SDOs regarding accuracy, clarity, and helpfulness of Admissions and Records staff

Goal 3: Focus on developing efficiencies and opportunities for automation of previously manual tasks in order to use staff time for direct student contact:

1. Connection to College Strategic Goals: Goal 1, D

2. Specific internal or external condition(s) the goal is a response to: Budget reductions that have impacted staffing and district-wide discussions regarding efficiencies and centralization of some services in Admissions and Records has prompted the need to evaluate all processes to look for opportunities for automation. With limited staff, it is essential to use technology for automation of functions that take staff



away from direct services to students. Survey data indicated that 25% of students surveyed onsite and over 13% of students surveyed online were dissatisfied with the timeliness of Admissions and Records services, suggesting that there is a need for great efficiency.

3. Action Plan:

- a. Fully implement DegreeWorks to automate degree audit functions for graduation evaluations, CSU Certifications, and IGETCs
- b. Develop partnerships within the district to centralize processes where there is the capacity to do so, such as processing of transcripts
- c. Review processes to ensure that there is no duplication of effort between student services departments and that systems, such as Banner, are being fully employed to reduce the need for manual processing
- d. Explore processing e-transcripts with feeder high schools
- e. Develop process for tracking majority of Admissions and Records processes to be able to track from year to year volume of activity and establish target timelines for processing (repeat petitions, graduation evaluations, subpoenas, third party contracts, enrollment verifications, etc.)

- 4. Measure of Success:** Improvement in student satisfaction with timeliness of response from Admissions and Records, staff reported satisfaction with processes that have been implemented, improvement in timeliness of returned calls to students (tracked through SARS), survey of partners for satisfaction of timeliness with processing, reduction in time for verification and posting of degrees

STEP 3: SUBSTANTIATE REQUESTED RESOURCES (Note: All items must be prioritized.)

- a. **1000 Category.** Please indicate below any requests for temporary or new permanent certificated positions. (Do not request adjunct instructors for normal teaching assignments as this is captured in the Academic Affairs division plan.) *If more lines are needed, place cursor in the bottom right box and press [Tab].*



Description	Location	Priority: 1 = high 2 = med 3 = low	Strategic Plan goal addressed by this resource	If a full-time faculty member is being requested, use the box below. Use this space to provide a detailed rationale for temporary certificated positions only. The rationale should refer to your unit's mission and goals, recent program review or SLO assessment gaps, planning assumptions, and/or the College's strategic plan.	Estimated amount of funding requested (temporary positions only)	Will this be one-time or on- going funding?	Funding Source (check <u>one</u>): G = General Fund, O = Other	
							G	O

Full-Time Faculty Staffing Justification: Not Requested

1. Are there too few or too many students enrolling for particular classes or majors?
2. Are there too many courses or programs that are under capacity?
3. Are courses “core mission”?
4. Are courses overscheduled?
5. Is there capacity to offer courses or programs at different times and/or locations?
6. Is there a workforce shortage in the service area or region?
7. What are the costs and/or lost revenue from gaps between student demand and course or program capacity?
8. In support of your proposal, provide the following data:
 - a. Size of wait lists in the discipline
 - b. Department productivity
 - c. Number of faculty currently in the department
 - d. Number of adjunct faculty
 - e. Number of certificates awarded
 - f. Number of degrees awarded
 - g. Core curriculum classes
 - h. CTE classes with workforce data (wage/high demand)
 - i. Number of students at first day and census



b. **2000 Category.** Please indicate below any requests for temporary or new permanent classified staff. Include labor amounts only; benefits will be calculated separately. *If more lines are needed, place cursor in the bottom right box and press [Tab].*

Position Title	Location	Priority: 1 = high 2 = med 3 = low	Strategic Plan goal addressed by this position	Salary Grade	Number of Months	Number of Hours per Week	Salary Amount	Are alternate funding sources available? G = grant (specify) V = VTEA
No permanent position requested specific to Admissions and Records, but need to determine position responsible for Admissions and Records functions at South Kern Campus								

Classified Staffing Justification. *If more than one position requested, copy and paste additional boxes.*

1. Describe how the position is linked to your unit’s mission and goals, recent Program Review or SLO assessment gaps, planning assumptions, and/or the College’s strategic plan.
2. Explain why the work of this position cannot be assigned to current staff.
3. Describe the impact on the college if the position is not filled.

c. **4000 Category.** Use the space below to itemize and explain budget requests in the category of supplies and equipment. *If more lines are needed, place cursor in the bottom right box and press [Tab].*



Describe resource requested	Location	Priority: 1 = high 2 = med 3 = low	Strategic Plan goal addressed by this resource	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, recent Program Review or SLO assessment gaps, planning assumptions, and/or the College's Strategic Plan	Estimated amount of funding requested	Will this be one-time or on-going funding?	Funding Source (check <u>one</u>): G = General Fund, O = Other	
							G	O
Non Instructional Supplies	CI	1	1,D	Maintain department supplies to continue service to students	2000.00	On-going	X	
Paper	CI	1	1,D	Diploma and transcript paper to complete student request	2500.00	On-going	X	

d. 5000 Category. Use the space below to itemize and explain budget requests in the category of service, utilities, and operating expenses. *If more lines are needed, place cursor in the bottom right box and press [Tab].*

Describe resource requested	Location	Priority: 1 = high 2 = med 3 = low	Strategic Plan goal addressed by this resource	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, recent Program Review or SLO assessment gaps, planning assumptions, and/or the College's Strategic Plan	Estimated amount of funding requested	Will this be one-time or on-going funding?	Funding Source (check <u>one</u>): G = General Fund, O = Other	
							G	O
Employee Travel – DO	CI	2	1.D, 6.D Goal 2 & 3	Travel to DO for trainings and department meetings to improve accuracy of information and train on Degree Works. (Goal 2 & 3)	300.00	On-going	X	
Conference Travel- 2 people travel/hotel-workshops	CI	2	1.D, 6.D Goal 2	Professional Development to remain current on Title 5 legislations and best practices, Regional Workshops	1750.00	On-going	X	

e. 6000 Category. Use the space below to itemize and explain budget requests in the category of capital outlay. *If more lines are needed, place cursor in the bottom right box and press [Tab].*



Describe resource requested	Location	Priority: 1 = high 2 = med 3 = low	Strategic Plan goal addressed by this resource	Provide a detailed rationale for the requested resource. The rationale should refer to your unit's mission and goals, recent Program Review or SLO assessment gaps, planning assumptions, and/or the College's Strategic Plan	Estimated amount of funding requested	Will this be one-time or on-going funding?	Funding Source (check <u>one</u>): G = General Fund, O = Other	
							G	O
Institutional Dues/Memberships	CI	2	1.D, 6.D Goal 2	CACCRAO Membership	200.00	On-going	X	
Software Licensing/Maintenance	CI	1	1.D	Diplomas on Demand licensing	300.00	On-going	X	

STEP 4: ATTACH NARRATIVE SUMMARY OF PRIOR YEAR'S SLO ASSESSMENTS

See attached assessment plan/report

STEP 5: ATTACH COMPLETED BUDGET WORKSHEET (provided separately)

See attached budget worksheet

STEP 6: ATTACH PRIOR YEAR'S STUDENT PERFORMANCE DATA (as provided)

See attached A&R statistics and survey data