



**ADMISSIONS AND RECORDS OFFICE  
STUDENT SERVICES COMPREHENSIVE  
PROGRAM REVIEW and PLAN  
2010 to 2015**

**Committee Members:**

Peggy Amundson	Patti Gonsalves	Judy Gorden
Kristina Hannon	Sheila Hatfield	David Hernandez
Tami Houser	Deborah Leeper	Julianne Miranda
Cathy Napoli	Anna Ramirez	Jamie Richmond
Martha Rodriguez	Gerald Sequeira	

**Executive Summary (brief summary, commendations, challenges, and recommendations):**

**Brief Summary:** The Admissions and Records (A&R) office has enjoyed a successful five year period in which the office served more students, alumni and campus staff, improved the quality of service, and lowered the environmental impact of the office. A&R staff can do more functions and do them more efficiently as a result of training, cross-training and the use of the new staff manual. A&R staff collaborate extensively with other academic, student service, and administrative offices. The number of graduation diplomas for degrees, transfer degrees, certificates, and skill awards processed by the office more than double in the period of review. A&R staff, working with others on campus, played a key role implementing major regulatory changes that included changes to course repetition, enrollment priority, and student enrollment reporting to the Federal Department of Education. Although a number of achievements in the previous five years involved the use of technology, such as the use of an Access database to track graduation petitions, the list of technology related needs is voluminous and increased in the prior five years. Critical projects not yet implemented include eTranscript California, an online drop roster report, text messaging students, a student portal, and access to a robust reporting tool. With the right technical support and resources, the next five year's promises to revolutionize the student experience with the A&R Office.

**Commendations:** The A&R Office has done an excellent job of improving services to students, alumni and the campus community. In the period of this program review, the office implemented or assisted in the implementation of faculty drop roster, registration waitlist process, requesting transcripts online, sending Electronic PDF transcripts, noncredit application, noncredit registration, noncredit grade submission, noncredit positive attendance submission, and scribing of programs in the degree audit system. These processes have increased access and efficiency. The office has also improved internal processes that allow staff to dedicate additional time to serving students. Such improvements include printing and mailing diplomas off site, creating an access database to track graduation petitions, and creating a staff manual. Office staff have participated in campus trainings such as Allied training and Vet Net Allied training, undergone extensive and regular customer service training and cross-training, and participated in local, state and national professional development sessions and workshops. The A&R Office led the implementation of new regulations in enrollment priority, veteran residency, course repetition, AB540, Board of Governors Fee Waiver eligibility, enrollment reporting to the US Department of Education, high school enrollment and deferred action residency. The A&R Office has done an excellent job using the planning process and Student Learning Outcome Assessment (SLOA) process to make improvements, most of which were focused on edits to the college website, class schedule and catalog.

**Challenges:** Technology remains by far the biggest challenge facing the A&R Office. The list of current technology needs identified in this review include 17 items and the next five year goals identify several more. Serving students has rapidly moved from in-person to online to mobile platforms. The office has struggled to move some process online

like submitting documents online, let alone to mobile platforms. People's expectations, whether they be students or staff, have evolved and now demand services, data, and information readily available, which the office currently does not have the technology to meet. Other challenges include frequent system outages disrupting services such as WingSpan registration, transcript ordering, and Accuplacer test score downloads.

**Recommendations:** The A&R Office should continue moving paper processes online and begin migrating to mobile platforms. Key goals for the next five years include: sending and receiving electronic transcripts, implementing a student portal with corresponding phone applications, releasing a reporting tool for staff, increasing automation of processes such as the welcome letter, improving communication with students through the use of text and chat services, and evaluating outside transcripts through the use of technology. Increase workload calls for the hiring on an additional transcript evaluator and improvements to the physical space of the office. The A&R Office should continue to be a key resource to other offices on campus and continue to participate in planning and shaping the future of the College. The office must also maintain relationships with outside organizations and stay up to date with changes in policies and regulations at the state and national level.

## 1. Program Mission/Description:

### **Program Mission and Relationship to College Mission:**

The A&R Office at Citrus College, a College of Completion, ensures student success by purposely delivering outstanding service, with every effort, to every student, every time.

### **Program Description:**

The A&R Office serves as the primary student enrollment service provider and official custodian of student records for the College. The office processes approximately 20,000 applications each year and registers over 19,000 students. The office collects, processes, and maintains student grades, certificates, and degree completions. The staff processes residency redeterminations, processes transcript requests, and enforces academic regulations such as course repetition, academic renewal, and enrollment priority. The office works with many offices on campus to serve students by helping to develop the academic calendar, submitting MIS data, and submitting the state apportionment report, to name a few.

## **A. Awards and special recognition**

During the period of this comprehensive program review, A&R employees received Shining Stars for participation in DegreeWorks Implementation (Peggy Amundson, Anna Ramirez, Gerald Sequeira and Kristina Hannon). In addition, Peggy Amundson and Anna Ramirez were awarded the ABCD Award (Above and Beyond Classified Development).

## **B. Students**

- 1) Approximate numbers of students served annually (include student characteristics and trend data if available).

The A&R Office serves every single student and every single faculty through registration and grade processing. The office works with many offices on campus supporting their efforts. Key metrics of students served include the number of applications processed, the enrollment headcount served, the number of verification and transcripts processed, and the number of graduation petitions submitted.

Figure 1. Applications per Year

Residency	2010-11	2011-12	2012-13	2013-14	2014-15
AB540	5	1	1	2	0
Foreign	258	256	290	436	391
In State Resident	30,098	26,705	25,744	26,830	16,744
Non-Resident	1,152	1,257	1,463	1,747	941
Out of State Resident	1,470	1,269	1,065	1,179	1,027
<b>Total</b>	<b>32,983</b>	<b>29,488</b>	<b>28,563</b>	<b>30,194</b>	<b>19,103</b>

Applications were approximately 30,000 a year until 2014-2015 when the average dropped by about 10,000 applications. From 2008 to 2014 the state experienced a significant economic downturn leading to a spike in demand for college education and a simultaneous reduction in funding across all three public

education systems. The result was that students applied to more colleges cross enrolled at multiple colleges to get a full load. The economic recovery led to the opposite effect, more seats at all colleges, reducing the need to cross enroll and apply to multiple colleges and the availability of jobs reduced the number of students seeking to enroll at colleges.

Figure 2. College Headcount per Year

Students Age:	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
19 or Less	5,984	5,294	4,955	6,098	6,753
20 to 24	7,074	6,767	7,017	7,482	7,516
25 to 29	2,106	1,912	2,068	2,283	2,287
30 to 34	925	817	828	986	956
35 to 39	596	522	470	519	483
40 to 49	788	642	628	744	661
50 +	1,655	760	433	497	442
Unknown	3	1		6	8
<b>Total</b>	<b>19,131</b>	<b>16,715</b>	<b>16,399</b>	<b>18,615</b>	<b>19,106</b>

Enrollment declined as a result of funding cuts by the state during the economic downturn. As a result, Citrus College cut the number of sections offered and enrolled fewer students. From 2010-2011 academic year enrollment declined by 12.6% in 2-years before recovering to the same level in 2014-2015 as a result of restoration of funding from the state.

Figure 2. Enrollment Verifications

	2013-2014	2014-2015
Verification	1,550	2,406

Citrus College has authorized the National Student Clearinghouse to act as its agent for verification of student enrollment status. Through WingSpan students can access their enrollment verification certificate, which may be presented to health insurance agencies, housing authorities, consumer product companies, banks, etc., when asked to provide official evidence of enrollment at Citrus College. The numbers in the table show how many students downloaded their enrollment verification certificate.

Figure 3. Petitions to Receive Degrees

	2011-2012	2012-2013	2013-2014	2014-2015
ADT	39	261	452	580
Degree	1,223	1,249	1,765	2,108
Certificate	496	529	442	1,288
Skill Award	57	52	60	62
<b>Total</b>	<b>1,815</b>	<b>2,091</b>	<b>2,719</b>	<b>4,038</b>

In order to verify associate degree eligibility to graduate, each student must complete and submit a petition to graduate with the Counseling and Advisement Center. Students are then notified via email from Counseling and Advisement regarding the status of the petition (eligible or ineligible). Eligible petitions are then forwarded to Admissions and Records for final review and approval. Students can apply for certificates or skill award directly with the Admissions and Records Office. The table above shows the number of petitions submitted, not approved, as each petition is evaluated. The data shows significant increase in the number of intent petitions for all award types except for Skill Awards. Associate Degrees for Transfer (ADT) were introduced during this evaluation period and the number of petitions submitted for ADTs has risen dramatically from 39 in 2011-2012 to 580 in 2014-2015. The number of petitions for associate degrees other than ADTs rose by 72% in the last four years. The number of

petitions for certificates rose by 160% in the same four year period buoyed by the introduction of the CSUGE Certificate.

**Transcript Orders:**

Citrus College has partnered with Credentials, Inc. to accept transcript requests online through a secure website. Students may request transcripts 24 hours per day, 365 days per year. Citrus College also uses Credentials, Inc. to send official electronic PDF transcripts. Students may access their unofficial transcripts online through WingSpan. 17,196 orders for official transcripts were processed in the 2015 calendar year.

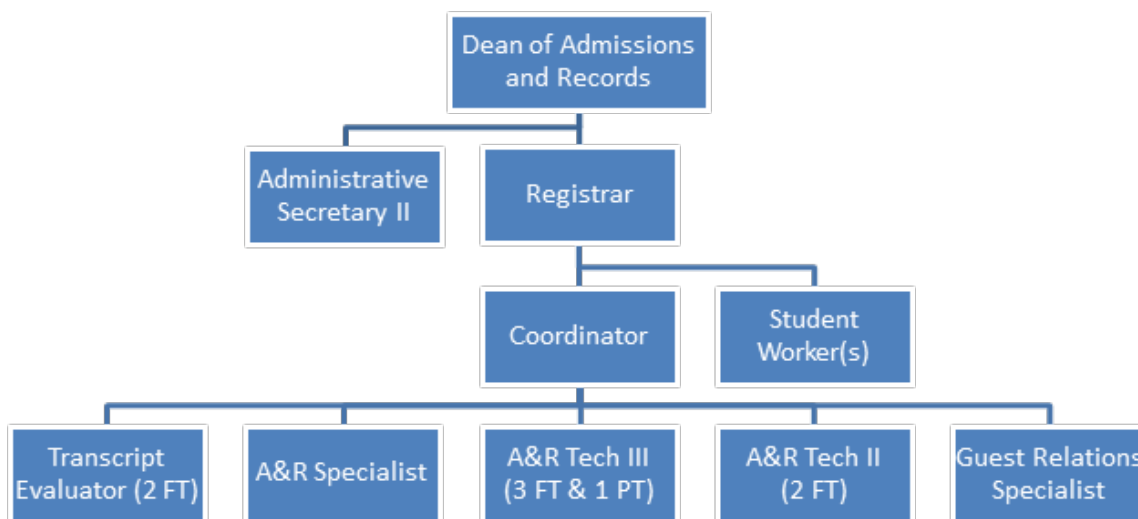
- 2) Describe eligibility requirements for participation in the program.  
The A&R Office serves all prospective students, current students, faculty and alumni through such services as processing applications, processing grades and processing Citrus College transcripts.

**C. Staffing**

- 1) Staff preparation and training.  
In 2012, the office began the process of systematically cross-training all staff to better serve students and offer additional assistance to other programs. Areas of cross-training included transcripts, enrollment verifications, residency, Veterans certification, Intersegmental General Education Transfer Curriculum (IGETC) Certifications, California State University General Education (CSUGE) Certifications, Athletic Eligibility and counter assistance. The office also held bi-monthly residency trainings and individual training on all services. Members of the office have attended the California Association of Community College Registrars and Admissions Officers (CACCRAO) conference and received updates and training directly from the Chancellor’s Office including participation in regional evaluator workshops. Staff also participated in and attended regional meetings aimed at reviewing new policies and procedures impacting the work of A&R. A&R hosted and attended the eTranscript annual meetings and OpenCCApply annual meetings. A&R staff has also attended the Veterans Annual Western Association of Veterans Education Specialists (WAVES) conference and other regional workshops for veteran certification and support. Staff volunteers to participate in college trainings such as Lesbian, Gay, Bisexual, and Transgender (LGBT) and Veteran Ally.

In 2015, A&R staff worked on the development of a process manual to assist all staff with counter and technical duties performed in the office.

- 2) Faculty minimum qualifications, diversity, and credentials.  
The office does not employ any faculty. The staff is very diverse and closely matches the diversity of the student population and local community.
- 3) Organizational chart with vacancies.



## D. Facilities/Location

The A&R Office is located on the first floor of the Student Services Building adjacent to Financial Aid. There are four physical offices, 13 cubicle spaces, and a front counter with four stations. The office shares a workroom with the Financial Aid Office. The A&R Office, alongside the Financial Aid Office, oversees a bank of 12 computers located in the lobby.

## 2. Key Functions/Goals:

The Admissions and Records Office works with all students and instructors at Citrus College. The office provides students with admissions services ranging from processing applications, registration, processing prerequisite challenge petitions and course repetition petitions. The office also provides records services such as enrollment verifications, Citrus College transcript requests, recording grades, and awarding of degrees and certificates. Key services include:

- Academic renewal
- Admissions applications
- Athletic eligibility
- Credit by exam
- Degree audit scribing
- Enrollment verification
- Evaluating degrees, certificates, and certifications
- Instructor drops, reinstatements, census reports, and final grade processing
- Local, state and federal reporting
- Maintaining student records
- Registration services
- Residency reclassifications
- State CCSF-320 apportionment report
- Student petitions
- Transcript requests
- Veteran student certification

### Key Goal:

- The goal of the office is to provide services for students, instructors and staff to support Citrus College's mission as a College of Completion.

### Program Metrics:

Age	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
19 or Less	5,984	5,294	4,955	6,098	6,753
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50 +	1,655	760	433	497	442
Unknown	3	1		6	8
Total Students	19,131	16,715	16,399	18,615	19,106

## A. Explain how this program coordinates with Instructional and Student Services programs, Institutional Research and TEC Services (TeCS).

The A&R Office supports much of the work of Student Services and Academic Affairs and works closely with the Office on Institutional Research on many reports. Key projects include working on online noncredit application, online noncredit registration, and positive attendance online submission with the Career, Technical & Continuing Education Division. The office also worked on the 320 Apportionment Report with the Dean of Enrollment Management and Director of Fiscal WCI Services, worked on Early College and Contract Education registration with the Dean of National, Physical Sciences & Library and the Dean of Career, Technical and Continuing Education. The A&R Office also worked with the Office of Institutional Research on various evaluative instruments for student learning outcomes as well as on various reports. The A&R Office provides registration support to Early College/Contract Education programs with various academic offices,

coordinates registration of international students with the International Student Center, registration of study abroad students with the Study Abroad Office, and registration of I Will Complete College (IWCC) students with the School Relations and Outreach Office. The A&R Office evaluates transcripts for the Financial Aid Office and for the Nursing Department. The A&R Office also worked with TeCS on the implementation of Open CCCApply, the new version of the online application, as well as the implementation of the faculty drop roster and waitlist process. The office often fields calls from all academic divisions regarding registration or records related questions that arise from time to time. The office coordinated Family Educational Rights and Privacy Act (FERPA) trainings for management, faculty and staff.

**B. Describe how this program works with the business office to monitor budgets and fiscal reporting?**

The Dean of Admissions and Records as well as the Administrative Secretary II participate in training for Banner fiscal implementation. They learned how to submit requisitions and monitor the office budget. The Administrative Secretary II works closely with the fiscal office on making sure that fiscal processes run smoothly.

**C. List how this program is integrated with the student equity plan and strategic plan.**

The A&R Office provides access to all students through an open, statewide, application process. The office supports efforts to enroll high school students (CCSP 1.1). The office played a key role in getting the degree audit plan implemented and will be scribing programs in DegreeWorks and ensuring that students experiencing extenuating circumstances are not dropped for nonpayment during the registration process (CCSP 2.1). The office continuously evaluates itself so as to ensure that the admission and enrollment process is efficient (CCSP 2.2) through such measures as exploring ways for students to register on mobile devices (CCSP 2.4 and 8.3) and creating a noncredit online application. The A&R Office also uses the SLO process to evaluate services provided for students (CCSP 5.2).

The A&R Office depends heavily on technology to increase access and improve quality of services (CCSP 5.1 and 8.3). In addition to mobile registration and drop for nonpayment, the A&R Office hopes to work with TeCS on implementation of a new student portal, building of articulation tables in the student information system, implementation of the international student online application, sending and receiving of electronic transcripts, use of SARS for student appointments, access to reports and reporting tools, and automation of processes such as sending of Welcome Letter to new students (CCSP 5.1 and 8.3).

**3. Program Self Evaluation:**

**A. Access – Describe how this program is accessible to students.**

- 1) Compare demographic data from the college to the program, including ethnicity, gender, age, and students with disabilities (provide trend data and analysis if available).  
All former students, currently enrolled students and prospective students have access to the A&R Office. The A&R Office provides application and registration assistance to students enrolled in various student service programs including Disabled Student Programs and Services (DSP&S), Extended Opportunity Programs and Services (EOP&S), Veterans and Athletics. All students are treated with respect and encouraged to call or come to the office for in-person assistance. Services are provided in-person at the counter, via email, through the student portal, and over the phone. Staff members participate in campus events and other events at local area high schools.
- 2) Describe the effectiveness of the program in enabling success for underprepared and underrepresented students.  
The goal of the A&R Office is to serve every student. Staff undergo rigorous customer service training and pride themselves in providing the best possible service to every student. Staff also provide one-on-one service to students at the self-help computer stations located in the lobby of the Student Services Building and refers students to various offices on campus based on their needs.

**B. Student Success – Review how well the students are completing their educational goals compared to the total college population (provide trend data and analysis if available).**

- 1) Number of degrees and certificates awarded.  
The A&R Office serves every single student on campus through services such as application, registration grade processing, and graduation petition. The A&R Office supports faculty and programs that work directly with students. The A&R Office evaluates all degrees, certificate and transfers. Achievement of a student's education goal is a sum of all the experiences and efforts put forth by students while enrolled at Citrus College. Figure 3 shows the number of graduation petitions processed by the A&R Office.
- 2) Number of transfer-prepared students.  
The A&R Office processes every IGETC and CSUGE certifications for students. These certifications confirm that students have met transfer requirements for UCs and CSUs and some additional private colleges. From April 2014 to March 2016 the office sent 3,928 transcripts with an IGETC and/or CSUGE certification.
- 3) Number of transfers.  
N/A

### **C. Achievement of noncredit educational goals.**

In spring of 2014, the A&R Office launched the noncredit online application, eliminating over 5,000 manual paper entries each year. The office also moved noncredit registration online, eliminating an even greater number of manual entries. In fall of 2014, noncredit courses began giving grades to students. The A&R Office again worked with the Career, Technical & Continuing Education Division to submit grades online and to provide students with a noncredit transcript in spring 2015. Noncredit students are now able to complete applications, add/drop courses online, order transcripts and enrollment verifications, and order certificates for the noncredit program. Noncredit faculty can grade students and submit positive attendance hours online.

### **D. List exemplary practices and services offered that could be shared with other departments.**

The A&R Office procedures manual provides instructions for completing all processes and procedures in the office. The manual allows for standardization of processes in a large office and is used to provide training to personnel. The office strives to provide the best customer service possible, including providing one-on-one assistance at the lobby computer stations and responding to student inquiries within 24 hours of contact.

### **E. Compliance**

- 1) Provide an overview of how this program meets applicable minimum requirements of law.  
A&R is a heavily regulated area that is subject to constant changes. The Registrar and Dean of Admissions and Records participate in the annual statewide A&R conference, regional meetings of the statewide organization, monitor the statewide listserv, monitor other notifications such as those coming from the California Community College League, and consult with colleagues or directly with the authorizing agency, such as the Chancellor's Office, when appropriate. Whenever changes need to be implemented, the A&R Office reaches out to affected offices through the college's existing share governance process and informs the impacted parties as appropriate. When changes call for implementation of processes, office leadership organizes an implementation team to develop an implementation plan.
- 2) Describe compliance initiatives undertaken since last program review.  
In the time covered in this comprehensive program review the A&R Office has had to implement new regulations in enrollment priority, veteran residency, course repetition, AB540, Board of Governors Fee Waiver eligibility, enrollment reporting to the US Department of Education, high school programs and deferred action students. The office has supported regulatory changes in financial aid that include gainful employment and loss of Board of Governor Fee Waivers. In 2015, the office began providing FERPA trainings to faculty, management and staff.

### **F. Environmental Impact – How has the program contributed to a greener campus environment (i.e. increased awareness, impact on the campus footprint, strategies to reduce consumption and energy, waste reduction, recycling, sustainability)?**

The A&R Office has been a leader at Citrus College in automating processes by moving the service online. New processes implemented include online noncredit application and registration process, collaborating with

the Dean of Enrollment Management on positive attendance tracking through a database, online waitlist processing, and electronic transcript submission. Improved online services include improvements to online information through the SLOA process and implementation of the new statewide application. The A&R Office is committed to reducing resource consumption and has additional projects it intends to pursue in order to reduce paper use and consumption.

## G. Data Reporting

- 1) Describe data gathering and submission processes, including challenges in submission.  
A&R Office assists in the submission of state and federal data. The office also provides enrollment information to various offices including the Office of the Superintendent/President. The A&R Offices works closely with the Office of Institutional Research and TeCS in data reporting. The office is able to run some reports through access to some student information system data and through Crystal Reports made by the technology office. The A&R Office also uses various office Access databases such as one for graduation intent petitions to track data and generate reports. The office has a challenge meeting ad hoc reporting from other departments. The potential of using Argos for reporting may resolve some of these ad hoc reporting needs.
- 2) Explain changes in data collection, access, and submission since last program review.  
A major change in access to data came as a result of the Dean of Admissions and Records gaining access to the reporting system. The dean has been able to create many reports such as a report of high school students who failed a course and a report of distance education classes taken by international students. Both reports help ensure that students are meeting programmatic requirements. The office has also collaborated with the Office of Institutional Research and TeCS on other reports, including collaborating with Institutional Research on graduation reports and collaborating with TeCS on a report of noncredit residency.

## H. Technology Needs

- 1) List technology needs that currently exist in the program (include justification).  
The number of technology needs currently experienced by the A&R Office include:

	Request	Description
1	Access to 320 data table	View access to 320 Banner data table to run reports.
2	Access to software and websites	Many organizations and colleges exchange information via Drop Box like the Chancellor's Office and universities like Cal State Fullerton, where students are given a free Drop Box college account. Because of the unique restrictions placed at Citrus College, the office is prevented from accessing many websites for processes such as document sharing and presentations.
3	Class schedules	Remove formatting errors from student class schedule printout or create a separate report for staff to run class schedules for students. Crystal reports locks out when too many licenses are in use.
4	Deadline dates for non-weekly classes	Develop code that updates deadline dates for non-weekly census classes to replace current manual process. Over 1,000 sections a year have their deadline dates updated manually.
5	Prior system data	Need access to old system data. Only one staff person has access to a file that is very difficult to use.
6	Noncredit to first time credit students	Noncredit students, when they submit a regular application on CCCApply, need to be given first time status, not continuing student status.
7	Online drop roster report	Daily report that shows which faculty submitted their online roster in the prior 24 hour period. Need confirmation when a faculty submitted the report but did not actually drop a student. This report is required for state compliance issues.
8	Reporting tool	A&R would like to have a way to create report, for those reports to be scheduled and emailed to those who need the information.
9	Run registration appointments weekly	Students would have a few more weeks to complete mandated services. Banner has one screen to record mandated services that all California Banner schools in our region use. Citrus is not using that Banner screen. Instead, Citrus College records mandated services in different screens in Banner



		making it impossible for A&R staff to determine whether a student received a proper appointment.
10	Search for open courses	Ability to search on Wingspan for open sections only.
11	Review staff overrides	ODS view access to SFRSRPO so that use of overrides may be monitored.
12	Import missing data from CCCApply	Other college information (SOAPCOL) and 2nd mailing address missing from CCCApply.
13	Transcript issues	1. Use Banner baseline transcript for official transcript or make extensive corrections to the current transcript. 2. Join eTranscript California 3. Receive electronic transcripts through Parchment 4. Setup Noncredit transcript ordering 5. Create a less cumbersome way to print transcripts
14	Welcome letter automation	Need to automate welcome letter so that the letter is automatically sent when an application is downloaded instead of the current manual mail merge process.
15	Banner screen prints	Improve printing of Banner screens. Currently Banner screens are not dark enough to be read by staff and students.
16	E-SARS	Install E-SARS in the A&R Office for messaging across offices and improving communication among employees.
17	Online course of study update	Allow students to update their course of study online.

2) Describe and list anticipated technology needs.

The A&R Office expects that in the next five years the trend toward mobile access and phone applications will intensify as will the further integration of social media in communication. The A&R Office must adapt and keep up with changes in technology. In addition to the current technology needs described above, the office foresees the following technology needs for the next five years:

1	Send and receive electronic transcripts. a. Send electronic transcripts through eTranscript California. b. Receive electronic transcripts directly into the student information system and document imaging system.
2	Improve services through the use of technology. a. Implement a smart phone application for registration. b. Introduce a secure process to send and receive forms and petitions through the student portal. c. Adopt a robust reporting tool that allows A&R personnel the ability to easily run and schedule their own reports. d. Automate communications with students, including sending of Welcome Letter. e. Assist in the adoption of a student portal that interacts with the Chancellor's Office portal. f. Improve communication with students through student portal, text messaging, and instant chat.
3	Increase evaluation services for students. a. Automate articulation of electronic transcripts so that they do not need to be manually processed. b. Hire additional evaluator

**I. Explain how faculty, administrators, staff, and students interact with this program.**

Students interact with the A&R Office when they apply to Citrus College, receive a welcome letter, register, update their course of study, apply for graduation, petition to maintain enrollment priority or petition to withdraw from a course, request an IGETC or CSUGE certification, apply to graduate, and request a verification or transcript. Faculty interact with the program when they participate in the implementation of new regulations as part of shared governance, issue grades or change grades, and reinstate students. Administrators and faculty often send questions to A&R staff requesting data, enrollment assistance, coordination of services, etc.

## Program Self-Evaluation Recommendations

Using data, describe changes that need to be made to improve program services to students. Include timelines, resources needed, and personnel responsible for implementing the plans. All recommendations must be numbered and referenced in section 6.

The A&R Office continues to do self-assessment through the SLOA process, monthly staff meetings, and through the annual program review process. As part of that review process, office staff have identified areas where the office can make significant improvements.

### A. Transcript Services

Citrus College needs to be able to send transcripts in the statewide electronic format of eTranscript California and likewise receive electronic transcripts. More and more schools are already sending and receiving electronic transcripts. The nearest CSUs, UCs, and largest private university (USC) accept electronic transcripts. Transfer students are negatively impacted by having their application review delayed due to transcripts not being received electronically and therefore, must be manually articulated.

Implementing eTranscript requires the creation of an interface between Banner and eTranscript California. Once the interface is in place, the College's existing transcript request vendor, Credentials, would be able to send transcripts. Conversely, there is a need for a system to receive electronic transcripts in order to bring transcript information directly into Banner.

### B. Use of Technology

The A&R Office must continue to move away from processes that require the student to make one or multiple in-person visits to the office counter by making services more accessible to the changing needs of students, alumni, and the campus community. Technology needs include: a smart phone application for application and registration, a secure way to send information through the student portal, a robust reporting tool, automation of communication such as the new student welcome letter, and ability to adopt portals being currently developed for free by the Chancellor's Office.

### C. Evaluation of Incoming Transcripts

The A&R Office needs to hire an additional evaluator to manage articulation tables and process incoming electronic transcripts into the student information system. The additional evaluator would manage catalogs from various institutions and manage incoming electronic transcripts so that the transcript data properly articulate into the student information system and the transcript image is entered into the college document imaging system.

## 4. Assessment of Outcomes:

Assessment: *How did you assess the outcomes? What method did you use?*

Result: *What was the product or consequence of your assessment?*

Change: *What will you do differently as a result of what you learned from the assessment?*

<i>Populate with the existing Unit Outcomes</i>				
	<u>Outcome</u>	<u>Assessment</u>	<u>Result</u>	<u>Change</u>
1	Students will successfully request transcripts online.	Online survey of all Citrus College students and alumni who order transcripts.	This SLOA was evaluated over the course of three years. The results were nearly identical over the three year period with 160, 622 and 643 respondents in each of the three years. Over 60% of respondents indicated that they were knowledgeable on the transcript order system and over 80% were successful in ordering a transcript.	The results paint a very positive picture of the online transcript order process. Changes implemented over the three year review cycle include a new FAQ webpage with 29 questions and a complete rewording of the main transcript request webpage. Because the college uses a vendor to provide the online service, results were

				shared with the vendor to make improvements.
2	Students will be able to successfully utilize the waitlist process.	Email survey of registered Citrus College students during the fall 2012 term.	A total of 758 students responded to the survey. Ninety-three percent (93%) of respondents had some level of knowledge of the waitlist process. Only 7% reported no knowledge of the waitlist process. The majority of respondents (56%) reported that they were successful in adding themselves to the waitlist. In addition, 60% of respondents reported that they would be able to teach another the process.	The "How to Waitlist for a Closed Class" manual was rewritten. The committee also revised the waitlist webpages and updated the waitlist information in the schedule of classes.
3	High School students will successfully apply, submit the concurrent enrollment form, and enroll at Citrus College.	Survey of high school students that applied during the 2014-2015 academic year.	A total of 59 students responded to the survey. Because the number of respondents was very small, it is difficult to draw conclusions. However, only 29% of students described the process as easy and 20% did not complete the concurrent enrollment process. Students comments indicated a frustration with being last to register and, consequently, with having few registration options.	The committee thought the number of respondents was low and identified the need to refine the question for a subsequent evaluation. The committee intends to make some changes to the website to make the process clearer for high school students.
4	Students will successfully apply online.	Survey tied to online CCCApply application.	CCCApply was significantly overhauled in the 2013-2014 year and this was the first year in which survey data was available. Out of 21,030 applications submitted thus far for the 2015-2016 academic year, 15,017 students completed the survey. 96.9% of respondents would recommend the online application to other students and 89.6% of respondents were satisfied or very satisfied with their experience. 1,219 respondents left comments. An analysis of the most frequent words used in the comment section was topped by the word "easy."	The office will continue to monitor applications and send requests for change to the CCCApply steering committee. The office will work with TeCS to implement the new CCCApply international application and compare assessment of the domestic and international application.

### A. Describe your progress in the development and implementation of Student Learning Outcomes.

Prompt: You may also include an analysis of workload/scope of work, and/or additional data (CCSSE, ARCC, surveys) to address this topic. Use existing data and/or document with a survey.

1) What process was used to develop the SLOs?

Employee subgroups were formed to develop an SLO, an assessment instrument, evaluate the results and make recommendations. The group then worked on implementing changes. Unless the process yielded high results, the SLOA was evaluated every year until changes yielded a positive outcome.

## 2) What activities are used to achieve the SLOs?

Most changes made as a result of SLOs dealt with improving information provided to students such as edits to webpages and to the student class schedule. In the case of the transcript request SLOA the committee recommended changes to the vendor website and the survey results were shared with the vendor.

**B. How is the program assessing the outcomes?**

For each student learning outcome, the office forms a subcommittee to select a focus area, develop a learning outcome, select an evaluation instrument, review results, and develop recommendations. The subcommittee meets and reviews the assessment results and develops recommendations.

**C. How is the assessment information used to improve services?**

After the SLOA subcommittee meets and reviews the assessment results and develops recommendations. The same subcommittee works on making the recommended improvements. For example, in the case of the transcript ordering system, the survey results indicated that many students had specific questions about the transcript ordering service that were not being answered. A member of the committee suggested that the group develop an FAQ webpage. The committee came up with the questions and answers before the FAQ page was added to the transcript request page.

**5. Previous Recommendations/Goals:**

Prompt: Provide an outline of the previous recommendations. Insert title of person(s) responsible. Status should be Completed or In Progress. If goal is in progress, explain why under status. Indicate completion date by Month/Year.

	<b>Previous Recommendations/Goals</b>	<b>Person(s) Responsible</b>	<b>Status/ Progress</b>	<b>Completed</b>
1	Staff Training: 1. Provide customer service training to the A&R staff to better serve students.  2. Provide staff trainings to update federal and state regulations.	Dean and Registrar	1. Completed – Ongoing customer training since arrival of new Registrar.  2. Completed – Federal and state regulation changes are addressed in monthly staff meetings.	December 2015
2	Utilize Banner baseline online self-services for students. This would include implementing Luminus.	Dean and Registrar	Partially Completed - Some self-service features used, but the Luminus portal was not installed by TeCS.	June 2012
3	Continue to get support from TeCS and outside consultant to better utilize Banner baseline.	Dean and Registrar	Completed – Banner consultant has helped the office implement enrollment reporting to National Student Clearinghouse and waitlist processing as well as train the Dean and Registrar on various processes.	December 2015
4	Improve services by providing more space to house staff and students.	Dean and Registrar	Completed – moved to new building with improved facilities for staff and students.	May 2011
5	Fill vacancies to provide better customer service to students and the general public.	Dean and Registrar	Completed –Registrar position was filled and new evaluator position added. A technician position was not filled.	January 2012

## 6. New Recommendations/Goals:

Prompt: List new recommendations/goals in order of priority. Indicate estimated completion date by month/year. If applicable reference the Citrus College Strategic Plan (CCSP) objectives that require funding and the Educational Facilities Master Plan (EFMP) goals, using the following format. Example: **CCSP 2.3.2 / EFMP pg. 361**

	<b>New Recommendations/Goals</b>	<b>Person(s) Responsible</b>	<b>Estimated Completion</b>	<b>Budget Priority</b>
1 <sup>st</sup>	<p>Send and receive electronic transcripts.</p> <ul style="list-style-type: none"> <li>a. Send electronic transcripts through eTranscript California.</li> <li>b. Receive electronic transcripts directly into the student information system and document imaging system.</li> </ul> <p>CCSP 5.3; AIP 5.1.4</p>	Dean and Registrar	June 2019	1
2 <sup>nd</sup>	<p>Improve services for student.</p> <ul style="list-style-type: none"> <li>a. Implement a smart phone application for registration.</li> <li>b. Introduce a secure system to send and receive forms and petitions through the student portal.</li> <li>c. Adopt a robust reporting tool that allows A&amp;R personnel the ability to easily run and schedule their own reports.</li> <li>d. Automate communications with students, including sending of Welcome Letter.</li> <li>e. Assist in the adoption of a student portal that interacts with the Chancellor's Office portal.</li> <li>f. Improve communication with students through student portal, text messaging, and instant chat.</li> <li>g. Improve internal communication among staff through the use of E-SARS.</li> <li>h. Allow for Banner process printing, such as the class schedule, on local computers.</li> <li>i. Hire additional A&amp;R Technician II employee.</li> </ul> <p>CCSP 5.3; AIP 2.4.4, 5.1.2, 5.1.5, 8.3.1, 8.3.2; EFMP pg. 329 (bullet 4)</p>	Dean and Registrar	June 2018	3
3 <sup>rd</sup>	<p>Increase evaluation services for students.</p> <ul style="list-style-type: none"> <li>a. Hire additional evaluator to manage articulation tables and process incoming electronic transcripts into the student information system.</li> <li>b. Automate articulation of electronic transcripts.</li> </ul> <p>CCSP 5.3; AIP 5.1.2</p>	Dean and Registrar	June 2020	2
4 <sup>th</sup>	<p>Improve the physical space of the A&amp;R Office to better suit the program.</p> <ul style="list-style-type: none"> <li>a. Build three new physical offices along the western wall of the office to accommodate two additional evaluators and the Administrative Secretary II.</li> <li>b. Conduct external safety review of A&amp;R Office.</li> <li>c. Improve counter space to make interactions with students more private.</li> </ul> <p>CCSP 6.3</p>	Dean and Registrar	June 2017	2

## 7. Resources Requested:

Prompt: All requests should be linked to new recommendations (above). Include the reference number in the "Discuss impact on goals / SLOs" field below. Use the Link to Planning Key found on the General Budget Guidelines page below to complete the Link to Planning column.

### Certificated Personnel (FNIC)

Position	Discuss impact on goals/SLOs	Cost	Priority 1,2 or 3	Link to Planning
N/A				

### Classified Personnel

Position	Discuss impact on goals/SLOs	Cost	Priority 1,2 or 3	Link To Planning
A&R Transcript Evaluator 100%	<p>Goal: Hire full-time A&amp;R Transcript Evaluator</p> <p>Impact: Position addresses goal 1.a by providing incoming transcript evaluation and maintenance of articulation tables in Banner. Depending on workload, this position will also assist other Transcript Evaluators in fulfilling their responsibilities. This position may be funded through SSSP funds.</p> <p>New Recommendation #3.a</p>	<p>Salary \$44,434</p> <p>Benefits \$9,496</p> <p>Health \$21,909</p> <hr/> <p>Total: \$75,839</p>	2	CCSP 5.3; AIP 5.1.2
A&R Technician II 100%	<p>Goal: Hire full-time A&amp;R Tech II position</p> <p>Impact: Position addresses goal 1.b by providing critical front counter coverage, record scanning and data processing for the office. Tech II employees are responsible for transcript processing and verifications. Due to reduction in large part time on call population, Tech I and Tech II employees absorbed most of the counter duties for the office. In addition, the number of application and students registered has continued to increase as well as the office's support of other programs.</p> <p>New Recommendation #3.a</p>	<p>Salary \$34,712</p> <p>Benefits \$7,418</p> <p>Health \$21,909</p> <hr/> <p>Total: \$64,039</p>	2	CCSP 5.3

### Staff Development (Division)

Item	Discuss impact on goals/SLOs	Cost	Priority 1,2 or 3	Link To Planning
N/A				

### Facilities (Facilities)

Describe repairs or modifications needed and location*	Discuss impact on goals/SLOs	Cost	Priority 1,2 or 3	Link To Planning
Three New Offices	<p>Goal: Add three new offices along western end of the A&amp;R Office</p> <p>Impact: Cubicle space inadequate to house new evaluator and additional evaluator that is being requested. Administrative Secretary II needs an office where she may concentrate on</p>	TBD	2	N/A

	her work without constant interruptions. New Recommendation # 4.a			
Three Exit Doors	Goal: Add three exit doors on the north side of the SS building.  Impact: Increase safety and perception of safety by adding three exit doors to the back of the A&R and Financial Aid offices. One each for the staff lounge, storage room and an additional one to one of the existing office.  New recommendation # 4.b	TBD	2	CCSP 6.3
Counter Improvements	Goal: Improve counter space to make interactions with students more private.  Impact: Open counter discourages students from sharing information or embarrasses students that sharing sensitive information about their personal and financial estate and other personal identifiable information.  New recommendation # 4.c	TBD	2	CCSP 5.3

\* Include building and room number

### Computers / Software (TeC Services)

Item	Discuss impact on goals/SLOs	Cost	Priority 1,2 or 3	Link To Planning
Install eSARS	Goal: Install eSARS for student appointments with A&R staff  Impact: eSARS allows students to schedule appointments with staff for complicated processes such as residency appointments. eSARS will allow staff to communicate with one another so that they do not need to leave their workstation to complete a task.  New Recommendation #2.g	Free	2	CCSP 5.3

### Equipment

Item	Discuss impact on goals/SLOs	Cost	Priority 1,2 or 3	Link To Planning
N/A				

### Supplies (Division)

Item	Discuss impact on goals/SLOs	Cost	Priority 1,2 or 3	Link To Planning
N/A				