College of San Mateo

Program Review Submission

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Student Services Program Review

Program Name: **Admissions and Records**
Program Contact: **Villareal, Henry**
Academic Year: **2013-2014**
Status: **Submitted**

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1. Description of Program

Provide a brief description of the program and how it supports the college's **College Mission and Diversity Statements**, **Institutional Priorities, 2008-2013**, **5 in 5 College Strategies, Spring 2011**, and other **Institutional Program Planning** as appropriate.

> As one of the College's primary departments, Admissions and Records is often the first contact that a prospective student encounters. In addition, current and former students have ongoing interaction with A&R staff as they often have questions about registration, using WebSMART, or for seeking information about the transcript request process. All Enrollment Services personnel including Admissions and Records staff have been trained to support CSM's diverse student body and to provide high quality and attentive service (Institutional Priority 3). In maintaining congruence with the college's Mission and Diversity statements, A&R staff have participated in workshops and presentations that address the diverse cultural, socioeconomic and unique experiences of the students who comprise the college's student body.

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2. Summary of Student and Program Data

A. Student Learning Outcomes Assessment

Reflect on recent SLO assessment results for courses and degrees and certificates offered by the program.

> SLO #1
>
> Applicants for degrees and certificates will submit their applications online.
>
> Once again this year the department was not able to have the online submission of degrees and certificates made operational. However, the department hopes to have this function operational by the summer submission deadline. A&R staff are working closely with representatives from the Marketing and Public Relations Office to make this happen. For next year's program review, this streamline process should be fully operational and SLO data collected and assess.
>
> SLO #2
>
> Nursing students graduating in spring 2014 will request their official transcripts using the WebSMART request process.
>
> Until this spring semester, A&R staff had to manually enter transcript request information for graduating nursing students. In order to streamline this operation, the Registrar met with the Nursing Director and graduating students to explain how to request official transcripts using the WebSMART transcript request process. Since this was a first time effort, it was expected that fifty percent of the nursing students would request their transcript online. At the time of writing this report, 56.25 percent of the graduating nursing students has requested their official transcripts online.

B. Student Support Indicators

1. Review student program usage and discuss any differences across demographic variables. Refer to SARS, Banner, **Planning, Research and Institutional Effectiveness (PRIE)** reports and other data sources as appropriate.

- Admission Application Submission

Applicants to CSM are expected to use the online application known as CCCApply. In November of 2013, the district transitioned to using a more user-friendly online admission application known as OpenCCCApply. The new application is not only much more user friendly but also provides a Spanish version. This latter feature allows individuals whose primary language may be Spanish to more readily complete and submit the admission application.

While the percent of online submissions hovers around 95 percent, it is expected that the online submission will increase ever closer to 100 percent. The enhanced online admission application will also make it easier reduce the number of paper applications being submitted particularly for programs like the Police Academy who will now be required to submit the online application. Admissions and Records will continue to track and attempt to further reduce the number of paper admission applications that are submitted.

- Transcript Requests

One of the technological enhancements being utilized by Admissions and Records is the use of WebSMART. Transcript requests which used to be a manual process and which required a significant time to process has been greatly enhanced with an online procedure. While there are still some transcript requests being processed manually, by far the majority are requested online. For example, from July 1, 2013 to March 13, 2014 a total of 26,635 transcripts were processed with 72.6% (20,912)being requested online.

- Registration

As with other technological developments, by far the majority of students use WebSMART to register for classes. For the summer, fall and spring 2013-14, 96 percent of students registered online. The majority of manual registrations conducted by A&R staff would have been for designated programs like apprenticeship and fire science programs. In addition. Over three hundred manual registrations took place after the two week late add period.

- Telephone Calls to A&"R

A large volume of telephone calls are received by Admissions and Records. From January to December 2013 approximately 24,566 telephone calls were received by A&R. The breakdown of average telephone calls per month for this period was 2047. Though still a significant number of telephone calls, these numbers reflect a significant 23 percent decrease for this same time period in 2012 when 31,932 telephone calls were receieved. Nonetheless, due to limited staffing and other important tasks assigned to staff, not all calls to A&R can be readily answered. Unanswered calls leave many callers frustrated as they do not receive the immediate attention they are seeking.

- IntelliResponse: Ask the Bulldog

IntelliResponse (IR) is a knowledge base system that was incorporated as part of CSM's efforts to respond to potential applicants and current students questions. During the past year, Ask the Bulldog received 10,541 questions with over 82% of responses providing satisfactory information. Due to the inception of IR, there is likely some correlation in the 23 percent decrease in the number of telephone calls made to Admissions and Records.

- CSMAdmissions Emails

It is estimated that from July 2013 to March 2014 approximately 1,330 emails were received by CSMadmissions, a general email account primarily available to students to present general and specific inquiries. It is also estimated that approximately 2 – 5 minutes is required to respond to each email. Expectations are that CSM admissions emails have decreased significantly as Ask the Bulldog has become more visible to current and prospective students. However, with only one dedicated staff member assigned to answering the CSMadmissions email and despite some assistance from the Public Relations and Marketing Department, a tremendous backlog of email develops during peak times in A&R.

2. Discuss any differences in student program usage across modes of service delivery.

The majority of students who interact with Admissions and Records related services are tech savvy and are aware of WebSMART and its many functions. The development of WebSMART and its many functions including transcript requests, registration, paying fees, etc., along with the recent enhancements to the online admission applicaiton (OpenCCCAppy) has greatly reduced the need for students to frequent the A&R Counter thus also reducing what were once very long lines at Admissions and Records. However, there are still some applicants and students who benefit from the face-to-face interaction due to limited English speaking ability and comprehension or because a lack

of basic computer literacy. Thus, a small segment of the CSM student population still seek the person to person assistance from A&R staff. As well, within the broader enrollment services areas, there are staff who speak Spanish, Tongan, Mandarin, and Vietnamese thus providing needed service to individuals whose primary language is not yet English.

C. Program Efficiency Indicators. Do we deliver programs efficiently given our resources?

Summarize trends in program efficiency. Discuss no-shows, group vs. individual delivery, etc.

Over the past decade, evolving technological developments particularly web-based services have dramatically impacted A&R operations. As well, the end-users have also become to expect the flexibility that web-based services provide. The most recent enhancement to the online admission application known now as OpenCCCApply provides increased ease and user-friendliness and includes a Spanish version thus allowing those who are more comfortable using the Spanish language to complete and submit their admission application. In addition, there have been refinements to the automated California state residency determination thus curtailing the number of applications which have to be manually reviewed to determine the applicant's residency classification. Also, the majority of transcript requests are submitted online and additional steps have been taken to further eliminate manual processing of transcripts. For example, only recently have graduating nursing program students been required to submit their transcript requests using the online submission process. Though these numbers are not large in quantity, their online submission of transcript requests will eliminate a manual process for A&R staff.

The use of web-based services by faculty for submitting census, dropping and withdrawing students, and submitting grades online has significantly streamlined these operations. Generally, ongoing feedback from faculty has been relatively positive given the flexibility of having access to WebSMART 24/7.

Most recently, the incorporation of the IntelliResponse knowledge base, self-service system known at CSM as, "Ask the Bulldog," has drastically reduced the number of telephone calls coming into Admissions and Records. Though still a significant number of incoming calls, there has been a 23 percent decrease during the period of January to December 2013 in comparison to the same period the previous year. Nonetheless, the reduction in telephone calls is not substantial enought to allow existing staff to answer all incoming calls duirng peak periods.

3. Additional Factors

Discuss additional factors that impact the program, including, as applicable, changes in student populations, state-wide initiatives, transfer requirements, advisory committee recommendations, legal mandates, workforce development and employment opportunities, community needs. See **Institutional Research** as needed.

A&R staff are record keepers and compliance officers for an array of legislative and regulatory policies. Any changes to existing policies and regulations at the state level most often have a direct impact on Admissions and Records. A&R staff must ensure compliance to the Education Code and Title 5. Any modification of policies and procedures at the state or local level must be communicated to students, faculty and staff. Most recently the Student Success Act has changed the way priority registration will be assigned. This will have an impact on A&R as students will likely be calling to determine why they didn't receive an earlier registration deadline. As well, the incorporation of transfer degrees (AA-T and AS-T) has impacted and changed the work flow of the degree evaluator as applicants for these degrees must receive priority.

4. Planning

A. Results of Program Plans and Actions

Describe results, including measurable outcomes, from plans and actions in recent program reviews.

Two significant operational changes that were implemented last year and which have continued to provide significant operational enhancements. The two changes were technology based and have provided improved procedural processes for both students and staff.

The two enhancements are a change to the degree and certificate submission and evaluation process, and the incorporation of a self-service knowledge base system known as "Ask the Bulldog".

With the implementation of DegreeWorks, a degree audit system, students and counselors have been provided a tool that greatly improves their ability to assess progress towards fulfilling educational goal requirements including an associate's degree, certificate and progress towards IGETC certification. This refined process is empowering students by providing them insight to their educational progress and then identifying what requirements remain to fulfill their educational goal(s).

For A&R staff, DegreeWorks has streamlined the degree, certificate and IGETC evaluation process. A&R degree and certificate evaluators use DegreeWorks to expedite assessment of a student's eligibility for a degree or certificate by reviewing a student's degree audit report. The report readily outlines what requirements have been fulfilled and which items, if any, are still outstanding. In addition, IT staff have developed a report that provides includes information on number of units completed toward the degree and/or certificate. In some cases individuals have fulfilled certificate requirements and in other cases are very close to fulfilling degree requirements. Previously, the degree and certificate evaluators had to conduct this "mining" process manually.

Another positive impact on student success is the state mandated transfer degree program known as the Student Transfer Achievement Reform Act (SB 1440). The transfer degrees referenced as AA-T and AS-T must be conferred to students who complete a specified general education pattern and major requirements for the degree. At CSM, there were approximately six students who applied for the transfer degrees in Fall 2012. In spring 2014, the number of transfer degrees increased to over 125 applicants with the majority of the applicants deemed eligible for the degrees. It can be noted that the AA-T and AS-T degrees eliminate local CSM requirements for the degree such as physical education, American History and Institutions, and Information Competency. In contrast, the transfer degrees do require a lab science which is not a CSM requirement.

B. Program Vision

What is the program's vision for sustaining and improving student learning and success during the *next six years*? Make connections to the **College Mission and Diversity Statements**, **Institutional Priorities, 2008-2013**, and other **Institutional Program Planning** as appropriate. Address trends in the SLO assessment results and student program usage and data noted in Section 2.
[**Note:** Specific plans to be implemented in the *next year* should be entered in Section 4C.]

A&R staff will continue to acknowledge and respect the diverse cultures and backgrounds of students who comprise the institution and will respectfully extend high quality personalized services. The department will integrate and utilize technological developments and enhancements that provide ease of use for students, faculty and staff. Serving a diverse student body, providing high quality services, and contributing to student success are all associated with the College's Mission Statement, Diversity Statement and Institutional Priorities.

Reference to Institutional Documents

- Mission Statement- …ensure continuous improvement.
- Institutional Priority 3- Promote relevant, high quality programs and services.
- Diversity Statement- …a policy of inclusiveness that recognizes, values and reflects the diversity of the community we serve.

1. To guide future faculty and staff development initiatives, describe the professional enrichment activities that would be most effective in carrying out the program's vision to improve student success.

All Enrollment Services departments readily embrace technology and the enhancements such utilization can provide. Technology has allowed A&R operations to become further streamlined, provides flexibility to end-users, and enhanced overall efficiency and services.

Below are examples of professional development activities and technological enhancements that will enhance and support the staff's ability to contribute to student success.

- Professional Development Activities
1. MANA Conference: an outreach event targeting Pacific Islander high school students
2. President's Forum for Academic Excellence: Pathways to Student Success
3. Black History Month events
4. CSM Cares Workshops
5. Diversity In Action Group Lectures and Activities
   - Technological Enhancements

1. DegreeWorks. Capabilities of the degree audit system will continue to be incorporated to provide students and counselors with information that will help guide the student towards reaching their educational goal. A&R staff will continue to annually update (scribe) catalog curriculum changes into the system. As well, staff will continue the process of "mining" for degrees and certificates which will contribute to student success.
2. Online submission of degrees and certificates will expedite processing and allow timely communication to students about their eligibility status.
3. Transcript Processing. Currently CSM processes online transcript requests for the three colleges in the district. The current process entails running a program that triggers the printing of the transcripts. The printed transcripts are then folded and placed into envelopes for mailing. This process has the potential to be outsourced resulting in expedited service and in staff and materials cost savings.

2. To guide future collaboration across student services, learning support centers, and instructional programs, describe the interactions that would help the program to improve student success.

Collaboration between A&R and other student services continues to evolve. There exists an interdependency between the departments and there is an evident collaboration and partnership which serves to assist students and contribute to their success. For example, A&R staff work closely with Assessment, Counseling, Financial Aid, Veterans, and the International Student Center. It is imperative that we work well together to ensure we provide students with timely, courteous and friendly service.

The collaboration between A&R and instructional programs have significantly improved over the past several years. There is generally a better understanding of the concept of "developing the whole student" and acknowledgement of the importance of engaging students both inside as outside the classroom. Collaboration between student services and instructional administrators has been improved as during the past years there were several combined meetings of the two entities. These meetings have allowed for a sharing of information and an improved understanding of policies, procedures and regulations. Faculty will continue to be encouraged to contact A&R for any assistance regarding important deadlines such as census submission, deadline to withdraw students, and grade submission.

3. To guide the **Institutional Planning Budget Committee** (IPBC) in long-range planning, identify any major changes in resource needs anticipated during the next three years. Examples: faculty retirements, equipment obsolescence, space allocation.

Faculty

 A&R is currently staffed at a skeletal level. It is expected that one or two current staff members may be retiring in the next few years. It is important that any staff vacancies be replaced if the department is to operate effectively and efficiently. Further, A&R has been understaffed for several years and is in need of, at minimum, another A&R II staff position.

Equipment and Technology

Student Services including Admissions and Records staff are most fortunate to be housed in a still relatively new facility (three years old)that is equipped with state-of-the-art equipment. For the time being, existing equipment will continue to serve and support operational needs of staff. However, in two to three years computers and other technological equipment will be near the end of its life-cycle and will need to be replaced. The sobering reality is that all student services staff will encounter the need for technological equipment at about the same time. Thus, it is important that necessary forecasting and budgeting take place to recognize these future requirements.

Instructional Materials

N/A

Classified Staff

For the past six years, Admissions and Records has been operating with skeletal staffing. While A&R operations have functioned relatively smooth it is not without ongoing issues. During peak periods, A&R is understaffed and is not capable of answering all telephone calls to the office. In addition, emails to the CSMAdmission mailbox go unanswered and a weeks-long backlog develops. Further, an unexpected staff member's absence causes significant disruption to the day's operations. Being understaffed places stress on staff and for some individual staff members may be the cause of illness.

Concerns about telephone calls to A&R going unanswered are significant as confirmed from responses to the A&R Student Satisfaction Survey. From January to December 2013, approximately 24,566 calls were received by A&R. Unfortunately, due to limited staffing and other tasks assigned to staff, not all calls to A&R can be answered. Unanswered calls leave many callers frustrated as they do not receive the immediate attention and answers to questions they are seeking.

Responses to the Admissions and Records Student Satisfaction Survey 2012-13 confirm the frustration that callers experience when not being able to speak directly to an A&R staff person. Below are some of the survey questions and an array of the corresponding responses.

What A&R services did you find most useful?

"None, you guys NEVER pick up the phone."

"None were available via the phone."

"None. No one is ever available to help over the phone."

What A&R services do you wish we could provide?

"Service through the phone, quicker service."

"None of the A&R departments pick up the phone."

"Either improve online registration or have someone available via phone."

"When I called, someone will actually pick up."

How would you improve WebSMART?

"Answer the phone more often."

"Answer the phone or allow messages to be left."

"WebSMART is fine. The office is the issue. NO ONE ANSWERS THE PHONES!

Given A&Rs limited staffing, it is unlikely that there will be any significant improvement in caller satisfaction when trying to reach Admissions and Records by telephone. It should be noted that current A&R staffing is approximately half of what it was about six years ago. While technological developments have streamlined operations and enhanced efficiency, the cyclical nature of A&R operations is such that there are six peak times per year that coincide with the start and end of a term (fall, spring and summer). During peak times, staff are stretched to the limit in addressing students at the A&R Counter, assisting with registration, responding to numerous email inquiries, answering telephone calls (many calls go unanswered), and contending with other time sensitive tasks. Short term hourly staff have provided assistance but most recently these staff do not have the necessary experience and knowledge to contribute and fully support immediate needs. In addition, limited A&R staffing provides challenges when a staff member is unexpectedly absent due to illness. Other staff must take on added assignments in the staff member's absence. Similarly, when staff go on vacation, other staff's workload is increased. In this latter situation, vacations are planned in advance thus allowing other staff to plan accordingly during the vacationing staff member's absence.

Facilities

Admissions and Records is fortunate to be housed in the still relatively new College Center, Building 10. Overall, staff are pleased with the facilities and office set-up which include modular furniture, ergonomic desks and chairs, up-to-date computers and other technology, and

inviting patios with outstanding views. Existing facilities currently provide for a first-rate working environment.

C. Plans and Actions to Improve Student Success

Prioritize the plans to be carried out next year to sustain and improve student success. Briefly describe each plan and how it supports the **Institutional Priorities, 2008-2013**. For each plan, list actions and measurable outcomes. (Plans may extend beyond a single year.)

As prevously outlined, A&R staff will participated in designated activities inlcuding workshops, conferences, and college events that contribute to their knowledge of the college's diverse student population. As well, utilization of technology will provide staff the ability to streamline operations which in turn can enhance servcies to students.

All Enrollment Services departments readily embrace technology and the enhancements such utilization can provide. Technology has allowed A&R operations to become further streamlined, provides flexibility to end-users, and enhanced overall efficiency and services.

Below are examples of professional development activities and technological enhancements that will enhance and support the staff's ability to contribute to student success.

- Professional Development Activities
1. MANA Conference: an outreach event targeting Pacific Islander high school students
2. President's Forum for Academic Excellence: Pathways to Student Success
3. Black History Month events
4. CSM Cares Workshops and events
5. Diversity In Action Group Speakers and cultural events
   - Technological Enhancements
1. DegreeWorks. Capabilities of the degree audit system will continue to be incorporated to provide students and counselors with information that will help guide the student towards reaching their educational goal. A&R staff will continue to annually update (scribe) catalog curriculum changes into the system. As well, staff will continue the process of "mining" for degrees and certificates which will contribute to student success.
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5. Resource Requests

Itemized Resource Requests

List the resources needed for ongoing program operation.

Faculty
NOTE: To make a faculty position request, complete **Full-time Faculty Position Request Form, AY 2013-2014** and email to your Dean. This request is separate from the program review.

Full-time faculty requests	Number of positions
N/A	

Equipment and Technology

Description	Cost
N/A	

Instructional Material

Description	Cost
N/A	

Classified Staff

Description	Cost
Admissions and Records Assistant II to assist in overall office operations including staffing the counter, answerting telephones, responding to emails, scanning and indexing documents, processing registration forms, assisting with initial transcript evaluations, assist with website maintenance, and carry out other general office operatons.	$65,000 including salary and benefits.

Facilities

For immediate or routine facilities requests, submit a CSM Facility Project Request Form.

Description	Cost
N/A	

6. Program Maintenance

A. Course Outline Updates

Review the **course outline update record**. List the courses that will be updated in the next academic year. For each course that will be updated, provide a faculty contact and the planned submission month. See the **Committee on Instruction website** for **course submission instructions**. Contact your division's **COI representatives** if you have questions about submission deadlines.

Courses to be updated	Faculty contact	Submission month
N/A		

B. Website Review

Review the program's website(s) annually and update as needed.

Faculty contact(s)	Date of next review/update
Karen Erickson, Lola Paz	Periodically reviewed and updated.

C. SLO Assessment Contacts

Faculty contact(s)	Date of next review/update

Henry Villareal   March 2015