

2019-20 Admissions and Records Annual Program Plan

I.A. Program Profile: Purpose

Describe the program(s) to be reviewed. What is the purpose of the program and how does it contribute to the mission of Skyline College?

Narrative

The Admissions and Records Office is responsible for the integrity and safe-keeping of a student's academic record. Students begin their journey with us through the pre-application and application process. They access our services multiple times as they register for classes, explore possibilities, progress and meet their educational goals, and seek opportunities beyond Skyline College.

Each student experience is unique and our staffing, processes and technology have to be current, flexible, organic and fluid, yet uphold to the integrity of the rules and regulations for which we are accredited, in order to deliver the services that lead to student success.

Our philosophy has always been "Students First". This philosophy is built into everything we do. It drives our search for better ways to deliver services, it is the underlying gauge when new programs and initiatives are introduced; it supports our need for staffing and technological service solutions, all while we make ourselves available for the personal encounter, whether it be in person, online or by phone.

When considering how Admissions and Records contributes to the college's Mission, Vision and Values and the current college re-design, our services naturally align with the intention of the Skyline Promise of "Get In, Get Through and Graduate on Time". Our interpretation of the Promise is to create a clear pathway to our services by identifying and reducing the roadblocks that students may experience on their road to success. To maintain this commitment, we are constantly analyzing our efficiency and processes, while also reviewing the types of requests we receive from our students.

I.B. Program Planning Team

Annual program planning is intended to be a collaborative process which promotes dialogue and reflection. Please identify all individuals who contributed to or shaped the narrative. Include names and the title or role of each person.

Narrative

Sue Lorenzo, Registrar: Responsible for all areas of service provided by Admissions and Records and for the management of the Admissions and Records team. Committee participation, District: Enrollment Services, District Registrar's, California Association of Community College Registrar's and Admissions Officers, District Managers, Credentials Services, District Internal Audit Group, District Forms Group. Committee participation Campus: Accreditation Writing Team, Management Council, Student Services Leadership Team, Accreditation, Guided Pathways - "Get In", Commencement, Bachelor's Steering Committee, New Faculty Orientation, Veteran's Accreditation Certification Team.

Adriana Johnston, Program Services Coordinator - Degree Audit: District Degree Audit Group, Curriculum Committee, Bachelor's Steering Committee, Guided Pathways - "Get In", Accreditation Writing Team

Kelly Li, Program Services Coordinator - Degree Audit: District Degree Audit Group, Curriculum Committee, Bachelor's Steering Committee

Gretel Barreto, Admissions Asst. III: Application Resolution, Residency Committee

Martin Marquez, Admissions Asst. III: Veteran's Certifying Official; Credentials Team, New Faculty Orientation Presenter, Dream Center Task Force, High School Presenter Night, Raza Youth Committee, Skyline Promise Team, PSLO Committee, Extenuating Circumstance Committee

Bianca Pineda: Veteran's Certifying Official; Dual Enrollment, Concurrent Enrollment, High School Presenter, Extenuating Circumstance Committee

II.A. Analysis: Progress on Prior Program Objectives (Goals) and Activities

Describe the progress made on previously established program objectives (goals) including identification of achievements or areas in which further effort is needed. New programs which have not yet established CPR/APP objectives should discuss progress on program implementation or activities.

Narrative

With each planning cycle, our focus is to address roadblocks our students are experiencing by analyzing the documents we receive, process and index to the student record. Historically, most appeals would come to Admissions in paper form, either in the mail or in person. All forms were converted to an online format, fillable and ADA compliant. Students would fill in the document, then print it and submit with corresponding documentation and/or signatures and although students could “technically” submit forms to staff through email, the automation would stop there. Staff would print and work with most documents, then scan to the student record, with few workflows to utilize technology. There were still gaps in being able to process online.

With the growth of distance learning and the recent experience of having to move to 100% online service delivery, the gaps in our technology and capabilities have become glaringly clear. New roadblocks and inequities have surfaced, challenging the Skyline Promise of “Get In, Get Through and Graduate on Time”.

GET IN

Program Student Learning Outcome: “*High School Students in the Concurrent Enrollment Program will be able to successfully complete the admission process*”

Our first PSLO was designed to take advantage of the workflow potential, while at the same time empowering students and measuring their success.

One of the compliance requirements for having High School students attend college courses, is that students must submit both the CCCApply College Application and a Concurrent Enrollment Course Request Form, with approvals from their parent or guardian and their High School designee. Both items must be applied to the student record before registration access is granted. Two signatures of approval are required: one from the parent or guardian and one from the high school designee, providing approval for the student to attend.

Participation in the High School programs has gradually increased each year. To make this process sustainable, a workflow was developed in 2018 that allowed for remote submission of the form. Once approved the workflow process would apply coding, grant registration approval and automatically index the form to the student record.

From 2018 to 2019, we experienced an 18% increase in High School student participation, which was most likely due to the focused efforts of the Dual Enrollment Program. The gap in service delivery, however, has been, and is still, providing an online process for collecting official signatures – a compliance requirement. Technology is still lacking in this area. Recent explorations in programs such as “Formstack” and “Adobe Sign” may soon close that gap. With this added technology, we should see improvements in the onboarding or “Getting In” process for High School Students.

GET THROUGH

Program Student Learning Outcome: “*Students are able to successfully navigate and resolve registration conflicts*”

Through the course of a student’s academic journey here at Skyline, they may experience issues or roadblocks that hinder a smooth registration process, caused by various factors, both systematic and unintentional. Admissions is alerted to these roadblocks when we hear from the student and the issues can be measured by the type and amount of forms we process.

In this PSLO, we continue to look at our processes to get to the reason why a student might not resolve their registration roadblock with the self-service tools provided. We have been progressively comparing the number of forms we manually process to gauge where we need to concentrate our efforts to improve the registration experience. As a result, we have made improvements to the information we provide on our website, we have continued to provide detailed information to faculty and staff, and we have improved the messaging that goes out to students when we receive their application. Our effort to decrease some of the registration roadblocks that students experience has been successful as reflected in the areas below.

RESIDENCY RECLASSIFICATION

Residency classification occurs when a student submits their application through CCCApply. Applications with Residency Information that is not clear are redirected to a queue that is reviewed by Admissions Staff, sometimes prompting the need for a Residency Reclassification Request Form. As a result of last year’s success in decreasing the number of Residency reclassifications we received, we have continued to study and improve residency evaluation, decreasing reclassifications by 54% in 2019.

2017	541	Residency Reclassifications
2018	303	Residency Reclassifications
2019	140	Residency Reclassifications

MANUAL REGISTRATION: ADD/DROPS

As tools improve for students to control their own registration issues, we have seen a steady decrease in manual registration issues. In 2019, manual forms decreased by 25%, going from 1,779 form in 2018, to 1,343 in 2019

There was, however, a slight increase of 5% in Extenuating Circumstance Petitions, as students continue to work through personal challenges.

AND GRADUATE, ON TIME!

Program Student Learning Outcome: “*Students will be able to self-assess their degree/certificate progress*”

Our initial intent for this PSLO was to develop a set of self-service tools in which a student could easily explore and monitor their progress towards their academic goal, whether it be degree, certificate and/or transfer, and know how to apply for that goal online.

The district Degree Audit teams developed an internal workflow to manage application volume and the intense evaluation, data management and processing required to determine commencement eligibility, confer degrees and meet both internal and external deadlines.

Our findings from 2018 to 2019 supported the need for an additional Program Services Coordinator – Degree Audit, which was awarded.

For this cycle, the challenge is a positive one – volume. The number of Degree and Certificate applicants from 2018 to 2019 has increased by 66%, going from 1,245 applicants to 2,071.

The need to have technology do more than just collect data is critical.

- Once an application is received, processes need to perform an initial evaluation and notify the student of their status.
- Degreeworks needs to be dependable and accurate.
- Final evaluations need to be built-in.

Another technological challenge is the actual printing and sending of the Degrees and Certificates. Skyline prints their Degrees and Certificates “in-house”.

A database is created once the final evaluations have been performed, which is months after the grades roll from the previous term.

The process from evaluation to printing can take up to 4 months, depending on the volume for the term.



It requires a printer that can handle the volume; manual posting of honors; manual creation of mailing labels; manual packaging of the degrees.

II.B. Analysis: Program Environment

Describe any recent external or internal changes impacting the program or which are expected to impact the program in the next year. Please include when the specified changes occurred or are expected to occur.

Narrative

In 2019, the services offered by Admissions and Records have been directly impacted by the need for technology that supports distance learning, current trends and (internal and external) expectations and deadlines, especially in the areas of online document/signature submission and conferring and producing degrees and certificates.

HIGH SCHOOL STUDENTS

For compliance reasons, high school students must submit documents that contain signatures. Our current technology does not support e-signatures and and/or a routing process.

INCOMING TRANSCRIPTS AND DOCUMENTS

There is a need for a safe, confidential online “drop-box for students to submit sensitive documents.

DEGREE/CERTIFICATE APPLICATION

The only process supported by technology is the degree and certificate application. When submitted, data is added to an excel spreadsheet and the student record is notated as “applied, however, the process ends there. No automatic progress assessment or progress notification.

CSU VERIFICATION

The CSU system has shortened our reporting time for Transfer candidates. Pre-evaluations for Transfer Degrees must be performed at the start of a student’s last term and reported through Cal State Apply.

In January of 2019, there were 880 Transfer candidates, with a pre-evaluation and reporting deadline of March 6. During the month of June 2019, it took 8 staff (the Program Services Coordinator – Degree Audit, the Registrar, 2 Admissions Staff, 2 Counselors and 1 Transfer Coordinator) 15 days to process all 880 Transfer candidates, in order to meet the CSU and UC expectations and deadlines.

DEGREE AND CERTIFICATE PRODUCTION

Final evaluations for Degree and Certificate candidates are performed when Final Grades are posted for a term. Degrees and Certificates are printed “In-



house” manually, depending on physical presence, using office printers and mailing materials.

Printing of Degrees and Certificates can take up to 4 months after the end of a term

II.C. Analysis: Student Learning Outcomes (SLOs and PSLOs)

- 1) Instructional Programs Only: Describe what was learned from the assessment of course SLOs for the current and past year.
- 2) Student Service Programs Only: If PSLOs are being assessed this year (3-year cycle), describe what was learned. If no assessment was done because this is an off-cycle year, please state that this item is not applicable.

Narrative

During every planning cycle, the focus of Admissions and Records is to analyze our service delivery. We look at where students are having issues and address those roadblocks. Our Student Learning Outcomes are crafted to measure services at several points in the student journey: from the time they apply, through registration and as they reach their goals and/or transfer.

We have identified the need to catch up to current technology. Technologies change quickly in the world outside of Admissions and Records. There is an expectation of quicker turn-around times and deadlines are set with those expectations.

We can see gaps in our technologies through our Student Learning Outcomes:

GET IN

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Our first PSLO was designed to take advantage of the workflow potential, while at the same time empowering students and measuring their success and while the workflow has been extremely successful, students are still limited to obtaining a physical signature from their parent/guardian and their high school designee.

Technology is needed to allow for the entire high school student permission process to be completed online, never having to print a document and carry it to the different parties to sign.

From 2018 to 2019, we experienced an 18% increase in high school student participation. Our Dual Enrollment Program expects thousands more in the coming year(s). We will need a fully automated system to support the entire process, from students obtaining permissions, to submission to the college for coding and processing to the student record.

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As tools improve for students to control their own registration issues, we have seen a steady decrease in manual registration issues. In 2019, manual forms decreased by 25%, going from 1,779 form in 2018, to 1,343 in 2019. This is a positive indication that students are using the self-serve tools available to them in their student portal.

There was, however, a slight increase of 5% in Extenuating Circumstance Petitions, as students continue to work through personal challenges. This process can be viewed through a positive lens, as we personally assist students through the petition process, looking for any outcome that will benefit the student in a positive way.

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III.A. Reflection: Considering Key Findings

Consider the previous analysis of progress achieved, program environment, and course-level SLOs or PSLOs (if applicable). What are the key findings and/or conclusions drawn? Discuss how what was learned can be used to improve the program's effectiveness.

Narrative

The effectiveness of services provided by the Admissions and Records Office will be dependent on three key factors: having access to transformative technology; having those technologies support a variety of services delivery models, including distance education; providing staff with training as services and technology transform to meet needs and expectations.

The move towards current, effective technology has been a slow one, as so many factors have to be taken into consideration before implementation and technologies change so quickly.

WORKFLOWS

Most services provided by Admissions are static, manual processes. An example of a successful workflow is the submission of the high school permission to attend.

- The form is fillable and once students obtain the required signatures, they upload the form through their student portal.
- The form drops into a queue that is accessed by Admissions staff.
- The staff reviews and if approved, a series of processes takes place automatically to code the student and then form is then uploaded to their academic file.

This is currently the only workflow that has been successful. There has been an attempt to create a Degree/Certificate application workflow, but it currently creates a database only.

No other workflows or routing abilities are available for Admissions, due to the work being done to implement the CRM.

Also, all forms need to have online signature ability.

DEGREE/CERTIFICATE PRODUCTION

The entire degree/certificate awarding process, from the time students apply, through transfer standards, to final evaluation and then the actual printing of the degrees is currently under review, as each step is a manual process.

Students have the ability to check their progress in Degreeworks, and as they near their goal, they can apply for their degree with their counselor. The process at the student-facing end is online.

From that point on, however, every step moves to a manual process. Procedures are stacked up on each other, as deadlines intersect processing schedules and everything peaks at the same time.

Final evaluations can take weeks, delaying the printing of degrees and certificates, which also take weeks. It can take months for a student to receive their actual (paper) degree or certificate.

There is a product – Parchment – that can support the receipt of degrees and certificates in a more immediate format. Students receive their degree/certificate online immediately, followed up by a printed document in the mail. Parchment owns Credentials, which is our outgoing transcript delivery service.

III.B. Reflection: ISLOs

If your program participated in assessment of ISLOs this year:

- (1) What are the findings and/or conclusions drawn?
- (2) Does the program intend to make any changes or investigate further based on the findings? If so, briefly describe what the program intends to do.

Narrative

It is critical that Admissions and Records has current technology to meet the needs and expectations of the current educational environment. Admissions should be fluid in their service delivery to support both traditional and distance (online) learning.

A review of current practices, along with new technologies, are essential in reaching this objective.

Areas of investigation and possible investment:

- Technology that will allow for online signatures
- Workflows and/or routing technologies
- Online submission of documents
- Contracting vendors to increase production time for degrees and certificates

As stated in the PSLO's, with the proper technology, workflows can be utilized to control volume and growth, while empowering students through self-help tools, leading to their success.

IV.A. Strategy for Program Enhancement: Continuation/Modification

Indicate whether the program is continuing implementation of the last CPR strategy or revising the strategy. Please describe the modifications if revisions are intended.

Note: Any new strategies should be linked to Institutional Goals through creation of objectives in the next section. If the program has not yet participated in comprehensive program review, an annual or multi-year strategy can be defined in this item.

Narrative

It has become clear, through self-analysis and current events, that the Admissions and Records Office should continue to build towards becoming fluid and flexible in the area of service delivery.

Technologies and expectations are changing at a rapid pace and students deserve our ability to (within reason) meet those expectations.

Admissions and Records will continue to work with other departments to develop an open line of communication to encourage participation during the creation of new programs or initiatives to analyze efficiency, the delivery of services and the impact to students and processing.

Admissions and Records will work with District ITS, our District Colleges and external service delivery vendors to analyze the Degree and Certificate application process to determine what technology can be utilized to create an application process that is not only easy for students to use, but will also alleviate some of the manual processing, addressing compliance, volume and deadlines.

IV.B. Strategy for Program Enhancement: Action Plan and Resource Requests

Based on the most recent CPR and any desired modifications, develop an annual action plan with related resource requests. No narrative response will be entered in this section, but the objectives you create will be printed automatically in the APP report under this item.

(1) To begin, click on PLANNING at the top of the page, then CREATE A NEW OBJECTIVE. To view previously created objectives, click PLANNING at the top of the page, then VIEW MY OBJECTIVE.

(2) IMPORTANT! Make sure to associate each objective to this standard in the APP. Need help? Contact the PRIE Office for further instructions. Institutional Goals. Need help? Contact the PRIE Office for further instructions.

Narrative

PRODUCTION OF DEGREES AND CERTIFICATES

Improve processing time of Degrees and Certificates by enlisting an outside vendor such as Parchment. SMCCD uses Parchment for outgoing transcript processing. May be opportunity for a package contract.

Estimated cost of Parchment Degree and Certificate production: \$10,000.

INCREASE FLEXIBILITY OF SERVICE DELIVERY

Improve service delivery by setting up all forms and procedures to function for both in-person and distance learning environments.

Create online signature and routing capabilities

Create workflows that systematically process forms, from routing, to loading a queue, to approval, to indexing to the student record.

Associated Objectives

[823-Develop and Staff the CSU Transfer Verification Process](#)

[824-Expand the Function of the Online Degree and Certificate Application Workflow](#)

[825-Improve the Integrity of the Data Within the Degreeworks Degree Audit Tool](#)

[1115-Obtain Technology to Sustain Degree/Certificate Processing](#)

Enhanced Budget with Objectives and Task Detail

[Admissions and Records Enhanced Budget with Objectives and Task Detail](#)