



Skyline College

Comprehensive Program Review

2024 - 2025

SKY SS - Admissions and Records

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04/03/2025

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Student and Learning Support Services Comprehensive Review

Submitter Name:

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Submission Date:

04/14/2025

BACKGROUND

1.A. DIVISION:

Enrollment Services (ES)

PROGRAM NAME:

Admissions & Records

1.B. YEAR OF REVIEW:

2024 - 2025

1.C. PROGRAM REVIEW TEAM

William Minnich, Niruba Srinivasan & Eric Torres

1.D. CONNECTIONS TO THE COLLEGE MISSION/VISION/VALUES:**i. Describe the program, its purpose, and how it contributes to Skyline College's Mission, "To empower and transform a global community of learners."**

The Admissions & Records (A&R) department serves as the gateway to Skyline College, supporting students from the point of application through graduation and beyond. This department plays a crucial role in aligning with the college's mission of empowering and transforming a diverse global community of learners. A&R supports a broad range of students, including prospective, current, returning, alumni, and community members, by providing high quality services, being the lifelong point of contact, facilitating open access to educational opportunities, maintaining accurate student records, and providing critical support for students pursuing transfer, career training, and lifelong learning.

Mission Alignment: Admissions & Records promotes the college's mission by ensuring that every student has access to high-quality services that remove barriers to successfully complete their educational goal. Our commitment to diversity and equity is evident in the department's focus on empowering students to advocate for themselves, navigate through the student portal and the administrative processes, including application, registration, degree petitions, transcript request, student email access and much more. The department also contributes to student success by providing timely assistance in awarding of the degree and certificates, CSU transfer verifications and processing transcripts. Admissions & Record's active involvement in initiatives like concurrent enrollment, dual enrollment, Jump Start, and Middle College programs, allows for early engagement with high school students, empowering them to begin their college journey earlier.

ii. Alignment with the College Values:

Open Access

Student Success and Equity

Social Justice

Campus Climate

Community Partnership

For each chosen Value, provide a concrete example of how each connects to your program.

Admissions & Records is dedicated to delivering diverse, equitable, efficient, and precise services while staying at the forefront of timely support for all students. We have the opportunity to see students several times in one semester and up until they complete their educational goal. Students can contact and communicate Admissions & Records through online ticketing system, automated online form submissions, phone, email and via zoom. The Admissions & Records webpage also has been updated with step-by-step instructions on application and enrollment processes.

SKY SS - Admissions and Records

Campus Climate:

A student-centered approach in Admissions & Records encompasses not only direct services but also providing support through other departments in priority registration, reinstatements, veteran benefits, cohort coding, residency reclassifications and international student support. Additionally, supports all faculty in grade entry, grade changes, entering attendance hours, late registrations contribute to nurturing an inclusive and supportive atmosphere on campus.

Open Access: The department has enhanced accessibility by offering CCCApply applications and maintaining a user-friendly website to guide students through the admissions process, ensuring that no one is left behind.

Student success & Equity: The department recognized a disparity in access to student inquiries. Despite the availability of online resources, there has been a rise in the number of phone calls received in recent years. To improve response times, an additional phone line was added.

Community partnership: Collaborations with local high schools through concurrent enrollment and dual enrollment programs allow younger students to gain college credit, facilitating early academic success and building strong partnerships with the community.

1.E. PROGRAM PERSONNEL

i. Provide the current Full-Time Equivalent (FTE) of each category of personnel:

Full-time Faculty FTE:

0

Adjunct Faculty FTE:

0

Classified Professionals FTE:

7

Manager/ Director FTE:

2

Dean FTE (if applicable):

1

ii. Describe any changes in staffing since the last CPR, and how the change(s) have impacted the program. Are there any unmet needs in the program pertaining to program personnel (e.g. staffing, schedule limitations, turnover)? If yes, please specify.

Admissions & Records has been understaffed by three positions for over a year, significantly impacting on the department's ability to provide timely services. The high turnover rate is largely due to the position's placement on the compensation scale, making it difficult to retain qualified personnel. The pandemic exacerbated these challenges, as training and evaluation of new employees were delayed, resulting in a backlog of processes. This has created delays in responding to students, and efforts are underway to mitigate these issues through enhanced training and retention strategies.

1.F. PROFESSIONAL DEVELOPMENT

i. Summarize key professional development that the program personnel have engaged in since the last CPR to meet both the mission of the program, and the aim of the College to increase equity.

A&R staff are encouraged to participate in a variety of professional development and trainings and are released to do so as much as possible. They attend on- and off-campus workshops and conferences.

Since the last CPR, the A&R staff have participated in several equity-focused professional development activities, including diversity training, safety trainings, annual WAVES conference (for Veteran School Certifying Officials), regional workshop offered by California Association of Registrars and Admissions Officers (CACRAO), anti-racism workshops and practiced service delivery for underrepresented student populations.

Staff received hands-on experience in handling hostile situations, acquired technical skills in sending transcripts, printing digital copies of diplomas and SSL online forms.

The following are some examples of training that are related to new technologies implemented to increase equity.

- WebSmart 9 online registration
- Parchment transcript process

SKY SS - Admissions and Records

- Parchment digital diploma print
- VA Enrollment Manager
- Enrollment/degree verifications through National Student Clearinghouse
- SSL online forms

To balance the office workload, two new positions were established: Assistant Registrar and Admissions & Records Assistant III.

It was recognized that office tasks had become more technical, requiring an additional skill set for the staff. As a result, all Admissions & Records Assistant II positions were reclassified as Admission & Records Assistant III.

ii. **Are there any unmet needs pertaining to professional development, and potential ways to address these unmet needs? Please specify.**

The current temporary building 19 office layout is poorly designed for facilitating focused training without interruptions, handling the volume of student interactions, particularly during peak periods. This is an open area that used to be a gym with brick walls and no windows. The sound bounces off these brick walls and creates echo in certain cubicles. This is disruptive to the staff who are in zoom meetings.

New legislation, Banner upgrades, and the implementation of new projects have increased workloads, thereby reducing the time available for staff development. New staff will continue to be cross-trained, which will increase efficiency and expedite student services.

Frequent changes in staffing pose additional barriers to professional development. New employees often have varying levels of experience and require tailored training programs to meet their specific needs. By customizing training initiatives, all new staff members can gain skills and knowledge necessary to excel in their respective roles.

CURRENT STATUS

2.A. ACHIEVEMENTS

Describe the program's achievements since the last CPR.

Since the last CPR, the A&R department has achieved several milestones, including the following:

Successful implementation of the Smartsheet system to improve communication. In 2023, the department recorded a total of 556 entries. This year, in 2024, it was recorded 117 student inquiries, representing a decrease of over 75%. This decline suggests that prospective students now find the application process more intuitive and accessible, likely due to enhancements made to our website and online resources.

The average A&R response time has been reduced from five days to two days which is a significant improvement from 2022-2023 year. New staff have been hired and trained in the past year, which has helped the department to respond quickly and efficiently. The department still experiences some delays due to deficiency of documentation or information provided which also requires additional staff time. The Admissions & Records office still experiences frequent staff turnover and shortage in staff.

Timely completion of degree certifications ahead of deadlines, showcasing improvements in processing efficiency. In 2023, 69 student inquiries were logged requesting certification and/or degree application status, whereas only 23 inquiries were recorded in 2024, marking a 67% decrease. This significant reduction is the result of our timely completion of all degrees and certificate evaluations, unlike in 2023, when delays led to heightened student concerns and more follow-up inquiries.

Updated Admissions & Records webpage to provide immediate access to current information and legislation.

Previously, the Admissions & Records department operated with only one main phone line. When multiple calls were received simultaneously, subsequent calls were routed directly to voicemail. This limitation, coupled with a significant increase in phone inquiries since COVID, caused delays in responding to student needs. Recognizing this issue as an equity gap and a barrier to student support, the department added a second phone line. This improvement has enhanced service efficiency, allowing the department to assist multiple students simultaneously and provide quicker responses to inquiries.

SKY SS - Admissions and Records

The three campuses within the San Mateo County Community College District (SMCCCD), previously used inconsistent paper forms with varied review processes, creating confusion for students—particularly those enrolled at multiple colleges or balancing full-time jobs. Additionally, these forms required in-person submission, posing accessibility challenges. To address this, the forms were standardized across all campuses with consistent text and review processes and converted into fillable PDF formats. This change enabled students to submit forms remotely, streamlining the process and improving accessibility.

Currently, the Admissions & Records department is advancing this effort by transitioning all forms to the Student Success Link portal. This initiative aims to automate processes, enhance data security and privacy, reduce wait times, and create a more mobile-friendly experience for students.

2.B. IMPACTS ON PROGRAM

Describe the impacts on your program (positive or negative) by legislation, regulatory changes, accreditation, grantors, community/school partnerships, college-wide initiatives, stakeholders, and/or other factors.

The pandemic catalyzed the department's transition to digital services, significantly improving access for students who are unable to visit campus physically.

The implementation of SB893 free tuition had a significant impact on overall enrollment at Skyline College, reshaping how the college supports students in applying and registering for classes.

College and Career Access Pathways (CCAP) Partnership has significantly enhanced opportunities for high school students by establishing structured pathways to access college-level courses while still enrolled in high school. To increase accessibility and smoother approval process, a new online concurrent/dual enrollment form has been developed.

After the pandemic, the Admissions & Records (A&R) office continued to provide services online. The shift in service delivery contributed to the surge in fraudulent applications. To combat this surge, the A&R office implemented a multi-pronged approach. A&R placed Identity Verification holds on flagged student accounts. The CCCApply platform's spam filter was employed to suspend suspicious applications, redirecting them for further review by A&R staff. These security measures resulted in a significant increase in student inquiries.

The new Assembly Bills (ABs), Senate Bills (SBs), board policies, and college initiatives often introduce new mandates and priorities, necessitating swift action to implement projects and upgrade systems while maintaining regular operations. These changes require the A&R office to recalibrate system setups, conduct rigorous testing of new processes, and ensure compliance with new regulations. Despite these challenges, the A&R office has consistently managed to balance the demands of these new implementations alongside its regular workload.

ACCESS

3.A. DATA COLLECTION OVERVIEW

What program data about usage or access is relevant to your program, and why? How is it collected?

The program data is gathered through multiple channels, including surveys, Smartsheet inquiries, online application submissions via CCCApply, and in-person visits to the office. These tools provide valuable insights into student needs and inform service adjustments to enhance the overall student experience.

The collected data is further utilized to analyze department performance, uncover equity gaps, and implement targeted improvements to ensure that Skyline College's student population is effectively supported.

SKY SS - Admissions and Records

3.B. USAGE TRENDS

Provide student and/or community usage trends for all major programming over the last five years, by cohort, if applicable.

Unduplicated Headcount by Age							
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	Total	Total %
Age Under 18	16.7%	20.4%	25.1%	29.7%	28.5%	14,842	30.3%
Age 18 - 22	43.9%	41.3%	39.0%	36.1%	37.6%	20,005	40.9%
Age 23 - 28	19.0%	18.0%	17.0%	15.0%	14.1%	9,151	18.7%
Age 29 - 39	12.0%	11.6%	11.6%	11.3%	10.9%	6,140	12.5%
Age 40 - 49	4.3%	4.3%	4.0%	4.2%	4.4%	2,335	4.8%
Age 50 - 59	2.4%	2.6%	2.3%	2.5%	2.8%	1,395	2.9%
Age 60 +	1.7%	1.8%	1.1%	1.3%	1.7%	783	1.6%
Age Unreported		<1%				1	<1%
Total	15,276	15,461	17,524	16,016	15,623	48,947	100.0%

3.C. DISAGGREGATION OF PROGRAM PARTICIPANT DATA

Disaggregate the data from 3.B. and compare it to the overall College population; choose disaggregations which are most relevant to programming decisions (e.g., ethnicity, gender, age, enrollment status, and/or modality). Work with PRIE to disaggregate any data collected via student IDs.

Not applicable to A&R

3.D. EQUITABLE ACCESS TO THE PROGRAM

Provide an analysis of how students, particularly historically disadvantaged students, are able to access the program. Specific questions to answer in your response:

i. What usage trends do you observe, and what may account for these trends?

Historically disadvantaged students have encountered significant barriers to utilizing certain services. To address these challenges, the department has implemented a range of alternative communication methods. These include the addition of second phone lines, the use of Zoom meetings for virtual interactions, enhanced email communication, and the creation of an Admissions Contact Inquiry Form. These efforts have been instrumental in improving accessibility and ensuring that students can connect with necessary services despite technological limitations.

Furthermore, the department has partnered with Parchment Services for transcript printing, enabling students to send electronic transcripts quickly and efficiently. Currently, the department is in the process of migrating all student forms to a fully online format. These transitions are intended to provide 24/7 accessibility to critical services, eliminating delays and enhancing the overall student experience.

ii. How do your program demographics compare to that of the College as a whole, and what differences, if any, are revealed?

Unlike other departments, the Admissions & Records office serves a uniquely broad and diverse range of demographics. This includes all students applying to Skyline College, as well as potential students and cross-enrolled students from other institutions. Additionally, the department provides services to community members, staff from local high schools and colleges, background investigators, law enforcement agencies, research students, and military recruiters. This comprehensive reach highlights the department's central role in supporting the college's mission and fostering connections across various stakeholder groups.

iii. What are the implications for how you will provide services and conduct outreach for your program?

Based on responses from students and staff, the department has made strategic changes to enhance its services. These improvements were carefully designed to address identified needs and streamline processes for better accessibility and efficiency.

To ensure broad awareness and understanding of these new processes, the department utilized multiple communication channels to notify students. Campus-wide announcements, targeted email communications, and timely updates to the college website were employed to inform and guide the community. These outreach efforts not only facilitated a smooth transition to the updated services but also underscored the department's commitment to responsiveness and transparency in its operations.

SKY SS - Admissions and Records EFFECTIVENESS

4.A. PROGRAM STUDENT LEARNING OUTCOMES (PSLOs)

i. How frequently were PSLOs assessed for the last five years?

PSLOs were assessed every year

ii. What have you learned from reviewing the PSLO results? What may account for these results? What are their implications for your programming?

The review of PSLO results has revealed a significant improvement in the Admissions & Records department's average response time to student inquiries, which has been reduced from five days to two days compared to the 2022-2023 academic year. This progress is largely attributed to the hiring and training of new staff over the past year, enabling the department to respond more quickly and efficiently to inquiries.

However, challenges remain. Delays still occur when inquiries lack necessary documentation or information, requiring additional staff time for resolution. Additionally, frequent staff turnover and ongoing staff shortages continue to impact on the department's overall efficiency.

iii. Are the PSLOs still relevant to your program? If not, what changes might be made?

Yes, it is still relevant.

iv. Please check the boxes to indicate that the following tasks have been completed.

Submitted a current assessment calendar to the Office of Planning, Research, and Institutional Effectiveness

Yes

Updated the Improvement Platform with new and/or changed PSLOs after approval by the appropriate person(s).

Yes

Updated the program website with new and/or changed PSLOs after approval by the appropriate person(s)

Yes

4.B. ADDITIONAL DATA DEMONSTRATING EFFECTIVENESS

i. Briefly describe and upload additional data that is relevant to evaluating your program's effectiveness (e.g., reports to the federal or state government, grantors, etc.). Disaggregate when possible.

The Admissions and Records department at Skyline College has experienced a notable decrease in inquiries across several categories in September 2024 compared to the same month in 2023. Below is a detailed analysis of the factors contributing to this shift and how our recent improvements have positively impacted the data.

Key Statistics:

Total Inquiries: In September 2023, the department received a total of 443 inquiries, whereas in September 2024, this number decreased to 288, representing a 35% reduction in total inquiries.

Apply to College: Inquiries in this category dropped from 41 in 2023 to 22 in 2024, a 46% decrease. This decline suggests that prospective students now find the application process more intuitive and accessible, likely due to enhancements made to our website and online resources.

Degree and/or Certificate Inquiries: In 2023, 69 inquiries were logged in this category, whereas only 23 were recorded in 2024, marking a 67% decrease. This significant reduction can be attributed to our timely completion of all degrees and certifications by the deadline this year, unlike in 2023, when delays led to heightened student concerns and more follow-up inquiries.

Registering for Classes: This category saw a decline from 95 inquiries in 2023 to 72 in 2024, a 24% reduction. Our fully staffed department has likely played a role in providing faster responses and addressing issues more efficiently, which reduced the volume of inquiries regarding registration.

Transcripts: There was a smaller decrease in transcript-related inquiries, from 49 in 2023 to 33 in 2024, reflecting a 33% reduction. This is still a positive indicator that our streamlined processes are helping students access their records more easily.

Factors Contributing to the Decline in Inquiries:

Increased Transparency Through Website Enhancements: Over the past year, we have made significant modifications to our website and student resources to improve transparency. By providing more clear, accessible, and comprehensive information online, we have empowered students to find answers to their questions independently, without needing to reach out to our department for assistance. The sharp drop in inquiries regarding applications and degree/certifications reflects this shift.

SKY SS - Admissions and Records

Fully Staffed Department: Being fully staffed in 2024 has allowed us to enhance the quality and speed of our service. Students are receiving faster, more accurate responses to their questions, reducing the need for repeated inquiries or follow-up requests. This improvement is clearly reflected in the 35% overall decrease in inquiries, particularly in high-volume categories like registering for classes and transcripts.

On-Time Completion of Degrees and Certifications: A major factor in reducing inquiries related to degrees and certifications has been our ability to complete all applications by the established deadlines. In 2023, delays in processing these applications led to a surge in inquiries, as students sought updates and clarification. In 2024, the timely completion of these processes eliminated this source of student uncertainty, resulting in a 67% drop in related inquiries.

Streamlined Student Services: The introduction of more efficient workflows, both internally and through digital interfaces, has simplified many common student interactions with our department. This improvement is evident across multiple categories, including the 46% reduction in "Apply to College" inquiries. By offering smoother, more automated systems, we have reduced confusion and improved the overall student experience.

Conclusion:

The significant decrease in inquiries from September 2023 to September 2024 highlights the success of our department's ongoing efforts to improve transparency, efficiency, and service delivery. These reductions are not indicative of decreased student engagement but rather a sign of improved operational effectiveness and enhanced student satisfaction. Our fully staffed team, on-time completion of tasks, and more transparent online resources have all contributed to a smoother experience for students, minimizing the need for them to contact us with routine questions.

This progress is a testament to the hard work of the entire team, and we should continue building on these improvements to further enhance student, staff, faculty, and community member experiences at Skyline College.

4.C. STUDENT FEEDBACK

If student feedback was not addressed in 4.A. or 4.B., describe how and when feedback was solicited from students, whether qualitative or quantitative, and what the results reveal. If feedback was scant, describe the attempts made and speculate why. Upload feedback results.

To ensure continuous improvement in student services, the Admissions & Records (A&R) department actively solicited student feedback through multiple channels. A student survey was made available on the website, included in student inquiry email responses, and posted at our front counter. A total of 25 students participated in the survey, providing valuable insights of their experiences and needs. Below is a summary of the findings:?

Summary:

Overall, students found Admissions & Records staff was friendly, willing to assist and very helpful. There was a mentioning of challenge in the registration and requests to include instructions regarding finding of the add/drop form, student ID and student email.

Following improvements has been implemented which should eliminate some of these concerns.

- Student portal (WebSmart 9) was upgraded to provide user friendly registration function.
- The launch of WebSMART 9 is expected to address registration challenges. Additionally, a new webpage has been developed to provide detailed explanations of common registration errors and holds.?
- The A&R website is being updated to improve accessibility and navigation. Broken links are being identified and corrected.?
- To streamline access, all A&R forms are being migrated to the SSL student portal, increasing accessibility for students.?
- Step-by-step instructional videos have been created in regard to registration of classes.

By proactively addressing student feedback, the A&R department remains committed to improving services, enhancing accessibility, and ensuring a positive experience for all students.?

SKY SS - Admissions and Records

Supporting Documents

[AR CPR Feedback Survey 2024-RESULTS-Final RedactedV2.pdf](#)

4.D. COHORT RETENTION, SUCCESS, AND/OR PERSISTENCE RATES

Identify cohorts and upload reports on the relevant success metrics for the program. Provide analysis of the data. Specific questions to answer in your response:

i. What have you learned from reviewing the cohort retention, success, and/or persistence data?

N/A

ii. How do the cohorts' results compare to the overall College's results?

N/A

iii. What factors may be contributing to these outcomes?

N/A

ACTION PLAN

Using key findings based on the analysis from this CPR cycle, develop a multi-year plan designed to improve program effectiveness and promote student learning and achievement. Commit to three-to-five new and/or ongoing goals total. Enter goals via Step 2: Goals and Resource Requests.

5.A. CHALLENGES AND CONCERNS

Considering the results of this year's CPR assessment, identify challenges, concerns, and areas in which further action is needed. Reference relevant sections of the CPR that provide further insight.

Consistent new legislation, continuous Banner upgrades, and the implementation of new projects have significantly increased workloads. Legislative updates in Banner often necessitate data cleanup, furthering staff workload. Additionally, new college initiatives require modifications to existing practices, yet some projects remain incomplete due to various factors. To address these challenges, the department will continue cross-training staff to enhance efficiency and expedite student services. Moreover, the department plans to explore automating certain processes to alleviate manual workloads.

The surge in fraudulent applications has emerged as another pressing challenge. Post-pandemic, the transition to online services has contributed to an increase in fraudulent submissions, including cases of identity theft and impersonation. To combat this, fraudulent submissions are blocked from entering Banner unless thoroughly investigated and verified by the staff.

Goals & Resource Requests

Students self resolution

Students are able to successfully navigate and independently resolve challenges as defined by the categories listed in the Admissions & Records Contact Form.

Year Initiated

2022 - 2023

Implementation Step(s) and Timelines

A&R website, CRM forms, Parchment Diploma Printing, Hired Assistant Registrar, Hired A&R III for Dual enrollment/promise.

Mapping

- SKY College Values: (X - Selected)

- **Community Partnership:** undefined (X)
- **Open Access:** undefined (X)
- **Student Success and Equity:** undefined (X)
- **Sustainability:** undefined (X)

STATUS

Goal Status Date

09/27/2022

Academic Year Updated

2022 - 2023

Goal Status

On Schedule

Optional Tables & Graphs

upload chart

short narrative of why paper catalog vs. e-copy
accessibility

Streamline the application process

Make the application information more accessible

Implementation Step(s) and Timelines

Review and update the website

Students Self-Resolution

Students are able to successfully navigate and independently resolve challenges as defined by the categories listed in the Admissions & Records Contact Form.

Year Initiated

2024 - 2025

Implementation Step(s) and Timelines

Update A&R website, created webpage for registration errors and holds, continue to automate Admissions & Records forms to fully online in Student Portal.

Mapping

- SKY Strategic Goals: (X - Highlight Selected)

- **Antiracist and Equitable Institution:** Be an antiracist and equitable institution (X)
- **Increased Student Enrollment:** Increase student enrollment by being responsive to communities we serve (X)

Goals & Resource Requests

- **Student Support and Resources:** Ensure that all students have the support and resources needed to achieve their educational goals (X)
- **Thriving Environment:** Foster a thriving learning and work environment (X)