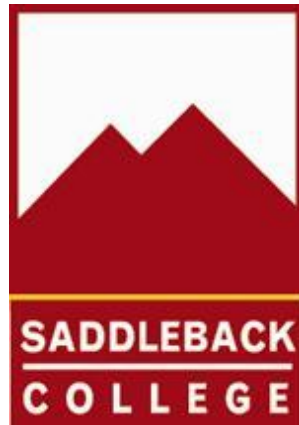


**Saddleback College  
Administrative Unit Review for the  
Office of Admissions, Records, and  
Enrollment Services**



**October 13, 2010**

## Table of Contents

Team Members.....	3
Administrative Unit Review Checklist.....	4
Unit Overview .....	5
Review Report .....	10
Needs Assessment.....	19
Appendices.....	21

## Administrative Unit Review Team Members

Unit Review Team Chair:

**Jane Rosenkrans**

---

Unit Review Team Members:

<b>Joyce Semanik</b>	<b>Craig Connor</b>	<b>Lurdes Casillas</b>
<b>Connie Harrington</b>	<b>Doris Muchirahondo</b>	<b>Shirley Gauthier</b>
<b>Fariba Dai</b>	<b>Alicia Olvera</b>	<b>Kimia Fahimi</b>
<b>Kathy McGann</b>	<b>My Truong</b>	<b>Nancy Fiacco</b>
<b>Lee Anne Leithem</b>	<b>Don Powell</b>	<b>Jeanne Barnhill</b>
<b>Julie Pahan</b>	<b>Evelia Ramirez</b>	<b>Elva Araiza</b>

## Administrative Unit Review Checklist

Date Completed	Action
	Contact EPA Chair for orientation
Spring 2010	Form Administrative Unit Review Team (AURT)
Summer 2010	Gather documents (Org Chart/Staffing Profile/AUO Assessment Forms/etc.)
Spring 2010	Solicit input from students, faculty, staff, and college community
N/A	Determine if additional research is needed
N/A	Contact College Research Specialist if necessary
Fall 2010	Write Administrative Unit Review report
Oct. 13,2010	Submit report to EPA Chair for review
Nov. 16, 2010	Submit report to Vice President for review and approval
Nov. 16, 2010	Report submitted to College President
Nov. 16, 2010	Report posted to the EPA website
TBA	Presentation to the Consultation Council

## Section I: Unit Overview

### A. The Mission of the Unit and its Link to the College's Mission, Vision, and Strategic Directions

College Mission:

To provide access to learning opportunities that promote student success; to foster intellectual growth, and individual expression; and to support a dynamic and diverse environment of innovation and collegiality.

Unit Mission:

The Office of Admissions, Records, and Enrollment Services (OARES) provides efficient, accurate, and timely information and services to students, faculty, and administration through the admissions, records management, and graduation processes.

Beginning with application to the college, the OARES provides students the ability to access the college's learning opportunities by providing services in many modes to facilitate a successful educational career.

The department supports the strategic directions of the college by providing services throughout a student's career at Saddleback that will ensure they are prepared for transfer or the next step in their chosen career. By implementing new technologies, the OARES efficiently utilizes the college resources and fosters innovation to enhance services.

### B. Historical Background and Unique Characteristics of the Unit

The Office of Admissions, Records, and Enrollment Services has provided services to every Saddleback College student and applicant in the college's 41 year history. In the Spring 2010 semester, the college enrollment reached 27,124 a growth of 17% since the Spring 2007 semester (See Appendix C). The department not only serves current students but many past students as well. During the spring 2010 semester alone, a record number of applications (15,549) have been processed.

In order to better serve students, three office remodel projects have taken place, since the last Administrative Review.

Technology has driven the change in the way services are provided. The challenge for the department has been to offer services to all students (young and old) in a mode that is suitable to a variety of needs and abilities. With a wide range of technological skills among the student body, the department had to be innovative for its younger population but empathetic to the older population.

The department has responded to student demand for online services by providing services that allow students to apply, register, order transcripts and enrollment verifications online. The long lines that plagued student registration periods have virtually been eliminated.

### C. Progress Since the Last Administrative Unit Review

The number of recommendations in the last program could be considered ambitious; however, most have been completed. The recommendations were categorized into four themes:

1. Student and Faculty Online Services
2. Communication /Information
3. Customer Services
4. Efficiency and Effectiveness

To improve student and faculty online services, Add Permit Codes were implemented in the Fall 2004 term to allow students to add closed classes online without having to visit the OARES. Improved services in MySite allowed students to update their personal information and choose the Credit/No Credit grading option. Faculty were given the ability to drop students online. With the implementation of electronic signatures, faculty have little need to come to the OARES and almost all paper grade processing has been eliminated.

CCCApply, the statewide online application was implemented in December of 2005. By contracting with Credentials Solutions, Inc., students have the ability to order transcripts online and check the status of their requests. The online services offered by the National Student Clearinghouse provide an easy way for students to obtain enrollment verifications online and for third parties to verify degrees for former students.

Through the collaboration of District IT and the OARES, an ambitious project to convert to a new Student Information System (SIS) has been the focus of the last four years. The department has worked hand-in-hand with District IT to make advancements in the services provided to students, faculty and staff. The project presented many challenges for the staff that were faced with an increased workload of development, training, and implementation. For the past four years, they have dealt with student problems and challenges that have arisen from the new SIS. It must be noted, the staff performed admirably, overcoming numerous and unexpected system bugs and system failures. We have entered year five and will continue to work with IT to make improvements.

Since the last review, there has been a tremendous shift away from printed materials. The website was upgraded and is considered the main resource for information for the OARES. The task of maintaining the webpage was written into one of the staff job descriptions, providing the ability to make changes in a timely manner.

Information sessions have been provided to faculty at in-service weeks. The OARES staff have provided training and information sessions for instructional division assistants over the years bridging Student Services and Instruction.

Facilities have been remodeled to provide better customer service and staff support. Since the last review, there have been three remodels:

1. Module furniture and new carpeting were installed in the back office for staff and managers. The new furniture provided needed ergonomic improvements for staff. During this remodel, 19 file cabinets containing original hard copy transcripts were moved to a storage bin located in another area of the campus.
2. The front lobby area was converted to a student self-service area with two work stations for staff. Because Photo ID processing was moved to the lobby of the OARES, a space needed to accommodate this function.

3. The conference area in the rear of the office was eliminated to accommodate the International Student Office which had to relocate due to the library renovations. The file/storage room was converted to a conference room.

Since the last review, all cashiering functions have been moved to the Student Payment Office, discontinuing the need for monetary issues in the OARES. One fulltime position was transferred to the Student Payment Office to complete tasks previously handled by Admissions personnel. In 2009, the photo ID system was moved from the Student Development area to the OARES. No additional personnel were provided. Since the Fall 2009, the International Student Program has been encompassed in the OARES. One staff position was transferred in to provide service to our International Students.

To improve efficiency and effectiveness, processes within departmental units were reviewed and improved. Each unit created a procedures manual and cross training was provided. In conjunction with District IT, the Awards Management software was developed and provides a database for the records evaluators on the work of awarding degrees and certificates. The reporting function of this software provides the award data for MIS, as well as the list of graduates for commencement. The data is used by departments in assessing their programs.

The outdated Nursing Database has been replaced with a product that interfaces with SIS. The OARES and the Nursing Department have access to the data. The user groups are satisfied with the improvements as evidenced by the increased productivity.

#### **D. Discussion of How AUOs Have Been Utilized by the Unit**

The AUO's have been used to promote the Admissions and Records online services, specifically the admissions application and the registration system. In addition, the Admissions and Records lobby was redesigned to allow for ten student computer stations. The staff members assist students in using the SOCCCD online services.

The AUO's illustrate the rapid expansion of the online services. Ninety-eight percent of the admissions applications are submitted online. Ninety-two percent of the student body registers online and 38% of the Emeritus Institute students register online.

The future AUO's are targeted at converting the paper forms to an electronic submission.

## Office of Admissions, Records, and Enrollment Services AUO Data 2005-2010

I Expanded Statement of Institutional Purpose	II Administrative/Service Outcomes	III Assessment Method and Criteria for Success	IV Assessment Results	V Use of Results
1. The Office of Admissions, Records, and Enrollment Services provides efficient, accurate, and timely services to students through the admission, records management, and graduation process.	Increase the number of students who will be able to successfully complete the online application process by 10%.	Admissions applications statistics provided on the LIS by District IT	Online applications increased to 98% in 2010 compared to 62% in 2005.	Increase promotion of the online application via the college website and the Schedule of Classes.

I Expanded Statement of Institutional Purpose	II Administrative/Service Outcomes	III Assessment Method and Criteria for Success	IV Assessment Results	V Use of Results
2. The Office of Admissions, Records, and Enrollment Services provides efficient, accurate, and timely services to students through the admission, records management, and graduation process.	Increase the number of students who will be able to successfully complete the online registration process by 10%.	Registration statistics provided on the LIS by District IT	Online registration increased to 84% in 2010 compared to 74% in 2005	Promote sending email and postcard reminders to students regarding their registration appointments.

I Expanded Statement of Institutional Purpose	II Administrative/Service Outcomes	III Assessment Method and Criteria for Success	IV Assessment Results	V Use of Results
3. The Office of Admissions, Records, and Enrollment Services provides efficient, accurate, and timely services to students through the admission, records management, and graduation process.	Increase the number of Emeritus Institute students who will be able to successfully complete the online registration process by 10%.	Registration statistics provided on the LIS by District IT	Online Emeritus Institute registrations increased to 38% in 2010 compared to 25% in 2005.	Promote opportunities to assist and train Emeritus students with the online registration process.

### E. Current Strengths, Opportunities, and Challenges

The strengths of the Office of Admissions and Records are the development and implementation of online services; the knowledgeable, courteous, and customer focused staff; and the convenient central office location. The feedback from the Admissions and Records staff confirmed that the strengths of the program are the efficient and productive work units, the high use of technology, team work, and staff development opportunities.

Conversion from the outdated Alpha to the new SIS has been the biggest challenge but it is also presents an opportunity for the Office of Admissions and Records to work with District IT to make improvements to

SIS in order to assist staff in their delivery of services to students. We are beginning the fifth year of the SIS project. The staff have been challenged throughout implementation by having to investigate, document, and report problems that arise. Often they resort to performing "work-arounds" due to system deficiencies. The staff and managers have spent countless hours in User Acceptance Testing sessions to validate the accuracy of the new system. Finding adequate time to complete all required work has been a challenge.

The OARES is faced with the challenge of moving to a new document imaging system to replace the current failing system, Filer, which no longer functions well in the new technical environments and will no longer be supported by the manufacturer.

The opportunity exists to provide convenient and efficient processes for students. Eliminating paper processes and replacing them with electronic version is a goal of the department. We have identified three areas that would find value added through electronic processes: the International Student Program with the CCCApply International Application, our records evaluators with a degree audit system, and our residency specialists with an electronic work flow process.

Another opportunity exists for us to educate students, faculty, and staff regarding the use of the Admissions and Records online services and for staff to learn emerging technologies.

Since the Schedule of Classes is no longer widely disseminated in the District, important information to students regarding the processes of admission and registration is no longer placed in their hands. The department must find ways to ensure that students receive deadline dates, and information in order to be successful at Saddleback College.

## Section II: Review Report

### A. Staffing and Organizational Structure

**1. Describe the management, faculty, and classified staffing structure of the unit. How does this staffing structure affect the unit's ability to fulfill its goals?**

The Office of Admissions, Records, and Enrollment Services is presently composed of:

- 1 Director
- 1 Registrar
- 18 Full time Classified Positions (one vacant full-time position "on hold")
- 2 Part time (62.5%) Classified Positions (one is in the hiring process)
- 15 Short Term Clerk Pool
- 0 Student help

The department functions well in units where cross-training is utilized within job classifications. Services to students have been improved by cross-training staff in as many areas as possible. Previously, only one staff member was proficient in residency determinations, now it is shared by four staff members; only one evaluator was proficient with the Nursing program, now three others are being trained; only one staff member completed transcript and enrollment verifications, now two are trained. These actions have allowed the department to provide quicker response times for students. A backup schedule is utilized for phones and lobby assistance when necessary.

During peak periods of registration, short-term staff supplement the permanent personnel. (See Appendix A and B).

**2. What steps can be taken to improve this unit's organizational efficiency within its current budget?**

Cross-training efforts will continue to be utilized. Encouraging students to utilize all available online services creates efficiency with no added cost. A new scanning software, improvements to the SIS, and the implementation of electronic transcript exchange are all ways of improving efficiency. Integration of an electronic workflow system into SIS would also increase efficiency in some areas (i.e. residency, evaluations, petitions, international students).

**3. What changes in management, faculty, and staff are needed to make this unit more effective?**

Hiring the one remaining full-time position will improve service to students. It remains on "hold" due to budget constraints. The International Student Program needs an International Student Technician, (for at least a half time basis) in order for the program to sustain and grow.

With the increase in student population, staffing needs to keep pace. A process to rehire staff quickly when vacancies occur is much needed by the District to ensure that staffing levels are maintained. Ongoing training for staff is needed due to the higher level of technology and student challenges faced by the staff.

## B. Programs and Services

The Office of Admissions, Records, and Enrollment Services is composed of several working units. Some online services are provided through outside vendors for transcript requests and enrollment verifications.

1. **The Lobby/Phones Unit** is the face of the OARES and the first point of contact for most students. The staff in this area greet and assist students in person, on the phone or by e-mail. In the self-service lobby, students may utilize 10 computer stations to complete applications and registration. Assistance is provided when needed. There is a station for students to obtain their photo ID card.
2. **The Data Processing (DP) Unit** is responsible for assuring the accuracy of records. They electronically receive the applications submitted on line to ensure they are processed successfully and to troubleshoot errors that may occur. The DP unit completes the scanning of documents utilizing the ImageSource Filer (soon converting to iLINKS) imaging system. Faculty grades are processed through this unit. Transcript notations are added to student records as a part of the end of term processing. The lead in DP prepares and produces the diplomas and certificates and provides the lists of candidates and graduates for the commencement program.
3. The **Evaluation Unit** reviews and evaluates transcripts for awarding degrees and certificates, as well as transfer credit (IGETC and GEC). They are responsible for maintaining the student records for the Nursing program, including evaluation of applicant records for acceptance into the program, timely evaluations through the course of the program, and preparation of the final list of candidates for the state board examination.
4. The **Transcript/Enrollment Verification Unit** processes a high volume of requests for student records. Currently all transcripts are printed and mailed. Students may request transcript online by utilizing services through Credentials Solutions, Inc. Students may request an enrollment verification online through the National Student Clearinghouse.
  - **Credentials Solutions, Inc.** provides the college with an online transcript request service. The “RoboRegistrar” component of this service electronically confirms whether a student has any records holds and conveys that information back to the student without staff intervention.
  - The **National Student Clearinghouse** provides online degree and enrollment verifications for students and outside entities.
  - Docufide allows high school students to send their high school transcripts to the OARES in a pdf file. The file is added to Filer system and transcripts are viewable in the academic division offices.
5. The staff members in the **Admission/Registration Unit** are the leads in the area of applications and registration. They are responsible for making residency determinations once a student has applied. They perform lead functions for registration, including scheduling seasonal clerks, and they provide lead assistance for the lobby/phone unit.
6. The **International Student Office** was recently relocated as a part of the OARES. This program authorizes students from foreign countries to study as full-time students at Saddleback College. This program will complete its own Administrative Review in the future.
7. The **Office of the Registrar** supervises the staff in the department, completes the state attendance accounting report, processes petitions, and provides registration and

admission application information to all constituencies on campus and the general public. The registrar oversees the procedures and processes for the units within the department and works closely with District IT to implement technological changes.

8. The **Office of the Director** provides oversight for the department and the department budget, sets goals, communicates dismissal notices to students, and responds to Academic Appeals from students.

While most services are offered for students, the OARES provides unique services to other units on campus. Enrollment and grade collection services are offered to assist faculty in maintaining their rosters and the submission of grades. The Registrar and the Data Processing Unit receive requests for reports and information from other campus offices. The department provides the Publications Department with the list of graduates each year for the commencement program. The registration schedule is set by OARES and is utilized by many departments on campus. Staff provide copies of older transcripts that are not online.

Documents for student records are scanned and available online for other offices to view. For example, division offices and the Matriculation Office view scanned transcripts online for pre-requisite determination. Counselors utilize the online scanned transcripts and other student documents in academic planning for students.

The accuracy of the department's work is audited annually through the District Audit process. MIS enrollment and award data is scrutinized at the state level and problems during submission are returned and resolved. Students are surveyed as to their satisfaction with the current service offerings.

The OARES has improved the delivery of services to students by working with District IT to implement the new SIS and enhanced services to students. The CCCApply online application and the implementation of online transcript requests and online enrollment/degree verifications have increased ease of access for students and efficiency for the department. Online forms are being implemented for ease of access for students and improved readability for staff.

With the latest remodel of the lobby area, ten computers were added for student self-service. Staff members walk around the lobby and assist students using the computers.

The department offers comprehensive services for students throughout their educational careers at Saddleback College.

## **C. Student/Constituency Satisfaction**

### **1. How do you determine students'/other constituencies' satisfaction or dissatisfaction with your unit's performance?**

#### **A. *College Student Satisfaction Survey-2008***

In April, 2008, approximately 5,000 college wide student surveys were randomly distributed to the student body and 2,296 student surveys were returned (46% response rate). (See Question #4 on page 14 for results.)

#### **B. *Interact Communication Survey***

Another online survey was conducted by consultant, Interact Communication, on February 2, 2009 to February 17, 2009. The survey was completed by 392 students.

#### **C. *CCCApply SLO Survey***

In order for colleges to determine the success of the application, CCCAPPLY includes a two-question student survey for colleges to assess the ease of use and satisfaction with the online application. Overwhelmingly, students are satisfied with the application.

## **2. How have you used this information to make improvements in the unit within the past five years?**

The satisfaction with the CCCApply application encouraged us to provide computers in a self-service lobby where students could complete their own application with assistance from staff.

Based on the satisfaction surveys, online services continue to be the focus. The following programs were implemented or improved:

- Student Information System
- Nursing Database
- An online transcript request system provided by Credentials Solutions, Inc.
- Enrollment and degree verifications provided by the National Student Clearinghouse.
- Receipt electronically of pdf transcripts from Docufide.

The comments in the CCCApply survey indicate we need to make a better link between the application and registration information.

## **3. How would you rate your unit's visibility on campus? Are students/other constituencies aware of the services you provide?**

The location of the department on campus is convenient and visible. The staff in the Office of Admissions, Records, and Enrollment Services strives to provide clear and concise information to all members of the community as well as students, faculty, and staff. Information for the community is available in a variety of forms. Printed information is readily available through class schedules, catalogs, flyers and newspaper advertisements.

Electronic media such as marquees, cable television channel 39, and the college website provide information about our procedures, timelines, and policies. High school students receive information from their counselors and are encouraged to attend Saddleback College's annual Senior Day event. Community members may also receive answers to questions by telephoning or visiting the Office of Admissions and Records, by emailing [scadmissions@saddleback.edu](mailto:scadmissions@saddleback.edu), or by posing questions to college staff members.

*Source: Pg. 131 Saddleback College Student Survey (2008)*

## **4. What are the unit's strengths or weaknesses in the areas of student/constituency satisfaction?**

### **A. Student Satisfaction Survey**

In April, 2008, approximately 5,000 college wide student surveys were randomly distributed to the student body and 2,296 student surveys were returned (46% response rate). Form 1 of the Student Satisfaction Survey focused on student services (Admissions and Records). Respondents were asked to indicate their satisfaction on a scale of 1-4 (1=Very Satisfied and 4 = Very Dissatisfied).

Overall Admission and Records satisfaction (mean = 1.8)

*Source: Pg. 120 Saddleback College Student Survey (2008)*

Other items were rated favorably as well.

Application for Admission (mean = 1.7)  
 Registration Process (mean = 1.7)  
 Application for graduation/certificate (mean = 1.7)  
 Transcript Request (mean = 1.8)

*Source: Pg. 122 Saddleback College Student Survey (2008)*

The student survey confirmed that the strengths of the program are the development and implementation of online services; the knowledgeable, courteous, and customer focused staff; and the convenient central office location.

The data collected from the student survey confirmed that the areas of improvement include upgrading the online transcript services.

### **B. Interact Communication Survey**

Overall, students are generally "slightly satisfied" to "Satisfied" with the application process and the admission information on the web.

Admissions information on the web is the single most important item among all Admissions and Records issues (4.9) followed by application (4.6).

*Source: Pg. 5 Saddleback College Student Gap Survey (2009)*

All scales in this report are a 1-6 point Likert Scale, with one being the most negative response and six being the most positive.

The scaling for Importance: 1= "very unimportant" 2= "unimportant" 3= "slightly unimportant" 4= "slightly important" 5= "important" 6= "very important"

The scaling for Satisfaction: 1= "very dissatisfied" 2= "dissatisfied" 3= "slightly dissatisfied" 4= "slightly satisfied" 5= "satisfied" and 6 = "very satisfied"

*Source: Pg. 21 Saddleback College Student Gap Survey (2009)*

### **C. CCCApply SLO Survey**

In 2009-2010, 89% of those responding to the survey were "Satisfied" or "Very Satisfied" with the application experience. When asked whether they would recommend this application to another student, 97% responded, "Yes."

Sample comments were:

- *An intelligent application. Very well put together.*
- *Application has a very easy format to follow.*
- *Amazed that my info from years ago is still in there! So glad to not retype it:)*
- *Easy and efficient and I'm thankful I didn't have to come into the admissions office as before.*
- *Great application process... i cannot recomend this highly enough!*
- *Application instructions do not state how/ when to pay for classes. I assume the information will be forwarded in email? I believe this should be added to the final step for clarification. Thank you*
- *I just filled out all this information and I don't see where I choose my Fall course! Small detail for you maybe.*
- *I love doing this online. So much easier!*

(See Appendices D and E)

## **5. What changes are needed to improve the unit's effectiveness in the areas of student/constituency satisfaction?**

The college needs to implement the eTranCA, an internet based student transcript system. Electronic Transcript exchange provides speedy service for students. A first step would be in sending transcripts. At a later date and with additional technology, receiving transcripts and downloading the data for a possible degree audit system would be hailed by students and staff.

Because constituency satisfaction has not been measured, a survey is needed to identify areas needing improvement for other colleagues on campus.

## **Facilities, Technical Infrastructure, and Resources**

### **1. How do the size, type and/or quality of the unit's current physical space affect the unit's ability to fulfill its mission and support its current offerings? Discuss any significant changes in the unit's facilities, technical infrastructure, or other resources in the past five years.**

With the latest remodel of The Office of Admissions, Records, and Enrollment Services student lobby area and the integration of the International Student Office work and storage space has been reduced. At peak times, the lobby area is quite congested due to limited space and the addition of student computer stations. Additional space in this area is needed to provide a comfortable space for students waiting for a computer or staff services. Back office units are completely occupied. The main document storage area was converted into a conference room and document storage was moved to a bin in another location on campus.

The International Student Office occupies a previous portion of the lunch room and is not accessible for students. A relocation to a suitable areas is needed to serve this population.

The air conditioning in the lobby of the OARES needs to be adjusted to accommodate the sun and heat especially during the summer months.

Several student databases have been added to the Student Information System (SIS or MySite) environment including Nursing, Application management, and Awards Management System (AMS). These additions have improved productivity of staff as well as improved processing time for these areas of student records. Transcript requests can be performed online and processing of these requests is now computerized.

(See Appendix G for OARES Floor Plan)

### **2. Describe the information technology that is available to the unit and its affect on the unit's ability to fulfill its mission and support its services?**

- A. Computer purchased in 2006, used by The Office of Admissions, Records, and Enrollment Services staff, are no longer adequate for daily tasks by staff. OARES is on a three year computer replacement plan with District IT but replacements have been overdue by a year.
- B. The College and OARES Office phone queue management software system (Cisco) is no longer performing reliably during high call volume times. Reporting for the phone management system is not easily accessible.
- C. ImageSource Filer (formerly ATI-Filer), the current document imaging system, is well over 10 years old and is no longer supported by its owned, Image Source, Inc. A replacement document imaging system is needed. Electronic document imaging is becoming a pivotal part of The Office of Admissions, Records, and Enrollment Services and how data is shared with other offices of the college and district. The

unreliability of this system often makes it difficult for evaluators to access documents while attempting to complete student evaluations for awards and certifications.

- D. Since the last Administrative Unit Review, some tasks in the OARES have been switched to computerized input from the old paper submissions. Continuation of progress by District IT and ITC for integrated SIS system solutions and related bug fixes must be addressed for future expansion and stability.
- E. Support for computer/software related issues is handled by two different campus departments (District IT, and ITC). Often, it is not clear which entity handles which problem and problems can often take weeks for a resolution.
- F. The recent purchase of new larger monitors and dual monitors has increased the speed and efficiency of the staff.
- G. Development of a new Nursing Database which is integrated within SIS allows much improved processing and tracking of the nursing students. It is accessible to both the OARES and the Nursing Department. The new software provides ease in creating reports: a much needed tool for state reporting and student success.

**3. Describe the adequacy of the unit's financial resources over the past five years. How efficiently does the unit manage those resources?**

The OARES has managed to stay within its allotted annual budget. Annual ending balances result from positions that are left vacant for periods of time. Vendor services that provide transcript and verification services provide the office with additional income. Current office remodels have all stayed within budget.

**4. In what ways can this unit continue to improve the quality of its services and operations within existing resources?**

By continuing to train staff on the latest technology, service can be improved. Other trainings like Customer Service Training will improve the ability of staff in dealing with difficult situations. Moving paper tasks to electronic submissions will also greatly improve accuracy and productivity.

In order to function more efficiently, the hours of operation were reduced beginning in January 2010. Reduced Friday hours allow time for staff training and time for staff to complete the desk work involved in processing the increase volume of work resulting from an increase in the student population.

**5. What are the unit's projected needs in facilities, technology, or other resources, and how are these needs related to the goals of the unit?**

The following items will assist in meeting the goals of the unit:

- A. Complete SIS integration with Instruction, Nursing Database, and registration/admissions application enhancements and reports.
- B. Implement eTransCA and complete conversion of transcript processing and verification orders online.
- C. Replace document imaging system (ImageSource Filer) with an Enterprise System to increase work flow efficiency with Student Services and the Instructional Division Offices.
- D. Redesign and implement electronic forms' submittal.
- E. Move the International Student Office into another campus location with greater student accessibility and space.
- F. Technology issues/requests to college or district IT should be addressed promptly.

## D. Outreach and Collaboration

### 1. Describe the key collaborative relationships that your unit is involved in and explain how these partnerships strengthen its capacity to advance student success/enhance the quality of services and programs provided/create greater operational efficiencies for the unit.

Because the functions of Application, Matriculation, Counseling, and Registration are tightly aligned, good working relationships have been developed with the offices involved. We continue to work collaboratively with the Student Payment Office as well, to ensure that students complete all processes successfully.

Through collegial efforts with the Emeritus department, the OARES works to facilitate registration for the "senior" population by serving them onsite each semester.

The OARES works directly with the Nursing Program. Records Evaluators review and evaluate pre-requisites for new applicants to the Nursing program. Additionally, after students have been admitted, students are evaluated regularly in order to keep them on track with their very specific requirements.

The Office of Admissions, Records, and Enrollment Services staff collaborates with the Marketing Office and the Outreach Office. As a result, numerous events are held annually that provide opportunities to partner with the high schools for the purpose of recruiting students and promoting the quality programs at Saddleback College. Some of these events are Senior Day, Parents' Night, Principals Breakfast, Counselor Day, and the Chancellor's Coordinating Council.

The Office of Admissions, Records, and Enrollment Services works with the Marketing Office to send messages to students prior to the start of the fall and spring terms reminding them to register for classes.

The Director of OARES coordinates information sessions with the Administrative Assistants campus-wide in order to bridge the gap between Services and Instruction and to enable those who assist students.

The Registrar maintains communication from the unit to the faculty by providing reminders, updates, and training with enrollments, rosters, and grades.

### 2. How effectively does information flow from this unit to other units on campus? Identify any areas where difficulties in communication could be approved.

Information flows effectively on a regular basis via the college website, MySite, email, telephone, and the USPS to faculty and staff. Training sessions are held within Student Services and also between Student Services and the Academic Division Assistants and the College Services classified staff.

Since most faculty turn to MySite for their work functions, that is the most logical place for information, however, the District manages MySite and changes are not easily made.

### 3. How does your unit make data and information available to faculty/staff/students, and/or prospective students?

Information is available via the college website, MySite, email messages, the Schedule of Classes (pdf version), college catalog, as well as in person and telephone messages. The Office of Admissions and Records participates in outreach events held on and off campus.

Requests for reports are frequently received and the information is returned to specific divisions/offices.

The Registrar emails information to faculty for timely processing of enrollments and grades and maintains information for faculty on the website.

**4. What are the unit's strengths and weaknesses in the area of outreach and collaboration?**

The Admissions and Records strengths include active participation in marketing and outreach events. Also, the staff and managers have been instrumental in planning and implementing bi-annual training sessions for Student Services and Division Assistants staff members. The Admissions and Records personnel have participated in Staff Development events. The Managers present information for Faculty In-Service, including new faculty orientations and division meetings.

Because the Schedule of Classes (including Admission and Registration information) is no longer mailed to all residents of the district, placing information in the hands of students has become more challenging.

**5. What changes in the area of outreach and collaboration are needed to make this unit more effective in its mission?**

The area of collaboration can always be improved by continuing to develop staff training and cross training, and to work with Student Services to improve interdepartmental training. We also need to pursue opportunities to develop a "one stop" mentality within Student Services so that we can continue to improve customer services.

## Section III: Needs Assessment and Annual Update

### A. Statement of Unit's Current Situation (maximum of 3-4 sentences)

The Office of Admissions and Records has completed the fourth year of the conversion from the Alpha student records system to the Student Information System (SIS). In addition, the office has experienced three remodels in the past five years, including the International Student Program moving into the office. Since the Spring 2006 semester, the student headcount has grown by 17% from 22,382 to 27,124 in the Spring 2010. The number of applications to the college has increased yearly as well. Applications for Spring 2010 numbered 15,546: an increase of 8% above Spring 2009.

### B. Human Resource Needs

One full-time position is on "hold" due to budget constraints. This vacancy needs to be filled. Due to growth in the number of students, additional staff is needed to assist students in person, on the phone and on the computer.

Much more is demanded of staff in terms of skills and abilities since the last reclassification study was completed. Positions need to be reevaluated and upgrades made.

The International Student Program is a "high maintenance" program requiring constant monitoring of it students for compliance to federal regulations. An additional staff member, at least half-time, is needed to assist with the International Student Program.

### C. Instructional/Service Needs

1. Complete SIS enhancements and technical functionality with regard to registration, application, and reports. Complete Credentials Solutions, Inc. enhancements to the transcript ordering system.
2. Replace antiquated college phone support service management software.
3. Implement eTransCA and complete conversion of transcript and verification orders online.
4. Replace document-imaging system (Filer by Image Source, Inc.) with an Enterprise System (iLINKS) to increase work flow efficiency with Student Services and the Instructional Division Offices. Service Agreement for iLINKS required.
5. Redesign and implement electronic forms' submittal.
6. Increase operational efficiencies and communication with adding a software program, such as Project Management or the International Student Admissions Application designed by XAP, to address numerous workflow processes.

### D. Research Needs

The OARES research needs are met largely by reports we can retrieve through InForm, which is maintained by the SOCCCD. Additionally, reports may be accessed through the Student Information System. We also rely on the college's Research, Planning, and Grants department for additional special reports. Data contained in Data Warehouse must be scrutinized against data within SIS. Discrepancies have been found between Data Warehouse and SIS making further data refinement necessary.

A satisfaction survey for staff and faculty regarding the services performed by the department would be beneficial in planning for the future.

## **E. Technical, Equipment and Other Resource Needs**

1. Upgrade staff workstations in the OARES (29 of computers) to new technology/Operating System (Windows 7).
2. Replace main office copy machine with a networked and scanning based machine.
3. Replace document imaging system (ATI-Filer) which is used by Student Services and the Academic Division Offices.
4. Complete Credentials, Inc. enhancements to the transcript ordering system.
5. Implement a Digital Signage System in the OARES Lobby to provide students up to date information about college programs, important dates/information, and common tasks.
6. Replace student and staff ID card printers and upgrade card management software (CISolutions).
7. Install desktop scanners in OARES student lobby/counter to streamline digitizing of incoming student documents.

## **F. Facilities Needs**

Due to the current library remodel project, the International Student Program was moved into the OARES in the Fall 2009. Because no other appropriate space was available on campus, a remodel was completed in the OARES to accommodate the program. The program office was placed in a windowless back office adjoining the kitchen area in the OARES. The space is not adequate and certainly does not provide a good impression to visitors. Students must be escorted through the department to the International Office. With the assistance of the Vice President for Student Services, a more appropriate area is being sought that will project a favorable image to students and the public.

The air conditioning in the lobby area of the OARES is inadequate. The Maintenance and Operations HVAC personnel have been monitoring this area. At peak times, the many students and computers in that area add to an uncomfortable situation. When fans were brought in, the noise made it almost impossible to speak with students.

The conference room in the OARES was relocated and a linoleum floor was installed. As a result, there exists an annoying echo which is present during meetings. Carpeting would solve this problem.

The entry area outside the office is not adequately illuminated and poses a safety issue.

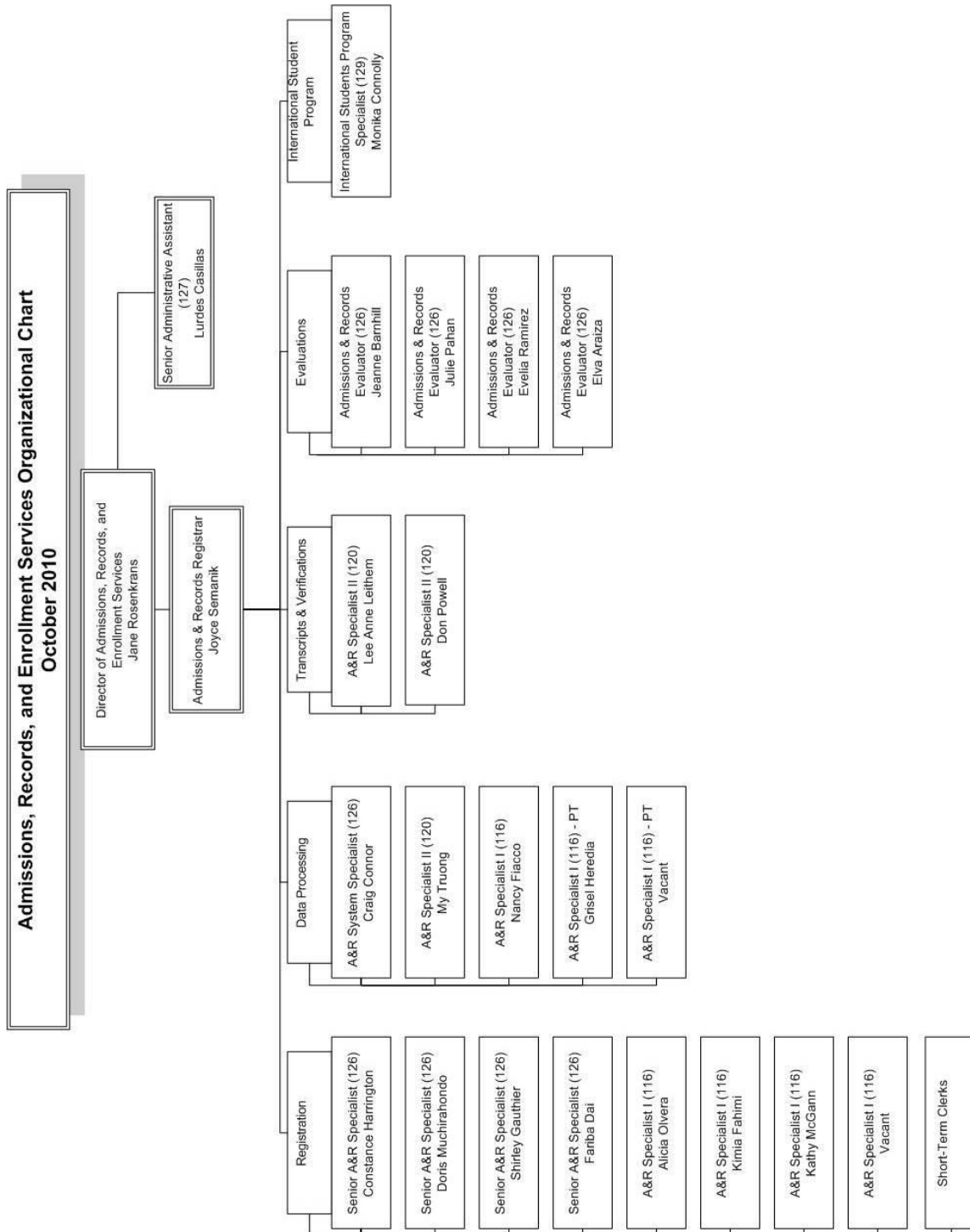
## **G. Marketing and Outreach Needs**

The OARES staff is active with marketing and outreach at college sponsored events, on and off campus. The staff and managers also participate in promoting the college at the public school gatherings and meetings. The Admissions and Records' staff provide courteous and helpful assistance to students through in-person, telephone, and online services. An OARES brochure would be helpful for outreach representatives as well as visitors to campus.

## **Section IV: Appendices**

- A. Unit Organizational Chart**
- B. Five-Year Program Staffing Profile**
- C. Term Comparison Report**
- D. CCCApply Satisfaction Survey Results**
- E. Links to Survey Data**
- F. OARES Workload Report**
- G. OARES Office Floor Plan**

# Appendix A Unit Organizational Chart



## Appendix B Five-Year Program Staffing Profile

Position	Staffing Levels for Each of the Previous Five Years					% Change from year 1 to year 5
	2005/6	2006/7	2007/8	2008/9	2009/10	
Managers	2	2	2	2	2	
Bargaining Classified Staff FT	18	18	17	17	18	
Bargaining Classified Staff PT	2	2	2	2	2	
Non-bargaining Classified Staff FT	0	0	0	0	0	
Pool of Non-bargaining Classified Staff PT	23	28	24	23	23 **	
Student Workers	0	0	0	0	1	100%
Faculty FT	0	0	0	0	0	
Faculty PT	0	0	0	0	0	

\*\*Seasonal workers

### Staffing Notes:

2009/2010-- International Student Program Specialist added due to relocation/reporting to OARES

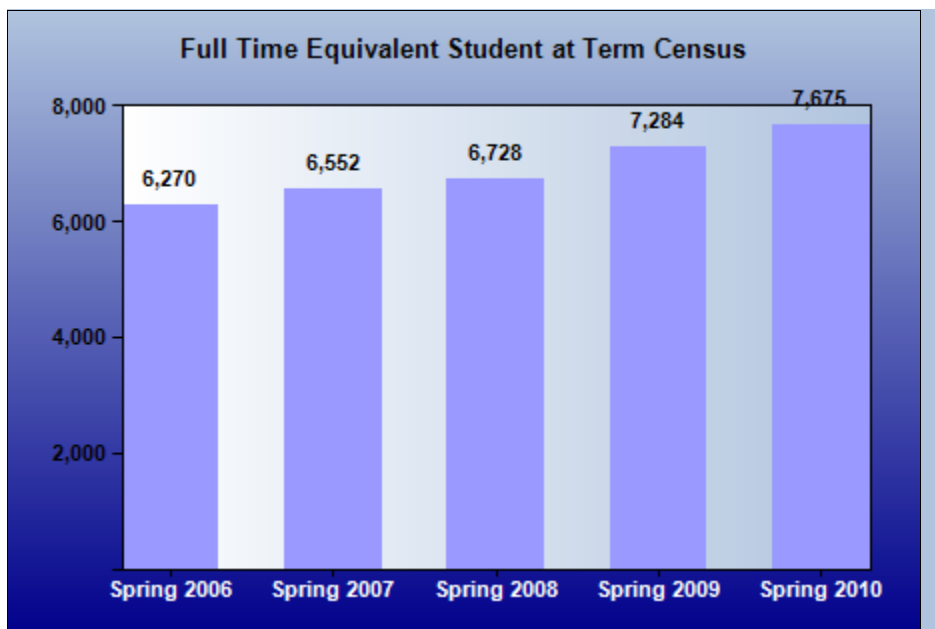
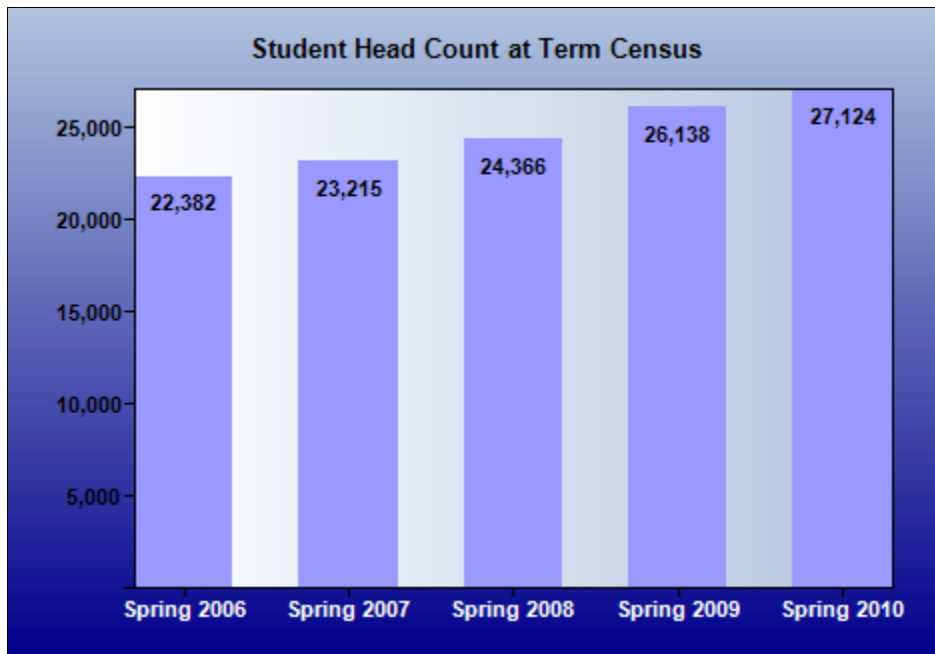
2006/2007-- One full-time position transferred to Student Payment Office

2003/2004—One full-time position was not replaced

# Appendix C



## South Orange County Community College District Term Comparison Report Saddleback College



## Appendix D

### CCCApply Satisfaction Survey Results

<b>CCCApply Satisfaction Survey</b>									
	<b>7/1/2006 - 6/30/2007</b>		<b>7/1/2007 - 6/30/2008</b>		<b>7/1/2008 - 6/30/2009</b>		<b>7/1/2009 - 6/30/2010</b>		
<b>Rate your experience</b>	<b>Records</b>		<b>Records</b>		<b>Records</b>		<b>Records</b>		
No Response	28511		27393		35411		38835		
Very dissatisfied	12	2%	58	1%	88	1%	80	1%	
Dissatisfied	8	1%	115	2%	143	2%	82	1%	
Neutral	52	8%	575	10%	716	9%	744	9%	
Satisfied	233	35%	2095	35%	2839	37%	2857	35%	
Very Satisfied	359	54%	3112	52%	4012	51%	4349	54%	
<b>Total</b>	<b>29175</b>		<b>33348</b>		<b>43209</b>		<b>46947</b>		
<b>Recommend this application?</b>	<b>Records</b>		<b>Records</b>		<b>Records</b>		<b>Records</b>		
No Response	28512		27404		35421		38835		
No	24	4%	238	4%	299	4%	247	3%	
Yes	639	96%	5706	96%	7489	96%	7865	97%	
<b>Total</b>	<b>29175</b>		<b>33348</b>		<b>43209</b>		<b>46947</b>		

## Appendix E Links to Survey Results

Interact [Student Gap Survey](#) -2008

[Student Satisfaction Survey](#) -2008

## Appendix F OARES Workload Report

Data range is from August 1 to July 31.

<b>Work Function</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
<b>Evaluations</b>			(Excluding Summer 2010)
Associate Degrees	1,386	1,225	816
Certificates	520	1,194	1,088
Nursing	1,052	2,396	2,286
Transfer Certifications	1,311	1,510	996
Occupational Skills Awards	121	215	52
Total	<b>4,390</b>	<b>6,540</b>	<b>5,238</b> (excluding Summer 2010)
<b>Appeals</b>			
Dismissal	355	340	610
Academic/refunds	800	747	535
Total	<b>1,155</b>	<b>1,087</b>	<b>1,145</b>
<b>Residency</b>			
Residency Reclassifications	3,019	4,086	4,434
<b>High School Students</b>	1,868	2,281	1,598
<b>Transcripts/Verifications</b>	35,609	34,514	35,286
<b>Data Processing</b>			
Double ID Numbers	68	110	164
Grade Processing	n/a	1,340	1,300
Grade Changes	1,138	1,291	1,043
Student Data Changes		937	
<b>Documents Scanned</b>	60,927	64,459	83,151
<b>Applications</b>			
Paper	4,087	2,556	658
Online	31,725	33,553	44,843
Total	<b>35,812</b>	<b>36,109</b>	<b>45,501</b>
<b>Registration (Fall semester only)</b>			
Internet		58,009	65,408
Walk-In		2,412	4,145
Telephone		2,413	2,430
Total		<b>62,834</b>	<b>71,983</b>

## Appendix F (cont.) OARES Workload Report

<b>Work Function</b>	<b>2007-2008</b>	<b>2008-2009</b>	<b>2009-2010</b>
<b><i>Incoming Telephone Calls</i></b>			
3 weeks prior and first week of fall term (949.582.4555)			
Total Calls	10,725	9,392	
Total time (Appx)	170 hrs.	149 hrs.	
Average Duration	57 sec.	57 sec.	
<b><i>Student E-mail Inquiries</i></b>			
3 wks prior and first week of fall term (scadmissions@saddleback.edu)	407	1,133	925
Total	<b>407</b>	<b>1,133</b>	<b>925</b>

# Appendix G OARES Office Floor Plan

ADMISSIONS, RECORDS, AND ENROLLMENT SERVICES OFFICE

