**STUDENT SERVICES PROGRAM REVIEW**
**ADMISSIONS AND RECORDS/TRANSCRIPT OFFICE**


1.1-1.13       Not applicable

## Area 2:  STUDENT SUPPORT AND DEVELOPMENT

2.1     The Transcript Office does not have many of its policies published.  Information in the College Catalog, Schedule of Classes and College web page do not adequately reflect processing timelines and request procedures for official transcript and enrollment verifications.

Improvements will include a change in the technology used to print official transcript and enrollment verifications, a review of the Catalog and the Schedule of Classes; as well as a review of the presence of information about the Transcript Office on the College's web page.  Steps have been taken within the office to make transcript request and verification forms easily available to students, and the same will be addressed in the Schedule of Classes and on the College's web page.

Also, a handout with instructions for calculating grade point averages and frequently used addresses for AVC transcripts will be made available in the Transcript Office. The Dean and the Admissions and Records Technical Analyst are currently working with ITS to improve the official transcript and enrollment verification style and print functions; which supports A&R mission statement to produce timely and accurate transcripts.

Suggestions have been made to improve the office's web presence with more details about the processing time for transcripts and enrollment verifications during peak periods.  By providing more details about the office and its functions on the web, the office will contribute to the SLO and the college's mission to place student success first and innovative programming.

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| Guiding Principles | 1, 5, 6, 12, 14 |
| College Strategic Goals | 1, 3, 4, 7, 9 |
| ILO | 4, 5 |
| SLO | Student will the value of an academic transcript and will understand how to request records. |

2.2 When students apply for admissions to AVC, they are given information at the Admissions and Records counter or online through CCC Apply. AVC currently receives more than 14,000 applications each Fall semester. This information is specific to enrollment and does not include information regarding their academic transcript or enrollment verifications. Students often learn about academic transcripts and enrolment verifications through outside sources such as employers, insurance agencies, housing authorities and other educational institutions.

Plans for the improvement and dissemination of information about the services and fees for transcripts and enrollment verification are included in section 2.1. The information needs to be published within our standard forms of communication and additional information that is useful to students should be added. By adding questions to our online Q&A, our diverse student population will learn the valuable uses of transcript and enrollment verifications that are important to our community.

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| Guiding Principles | 1, 2, 6, 7, 12, 14 |
| College Strategic Goals | 1, 3, 4, 7 |
| ILO | 4, 5 |
| SLO | Student will the value of an academic transcript and will understand how to request records. |

2.3 The Transcript Office identifies and reacts to the educational needs of our current and former students by responding quickly when students authorize the release of transcript, IGETC and CSU certifications and enrollment information to different organizations. Approximately 350 certifications are processed per semester. Recently, processing times have been reduced by analyzing internal processes to ensure efficient and timely production of student records. It is important to note in this section that as of September 2007 there has been no permanent staff in the Transcript Office. The office is being staffed by two hourly employees and three student workers. The office is being overseen by the Dean of Enrollment Services and the Admissions and Records Technical Analyst has provided efficient and thorough training.

Even with the obvious lack of permanent classified employees in the office, the area has been able to incorporate a number of positive changes that meet the needs of the students. Redundancy has been reduced in processes that have resulted in a 100% reduction in backlogged processing. The office currently has a 1-3 day turn around for records whereas before there was a 7-23 day turn around practice. The office has taken major strides toward providing more efficient service to students. Since October 2007, the temporary staff has processed 5,908 copies of official transcripts from student requests.

As our population increases and changes, the Transcript Office would like to have a greater web presence and steps are on the way with ITS to improve the style and print functions of official transcript and enrollment verifications. The changes will decrease the production time of official transcripts and verifications and make the documents easier to read. In addition, the XML technology used for the official transcript will prepare us for electronic transfer of our official transcripts.

Since the office wishes to utilize more electronic media to support an ever increasing diverse population, the changes being made to the transcripts and enrollment verifications would support that that effort. Currently, AVC is pursuing electronic scanning of images through Banner Xtender. This will enable the Transcript Office to reduce the amount of time needed to search for new and older records in various media forms.

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| Guiding Principles | 1, 2, 6, 7, 12, 14 |
| College Strategic Goals | 1, 3, 4, 7, 9 |
| ILO | 4, 5 |
| SLO | Student will the value of an academic transcript and will understand how to request records. |

2.4    The Transcript Office has recently depended on student and hourly help in all areas of planning and evaluation of processes. As stated in section 2.3, there are no permanent staff members currently in the office. Student and hourly workers have been instrumental in forwarding new policies and procedures that have lead to a greater efficiency within the office. Student and hourly employees also contributed heavily with regard to the Program Review Process.

As for the student population at large, a survey instrument was used and the survey results for 2007 were recently analyzed by Survey Monkey. From this survey we found that not only were students likely to order transcripts online, but most students surveyed did come into the office to request records. Originally we believed that having our forms online in a printable method would service students, but only 8% of students surveyed identified this as the method by which they requested records. Clearly, this has not made an impact on how students request records. Therefore, the office will focus on technologies that will enable students to order records online. These activities will support the A&R mission statement regarding using a variety of resources and technologies to deliver services to a diverse student body.

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| Guiding Principles | 1, 14 |
| College Strategic Goals | 1, 3, 4 |
| ILO | 4 |

2.5    The Transcript Office uses forms that are designed to collect only information that is needed to process a students' request.  Requests are processed in the order received, but students often request that services be provided on a rush basis.  In the past, we have made every effort to provide rush services as requested, but we feel that a rush processing fee should be researched and implemented so that all students will have comparable access to rush services.   All services and fees should be outlined in print and on the web so that our diverse student body may have full access to our services and programs.

Guiding Principles          1, 2, 6, 7, 12, 14
College Strategic Goals     1, 3, 4, 7, 9
ILO                         4, 5


2.6    The Transcript Office is located in the back hallway of the Student Services building.  The service area is adequate for the physical production of records, but expanded web services are needed to meet the needs of students attending only the Palmdale campus and students who have left the Antelope Valley.  According to our 2007 survey, 58% of our students came into the office to request a transcript and 48% would be willing to use online services if they were available.  Given the high number of students who come to the office and the increasing enrollment at Palmdale, the office will work in tandem with ITS to provide access to records for students attending at the Palmdale Campus.

Now that we have a Palmdale campus with increasing enrollment, web and electronic services and comparable communication efforts will need to be expanded to that area as well.  The Palmdale campus had a headcount of 1,198 for the Fall 2007 semester with 221 students being solely registered at Palmdale.  This number is expected to increase as AVC expands offerings at the Palmdale campus.

Guiding Principles          1, 2, 6, 7, 12, 14
College Strategic Goals     1, 3, 4, 6, 7
ILO                         4, 5

2.7     The Transcript office employs staff that is sensitive to its diverse student body. Almost every student that attends the college will request services from the Transcript Office at some time; and therefore the office personnel is required to commit to providing quality service to our diverse student population.

The Transcript Office was remodeled in February 2008. The office now has two counter stations for assisting students, including a lower height counter so that all students have ease of access to services and forms within the office. The office supports a healthy campus climate by providing services that support student educational needs.

Guiding Principles          1, 2, 6, 12, 14
College Strategic Goals     1, 3, 6, 7
ILO                         4, 5


2.8     Not applicable


2.9     The Transcript Office maintains permanent records in a vault and on microfilm, microfiche and aperture card. Information is securely locked and back up files are maintained in the fireproof vault. In addition to the institutional transcript records, the office received 1,881 transcripts from other colleges and 386 high school transcripts from 1-2-07 to 1-2-08. These records are retained by the college and are classified as Class 1-Permanent records according to the Attendance Accounting manual.

The Transcript Office, as part of Admissions and Records has been identified as needing an electronic scanning program to maintain records and better improve access to those records. As we move forward with the scanning project using Banner Xtender Solutions, transcript information will be more easily researched and reproduced to comply with student requests for information.

Guiding Principles          1, 2,12, 14
College Strategic Goals     1, 2, 3
ILO                         4


2.10    The Transcript Office evaluates its services continuously throughout the year and refines processes as needed. Most evaluations are done during regular meetings with the Dean of Enrollment Services and in office meetings between employees. Student and hourly employees also contribute to the planning process.

As part of the program review and SLOs, a survey was completed in early 2008. The data learned from this survey will has been used throughout this program review. Several key pieces of information including the student's online access needs have been identified and research has been initiated to develop services that meet the needs of the students.

Guiding Principles          1, 6, 12, 14
College Strategic Goals     1, 3, 4, 6, 7, 8, 9
ILO                         4, 5


## Area 3:  PROGRAM AND STUDENT LEARNING OUTCOMES

3.1     Student Learning Outcomes are currently being measured in Admissions and Records.  The Transcript Office has one SLO that is aiming at teaching students about academic records and the process in ordering academic records.  Activities inlcude creating documentation to give to students about academic records, include more information about academic records with the admissions process and survey students.

Guiding Principles          1, 2, 7, 12, 14
College Strategic Goals     1, 3, 4, 7, 9
ILO                         4, 5
SLO                         Student will the value of an academic transcript and will understand how to request records.


3.2     The office's first survey was conducted online and was completed early in 2008. Results from this survey are being used in identifying the needs of our students. The data is discussed throughout this program review, but what the survey has done on a global level is allow the office to see the actual, rather than perceived student needs regarding services and delivery methods of transcripts and enrollment verifications.

Guiding Principles          1, 2, 7, 12, 14
College Strategic Goals     1, 3, 4, 7, 9
ILO                         4, 5
SLO                         Student will the value of an academic transcript and will understand how to request records.


3.3     Not applicable

**Area 4:  PERSONNEL AND SUPPORT SERVICES**

4.1     Not applicable

4.2     As the headcount for the college increases, the need for an additional full-time staff will be considered since the two-full time classified staff members rely on three student workers and two hourly workers to meet the current program needs. Because staffing needs have not changed in over 6-years, and growth has steadily increased, through the use of technology and a personnel change, we will be able to meet our growing program demands.  AVC had 6.7% increase in the number of students from Fall 2006 to Fall 2007 and a 9% increase from Spring 2006 to Spring 2007.

       Guiding Principles         1, 2, 6, 7, 12, 14  
       College Strategic Goals    1, 3, 4, 7, 9  
       ILO                    4, 5

4.3     An increase of one full-time staff member is needed to meet the program's needs. If the office did not have a trained hourly employee to return during peak periods, the quality and timeliness of the services provided would decline to unacceptable levels.  The office processes approximately 500 transcript requests at the end of each major term.

       Guiding Principles         1, 12, 14  
       College Strategic Goals    1, 3, 4, 7, 9  
       ILO                    4, 5

4.4     Same as 4.3

4.5     The Transcript Office staff has opportunities to meet with other professionals when attending conferences, workshops and campus events throughout the year. Yearly Customer Service training should be added as a priority for personnel in the Transcript Office.

       Guiding Principles         2, 12, 14  
       College Strategic Goals    1, 3, 4, 7, 9  
       ILO                    4, 5

4.6     We do not have faculty, but staff members often serve on hiring committees for other staff and assist in the training of new staff members.

4.7 The evaluation process encourages improvement with regard to performance and education. Accomplishments are recognized and rewarded. After the probationary period, staff is evaluated yearly in the spring.

4.8 Evaluation processes encourage improvement and provide feedback to staff regarding performance.

## Area 5:  FACILITIES, EQUIPMENT, AND TECHNOLOGY

5.1 During past remodels, the Transcript Office was moved to the back of the SSV building. The office space is small and it's difficult to provide service to more than one student. The remodel is ADA compliant and the added counter space has improved access to all students.
The Facilities Master Plan Update for 2003, includes a new Student Services building that is close in proximity to the Administrative Building. The advantages of a new building would include adequate space for all student services, proximity to the administrative building, parking and visibility and access for the community.

5.2 The Transcript Office recently obtained new monitors and an extra computer. In the new design, there are two computers at the counter, which have resulted in an increase in the number of students that can be simultaneously be serviced in the office.

One weakness of technology is that the office incorporates the use of microfilm, microfiche and aperture cards for storage of older records. The equipment is maintained, but is aging and will eventually need to be replaced.
The opportunity to purchase new equipment is inhibited by the physical limits of space in the office. Storage of records will be done electronically by the addition of scanning software (Banner Xtender Solutions).

In the Educational Master Plan there is a commitment to the upgrading and replacement of computers as budgetary decisions will permit. Since this office relies on technology, the research and commitment to new technologies is critical to our program stability. In addition, the maintenance of existing computer equipment and periodic replacement should remain in the Educational Master Plan.

5.3 The limited office space for two full-time classified employees, student workers and hourly employees has resulted in supplies being stored in the hall way and in other areas of A&R. The remodel greatly enhanced not only the look of the office, but provided two counter work stations. The work stations facilitate the handling of student needs while increasing the security of the office as

recommended by the Educational Master Plan.  The storage capacity for office supplies continues to be a challenge and per the Educational Master Plan, purchasing Banner Xtender Solutions for imaging, will decrease the need for additional storage space.

5.4     The only safety concern the Transcript Office has is that there is no secondary exit from the office.   There is one door to the office with no back egress as seen in the back of the Financial Aid and Assessment Offices.

The safety of the equipment is reasonable and cords are not visible in traffic areas.


## Area 6:  FISCAL SUPPORT


6.1     In the Transcript Office, during the three peak periods of an academic year, it is necessary to employee hourly workers in an effort to maintain the same quality of service for Banner supported transcripts, enrollment verification requests and retrieval of imaged AVC transcripts records.

Fiscal support for the Banner Xtender Solutions software is necessary to increase the efficiency of record retrevial.  In addition, ITS programming, installation and support and the purchase of some required equipment for the scanning process, e.g. two computers, scanner, copier, desk, chairs, phone, storage cabinet, adequate electrical supply and a printer, are all required to accommodate the electronic storage needs of past and future AVC and other records.  The Educational Master Plan identifies a floating clerical person to assist in all of its areas.  Without doubt, a floating clerical person could assist with imaging over the next three years.


6.2     All equipment and ordered supplies go directly to servicing student record needs.


6.3     Existing are currently being revised and new computer processes are being researched within the existing Banner system.  As the student population grows, there will be a continued need for ITS to ensure that the online transcript services that are recommended in the Educational Master Plan are available.

An increase in ITS programming, installation and support; and required equipment for the scanning process, e.g. scanners, computers, copier, desk, chairs, phone, storage cabinets, adequate electrical supply and a printer, is required to accommodate the electronic storage of past and future AVC transcripts and other records in Banner Xtender Solutions.

**Area 7:  COMMUNITY OUTREACH AND PROGRAM AWARENESS**

7.1     Not applicable

7.2     The Catalog, Schedule of Classes and the College's web page include instructions on requesting transcripts and enrollment verifications. The development of a handout regarding grade point average calculations and the addresses that AVC students frequently send AVC transcripts to is currently being developed.

Guiding Principles        1, 2, 6, 7, 12, 14
College Strategic Goals    1, 3, 4, 7, 9
ILO                        4, 5

7.3     Not applicable

**Area 8:  STATE AND FEDERAL COMPLIANCE**

8.1     The Transcript Office is responsible for verifying that records are released only when authorized by the student or when a court ordered subpoena is served.  The Transcript Office adheres to all federal, state and local guidelines.  Over the past few months, the office has standardized the procedure for issuance of official transcripts when multiple names exist.  Official paper is always required for official transcripts and name changes are no longer permitted on older records.  In addition, in an effort to authenticate students' request, the college no longer accepts fax requests for transcript or enrollment verifications

8.2     The Transcript Office adheres to all guidelines outlined within the college mission statement, catalog and board policy.

**Summaries and Recommendations:**

**Summary of findings and their significance**

From the survey results, 48% of our diverse student population want to use online services to order transcripts.  The Transcript Office must address the systematic

challenges of developing an online presence as 66% of students surveyed have not visited the office website. Of those who have, the comments stated that our current website takes too long to find and once located, the only service available is a downloadable Transcript Request form.

Several comments from respondents stated that they were unsatisfied with the time it takes the office to obtain copies of records, especially older records that are not in the computer database.

Though 63% of students found the transcript request process itself to be easy, the time in processing the request needs attention. We have reduced processing time dramatically, but with the advent of scanning and a new transcript format, we can expect to reduce processing time further.

**Major recommendations to include plan of action and associated cost, expected outcomes of goals and objectives and timeline**

- Complete the development of a new style and print function for official transcripts and enrollment verifications:
    - o Improve security for the authenticity of official transcripts since only A&R identified employees will be trained to print official transcripts
    - o There will be a cost saving in terms of personnel processing time and the decrease in the cost of labels and envelopes should offset the additional cost for stock paper
    - o A change in the style and format of the transcript will result in a more visibly readable and securer transcript that can be considered for electronic transfer
    - o The timeline for the changes will need to consider other ITS commitments and the necessity to run test transcripts and enrollment verifications while continuing to provide timely and efficient service to students. It is reasonable for both ITS and Transcript personnel to roll out the new transcripts by spring 2009.

- Publish complete and accurate information about the Transcript Office in all communication venues.
    - o The Schedule of Classes, Student Handbook and Catalog should be updated according the college's existing revision schedule. The College's Web page will be updated by the A&R Technical Analyst where possible and other updates will take place as the College's web master schedule permits.
    - o By consistently publishing accurate information about the Transcript office in all communication venues, students will learn to trust and use the information to make informed decisions about the services available in the Transcript Office.
    - o Consistency within the communication venues should be established no later than the next published or web revision dates.

- Complete the research for rush processing fees for requesting transcripts and enrollment verifications:
  - By adopting a rush fee, all students will have comparable access to rush services.
  - Students will learn to use our normal processing services and only request and pay for rush services when personal time constraints require them to do so.
  - Approval by the Board of Trustees in necessary for a rush processing fee and research and explanation may take at least two years to accomplish.

- Given the number of students that are likely to use online processes and our diverse student population, the Dean will examine online options in an effort to adequately service all students.
  - Research the existing and cutting edge security concerns as they relate to FERPA.
  - Maintain congruency between the campus culture and the available online services.
  - Cost will entail ITS support, software, minimal fees for the online payment, and supplies (too soon to calculate cost).

**Recommended changes to the Educational Master Plan to include student needs, response to ILOs, PLOs, SLOs, and external mandates such as state requirements, industry and professional standards, etc.**

- Industry standards and FERPA (Family Education Rights to Privacy Act) requires the Transcript Department to continue its focus on accurate, secure and timely retrieval of student records. The Educational Master Plan addresses the use of technology and upgrades for the entire campus, hence, the Transcript Department will need to collaborate with ITS and follow the direction of the existing Educational Master Plan. The ILOs and the SLO to learn to utilize the services in the Transcript Office will be evaluated as new and existing programs are offered to students and the campus community. The goal to devise strategies to improve student services and programs will undoubtedly be obtained as we continue to conduct surveys and analyze our effectiveness. The immediate concern to offer "on demand" transcripts and verifications as suggested by the industry standards, will be forthcoming as ITS is using the programming technology to facilitate a our transition to electronic transcripts.