

Antelope Valley College
Enrollment Services
Admissions and Records, Graduation and Transcripts
2010

Program Review



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ENROLLMENT SERVICES

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Area 1 Mission

1.1 State the Mission of the program.

The Enrollment Services (Admissions & Records, Graduation and Transcript Departments) mission is to serve as a continuous resource for students throughout their academic experience.

Enrollment Services serves as a resource for admissions, registration transactions, academic records and grades, athletic intercollegiate eligibility, petitions, evaluation of transcripts for the purpose of awarding degrees and certificates, enrollment verifications, and the production of a timely and accurate transcript. Enrollment Services is committed to a positive student experience and offers a variety of accurate, efficient, and prompt services using a variety of resources and technologies.

1.2 Comment on the areas of the mission, vision, and Institutional Learning Outcomes of the college that are most closely related to the mission of the program.

The areas of the college mission that are most closely related to the mission of Enrollment Services include service to the community by placing student success as the number one priority and providing innovative services in a professional team-driven environment. The area of the college vision to build futures is most closely related to Enrollment Services providing a continuous flow of services to students throughout their academic experience. The college's Institutional Learning Outcome #4 is most closely related to Enrollment Services mission.

The ***Admissions and Records*** mission, like the mission of the college, places student success as the number one priority by providing professional services to students while meeting students' admissions, records and registration needs. During the admissions process, admissions applications are received and processed on line and in person and questions are handled in the same manner. Students that require assistance with records and registration receive assistance in person and online. A&R provides accurate, efficient and prompt service to students throughout their academic endeavors. Students that successfully navigate the available services in A&R learn to solve problems, think critically and are better planners and decision makers (ILO 4). In addition, students that take advantage of the self-help online services develop the ability to use a variety of technologies (ILO 4). Web splashes and tutorials are developed to help students learn valuable critical thinking skills, information literacy and the effective use of technology to gather information. (ILO 4)

Graduation adheres to the policies and procedures of the catalog when providing timely and accurate degree checks to students. The timely availability of degree checks ensures that students are well informed through written communication regarding their graduation status (ILO 4).

Transcripts produce timely and accurate transcripts that contribute to students being well informed about their academic history at AVC. Students that request transcripts after completing courses or a degree at AVC are prepared to think critically and identify career opportunities using their academic transcript as a guide (ILO 4 and 6).

Area 2 History

2.1 Identify major changes and/or developments, including change or growth in other programs, which significantly impacted the program in the last four years.

Admissions and Records implemented Add Authorization Codes in intersession 2010, online instructor (email) drops in spring 2010, and coordinated the successful completion of scanned grades and attendance records for two academic years in 2009. There was an increase in online applications by 9% from spring 2009 to spring 2010 and 5% from fall 2009 to fall 2010. Also in Admissions and Records, instructor drops increased and over 2,000 drops are manually processed by permanent staff during the first two weeks of instruction in a fall or spring terms. The printed Schedule of Classes was discontinued in intersession 2009 and the printed Admissions Application that was mailed to area households was also discontinued. Currently, a post card containing a sample class schedule is mailed to area households. The online admissions applications that are processed through CCCApply now account for 51% of all admissions applications processed.

The campus experienced an increase in priority registration appointments during the last three years. Enrollment increased by 17% when comparing fall enrollment and the number of registration appointments for the fall terms.

Changes/Developments:

- Instructor drops have increased and over 2,000 drops are processed during the first two weeks of instruction in a fall or spring terms. All drops are done manually by a permanent staff person.
- Online applications account for 51% of all applications processed.

As student enrollment and demand for services has increased, Admissions and Records has met many of the demands by increasing the online presence on the AVC website and the Admissions and Records webpage. Additional Admissions and Records links were added to the AVC home page in order to facilitate student's ability to navigate various online services.

In **Graduation**, there were changes in staffing in 2008 and new employees began utilizing new and existing technology to better accomplish tasks. The staff eliminated the paper and pencil process of evaluation and began using pre-coded Excel spreadsheets based on student catalog year. A newly created Graduation email account is being used to communicate with students regarding commencement ceremony information, FERPA holds, and general information about graduation. Information was updated on the Graduation webpage which included a printable application as well as the introduction of an online application for degrees and certificates. The Graduation webpage was expanded to include FAQ's and answers. Since 2008, staff has maintained adherence to major declaration in which students are required to declare a major prior to receiving a

degree or certificate. Due to the pre-coded excel spreadsheets that were developed in the past four years, policy changes in the catalog that govern degree and certificate requirements and general education are easily implemented by the staff.

In spring 2010, brochures containing graduation information and career technical certificate and degree options were created and distributed to educate students about the graduation process and career technical options at AVC.

In *Transcripts* all transcript that were received from other institutions prior to November 2009 were scanned in Banner by hourly workers using Xtender. As of March 2010, transcripts are being scanned into Banner by permanent staff in the Transcript Department. The availability of transcripts in Xtender allows staff and faculty the convenience of accessing transfer transcripts online without leaving their work stations. The increased availability of records provides the faculty and staff with the ability to service student needs with fewer follow-up appointments.

2.2 Briefly describe the program's activities and services in the past four years.

Admissions and Records – During the 2009 academic year, Enrollment Services launched a “Going Green” campaign. In support of a more eco-friendly campus environment, Admissions and Records replaced paper add slips with Add Authorization Codes. The codes are provided by the faculty to students during the late registration period and students use the codes to enroll online using myAVC. The use of the codes to register online has had a significant impact on our program activity. During the spring 2010 semester, 77% of enrollments during the first two weeks of term were completed online using Add Authorization Codes. The introduction of Add Authorization Codes provides faculty and students with a mechanism to facilitate student online enrollment after a course begins without the student being required to come to Admissions and Records for assistance.

In spring 2010, Admissions and Records implemented a new procedure for faculty to submit student drops by email. The new procedure makes dropping students more efficient, convenient and paperless. Faculty submit student drops on a custom roster using their myAVC account to a central email address in the Admissions and Records in the form of a .txt file. The file is saved to a network folder and then imported into an electronic document imaging system-Banner, Xtender. The email process uses a faculty roster and thus the student name and ID number are populated which results in fewer student drop errors. Using Banner Xtender, Admissions and Records also assisted in the coordination to scan two years of faculty grades and attendance records and official transcripts from other institutions that were stored in the vault. Having class records scanned in Xtender increases the accessibility and security of student records.

Graduation continues to evaluate student records for awarding degrees, certificates and CSU or IGETC certification. Graduation increased the number of referrals for graduation candidates with transfer work to be reviewed by the articulation evaluator and increased the transfer data entered into Banner.

2.3 Did the program receive outside funding (e.g. Perkins IV and/or grants) during the last four years?

In spring 2010 ***Graduation*** received funds from a VETA grant. The funds were used to create brochures that highlight graduation information and career technical options. The brochures were distributed to the academic divisions, categorical programs, student services programs and the Palmdale Center. VETA funds were also used to purchase Diplomas on Demand software. Diplomas on Demand enables the Graduation Office to print diplomas and certificates on site which reduces the time it takes to provide diplomas and certificates to students.

Area 3
Curriculum (Not applicable)

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Area 4 Student Support and Development

4.1 Discuss the adequacy of program services, practices, and technology to address diverse student needs and support student achievement.

Admissions and Records has a hard copy and online version of the admissions application in English and a Spanish application is available in hard copy only. The demand for an online Spanish version of CCCApply has been acknowledged, but due to budget constraints the Spanish version has not been purchased. However, to align with the Matriculation Plan, A&R provides students with the option to apply online, in person and by fax.

With limited resources to provide additional personnel, A&R relies on technology to help support student needs and achievement. The addition of a director in Admissions and Records to provide direction for using technology to address the diverse student needs and support student achievement is warranted. To assist students with admissions and registration services, A&R continues to use technology to empower students and encourage the used of myAVC to meet their admissions and registration needs. However, there are circumstances that require students to come into the office for service, for example, providing proof of identity and changes to the FERPA status. Since the last self-study, A&R began using technology by introducing Add Authorization Codes, instructor online drop submissions, waitlist and faculty scanned attendance and grade documents.

Graduation does not utilize a degree audit system, which means that all evaluations are done manually. While an automated degree progress system is still being developed through DegreeWorks, the goal of Graduation is to move to a paperless system with the ability to scan degree documents and send them to the students through the myAVC email account instead of the U.S. Mail. The evaluation of transfer work and the process of transcribing information is currently one month. Students with transfer coursework are being tracked to ensure that the courses are evaluated by the Articulation Officer prior to the end of each student's graduation term. We do not have articulation agreements with other schools and courses are reviewed on an individual student basis. Currently, confusion exists regarding the division that is responsible for course substitutions and equivalencies and great effort is made in Graduation to ensure that students' graduations are not adversely affected by the confusion. To deliver degree information more effectively using technology, A&R introduced the use of scanners and dual monitors. The new equipment allows Graduation to scan documents and degree checks to students.

Transcripts remain interested in etranscripts which can provide students the option of requesting official transcripts online as well as AVC receiving electronic transcripts from other post secondary institutions. The campus hardware, cost to purchase and set-up, and maintenance of an electronic records system has made it impossible for the campus to move forward with etranscripts technology. Official transcript records are currently requested in person or by mail and the production and receipt of student records is often unnecessarily delayed due to in person scheduling requirements and mail delivery. The

inability to provide and receive college records electronically often results in unacceptable delays in the production and receipt of official transcripts. In order to meet the future demand for official transcripts by students, a new Transcript employee and etranscripts will be required.

4.2 Summarize how recent additions, deletions, or revisions of services, practices, and technology support aspects of the college mission and ILO's.

To align with the ILO that relates to problem solving, communication and critical thinking skills, ***Admissions and Records*** has enhanced the delivery of information by working to provide students with more online services and self-help tutorials. A&R is striving to achieve the 24/7 model by increasing the delivery of online services and has added the following:

- The A&R webpage includes links to the online admissions application, registration dates, and FAQs.
- New webpage that addresses the new Add Authorization Codes process.
- New webpage “Get Ready to Register” highlights important registration information.
- New web page “Waitlist” explains the waitlist process.
- Office email allows students, faculty, and the community to submit questions, problems or concerns to A&R and emails are responded to daily by permanent office staff.

To align with the ILO that relates to problem solving, communication and critical thinking skills (ILO 4), ***Graduation*** secured VETA funds and collaborated with academic divisions and students services to develop career technical and graduation brochures and posters.

Enrollment Services relies on technology to ensure that accurate information is provided when servicing students. Computers with dual monitors are used to manage the scanning process so that the highest level of efficiency of the records can be maintained. Scanning batches of official transcripts or faculty grades and attendance documents is accomplished using Banner Xtender and two high-speed scanners. ITS works closely with enrollment services to ensure that progress is made using the available technologies.

Area 5 Data Analysis and Environmental Scan

5.1 The program was provided with a substantial amount of data from the Office of Institutional Research and Planning. The self-study team should review and have a dialogue on the data and then identify major changes or enrollment trends expected to be of particular relevance to the program in the next four years. Consider FTES, success, retention and persistence as applicable, and the number of degrees and certificates, if applicable. Consider data on gender, age, ethnicity, night vs. day, etc.

Write about enrollment trends that the self-study team believes are important to the program's planning and resource needs. Why might these trends be occurring?

Data collected over several semesters shows a steady increase in the number of online applications processed. During the spring 2010 semester, online applications accounted for 51% of total applications received. This data suggests that more students are opting to apply from an off-site location rather than in person on campus. Another contributor to the increase in online admissions applications is the district's decision to discontinue mailing admissions applications to area residents. To continue providing applicants with adequate access to admissions applications, A&R will need support from ITS and an addition to the A&R personnel. ITS must provide updated hardware, software, and technical support and Admissions and Records must provide in person and online follow-up for the admission application and for students that need assistance navigating online admissions applications and registration processes.

With the increase in enrollment at the Palmdale Center by 60.4%, there will quite naturally be a demand for a presence of Enrollment Services staff and services in Palmdale. **Admissions and Records** and **Graduation Departments** should continue to develop online service options for students and additional staff should be hired to provide in person services to students and faculty. The limited availability of ITS staff to provide the required hardware, software and technical support will need to be addressed so that the online services can be viewed as valuable by the students. The **Transcript Department** will require funding to purchase an electronic transcript system (etranscripts) and new personnel should be hired to provide in person service to students at the Palmdale Center. Currently, all students can print a transcript request form from the Transcript webpage and mail or deliver the form to the Transcript Department. However, students often require verification and transcripts on demand and the only way to achieve quality service at the Palmdale Center is to hire personnel to assist the students in person. An etranscript system, however, would make it possible for students to request and send transcripts from any location. The implementation of an etranscript system would require hardware, software, and ITS programming and networking services. In addition, there is a yearly maintenance fee

that is calculated using the student headcount. Our current headcount would result in a maintenance fee of approximately \$5,000 yearly.

The majority of AVC's student population is comprised of students living in the local communities and Lancaster and Palmdale are the two largest contributing cities.

With the college campus being easily accessible, it may be a challenge to increase the online application above the current 51 percent.

Currently, AVC has approximately 14,000 students. Enrollment projects state that the enrollment could increase as high as 20,294 as of 2020. Given the increase in student enrollment projections, it remains important for **Admissions and Records** and **Graduation** departments to have a strong online presence that provides students with the ability to perform admissions and registration and graduation transactions online through myAVC. The current staff in the Admissions and Records office is four permanent staff and a student worker staff that varies from five to nine and the Graduation Office staff consist for two permanent staff members. Given the limited resources, a strong online presence is essential to helping Admissions and Records and Graduation meet the needs of students. As stated previous, **Transcripts** does not currently have a mechanism to service students online and the implementation of an e-transcript system will require ITS, the Technical Analyst from Enrollment Services and personnel from the Transcript department.

The college sets FTES goals each fiscal cycle and **Admissions and Records**, **Graduation**, and **Transcripts** is affected by these goals as FTES is managed by the number of classes offered. More class offerings lead to greater enrollment and having a plethora of online services available to students will increase access, efficiency and student success. Of course, an adequate increase in personnel in all Enrollment Services departments is necessary since providing in person service and online service requires new personnel from all departments. For students that require/request in person services, the physical set up of the current Student Services (SSV) building is not conducive. During peak times of enrollment, students are required to line up outside and in adjacent hallways and wait for in person assistance from the Admissions and Records staff. Another significant drawback during peak times is the effectiveness of the network. Delays during peak registration times have become the norm and online services are too often slow or unavailable. Once ITS receives additional hardware, software and personnel, the technical issues that continue to compromise the performance of our student information system (Banner) during peak times, will be lessened.

Considering these trends, how well is the program doing in meeting the needs of the various learner populations attending the college?

In fall 2010, Enrollment Services deployed an online survey to enrolled students. Survey results showed:

- 56% of enrolled students at AVC have viewed the Admissions & Records web page.

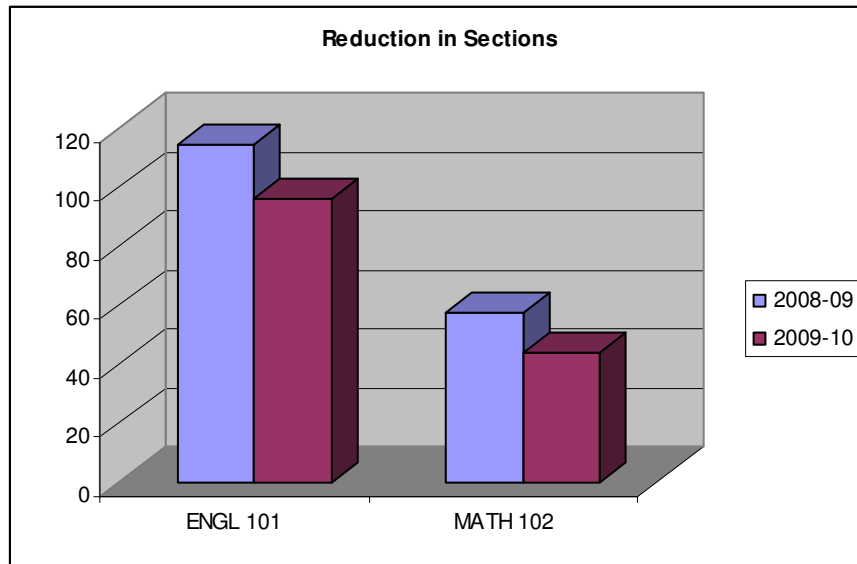
- 47% of enrolled students found online registration process easy to navigate.
- 58% of students found the online AAC code process extremely easy to use.

The results of the completed survey measured the convenience of the online registration process for student. Admissions & Records will continue to use the online surveys as a tool to assess the effectiveness of the technology being used to service students.

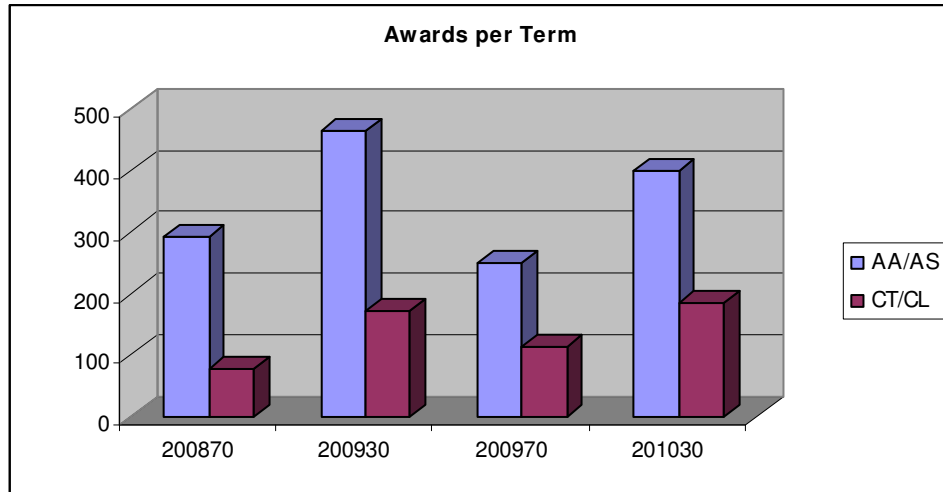
Admissions and Records is continually enhancing and expanding the types of services available online. However, our effectiveness is impaired by the strength and reliability of the network. Admissions and Records have seen services critically undermined by various network and server issues. Students that would normally perform routine functions online have, at times, been forced to come to campus to obtain service. The success of our online presence is tied directly to the reliability and sustainability of our network infrastructure.

Significant changes from 2008-2009 academic years to the 2009-2010 academic years:

1. Due to the decrease in classes offered and increase of students, many potential graduates are not able to enroll in final courses needed to graduate. For example, there has been a 16% reduction in ENGL 101 sections and a 23% reduction in MATH 102 sections. These courses are required for graduating students.



2. Preliminary data shows a 20% reduction in associate degrees and a 7% increase in certificates since 2007-2008. Overall, there was a 13% reduction in graduates since that time. The increase in certificates may be attributed to the following factors: marked increase of CSU and IGETC certificate completers, involvement of the career technical faculty that offer graduation information and applications to enrolled students, the current job market and the career technical and graduation poster and brochures..



Application Submission Trends

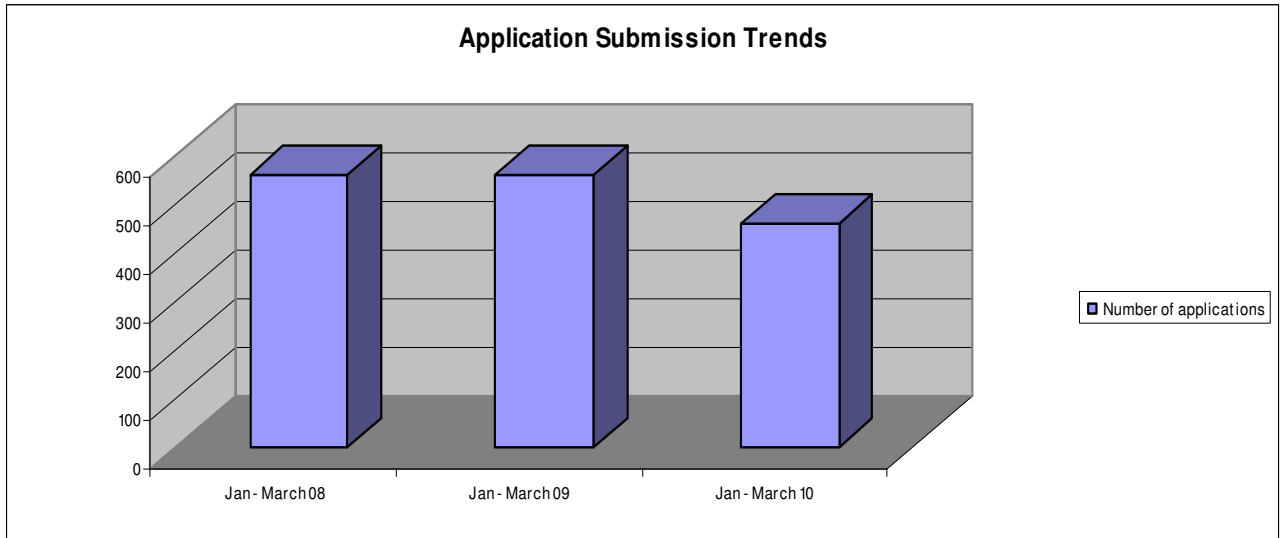
Range	Number of applications	% Diff
Jan - March 07	409	
Jan - March 08	561	37%
Jan - March 09	560	0%
Jan - March 10	460	-18%

Awards per Academic Year

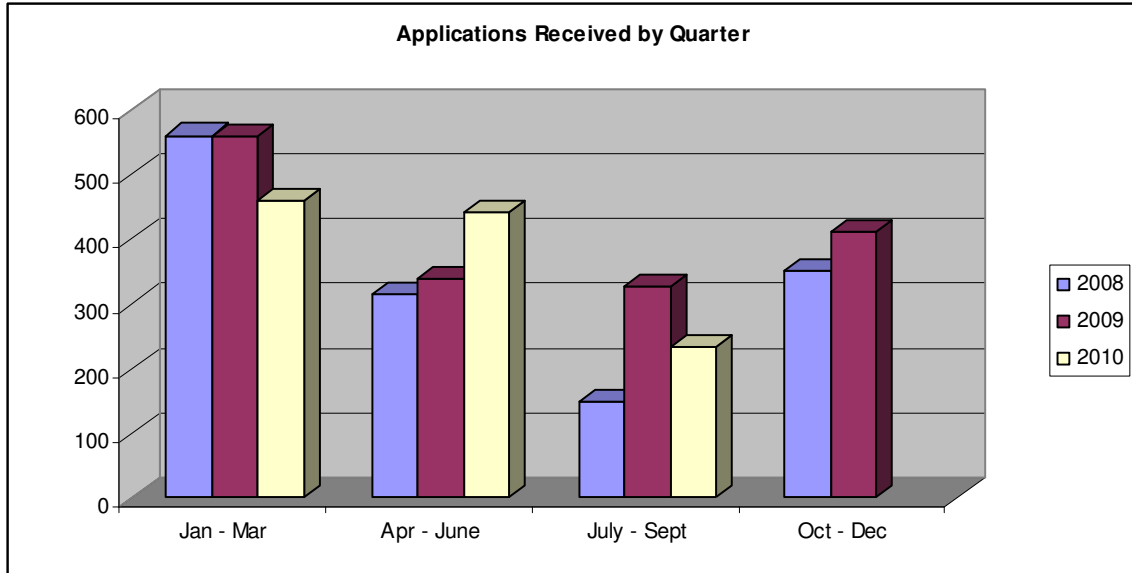
Grad cycle	total	% difference
2008-2009	1174	
2009-2010	1026	-13%

3. Data reveals an 18% reduction in students applying for graduation during the first three months of 2010 in comparison to the same time in 2009. This reduction can be attributed to the elimination of a 55,000 mass mailings sent out to students indicating graduation application information and priority deadline of March 1st. A strategy to reach more students is currently under review. A data pull of students that have 45 completed units or 60% of completed major courses can

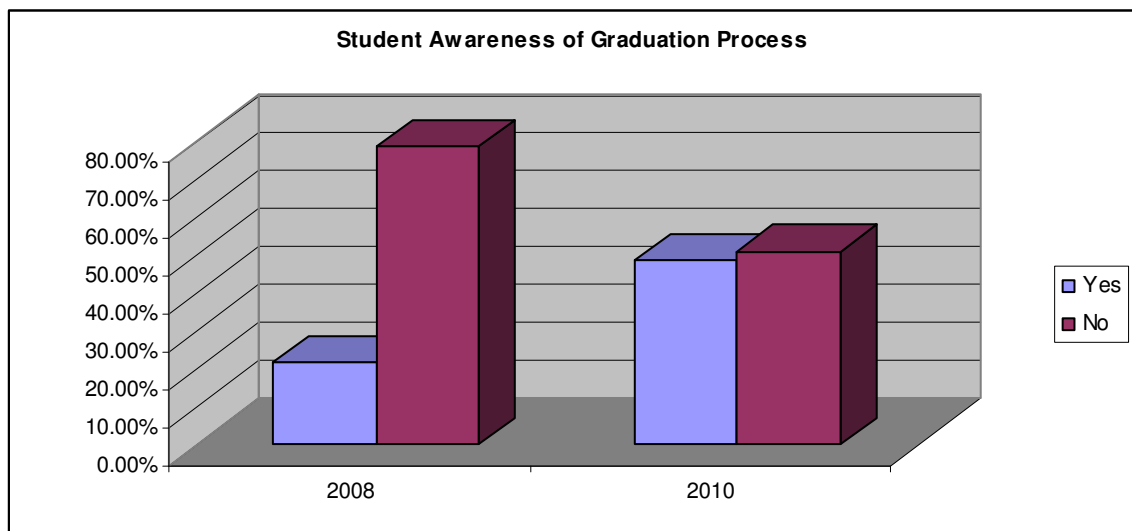
help to identify those students who have not applied for a certificate or degree. However, the ability to provide such reports is problematic without a degree audit system to track the degree progress of students. Students that apply and are fully certified for CSU or IGETC certification are sent a myAVC email alerting them about the CSU and/or IGETC certificate. Students that are interested in the certificate can respond to the email and apply for a certificate.



A notification was posted on the AVC main web page in the beginning of 2010 reminding students to apply for graduation. This posting was continued when the Student Development department began running a Commencement link from the main page. In the commencement link, students were advised to apply for graduation so they could receive information regarding the ceremony. It is estimated that students who viewed these notices affected the high number of second quarter applications. The numbers for the third quarter are based on a partial September month.

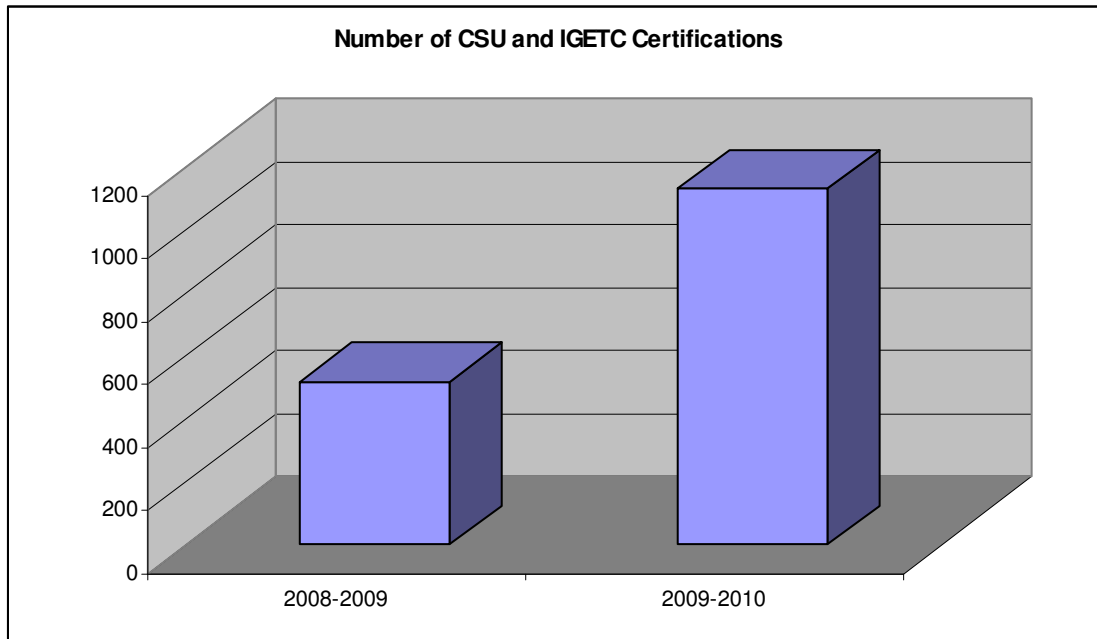


4. A previous program review noted survey numbers that represented 79% of students surveyed did not know they needed to apply for graduation. In a preliminary survey taken summer 2010, 51% of students surveyed did not know they needed to apply for graduation. The fact that students are more aware that an application is required would suggest that the program should experience an increase in applications. Brochures explaining the graduation process were created in April 2010. The brochures have been distributed across campus in Students Service and Academic Affairs offices and provided for outreach events. In addition to the brochures, graduation posters were created in August 2010 and were distributed to the academic divisions for display in their areas and throughout the Student Services building.



5. The department incorporated a degree status code of NG (No Graduation) to track those students that did not meet the requirements by end of term. Since tracking these students, data revealed that 14% of applicants do not meet the graduation requirements and do not register in the required courses. The Graduation Office plans to contact students that receive the NG code to educate them about strategies to complete remaining degree requirements. One contributing factor to the increase in NG codes for the Fall 2009 and Spring 2010 term is the implementation of students having to declare their majors for graduation. If these students did not declare their major, notifications were sent out by U.S. Mail and myAVC email. Those that did not respond were coded as NG and then sent out another letter stating they would need to re-apply for graduation. Students have a difficulty accepting the responsibility of declaring a major and/or submitting transfer coursework.

6. A significant increase in the number of students applying for CSU or IGETC certification is the direct result of students completing only courses necessary for certification or to transfer without completing the graduation requirements. A joint venture with the Transcript office is under review on how to make these students aware of the availability of CSU and IGETC degree certificates.



5.2 Report on the progress of recommendations and accomplishment of goals identified in the program's last program review. Reflect on the strengths, weaknesses, and improvements of the program. Clearly state the performance/quality indicators used by the program.

Graduation

Strengths: streamlined application process, quicker turn-around time for evaluations, quicker response time on transfer work.

Weaknesses: still rely on paper system for evaluations, no computerized filing of student records, low number of student population applying for associate or certificates.

According to the previous recommendations, graduation and certificate priority filing date has been November 15 for students graduating in the spring, and April 15 for students graduating in the fall. Graduation information has been updated on the AVC website and in the catalog to inform students of the graduation procedures. To encourage students to participate in the graduation ceremony, efforts have been made to inform students that the campus and various community venues publicly acknowledge their accomplishment by printing their names in brochures and newspapers.

The evaluators began attending Counseling meetings along with other pertinent meetings on campus. They have worked to educate other offices of their specific duties and increased their participation in graduation and outreach events such as the Commencement ceremony, Transfer Day, and Welcome Back week.

Admissions and Records

To maximize the level of service that students and faculty receive without the addition of permanent staff as recommended previously, the office has introduced several innovative solutions. Permanent staff was provided dual monitors which help when multitasking. The staff is able to view more than one computer screen when viewing scanned documents, registration emails, students' records and instructor drop forms. The monitors help reduce the gap between the time the information is received and processed. In semesters past, Instructor Drop forms were sent to the mail room and then collected by permanent staff. Currently, the process allows the drops to be done electronically within 24 hours. This allows faculty to make timely decisions about adding students in classes and students are able to process the registration add online during times that are convenient to the student. This has become an even more critical issue as students must add using Add Authorization Codes before the last day to add.

The recommendation to allow Special Admit (K-12) students to enroll online was accomplished. An automated pre-recorded call is sent to Special Admit students to inform them about the registration dates and adding classes during open registration. Admissions and Records will continue to use the SARS phone call process to notify its specialized population on matters regarding registration. Currently, about 300 calls go out to Special Admit (K-12) students who have successfully completed the application process.

In addition, all students that receive a registration appointment are sent a pre-recorded appointment reminder call encouraging them to enroll online. Data from the A&R SLO indicates a 10% increase in web activity during priority registration in fall 2009 when compared to the year before and a 6% increase in spring 2010 from the year before.

In Spring 2010, A&R implemented the submission of the Instructor No Show and Drop forms as recommended in the previous self-study report. This process has made dropping students more efficient, convenient and paperless. However, improvement in the instructor drop process is still desired since the student drop process requires manual updates by the A&R staff. A&R would like to collaborate with ITS to provide faculty with the ability to drop students online from the class rosters. Although A&R processes the faculty submitted drops within 24-hours, the faculty should have the ability to drop students immediately after determining that a student should be dropped.

Area 6 Student and Program Learning Outcomes Assessment

6.1 Briefly review program outcomes assessment activities over the past four years and assess in some detail the effectiveness of those methods in documenting and improving student learning.

Admissions and Records

In 2007-2008 SARS (Scheduling and Reporting System) was used as an assessment activity to contact students regarding the availability of registration appointments. Beginning in 2008-2009, myAVC announcements and post cards mailings to area households were added as assessment activities. The assessment activities for 2007-2008 and 2008-2009 were continued in 2009-2010.

SLO-Students will learn how to utilize online Admissions and Records services to register for courses.

PLO-Students are able to successfully navigate through the enrollment process utilizing the various Enrollment Services activities and programs for student success.

Priority Registration Transactions and Headcount for 2007, 2008, and 2009 fall terms

Fall terms	Priority Start Date	Priority End Date	Headcount	Web Transactions	Desk Transactions
200770	7/9/2007	7/23/2007	7641	69843	9285
200870	7/7/2008	7/28/2008	9935	95063	10271
200970	7/6/2009	7/27/2009	12667	126896	10467

Priority Registration Transactions and Headcount Percentages for 2007, 2008, and 2009 fall terms

% increase web	% increase desk	% increase headcount
36%	11%	30%
33%	2%	27%

Priority Registration Transactions and Headcount for 2008, 2009, and 2010 spring terms

Spring terms	Priority Start Date	Priority End Date	Headcount	Web Transactions	Desk Transactions
200830	11/13/2007	1/27/2007	5876	52761	6108
200930	11/12/2008	12/2/2008	8099	80380	6504
201030	11/12/2009	12/2/2009	10375	119475	4641

Priority Registration Transactions and Headcount Percentages for 2008, 2009 and 2010 spring terms

% increase web	% increase desk	% increase headcount
52%	6%	38%
49%	-29%	28%

The effectiveness of the assessment activities from 2007-2010 suggest that the methods used are contributing to student learning. Trends over the past three years indicate that headcount during the same period of time has increased far in advance of the general number of registration appointments given during the same three year cycle. From this information we can conclude that more students are registering during priority registration. Also, web activity is steadily increasing while in person registration activity is increasing at a much smaller rate. In spring 2010, there was a 29% drop in desk (in person) activity from spring 2009. In fall 2009, desk (in person) transactions still increased, but not as much as in the previous year. In fall terms, there may be more new students (incoming freshman) that require additional assistance in learning how to use online services. The sharp increase in online transactions is supported by additional data that demonstrates that 77% of online registration is done within two days of the students assigned appointment time.

Graduation

Since October 2009, students were able and encouraged to apply for graduation online. Assessment activities that were developed to increase online applicants included: posting the priority graduation filing dates on the main AVC website and allowing students to link to the graduation site maintained by Student Development. In order to measure the successfulness of the activities, student surveys were made available to students prior to October 2009 and after January 2010. The research showed that a significant amount of those who participated increased their knowledge of the graduation process, but there was no noticeable increase in graduation applications as a result of the increased web presence.

In December 2009, the addition of the online graduation application was added as an added activity. From December 2009 to August 2010, the Graduation Office received 214 graduation applications. Although students are learning about the graduation process from the various activities of the program, the limited availability of classes is a large contributor to students actually making degree progress and being able to apply for graduation. During the 2009-2010 academic year, AVC reduced course offerings in each term during the year. With fewer classes, course demand is larger and not every student will be able to enroll in the courses needed to graduate.

Decrease in AVC course count by term:

Academic Semester	Academic Year	Decrease
Fall	2009 to 2010	-9%
Summer	2009 to 2010	-49.1%
Spring	2009 to 2010	-19.8%
Intersession	2009 to 2010	-81.6%

Graduation applications can be submitted in the fall, spring and summer. For all terms that applications are submitted, approximately 8 to 10 percent are moved forward to a future term due to lack of course completion for the certificate or associates degree. With course offerings being limited, there is reason to believe that the number of students that will be moved forward to a future graduation term will increase.

6.2 How have adjunct faculty and/or part time staff in your program been made aware of the need to assess Student Learning Outcomes and Program Learning Outcomes has been included in assessment activities?

Admissions and Records, Graduation and Transcripts

Enrollment Services has permanent staff and student workers and due to budget constraints the part time staff is no longer available. In the past, part time employees have worked on scanning projects involving official transcripts and grades and attendance documents. Part time employees were informed that the scanning projects would make it possible for counselors and staff to be more responsive to students' academic needs. Regular meetings are held to ensure that all members of Enrollment Services are aware of the SLOs and PLOs.

6.3 What specific plans have been made for assessing student learning over the next four years? Programs should provide a timeline for defining and assessing all SLOs and PLOs.

Admissions and Records and Graduation

SLOs are reviewed each reporting cycle. Data is collected and changes in the activities and measuring techniques are made accordingly. There are plans to increase the activities aimed at assisting the first-time student to learn about admissions and registration processes.

Base data from the 09-10 year will serve as a starting point for evaluation. Specific data collected during the 10-11 year will be incorporated into the next SLO reporting cycle.

The target is to increase student learning for admissions, registration and graduation services and processes; and enable students to successfully navigate through the enrollment process utilizing the various Enrollment Services services.

6.4 If the program SLO and PLO assessment results make it clear that particular professional development resources or student services are needed to more effectively serve students, describe the need. Items are to be listed in order of (rank) importance.

1. Attending conferences or regional meetings with other community college members would benefit the division in learning best practices for developing, assessing, and taking corrective actions (if needed).
2. Though many students use the online services without incident, the staff would like to change the online experience for students and make it less cumbersome. This can be achieved by changing the menus within myAVC. The staff believe that by streamlining the myAVC experience there will be a reduction to the number of students that need to appear in person when online services are available.

3. Another possible enhancement to myAVC is the ability for students to unlock their accounts. In the past two years, AVC implemented the PRU (password reset utility) that required students to submit answers to security questions to gain access to their account should they forget their password. Even with this addition, students still have issues with their account logins. Survey respondents stated that 40.94 % of the problems encountered with myAVC were password related. When this occurs, students must call the myAVC support helpline to request that their account be unlocked. Although survey results showed that 45.21 % of students received a response immediately, students often contacted Admissions and Records and complained about the inconvenience of resetting passwords.

4. Add Authorization Codes (AAC) have provided students with the ability to add a course after the course has began. Students must add the course by the last day to add. The AAC has decreased the number of students who attempt to register during the third week of school as they now register online and are not holding an add slip and waiting for the line at the Admissions and Records counter to diminish. A requested addition is to have a custom error message to appear on screen when the process of adding a course is incomplete. Currently, students must both validate and submit the AAC for the registration process to be complete. Some students have experienced problems with the process by forgetting to click the submit button after the AAC code is accepted. Survey information shows that 17.12 % of students were unable to use the AAC code online and had to come to campus for assistance. Other data shows that on average, about 80 AAC have to be inactivated to allow the use of a new code. AAC expire if a registration error is encountered and not resolved within three days. Admissions staff believes that many of these codes are inactivated due to students not completing the registration process. It is not currently possible to determine if the expired code was due a registration error or an incomplete transaction. Nevertheless, 58.26% of AVC students thought (AAC) were easy to utilize. Therefore, the addition of a screen to inform students that a process is not complete would more effectively serve students.

Area 7
Collaboration with Other Programs

Discuss collaborative efforts undertaken with other Instructional, Student Services or Administrative programs. Offer an assessment of success and challenges and note potential changes in collaborative efforts.

Enrollment Services staff and dean coordinates with other offices at various meetings including Banner Student Team, Calendar, Matriculation, Enrollment Management, Student Success and Equity, Counseling and Matriculation, and SLO and AP&P Committees. Registration processes and dates are discussed and aligned with the Schedule of Classes calendar maintained by Academic Affairs. When other processes, such as the automated calls are sent, the Information and Welcome Center is made aware so that student questions arising from such calls can be handled quickly and efficiently. The dean of enrollment services collaborates with faculty at division meetings and Academic Senate meetings to discuss technology enhancements for students and faculty. Admissions and Records also collaborates with Institutional Research and Planning regarding enrollment information, FTES, trends and other requested data.

In the past, input was solicited during division and Academic Senate meetings from faculty. The faculty provided suggestions on the implementation of new online features like Add Authorization Codes and Waitlist. A return visit to the faculty will be requested so that feedback can be provided regarding the success or challenges associated with new online features.

Area 8 Outreach Activities

Discuss any activities or projects undertaken with other educational institutions, the community, or business/industry. Describe any plans to begin new outreach activities.

Graduation participates in activities that are sponsored by the Job Placement and the Career Transfer Center. Educational institutions, community members and businesses are present as students discuss employment, career, and transfer opportunities that are available to them as a result of their academic preparation at AVC. The Graduation Office is available at the events to encourage students to complete their certificate and associate degrees as they prepare for new opportunities that attach importance to their academic progress. The recently published graduation and career technical brochures that were developed in collaboration with academic affairs and student services are provided to students, businesses, other educational institutions, and the Palmdale Center. The brochures and posters highlight the graduation process and career technical majors.

The Information Welcome Center provides Admissions and Records and Graduation brochures as part of its community and school outreach activities. The A&R brochures are provided at community activities and events and education events for K-12 and college.

Area 9 Goals and Objectives

List the goals and objectives the program has for the next four years.

Goal: A specific action
Objectives: Significant steps or actions needed to achieve the goal.
Time Frame: Period of time the goal and objectives will be addressed.
Justification: How does the goal support the mission of the college? How does the goal meet the needs of the community?

Admissions and Records

Goal: Put forth the implementation of a fully online Instructor Drop process to ITS.
Objective: Examine new releases of Banner and determine the feasibility of online drops.
Time Frame: In conjunction with the new releases of Banner.
Justification: Support student success by allowing faculty to drop students online which will expedite the late add process for students seeking classes.

Goal: Propose that ITS develop a custom warning message in Banner. The warning will appear in myAVC during registration when the process of adding a course with an Add Authorization Code is incomplete.
Objective: ITS director must assign a programmer to program the warning message.
Time Frame: Medium priority in line with other campus priorities.
Justification: Facilitate student success

Goal: Place a full-time Admissions and Records employee at the Palmdale Center.
Objective: Hire a bilingual Admissions and Records employee for the Palmdale Center.
Time Frame: The Palmdale Center's FTES growth will be used to determine the time frame.
Justification: An A&R employee would be able to increase student success by assisting with the in-person admissions application and registration.

Graduation

Goal: Make scanned evaluation documents available in Banner.
Objectives: Create a file area in Banner to maintain student evaluation files.
Time Frame: End of fall 2011.
Justification: Support student success by sharing access to evaluation documents with identified departments.

Transcripts

Goal: Participate in the Chancellor's Office supported eTranscripts.
Objective: Staff will review the pros and cons of eTranscripts and meet with ITS to evaluate the hardware, software, and personnel requirements.
Time Frame: Summer 2012
Justification: Providing improved access to student records represents a commitment to our students by placing student success as our number one priority.

Enrollment Services

Goal: Implement an improved automated phone-tree system.
Objective: Meet with ITS to coordinate an improved automated phone-tree system.
Time Frame: Summer 2012
Justification: Supports the mission of the college to use innovative services in a professional team-driven environment.

Area 10 Long Term Resource Planning

10.1 List faculty and staff requirements to meet program needs in the next four years. Be specific and brief when offering a reason for the position (e.g. replacement, increased demand for subject, growth in student population). Mark the position as new or replacement. Place titles on list in order (rank) of importance.

Admissions and Records Director (First new position)

Director (New)-will assist in developing innovative ways to use technology more efficiently.

Admissions and Records (Second new position)

- Attendance and Accounting Technician (New) - to assist in the accurate processing of faculty assigned grades and efficient handling of grades and attendance documents in preparation of scanning

Graduation (Third new position)

- Graduation Coordinator (New) - to handle the increase in the number of students requesting, graduation checks and the increase in uploading of transfer coursework to student records.

Transcripts (Fourth new position)

- Transcripts Technician (New) – to handle the increase in the number of students that request official transcripts, enrollment verifications and court ordered subpoenas.

Various student worker and part-time positions to assist with frontline student services will also be required.

10.2 List facilities (remodels, renovations or new), equipment and technology needed to provide a safe and appropriate environment for student learning in next four years. Place items on list in order (rank) of importance.

Admissions and Records

- The Admissions and Records space in the SSV Building is inadequate for the workload and an updated state of the art, spacious working environment with privacy counters for our students is necessary. Scanners and dual computer screens for the front counter work stations are also needed, so that scanning can occur as students are serviced. A&R is unable to completely secure the office which places the safety of the equipment, student records, and other confidential material in jeopardy of being compromised.

- There is inadequate climate control in the SSV building due to its age and structure and the current location of the vents has resulted in health and safety issues being reported to Human Resources.

Note: One employee differs on the matter of security stated above. Though the office cannot be completely locked down, the building itself is locked and all confidential materials are contained in locked desks, drawers or the vault. The campus is patrolled regularly by Sheriff officers and security staff.

Graduation

- One ergonomic desk and chair to meet the needs of an employee whose current desk is too small.
- A heavy duty, secure cabinet is required to store diploma paper.
- Remodel office to ensure the safety of current employees.
- Repair/improve/replace the air condition system so that the office temperature no longer exceeds a comfortable temperature for staff and students

10.3 Identify funding needed to support student learning.

Funding is needed for staff professional development and for software and hardware. A consultant is needed to support Banner applications, and for marketing/informational materials. When staff have an opportunity to participate in student services and customer service workshops and computer training, they are better prepared to help students learn.

- 25 new computers with webcam capability so that Enrollment Services can service students remotely.

Area 11
Recommendations and Comments

11.1 List recommended changes to the Educational Master Plan to:

As a strategy to direct continuous improvements for PLOs and SLOs, consider implementing quarterly meetings for all areas with the Office of Institutional Research.

11.2 What changes in the program review process would improve institutional effectiveness or make the results more helpful in the program?

None.

Area 12 Report to the Board of Trustees

The 2010 Program Review Report for Enrollment Services includes Admissions and Records, Graduation and Transcript departments. Each department operates independently and the 2007 Program Review Report included three distinct reports. The peer review team from 2007 recommended the submission of one program review report for the next program review cycle and the staff in Enrollment Services decided to submit one Program Report Self-Study Report for 2010.

Since the last self-study, Enrollment Services has continued to focus on improving the availability and quality of services to our students and the community. In addition to improving the overall customer service provided by each employee, a great deal of time was spent planning effective uses for technology to delivery timely in person services and in providing efficient “self-help” online services. Staff members participated fully in the necessary training and planning for the new procedures and the development of a PLO and SLOs to measure student learning.

To that end, our PLO and SLOs were developed so that students can exit the college with problem solving, communication and critical thinking skills (ILO 4)

PLO-Students are able to successfully navigate through the enrollment process utilizing the various Enrollment Services’ activities and programs for student success.

SLO-Students will learn to utilize online Admissions and Records Services to register for courses.

SLO-Students will learn how to utilize online Admissions and Records services to register for courses.

SLO-Students will learn how to utilize Add Authorization Codes to enroll in a course after it has began.

SLO-Students will learn about the graduation process and will learn how to apply for graduation.

Various action plans were implemented to help evaluate the services provided over the past three years. The effectiveness of the activities used to measure student and program learning outcomes were entered into WEAVE and new action plans were created to facilitate student learning. In some cases, the staff did not implement new activities due to the associated cost of implementation or a perceived lack of effectiveness on student learning. When the action plans were implemented; however, the survey results consistently demonstrated that students learned as a result of the various activities. Over the past three years a few of the most impressive outcomes include an increase in online admissions applications, fewer in person late registration transactions, an increase in the number of students that successfully use add authorization codes to enroll after the semester begins, and an increase in the number of students that are aware of the application process for graduation. Enrollment Services will continue to value student satisfaction and a commitment to excellence when providing services to students. Most importantly, the mission to serve as a continuous resource for students throughout their academic experience continues to be evident in the Enrollment Services approach to providing quality services and programs for students.