

Cañada College

Program Review for Admissions and Records

2008/2009



Program Review Team Chair:

Dean of Counseling and Enrollment Services

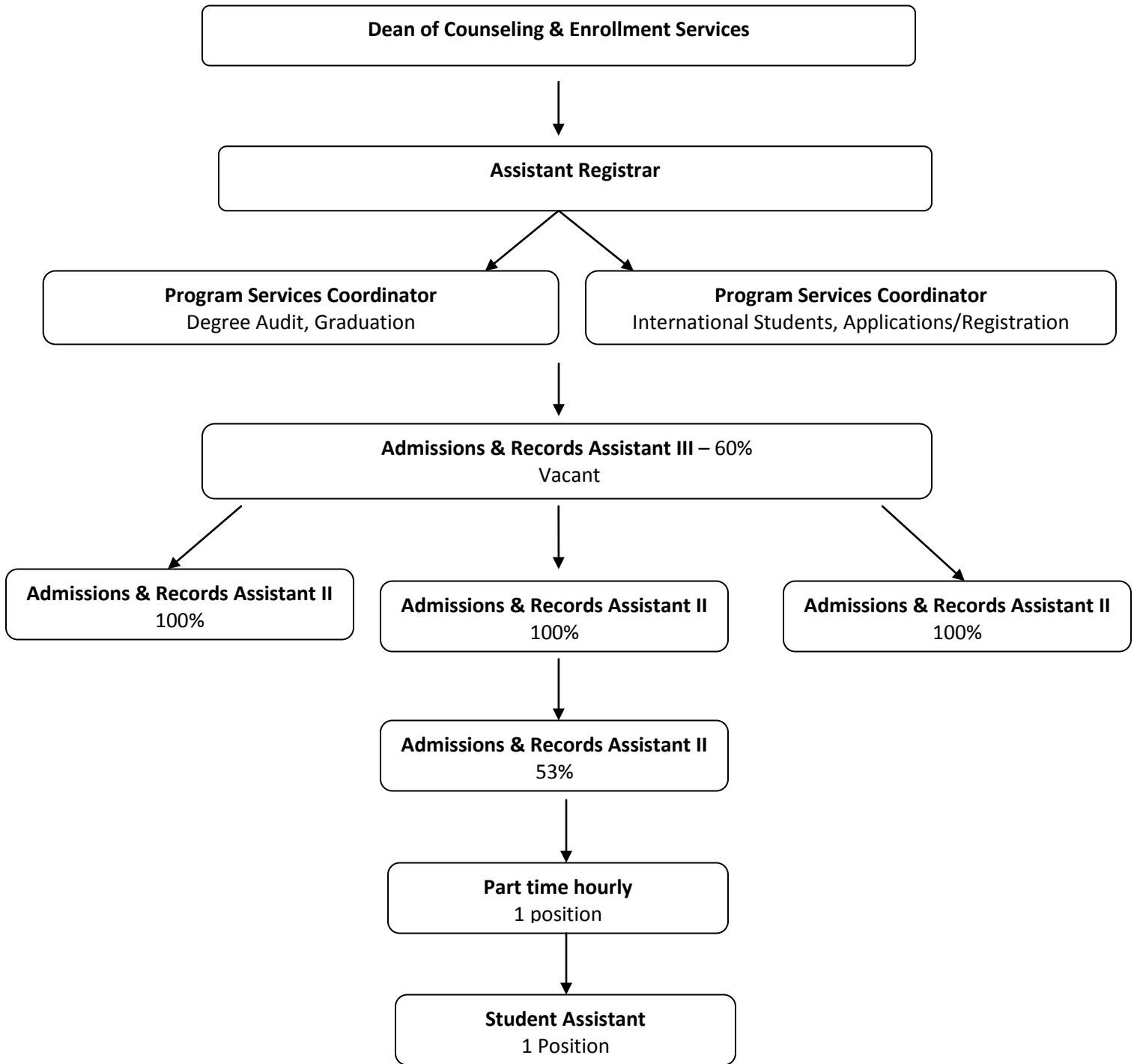
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Section I: The Program Overview

A. The Mission of the Program

Admissions and Records is dedicated to serving prospective, current, and former students in facilitating matriculation from college admittance through graduation; and to maintaining accurate academic records. We strive to be professional, responsive, respectful and friendly to our diverse college community.

To facilitate the Mission, the Admissions and Records Department will:

- Teach students how to navigate through the various Admissions & Records processes
- Teach students how to self assess their progress in achieving their academic goals
- Promote self-advocacy
- Review internal processes to maintain accurate academic records
- Provide a safe, trusting, accessible, and student-oriented environment to support our students

Link to the College's Mission and Goals

Admissions and Records' mission is linked to Cañada College's mission and goals in various ways. The College has established its mission as ensuring educational access to students of diverse backgrounds for the purpose of identifying and completing their educational goals, which include quality instruction in: transfer and general education, vocational education, basic skills, certificate and AA/AS degree programs. Two examples of how Admissions and Records' mission links to the College's strategic goals and missions are listed below:

1. Develop and strengthen external collaborative relationships and partnerships, goal #8.

Admissions and Records works collaboratively with six local feeder high schools, both private and public. These partnerships are important in creating a bridge from high school to college, ensuring a seamless transition for the student.

2. Improve number of certificate and degree awards, goal #11.

The Admissions and Records evaluator works closely with students to fulfill missing degree and certificate requirements. Students are contacted early in the semester and are encouraged to work with the evaluator, one on one, to explore options.

B. Historical Background and Unique Characteristic of the Program

Since 1968 the Admissions and Records office has been the front door to the college. The office is the primary contact area for students, faculty, and administration regarding student enrollment, grades, graduation, and student accountancy. The office also functions as a swinging door, as current and former students routinely return for services.

Admissions and Records moved to a new building in 2007 which is designed to serve as a One Stop Center to provide comprehensive service to students. The entire first floor houses Admissions and Records, Cashier/Business Office, Financial Aid, Scholarships, Assessment Center, Counseling, Transfer Center, EOPS/Care, Outreach, and CalWorks. This configuration allows students to obtain student services in a seamless fashion, and encourages areas to interact with each other.

The Admissions and Records administrative reporting structure has changed multiple times throughout the years. The office has reported at various times to the VP of Students Services, VP of Instruction, Dean of Admissions/Financial Aid/Matriculation, Director of Matriculation and Enrollment Services. It presently reports to the Dean of Counseling and Enrollment Services. In 2003 managed hiring across the college reduced staff by 1.6 positions and authorized replacements have not been hired due to budget constraints.

Since its inception the A & R office has undergone significant changes, primarily related to innovations in technology; for example, typewritten transcripts once stored in file folders are now electronically ordered and produced and shared electronically with other colleges and universities via CCC Trans. Other relevant technological changes include:

- Online application via CCC Apply
- Online registration via WebSMART
- Faculty WebSMART is used by Faculty to enter final grades and positive attendance hours
- Ordering of transcripts and GE/IGETC certifications are done online by students via WebSMART

- Electronically send transcripts to other colleges via CCCTrans
- “Rush” transcript services
- Utilization of Banner, the district system-wide comprehensive tracking and management computer information system
- International student online reporting to Homeland Security via SEVIS
- Veteran student online reporting via VAOnce
- Implementation of Degree Audit - online evaluations
- Degree verification through National Student Clearinghouse
- College generated ID’s converted from social security numbers
- Implementation of a document imaging system via Web Extender
- Electronic pre-requisite checks
- Implementation of electronic wait lists
- Implementation of add-code authorization numbers for late start students

C. Progress since the Last Program Review

The Admissions and Records department has not previously completed program review.

D. Current Strengths, Opportunities

Most of Student Services is now located on the first floor of Building 9 which has improved the delivery of Admissions and Records’ services to our students. The Cashier’s Office is located next door to Admissions, which has made the process of registering and payment of fees very convenient for our students.

The creation of the Dean of Counseling and Enrollment Services position in the Fall of 2004 has unified Counseling and Admissions and Records. The two departments, under the supervision of the new Dean, have been able to streamline the counseling/registration process to better serve our students.

As Admissions and Records is the entry and exit point for all students, a high level of customer services support is necessary. All staff regardless of title or assignment assist students both in-person and on telephone as the department’s primary function. The staff works together as a team in providing excellent customer service to our students. Our first priority is always the student; Students surveyed agreed, based on the results below:

Cañada Admissions & Records Student Satisfaction Survey

1) How would you rate our ability to resolve your questions or meet your needs?

Excellent	Very Good	Good	Fair	Poor	Total
48 (81%)	8 (13%)	3 (5%)			59

2) How long did you have to wait to receive Service?

0-5 min	5-10 min	More than 10 min	Total of replies
32 (72%)	12 (23%)	3 (6%)	53

3) How would you rate the courteousness and helpfulness of the service that was provided?

Excellent	Very Good	Good	Fair	Poor	Total replies
49 (83%)	8 (13%)	1 (2%)	1 (2%)		59

4) How would you rate the effectiveness or accuracy of your service provider?

Excellent	Very Good	Good	Fair	Poor	Total replies
47 (80%)	10 (17%)	2 (3%)			59

5) If applicable, how would you rate your on-line experience as it relates to Admissions and Records?

Excellent	Very Good	Good	Fair	Poor	Total
24 (52%)	13 (28%)	6 (13%)	3 (7%)		46

6) Do you have any thoughts or suggestions on how we might improve the delivery of our services?
(36 students responded to this question)

Comment	Number of replies
Excellent service. Very helpful and friendly staff	20 (56%)
Thanks for the bilingual staff	3 (8%)
Service is slow at the beginning of the semester	3 (8%)
Website and signs on campus need improvement.	4 (11%)

E. Challenges

During peak registration periods (beginning and end of semesters), it is a challenge to keep up with desk work while, keeping waiting time for students to a minimum and answering all incoming calls in a timely manner.

In addition, the Admissions and Records Office is located across from the Information Desk. This is the area that is responsible for welcoming, directing and assisting students with on-line applications and registration, and scheduling counseling and placement testing appointments. However, it has become a significant challenge to keep the reception desk staffed. Consequently, when the reception area is not staffed, additional work is placed on Admissions and Records staff due to our location.

Section II: Review Report

A. Programs and Services

In accordance with the college mission statement, the Admissions and Records Department's mission is to serve prospective, current, and former students in facilitating matriculation from college admittance through graduation; and to maintain accurate academic records. We strive to be professional, responsive, respectful and friendly to our diverse college community. To carry out its mission and to improve students' satisfaction, The Admissions and Records Department reviews its own services using Student Learning Outcomes (SLO), faculty and staff input and student surveys. The Admissions and Records Department provides the following programs and services:

Admissions
Records
International Students
Veterans
Degree Audit
Graduation

Admissions

Admissions is one of the components of Matriculation. Services include:

1. Applications
2. Residency
3. In-coming transcripts
4. Registration

1. Applications:

The Admissions and Records Office *admits* students in accordance with Title V guidelines and procedures. The Office provides policy, student enrollment procedural information, timelines, fee schedules, matriculation details, and required forms to current and prospective students, staff, other educational institutions, and the general public in response to phone, electronic, and written inquiries. The staff cultivates a professional, positive, friendly, and sensitive environment and is committed to providing excellent customer service.

All new and returning students must complete an admissions application, online or paper, prior to course registration. In addition, high school students must submit their high school transcripts and a Course Request form signed by their parent/guardian and a high school designee such as the principal or counselor.

Once the application is processed and residency is established, further information is contained in acceptance letter to each student. Many students will need to complete other matriculation components such as taking a placement test, meeting with an academic counselor, and completing an online college orientation. Once all requirements are met, students are given a date to register for classes.

Admissions and Records services the following students:

- General college population, including new, continuing and returning students
- Evening and Saturday students
- Concurrent Connection High School Students-on campus and at local feeder high schools
- Students enrolled in unique courses held off-campus, including:

San Mateo County Accelerated Program

County of San Mateo Human Services Agency referral for parenting courses (English/Spanish)

Diabetes Management at Sequoia Hospital

Menlo Park Center-classes in ECE, CBOT HMSV, CIT (English/Spanish)

Correctional Facilities

- Students enrolled in unique courses held on-campus, including:

CBET

Adaptive PE

Crossing Borders

Middle College

Strengths/Opportunities:

- Staff maintains a strong, reciprocal relationship with other Student Services personnel such as Counseling, Financial Aid, and Placement Testing in an effort to provide excellent service. Monthly Student Services meetings ensure continued improvement
- Staff has established relationships with individual high school personnel within the local high school districts
- Continued communication and collaboration has improved enrollment management in the 45 college classes being offered at 6 high schools within the last two semesters (Fall 2008 and Spring 2009). Processes are continually being reviewed to improve delivery
- Staff has established a relationship with personnel at off-campus sites, such as San Mateo County, Menlo Park Center, County Human Services Agency, Sequoia Hospital, etc. to improve enrollment management
- SLOAC Student Services Survey results (2007-08) indicate 68.3% of students were able to complete the online application easily and appreciated the convenience of the process
- Assistant Registrar continues to improve enrollment management and efficiency through training and regular meetings with other colleges in the district and with IT Services. Office staff continues to improve efficiency through training and regular Admissions and Records meetings
- Staff is experienced and well-versed in policies and procedures. Staff strives to remain technologically current, innovative and flexible

- Implementation of the automated wait list system has improved enrollment of students
- Application processing is efficient due to online processing; and paper applications are processed in a timely manner
- The Office maintains accurate, confidential, and secure student records

Challenges/Needs:

- At this time, student assistants aid students who need help applying online. The Office needs a dedicated classified position to ensure important face-to-face assistance for non-technical students
- The office needs a dedicated classified college-operator position to ensure the Admissions Office will not have to answer “general” college calls which hinders its ability to assist students with application/registration and other concerns
- In an effort to facilitate document scanning of applications and other forms, additional personnel are required
- There is a need to meet with personnel off-campus to facilitate best-programming needs and build stronger relationships
- There is a continued need to encourage students to apply online

2. Residency:

Legal residents and non-residents alike are eligible to attend Cañada College. However, California State law requires each student applying for admission to a California Community College provide information to determine residency classification. The Office of Admissions and Records determines the resident status of all new and returning students. Student responses on the application and if necessary, other evidence furnished by the student are used in making the residency determination. Generally, residency requires physical presence in California for one year and one day coupled with proof of intent to make California one’s home. The burden of proof to establish residency is on the student. Applicable fee structures are applied based on residency classification.

Strengths/Opportunities:

- Students may correct errors entered on the college application by use of an attestation petition
- A/R personnel carefully consider each request, and are liberal in interpretation

Challenges/Needs:

- Consensus among SMCCCD community colleges regarding residency definition

Assembly Bill 540:

Under Assembly Bill 540 (AB 540) certain non-residents may be exempted from paying non-residency tuition. Effective January 1, 2002 California Education Code 68130.5 allows students who have attended a California high school for three years or more, and received a California high school diploma or its equivalent, such as a GED or passing the high school proficiency exam, to be exempt from paying non-resident tuition.

Strengths/Opportunities:

- The AB540 California Tuition Exemption Request petition is readily available to all, and recommended to students by all Student Services personnel

Challenges/Needs:

- Documenting the petition, processing, and notifying the student may take up to a week during peak registration periods

3. Incoming Transcripts:

Students who have completed lower-division coursework at other colleges and universities accredited by the Western Association of Schools and Colleges and who wish to apply that credit to the completion of a Cañada College certificate, associate degree, or to a California State University General Education certification (CSUGE), or an Intersegmental General Education certification (IGETC), have their transcripts evaluated within the first semester of attendance at Cañada. Upon receiving the transcript the Office of Admissions and Records:

- Excludes remedial courses
- Excludes upper division courses
- Verifies that the institution issuing the transcript is accredited
- Verifies that foreign transcripts include a translation from a recognized evaluator service

Strengths/Opportunities:

- Staff is very thorough when determining transferability of incoming transcripts using “College Source”, which is the source for identifying accredited institutions in postsecondary education
- Staff is proficient at reading legends and interpreting credentialing

Challenges/Needs:

- It is difficult to access other institutions on a timely basis by phone and email when evaluating transcripts
- Staff skills can be improved in determining unit equivalence in fractional credits

4. Registration:

The Admissions and Records Office is responsible for the coordination of all practices and policies regarding the registration process. Registration is the process of becoming officially enrolled in classes. Students must have an assigned appointment date to register. Certain students are eligible for priority registration and receive early appointment dates including DSPS, EOPS, ASCC, and PEP students as well as athletes and veterans. For new and returning students registration appointments are based on the date of application and completion of matriculation.

Registration deadlines are published in the class schedule and on the college website. Deadlines must be observed for registration, late registration, withdrawal dates, declaration of the pass/no pass option, submission of financial aid forms, and payment of final fees due.

Students may register online using WebSMART on the college website. For students without internet access, computer terminals are available in the Admissions Office lobby, Library and Learning Center. Non-technical students are assisted in registration by staff at the college reception area. Admissions and Records personnel manually register students in the following programs: Concurrent Enrollment high school students, Middle College, CBET, Crossing Borders, MOH, and other unique programs.

Strengths/Opportunities:

- All math and English courses have computerized prerequisite checking in place
- Implementation of the automated wait-list system has improved registration of students. Students are notified via email that they are eligible to register and have 24 hours to respond.
- Registration processing is efficient due to online processing; and paper registrations are processed in a timely manner

Challenges/Needs:

- The need to encourage students to register on-line is continuous
- At this time, student assistants help students who need help registering online. A dedicated classified position is needed to ensure important face-to-face assistance for non-technical students
- As more classes are offered at high schools, registration has become a challenge. Currently students are manually registered, which is very time consuming.

Records

The Admissions and Records Office creates, updates and maintains records in accordance with Title V guidelines and procedures. The Office provides policy, procedural information, timelines, fee information, and required forms to current and prospective students, staff, other educational institutions, and the general public in response to phone, electronic, and written inquiries. The staff cultivates a professional, positive, friendly, and sensitive environment and is committed to providing excellent customer service (See Admissions and Records Customer Satisfaction Survey results on page #'s 6 & 7). Main services include:

1. Grades

Grades from a grading scale are averaged on the basis of point equivalencies to determine a student's grade point average, GPA. The highest grade receives four points, and the lowest grade receives zero points. The GPA is determined by dividing the total number of grade points earned by the total number of units attempted.

Instructors enter grades using Faculty WebSMART.

Strengths/Opportunities:

- Grades posted in a timely manner
- Less paperwork due to faculty entering grades electronically

Challenges/Needs:

- There continues to be a number of faculty that miss the deadline to enter grades, causing Admissions and Records to enter the grades manually

2. Outgoing Transcripts

Admissions and Records processes incoming computerized transcript requests, paper transcript requests, and CCC Trans requests. In addition, the Office collects transcript payments and at the end of the month creates a spreadsheet detailing payment activity (checks and credit cards payments).

The Office is responsible for ensuring that the transcript totals (units earned, GPA) are accurately calculated. The office is also responsible for gathering documentation for GE and IGETC certifications for the evaluator responsible for these certifications. The Office maintains a confidential filing system.

Strengths/Opportunities

- Transcripts are sent out within 48 hours

Challenges/Needs

- None

3. Grade Changes

The determination of a student's grade by the instructor is considered final once it has been filed with the Admissions and Records office. Students who believe a grade was assigned incorrectly is directed to the instructor first, and then if necessary contact the division dean, or as a final step the VP of Instruction. A grade may be changed by the instructor within a one year time period if an error is determined to have been made in calculating the grade. The instructor must complete a Change of Final Grade form and

submit it to Admissions and Records for processing. The Change of Final Grade form is permanently archived.

Strengths/Opportunities

- Quick processing time

Challenges/Needs

- none

4. Academic Renewal

Up to 36 semester units of substandard course work (i.e. D, F, and NC) completed during a maximum of two semesters and one summer session, and which are not reflective of the student's current scholastic ability, may be alleviated in the computation of the total grade point average. This may be necessary for a student to qualify for financial aid, admission to various programs, transfer to another institution, or for completion of a certificate or degree program. A student must qualify under certain predetermined conditions listed on the Academic Renewal petition. The petition is submitted to the Admissions and Records office for review and evaluation, and if approved, the student's permanent academic record is properly annotated.

Strengths/Opportunities:

- Quick processing time

Challenges/Needs:

- Processed manually

5. Credit by Exam

The college recognizes academic achievement gained through previous training, instruction, independent study, and by means other than through performance in organized classes. Students are given the opportunity to receive college credit by special examination. The division dean in consultation with faculty makes the decision

to offer, administer and grade the exam. Only courses which transfer to four-year baccalaureate granting institutions are available, excluding all 800 level courses and certain other courses, lab-based science courses, and Cooperative Education. A maximum of 12 units toward an Associate Degree or 6 units toward a Certificate may be earned. A student must first receive written certification of eligibility from the Admissions and Records office. After A/R certification, the student submits the petition to the division dean and instructor for certification, pending results of the exam. The instructor must submit the completed petition to A/R for inclusion in the student's records.

Strengths/Opportunities:

- Quick processing time

Challenges/Needs:

- Processed manually

6. Enrollment Verifications

Enrollment verification provides proof of enrollment for a student's financial lender, insurance company, sponsor, etc. There is no fee for this service. This verification is for enrollment status only. It does not provide information on specific courses taken or grades received. The Admissions and Records Office exclusively uses the National Student Clearing House to provide this service.

Strengths/Opportunities:

- Enrollment Verifications can be obtained in minutes

Challenges/Needs:

- Some agencies do not use the National Student Clearing House, causing the Office to process paper

7. Academic Standards

All college Academic Standards must conform to the education and administrative codes of the State of California. A procedure is in place whereby a student may petition the College Academic Standards Committee in the event the student fails to maintain the required standards. Admissions and Records is responsible for the appropriate interpretation, evaluation, research, archival compilation, modification, adjudication, and processing of each appeal/petition. Each petition is reviewed and the results documented. Petitions include but are not limited to the following:

- Dismissal reinstatements
- Course repetitions
- Exceed maximum number of units allowed
- Drop/Late withdrawals
- Academic renewal
- Grade alleviations
- Grade/credit problems
- Late petitions for pass/no pass
- Late petitions for degrees/certificates
- Graduation waivers/substitutions
- Prerequisite equivalency forms
- Petition for leave of absence
- Prerequisite challenges
- Credit by exam
- Attestations to correct applications
- Residency Reclassification petitions
- AB 540 petitions
- Overlapping course requests

Strengths/Opportunities:

- Petitions are processed in a timely manner

Challenges/Needs:

- The process is extremely time consuming
- Petitions are time sensitive

International Student Program

This program provides leadership, advocacy and support to international F-1 Visa students. It provides technical expertise to students on immigration regulations. Staff has a strong working knowledge, stay current, and comply with rules, regulations and practices of U.S. Citizenship and Immigration Services (USCIS), and the Student and Exchange Visitor Information System (SEVIS). Staff issue official SEVIS I-20 forms to students as registered Designated School Officials (DSO's). Staff provides caring support to international students regarding academic and personal concerns, cultural issues, and daily living in the United States. Staff provides information and responds to inquiries by prospective and current students, staff, faculty and the general public, and advice prospective international students on procedures, services, eligibility requirements, policies and timelines. Staff review, approve, and follow-up on required documentation and eligibility. Staff plan, coordinate and implement student orientations and special events.

Strengths/Opportunities:

- Excellent relationship with students, including personal, caring attention to the whole person
- Secure/extensive record-keeping system
- Brochure to inform college community and potential international students of available services
- International website directed to potential students which includes requirements and forms
- Comprehensive student orientation
- Increased enrollment 40%
- Coordinated group gatherings to encourage sense of community

Challenges/Needs:

- Develop visibility to increase enrollment
- Visit more language schools to encourage enrollment

- Visit other colleges to observe procedures related to development
- Update Resources
- Funding for conferences, workshops, training
- Funding to develop and encourage enrollment
- Funding to facilitate student gatherings and special events to encourage sense of community
- Create International Student Newsletter

Veterans Program

The Veterans certifying official is responsible for accurate and prompt certification of student enrollment to the Veterans Administration. Delays in certification can cause financial hardships for students as well as the college. The certifying official needs to understand all the various VA chapters as well as State and Federal regulations.

To comply with V.A. regulations, students must meet the following requirements to assure prompt and accurate certification.

- Provide a copy of their DD-214
- Meet with their counselor to develop an educational plan
- Submit transcripts from all colleges previously attended

Strengths/Opportunities:

- Increased VA enrollment
- Strong relationship with sister schools
- Collaborative with our sister schools
- Veterans are given a one on one orientation

Challenges/Needs:

- Money for conferences
- Money for student VA meetings (Refreshments)

Degree Audit

Degree Audit is an automated evaluation tool that enables the student and his/her adviser to assess the student's academic progress and remaining unfilled degree and certificate requirements. The audit is a valuable tool for academic planning and course selection because it matches the courses that the student has taken with the requirements of his/her degree program. The “**what-if**” feature is a valuable tool for students who are exploring the requirements for different majors.

Strengths/Opportunities:

- Audits are processed within minutes and are available to students via WebSMART
- Quick and easy for students and advisors to use
- Able to run compliance reports for degrees, certificates, IGETC and GE certifications in minutes

Challenges/Needs:

- Staffing is critical for the success of Degree Audit. A new Admissions and Records Assistant III position was created to relieve the Degree Audit Program Services Coordinator of many of the tasks currently in the job description. Removing these tasks would allow the Program Services Coordinator to devote most of her time to the implementation of Degree Audit. However, the position was frozen due to budget constraints. Due to the lack of staffing, Admissions and Records currently will not be able to move forward with implementing course to course evaluations which are an important part of the degree audit function.

Graduation

The awarding of an Associate Degree represents more than an accumulation of units. It symbolizes a successful attempt on the part of the college to guide students through patterns of learning experiences designed to develop their individual capabilities and insights.

Graduation is a complex process of evaluating course work; running compliance reports, posting degrees, certificates, academic honors and service learning credits to students'

permanent records; ordering degrees and certificates; and compiling statistical graduation data for the State Chancellor's Office, The college, divisions and departments.

Strengths/Opportunities:

- Admissions and Records routinely encourages students to petition for their degrees and certificates which in turn increases the number of degrees and certificates awarded
- The posting of degrees and certificates, the mailing of awarded degrees and certificates and the compiling of statistical graduation data for the State Chancellor's Office is done in a timely manner

Challenges/Needs:

- Graduation is very time consuming and the majority of the documents are still paper
- It is critical that our new 60% Admissions and Records Assistant III position be filled. Once filled, our Degree Audit Program Services Coordinator can focus on Degree Audit, making the process of Graduation simpler.

Student Learning Outcome Assessment Cycle (SLOAC)

In March 2008, the Admissions and Records Office joined all of the Student Services programs in beginning its first Student Learning Outcomes Assessment Cycle. A point-of-contact survey, which also included demographic data, was administered. Thirty eight surveys were completed. For the following SLO, students were asked to choose the statement that best described themselves: Students will learn how to use the on-line application.

I was able to complete the online application easily and appreciate the convenience of the process.	I have completed the online application but found it difficult and time consuming.	I have completed the online application with assistance.	I can't complete the online application without assistance.
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The most important findings from this data are:

- 1) 68.3% of the students were able to complete the online application easily.
- 2) 2.4% of the students completed the application, but found it difficult and time consuming.
- 3) 26.8% of the students completed the online application with assistance.
- 4) 2.4% of the students could not complete the online application without assistance.

To address this, Admissions and Records has developed the following action plan:

GOAL	ACTION	PROGRESS
Improve clarity of instructions.	Edit CCC Apply welcome page for clarity.	In-progress; expected completion date: June 2009
Provide additional in-person assistance to students applying online.	Hire additional day staff for reception desk.	On hold due to budget constraints

Section III: Needs Assessment

The following needs assessment is a brief summary of the needs of Admissions and Records as described in the Review Report above.

Human Resources: Personnel is the biggest need in Admissions and Records. A 60% Admissions and Records Assistant III position is currently vacant. It is critical that this position is funded. Filling the position will free up the Degree Audit Program Services Coordinator to work on Degree Audit, which is schedule to go live on June 30, 2009, and which will require constant monitoring and updating thereafter. In addition, one Program Services Coordinator is retiring in October, 2009. This position also needs to be filled; it is responsible for; international students, residency issues, and the application/registration process. In addition, we continue to need hourly help during our peak registration periods.

Research Needs: Data collection is needed in all areas.

Technical, Equipment and Other Resource Needs: Laptops are needed for off-site registration. In addition, three high speed printers are needed for the Assistant Registrar and for the two Program Services Coordinators. The current printers are not adequate for the volume of printing that is done in the office.

Facilities Needs: Admissions and Records need ergonomic work stations at the front counter. The current counter is not ergonomically correct and there is no work space for the person stationed at the counter. The need for ergonomic work stations was identified early in the Building 9 renovation planning.

Budget Needs: Admissions and Records needs adequate funding for schedule bills and postage; the current budget is not adequate. In addition, an overtime budget is needed to cover overtime for staff during peak registration periods. We currently offer comp time or the overtime budget goes in deficit. Currently, overtime for staff is dealt with through compensatory time or deficit funding.

Conclusion


This program review has allowed the Admissions and Records office to review its current practices, policies, procedures and staff. The Admissions and Records staff has been dedicated throughout this process to ensure a complete and accurate view of the entire A&R operation. The review has allowed us to expand our visions beyond the day to day operations of the Office. The staff has had the opportunity to take a look at their areas and have identified strengths and challenges. The entire staff is looking forward to the years to come. As the Assistant Registrar of Admissions and Records, I would like to personally thank all the people who helped to put together this Program Review. It was a lot of work and dedication and I would have never been able to complete this without their help.

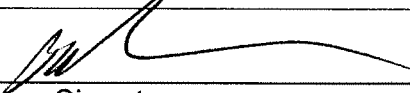
CAÑADA COLLEGE
PROGRAM REVIEW
INSTITUTIONAL RESPONSE SHEET

Program Name: Admissions and Records

Thank you for your time and effort in preparing this Program Review. Your Executive Summary, with recommendations, has been sent to the Planning/Budget Committee and the Board of Trustees.

#1. Division Dean	_____ Signature
Comments:	

#2. Curriculum Committee Chair Sharon Finn	 _____ Signature
Comments:	

#3. College Vice President Peter Barbatis	 _____ Signature
Comments:	