

Student & Community Advancement Program Review

RECORDS PROGRAM REVIEW 2006

I. Overview

A. Program Profile

Instructions: The program profile should contain the program name, primary objectives, funding source(s), a profile of the students or clients served, and any other information that will provide the reader with a more complete understanding of the program.

The program under review here are the functions in the Records Unit of Admissions and Records. It is a fund 11 program commingled with other programs in the A & R Division. The functions within this unit are outgoing transcript processing, in-coming transcript processing, academic renewal, maintenance of student records, maintenance of class rosters, certification/IGETC, course repetition, credit by exam, incomplete processing, military service credit, grade changes and requests for grade change, record imaging.

B. Status of Previous Recommendations

Instructions: List the current status of recommendations that were provided in the last program review.

There was no specific program review for Records. However, two important recommendations since the last review were the purchase of a new laser fiche scanner and the upgrade of the Records Unit clerk to clerical assistant.

C. Continuing Recommendations

Instructions: List the recommendations that are expected to continue as a result of this program review.

No changes are needed to the two recommendations in I-B.

II. Program Data

A. Student/Client Satisfaction

Instructions: List and analyze the results of the student or client satisfaction survey. Based upon the analysis what program improvements should be made. Assistance from Institutional Research and Planning will be necessary to create, distribute, and tally the survey.

Questions	Count	Strongly Agree	Agree	Total Agree	Disagree	Strongly Disagree	Total Disagree	N/A
OVERALL:								
The hours of operation are sufficient for my needs.	51	10	32		6	1		2
The office facilities are comfortable and attractive.	51	5	37		5	1		3
I receive responses to my requests in a timely manner.	51	12	25	37	9	2	11	3
Written procedures are clear and easy to follow on the website.	51	11	24	35	4	2	6	10
Written procedures are clear and easy to follow in A&R print materials.	50	9	28	37	4	0	4	8
The materials I received were of high quality.	50	8	34	42	2	0	2	5
The staff that assisted me was very helpful	51	13	24	37	8	4	12	2
The staff that assisted me was knowledgeable.	51	12	27	39	5	4	9	3
The overall quality of service from Admissions and Records is excellent.	51	13	25	38	7	4	11	2
Transcripts:								
Requesting an official transcript is convenient.	51	15	23	38	7	2	9	4
Requesting an unofficial transcript is convenient.	51	15	30	45	2	2	4	2
The official transcript is easy to understand.	51	13	27	40	4	1	5	6
The unofficial transcript is easy to understand.	51	14	28	42	4	0	4	4
The information available on-line was useful.	51	11	22	33	5	0	5	13
The staff was helpful with transcript issues.	51	13	26	39	5	2	7	5
The staff was knowledgeable about transcript issues.	51	11	25	36	8	1	9	6
The overall quality of service with my transcript request needs was excellent.	51	13	24	37	10	2	12	2
Grade Petitions								
I receive responses to my requests about this issue in a timely manner.	51	7	21	28	3	1	4	19
Procedures were clear and easy to follow.	51	6	24	30	2	0	2	19
The staff that assisted me was helpful.	51	7	18	25	4	2	6	20
The staff that assisted me was knowledgeable.	51	6	21	27	1	2	3	21
The overall quality of service provided for grade petitions is excellent.	51	8	19	27	0	2	2	24

B. Student/Client Outcome Data

Instructions: This section requires the analysis of student or client program data (i.e., metrics) that has been collected over the past three years. Metrics should be thought of as program specific data such as the number of students/clients who utilized various segments of your service over a specific period of time.

Examples include the number of students who met with a counselor, successfully completed their financial aid packet, applied on-line, referred to a company for an interview, or completed training.

1. Analyze program data. Identify and list trends found in the data.

Transcripts

Tens of thousands of El Camino College transcripts are prepared every year for mailing to other colleges, scholarship organizations, employers of students, and to the students themselves. Approximately two-thirds are processed for mail-out with the remaining third processed for next day pick-up.

Academic Renewal

Approximately 500 petitions for academic renewal are processed each year.

Credit by Exam

Approximately 500 requests for Credit-by-Exam are processed annually. The vast majority of these requests are for foreign languages: Spanish, Japanese.

Imaging

All incoming transcripts (those received from other colleges), rosters (grade, no-shows, active enrollment), education plans are scheduled for imaging.

Record Maintenance

The vault of the Records Office contains the academic records of all students since the college opened in 1947. The older records are stored in bound volumes and micro film. Although infrequent, the Records Office receives requests for transcripts from the 1960s and 1970s. This requires time consuming research to pull the old records. In addition, the Records Office will receive subpoenas for old documents which may include academic transcripts, rosters, and other support documentation.

2. Based upon the trends and performance indicator data (e.g., metrics) what changes, if any, should be made to improve the program? All program improvements must be tied to the data.

Transcripts

It is the goal of Admissions and Records to have El Camino College return to CCCTran in the 2007-2008 academic year. However, the costs of CCCTran will need to be factored into the budget.

Academic Renewal

The policy for academic renewal is set by the Academic Senate upon the approval of the Board of Trustees. The procedure for carrying out that policy is set by Admissions and Records. No change to the academic renewal policy is recommended at this time. The only modification to the procedure would be to place the petition for academic renewal on the Admissions and Records website.

Credit by Exam

The policy for academic renewal is set by the Academic Senate upon the advice of the Curriculum Committee and approval of the Board of Trustees. The procedure for carrying out that policy is set by Admissions and Records. No change to the academic renewal policy is recommended at this time.

Imaging

Imaging has become an increasing labor intensive, time consuming and costly endeavor. Although there may always be a need for imaging, the district must make a culture change away from this increasing anachronistic technology and move to a web based format. Once all rosters are web based there will be no need to image rosters. Also, when CCCTran, the on-line transcript service offered through the Chancellor's Office (at a cost) comes fully on-line, the number of transcripts requiring imaging will be reduced as more and more colleges subscribe to that service. Of vital importance also is the break with paper Education Plans by counselors and a complete conversion to web based Education Plans. This last issue is discussed in greater detail in the Evaluations Program Review. In conclusion, the present imaging system does not meet all the needs of the counseling, evaluations, and records staff. Upon the recommendation of ITS Director John Wagstaff and Assistant Director Satish Warriar, a new software product should be considered and purchased that would provide all the constituencies with the tools they need over the next five years. At the conclusion of that five year period, better than 90% of all documents received and processed should be web based.

Record Maintenance

The aging paper records and micro film will not last forever. The paper in the bound volumes are becoming dried and yellowed while the micro film is showing signs of deterioration. It is becoming increasingly difficult to read the information contained on the film. Therefore, it is imperative that the district outsource the conversion of this data to disc.

C. Campus/Community Collaboration

Instructions: List collaborative efforts with the campus and external community that are designed to benefit the program. List how the collaborative efforts should be strengthened and what new collaborations or partnerships should be pursued to improve the program.

1. *What program functions are dependent upon external collaborations or partnerships with other programs or services on campus or in the community? Describe the effectiveness of each collaboration or partnership.*

Institutional Technology Services (ITS)

ITS is critical to the continuing function of almost all aspects of the Records Office. The issuance of transcripts, the researching of academic renewal petitions, processing Credit-by-Exam requests, and imaging documents all are dependent on the proper and continuous operation of hardware and software applications.

Admissions

The Admissions Office provides Records with a bounty of documents to store and eventually image. These documents include hard copy applications for admissions, the old signature pages associated with the on-line application, and the post-processed rosters.

Evaluations

The Evaluations Unit relies heavily on the imaging of incoming transcripts, particularly during the peak evaluation period in spring semesters. Evaluations and Records also work hand-in-hand on IGETCs.

Cashiers

Cash transactions in the Records Office must be coordinated with the Cashiers Office. Among the cash transactions are payments for transcript requests and for Credit-by-Exam petitions. A daily deposit is prepared in the Records Office and delivered to the Cashiers Office.

Laser Fiche Support

Records Office personnel scan documents into laser fiche. There is a priority order of documents to be scanned.

2. *How can program personnel strengthen these collaborations or partnerships?*

In the area of laser fiche, there must be a collaborative effort to find the best long term solution for the laser fiche needs of the district. The divisions/departments of Admissions and Records, Counseling and Financial Aid currently use laser fiche. There has also been expressed interest by Human Resources in utilizing laser fiche for the backlog of HR files in the basement of the Administration Building. Key to any successful solution will be ITS. Therefore, a campus wide examination of this issue should be undertaken involving all those who are currently using this technology and all those interested in future use.

3. What other collaborations or partnerships should program personnel pursue for program improvement and why?

Staff Development

Staff Development should become involved with the imaging issue and its eventual solution. Class sessions should be developed for 1) the beginning user, 2) the intermediate user, and 3) the advanced user. Employees successfully completing these classes will gain increased access to the imaging system and reduce errors in input and interpretation.

D. Program Data Recommendations

Instructions: Compile all program data recommendations from A – C.

- 1) In concert with ITS, Financial Aid, and other divisions a review of the existing imaging (laser fiche) operation should be conducted. Potential replacement systems should also be reviewed. The findings of this group would recommend the needed course of action to PBC and Cabinet.
- 2) A feasibility and cost study needs to be conducted to convert all old bound volumes, micro film, and tapes containing academic data to disc.
- 3) Training sessions (workshops, classes) should be established by Staff Development to assist staff from all user divisions with laser fiche issues.
- 4) CCCTran will provide benefits and convenience for A&R personnel, counselors, and the Financial Aid office. It is recommended that CCCTran be funded out of BFAP or matriculation or a combination thereof.

III. Program Requirements

A. Program Support

Instructions: List campus departments that are essential to the success of this program, the impact of those departments on the program, and what is being done to strengthen the partnership between each.

1. All programs depend upon the support of other departments on campus. What is the impact of those departments on this program and what can program personnel do to further strengthen those relations?

Institutional Technology Services (ITS)

As stated above, ITS is critical to the continuing function of almost all aspects of the Records Office. The issuance of transcripts, the researching of academic renewal petitions, processing Credit-by-Exam requests, and imaging documents all are dependent on the proper and continuous operation of hardware and software applications. ITS works well with the Records Office and is responsive to its needs.

Admissions

As stated above, the Admissions Office provides Records with hard copy applications for admissions, the old signature pages associated with the on-line application, and the post-processed rosters. These documents are slated for storage and eventual laser fiche scanning. However the volume produced prevents the Records staff from keeping up with the work load.

Evaluations

As stated above, the Evaluations Unit relies heavily on the imaging of incoming transcripts, particularly during the peak evaluation period in spring semesters. Evaluations and Records also work hand-in-hand on IGETCs.

Cashiers

As stated above, cash transactions in the Records Office must be coordinated with the Cashiers Office. Among the cash transactions are payments for transcript requests and for Credit-by-Exam petitions. A daily deposit is prepared in the Records Office and delivered to the Cashiers Office. There is no change foreseen in this relationship and these procedures at this time. However, this may need to be reexamined once Admissions and Records and the Cashiers are side by side in the new Student Services Building.

B. Facilities and Equipment

Instructions: Provide a summary of the current state of the program's facilities and equipment and list recommendations if appropriate.

1. Describe the adequacy/inadequacy of the facilities and equipment available to the program.

The Records Office is located in the back of the Admissions Office, adjacent to the Copy Center and across an outdoor garden from the East Lounge of the Student Activities Center. The office itself is composed of three rooms. The first room upon entry is used for storage of non-sensitive documents, the copy machine, and a shredder. It is the room that is used by the staff of the Registration Help Line during the registration cycles. The second room is where most of the Records Office staff is housed, where transcripts, grade petitions, academic renewals, and credit

by exam requests are processed. The third room is the vault where academic and other sensitive records are housed and where the laser fiche process is conducted.

To access the Records Office students must walk around the Student Services Center, walk under the outdoor stairway that leads to Assessment and Financial Aid and approach one of the windows for assistance.

As it stands, the current configuration inside the Records Office serves the needs of the staff in the execution of their duties. However, the strange and difficult to find location of the Records Office windows does not provide optimum service to students.

During the period that the existing Student Services Center is demolished and a new building rises in its place, the Records Office along with the rest of A&R will be housed in the Administration Building. All areas and functions of A&R will be in the area currently occupied by Purchasing, Payroll, and a section of Accounting. These will be extremely tight quarters for the approximately 18 months A&R will be there. Major concerns regarding line control of students wishing to file an application for admissions, students wishing to use the services of Records, Veterans, International Students, K-12 students, and students waiting for other services (evaluations, verifications, etc.) will be intersecting with students needing the services of Cashiers and the Financial Aid windows. In addition, the size of the vault in the Cashiers Office will not meet the needs of the Records Office.

In the new Student Services Center attention must be given to the security of all records, the transcript processing area, and staging areas for laser fiche, grade petitions, and the like.

2. List recommendations regarding facilities and equipment.

1) Records Office personnel will need to be included in the preparations to move to the temporary relocation in the Administration Building.

2) The Records Office will continue to need a dedicated area in the new Student Center. This area must accommodate at least four classified employees, a casual worker, a common work area, and adequate storage space for all student records and rosters being processed. At least two dedicated windows for Records Office personnel to serve students would significantly enhance student customer service.

3) Computer equipment will need to be replaced within this Program Review cycle. It has been three to four years since the computer terminals and printers were replaced. It is now time to replace these units and cycle to the next generation of CPUs, monitors, ergonomically correct keyboards, and printers. A request for their replacement as well as all other areas of Admissions and Records is contained in the program review of Admissions.

C. Staffing

Instructions: Describe the adequacy/inadequacy of the program's current staffing level and the training needs of program personnel. List recommendations based upon question responses.

1. Describe the adequacy/inadequacy of the program's current staffing level.

Currently the Records Office has five full-time classified employees. They are composed of one Student Services Specialist, one Senior Clerical Assistant, two Clerical Assistants and one Admissions Clerk. When fully staffed the unit works well. However, in periods when one of the employees is on vacation and another is out sick, the remaining staff is severely taxed and the timely completion of work is compromised. To avoid working a classified staff member out of class, we either temporarily reassign the work or shift a casual employee from the Admissions unit to Records.

Prior to the partnership between El Camino College and the former Compton College there would not have been any advocacy of an expansion in employees in the Records Office. However, as El Camino College continues to grow and as we absorb the records of students attending the El Camino College Compton Center, we may need to add one or two casual employees dedicated to the Records Office. The final determination on this issue should wait until the spring 2007 semester to assess the needs of both institutions in this period of "partnership."

Personnel Trend

Personnel Type	Current Level		In 3 - 5 years		Retirement	
	# of Staffing	FTE	# of Staffing	FTE	# of Staffing	FTE
Full-time Faculty (Tenure Track)						
Full-time Faculty (Non-Tenure Track)						
Part-time Adjunct Faculty						
Full-time Classified Staff						
Part-time Classified Staff (Permanent)	5	5	5	5	1	1
Part-time Classified (Temporary)						
Casual Employees			1	1		
Student Employees						
Manager	1	0.25	1	0.25		
Supervisor						
Temporary Project Administrator						
Faculty Coordinator						

FTE: Full Time Equivalent (i.e., 2 employees working at 50% would equal 1 FTE)

2. How does this data impact the program or the future of the program?

We may wish to reevaluate the job descriptions in the Records Office in 2007.

3. Are program personnel current in their field? If not, describe what is needed to maintain currency and how it will improve the program.

The Records Office staff is current with all relevant laws and regulations as they pertain to transcripts, records retention, student privacy, and other related areas. They are also abreast with the policies and procedures of El Camino College as it relates to their work.

4. List and prioritize all staffing recommendations.

- 1) Train one to two casual employees in the various functions of the Records Office.
- 2) Examine the job descriptions of the employees in the Records Office in the 2007.

D. Planning

Instructions: Analyze external (advisory committee input, academic/trade journal articles, or other appropriate sources) and internal information to determine changes or trends that will impact the program within the next five years. Explain how the program's planning process involves program staff, and ties into student learning outcomes.

1. What major changes or trends might impact the program in the next five years? What program plans are in place or will be created to respond to major changes or trends?

The development of the on-line transcript, CCCTran, will have a major impact on the Records Office in the long term. The Admissions and Records Office at El Camino College has been involved with CCCTran as a pilot college for the last two years. In that period ECC as well as other colleges identified needs and wrote specifications accordingly. A&R's participation in CCCTran has been suspended for the 2006-2007 year due to the shifting of personnel resources to the Compton Center project. However, it is hoped that ECC can resume participation in the 2007-2008 year. Critical to the success of CCCTran will be the participation rate of other community colleges and the California State University and University of California systems. As of fall 2006, the CSU system has expressed great interest in this project. The UC system, however, continues to sit on the sidelines waiting for the project to fully develop. It will be important, if not imperative, for El Camino College to participate and use CCCTran in the years to come. Although the development costs are being born by the Chancellor's Office, the usage of this service must be paid for by participating districts.

2. What data, not currently provided, would be needed to improve program development planning? Explain the type of data desired, why it will be useful, and list the possible sources if known.

We would like to see an automated tracking of all transactions performed in the Records Office. This would include:

- Transcripts processed
- Items scanned
- Academic Renewals processed
- Credit-by-Exams processed
- IGETCs processed

For each of the above we would like to see peak periods in terms of month and day of week.

3. Describe how program personnel are made aware of what is happening in the program, future program plans, external/internal changes affecting the program, and changes that need to be made to enable the program to adapt and continue to be successful.

The Assistant Director of Admissions conducts periodic meetings with the Records Office staff. This staff is always included in the plenary meeting of all A&R personnel conducted by the director.

4. Explain how program personnel are involved in the creation and implementation of program plans?

Representatives from the Records Office have participated in the training of laser fiche, the development of CCCTran, and the first phase of discussions on the new Student Services Center.

5. Describe how the program's plans tie into student learning outcomes.

The Student Learning Objective (SLO) for A&R is as follows:

“By interacting with the Admissions & Records Office students will be able to utilize web technology to accurately and successfully participate in on-line student service processes. This SLO will be monitored through usage rates and a survey that collects students’ self-perception of competence.”

The student learning outcome used by Admissions and Records will apply to the functions within the Records Office. There will not be a separate SLO in the next year for any of the functions in this office. However, as CCCTran is developed and used there is a potential for an expansion of the existing SLO to include that service.

E. Program Requirement Recommendations

Instructions: List all recommendations made in the program requirement section.

1) Records Office personnel will need to be included in the preparations to move to the temporary relocation in the Administration Building.

2) The Records Office will continue to need a dedicated area in the new Student Center. This area must accommodate at least four classified employees, a casual worker, a common work area, and adequate storage space for all student records and rosters being processed. At least two dedicated windows for Records Office personnel to serve students would significantly enhance student customer service.

3) Computer equipment will need to be replaced within this Program Review cycle. It has been three to four years since the computer terminals and printers were replaced. It is now time to replace these units and cycle to the next generation of CPUs, monitors,

ergonomically correct keyboards, and printers. A request for their replacement as well as all other areas of Admissions and Records is contained in the program review of Admissions.

4) Train one to two casual employees in the various functions of the Records Office.

5) Reexamine the job descriptions of the employees in the Records Office in the 2007.

IV. Recommendations

Instructions: Provide a prioritized list of all recommendations made throughout this program review and list, where appropriate, the cost associated with each recommendation. List the strategies program personnel will pursue to aid in the achievement of each recommendation.

1) In concert with ITS, Financial Aid, and other divisions a review of the existing imaging (laser fiche) operation should be conducted. Potential replacement systems should also be reviewed. The findings of this group would recommend the needed course of action to PBC and Cabinet. Estimated cost: depends on the scope of the project (whether it is limited to Admissions and Records or includes Financial Aid, Human Resources, and other divisions).

2) A feasibility and cost study needs to be conducted to convert all old bound volumes, micro film, and tapes containing academic data to disc. Estimated cost: \$100,000.

3) Training sessions (workshops, classes) should be established by Staff Development to assist staff from all user divisions with laser fiche issues. Estimated cost: to be determined by Staff Development.

4) CCCTran will provide benefits and convenience for A&R personnel, counselors, and the Financial Aid office. It is recommended that CCCTran be permanently funded out of BFAP or matriculation or a combination thereof. The projected costs for CCCTran are as follows:

2007-2008 \$5,150.00

2008-2009 \$5,300.00

2009-2010 \$5,460.00

2010-2011 \$5,625.00

2011-2012 \$5,794.00

5) Train one to two casual employees in the various functions of the Records Office. Cost: Negligible.

6) Reexamine the job descriptions of the employees in the Records Office in the 2007. Cost: Unknown until review process is complete.

Show the linkage to the institution's goals by stating each program review recommendation as an objective statement with corresponding success indicators in the form of an action plan. Enter all action plans into the campus planning software.

The following strategic goals are cited below.

Strategic Goal One: "Support and constantly improve the quality of our educational offerings."

Strategic Goal Three: "Support innovative practices that enhance the educational experience."

Strategic Goal Five: "Support and develop effective and motivated employees."

Strategic Goal Six: "Improve and enhance internal and external communication."

Strategic Goal Seven: "Incorporate flexibility into institutional structure and process."

In the 2006/2007 Year

- 1) Examine enhancements for or replacement of current imaging system. This is linked to strategic goal three.
- 2) Train casuals in the various functions of the Records Office. This is linked to goals five and seven.
- 3) Work with ITS and Staff Development in the development of training sessions (workshops, classes) for imaging (laser fiche) processing and issues. This is linked to strategic goal five.
- 4) Conduct a cost and feasibility study to convert all old bound volumes, micro film, and tapes containing academic data to disc. This is linked to strategic goal three.

In the 2007/2008 Year

- 1) Resume participation with CCCTran. This is linked to goal three.
- 2) Evaluate the job descriptions in the Records Office. This is linked to goal five.