

COASTLINE COLLEGE

2018-2019

Comprehensive Department Review

Admissions and Records

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Executive Summary

The executive summary should be a consolidation of findings, forward strategies, and recommendations.

The Admissions and Records Office processes admissions applications, reviews student residency information, registers students, maintains student records, produces transcripts and verifications and processes graduation petitions. We evaluate and articulate all incoming transcripts. We work with all other campus departments to support their interactions with students.

We process approximately 29,000 transcripts a year, 1400 graduation petitions, evaluate 4000 transcripts and produce about 3000 Coastline transcripts.

Student responses to surveys regarding use of online services and in-person services is very positive at 90% or higher in each category.

Forward Strategies:

Banner 9 Transition

Work with our colleagues across the District to implement the upgrade of the Banner Student Information System from version 8 to version 9.

Strengthen Customer Service and Efficiency

Continue to improve our service to students; although student satisfaction is high in most areas, we want to continually improve our service.

Strengthen Support for Incarcerated Students

Work with College and California Department of Corrections and Rehabilitation to implement secure online resources for incarcerated students to submit admissions applications and have access to online registration resources.

Support Coastline Community College's mission to promote academic excellence and student success

It is the goal of the Admissions and Records Office to support Coastline Community College's mission to promote academic excellence and student success for today's global students through accessible, flexible, innovative education that leads to the attainment of associate degrees, transfers, certificates, basic skills readiness for college, and career and technical education.

In order to effectively operationalize and complete the forward strategies, 3 permanent positions are needed, along with increased hourly money for additional hourly support. These positions, Manager Enrollment Services, A&R TECH II and Technical Functional Analyst. Admissions and Records will need Offices/cubicles for 20 permanent staff and 10 hourly staff for the planned building.

The Enrollment Center's workload and procedures are heavily influenced by both State and Federal regulations. In order to ensure compliance with these regulations, annual audits are conducted by external auditors hired by the district (under the guidance of the State Chancellor's Office). Changes that are made to the Title V Education Code or Federal law by legislators often require additional database programming and/or changes in procedures to ensure timely compliance.

Section 1: Department Planning:

Mission Statement

The mission of the Admissions and Records office is to support all college departments and students to achieve their educational goals. The department does this by assisting students with the admissions process, enrolling in classes, obtaining records and receiving degrees and certificates.

Overview

The Admissions and Records Office processes admissions applications, reviews student residency information, registers students, maintains student records, produces transcripts and verifications and processes graduation petitions. We evaluate and articulate all incoming transcripts. We work with all other campus departments to support their interactions with students.

Internal Analysis

Table 1. *Key Performance Indicators*

Access and Student Support	2015-16	2016-17	2017-18
Number of Applications	29,460	30,694	29,371
Fiscal Stewardship, Scalability, and Sustainability	2015-16	2016-17	2017-18
Overall Coastline Enrollment	78,890	72,774	70,823
Coastline State-Funded Enrollment	63,821	60,158	61,512
Coastline State-Funded Credit Enrollment	59,384	55,642	56,886
Coastline State-Funded Non-Credit Enrollment	4,437	4,516	4,626
Coastline Extended Learning Enrollment	15,069	12,616	9,311
Overall Unduplicated Headcount	29,070	27,442	26,279
Coastline State-Funded Headcount	22,423	21,665	22,067
Coastline State-Funded Credit Headcount	20,811	19,961	20,288
Coastline State-Funded Credit Non-Credit Headcount	1,823	1,835	1,934
Coastline Extended Learning Headcount	6,647	5,777	4,212

We awarded approximately 1,704 degrees and certificates in the 17-18 year. We also processed approximately 4,000 transcript evaluations in 17-18.

Table 2. *Operational Data*

Awarded degrees/certificates:	
Summer 2017	311
Fall 2017	609
Spring 2018	784
<i>Total</i>	<i>1704</i>
Transcripts produced June 2017 through May 2018	
Through Credentials	23,075
Manually by Coastline	2347
<i>Total</i>	<i>25,422</i>

Survey Results

Application and Registration Process

Table 2 below shows the percentage of student respondents who agree or disagree with the set of statements regarding the application and registration process at Coastline.

Table 2. *Application and Registration Process*

Answer Options	Agree	Disagree	Respondents
It was easy to apply for admission to CCC.	97.0%	3.0%	1,875
It was easy to register at CCC.	95.3%	4.7%	1,857
It was easy to use the online searchable schedule to find classes at CCC.	90.7%	9.3%	1,855

The majority of respondents agree that it was easy to apply for admission to CCC (97.0%), that it was easy to register at CCC (95.3%), and that it was easy to use the online searchable schedule to find classes at CCC (90.7%).

Qualitative Feedback

Overall, respondents expressed satisfaction with the College's application and registration process; however, respondents indicated that the application process is more straightforward than the registration process, stating that the class registration system returns the user to the home page from within a search when simply clicking "back." Also, students suggested that the registration process could be streamlined because the website layout is not user-friendly. Specifically, students were confused by the fact that they must register each class individually.

Satisfaction with Services

The majority of respondents (95.8%) are satisfied or very satisfied with the services they received from Admissions and Records.

Enrolling in At-Capacity Courses

Respondents were asked to select all of the ways that one would enroll in a course that has met its capacity before the term begins. Of all responses, 83.7% include getting on the **wait list**, 34.5% include getting an **add code** from the instructor, 9.2% include calling Admissions for a **petition form**, and 2.7% indicate that students **cannot enroll** in at-capacity courses. Of 676 total respondents, 7.3% indicated that they **do not know** how to enroll in a course that is at-capacity.

Table 3. *Enrolling in At-Capacity Courses*

Answer Options	Response Percent	Response Count
Get on the wait list.	83.7%	566
Get an add code from the instructor.	34.5%	233
Call Admissions for a petition form.	9.2%	62
Students can't enroll in closed distance education courses.	2.7%	49

Enrolling in Courses after the Term Begins

Respondents were asked to select all of the ways that one would enroll in a course after the term begins. Of 666 total responses, 79.4% include **e-mailing the instructor** for an add code and registering through MyCCC, 26.9% getting on the **wait list**, and 19.7% include **petitioning Admissions and Records**.

Table 4. *Enrolling in At-Capacity Courses*

Answer Options	Response Percent	Response Count
E-mail the instructor for an add code and register through MyCCC	79.4%	529
Get on the wait list	26.9%	179
Petition Admissions and Records	19.7%	131

Dropping Courses

Survey respondents were told the following statement: “If you stop attending any courses in which you are enrolled, including distance learning courses, you risk receiving an ‘F’ or ‘NP’ for those courses.” They were then asked to indicate how they would **drop a course**, selecting all answers that they think are correct. Table 5 shows the percentage of responses for how the respondent would drop a course. Of 670 total respondents, the majority (82.2%) include using the student’s **MyCCC account** to drop a class. Only 10.0% respondents indicated that they **do not know** how to drop a course.

Table 5. *Dropping Courses*

Answer Options	Response Percent	Response Count
Use your MyCCC account to drop a class.	82.2%	551
Send an email to your instructor asking him/her to drop you from the class.	25.2%	169
File a paper drop request form at a Learning Center or the Admissions and Registration department.	22.8%	153
Send an electronic drop request form to the Admissions and Registration department.	22.5%	151

College Policies and Procedures

Respondents were asked to indicate their degree of familiarity with the college policies and procedures shown in the table below. Of all respondents, 94.5% are at least somewhat **familiar** with the fact that there are important drop deadline dates that can be seen in the student MyCCC account, while 5.5% of respondents are **not familiar** the availability of such dates. Secondly, 96.9% of all respondents indicated that they are at least somewhat **familiar** with the statement that students may be dropped from courses if registration fees are not paid in a timely manner, and 3.1% said they are **not familiar** with this policy. The specific percentages of respondents’ degree of familiarity with these policies and procedures are shown in Table 6.

Table 6. *CCC Policies and Procedures*

Answer Options	Familiar	Somewhat familiar	Not at all familiar	Response Count
There are important drop deadline dates that can be seen in the student MyCCC account.	71.6%	23.0%	5.5%	675
If registration fees are not paid in a timely manner, students may be dropped from courses.	82.9%	14.0%	3.1%	672

Admissions Staff

Respondents were asked to indicate the degree to which they agree or disagree with the **helpfulness** of admissions staff in the application and registration process. Results are shown below in Table 8. Of the 1,542 respondents, 94.5% **agree** that admissions staff is helpful while only 5.5% disagree.

Table 8. *Staff Helpfulness*

Answer Options	Agree	Disagree	Respondents
Admissions staff were helpful in the application and registration process.	94.5%	5.5%	1,542

Service Options

Respondents were asked to indicate which Coastline campus should provide more enrollment services and options. Results are shown below in Table 8.

Table 9. *Enrollment Services Desired at each Coastline Campus*

Answer Options	Fountain Valley	Newport Beach	Garden Grove	Le-Jao/ Westminster	Response Count
Enrollment Services	64.6%	44.1%	39.4%	37.4%	653

The majority of respondents (64.6%) would like more enrollment services at the **Fountain Valley Campus**, 44.1% would like more enrollment services at the **Newport Beach Campus**, 39.4% would like more enrollment services at the **Garden Grove Campus**, and 37.4% would like more enrollment services at the **Westminster/Le-Jao Campus**.

Service Area Outcomes (SAOs)

Table 10. *Service Area Outcomes (SAOs)*

SAOs	ASSESSMENT MEASURE /TARGET
Enable all students to have easy access to MyCCC through online instructions and assistance by phone, online or in-person.	Measure: Survey on student access Target: 80% will indicate having easy access to obtain information
Ensure superior customer service from support services staff to our students.	Measure: Satisfaction survey focused on service provided Target: 80% satisfaction
Maintain accurate student data for MIS files	Measure: Data accuracy assessment/correction Target: 100% of student errors are resolved for MIS reporting
Provide timely reporting of graduation numbers in the database system	Measure: Data reporting Target: 100% of student graduation records will be reported on-time in the Banner system

SAO 1: In 2017-18 95.3% of students indicated that it was easy to access to MyCCC. Based on the findings the service areas outcome was met. It is recommended that the department Streamline the process and provide a more user friendly layout.

SAO 2: In 2017-18 94.5% of students indicated that Admissions and Records staff were helpful in the admissions and registration process. It was indicated that Coastline campuses should provide more enrollment services and options.

SAO 3: In 2017-18 100% of student errors were resolved for MIS reporting.

SAO 4: In 2017-18 100% of student graduation records were reported on-time in the Banner system.

External Compliance

The Enrollment Center's workload and procedures are heavily influenced by both State and Federal regulations. California Title V Code of Regulations and the California State Education Code strictly mandates the admissions process, residency determinations, deadlines, census deadlines for registration, and maintenance of records. The Family Education Right to Privacy Act (FERPA) regulates the methods for storing, securing, and distributing student records. The Veterans' Administration regulates the methods for certifying veterans for benefits. In order to ensure compliance with these regulations, annual audits are conducted by external auditors hired by the district (under the guidance of the State Chancellor's Office). Changes that are made to the Title V Education Code or Federal law by legislators often require additional database programming and/or changes in procedures to ensure timely compliance.

Progress on Initiative(s)

Table 11. *Progress on Forward Strategy Initiatives*

Initiative(s)	Status	Progress Status Description	Outcome(s)
Reinstate VP of Student Services position	Completed	VP position was reinstated and filled in 2014-2015.	Operational efficiency has increased and there are more planning meetings and support for change.
Recruit Additional Support Staff to: Increase efficiency in processing incarcerated student applications	Completed	4 (19.5) hour positions were hired in 2012-2013; 2 f/t temporary in 2014-2015.	Supported the incarcerated students through SSSP and increased customer service and efficiency. The other position 2 helped increase transcript evaluations.
Convert lobby into interactive kiosk	Terminated	Replaced with an information, call and student computer center.	Improve student access to information and to provide student services.
Website enhancement	Completed/ Ongoing	The website has been updated to include consumer information to meet DOE requirements. The website is continually undergoing changes to enhance website navigation for users.	Increased access to information helping future and current students to apply for admissions, find classes, graduation information and services provided by the college.
Attend customer service training seminar/conference	Completed/ Ongoing	In 2014-2015 staff participated in Title IX training.	Increased awareness of regulations and has resulted in high student satisfaction rates.
Provide adequate publications to area sites	Completed	A&R flyer was created and distributed in 2013-2014.	There has been a decrease of web service utilization of 3.58% from October 2017 to September 2018. The average time spent on the website is up 7.26% during the same time frame.
Effectively meet student demand by providing an adequate level of student support services throughout the admissions and onboarding process.	In-progress	In 2015-2016 Coastline funded 3 of the 4 Admissions & Records Tech III positions.	There is still a need for additional positions. Those positions include a Manager Enrollment Services, Functional Analyst, A&R Tech II for residency support, and Hourly Support.
Provide Scanners that are suitable for the needs of the A&R staff to scan all permanent records required by Title 5.	Completed	Director is working with VP to obtain the scanners. Although new scanners were purchased additional scanners may be needed to replace old scanners still in service	8 Scanners have been purchased. 12 additional scanners would need to be purchased to replace old scanners still in service

To process incarcerated student admissions, registration, add/drop, address changes, and communications with the prisons and students.	Completed	The position was hired in 2016-17.	Productivity has increased.
Provide additional support and oversight to the Admissions and Records Department	Completed	Through the class and compensation study and reorganization process the lead position was developed.	This position has oversight when the director is at Banner 9 meetings and trainings.

Department Planning and Communication Strategies

Meetings are held on a monthly basis and ad-hoc meetings on a weekly basis. The department review is disseminated to all Admissions and Records employees. Discuss with staff and receive input from them to identify ways to use technology and other resources to improve staff efficiency. Determine which processes can be modified to eliminate or reduce manual processes. This will improve staff performance within the department

Implications of Change

More electronic services are becoming available for use by community colleges. These include smart forms and documents. The College needs to adopt these services in order to better serve the student population that expects to see adoption of current and new technological services. The California Community College Chancellors Office (CCCCO) provides and supports Technological advancement through the CCC Technology Center to support the student learning experience.

Forward Strategy

Banner 9 Transition

Work with our colleagues across the District to implement the upgrade of the Banner Student Information System from version 8 to version 9. This is necessary in order to remain in compliance with changes to State and Federal laws governing community colleges. Also, the new version of Banner will provide a better user experience for students as the upgraded system is mobile friendly, and provides an improved customer relations management experience that will better enable Admissions and Records to have timely and relevant communication with students.

Strengthen Customer Service and Efficiency

Continue to improve our service to students; although student satisfaction is high in most areas, we want to continually improve our service. This can be done by improving website navigation, offering fillable interactive forms for students, improved communication to students regarding all aspects of the services the Admissions and Records Office provides including timely notifications of all deadlines. New technology such as Cranium Café, Banner Communication Management or other Customer Relations software will help Admissions and Records to effectively communicate important information such as deadlines, open classes, missing documents in a way that students prefer to be communicated with.

Strengthen Support for Incarcerated Students

Work with College and California Department of Corrections and Rehabilitation to implement secure online resources for incarcerated students to submit admissions applications and have access to online registration resources. This would help this student population to achieve their education goals in a more efficient manner.

Section 2: Human Capital Planning

Staffing

Table 12. *Staffing Plan*

Year	Administrator	Management	F/T Faculty	P/T Faculty	Classified	Hourly
Previous year 2017-18	VP SS	Director Enrollment Services	0	0	Admissions and Records Team Lead- 1 Admissions and Records Senior-7 Admissions and Records Tech II -4 Administrative Assistant II-1 Administrative Secretary-1 Administrative Clerk-2 Total-16	6
Current year 2018-19	VP SS	Director Enrollment Services	0	0	Admissions and Records Team Lead- 1 Admissions and Records Senior-7 Admissions and Records Tech II -4 Administrative Assistant II-1 Administrative Secretary-1 Administrative Clerk-3 Total-17	6
1 year 2019-20	VP SS	Director, Enrollment Services Manager, Enrollment Services	0	0	Admissions and Records Team Lead- 1 Admissions and Records Senior-7 Admissions and Records Tech II -5 Administrative Assistant II-1 Administrative Secretary-1 Administrative Clerk-3 Total-18	8
2 years 2020-21	VP SS	Director, Enrollment Services Manager, Enrollment Services	0	0	Admissions and Records Team Lead- 1 Admissions and Records Senior-7 Admissions and Records Tech II -5 Administrative Assistant II-1 Administrative Secretary-1 Administrative Clerk-3 Total-18	8
3 years 2021-22	VP SS	Director, Enrollment Services Manager, Enrollment Services	0	0	Admissions and Records Team Lead- 1 Admissions and Records Senior-7 Admissions and Records Tech II -5 Administrative Assistant II-1 Administrative Secretary-1 Administrative Clerk-3 Total-18	8

In order to efficiently provide a high level of service to students and maintain use of current and future technology, Admissions and Records will need additional positions that include a Manager, Enrollment Services, Technical Functional Analyst, A&R Tech II for residency support, and additional Hourly Support in both the incarcerated programs, Admissions/Residency, Transcripts and Verifications.

In order to effectively transition to Banner 9 and to reconfigure our Banner system setup, we need to hire a Technical Functional Analyst to ensure that issues are addressed in a timely manner. The analyst will also be needed to support Banner functionality after go live to facilitate resolving any technical issues that occur.

Due to the extended time requirements on the Director of Enrollment Services on special projects and the time requirements on the Banner transformation project, the office needs a Manager of Enrollment Services to be able to oversee the day to day operations of the Admissions and Records office. This is important to be able give timely service to students, to be able to support the office staff and maintain office operation continuity.

There is a large volume of residency initial evaluations and requests for residency reclassifications. In 2017-18 there were over 16,000 initial evaluations, over 2700 students that submitted reclassification documents and 2187 students whose residency was reclassified. Having an additional full time staff person (A&R Tech II) will help to provide timely responses to students requesting to have their residency status reviewed.

Professional Development

Table 13 *Professional Development*

Name (Title)	Professional Development	Outcome
Flex Day	Various Staff Development Workshops – All staff	Improve overall staff service
Inclusiveness Training	Inclusiveness – All staff	Learning to be inclusive of all people regardless of differences
Verbal De-Escalation Training	Customer Service and Conflict Resolution – All staff	Staff learned how to react in confrontational situations
Safe Talk	Suicide Awareness – All staff	Becoming aware of suicidal signs and behavior
Guided Pathways Equity and Inclusion	Serving Disabled Students – All staff	Learning how to best serve the needs of disabled students

Forward Strategy

It is the goal of the Admissions and Records Office to support Coastline Community College’s mission to promote academic excellence and student success for today’s global students through accessible, flexible, innovative education that leads to the attainment of associate degrees, transfers, certificates, basic skills readiness for college, and career and technical education. A&R can support this goal through adequate staffing. Currently 3 positions are needed to support this goal. These positions, Manager Enrollment Services, A&R TECH II and Technical Functional Analyst are needed to continue to efficiently support students by providing Supervisory support to students and staff when the Director is working on special projects, providing timely acceptance of admissions applications and review of residency documents as the we continue to see an increase in applications and residency review requests. Additionally, continuous training is needed to ensure staff are proficient with new technologies and are able to provide excellent customer service using existing or new technology such as Cranium Café or

Banner Communication Management system. Adding the Manager and A&R Tech II positions during the 2018-19 fiscal year would ensure providing excellent customer service to students during the transitional phase of the Banner Transformation project. Hiring a Technical analyst during the 2019-20 fiscal year would provide the technical support needed to help staff learn new Banner functionality and troubleshoot any technical issues with Banner and be a liaison with District IT to resolve issues in a timely manner. These needs would continue on through 2020-21, 2021-22 and 2022-23.

In order to effectively operationalize and complete the forward strategies, 3 positions are needed. These positions, Manager Enrollment Services, A&R TECH II and Technical Functional Analyst.

Section 3: Facilities Planning

Facility Assessment

Currently, the department operates on the first floor of the College Center Campus. In 2016-2017 no major changes occurred with the department facilities. In 2015-2016 the department reconfigured the working area to accommodate four work stations. In 2016-17, the department is going through the programming phase of the College Center remodel. The plan is to keep Admissions and Records on the first floor.

A new building is being planned and should be completed in 2021. What is needed in the new building is an open concept design with a large lobby, kiosks for students to serve themselves, a one-stop concept so that students can easily take care of business without having to go to different floors. The main departments that should be on the same floor are Admissions and Records, Financial Aid and Counseling so that students can receive all needed services seamlessly.

Admissions and Records will need Offices/cubicles for 20 permanent staff and 8 hourly staff. The layout of the area for admissions and records needs to be laid out so that Managers/Team Leads can see and hear student activity at the counter. This allows knowledge of office operations and timely intervention if a student is upset and needs higher level assistance. As Cranium Café is implemented, having a dedicated space to utilize this service that is enclosed and permits privacy when assisting students will provide the level of service and confidentiality that students expect.

Forward Strategy

In order to effectively operationalize and complete the forward strategies, Admissions and Records will need Offices/cubicles for 20 permanent staff and 10 hourly staff. The layout of the area for admissions and records needs to be laid out so that Managers/Team Leads can see and hear student activity at the counter. As Cranium Café is implemented have a dedicated space to utilize this service.

Section 4: Technology Planning

Technology Assessment

The new technology at this time is a web cam for the future implementation of Cranium Café, a video chat service to remotely provide customer service to students. Also The Coast District has implemented a VoIP phone system.

In order to effectively operationalize and complete the forward strategies we will need to fully implement Cranium Café, by we will need a dedicated computer and quality headset with microphone to utilize this technology. The new phone system requires new headsets for hands free conversations.

New computers are needed for all permanent (20) and hourly (10) work stations as the current computers are at end of life. New Kiosks will be needed for the new building to provide fast secure stations for students to take care of college business.

Forward Strategy

In order to effectively operationalize and complete the forward strategies new computers are needed for staff, Kiosk stations for students, a computer and headphones for Cranium Café.

Section 5: New Initiatives

Initiative: Transition to Banner 9

Describe how the initiative supports the college mission:

The initiative supports the college mission by steadfastly focusing on providing access and supporting student success and achievement. Banner 9 improves the student experience by providing a mobile friendly structure so students can utilize our registration system on any mobile device. Banner 9 allows for improved student communication through the improved Banner Communication module.

What college goal does the initiative support? Select one

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

What Educational Master Plan objective does the initiative support? Select all that apply

- Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education.
- Provide universal access to student service and support programs.
- Strengthen post-Coastline outcomes (e.g., transfer, job placement).
- Explore and enter new fields of study (e.g., new programs, bachelor's degrees).
- Foster and sustain industry connections and expand external funding sources (e.g., grants, contracts, and business development opportunities) to facilitate programmatic advancement.
- Strengthen community engagement (e.g., student life, alumni relations, industry and academic alliances).
- Maintain the College's Asian American and Native American Pacific Islander Serving Institution (AANAPISI) designation and pursue becoming a designated Hispanic Serving Institution (HSI).

What evidence supports this initiative? Select all that apply

- Learning Outcome (SAO) assessment
- Internal Research (Student achievement, program performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

Service Area Outcomes indicate that students are satisfied with their access to MyCCC but desire a more user friendly layout. Banner 9 supports the students desire by providing a mobile friendly platform which meets the needs of this generation of students. Many students only have a phone or tablet for taking care of all their web surfing needs. The SAO's also indicate the A&R staff are helpful in navigating the admissions and registration process but desire more enrollment service options. The mobile friendly platform provides an additional option for students to navigate the MyCCC Portal and utilize the registration and records service provided on the portal.

Recommended resource(s) needed for initiative achievement:

Time for Coastline staff in various offices to have time to test the Banner 9 instance during the transformation process. Provide IT technical and support and training to help staff transition to the new platform and resolve any technical issues to may surface prior to and during implementation.

What is the anticipated outcome of completing the initiative?

A more student friendly portal that supports student success by having tools that help them enroll in classes, view and order records and apply for graduation.

Provide a timeline and timeframe from initiative inception to completion.

The updated time frame for this project is September 7, 2018 through June 30, 2020.

Initiative: Strengthen customer service, efficiency and support for incarcerated students

Describe how the initiative supports the college mission:

The initiative supports the college mission by steadfastly focusing on providing access and supporting student success and achievement. Excellent customer service and support can enhance the student experience by providing a comprehensive support structure so students can utilize our in an effective manner.

What college goal does the initiative support? Select one

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

What Educational Master Plan objective does the initiative support? Select all that apply

- Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education.
- Provide universal access to student service and support programs.
- Strengthen post-Coastline outcomes (e.g., transfer, job placement).
- Explore and enter new fields of study (e.g., new programs, bachelor's degrees).
- Foster and sustain industry connections and expand external funding sources (e.g., grants, contracts, and business development opportunities) to facilitate programmatic advancement.
- Strengthen community engagement (e.g., student life, alumni relations, industry and academic alliances).
- Maintain the College's Asian American and Native American Pacific Islander Serving Institution (AANAPISI) designation and pursue becoming a designated Hispanic Serving Institution (HSI).

What evidence supports this initiative? Select all that apply

- Learning Outcome (SAO) assessment
- Internal Research (Student achievement, program performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

Service Area Outcomes indicate that students are satisfied with overall service and operations (e.g., registration) provided by the department. Also, internal data shows that only half of the students register after enrolling, which points out a major need for student support and engagement. Additionally, as the college move towards guided pathways there is an emphasis to keep student engaged along their educational journal. By creating an effective structure and adopting technology across the department, we seek to support students where they are.

Recommended resource(s) needed for initiative achievement:

Provide additional managerial support to A&R in the Directors absence, hire additional support for admissions and residence services, upgrade technology for students to use MyCCC and for staff to use support software

What is the anticipated outcome of completing the initiative?

Creating an excellent onboarding experience and to see an increase in the proportion of student that register after enrolling.

Provide a timeline and timeframe from initiative inception to completion.

The updated time frame for this project is September 7, 2018 through June 30, 2020.

Section 6: Prioritization

List and prioritize resource requests that emerge from the initiatives. For full-time positions, include a Coast District approved job description

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Strengthen customer service, efficiency and support for incarcerated students: Provide additional managerial support to A&R in the Directors absence	Manager Enrollment Services	TBD	On going	No	Learning Outcome, Internal Research	Access and Student Support	06/30/2019	2
Strengthen customer service, efficiency and support for incarcerated students: Provide additional support to admissions and residence services	A&R Tech II	TBD	On going	No	Learning Outcome, Internal Research	Student Success, Completion, and Achievement	06/30/2019	1
Transition to Banner 9: Provide technical support for staff and students in A&R supporting the Banner Transformation	Technical Analyst	TBD	On going	No	Learning Outcome, Internal Research	Student Success, Completion, and Achievement	06/30/2020	3
Strengthen customer service, efficiency and support for incarcerated students: Provide technology for students to use MyCCC	Kiosk Computers	TBD	One Time	No	Learning Outcome, Internal Research	Access and Student Support	06/30/2021	4
Strengthen customer service, efficiency and support for incarcerated students: Provide technology for staff to use support software	New Desktop Computers	TBD	One Time	No	Learning Outcome, Internal Research	Access and Student Support	6/30/2021	5

Prioritization Glossary

Initiative:	Provide a short description of the plan
Resource(s):	Describe the resource(s) needed to support the completion of the initiative
Est. Cost:	Estimated financial cost of the resource(s)
Funding Type:	Specify if the resource request is one-time or ongoing
Health, Safety Compliance:	Specify if the request relates to health or safety compliance issue(s)
Evidence:	Specify what data type(s) supported the initiative (Internal research, external research, or learning outcomes)
College Goal:	Specify what College goal the initiative aligns with
To be completed by:	Specify year of anticipated completion
Priority:	Specify a numerical rank to the initiative