PROGRAM EXECUTIVE SUMMARY

Mission
The Office of Admissions and Records compiles and maintains academic enrollment records for the College. We strive to provide accurate, responsive and respectful support services to faculty, staff and students. We are committed to the development of staff, the equitable application of policies, uncomplicated and reasonable procedures and the use of current technology to enhance students’ success wherever possible.

Description
The Admissions and Records Office serves the Gavilan College community by providing three distinct areas of service:
• Admission of eligible applicants,
• Registration services and
• Collection and maintenance of official academic and graduation records for all time.

Primary Goals
Learning to use the services of the A&R Office is an integral part of a Gavilan student’s education. Our goal is to provide an experience that exemplifies the respectful treatment expected of them as students and to offer the information and access to technology that enables them to act on their own behalf.

Policies must be widely and clearly communicated and consistently administered in the spirit of their intent. Flexibility, guided by a commitment to institutional integrity, is an important value of this program. This tenet is also the basis for the development of procedures and implementation of policies.

This office strives to provide leadership in the development and implementation of electronic processes which support and integrate services delivered to students, staff and faculty. A&R supports technology that provides access to data used for research, decision-making and state reporting.

Unique Characteristics
The staff of the A&R Office is often the first contact for people from the local area and is in a unique position to identify and respond to the needs of those people. The staff communicates and interprets academic and institutional policies and promotes a positive link between the College and the population it serves. This communication must be courteous, accurate, and thorough.

Concerns and Trends
Functions are becoming increasingly automated which bodes well for consistent application of policies and ill for providing the individualized service which Gavilan claims as part of it’s mission.

Student populations requiring special registration are increasing. As we work to put CCCApply in place for the summer of 2009, there is an increase in the number of students in “special” groups which will not be among those applicants using the online application (i.e., non-credit students, apprenticeship program students, JPA). This same population, plus the entire high school population (Early College High School, the High Step Program and high school students) must be registered in person because of policy and payment restrictions that cannot presently be accommodated with the Banner software.
**Significant Accomplishments Since Last Review**

The Admissions and Records Office has not been reviewed in the past 18 years. Significant accomplishments in the past several years are:

- Making the transition from an arena type registration conducted in the cafeteria to telephone registration (added in the summer of 2003) to online registration using OLGA in the Santa Rosa system (summer 2006) to Self-Service Banner (summer 2008)
- The selection and implementation of an enterprise resource system. Training for the student services modules of Banner began in the fall of 2007 and continues into the summer of 2009. Not all modules have been implemented and not all are fully functional.
- Beginning document imaging of student records to reduce paper, eliminate file cabinets and gain space prior to the refurbishing of the Student Center in 2011.

**Resource Allocation Increases Requested and Received in the Past Four Years**

Dollars were allocated for a temporary half-time person to archive paper student records. The imaging project had been postponed year after year due to lack of funding for a person to perform the manual tasks of scanning and indexing incoming documents (admissions applications, residency forms and transcripts from high schools and colleges). Once archived (scanned and indexed), these documents became accessible to counselors at their workstations and eliminated the need for searching through the A&R file room to look for the student’s paper file in order to locate needed documents.

**Resource Increases Not Allocated**

The front counter in the Admissions and Records Office is in need of refurbishing; it is an inefficient workspace. The counter itself needs to be redesigned so that there is room for one permanent person and temporary workers during peak registration periods. The existing configuration requires the permanent staff member to sit away from the counter making her invisible to visitors coming in the front door. When there are two people behind the counter, they must choreograph their movements to avoid bumping into one another as they share a cash drawer, printer and, as of summer 2009 registration, an ID printer. The space is not ADA compliant in that it provides no writing space for anyone in a wheelchair. Taking and distributing ASB ID picture cards has become the responsibility of the Admissions and Records Office as of the start of summer and fall 2009 registration. The counter space is not adequate to accommodate another function. Two cameras and a card printer have just been added to an already cluttered area.

**Program Staffing and Productivity**

The A&R Office is staffed by six full-time classified employees (one of whom has been on disability leave for the past five months and is now retired) and one supervisor/confidential manager. Temporary employees are hired to work during peak registration periods. The office normally employs two work/study students each semester.

- 4 Student Records Technicians (includes person on disability leave, now retired)
- 1 Student Financial Services Technician
- 1 Senior Program Specialist
- 1 Director

The Student Financial Services Technician position was added this past year to address the additional functionalities and attendant duties of the Banner student accounts module.

The Senior Program Specialist position was also created this year and filled by moving one employee from the Student Records Technician category to this assignment. Although this
Specialist continues to perform many of the same duties as before, she also provides the director with support in the ongoing implementation of the Banner student software. This specialist attended most of the Banner training sessions for A&R and has become a resource for the rest of the staff.

Other staffing changes include two new employees (not new positions) filling the vacant positions of Student Records Technician, Transcripts and Student Records Technician, Information and Registration.

**Significant Changes and Anticipated Needs in the Next Three to Five Years and Recommendations for the Short and Long Term**

- **Create a position for the evaluation of incoming transcripts (Strategies #1, 2 and 4)**
  - **Objective:** Evaluation and data entry of prerequisites completed at another college (English, math, biology, etc.) and to populate DegreeWorks with transfer credit applicable to a Gavilan certificate or degree.

- **Make document imaging an ongoing, permanent function (Strategies #2 and 4)**
  - **Objective:** to make student paper records (i.e., transcripts from other schools) accessible to counselors from their desktops when counseling students and to reduce stored paper records.

- **Provide opportunities (workshops, conferences) to increase the awareness of the A&R staff about current technology to support and enhance service to students, and keep abreast of changes being made at the state and institutional level. (Strategy #5)**
  - **Objective:** To make full use of Banner upgrades and other compatible software and keep student services staff up-to-date on new developments and revisions from the Chancellor’s Office, the state and federal legislature, and local Gavilan policies.

- **Automate the exchange of transcripts between Gavilan and other community colleges, CSUs or UCs via CCCTran. (Strategies #1, 2, 3 and 4)**
  - **Objective:** To facilitate the transfer process for students.

- **Reconfigure lobby area of A&R Office (Strategies #2, 3, and 4)**
  - **Objectives:**
    1. Create a more welcoming, efficient space to greet and serve students
    2. Install computers for students to use to register, complete applications, etc.

**PROGRAM REVIEW - SCOPE OF PROGRAM**

**Mission**

The Office of Admissions and Records establishes and maintains academic enrollment records of the College. We strive to provide accurate, responsive and respectful support services to faculty, staff and students. We are committed to the development of staff, the equitable application of policies, straightforward and reasonable procedures and the implementation of current technology to enhance students’ success.

**Program Organizational Chart**

[Diagram of organizational chart]
The Student Financial Services Technician position was added this past year to address the additional capabilities and attendant duties of the Banner student accounts module. Duties include:

- Collecting enrollment fees
- Issuing student bills
- Processing refunds of student fees
- Processing and distributing Financial Aid awards (Pell, BOGG
- Third-party billing for student fees
- Reviewing student accounts with students
- Counting cash drawers twice a day and preparing cash/checks for pickup by armored truck, processing MasterCard and Visa transactions
- Providing information regarding Gavilan policies and procedures
- Processing registration, adds and drops

The Senior Program Specialist position was also created this year and filled by moving one employee from the Student Records Technician category to this assignment. Although this Specialist continues to perform many of the same duties as before, she also provides the director with support in the ongoing implementation of the Banner student software. This specialist attended most of the Banner training sessions for A&R and has become a resource for the rest of the staff. Duties include:

- Population and maintenance of Banner tables and rules
- Troubleshooting Banner problems in records or registration
- Training staff members to use various features in Banner
- Conducting degree audits for those applying for graduation
- Preparing lists of graduates for the ceremony, ordering and issuing diplomas
- Providing information regarding Gavilan policies and procedures
- Processing requests from students for academic renewal and course repetition
- Conducts pre-priority registration for EOPS and DRC students

The Student Records Technician for Grading

- Oversees the online grading process for faculty
- Verifies entry by faculty of positive attendance hours
- Distributes first and second census forms and processes resulting corrections
- Contacts faculty who do not turn in census forms or final grades on time
- Processes grade change requests and requests for “Incomplete” grades
- Tracks academic progress and verifies eligibility for the President’s and Dean’s lists, progress and academic probation, and dismissal
- Notifies students by mail of honors, probation or dismissal
- Distributes information regarding policies and procedures
- Enters applications
• Registers, adds and drops students
• Staffs the “Help Desk” for faculty and students to assist with Self-Service Banner login and use

The Student Records Technician for Transcripts
• Produces transcripts in response to students’ requests (approximately 18,000 yearly)
• Completes IGETC and General Education certifications (approx. 200 each year) for UC and CSU transferees
• Collects and monitors completion of high school contract forms, verifies that course for which the high school student registered is the one that was approved by the high school
• Receives transcripts from other colleges and universities and evaluates them for English and math equivalencies, enters data to verify prerequisites for registration
• Provides assistance to students as the “help line” for online registration in SSB
• Enters applications
• Registers, adds and drops students

The Student Records Technician for Applications (vacant)
• Enters applications for all new and returning students and special registration groups, including South Bay Regional Public Safety Training Consortium, the carpenters apprenticeship program, the non-credit program,

The Student Records Technician for Information and Registration
• Provides information regarding placement assessment and registration to prospective students and parents on the telephone or in person
• Directs students and visitors to appropriate College services
• Registers students for classes, collects fees
• Completes enrollment verifications for students
• Orders supplies for the office

The Director of Admissions and Records
• Plans, organizes and directs the college admissions and records procedures including admission and registration of students, degree and recordkeeping functions; establish and maintain departmental timelines and priorities; assure related functions and activities comply with established standards, requirements, laws, codes, regulations, policies and procedures
• Prepares the CCFS-320 report (the state funding report of enrollment) three times yearly
• Reviews admission files and determines admissibility of international students.

Student Populations Served and Number of Students Served
Headcount and Full-time Equivalent Students for the past 2-1/2 years:

<table>
<thead>
<tr>
<th></th>
<th>Fall 2006</th>
<th>Spring 2007</th>
<th>Fall 2007</th>
<th>Spring 2008</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>6032</td>
<td>8351</td>
<td>7722</td>
<td>10473</td>
<td>9202</td>
</tr>
<tr>
<td>FTES</td>
<td>2378</td>
<td>2272</td>
<td>2354</td>
<td>2853</td>
<td>2591</td>
</tr>
</tbody>
</table>

(See attached Enrollment Report comparisons, Attachment A)

The ethnic mix of the student population over the past two years:

<table>
<thead>
<tr>
<th></th>
<th>Fall 2006</th>
<th>Spring 2007</th>
<th>Fall 2007</th>
<th>Spring 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>%African American</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>%Caucasian</td>
<td>41</td>
<td>41</td>
<td>39</td>
<td>41</td>
</tr>
<tr>
<td>%Hispanic</td>
<td>44</td>
<td>39</td>
<td>42</td>
<td>37</td>
</tr>
<tr>
<td>%Asian</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

Alaskan/American Indian, undeclared and declined to state make up the remainder of the student population.

There has been a steady increase in the number of students in the spring semesters from the South Bay Regional Public Safety Training Consortium (more commonly referred to as “JPA” students or classes) even though the total JPA FTES has remained relatively constant. Apart from the SBRPSTC, both the Sheriff’s Office and the County Probation Office offer in-service and academy classes through Gavilan.

<table>
<thead>
<tr>
<th></th>
<th>Fall 2006</th>
<th>Spring 2007</th>
<th>Fall 2007</th>
<th>Spring 2008</th>
<th>Fall 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPA Headcount</td>
<td>465</td>
<td>2490</td>
<td>1395</td>
<td>3767</td>
<td>1618</td>
</tr>
<tr>
<td>JPA FTES</td>
<td>313</td>
<td>232</td>
<td>251</td>
<td>349</td>
<td>119</td>
</tr>
</tbody>
</table>

Early College High School has been added in the past two years, increasing the number of students below the age of 18 and adding approximately 75+ new freshmen each fall. There are 131 ECHS students enrolled for the Spring 2009 semester.

High Step courses at the local high schools have been added. These courses are taught at high school facilities by high school faculty.

Non-credit programs and classes have been increased. Non-credit FTES went from 375 in 2006-2007 to 551 in 2007-2008 and a projection of 625 for 2008-2009.

An apprentice program for carpenters was added in the summer of 2008.

An apprentice program for drywall/lathe is being added, scheduled to begin early summer 2009.

**List of Services Provided**

Specifically, the Admissions and Records Office

- Collects and processes applications and other qualifying documents for the admission of new and returning students
- Reviews application documents from foreign students, issues I-20s and monitors the progress of those admitted and enrolled for adherence to Federal visa requirements
- Staffs a “help line” for faculty and students to assist with Self-Service Banner logon and use
- Evaluates transcripts from other colleges and universities for English and math courses
- Registers, adds and drops students for classes, provides information for students to perform these functions for themselves online
• Collects fees, issues refunds
• Fields student requests for exceptions to any and all policies, requirements and deadlines
• Collects and processes final grades
• Tracks and notifies students of academic dismissal, probation, and honors
• Tracks student academic progress for transfer, graduation or completion of a program
• Conducts a degree audit for those applying for graduation, prepares a list of graduates for the graduation program, orders and issues diplomas
• Produces transcripts, general education and IGETC certifications
• Distributes information regarding policies and procedures
• Archives records in an imaging system

Registration is now available to students online on Self-Service Banner. In the next semester, CCCApply, the electronic application, will be available if the vacant Student Record Technician position is filled. All processes, applications, registration, grading, transcript production have been converted from Reflections to Banner software. Even though the records conversion has been accomplished, the transition is still in progress and I do not expect that it will be completed for another couple of years.

Approximately 18,000 official transcripts are prepared each year for colleges, universities, and agencies.

374 certificates and degrees were awarded during 2007/08 and 352 during 2006/07. As of this date, the number of petitions for graduation processed for the end of Spring Semester 2009 is over 400.

Budgetary Allocations
(See Attached)

STRATEGIC INITIATIVES

Specific Accomplishments Supporting Strategic Initiatives
Training and implementation of Banner student modules have taken place over the past two years. (Strategic Initiative #S1, G5, #S5, G1)

Specific Accomplishment Occurring at the Unit Level Demonstrating How Goals Have Been Met
• Students have been admitted and registered for classes using Banner student modules
• Self-Service Banner has been available to students for online registration and fee payment since April 2008
• Faculty have been trained on Self-Service Banner, are accessing rosters and entering positive hours and final grades
• Transcripts are being sent to other colleges and universities at the students’ request.
• State reports have been submitted for 2007/2008 using Banner software

How Has the Service Supported Student Success and Retention
• Specific initiatives developed to support success and retention
  – Providing online services to students in the form of Self-Service Banner
  – Providing clear instructions (online and in printed form) for the admissions and registration processes
  – Hiring an approachable, welcoming and knowledgeable staff person at the front counter to greet and help students
  – Providing a degree audit and awarding diplomas
  – Providing excellent transcript services to current and former students
- Receiving a Title V subgrant to offer an online registration option for students who either did not know about online registration or did not have access to the Internet.

- Measured outcomes of these initiatives
  - Banner went “live” in April of 2008 in time for summer and fall registration
  - Enrollment numbers have increased each of the past three years (see attached)
  - Students are served cheerfully and courteously
  - 374 certificates and degrees were awarded during 2007/08; 352 certificates and degrees were awarded during 2006/07; 352 certificates and degrees were awarded during 2005/06
  - An average of 1,500 transcripts are produced each month with an average processing time of five days.
  - Of 499 students who received individual help, 78% said they are now confident that they could now use Gavilan’s online services. 19% were “somewhat” sure that they could use Self-Service Banner and 4% were only “a little” confident.

**How Service Coordinates with Other Programs on Campus**

The campus relies on technology to conduct its business and this has created a greater need for coordination of functions. A&R is a center for collecting and reporting accurate data and for enforcing policy. A&R maintains communication and coordination with:

- Faculty to facilitate collection of grades and subsequent changes, provide information and training for FERPA issues, Gavilan policies and procedures;
- Assessment Office to coordinate scheduling student-friendly test dates and times;
- Counseling to schedule counseling times to match registration hours, resolve problems or answer questions regarding individual students and their records;
- MIS to coordinate accurate data for state reporting functions, maximizing available funding for educational programs (matriculation, EOPS, VATEA), request programming changes to accommodate changes in policy, practice and California Educational Code;
- Instruction to provide enrollment reports that will enable the deans to add or cancel classes as appropriate and to advise A&R of new courses, programs, degrees and certificates as they are approved by the Curriculum Committee and the state Chancellor’s Office;
- Administration to complete FTES reports to the Chancellor’s Office for funding which enables Gavilan to continue to offer educational programs.

**Strengths and Weaknesses of Program**

Strengths include:

- A dedicated and loyal staff genuinely interested in helping students in their educational endeavors
- Extraordinary teamwork among the Student Services staff
- Supportive atmosphere
- Ability to interpret new policies and laws and quickly communicate and implement required changes
- Excellent rapport with faculty
- Good support for faculty and staff in training them to use online applications in Banner
- Online registration
- Students are able to view grades and courses online
- Maintain accurate student academic records to facilitate transfer, graduation and general education certification
- Provide registration periods of appropriate length.

Weaknesses are:

- Insufficient staff to fully implement Banner modules (for example, math and English courses taken at other colleges are not evaluated and input into Banner to fulfill prerequisites)
• Not enough time (staff resources) to do the work required to become familiar with the functionality of the software and do the testing necessary to be sure Banner tables are set up and working correctly before being put into production.
• Inadequate resources to document the Banner process as it applies to Gavilan
• Having a staff member on disability and not being able to replace her has severely hampered our ability to keep up with inputting applications and processing special registrations for the JPA students, non-credit and apprenticeship programs.
• Lack of training for the staff at the Morgan Hill and Hollister sites in application input, residency requirements, registration procedures and prerequisite checking.
• Staff with inadequate technical skills.

Concerns, Needs, Challenges
The A&R staff prides itself on knowing the students and giving them individual attention and support when they need it. Many of our new students are first-generation college students and need extra support to work their way through what seems to them to be a daunting admission and registration process.

As our student population grows and expands to fill off-campus sites and online classrooms and is increasingly served electronically, we know fewer and fewer of them and spend less time getting to know them. To increase functionality we work at ways to reduce student contact time and thereby lose some of the satisfaction of witnessing their growth and successes. We will miss that.

The next several years will be filled with adapting our processes and procedures to accommodate the way Banner works. If this seems like the tail wagging the dog it’s because it is. Gavilan lacks the programming resources to write and update programs specific to our needs. New functions, plus constant implementations mean hiring and supporting a highly competent, functional A&R staff. What we have is a group of dedicated, hardworking people with, at best, average technical ability and skills.

In planning for the Admissions and Records Office of the future we should assume that:
• There will be new duties not thought of today,
• The rate of change in technology will continue to accelerate, and
• New technology will continue to change the way that admissions, registration and records maintenance functions are performed

To prepare for the future and to manage the attendant processes and applications the staff and director must be able to anticipate and adapt. We have reached our current level of operation in Banner on a wing and a prayer (and a lot of hands-on involvement by the assistant director of MIS). If we are to progress beyond our present service capabilities, we must recruit and hire staff with a much higher level of technical proficiency.

PROGRAM LEARNING OUTCOMES

What Has Been Done to Provide Quality Service?
• The Banner student software system has been implemented and integrated with Business Office and Financial Aid functions to better serve needs of faculty and students.
• Self-Service Banner was implemented to provide online services to students and faculty.
• Before the priority registration period begins each semester, the A&R Director and Senior Program Specialist meet with the site managers to review admission and registration procedures and discuss ways to improve service.
• In February of this year, a new, approachable and welcoming student records technician was hired for the front counter position.
• After the Late Registration period has ended each semester, the enrollment process is reviewed by the A&R staff. The A&R director then attends a counseling meeting where a registration debriefing is held to discuss what worked well and what could be improved.
• Counseling and A&R applied for and received a Title V grant to offer one-on-one assistance to help students register online.

Program Learning Outcomes

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Assessment/Measurement</th>
<th>When</th>
<th>Who</th>
<th>Result</th>
<th>Use of Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>After participating in online registration, 60% of survey participants will report that the information provided to complete online registration was “useful” or “very useful”.</td>
<td>Online assessment</td>
<td>Available online</td>
<td>Downloading and summarizing the data end of July</td>
<td>74% of those surveyed reported that the information was either “useful” or “very useful”</td>
<td>Use as benchmark for increasing the clarity of the information and reaching a wider audience</td>
</tr>
<tr>
<td>After participating in online registration, 60% of survey participants will rate the online registration system as “good” or “very good” at helping them register.</td>
<td>Online assessment</td>
<td>Available online</td>
<td>Downloading and summarizing the data end of July</td>
<td>86% of those surveyed reported rated Self-Service Banner registration as “good” or “very good”.</td>
<td>The high percentage of happy customers encouraged us to put a staff person in the lobby during Spring registration to “work” the line and lure students into using available laptops to register online.</td>
</tr>
<tr>
<td>After participating in online admissions, 60% of online survey participants will report that the information provided in helping to complete online admissions was “useful” or “very useful”.</td>
<td>Online assessment</td>
<td>Available online</td>
<td>Downloading and summarizing the data end of July</td>
<td>Downloads and summarizing A&amp;R with support from IR staff</td>
<td>The online application, CCCApply, was not available for 2007/08</td>
</tr>
<tr>
<td>After participating in online admissions, 60% of online survey participants will rate the online admissions system as “good” or “very good” at helping them with admissions.</td>
<td>Online assessment</td>
<td>Available online</td>
<td>Downloading and summarizing the data end of July</td>
<td>Downloads and summarizing A&amp;R with support from IR staff</td>
<td>Same as above</td>
</tr>
</tbody>
</table>

UNIT PLAN BUDGET REQUESTS

Short/long Term Goals, Objectives, Measures and Outcomes for the Next 3 Years that Will Improve Services Provided
1. Create a position for the evaluation of incoming transcripts (Strategy #4)
   - Objective: Evaluation and data entry of prerequisites completed at another college (English, math, biology, etc.) and to populate DegreeWorks with transfer credit applicable to a Gavilan certificate or degree. This will enable students to identify courses needed to complete a degree or certificate
   - Measure: the number of students who use the DegreeWorks functionality
   - Outcome: students will be able to register online for classes for which they’ve met the prerequisite at another college and track their progress toward a degree or certificate.

2. Make document imaging an ongoing, permanent function (Strategy #4)
   - Objective: to image incoming student paper records
   - Measure: Time needed to access students records will be reduced (a time sample will be measured).
   - Outcome: Counselors on the main campus and at the sites will be able to access image records of students’ transcripts and applications for use in counseling sessions.

3. Provide opportunities (workshops, conferences) to keep the A&R director and staff aware of and current with new technology to support and enhance service to students. (Strategy #4)
   - Objective: To make full use of Banner upgrades and other compatible software
   - Measure: Students will have increased access and management capabilities to their education records (tracking the use of online services)
   - Outcome: Students will use online services which will provide immediate information and data and reduce dependency on counter personnel for transactions that can be processed online.

4. Automate the exchange of transcripts between other community colleges, CSUs or UCs via CCCTran (Strategy #4)
   - Objective: to facilitate the transfer process for students
   - Measure: Gavilan transcripts will be transmitted electronically to other colleges. The number of electronically transmitted transcripts will be tracked.
   - Outcome: Students will meet admission deadlines when applying for transfer.

5. Ongoing training for student services staff (Strategy #5)
   - Objective: Keep student services staff up-to-date on new developments and revisions from the Chancellor’s Office, the state and federal legislature, and local Gavilan policies
   - Measure: Students will be given accurate, up-to-date information measured by student feedback on services.
   - Outcome: Student Services personnel will have the tools to advise students of their educational options

6. Reconfigure lobby area of A&R Office (Strategies #3, #4)
   - Objective:
     1. Create a more welcoming, efficient space to serve students
     2. Install computers for students to use in registering, completing applications, looking up grade history, etc.
     3. Make space ADA compliant.
     4. Students will be easily directed to Counseling, Student Accounts, Health Services, the Career Center, Admissions & Records
     5. Students will have electronic access to registration and other services available online
   - Measure: Student survey
   - Outcome:
     1. Students will easily locate the service area they seek
     2. Those who do not have at-home access to a computer will be able to access online services and, if necessary, receive assistance to do so.

7. Re-design the front counter area (Strategies #3, #4)
   - Objective: To alter the front counter to enable the permanent staff member
     1. to sit at a workstation at the counter, rather than away from it where visitors coming in the front door cannot see her and
     2. sufficient space for an additional person to help during peak registration periods.
   - Measure: The staff person at the front counter will be visible. Students will have electronic access to registration and other services available online. Students will report increases in ease of access via student feedback survey.
   - Outcome: Students will gravitate toward the front counter for assistance
8. Hire a Full-time technical support person to be shared by Financial Aid, Counseling, Student Accounts, Admissions & Records (Strategy #5)
   - **Objective**: To provide the staff of Counseling, Financial Aid, Student Accounts and Admissions & Records with in-office technical support for Banner and other applications.
     1. Provide Banner training for new employees in the Student Services area
     2. Train employees on upgrades and revisions of Banner
     3. Provide technical support for SARS, DegreeWorks and CCCApply
     4. Relay software problems to the Banner Action Line for resolution
     5. Enter setup tables in Banner for the start of each new term
     6. Be the interface between Student Services and MIS for software and hardware problems/issues
     7. Maintain and correct Banner tables as needed
     8. Transmit student enrollment data to National Clearinghouse four times a semester
     9. Troubleshoot and maintain Self-Service Banner for students and faculty
    10. Test upgrades and new term setups
   - **Measure**: Staff will devote more time in support services and less time struggling with technical issues that are beyond their expertise. Productivity will increase and support for students will be more effective. Student feedback survey and response time measurement
   - **Outcome**: The staff of Counseling, Financial Aid, Student Accounts and Admissions and Records will have in-office technical support for Banner

9. Fill Vacant Student Records Technician Position
   - **Objective**: Provide adequate support to the admission and registration of special student groups (i.e., non-credit, South Bay Regional Public Safety Training Consortium, the sheriff’s and probation departments, Earl College High School, the Carpenters’ Apprentice program, and other groups who do not register themselves – approximately 5000 per semester) Resume timely processing of paper applications, start online application process (CCCApply).
   - **Measure**: Applications and registrations will be processed in a timely manner. Response time tracking.
   - **Outcome**: Enrollment data will be current, checks from SBRPSTC will be deposited sooner.