

STUDENT SUCCESS & SUPPORT PROGRAMS, COLLEGE CENTERS COMPREHENSIVE PROGRAM PLANNING & REVIEW (CPPR) FOR 2024

Only to be completed by those programs scheduled for the year according to the institutional comprehensive planning cycle (i.e., every two or five years).

Program: Admissions, Student Records, & Registration **Planning Year:** 2023 - 2024 **Last Year CPPR Completed:** 2018

Unit: Student Success & Support Programs **Cluster:** Student Success & Support Programs
Current Date: 3/4/24

NARRATIVE: STUDENT SUCCESS & SUPPORT PROGRAMS, COLLEGE CENTERS CPPR

Please use the following narrative outline:

I. GENERAL PROGRAM INFORMATION

Program mission.

Admissions, Student Records, & Registration provides front-line assistance to a diverse population of students and community members that enhances student success by providing support and guidance through Cuesta's policies and processes for all student types, backgrounds, educational goals, and experiences. The department provides comprehensive and holistic services from inquiry to enrollment to graduation. We remove barriers, help students discover and pursue passions, and fulfill their educational goals. Our goal is to streamline on-boarding Cuesta procedures and facilitate a student along their lifecycle as a Cuesta student.

Brief history of the program.

Admissions, Student Records, and Registration is widely involved in many aspects to ensure eligibility requirements for admissions, residency, registration, academic records, evaluations, and international students, to graduating with a degree toward students'

participation in commencement to celebrate their achievement.

Since the last program review, the most notable changes are in staffing, upgrading technology, and organizational changes. Much has changed within the department since 2018, with three different directors, reorganizations, job description changes, and technology improvements.

At the last CPPR, the team comprised a Director of Admissions & Records, three coordinators, one specialist, three analysts, and two technicians. In 2018-2019, a reorganization took place to align student outreach, admissions, registration, and enrollment support under a new Director.

In the Fall of 2019, existing Student Support and Support Program team members and existing Cuesta staff were either promoted into a new role or recruited for the Enrollment Success Specialist role that was created in the fall of 2019. The team was comprised of members from North County, SLO, and South County to provide outreach, admissions registration, and comprehensive student support throughout the District. This reorganization and adjustment in the team's structure allowed for more extensive service from inquiry through enrollment life cycles.

Prior to the beginning of 2024, Evaluations and Records staff reported to the Associate Dean of Support Programs and Registrar. The new organizational structure allowed for outreach and enrollment to fall under a different reporting structure, Director of Outreach & Enrollment Services. Depending on the year, this Director either reported to a Dean or Vice President. For multiple years, Evaluations & Records reported to the Associate Dean and were included in other APPW/CPPR reports.

Through 2019 – 2022, a range of team members joined Cuesta's Outreach and Enrollment Services. An increase in dual enrollment, on-campus events, outreach, specific community-based outreach, student on-boarding experiences, and COVID-19 affected the unit. Additionally, these years saw an increase in technology utilization by on-boarding an email ticketing system, electronic forms, and other technological needs.

In 2022, Outreach & Enrollment Services was renamed to Admissions & Registration to align to the common language students use with our office's services. Additionally, two other job descriptions were revised to expand outreach and international student engagement. Lastly, one Enrollment Success Specialist role was reclassified as a Student Technology Support role to accommodate the growing need to offer student technology help in person, over the phone, and online.

Technology has improved tremendously within the last five years with more refinement with Degree Works (myCuesta Pathway), CVC, E-Transcripts, E-Student Educational Plan, Dynamic Forms, Freshdesk, Ignite/MiCollab phone integration, Ocelot (chatbot), Comevo, further expansion of Parchment and evaluations software. These applications tremendously help our Admissions, Counselors, Evaluations, Records, and other district staff do their jobs more efficiently, providing student progress reports on degree/certificate attainment forms and developing a more comprehensive student educational plan.

Our methods of serving students have evolved tremendously since the last CPPR. The modality of offering support to students evolved quickly due to COVID. Previously, the default was providing services to students in person. Students can contact staff support by reaching out via phone, chatbot, email (including email ticketing software), virtual lobbies, and booking appointments.

AB 705 and AB 1705 have radically changed the Prerequisites/Co-Corequisites landscape and have removed the Math and English placement tools.

Outreach events and programming have evolved over the years and expanded their reach to include a wider range of diverse populations and more partnerships with the SLO County community, agencies, and non-profits.

The Coordinator for Admissions & Registration/Outreach Services participates on the District Calendar Committee to develop the academic calendar for the college. The Director of Outreach and Enrollment Services is a guest at Student Equity committee

meetings and a voting member of the Enrollment Management Committee.

Include the broad history of the program and significant changes/improvements since the last Program Review.

Banner 9

Since the last review, Banner 9 implementation occurred, which greatly impacted all staff and folks involved. Banner 9 upgrades required staff training revisions, document revisions, new technology to implement, and staff working on the upgrades.

Ocelot

In the 2021 – 2022 school year, Cuesta SSSP implemented Ocelot’s chatbot nicknamed “Cougie Chatbot.” The platform appeared on multiple web pages and across different departments, allowing students to chat with staff directly and the constructed knowledge hub. The Ocelot chatbot also incorporated transcripts and reviews of any previous conversation. Ocelot’s chatbot will continue to be utilized in 2024. The cost of the platform is significant, and other solutions are being explored.

Departmental Organization

Shortly after the last CPPR, Admissions & Records split into Outreach & Enrollment Services and Evaluations/Records under the Associate Dean. The registrar title transitioned too, and most roles within the department also changed. A & R technician roles expanded under the leadership of the past Vice President of Student Success and Support Programs to become Enrollment Success Specialist. This specialist position permits team members to perform outreach duties, admissions & registration support, and more. In 2022, the department evolved two positions to meet the changing needs of students. The Coordinator of International Student Programs adapted to become the Coordinator, Outreach & Enrollment Services. The Student Technology Support role was also created to replace an Enrollment Success Specialist.

CVC

The California Virtual Campus (CVC) allowed Cuesta to expand our reach of distant education classes. In return, Cuesta students are able to shop a marketplace of transferable courses to help complete their degree if Cuesta doesn't offer the course. The CVC mechanism has required IT, Admissions, Records, and Evaluations professionals to devote resources, training, and programmatic tasks to ensure Cuesta courses are available and students are successful.

Parchment

Cuesta College has been working with Parchment since its merger with Credential Solutions in 2020. Credential management is essential to them, and they were straightforward to work with. They are focused on the continued modernization of academic credential exchange, including transcripts, diplomas, and certificates. The organization continues to be a people-oriented company that is mission-driven, focusing on innovating credential exchange while maintaining the highest level of customer service.

We have benefited from more efficient processing and reduced paper, postage, and labor costs. We have noticed a seamless, faster submission to allow other institutions to determine their admissions acceptance.

Dynamic Forms

In 2020, Cuesta College took paper and Adobe documents further online with the product Dynamic Forms, which allows Cuesta to create automatic workflows, modern forms, integration into Cuesta's SSO, and much more. Dynamic Forms has been complete a District-wide solution. Originally, Admissions, Student Records & Registration were early adopters of Dynamic Forms in 2020. All admissions, registration, residency, evaluations, and records forms eventually transitioned to Dynamic Forms, with the last forms in 2021. Dynamic Forms has dramatically cut down on the department's paper processes and improved the department's document imaging practices.

Student IDs

Historically, ASCC and Student Life and Leadership have taken the lead with the funding and administration of Cuesta Student ID's. ASCC continues to support the financial obligations associated with student ids. During the 2022 year, Admissions, Student Records, and Registration took on the responsibility of the student id process. The ID123 software allows Cuesta to offer digital and physical copies of Student ID's. Student ID's play a critical role in transportation, community building, and creating a sense of belonging.

Freshdesk

Due to the COVID-19 Pandemic, the expansion of online learning, and other technology modernization, Cuesta's Admissions, Student Records, and Registration department expanded customer service toolsets with the adaption of email tickets coming in through FreshDesk. Freshdesk has developed into an essential toolset for our team to track, create automation, and implement effective customer service for students.

Organizational Changes

After the last CPPR, with the departure of the manager and new SSSP leadership, the organization of Admissions & Records changed with new reporting structures and team members. The new Vice President of the Student Success and Support Program crafted a new vision for A & R and outreach, and the mission, scope, and goals of the department have changed. The newly formed Outreach & Enrollment Services department took on the responsibilities of outreach, admissions, registration, and the International Student Program. Previously, Outreach was under the direction of a student engagement and outreach director. Technician roles evolved into Enrollment Success Specialists responsible for outreach, admissions, registration, onboarding new students, residency, and supporting current student registration efforts.

Evaluations, Veterans & Records staff reported to a new Associate Dean of Support Programs/Registrar until the summer of 2023. At the start of January 2024, Evaluations and Records got reorganized to form Admissions, Student Records, & Registration under

the guidance of the Director of Outreach & Enrollment Services/Registrar.

During the 2022-2023 school year, one Enrollment Success Specialist position was reimagined to support the District's Student Technology Support. Previously, Student Technology was supported by diverse teams and support mechanisms. The Student Technology Support role took on the work of supporting student technology needs including but not limited to Chromebook, hotspots, Adobe license, tech needs, and other student technology questions.

During the same academic year, a vacancy in the International Student Program led to the Coordinator for Outreach & International Student Program evolving to be responsible for coordinating outreach services for the District and in charge of the International Student Program.

From 2019 to today, staffing levels have ranged with team members coming and going due to retirements, job promotions, job transfers, and other reasons. Thankfully, the Admissions, Student Records and & Registration team is nearly fully staffed, with three vacancies currently (Evaluations Analyst, ESS, and Student Technology Support). Over the years, we have ranged from almost 50% to fully staffed.

Outreach

Outreach efforts by the Admissions, Student Records, and Registration Department are expansive and challenging to capture in one document. Outreach is the cornerstone of our department's work to recruit, inform, connect, and enroll students into Cuesta College. One significant impact on outreach services was incorporating student ambassadors as paid student assistants as a part of our department. Student Ambassadors were critical in tours, outreach events, and application workshops. Over the years, Outreach has expanded with the growing needs of Cuesta College.

Over the last 5 years, every public and private high school in the county has received outreach services, visits, zoom sessions, and application support.

The following are examples of outreach conducted since the last CPPR:

- America's Job Center Outreach.
- Probation Department
- SLO Farmer's Market
- Cal State Bakersfield – Making It Happen College Fair
- Stone Soup Festival
- Grover Beach Dune Run
- Pismo Beach 5k Marathon
- ACE Orientation
- Educate Conference
- Soledad High School Career Fair
- Paso Robles High School Career Expo
- San Luis Obispo Business Expo
- Nipomo High School College Night
- Paso Robles High School Scholarship Night
- Mid-State Fair
- Cambria Resource Fair
- Juvenile Hall Fair
- Los Osos Annual Coastal Family Resource Fair
- YMCA DAY
- Walk to Recovery
- Soledad HS Career Fair
- North Monterey County High School College Fair
- San Benito High School College Fair
- Mid-State Fair
- Greenfield High School College Fir
- California Conservation Corps
- San Lorenzo Valley HS College Fair
- Dia De Los Ninos

- Santa Ynez AVID Career Fair
- Pathway to College (K-8 Outreach)
- Camp Roberts
- Veterans Virtual Fair
- ELAC Meetings
- McFarland Junior High's College Fair
- Psychiatric Technician Program
- CCAP Workshops
- Paulding Elementary School Career Fair
- Pismo Beach Street Fair
- CA Virtual College's Fair
- Aviation Mechanic Technician Outreach
- Cash for College
- Mexican Consulate Pop-Up Outreach
- PACT Probation
- Restorative Partners
- Grizzly Youth Academy
- Gonzales College and Career Fair
- Fort Hunter Liggett College Fair
- Youthworks
- Family Care Network

Department Staff

Since the last CPPR was completed, staffing responsibilities and the organization have changed dramatically. This is one of the most significant changes since the previous CPPR.

We replaced two (2) Evaluators since 2014 and two (2) A&R Technicians since 2016. The prerequisite staff was reassigned to Admissions & Records by the direction of the President's Cluster in 2016. Then, when this employee retired, we restructured job

functions to an evaluator to allow us to focus on the incoming Transfer Articulation project and prerequisite clearance for registration.

Today, the Admissions & Records Staff are top-notch and strive to serve students professionally and excellently.

Current Staff:

Aaron Borgeson – Director, Outreach & Enrollment Services

Daisy Paniagua-Uribe – Coordinator Admissions & Registration/Outreach Services

Lynn Maul – Records Coordinator

Geovany Castillo Cisneros – Coordinator, Outreach & International Student Program

Karen Garza – Records Evaluations Analyst

Ruth Hansen – Records Evaluations Analyst

Sonia Mendoza – Bilingual Enrollment Success Specialist

Daniela De La Torre Garcia – Bilingual Enrollment Success Specialist

Stephania Mendez Machuca – Bilingual Enrollment Success Specialist

Brenda Rodriguez – Bilingual Enrollment Success Specialist

Mary Cronin – Enrollment Success Specialist

Anel Gutierrez-Orozco – Bilingual Enrollment Success Specialist

Sandra Contreras – Bilingual Enrollment Success Specialist

Martha Gomez Mora – Bilingual Enrollment Success Specialist

Margarita Ramirez Morales – Bilingual Enrollment Success Specialist

Alejandro Montoya – Bilingual Enrollment Success Specialist

Terri Vanderhoeven – Enrollment Success Specialist

Describe how the Program Review was conducted and who was involved.

All Admissions, Student Records, and Registration team members participated in goal setting and developing the strategic plan last summer. Additionally, Coordinators participated in the drafting of goals and desired outcomes. We focused on how we can incorporate the SSSP goals. During February, we met to review the IPPR and Resource Unit Plan priorities, allowing open communication among each other. Our goal is further develop an assessment cycle for our unit to show how measurement is accomplished.

II. PROGRAM SUPPORT OF DISTRICT'S MISSION STATEMENT, INSTITUTIONAL GOALS, INSTITUTIONAL OBJECTIVES, AND/OR INSTITUTIONAL LEARNING OUTCOMES

Identify how your program addresses or helps to achieve the **District's Mission Statement**.

Admissions, Student Records & Registration will continue to support the college's mission, vision, and values by supporting the Institutional Goals/Objectives, fulfilling the Enrollment Management Plan, Facilities Master Plan, Technology Master Plan, Student Success, and Support strategic goals.

Our office achieves the District's Mission Statement through the following activities.

- Outreaching to diverse populations around SLO County, the U.S. and abroad. Our aim is to target underrepresented and marginalized communities by visiting high schools, outreaching at community

events, hosting on-campus programs, and building relationships with community partners.

- We have re-established a physical presence at Camp Roberts, providing support and offering registration and educational opportunities for military personnel.
- Revising policy, exploring opportunities to automate processes, and providing clear communication to students.
- We strive to support current F-1 students better and grow future F-1 International students.

Identify how your program addresses or helps the District to achieve its **Institutional Goals and Objectives**, and/or operational planning initiatives.

Institutional Objective 1A: Increase enrollment of low-income and underrepresented students through intentional program development and targeted outreach efforts

Institutional Objective 1B: Increase enrollment opportunities for community members who are 55 years of age or older

Institutional Objective 1D: Increase career pathways for local high school students

Institutional Objective 2A: Increase in the number of students who earn an Associate Degree or Associate Degree for Transfer, credentials, certificates, or specific job-oriented skill sets

Institutional Objective 3A: Increase the annual number of students transferring to a CSU or UC

Institutional Objective 4A: Decrease the average number of units accumulated by Cuesta College students

Institutional Objective 6B: Address the educational and facilities needs of South County

The Admissions, Student Records, and Registration department is integral in the success of the District meeting its metric of each of the above-listed Learning Outcomes. The outreach initiatives listed above include all the department's efforts to complete institutional outreach goals. Modernizing software, programming, and customer service improvements for the department aids in furthering institutional goals. Communication enhancements for students and further expansion of Dual Enrollment opportunities have played a key role in supporting the outcomes.

Additionally, Enrollment Success Specialist predominately make up the staff at our South County Center and support student success, including registration, testing services, engagement, and student life.

Our Evaluations and Records team is critical in supporting degree completion, evaluation, and furthering the Learning Outcomes associated with degree completion and transfer initiatives.

III. PROGRAM DATA ANALYSIS AND PROGRAM-SPECIFIC MEASUREMENTS THIS SHOULD BE AN UPDATE ON THE DATA ANALYSIS FROM THE LAST CPPR

Program data is available on the [SLOCCCD Institutional Research website](#).

Enrollment

Please review the data and provide an analysis of the factors affecting your program's overall enrollment, paying particular attention to recent changes. Please also comment on your program's data and how it compares to the overall college data.

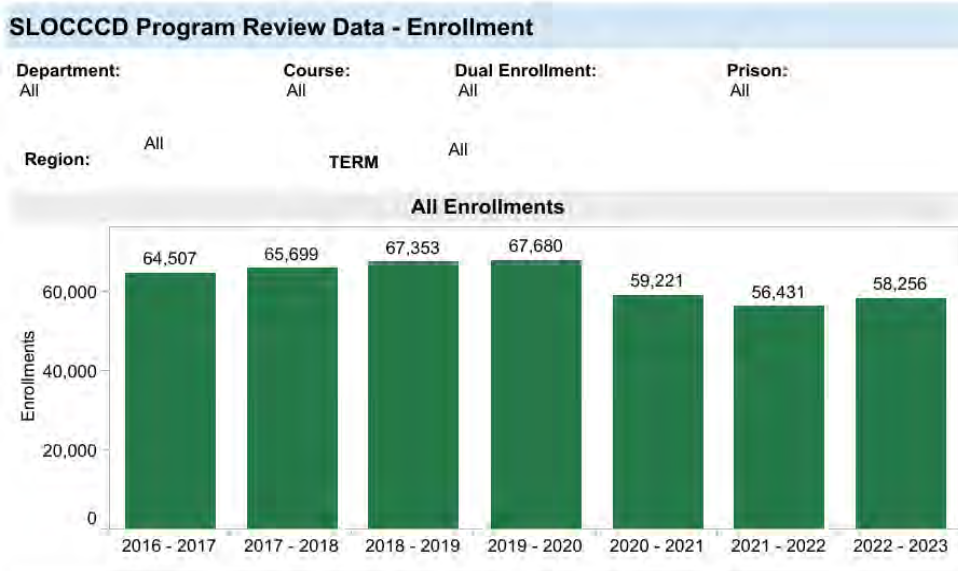
Admissions, Student Records, & Registration is central to enrollment trends and play a critical part in the development and sustainability of Cuesta's enrollment management. Since our last comprehensive review of Enrollment data sets, many external and internal variables affecting the District's enrollment have occurred.

- Overall, enrollment had increased extensively until Spring 2020 and

Summer 2020, when the COVID-19 pandemic impacted enrollment trends given online learning, health concerns, and so much more. Since Spring 2020 census had already taken place, the effect of the pandemic continues to impact enrollment through 2022-2023. The department made every effort to shift support, provide in-person and online support, and expand technology assistance to students.

Figure 1

Annual Enrollment Trends

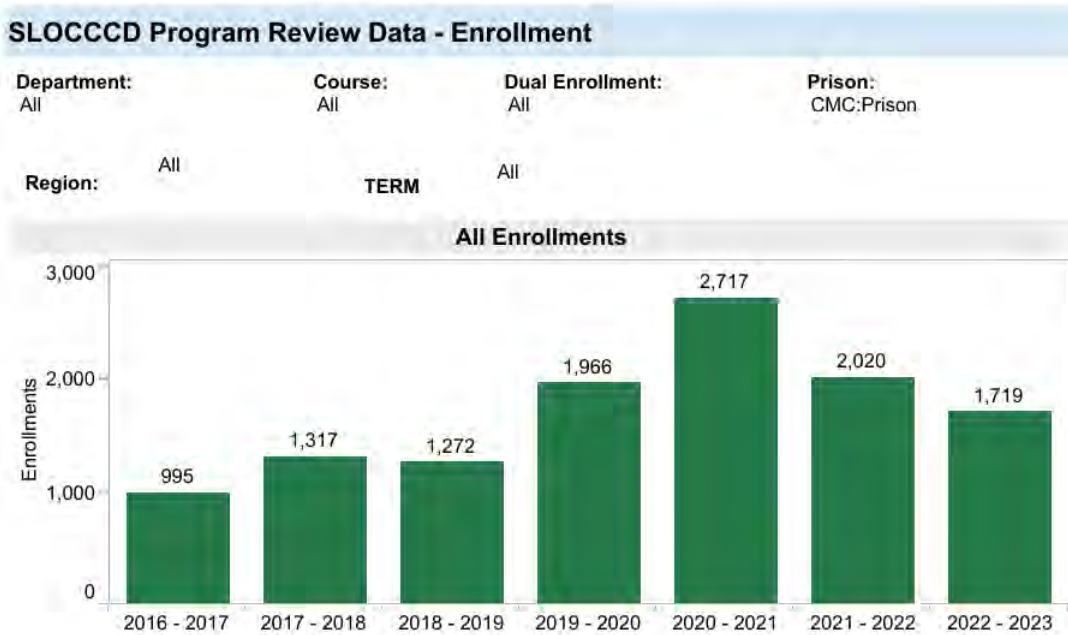


- CMC student enrollment has grown tremendously since 2017 until the 2021-2022 school year. CMC support staff and Admissions personnel were greatly impacted by form processing and COVID restrictions within the faculty. CMC enrollment is at the mercy of the census data at CMC and will continue to be affected by the closure of West side. Our Cuesta liaison for the program has been a key factor in collecting enrollment paperwork and coordinating with our team’s staff to ensure students are

enrolled.

Figure 2

Annual CMC Enrollment Trend

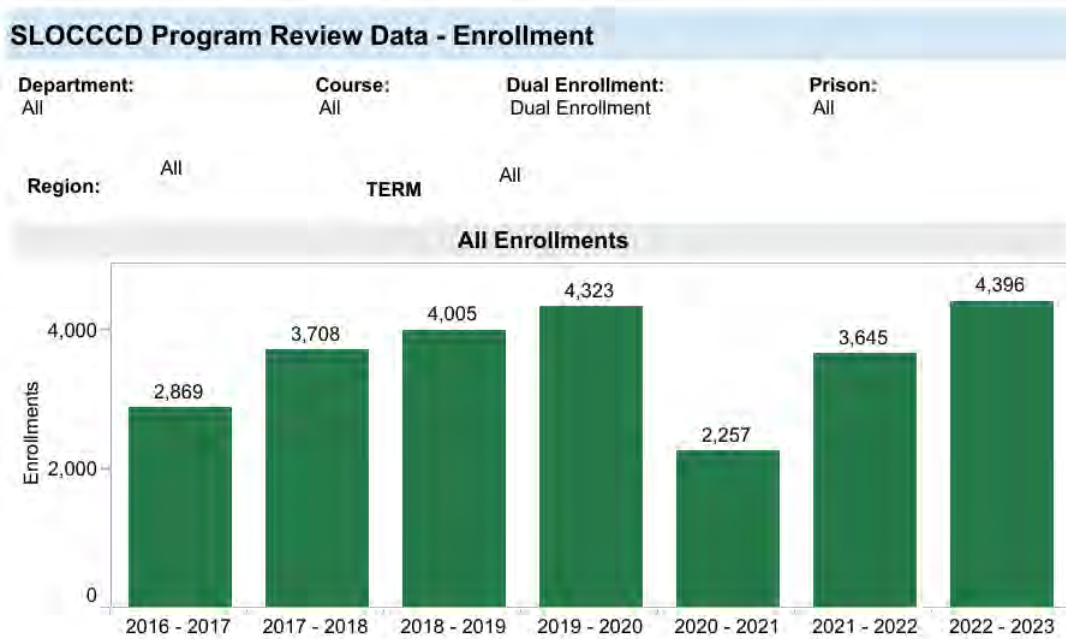


- High School Enrichment and CCAP dual enrollment growth have been key factors in the continued success of enrollment. Admissions, Student Records, and Registration play an integral part in the enrollment journey for all students involved in either program. Our department assists in the prerequisite clearance for CCAP sections, reviewing residency information, and registering all CCAP sections once the CCAP office gathers all supporting documents and add cards. Significant work has occurred to improve dual enrollment registration, form processing, and data integration. Each school site plays a critical role in supporting students' success. Additionally, Mission College Prep is now included as

an Enrichment site and supported by ESS on-campus and remotely. The increase in Dual Enrollment students has impacted the Admissions, Student Records & Registration team with an expanded workload and processing timelines.

Figure 3

Annual Dual Enrollment Enrollment Trends



- The COVID-19 pandemic greatly impacted F-1 Visa student enrollment. Prior to COVID, F-1 visa numbers ranged from 20-45 students. The following chart, Figure 4, shows the number of F-1 students enrolled since Fall 2019. The figure shows a reduction around COVID-19 lockdowns and over the late 2010s when F-1 international students declined nationwide.

Figure 4

F-1 Visa International Students

Term	Number of F-1 Students
Fall 2019	27
Spring 2020	27
Fall 2020	26
Spring 2021	20
Fall 2021	19
Spring 2022	20
Fall 2022	16
Spring 2023	15
Fall 2023	19
Spring 2024	18

Additionally, the department expanded and improved the various on-campus events that were enrollment growth-focused. Here is a recap of the events and outcomes.

2023

Educate/Promise: A combined event highlighting Educate/Promise occurred in Spring 2023 with 385 students ranging from 9th to 12th graders.

Cougar Welcome Days: Additionally, in May 2023, we hosted Cougar Welcome Days to provide orientation to students and their parents/guardians to provide registration, orientation, and support to new students.

Figure 5

Cougar Welcome Days 2023 participants

Date	Number of Students Registered	Number of Classes/Sections Enrolled In
5/3/2023	91	314
5/6/2023	139	487
5/9/2023	73	240
5/12/2023	86	272
Total	389	1313

Promise Day

On November 16th 2023, we hosted Promise Day designed to host Cuesta prospective students and show off Cuesta’s academic experiences and programs. Also, to host and showcase the Cuesta community and Promise program. We hosted over 530 high school students from across the County of SLO.

Connect at Cuesta

Admissions & Registration team members supported and organized Cuesta’s January 2023 Connect at Cuesta, which provided new and continuing students the opportunity to engage and interact with student resources, faculty, SSSP departments, and be fed. At North County, nearly 50 students participated and in SLO, over 100 students attended.

Fast Track Registration Days

Since December 2022, Fast Track Registration workshops have been hosted at SCC, SLO, and North County. Attendance has ranged from a handle of attendees ahead of short-term classes to over 50 attendees in the past. Fast Track Registration workshops offer a myriad of services including the

opportunity for students to leave equipped for the next term with a class schedule, financial aid packages, and counseling guidance.

2022

Events were infrequent during the transition period of management structures and a short-staffed department. Additionally, 2022 was the first time frame back from COVID-19 online learning and a return to in-person events.

Cougar Welcome Days

Cuesta's fifth annual registration event, Cougar Welcome Days has been modified to serve students in-person and online. Cougar Welcome Days had 398 attendees out of 585 students over five evenings (4-7 pm weekday events) and two Saturday events. Cougar Welcome Days provides students orientation & registration support in partnership with Counseling; created a registration Canvas module to assist students with planning for their first semester of courses.

Edúcate Sí Se Puede & Cuesta Promise Day Conference

Edúcate- Sí Se Puede & Cuesta Promise Day combined as one event in March 2022 as Admissions & Registration first in-person event after COVID-19. The conference served as an inspirational conference for Latinx high school students in San Luis Obispo County and to promote and highlight Cuesta Promise Resources. This conference hopes to empower and motivate students to pursue higher education, encourage them to overcome barriers, help them understand that they can achieve their goals, and expose them to many educational and career paths. The Cuesta Promise opportunities and program was highlighted during the conference during the keynote, workshops, and content.

Unfortunately, Eventbrite registration data is inaccessible due to staff turnover and the lack of centralized account information.

Student Success Festival – August 31, 2021 & September 2nd, 2021

Student Success Festival is a one-day orientation for students new to Cuesta College. Student Success Festival is your opportunity to learn how to navigate the campus, access academic and campus resources, meet current students, staff, and faculty, and find community here at Cuesta. The Fall 2021 event was offered in-person and virtually. Students were provided the opportunity to meet and connect with resources.

College Night 2021

In October 2021, Cuesta hosted a virtual college fair due to the COVID-19 pandemic and was proud to gather participation from counseling, Financial Aid, community partners, and more to advertise college opportunities to prospective students.

Careers in Ag Information Session

A future showcase of Agriculture career workshop that was hosted online via Zoom with breakout sessions, professional speakers, dinner, and remarks by campus leadership. The event showcased the opportunity for students to learn more about career paths, and outcomes and gain an understanding about career paths in education.

Other Outreach Partnerships:

- Camp Roberts
- CELEBRE
- County Library
- Boys and Girls Club
- America's Job Center
- Student Workshops
- Application workshops
- Preview Day

- Promise Day

2020

Student events

- Cougar Welcome Days
- On Campus Application Workshops
- Prospective Student Workshops
- Promise Scholarship Workshops
- Preview Day
- Promise Day

2019

Student on-boarding:

- Cougar Welcome Days
- Application Workshops
- Promise Scholarship Workshops
- ACE Student Orientation (Architecture, Construction and Engineering)

A. **Student Demand (Fill Rate)**

Please review the data and provide an analysis of the factors affecting your program's overall fill rate, paying particular attention to recent changes. Please also comment on your program's data and how it compares to the overall college data.

SARS Appointments:

Admissions and Registration team members help with walk-in appointments and student appointments that were bookable via online. Figure 6 outlines the appointments that students booked in 2023. Students sought Admissions & Registration team members for support with petitions, appeals, tech needs, etc.

Figure 6

2023 Student Appointment Fill Rate and Frequency

	Total	Average*	Total	Average*
Monday	47	2.47	0	0
Tuesday	32	1.33	0	0
Wednesday	31	1.82	0	0
Thursday	36	1.71	0	0
Friday	12	1.71	0	0
Saturday	0	0	0	0
Sunday	0	0	0	0
Total	158		0	

Figure 7

2022 Student Appointment Fill Rate and Frequency

	Total	Average*	Total	Average*
Monday	16	1.60	0	0
Tuesday	51	3.00	0	0
Wednesday	11	1.10	0	0
Thursday	41	2.56	0	0
Friday	22	2.00	0	0
Saturday	0	0	0	0
Sunday	0	0	0	0
Total	141		0	

Prior to 2021, SARS was not used for student appointment bookings.

Moving into January 2024, ConexEd has replaced SARS appointments with students booking appointments.

Phone Volume

Admissions & Registration team members handle the incoming phone lines for Outreach, Admissions, phone transfers, SLO, and NCC phone lines.

Since MiCollab/Ignite phone system was initiated, Admissions and Registration have handled over 40,000 phone calls.

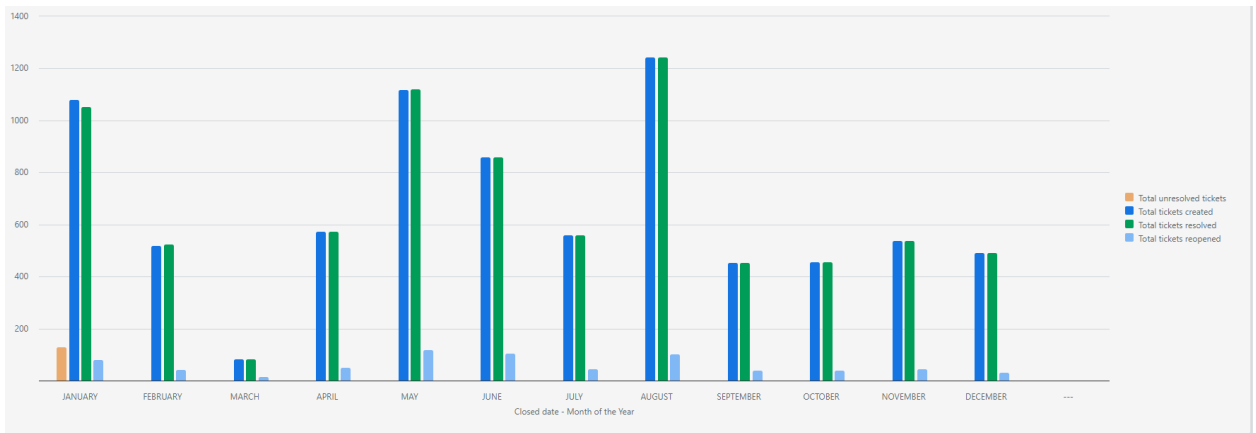
Freshdesk Ticket Center

Freshdesk was implemented in 2021 and allowed Cuesta Admissions & Registration team members to quickly refer students to appropriate services or respond to inquiries.

In 2023, the following is a snapshot of the ticket volume. Tickets created are any inbound email to admit@cuesta.edu and support@cuesta.edu. Additionally, tickets are resolved is any time that a ticket is completed and the student or staff member requires no further action. The chart below shows very few tickets reopened. Additionally, most volume of inquiries come at the start of Fall and Spring semester, respectfully with an increase around orientation times.

Figure 8

2023 Freshdesk Volume

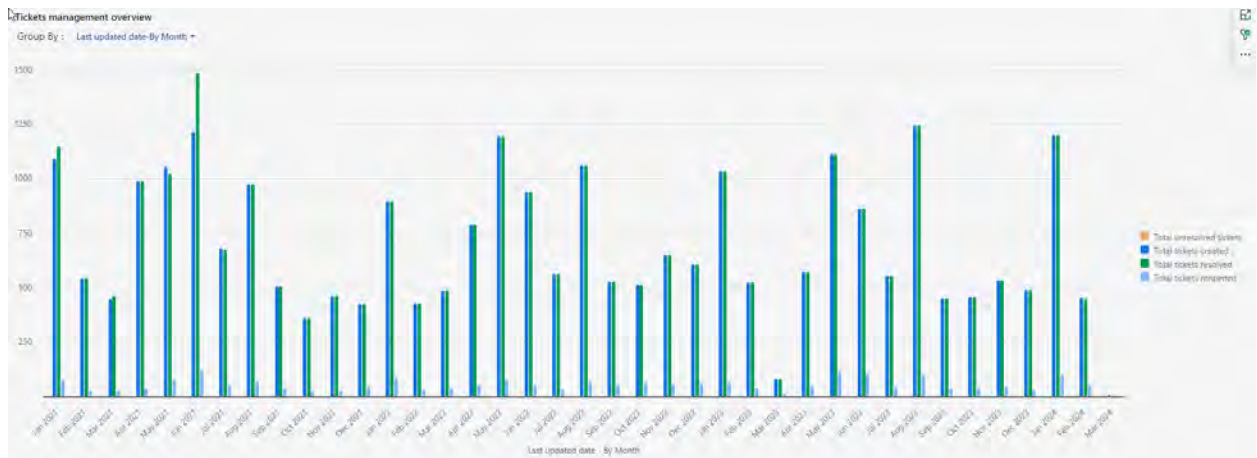


Overall trends since inception

For all tickets that have been imported since the inception of Freshdesk, the trend shows a decline in ticket volume, and the goal of decreasing the ticket volume with an understanding of improved web presence and more helpful resources.

Figure 9

Freshdesk Ticket Trends since January 2021 (software inception)



Efficiency (FTES/FTEF)

Please review the data and provide analysis of the factors affecting your program's - FTES/FTEF, paying particular attention to recent changes. Please also comment on your program's data related to the overall college data.

Admissions, Student Records & Registration staff are committed to promoting enrollment, sustaining, and increasing FTES. The department continues to improve internal processes, communication, and the evolution of admissions policies, priority registration, communication, and form components to improve outcomes. Moving forward, proactive outreach, improved communication, revised AP/BP policy, and alignment of guided pathway pillars in support of enrollment are the goals of our department.

Particular attention needs to be addressed to improving waitlist practices, dual enrollment registration, academic probation/dismissal, proactive student communication, residency, excused withdrawals, and priority registration outreach.

Below, Figure 10 provides an analysis of all Dynamic Forms received since 2020, with the highest number of forms centered around dual enrollment, repeats, and residency.

Our department will continue to promote information to students about course registration, short-term courses, and promotion of being a full-time student to students to improve time to graduation and outcomes.

Figure 10

Form Processing via Dynamic Forms (since 2020 – software implementation)

Form Type	Number of Forms Processed
Permit to Enroll's (Enrichment)	9,400
Third Enrollment Agreement	1724
AB540	790
Current Term EW's	504
Statement of Legal Residence	433
Late Add Petition	395
Instructor Drop Cards	379
Readmit Card	351
Schedule Conflict	331
change of ed level	262
Add Card Drop Card	251

Petition for Enrollment Age-Restricted Course	239
Petition to Repeat Course	212
Enrichment Non-resident Exemption	209
Petition for Pass/No Pass	180
In-Progress Repeat Petition	128
Transfer Card	112
Reinstate Priority/CCPG Eligibility	54
Petition for Drop Without W	49

Student Success – Course Completion (Insert Data)

Please review the data and provide an analysis of the factors affecting your program’s overall successful course completion percentage, paying particular attention to recent changes. Please also comment on your program’s data and how it compares to the overall college data.

District-wide course completion rates are a matter of improvement for all Cuesta’s community members. The role that Admissions & Student Records & Registration plays is woven into the overall success of Instructional partners.

Over the views, Admissions, Student Records & Registration has implemented a myriad of online orientations designed to provide comprehensive onboarding to new students, dual enrollment students, and more. Orientation information includes policy regarding drops, grades, important dates, academic policy and additional components.

In 2023, Student Technology Support expanded to include a role dedicated to providing support to students, ensuring proper technology usage, and providing support for devices. The role is instrumental in providing new and current students with technology support so that they can navigate course mechanisms correctly.

Figure 11

District Wide Course Completion Results



Degrees and Certificates Awarded (Insert Data)

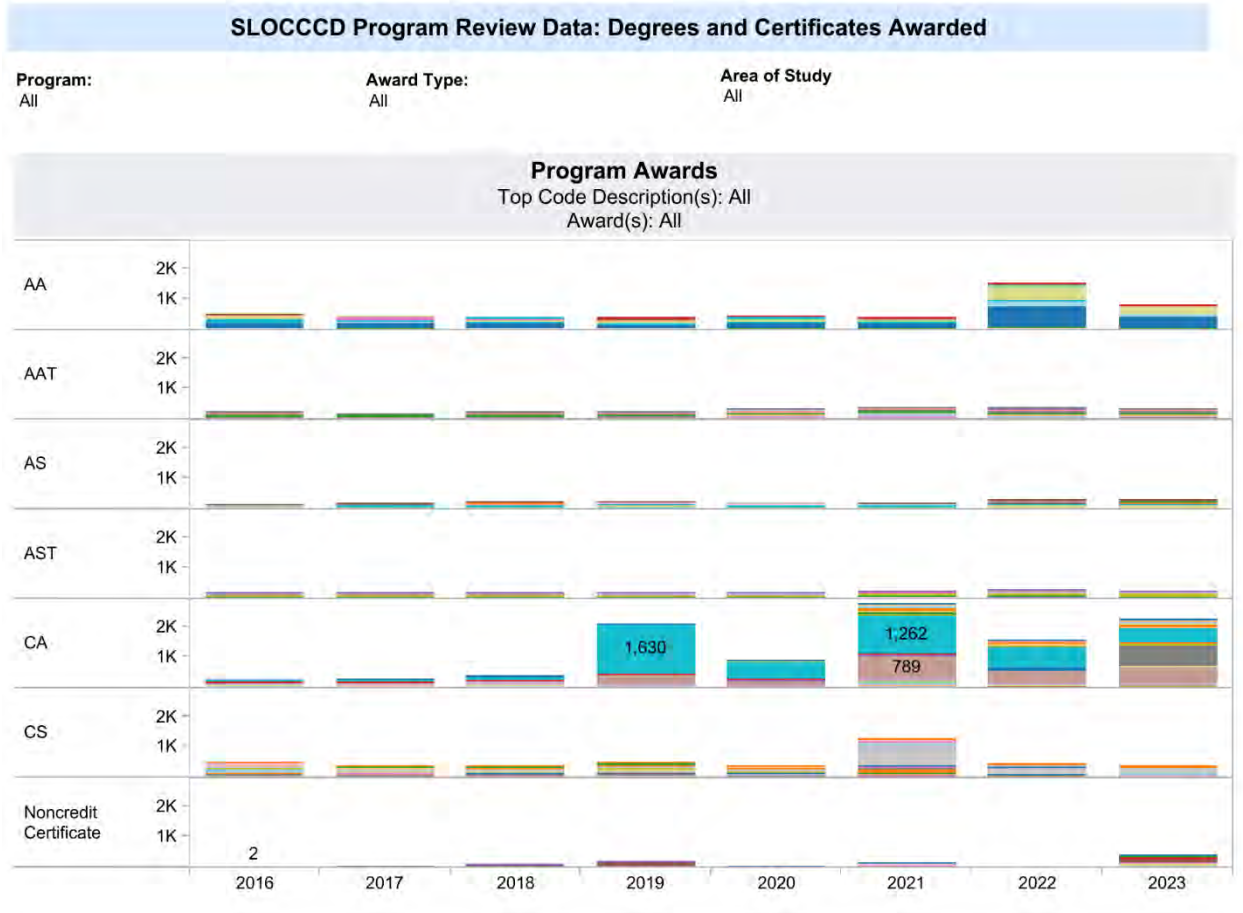
Please review the data and provide analysis on the number of degrees and/or certificates

awarded, paying particular attention to recent changes.

Figure 12

Degrees and Certificates Awarded

The Evaluations team has been folded back into Admissions & Records in 2024. Each evaluation professional and Records Coordinator are integral in degree review for all programs, Areas of Study, and students. Auto-awarding improvements have evolved our department’s practice.



Since the last CPPR, Cuestas implemented electronic and paper transcript delivery through Parchment as the transcript vendor. Below, figure 13, is the output report via Parchment.

Figure 13

Transcript Delivery Volume

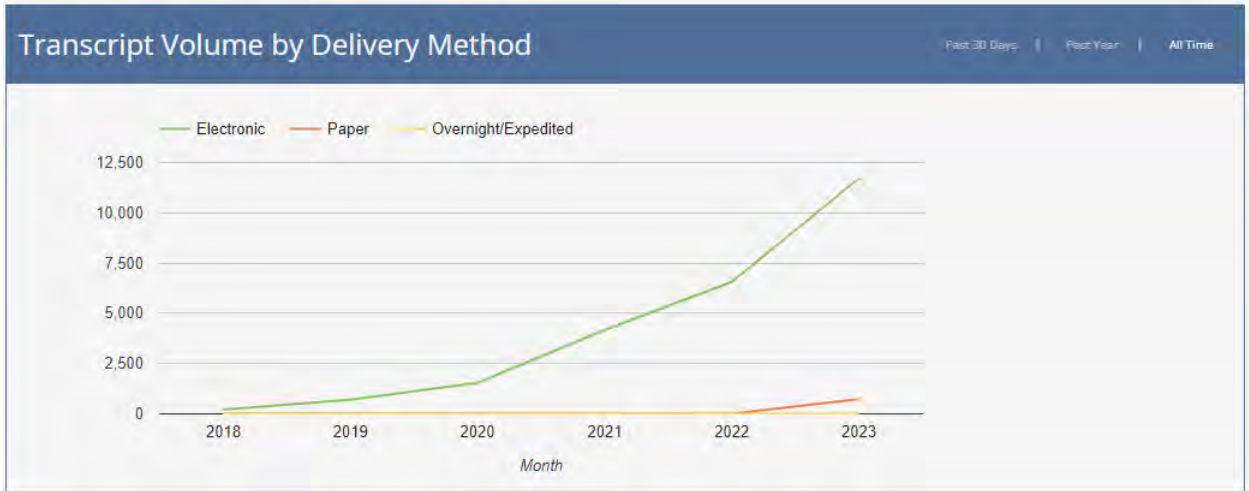


Figure 14

Transcript Delivery Institutions by Volume

Top Receivers



IV. PROGRAM OUTCOMES, ASSESSMENT AND IMPROVEMENTS: NARRATIVE

Summarize assessment results for program outcomes.

Admissions, Student Records, & Registration recognizes our outcomes and the need for collaboration with Instructional partners to ensure the catalog and curriculum are accurate. This is critical to ensure degree & articulation processing ensures student success, clear and efficient registration processes, and record management is quick and effective.

Student Learning Outcomes have extended the department's assessment, program review, and strategic goals over the years. Some Service Learning Outcomes (SLOs) and program review information has been difficult to track given the turnover of staff,

document tracking, and department reorganization. A review of prior year data includes the following program outcomes:

- The department increased accessibility by making services available virtually, expanding the reach of services to students outside of SLO County.
- International Student Programs expanded partnerships that extend to the Country of Egypt.
- The Enrollment Success Specialist assignment designated by high school and last name increased effectiveness while decreasing response time to student inquiries.
- Taking a guided pathways approach, Promise Day 2020 featured 7 area of study focused presentations.
- Outreach and Enrollment Services will increase the number of fully matriculated students by the start of the Fall 2019 Semester.
- Increased staff capacity and adding 8 Enrollment Success Specialists has increased contact and communication with local high schools.
- Taking a guided pathways approach, over 600 local high students had the opportunity to participate in a complete overhaul of Promise Day.
- Enrollment Services has improved communication and the appeal process to better inform students of policies and procedures.

Additionally, in 2023 – 2024, Admissions, Student Records and Registration has implemented new SLOs with a renewed focus and leadership initiatives around program outcomes. A part of large-scale events and ongoing programs, the goal is to assess and ensure students leave programming with actionable outcomes that are assessed have been implemented. For example, pre-test and post-test questions in March 2024's Educate will assess higher education understanding and Cuesta interest. Additionally, various other Admissions & Registration practices enacted the following assessment improvements:

- Priority Registration communication was assessed and improved to be more timely and comprehensive.

- Residency documentation improvements and proactive outreach to students who may qualify for residency determination.
- Excused withdrawal outreach.
- Improved graphics, more efficient websites, and improved communication with class finder and registration updates.
- Fast Track Registration Days improved student on-boarding with providing students with on-boarding document.
- Intake Form to improve student assessment has been developed for implementation in 2024.

Describe improvement efforts that have resulted from SLO assessment.

Student Learning Outcomes have extended the department's assessment, program review, and strategic goals over the years. In the absence of team members continuing on

- Late Add Appeals numbers continue to be over 100. The appeals remain steady as we continue to educate our faculty and student services staff.
- Installing the informational TV monitor may have decreased some of our appeals by posting deadlines, in addition to promoting college programs and events.
- Electronic transcripts continue to be the default, with in-person transcript requests dramatically decreasing.
- Automated degree awarding.
- Improved enrollment verification processes requiring staff to do less manual work.
- Implement more comprehensive staff training that any current and new employees can refer to when they join the team.

Recommend changes and updates to program funding based on assessment of program outcomes.

During a recent Admissions, Student Records, and Registration Coordinator staff meeting, employees actively participated in brainstorming department priorities and resources. Although there were many suggestions, it was narrowed down to these key areas:

1. Improved student inquiry gathering for high school students, international and adult learners; 2. More funding for local high school outreach, out-of-area college fairs, and travel for staff to provide services; 3. Equipment/technology to increase productivity; 4. Expanded international presence and professional growth opportunities; 5. Continued prioritization of IT tickets to support

- For elements that require funding, complete Section D - the [Resource Plan Worksheet](#) and review the [Resource Allocation Rubric](#).

Identify and describe any budget requests that are related to student learning outcomes, assessment results or institutional/programmatic objectives.

See Resource Plan Worksheet.

V. ANTICIPATED SERVICE CHALLENGES/CHANGES

Suggested Elements:

A. Regulatory changes

- a. Regulations can change on a dime, especially with the economic, legislative, and global impacts. As with most laws and regulations, knowing what will be enacted is difficult. The federal government is known to move swiftly and execute, and Executive Order or slowly, and nothing changes. Given that 2024 is an election year, anything is possible with the Department of Education policy. Also, 2024 has been full of Financial Aid FAFSA updates that may continue influencing policy. Only time will tell. The LAO recently came out with budget forecasts for

the coming years, which look to be less optimistic and prosperous than in past years. The federal administration, economy, state lawmakers, and global movements may impact the restrictions imposed by the District regarding matching funds. The following are areas of projected regulatory impact for our department and students.

- i. Dual Enrollment policy revisions
 - ii. Residency regulatory changes (CSAC & AB 540 affidavit)
 - iii. Baccalaureate programs
 - iv. AB 928 impacts
 - v. Credit for Prior Learning
 - vi. Education Code or Title 5 changes related to Admissions & Records such as grading (EW-excused withdrawal), repeats, curriculum, prerequisites, and non-resident exemptions
 - vii. Updates on Community College League of California (CCLC)
- B. Internal and external organizational changes
- a. Administrative Procedure updates to Pass/No Pass, Credit for Prior Learning, Priority Registration, Repeats, FERPA, etc.
 - b. All policies need to be reviewed to ensure accuracy with the Community College League of California (CCLC) required education code language.
 - c. The bylaws of the Commission on Athletics are followed, and requirements are strictly checked for athletic eligibility.
 - d. Some services are not meeting our standards due to the amount of manual data entry. This takes up employees' time away from other work and delays students' access to other needs and services; therefore, we need more electronic solutions.
 - e. Changes in organizational structures at area school districts.
 - f. Continued staff changes.
- C. Student demographic changes
- a. An aging prospective student pipeline.

- b. Shifting demographics of high school graduates.
 - c. Growth of Latinx students.
 - d. Veteran student engagement.
 - e. Residency/Non-Resident student increases.
 - f. International student growth.
- D. Community economic changes – workforce demands
- a. Growth sectors in artificial intelligence.
 - b. Technology changes.
 - c. Green economy growth jobs.
 - d. Aviation/Space industry increases.
- E. Role of technology for information, service delivery and data retrieval
- a. Banner 9 edits and future Banner customization.
 - b. Document extender
 - c. ConexEd
 - d. Dynamic Form updates
 - e. Banner API integrations to improve dual enrollment opportunities.
- F. Distance Education impact on services
- a. Communication improvements via ConexEd.
 - b. Student Technology support for Distant Education students.
 - c. Student appointments
- G. Providing service to multiple off-campus sites
- a. Outreach services are provided at off-site locations, including Camp Roberts. No significant impacts are anticipated.
- H. Anticipated staffing changes/retirements
- a. Currently have one vacancy in Student Technology Support.

VI. PROGRAM DEVELOPMENT FORECAST

Suggested Elements:

- A. Plans for improvement
 - a. Expansion of Student Learning Outcomes
 - b. Expansion of the role that Admissions & Registration can play with respects to retention.
 - c. International student growth.
 - d. Residency pro-active outreach.
- B. Support for Institutional Goals and Objectives and Objectives
 - a. Admissions, Student Records & Registration, will play a key role in enrollment-related objectives.
- C. Student and program outcomes evaluation
 - a. n/a
- D. Recommendations from external agencies
 - a. Stakeholder engagement opportunities will continue to present themselves.
- E. New service coordination and collaboration – internal and external programs
 - a. n/a
- F. Anticipated job description revisions based on program changes
 - a. Records, Coordinator – Job Description revision to align to other Coordinator role
- G. Staff training/professional development needs
 - a. Further development of comprehensive staff manual and training material.

**VII. OVERALL BUDGET IMPLICATIONS
WILL BE REFLECTED IN DISTRICT PLANNING AND BUDGET PROCESS**

Elements:

- A. Personnel
 - (A.) The department is a critical component operating at all sites. We are the primary contact for faculty, staff, students, administration and community. Our

services encompass admissions, registration (adds/drops/waitlist), grades, graduation eligibility, athletic eligibility, international students, transcripts/academic records and student technology.

- B. Equipment/furniture (other than technology)
 - (A.) Any new furniture a part of the Campus Center.
 - (B.) South County expansion needs.
- C. Technology
 - (A.) Continued technology needs an associated with ConexEd.
 - (B.) Freshdesk replacement options
- D. Facilities
 - (A.) South County expansion needs.

SIGNATURE PAGE

Faculty, Director(s), Manager(s), and/or Staff Associated with the Program

Instructional Programs: All full-time faculty in the program must sign this form. If needed, provide an extra signature line for each additional full-time faculty member in the program. If there is no full-time faculty associated with the program, then the part-time faculty in the program should sign. If applicable, please indicate lead faculty member for program after printing his/her name.

Student Success and Support Programs, College Centers and Administrative Services Programs: All full-time director(s), managers, faculty and/or classified staff in the program must sign this form.

Aaron Borgeson	<i>Aaron Borgeson</i>	3.4.24
Division Chair/Director Name	Signature	Date

Name	Signature	Date
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Name	Signature	Date
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