



Council for the
Advancement of
Standards in Higher Education

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Higher Education

**Registrar Programs and
Services**

Final Report

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(12/15/2022)

**CAS Program Review and Self-Assessment
Final Report**

Executive Summary of Review Process

On November 5, 2020 the Self-Assessment process developed by the Council for the Advancement of Standards in Higher Education (CAS) organization was introduced to the Student Services Planning and Budget Team (SSPBT). Subsequent to the November 5th meeting, SSPBT approved the CAS standards for use as a replacement of the previous comprehensive program review. The CAS self-assessment guides (SAG) were chosen by each team leader as the appropriate tool to assess the programs /function within each department. The SAG consists of standards and guidelines used to evaluate the strengths and deficiencies of each Program and to plan for improvement opportunities within the De Anza College Student Services Division.

The CAS Standards and Guidelines consist of twelve Parts used for the review of each program/service area:

- Part 1: Mission
- Part 2: Program and Services
- Part 3: Student Learning, Development, and Success
- Part 4: Assessment
- Part 5: Access, Equity, Diversity, and Inclusion
- Part 6: Leadership, Management, and Supervision
- Part 7: Human Resources
- Part 8: Collaboration and Communication
- Part 9: Ethics, Law and Policy
- Part 10: Financial Resources
- Part 11: Technology
- Part 12: Facilities and Infrastructure

The review team for (Department Name) consisted of (blank) members. Members were recommended by the Student Development office.

Team Member Name

Veronica Aparicio
Barry Johnson
Casie Wheat

Team Member Title

Graduation & Evaluation Coordinator
Enrollment Services Supervisor
Assessment Center Supervisor

All CAS review team members were given training for the CAS review and provided with an Office365 Folder consisting of the following:

- A list of recommended documents to be gathered as evidence as a part of the self-assessment process.
- An electronic folder containing subfolders for storing evidence for each of the twelve parts.
- A copy of the Self-Assessment Guides (SAG) for the program/service area being assessed.
- A copy of the functional area guide which clearly outlines the components for each part of the standards.

During the team meetings, the CAS Committee team organized discussion around pre-identified rating discrepancies, open-ended questions as evidenced at the end of each section, and any other issues the Committee felt needed further discussion. Strengths, opportunities for growth, and action steps were also identified at each meeting for each section.

The following rating scale was used during the assessment.

CAS Raters Definitions

- DNA - Does not apply
- IE – Insufficient Evidence/Unable to rate

- 0 – Does not meet
- 1 - Partially Met
- 2 - Meets
- 3 - Exceeds

Summary of Initial Findings

Conclusions:

De Anza College has a very diverse student population. A&R provides student support to all students, paying particular attention to providing as much support each student needs to successfully apply and register for classes. The A&R program is one of the few campus programs that serves all students, regardless of status. The A&R department is the first point of contact and often the last contact a student makes with the College, so it is vital that De Anza supports the A&R program as it also serves as the de facto call center for student contact. During the academic year more than 40,000 duplicated student contracts were served in Admissions & records (A&R). This is a combination of new, returning and continuing students along with students returning for official transcripts or one-time admissions to complete a prerequisite course at a different academic institution. Although the number of students served is substantial, and De Anza College is currently facing a little downward trend of enrollment, we still see an increase in the need to serve students and support them in application process and class registrations.

Meaningful limitations to completion of the program review:

Summaries

The following pages represent the Review Committee's collective responses and serves as the initial report.
Overall Section Average Scores

Section 1: Mission (2)

Section 2: Program and Services (1)

Section 3: Student Learning, Development, and Success (2)

Section 4: Assessment (0)

Section 5: Access, Equity, Diversity, and Inclusion (2)

Section 6: Leadership, Management, and Supervision (2)

Section 7: Human Resources (1)

Section 8: Collaboration and Communication (2)

Section 9: Ethics, Law and Policy (2)

Section 10: Financial Resources (0)

Section 11: Technology (2)

Section 12: Facilities and Infrastructure (2)

Section 1: Mission

CAS Section 1 Purpose Summary

The mission of Registrar Programs and Services (RPS) is to maintain stewardship and integrity of student academic records and manage student and institutional academic policies.

Section 1 Committee Summary – Average rating (1)

All staff members are FERPA trained:

We use software that is secure to review and process transcripts and grade submissions from faculty. Use third party services from Parchment for transcript requests which are requested online.

Clearing house is used for verification requests of enrollment and degree

All policy and procedures are posted on the De Anza website on various links and the College Catalog.

Use of Adobe software for students to submit requests such as P/NP, Academic Renewals, Repeats, Exceeding units, Residency Reclassifications, AB540, high school permission forms, Audits.

A&R is strongly aware of the importance of student record security and confidentiality. In addition to FERPA, we are governed by many other Federal/State/local regulations such as Ed Code, Title 5, and FHDA Board policies to ensure we maintain our vigilance. Any student/staff employee working in A&R must go through FERPA training conducted through the Senior Supervisor of Enrollment Services in addition to going through a LiveScan check and fingerprinting before they are granted access to Banner/Student Information System or Dashboard. All SIS access to is tailored to the individual's level of need to know access. Student workers will have a lower version of what they can access compared to a staff member. Any access to the system is gained only by logging in through their portal. This allows us to see who accesses what records and when they accessed it. Additionally, access off- campus to the Banner system is disallowed unless you are accessing it through a VPN configured and approved through the District ETS department.

Achievements

The Admissions and Records department in the Admissions division is the most diverse in terms of tasks and regulatory compliance. It oversees the confidential records for all students; admissions; registration; residency; transcript delivery; interface with faculty on Census/320 compliance and Banner technical applications; MIS reporting; concurrent enrollment; interface with schedule/catalog staff; 320 reporting and audit compliance, etc

Opportunities for Growth

- We recently had a part-time enrollment services position retire. We'd like to fill this position so that we can continue this work.
- Parchment is our third-party transcript management service. Currently, there are issues with transcript data export to Banner.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 2: Program and Services

CAS Section 2 Purpose Summary

Registrar Programs and Services (RPS) must be guided by a set of written goals and objectives that are directly related to the stated mission. The RPS goals must be aligned with institutional priorities and expectations of the functional area.

Section 2 Committee Summary – Average rating (1)

De Anza A&R has a continued commitment to excellence. We provide comprehensive, client sensitive services and continue to pursue technologically innovative methodologies in an effort to simplify the admissions, registration and transfer processes

Achievements

To attest to the large volume of students served, the team served almost 1,000 students within the first 50 hours of the zoom help desk offerings in fall 2020. The A&R team is composed of 6.5 positions (1 Enrollment Services Supervisor, 1 A&R Supervisor, 2 Enrollment Services Specialists, 2 A&R Assistants and 1 part-time A&R assistant). Over the summer months of June through September--which covers our busiest seasons of summer and fall registration--A&R consistently had at least 1,800 emails waiting for answers in the general webregda@deanza.edu email inbox.

Opportunities for Growth

- A&R is learning about the CAS assessment and standards. Additional reflection on CAS standards will be considered in future assessments.
- Due to the high volume of daily work, we will need to consider how to prioritize our time to include CAS related activities.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 3: Student Learning, Development, and Success

CAS Section 3 Purpose Summary

Registrar Programs and Services (RPS) must contribute to students' formal education, which includes both curricular and co-curricular experiences. RPS must contribute to students' progression and timely completion of educational goals. RPS must help students and designated clients prepare for their careers and meaningful contributions to society. RPS must work with the institution to identify relevant and desirable student success outcomes. RPS must identify relevant and desirable student learning and development outcomes. RPS must implement strategies and tactics to achieve these outcomes.

Section 3 Committee Summary – Average rating (1)

The Admissions and Records (A&R) department is part of the enrollment services division. The department's responsibilities are diverse to include student matriculation—from application to graduation—and we are also charged with interpreting, implementing and monitoring regulatory guidance from the state and federal government. Direct student support provide by A&R includes:

- Application management;
- Determining residency;
- Registration management;
- Grading policy management;
- Registration and academic policy exception petitions;
- Transcript processing and delivery;
- Enrollment verification letters required for student transfer, employment, housing, insurance, and social support services;
- Processing requests for records (subpoena, federal agencies, etc.); and
- Keeping confidential records for all students.

Indirect support services that A&R provides for the larger campus includes:

- Training faculty on Adobe forms, reporting census and grades;
- Monitoring missing census and grades, and providing following up on missing items;
- Collaborating with the Office of Curriculum and Scheduling to ensure successful registration for quarterly course offerings;
- Providing the programming and structure for the Dual Enrollment Program, Middle College Program, College Now Program, Adult Education (SB 554) partnerships; and CCAP;
- Establishing the student matriculation foundations for a non-credit presence at De Anza;
- Collaborating with learning communities and special programs (Athletics, DSPPS, EOPS, Non-Credit/CTE programs, etc.) to advise upon and maintain student cohort records;
- Collaborating with Financial Aid, Counseling and other support programs (Student Retention, Promise Program) to provide student data reporting, analysis and clean-up;

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- Participation in the Appeal Review Committee (ARC) to review student probation and dismissal cases and student petition requests; as well as
- Data analysis and data reporting responsibilities for MIS reporting; 320 reporting and audit compliance.
- Clearing of prerequisites
- Evaluation of incoming transcripts from other institutions
- Posting of degrees and certificates
- Processing of CSU GE Breadth and IGETC certifications

Moreover, it is important to note that A&R maintains a leadership role in all technology programming (set up, transitions to new programs, and testing relating to any changes) for the college's and district's student information systems (Banner) and third-party applications and State issued platforms (CCCApply application, MyPath, Online Education Initiative, Student Dashboard, Degreeworks, and more).

Achievements

Lastly, A&R is known as a central hub for any person or question that needs an answer. A&R is the college's unofficial help desk for prospective and current students, faculty, staff and the community. With an everchanging environment, A&R staff must constantly learn about new college and state guidelines and policies, as well as maintain a large knowledge base about services that may benefit our students, staff and faculty. A&R prides itself on having a dynamic team of kind spirited staff who do their best to respond to each and every inquiry relating not only to matriculation services, but to the college and community at large. Help desk offerings were available in-person and online via Zoom this year.

Opportunities for Growth

The team continues to learn new technology to support student needs.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 4: Assessment

CAS Section 4 Purpose Summary

Registrar Programs and Services (RPS) must develop assessment plans and processes that document progress toward achievement of mission, goals, outcomes, and objectives. RPS must design assessment plans that incorporate an ongoing cycle of assessment activities. RPS must have fiscal, human, professional development, and technological resources to develop and implement assessment plans.

Section 4 Committee Summary – Average rating (0)

[Annual](#) program reviews and student services learning outcomes (SSLOs) document center goals and objectives following college process.

Achievements

A&R is learning about the CAS assessment and standards. Additional reflection on CAS standards will be considered in future assessments.

Opportunities for Growth

A&R is learning about the CAS assessment and standards. Additional reflection on CAS standards will be considered in future assessments.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 5: Access, Equity, Diversity, and Inclusion

CAS Section 5 Purpose Summary

Within the context of each institution's mission and in accordance with institutional policies and applicable codes and laws, Registrar Programs and Services (RPS) must create and maintain educational and work environments for students, faculty, staff, administrators, designated clients, and other constituents that are welcoming, accessible, inclusive, equitable, and free from bias or harassment.

Section 5 Committee Summary – Average rating (2)

A&R can be considered a silent partner in achieving the college's student equity goals as we provide direct and indirect support to all equity initiatives.

- Access-Enrollment – A&R manages the CCCApply application and provides direct assistance to students when completing the application; coordinates application processes with special populations (AB 540 students; Adult Education, High School Dual Enrollment, as Outreach Application Workshops); as well as provides referrals to college resources like Outreach, Counseling, Financial Aid, etc.
- Retention – A&R provides direct student matriculation support to all populations including those groups experiencing disproportionate impact as well as referrals to college resources like Outreach, Counseling, and Financial Aid. A&R also participates in ARC to review student probation and dismissal cases as well as the review of student petitions.
- Transfer to a Four-Year University – A&R supports student transfer goals by providing transcripts services, enrollment verification letters (College Reports, Dean's Reports, etc.), as well as referrals to college resources like the Transfer Center, Evaluations, and Counseling.
- Attained the Vision Goal Completion Definition (earned associate degree or credit certificate over 18 units) – A&R supports student goal completion by providing transcripts services, enrollment verification letters (College Reports, Dean's Reports, etc.), as well as referrals to college resources like the Transfer Center, Evaluations, and Counseling.

Achievements

- We now offer services in person and online to meet all students where they are.
- We now have an online graduation application, which allows students to apply online at any time.
- All A&R forms are online via adobe sign which allows students to submit forms virtually; and the A&R team can process quickly and archive efficiently.
- We pride ourselves on hiring multilingual staff and student employees.

Opportunities for Growth

- We are reviewing the prerequisite clearance process, IGETC and GE Breadth certifications using technology applications so to make the process smoother for students and staff to process.
- We'd like to purchase a printer and printer paper to print official transcripts in the office.
- We'd like a printer to print diplomas and certificates.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 6: Leadership, Management, and Supervision

CAS Section 6 Purpose Summary

Registrar Programs and Services (RPS) leaders must model ethical behavior and demonstrate alignment with institutional mission, goals, and ethical practices. Leaders with organizational authority for RPS must provide management and supervision as well as lead strategic planning and program advancement.

Section 6 Committee Summary – Average rating (2)

A&R is undergoing a reorganization, so the team will not rate at this time.

Achievements

n/a

Opportunities for Growth

n/a

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 7: Human Resources

CAS Section 7 Purpose Summary

Registrar Programs and Services (RPS) must identify the level of staffing necessary to achieve its mission and goals. RPS must be staffed by individuals qualified to accomplish its mission and goals. Personnel include full-time and/or part-time faculty, staff, administrators, and paraprofessionals (e.g., student employees, interns, graduate assistants, and volunteers).

Section 7 Committee Summary – Average rating (1)

Program review data tells us that A&R will continue to require more staff positions, both permanent and temporary, as we move our business operations to the online environment. While the college may be able to meet A&R staff needs with technological training, and software and hardware solutions, the same needs—access to technical support as well as software and hardware to accomplish tasks—are expressed by the students, staff and faculty served by A&R. A&R's online business operations (Adobe sign and Zoom) have allowed us to account for vast amounts of students served.

Achievements

Student, staff, faculty and community feedback on the transition to receiving remote services due to the 2020 pandemic included:

1. Appreciation for the convenience help desk offered in zoom (folks could contact us from anywhere; no commute or parking barriers).
2. Frustration with A&R response time to inquiries and having to wait in the virtual help desk queue.
3. Requests for 24-hour technical support for MyPortal password resets and registration issues relating to Banner outages and browser issues.
4. Frustration with the inability to “see someone” in person to provide technical support for Canvas, Zoom, and other instructional and college technology and applications.
5. Overall frustration with the pandemic’s impact on daily life.

Opportunities for Growth

Changes or declines in student enrollment may directly impact on A&R. There have been positions previously identified for budget cuts. We are now seeking investment by the college to provide us with the resources required to meet student and campus demands.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 8: Collaboration and Communication

CAS Section 8 Purpose Summary

Registrar Programs and Services (RPS) personnel must collaborate and consult with institutional leaders, faculty, individuals, and departments essential to the success of the program. RPS must refer students, designated clients, and other constituents to appropriate resources when assistance is needed beyond the functional area’s scope.

Section 8 Committee Summary – Average rating (2)

A&R partners with campus resources, and refers students, staff/faculty, and the public to campus resources by referral.

Achievements

Recently, Enrollment Services had an organizational retreat in October 2022. This was an opportunity for different units within the program to fully interact with each other, learn strengths unique to that program, and more fully integrate within the overall mission of the program and the college. We also encourage staff to take classes to improve their skills as part of professional development and have several who are taking different languages to better serve the public.

Opportunities for Growth

This is in a constant state of evaluation as we assess our strengths and weaknesses to better serve our public in the future.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 9: Ethics, Law and Policy

CAS Section 9 Purpose Summary

Registrar Programs and Services (RPS) must review and adopt appropriate standards of ethical practice including those of applicable professional associations. RPS must comply with laws, regulations, policies, and procedures that relate to its respective responsibilities and that pose legal obligations, limitations, risks, and liabilities for the institution as a whole.

Section 9 Committee Summary – Average rating (2)

Quality assurance is monitored by the Dean of Enrollment Services and the Sr. Enrollment Services Supervisor. We follow title v regulations, state and local policies and procedures, and department rules.

Achievements

We serve all segments of the student population and are continuously looking for ways to disseminate information in a more effective and timely manner to more effectively serve students.

Opportunities for Growth

Technology continues to provide additional solution as we continue to innovate ways to provide the best Student Services experience possible

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 10: Financial Resources

CAS Section 10 Purpose Summary

Registrar Programs and Services (RPS) must have the funding that is necessary to accomplish its mission and goals. RPS must determine with administrative leadership what funding is necessary.

Section 10 Committee Summary – Average rating (0)

To meet the growing demands of direct and indirect student matriculation needs, A&R seeks the college's commitment to funding staff positions to ensure that we can:

- Support the college's growing programs within the dual enrollment arena (high school and adult school partnerships) and disproportionate impacted communities. These populations require A&R to provide high touch support to the student and their parents who are new to the community college landscape.
- Meet the growing technical demands posed by our ETS partners on projects such as the Online Education Initiative (OEI), Banner 9 testing and maintenance, fraudulent application monitoring, and more).
- Meet data reporting needs requested by our campus partners (Student Retention, MPS, Learning Communities, etc.) who rely on A&R to run enrollment reports, manually maintain student cohorts, and more.
- Successfully process diploma and degrees in a timely manner. It is important to note that we have seen a significant increase in degrees and certificates awarded despite enrollment decline.

Achievements

A&R continues to serve its students every day with the resources provided.

Opportunities for Growth

The Admissions and Records department underwent significant staff loss at a time of extreme changes: Banner 9 conversion and regulatory mandates that directly impacted residency, registration and records rules/processes

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 11: Technology

CAS Section 11 Purpose Summary

Registrar Programs and Services (RPS) must have current technology to support the achievement of its mission and goals. RPS must provide leadership for the application of technology to academic processes, records, and information. RPS must incorporate accessibility features into technology-based programs and services. RPS must ensure that personnel and constituents have access to training and support for technology use. RPS must back up data on a cycle established in partnership with the institution's information technology department. RPS must ensure that backup copies of important documentation, such as transcripts and the student database, are stored offsite in the event of a natural disaster or damage to the records. RPS must also ensure that information regarding how to access backup copies is stored offsite. RPS must implement a replacement plan and cycle for all technology with attention to sustainability.

Section 11 Committee Summary – Average rating (2)

A&R maintains a leadership role in all technology programming (set up, transitions to new programs, and testing relating to any changes) for the college's and district's student information systems (Banner) and third-party applications and State issued platforms (CCCApply application, MyPath, Online Education Initiative, Student Dashboard, Degreeworks, and more).

Achievements

Much of this workload is manual in nature and requires dedicated hours for troubleshooting with campus partners

Opportunities for Growth

The Admissions and Records department underwent significant staff loss at a time of extreme changes: Banner 9 conversion and regulatory mandates that directly impacted residency, registration and records rules/processes

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.

Section 12: Facilities and Infrastructure

CAS Section 12 Purpose Summary

Registrar Programs and Services (RPS) facilities must be located in suitable spaces designed to support the functional area's mission and goals. RPS facilities must be intentionally designed to engage various constituents,

promote learning, and provide accessible and safe spaces. RPS facilities must be designed to protect the security and privacy of records and ensure the confidentiality of sensitive information and conversations. RPS must incorporate universal design principles. RPS facilities must be designed and constructed to be energy-efficient and sustainable.

Section 12 Committee Summary – Average rating (2)

The A&R Offices are securely locked down with keypad doors and alarm to ensure the safety of records and sensitive information. Only authorized staff can enter A&R.

Achievements

A&R recently received a refresh of cubicles.

Opportunities for Growth

A&R is reorganizing its new office space. The team will continue to collaborate on the usage of space.

Action Steps

A detailed description of objectives, key results, activities, responsible persons, and timelines are included in Appendix A: Objectives and Key Results Worksheet.