LOS RIOS ADMISSIONS AND RECORDS

Admissions and Records

Year in Review Report

2023 - 2024

Your Journey Starts Here:
From Application to Graduation

LOS RIOS COMMUNITY COLLEGE DISTRICT

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> "We appreciate the collaborative spirit of partnership as we collectively work to improve the student experience from application to graduation. "

Acknowledgements

The progress made to date on the A&R and Financial Aid Redesign could not have been achieved without the support and collaboration with college leadership and staff, as well as district partners such as Information Technology, Institutional Research, Fiscal, and Human Resources. We are appreciative of the partnership, collaboration and commitment to work together to improve the student experience and outcomes in each of these areas.

We are grateful, as well, to the staff and supervisors in A&R who have, despite workload challenges, continued to serve students well and have worked diligently to meet critical deadlines. While the change process is not easy and can be very unsettling, staff are looking forward to the improvements that will continue to be made in 2024-2025 and beyond. In AACRAO's 2022 report, the consultants highlighted the good customer service focus exhibited by staff in the departments they interviewed and wrote: "*The Admissions and Records offices provide quality one-on-one service to students and to staff and faculty. It was repeatedly heard from both students and from other staff and faculty how willing the Admissions and Records staff are to support students and immediately problem-solve any situation.*" This ongoing commitment of care and high quality student service delivery continues to be a value exhibited by staff across all Los Rios' colleges.

Admissions & Records
Redesign Overview

As we reflect on the progress made since we began our efforts to improve the student experience and operational efficiency for Los Rios' Admissions and Records offices, it's encouraging to see the progress we've made so far and exciting to see the improvements we plan to implement this year. As with any organizational redesign, the process to change and transform a department and its services for students happens incrementally, ensuring we build a strong foundation on which other improvements can be implemented. Much of the progress made to date has been foundation building, with initial improvements already resulting in improved student experiences and outcomes, as well as improved departmental efficiencies.

2021-2022

We began this work during 2021-2022 when Los Rios contracted with the American Association of Collegiate Registrars and Admissions Offices (AACRAO) to assess opportunities to improve Admissions and Records. The focus of this work was to design a new equity-based service model that provides quality engagement for all students and, in particular, our disproportionately impacted student populations. In March 2022, AACRAO completed its assessment and issued a report with recommendations for organizational and programmatic changes in A&R, and identified improvements that could be made by leveraging more robust technology solutions. More detailed information regarding the A&R Redesign goals, assessment, and final report can be found on the Redesign webpage.

2022-2023

During the 2022-2023 academic year, the four college A&R Supervisors, working closely with the district A&R director and an organizational consultant, assessed program data, processes, and policies and developed a proposal for a new reporting structure for Admissions and Records based on AACRAO's recomendation. The organizational reporting structure change for the four college A&R departments was implemented in January 2024, with a phased-in approach for a more functional restructure that would better leverage expertise and resources in the district in a more coordinated, timely and responsive manner.

2024-Present

From January 2024 to the present, Los Rios' four college Admissions & Records offices have operated under a centralized reporting structure, with the college supervisors reporting directly to the two directors of A&R with oversight of the four college departments (with Kim Goff responsible for overseeing American River College and Cosumnes River College and Jason Ralphs overseeing Folsom Lake College and Sacramento City College). During the time preceding the organizational reporting structure change and to the present, a considerable amount of foundational work has been done to improve A&R operations and services to students districtwide. The A&R leadership team has worked to align policies and procedures across all four colleges, ensuring students receive a consistent high quality experience regardless of which college they take classes at. Below is an overview of key Los Rios Admissions and Records Redesign milestones. A more detailed timeline can be found in Appendix A.

Key Milestones

May 2021

- Campus listening sessions & development of the Redesign's Guiding Principles

October 2021

- Campus listening sessions & development of the Redesign's Guiding Principles

November 2021-February 2022

- AACRAO interviews and surveys staff, students, supervisors, & faculty

March 2022

- AACRAO final report and recommendations for A&R Redesign improvements

August 2022

- College financial aid supervisors develop proposal for new centralized financial aid functional structure to be phased in

October 2022

- Development of A&R & Financial Aid metrics to assess departmental outcomes

February 2023

- Funding approved for A&R Redesign Graduation Acceleration Project (GAP) Initiative

Spring 2023

- College A&R supervisors develop proposal for centralized A&R organization which is presented to and supported by the Chancellor & college presidents

January 1, 2024

- A&R departments new reporting structure transition

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Accomplishments to Date

This section highlights the major milestones achieved during the A&R Redesign initiative. From laying a solid foundation to streamlining operations, each accomplishment has brought us closer to creating a more efficient and student-centered experience. These successes demonstrate the positive impact of the changes so far and set the stage for continued progress.

Improvements to A&R Staffing

In Fall 2022, we completed an assessment of A&R employee job descriptions, titles, and salary schedules in order to make recommendations for improvement.

The redesign work identified challenges in recruitment and retention and our goal in this work was to address these challenges by making salary range and job title improvements that are more reflective of regional industry standards.

As a result of this review and discussions with LRCEA, we were able to improve several A&R classifications, including the **A&R Clerk I**, **II**, and **III**, and **Evaluator I** positions. Additionally, for the **A&R clerk** series, the position titles were changed from "**clerk**" to "**technician**" to reflect a more modern job title.

Development of A&R Metrics

In fall 2022, the A&R supervisors, district and campus leadership identified department metrics to assess organizational effectiveness and efficiency, as well as the student and employee experience in A&R. AACRAO had previously cited that A&R did not have established metrics to gauge continuous improvement or program efficacy. Where metrics had been used at individual campuses, they were produced ad hoc by the A&R supervisor, where tailored to a specific need such as unit planning or accreditation reporting, and were not consistent from year to year or between campuses. In some cases, processes had to be created to be able to capture data for the metrics.

The dashboard metrics assess four key areas:

01 | Operational efficiency and workload

02 | Student satisfaction and experience

03 | Communication responsiveness: telephone and email

04 | Employee experience and organizational climate

Data is reviewed after the end of each semester to assess overall progress and the impact of any improvements made over time, as well as to identify areas where additional attention is needed to address concerns. 2023-2024 A&R data and outcomes can be found on section 5 of this report.

Training, Documentation, and Staff Support

One of the essential elements in our alignment work has been the development of documentation and training materials that reflect our work on the process front. A&R has collaboratively produced 35 procedure guides documenting key A&R processes. These materials are stored in our districtwide Microsoft Teams channel that all A&R employees have access to. We have also developed several group chats using Teams for A&R Supervisor support, Residency support, International Student Program support, and Evaluator support. These chats are widely used by staff across the district to provide cross-campus functional support and ongoing training.

We have also focused on training employees to review petitions based on the conditions of approval discussed above and these training have also been recorded and shared to all A&R employees through our Teams channel. Since the end of spring 2024, six training sessions have been recorded and added to the Teams channel.

These improvements strengthen Admissions long-term, improve outcomes for students, reinforce an enhanced unified student experience and improve onboarding, retraining, and create the foundation necessary for the continuous improvement model implemented in the redesign.

Proposal to Return to February 1st Application Opening Date for Summer/Fall Approved

For many years, the summer/fall application process opened on February 1st of each year. In 2018, the opening date of the application changed to October 1st of each year. While the goal was to align with the UC and CSU application timeline (October 1 release), this change has resulted in greater complexity and challenges in A&R and confusion for students (who inadvertently applied for the wrong term when intending to enroll in spring classes because both applications for current year and new year are open at the same time). The recommendation to revert to the February 1st date was approved by Chancellor's Executive Team and college presidents, based on the recommendation of the VPSS's, outreach deans, and A&R leadership team, and with the support of DOIT.

Aligned A&R Business Process Workflows

Aligning business processes and workflows was a major focus in the past year. One primary focus of alignment has been student facing processes like student petitions. Over the course of the past year, student petitions including the **Course Repeat Petition, Late Add Petition, Late Drop Petition, Time Conflict Petition, Exceed Unit Petition, Academic Renewal Petition, and the Loss of Priority / CCPG Appeal Form** were unified and updated to develop standard conditions for approval communicated up-front to the student, reduce legalistic language, implement error-proofing designs, and streamline the student experience.

We anticipate these changes will increase approvals, make the petition process faster, more consistent, and be more informative for students engaging in the process. With more than 70% of students who earn degrees or certificates in Los Rios enrolling in more than one college in Los Rios, having aligned and unified business processes, policies, and procedures ensures students receive the same high-quality service at all the colleges. We have worked with DOIT to eliminate the technology silos between campus departments so that documents a student submits at one campus are easily accessible by A&R departments at another college, eliminating the need for students to send the same documents repeatedly.
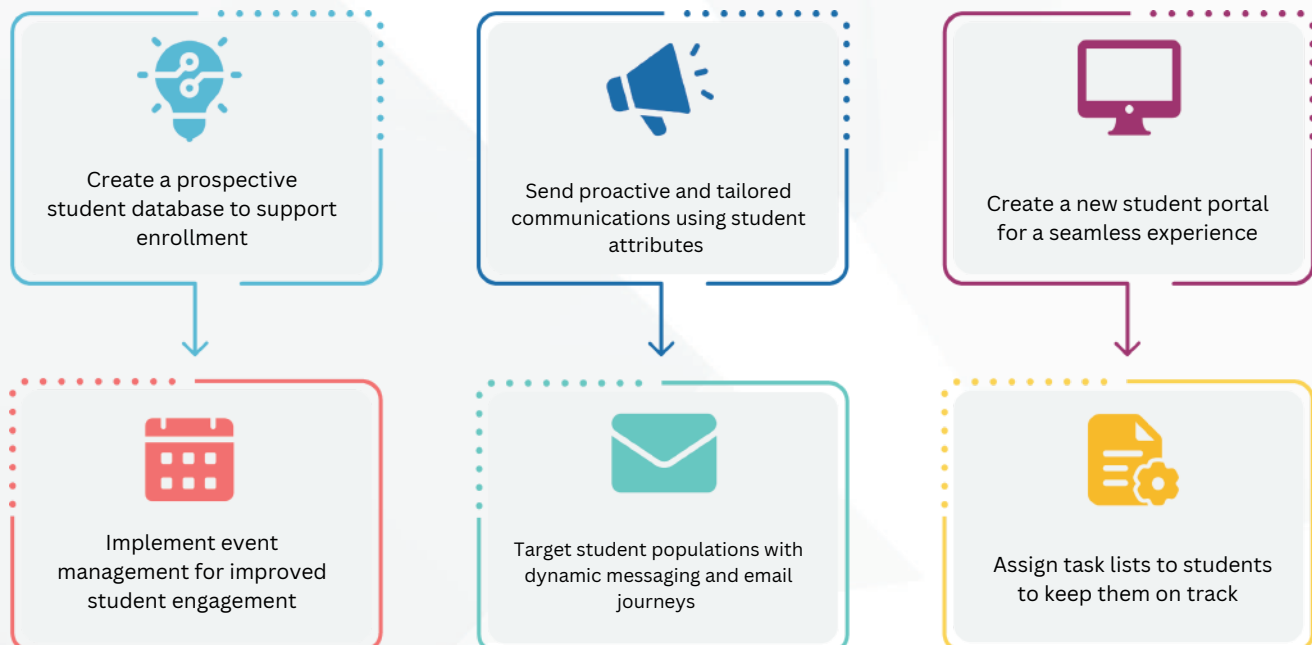
Increased processing of degrees and certificates

Districtwide, evaluators posted 10,883 degrees and certificates in the 2023-2024 academic year; this is the highest number of program awards in a post-pandemic academic year. Evaluators posted 1,136, or 11.7%, more program awards than in the previous academic year.
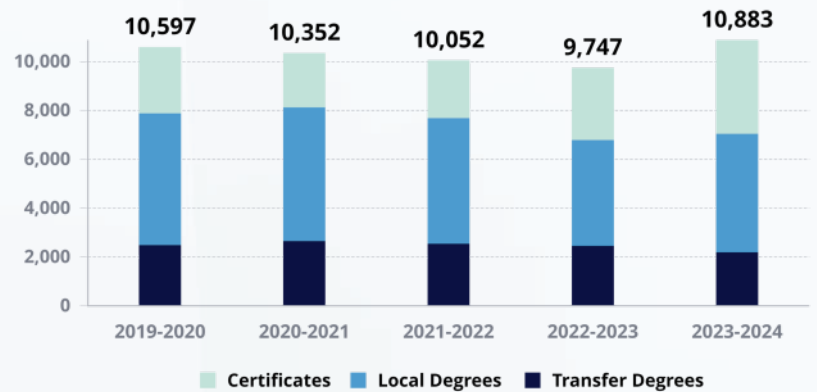
# Selection and implementation of New CRM

In August 2023, the Customer Relationship Management (CRM) contract was approved by the Los Rios Board of Trustees. The user group implementation teams, comprised of key college and district program and DOIT staff, were launched in February 2024.

The CRM user group implementation teams working to implement Phase 1 are focused on 5 key communication areas: Outreach, Admissions, Financial Aid, Dual Enrollment and targeted student Communications (campaigns). Other elements of that will be implemented in Phase 1 include a new online student portal and prospect database. We expect phase I of the CRM implementation will begin rolling out in February 2025.

Create a prospective student database to support enrollment

Send proactive and tailored communications using student attributes

Create a new student portal for a seamless experience

Implement event management for improved student engagement

Target student populations with dynamic messaging and email journeys

Assign task lists to students to keep them on track

The Graduation Acceleration Project (GAP) Initiative

In Spring 2023, we secured one-time funding to invest in and prioritize implementation of key elements of the A&R Redesign. The Graduation Acceleration Project (GAP) is a cohesive and comprehensive plan to improve admissions and related processes that support students from application to graduation. The graphic below depicts the overall GAP Initiative concept and elements.
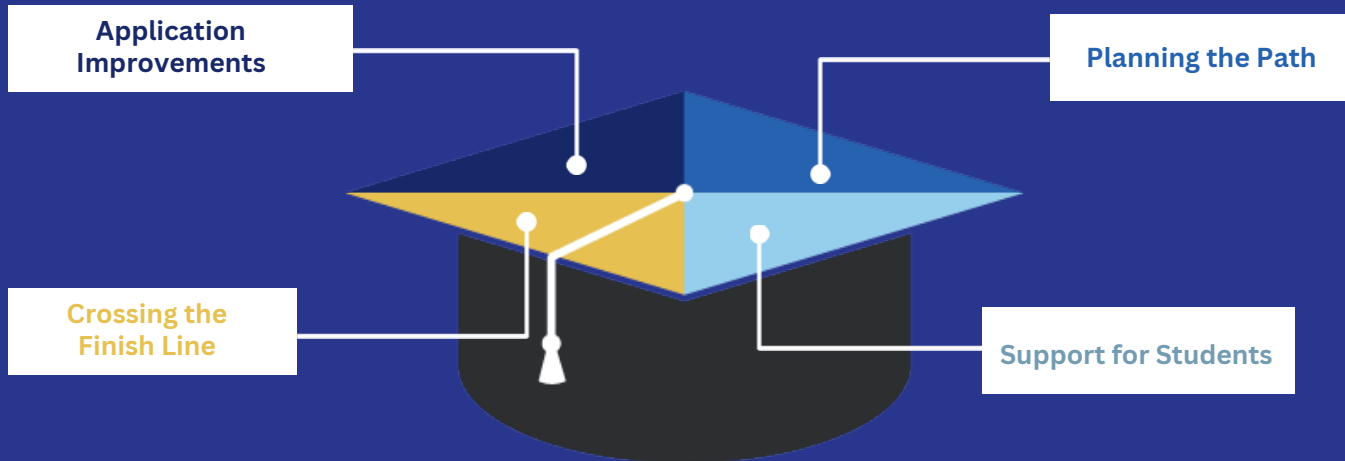
Application Improvements

- Meta Major Alignment & Organization
- Prioritized transfer degrees (AB928)
- Dual Enrollment

Support for Students

- Career Exploration: PathwayU
- Automated Major Change
- CRM Implementation

Planning the Path

- Front End Transcript Evaluation
- Credit for Prior Learning
- AP/IB/CLEP
- Transfer Evaluation System (TES) Implementation
- Course Substitution, Equivalencies, and Reciprocity Across Los Rios
- Degree Planner

Crossing the Finish Line

- Automated Student Petitions Including Graduation Petition
- Unified Transcript
- Degree Discovery
- Auto Award

CCCApply– Application Alignment with College Meta Majors & AB 928 Implementation

To comply with AB 928 which requires college to place students who declare a goal of transfer on an Associate Degree for Transfer (ADT) pathway where ADTs for major pathways exist, the Los Rios CCCApply team helped work with each of the four colleges to help organize the list of majors by "meta major" (for ARC called "home bases," for CRC known as "Career and Academic Communities").
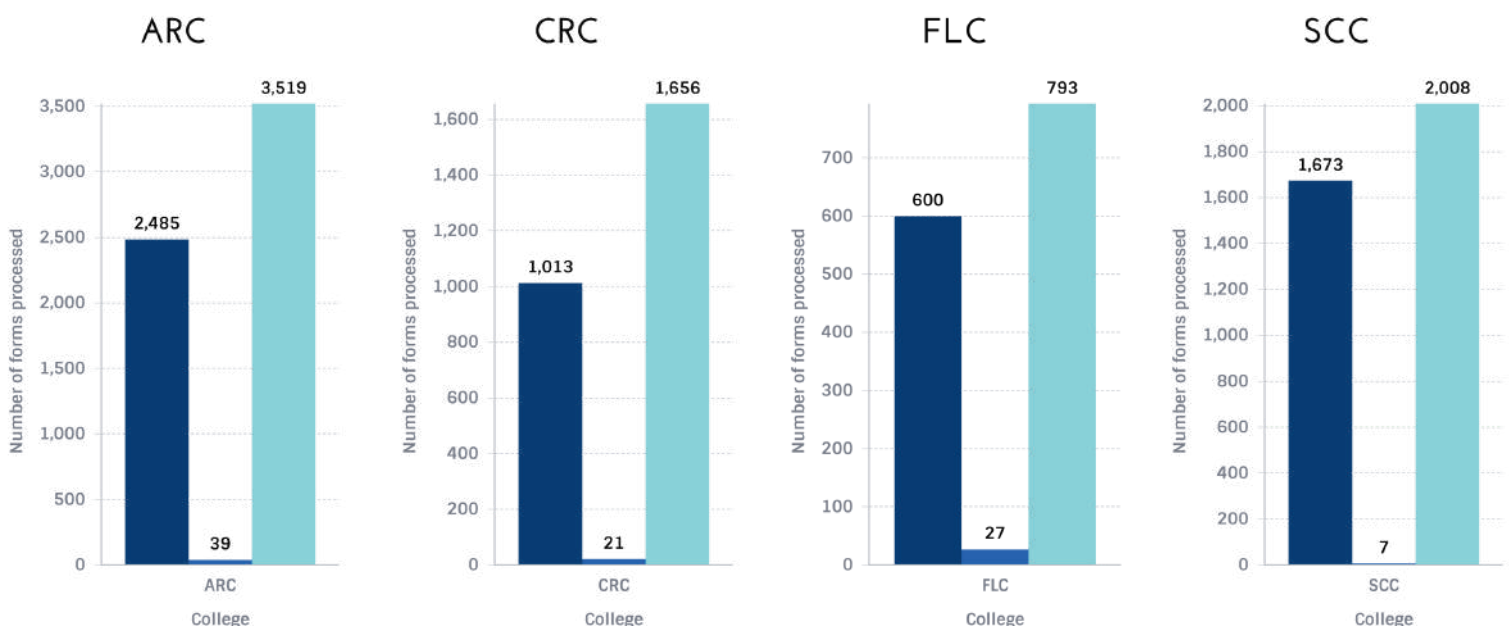
Major Change Automation

The A&R and Financial Aid worked closely with District Office IT to automate the online major change process and improve the student experience. The new online eServices form became available to students on February 11th, 2024. In the past, A&R offices would manually process more than 5,000 major change requests per semester. This improvement is expected to significantly reduce staff workload. From February 11th to June 30th, 2024, more than 7,900 online major change forms were submitted and processed instantly by this new system.
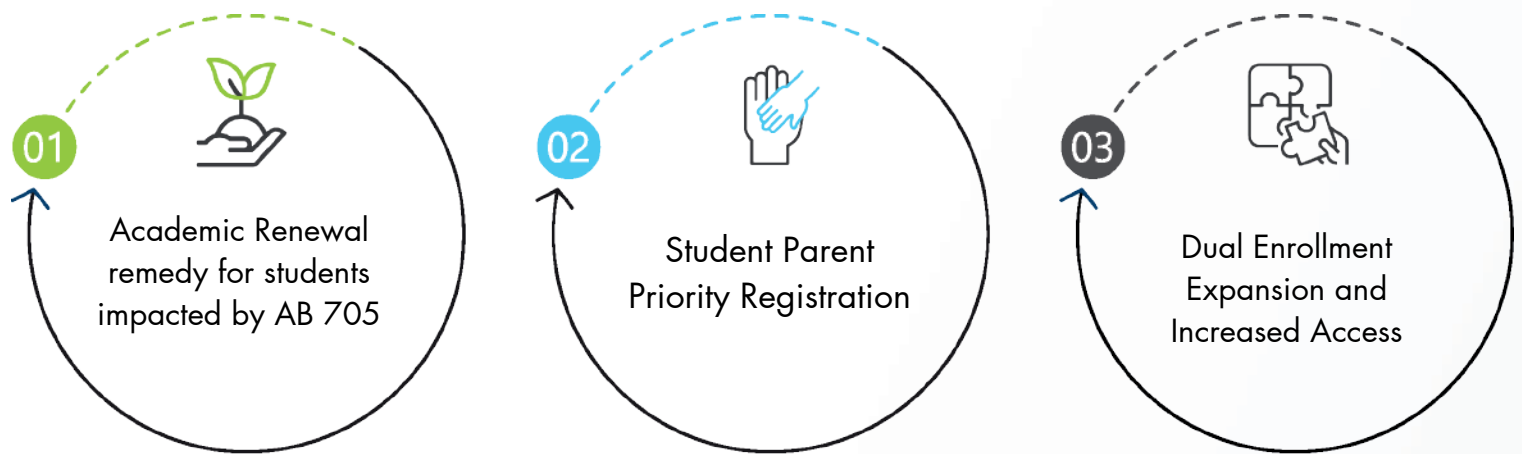
- **2/11/23 to 6/30/24** - Major Change Forms Processed *Manually*
- **2/11/24 - 6/30/24 -** Major Changes Processed *Manually*
- **2/11/24 to 6/30/24** - *Automated* Major Change Forms Processed

ARC

2,485	3,519
39	

CRC

1,013	1,656
21	

FLC

600	793
27	

SCC

1,673	2,008
7	

Implementation of New Legislation & Regulations

01 Academic Renewal remedy for students impacted by AB 705

02 Student Parent Priority Registration

03 Dual Enrollment Expansion and Increased Access

Academic Renewal Remedy for Students Impacted by AB 705

At the request of the District Academic Senate and VPSS' team, Los Rios' regulations (R-7252) was revised to aid students in obtaining academic renewal in courses no longer offered as a result of AB 705 implementation once the student passes a transfer level course in the same sequence. These changes allow a student who, for example, did not pass a MATH 100 course that is no longer offered as a result of AB705 to obtain renewal immediately upon completing the transfer-level course in the sequence without having to complete additional units, wait additional time, or factor these units in to the overall number of units that can be renewed.

Student Parent Priority Registration

In October 2023, Los Rios launched the new process for providing priority enrollment to student parents, as required by law. Beginning with the Spring 2024 enrollment period, student parents who provided at least half of the support for their minor child were eligible to receive the highest level of registration priority (Priority 0). To qualify, eligible students must self-certify their eligibility in eServices by the specified deadline.

Dual Enrollment Expansion and Increased Access

In Fall 2022, Los Rios' dual enrollment regulations were revised to increase student access to college courses by removing barriers in the previous regulations that did not comply with title 5 and Education Code. These regulatory changes also enabled A&R to streamline processes and forms, taking an important first step toward increasing access and success for high school students enrolling in Los Rios classes.

Leveraging Credit for Prior Learning

Test Score alignment: During the 23-24 academic year, Articulation Officers worked on aligning credit awarded for test scores such as Advanced Placement (AP) and International Baccalaureate (IB). This foundational work will allow for a consistent experience for students across the four colleges and enable posting this credit directly to student records. AP and IB results can then be used in our system for academic planning and prerequisites.

Credit for Prior Learning Military Credit/Joint Services Transcripts: During summer 2023, college websites and catalogs were updated to include a process for students to submit Joint Services Transcripts (JST) for Military Education Credit. We achieved a milestone in advancing Credit for Prior Learning (CPL) by establishing a tailored process for evaluating military transcripts of our veteran students. Veterans can now request CPL through a user-friendly web form accessible on each college's website. Military courses approved for credit will be posted to the student's transcript and used to fulfill degree and certificate requirements.

Implementation of TES Phase 1 and Alignment of AP Test Scores

TES Implementation: During Spring 2024, districtwide Transfer Evaluation System (TES) workgroup, comprised of articulation officers, counselors, A&R administrators, and staff, worked to develop the foundation to use TES as a repository to process and capture course substitution and equivalency review and approvals. The online TES platform, which facilitates a workflow for course substitution petitions and tracks the outcomes, will roll out in early spring 2025. TES will replace a manual process and provide more transparency to students, a streamlined system for faculty input, and a robust database for our A&R and counseling teams.

Step 1	Step 2	Step 3	Step 4
Student submits course substitution petition.	Faculty reviews the petition.	Approval/Denial posted in TES.	Automated updates made to student records.

First Districtwide A&R All Staff Professional Development Day

In February 2024, Los Rios held its first-ever districtwide training retreat at CRC for all Admissions and Records staff. President Bush and VPSS Emiru provided welcoming remarks to kick-start the day. Dean Andre Coleman presented a training on the Caring Campus Approach and Handling Difficult Situations. The A&R team participated in introspective activities across the District in the afternoon, collaborated on values integral to Admissions & Records and brainstormed objectives on our pathway to continuous improvement. We collected post-training feedback to improve future training events and build our A&R team. More than 60 staff from the four colleges attended the retreat.

A&R and Financial Aid Year End Celebration

In April 2024, we held a year-end celebration for the A&R and Financial Aid Redesign to recognize staff and supervisors who have played an important role in achieving the many accomplishments made to date. This was a joint celebration with the Student Services, Instruction, and Information Technology divisions.

Development of Los Rios A&R Values, Slogan, and Logo

During the February 2024 districtwide A&R all staff retreat, staff also participated in a brainstorming session to develop common values for A&R departments. After considering more than 100 possible "values," breakout groups ended up selecting the top six. Los Rios's Admissions and Records value the importance of: (1) being student-centered and student-driven; (2) being equity-minded; (3) teamwork and collaboration; (4) being respectful and acting with care and kindness; (5) being accurate, efficient, and good problem solvers; and (6) operating with transparency and integrity.

Staff also brainstormed possible slogan options and ultimately voted to adopt the following slogan:

"Your Academic Journey Starts Here: From Application to Graduation"

LOS RIOS ADMISSIONS AND RECORDS

Your Journey Starts Here – from Application to Graduation

3

Challenges and Opportunities

This section explores the obstacles faced during the A&R redesign process. As with any significant organizational change, challenges emerged along the way, requiring adaptability and creative problem-solving. These difficulties have shaped the course of the project, pushing us to rethink approaches and find more effective solutions, ultimately strengthening our foundation for future success.

Resource Constraints

Many of the improvements needed for the A&R Redesign require significant programming changes, such as the planned online graduation petition, or new systems, such as the CRM we are currently working to implement for Phase I. While much progress has been made to date, there are many proposed changes yet to be made, including implementation of a system that supports front end transcript evaluation, which will be very dependent on technology.

The extent to which resources can be allocated and projects prioritized that allow the A&R Redesign to move forward will continue to impact the overall success of this effort. The District Office Information Technology (DOIT) team has been an indispensable partner in this work. As we continue to successfully complete joint projects, such as Major Change Automation, Dual Enrollment Self-Enrollment, Automation of AP test scores, and many others, our capacity to work collaboratively across different departments as a team has been a wonderful early outcome of the Redesign. And, the result of our partnership with DOIT to accomplish this work has a positive impact on Los Rios' students.

Organizational Capacity

01 Staffing Structure

With the A&R reporting structure change in January 2024, we've been able to better assess the overall staffing structure and needs for each department to address workflow and work prioritization issues, determine what classifications are needed (and how many) for the different processes in each college's A&R office. In some cases, there have been insufficient numbers of A&R technicians to help answer phone calls, and support processes, such as residency and petition processing. As we move forward in 2024-2025, improvements in workflows, staff assignments, staffing, and workload prioritization will help to provide a better foundation for ensuring backlogs are eliminated, deadlines are met, and students served in a timely manner.

(02) High Workload

Workload issues continue to present a challenge, although we are seeing the results of a centralized reporting structure for A&R already benefiting the college departments in a positive way. For several years, some of Los Rios' colleges struggled with graduation petition processing deadlines. With a more centralized structure, this past year colleges that have faced significant graduation petition backlogs were not at risk of missing a state deadline for posting of awards because staff from sister colleges were able to help at another college where there was a workload backlog. The ability to more easily redirect staff across all four colleges to areas where workload is higher has been a beneficial outcome of the Redesign. Although we have implemented improvements like the Major Change Automation and the upcoming Dual Enrollment Self-Enrollment process that will eliminate the need for staff to manually enroll students in classes, the operational efficiencies help to move A&R in the direction of a more manageable workload.

(03) Call Volume

Call volume continues to be an area of improvement for A&R and one that we will continue to work on throughout 2024-2025. For smaller colleges, like FLC, call response rates have increased from semester to semester from **82%** in Spring 2023 to **96%** in Spring 2024; and, at CRC from **57%** in Spring 2023 to **89%** in Spring 2024. At ARC and SCC, call volume has continued to be a challenge, with a call response rate of **54%** in Spring 2023 and **38%** in Spring 2024 for ARC; and **35.9%** in Spring 2023 and **48.3%** in Spring 2024 for SCC.

Goals for 2024-2025

This section outlines the future direction of the A&R redesign. With a solid foundation established, the focus will be on further enhancing services and operational efficiency. These goals are designed to continue building on the progress made and ensure that A&R continues to evolve to meet the needs of students and staff alike.

Communication Improvements: *Websites, Phone Message Trees, & Call Center Pilot* 01

We hope to make significant strides in improving A&R student communications. We will continue to monitor and assess call volume and responsiveness data, and implement strategies designed to make information more readily accessible to students by improving website content and designing a more informative phone message tree to address frequently asked questions.

Supervisors are monitoring call volume data daily to help allocate staffing accordingly as call volume fluctuates.

Addressing call volume and departmental responsiveness:
A pilot that will be launched in October 2024 to route ARC's A&R calls through the General Call Center first, before being transferred to the A&R Office is expected to reduce call volume and increase call answer rates. Depending on the pilot outcomes, additional campuses may be added.

02 Support of College-Specific Initiatives & Plans

In addition to the improvements we plan to work on in 2024-2025 listed below, our goal is to ensure that each A&R office continues to support the unique needs and interests at each college.

Conversations with college leadership about college interests, priorities, and needs related to A&R are being scheduled to help ensure A&R is responsive to college-specific initiatives and plans and to allocate resources accordingly.

03 Continued Improvements to Dual Enrollment

We expect to make significant improvements to Los Rios's dual enrollment processes, the student experience, and overall operational efficiency in A&R in terms of supporting dual enrollment. In Fall 2024, we will launch the new online dual enrollment self enrollment process that will allow Special Admit students to enroll themselves in classes via eServices (Student Self-Service) after Admissions and Records receives the Special Admit application and the enrollment hold is removed. This new functionality will make registering for classes a great deal easier for students and will reduce workload on staff, particularly in A&R where students had to be manually enrolled in each of their classes.

As part of the new dual enrollment self-enrollment process, a new, simplified "Special Admit" form will be available to students fall 2024 for the spring 2025 registration cycle. The enrollment process for continuing students will be simplified by only requiring submission of the "Special Admit" application one time only, rather than requiring it each semester a student enrolls.

As we move into the Spring 2025 semester and beyond, discussions are underway to use the CRM to create a Dual Enrollment portal and online workflow for students to submit their for special admit applications and track routing for approvals and status.

04 CRM Student Communication Improvements

By February 2025, DOIT expects to launch the first of several communication campaigns targeted to students who are identified as prospective students and as they apply, another campaign focused on students who have applied but not yet enrolled, and a third campaign to reach out to students about the drop for non-payment deadline. Phase I for the new student portal will be launched by February, as well. The student portal currently being developed is an online platform that will serve as a centralized hub for students to access enrollment and course information, academic planning tools, bursars office functions, and other services available in Los Rios. Surveys of student needs and interests are helping to ensure new systems are student-centered.

05 Continued Graduation Acceleration Project Investments and Focus

- Transfer Evaluation System (TES)
- Online Graduation Petition
- Auto Award
- Center for Prior Learning
- Front End Transcript Evaluation
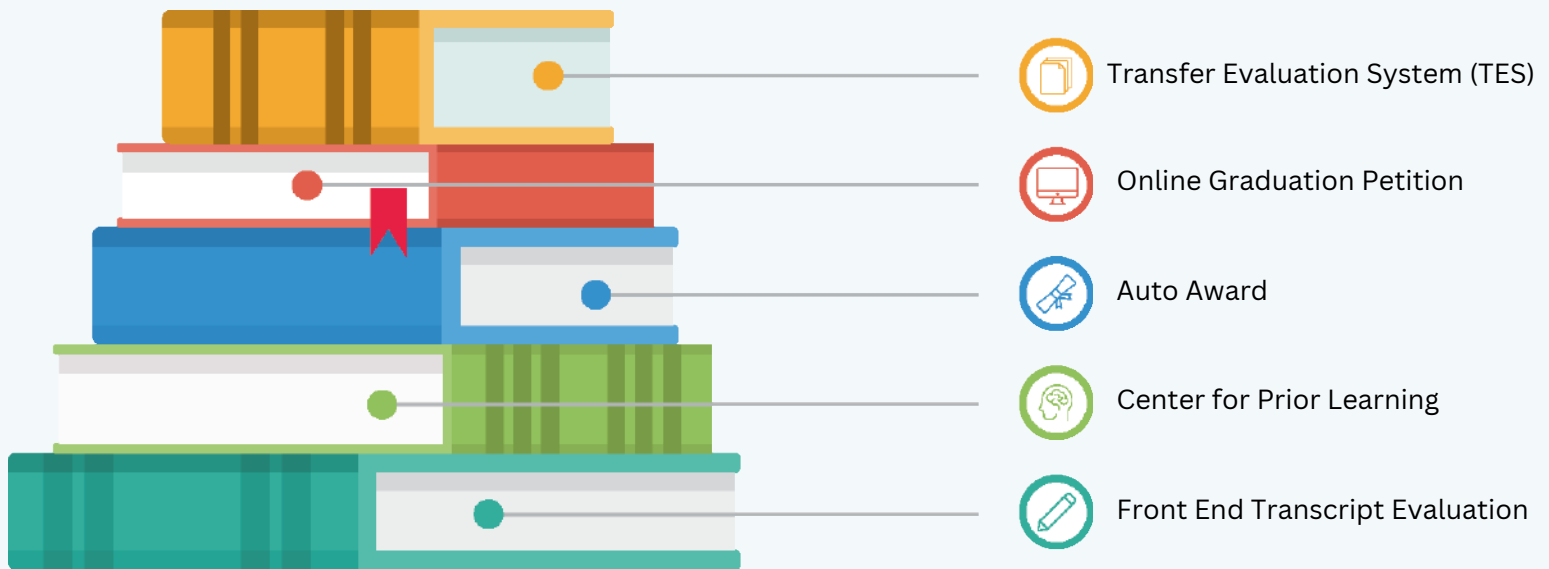
- **Transfer Evaluation System (TES):** For 2024-2025, we plan to launch TES as the online system for students to submit course substitution and equivalency petitions, and as the electronic workflow process to track and route to instructional departments for approval. We will continue to work with faculty on the expansion of TES and expect that this effort will be aided by the implementation of CalGETC and common course numbering.
- **Online Graduation Petition:** Our goal is to begin work in late Spring 2025 to develop an online Graduation Petition using the CRM, that will auto-populate the coursework students successfully completed for their degree.
- **Auto Award:** Working with DOIT, we plan to develop a plan for the development of an auto-award process.
- **Credit for Prior Learning:** We will continue efforts to fully implement and automate, to the extent possible, CPL, with the next phase focused on IB, CLEP, and other types of CPL (industry certifications and portfolio reviews).
- **Front End Transcript Evaluation:** In fall 2024 we will restart conversations about the needed components of a front end transcript evaluation system, which includes identifying and implementing an Optical Character Recognition software and fully implementing eTranscripts. Of the 11,043 outside transcripts Los Rios received in 2023-24, 78% were from a California community college, UC, or CSU. If all three segments of higher education were to fully adopt eTranscripts, the efficiencies gained would be significant for Los Rios. Twenty-two percent (22%) of all transcripts last year were from Los Rios' neighbors: Sierra College, Sacramento State, and UC Davis. Our goal is to work with our regional partners to implement eTranscript, and at a minimum begin conversations with them through the K-16 regional collaborative.

06 Upcoming Technology Improvements and Efficiencies

Work on TES and the new CRM will continue throughout 2024-25, including the launch of a new student portal. Additionally, we plan to work with DOIT to develop and implement:

- Dual enrollment enhancements
- Unified transcript
- Non-resident fee waiver for students taking ESL classes
- Credit for Prior Learning: *automation and application of AP credit on student transcripts*
- Graduation Petition
- Pass/No Pass
- OnBase Improvements: *New taxonomy for Onbase under development. This will remove barriers to accessing important documents for Admissions and Records, particularly evaluations and will consolidate like documents under one naming convention.*

07 Student and Employee Survey

One of the metrics we have not been able to adequately assess is the student and employee experience. A goal for 2024-25 to to develop a more effective means to capturing student and employee feedback about their experience in A&R. During 2023, the A&R leadership team launched a point of service survey that was embedded as a link in supervisor and staff emails. After an interaction with the A&R department, students were encouraged to submit feedback as a "point of service" quick survey (only 2 or 3 questions). Unfortunately very few students completed the survey distributed in this manner during 2023-2024.

Working with the district Office of Institutional Research, plans are underway to conduct an all student survey across all four colleges for A&R this year. Modeled after the FLC student services survey, feedback from campus leadership will be sought. The goal is to conduct this survey every two years.

Additionally, leveraging QMinder or SARS, depending on what is used by the campus, to conduct an ongoing point of service survey via text is also in the plans for this year. Students would receive a text message after being served in A&R to get their feedback about their experience.

08 International Student Admissions Alignment and Support

For 2024-25, we plan to take significant strides to improve our capacity in international student admissions. This includes unifying international student admission forms, aligning admissions processes and requirements, and ensuring adequate support and staffing across the district. To accomplish this, we plan to bring in outside expertise to identify best practice models in international student admissions to ensure compliance with highly complex legal requirements.

09 Continued Efforts to Align Processes and Leverage Staffing Across District

The A&R Redesign has focused on alignment of processes across the district. Providing students with the same directions, timing, and experiences at all colleges. Efforts around alignment and staffing revolve around training, monitoring metrics and needs, and providing consistent information to staff and students. Below are examples of work done in the last year:

- Functional alignment of evaluations and residency
- Detailed process guides
- Staff training and professional develop provided at regular intervals throughout the year to support functional area expertise (and alignment) and building of an equity-minded and student centered organizational culture
- Standardized onboarding process
- Standardized monitoring of deadlines, progress, and metrics to quickly allocate support from other locations
- Assess and respond to long-term needs, policy changes, and trends that could impact both the level and composition of A&R workload

10 New Legislation & Regulations

There are several regulatory updates we plan to make that are primarily changes to comply with new Title 5 or Education Code changes. These regulatory updates include: (1) **R-2211 on Priority Registration for students participating in a state funded Rising Scholars Program**; (2) **R-2212 on dual enrollment**; (3) **R-2251 on non-resident fees refund deadline, residency, and international student admissions; and** (4) **R-7211 on maximum unit load** to align with AB 19 and other clarifying language related to exceed unit petitions. Details on the proposed regulatory updates can be found in **Appendix E**.

For 2024-25, two significant legislative changes that will have an impact in A&R's evaluations and degree audit functions, is the transition to CalGETC and Common Course Numbering.

11 Capacity Building

Plans for continuing capacity building for all A&R departments in 2024-25 include:

Succession planning: With an upcoming supervisor retirement expected for June 2025 and other classified staff, as well, we are aware of the need to develop and encourage professional development of staff interested in moving into leadership roles and promotional opportunities.

Professional development for classified staff: as we continue work to align policies and procedures, staff will receive training on various areas within A&R, such as residency, international student admissions, evaluations, and other functional areas.

Organizational structure and staffing:
An area of focus for 2024-25 will be to improve business process workflows; the assignment, prioritization, and monitoring workload to ensure deadlines are met; and assessing overall staffing at each campus to better meet workload and campus needs.

Organizational culture: customer service focus; equity minded; building capacity to successfully accomplish workload demands; developing a culture that is responsive to change.

5

Admissions & Records Metrics Overview 2023-2024

This section outlines the key metrics that will help us evaluate the effectiveness of our recent changes to the A&R services. By monitoring these indicators, we can assess the impact of our efforts and identify areas for continued improvement. This data will be instrumental in shaping our future strategies and ensuring that we are meeting the needs of our students and staff.

Admissions & Records Metrics Overview 2023-2024

Category 1: Operational Efficiency and Workload

Category 2: Student Satisfaction

Category 3: Employee Experience and Organizational Climate

Category 4: Communication Responsiveness

Above are the four primary metric categories identified as critical for measuring overall operational efficiency including departmental workload and responsiveness; and the student and staff experience Admission and Records. Under each of the four categories, the specific metric that was assessed is summarized.

Los Rios A&R Districtwide Outcomes 2023-2024

The metrics below provide descriptive information on student initiated workflows within A&R. While A&R processes the workflows described in this section, there are often additional steps external to Admissions that occur in the process prior to Admissions receipt of the workflow task. These measures apply to the entire workflow inclusive of processing time before the petition arrives in A&R for determination and processing. As an example, when a student submits a late add petition or a late drop petition, the form first goes to the instructor of record for input.

Another example is seen in student graduation petitions. While A&R evaluates and processes graduation petitions, if course substitution or equivalency petitions are outstanding and pending decisions in an instructional department, this will impact A&R processing times. Additionally, if a student does not submit all required documentation or submits an incomplete form, this will also result in delays. Many of these metrics are often reflective of overall institutional workflow and dependencies. Additionally, the processing time measured here is inclusive of holidays and weekends.

Districtwide Petition Processing Metrics

Form Type	Spring 2023 Count	Spring 2023 Median Process Time	Fall 2023 Count	Fall 2023 Median Process Time	Spring 2024 Count	Spring 2024 Median Process Time	Aligned Process Time
Academic Renewal Petition	418	2	388	3	479	5	3-5 Business Days
Course Repeat Petition	319	3	221	3	378	4	3-5 Business Days
Exceed Unit Petition	544	4	438	5	621	4	3-5 Business Days
Late Add Petition	635	2	689	3	783	6	3-5 Business Days
Late Drop Petition	776	4	703	2	926	4	3-5 Business Days
Loss of Priority Reg & CCPG	215	3	258	1	261	2	3-5 Business Days
Time Conflict Petition	101	2	69	7	76	8	3-5 Business Days

Districtwide Residency Processing Metrics

Form Type	Spring 2023 Count	Spring 2023 Median Process Time	Fall 2023 Count	Fall 2023 Median Process Time	Spring 2024 Count	Spring 2024 Median Process Time	Aligned Process Time
AB-343 Request	129	1	133	1	137	1	5-10 Business Days
AB-540 Request	446	1	231	1	424	1	5-10 Business Days
Residency Reclass or Appeal	713	5	613	3	773	3	5-10 Business Days

Student Data Processing Metrics

Form Type	Spring 2023		Fall 2023		Spring 2024		
	Count	Median Process Time	Count	Median Process Time	Count	Median Process Time	Aligned Process Time
Enrollment Verification	457	1	485	1	609	1	3-5 Business Days
Major Change	5113	1	4404	1	1059	1	3-5 Business Days
Student Data Change	470	1	480	1	602	1	3-5 Business Days

Special Admit (Dual Enrollment) Headcount by College and Term

College	Fall 2023	Spring 2024
American River College	2,337	2,554
Cosumnes River College	461	746
Folsom Lake College	685	745
Sacramento City College	1,046	947
Districtwide Total	4,397	4,837

Graduation Petition Processing Overview

Graduation and certificate processing is impacted by both internal and external deadlines and constraints. The cycle from application for award to final processing can be several months and up to three months past the end of the student's graduating semester. Factors that impact processing timelines include:
- Document submission:
  - Course substitution and equivalency petitions;
  - Posting of AP credit or other credit for prior learning;
- Students completing and submitting graduation petitions (with accurate information);
- Final grades submission timing by instructors;
- Transfer degree verification deadlines set by the CSU system.

The college outcome data in the following pages show total degrees and certificates awarded as a workload measure for A&R. Upcoming improvements that will improve departmental processing of graduation petitions address some of the current constraints. Examples of planned improvements (some of which will be implemented soon) that will improve graduation petition processing include: Our work to receive AP scores from College Board, along with the alignment of AP scores across the district, which will allow us to electronically process and reflect credit on transcripts; Implementing eTranscripts will allow Los Rios to receive official transcript data electronically;The TES repository of approved outside transfer course credit; An online graduation petition that automatically uploads the coursework that satisfies requirements to earn the degree.

American River College

Communication Responsiveness:

Calls Answered

Calls Recieved
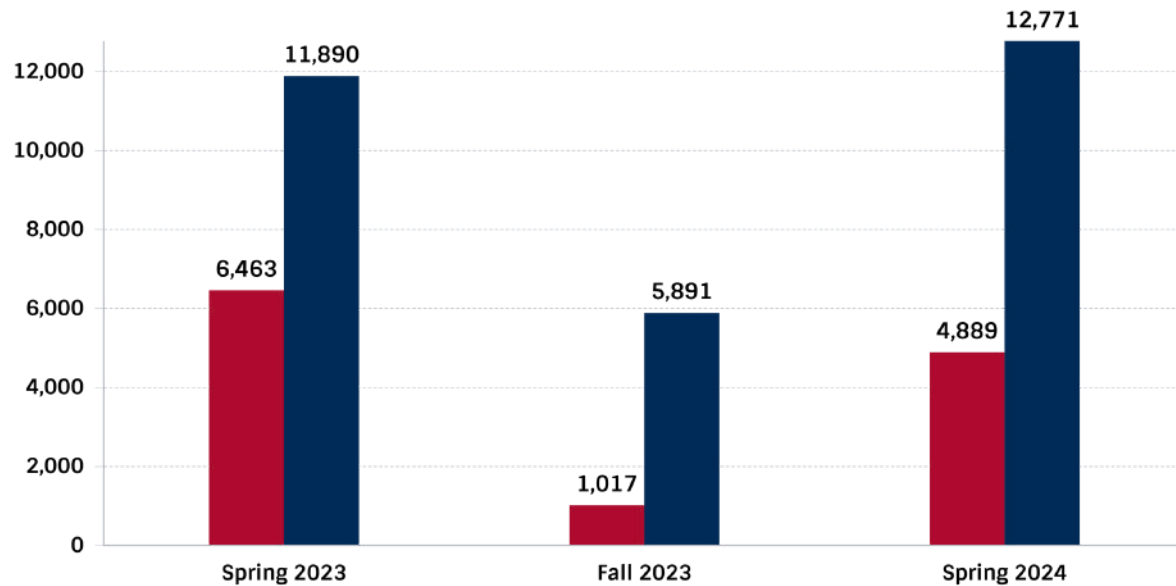
Semester	Received Calls	Answered Calls	Average Answer Rate
Spring 2023	11890	6463	54.36%
Fall 2023	5891	1017	17.26%
Spring 2024	12771	4889	38.28%

Graduation Petition Processing:
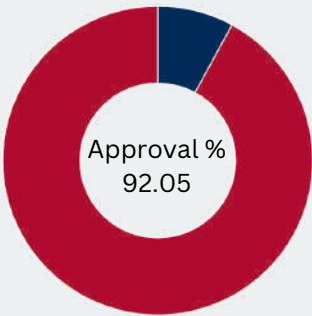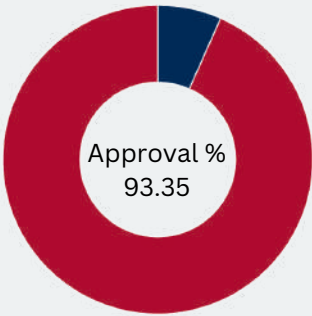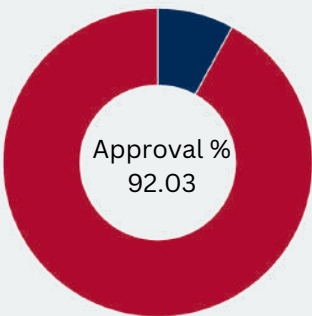
● Approved ● Denied

Approval %
92.05

Spring 2023

Approval %
88.93

Summer 2023

Approval %
93.35

Fall 2023

Approval %
92.03

Spring 2024

Student Data

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Major and Educ Goal Change	2194	1	1977	1	554	1
Student Data Change	266	1	273	2	321	1
Enrollment Verification	203	2	273	1	319	1

Residency Processing Metrics

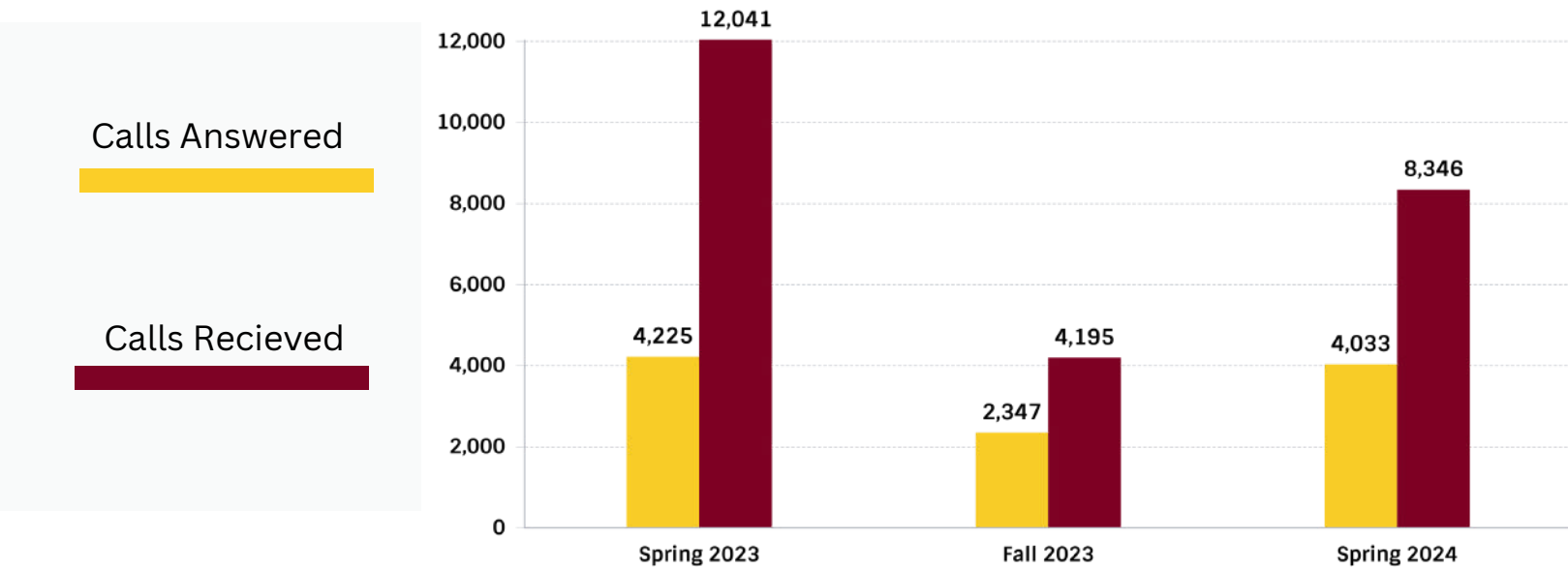| Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Residency AB-343 Request	90	1	100	2	96	1
Residency AB-540 Request	148	1	74	2	131	1
Residency Reclass or Appeal	287	9	297	6	370	5

Petition Processing Metrics

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Academic Renewal Petition	123	7	127	68	148	28
Course Repeat Petition	137	3	100	28	143	9
Exceed Unit Petition	237	3	194	24	247	13
Late Add Petition	380	3	398	9	460	10
Late Drop Petition	335	6	335	70	351	14
Time Conflict Petition	42	3	52	30	33	9

Consumnes River College

Communication Responsiveness:
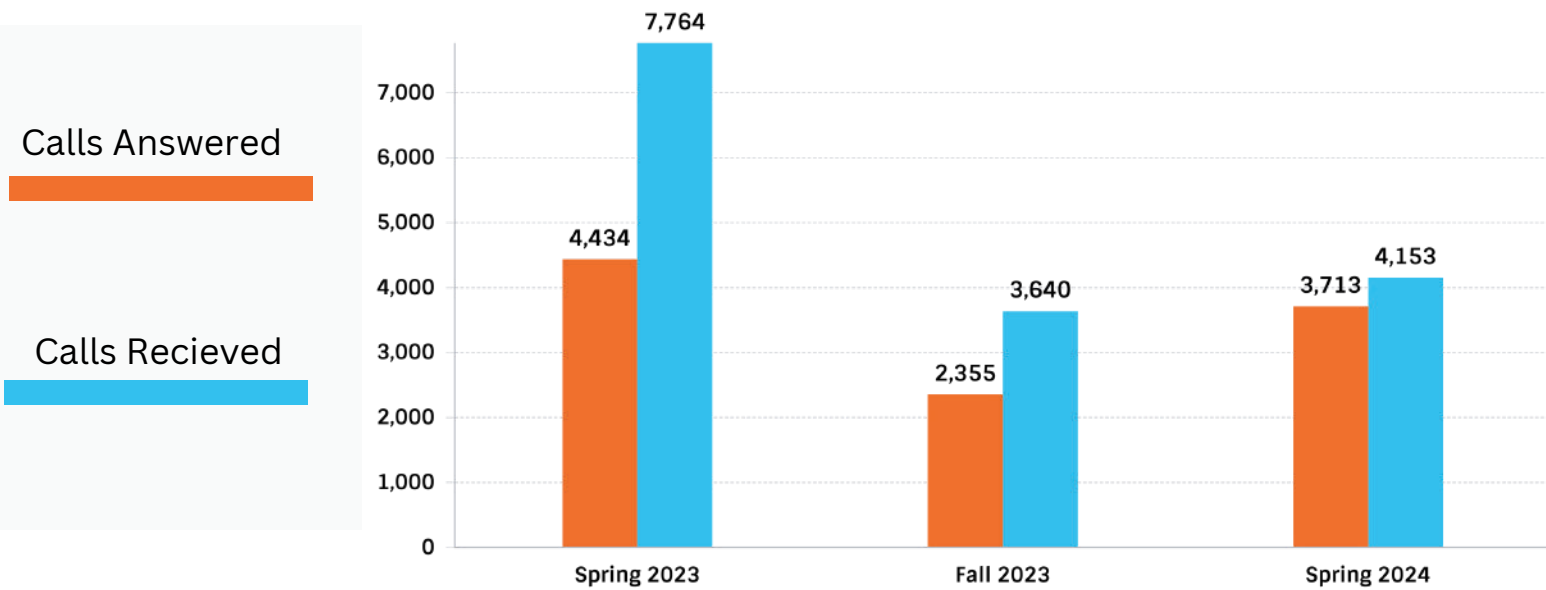
Semester	Received Calls	Answered Calls	Average Answer Rate
Spring 2023	7764	4434	57.11%
Fall 2023	3640	2355	64.70%
Spring 2024	4153	3713	89.41%

Graduation Petition Processing:
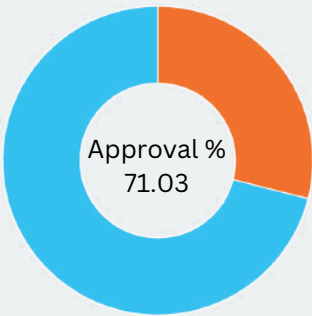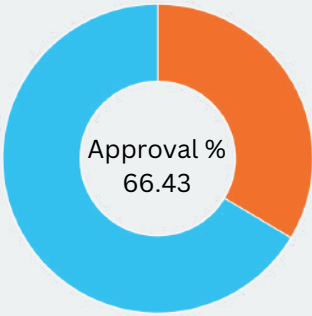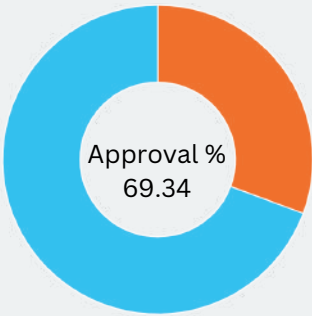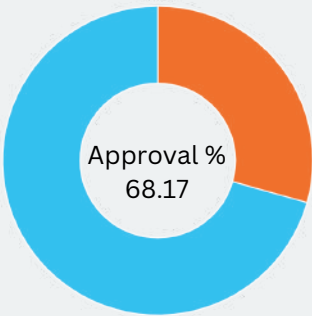
🔵 Approved 🟠 Denied

**Approval %
71.03**

Spring 2023

**Approval %
66.43**

Summer 2023

**Approval %
69.34**

Fall 2023

**Approval %
68.17**

Spring 2024

Student Data

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Major and Educ Goal Change	868	1	809	1	178	1
Student Data Change	53	2	41	4	74	1
Enrollment Verification	76	2	45	3	87	1

Residency Processing Metrics

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Residency AB-343 Request	11	2	12	3	14	1
Residency AB-540 Request	78	4	38	4	68	2.5
Residency Reclass or Appeal	126	6	115	8	135	5

Petition Processing Metrics

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Academic Renewal Petition	135	1	139	3	161	1
Course Repeat Petition	49	1	32	3	69	7
Exceed Unit Petition	29	4	20	2	48	1
Late Add Petition	54	3	59	2	55	2
Late Drop Petition	108	11	156	13	149	10
Time Conflict Petition	6	3.5	13	8	14	2

Folsom Lake College

Communication Responsiveness:
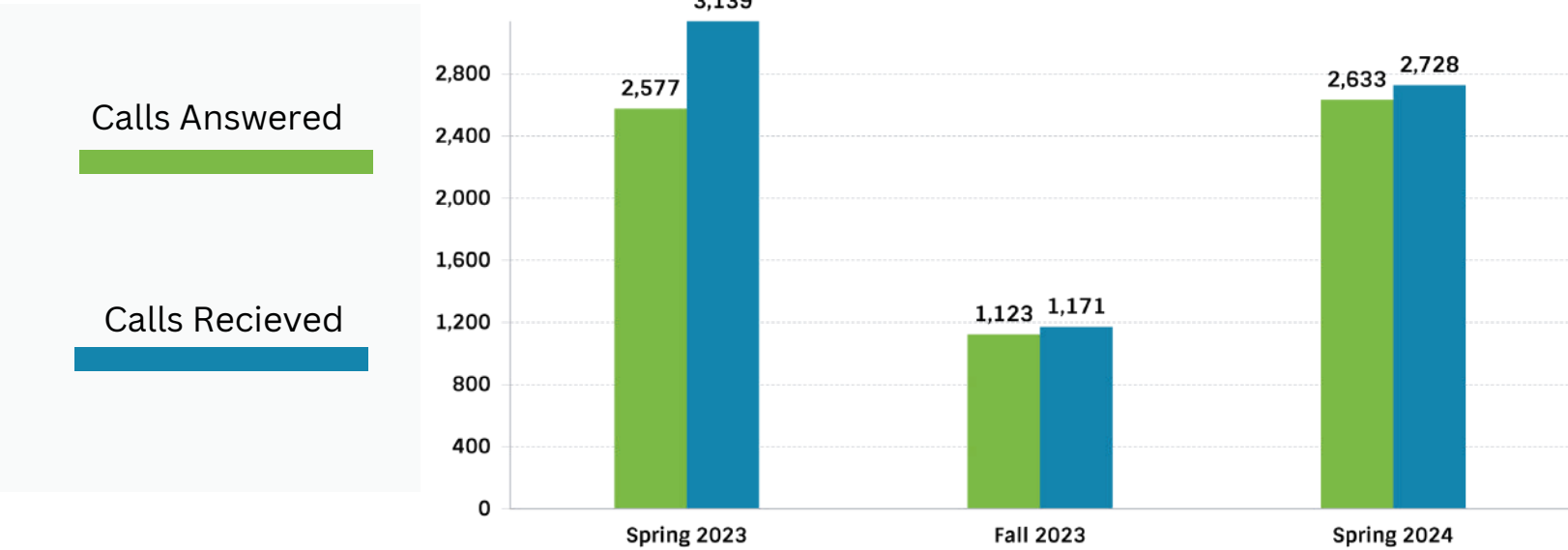
Semester	Received Calls	Answered Calls	Average Answer Rate
Spring 2023	3139	2577	82.10%
Fall 2023	1171	1123	95.90%
Spring 2024	2728	2633	96.52%

Graduation Petition Processing:

🟢 Approved 🔵 Denied

Approval %
93.04

Spring 2023

Approval %
93.89

Summer 2023

Approval %
89.20

Fall 2023

Approval %
93.03

Spring 2024

Student Data

Form Type	Spring 2023	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Major and Educ Goal Change	580	0	447	0	106	0
Student Data Change	42	0.5	41	0	50	0
Enrollment Verification	63	1	66	1	82	1

Residency Processing Metrics

Form Type	Spring 2023	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Residency AB-343 Request	9	4	6	0	12	1
Residency AB-540 Request	109	0	48	0.5	101	0
Residency Reclass or Appeal	95	2	103	2	117	2

Petition Processing Metrics

Form Type	Spring 2023	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Academic Renewal Petition	81	0	72	0.5	72	1
Course Repeat Petition	35	1	26	1	48	1
Exceed Unit Petition	62	0	89	0	85	0
Late Add Petition	81	1	80	1	89	1
Late Drop Petition	114	1	162	1	192	1
Time Conflict Petition	40	1	15	9	13	6

Sacramento City College

Communication Responsiveness:

Legend:
- Calls Answered (yellow)
- Calls Recieved (dark red)

Bar chart data:
- Spring 2023: 4,225 / 12,041
- Fall 2023: 2,347 / 4,195
- Spring 2024: 4,033 / 8,346

Semester	Received Calls	Answered Calls	Average Answer Rate
Spring 2023	12041	4225	35.09%
Fall 2023	4195	2347	55.95%
Spring 2024	8346	4033	48.32%

Graduation Petition Processing:
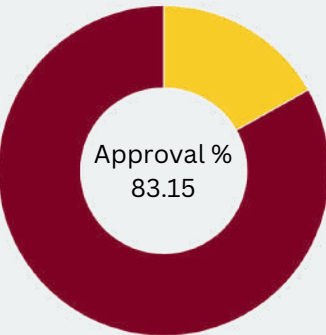
● Approved ● Denied

Spring 2023
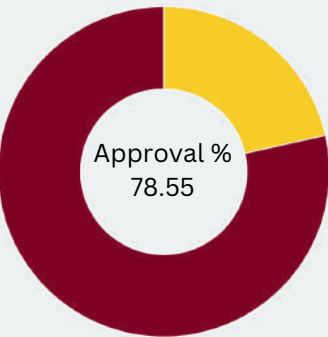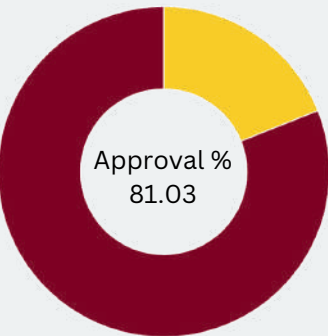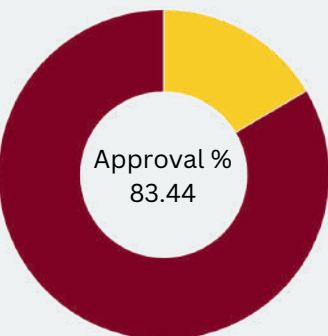
Approval % 83.15

Summer 2023

Approval % 78.55

Fall 2023

Approval % 81.03

Spring 2024

Approval % 83.44

Student Data

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Major and Educ Goal Change	1493	3	1178	1	221	1
Student Data Change	113	1	135	0	163	1
Enrollment Verification	116	1	105	1	121	1

Residency Processing Metrics

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Residency AB-343 Request	20	2.5	16	1	16	2
Residency AB-540 Request	114	2	75	1	124	1
Residency Reclass or Appeal	218	3	156	1	184	2

Petition Processing Metrics

Form Type	Spring 2023 Count	Median Process Time	Fall 2023 Count	Median Process Time	Spring 2024 Count	Median Process Time
Academic Renewal Petition	102	2.5	96	1.5	113	6
Course Repeat Petition	98	4.5	90	2	120	2
Exceed Unit Petition	216	5	195	5	244	4
Late Add Petition	136	1	176	1	187	1
Late Drop Petition	239	4	250	1	248	2
Time Conflict Petition	13	2	25	6	18	12

6

Appendices

The appendices provides additional resources and documentation related to the A&R redesign project, including the full milestone timeline, detailed assessment reports, and key references. This supplementary material offers a deeper insight into the processes and data that have guided the redesign efforts thus far.

Appendix A

Los Rios Admissions & Records Redesign Timeline

- **May 2021**- campus listening sessions & development of the Redesign's Guiding Principles
- **October 2021**- Contract with AACRAO Consultants for assessment
- **November 2021**- A&R and Financial Aid Redesign College-wide Meetings
- **November 2021**-February 2022- AACRAO interviews and surveys staff, students, supervisors, & faculty
- **February 2022**- A&R and Financial Aid Redesign College-wide Meetings
- **March 2022**- AACRAO final report and recommendations for A&R Redesign improvements
- **March-April 2022**- Report recommendations shared with stakeholders
- **May 2022**- Monthly A&R and Financial Aid Redesign written status updates to college leadership begins
- **May-July 2022**- Development of initial implementation plans
- **August 2022**- College financial aid supervisors develop proposal for new centralized financial aid functional structure to be phased in
- **October 2022**- Development of A&R & Financial Aid metrics to assess departmental outcomes
- **January 1, 2023**- Financial Aid departments new reporting structure transition
- **February 2023**: Funding approved for A&R Redesign Graduation Acceleration Project (GAP) Initiative
- **Spring 2023**- College A&R supervisors develop proposal for centralized A&R organization which is presented to and supported by the Chancellor & college presidents
- **August 2023**- Los Rios Board of Trustees approves Salesforce CRM contract
- **November 2023**- Online Student Automated Major Change Launched
- **January 1, 2024**- A&R departments new reporting structure transition
- **February 2024**- CRM user groups to implement Phase 1 of student communications and onboarding improvements, including a new student portal, launched (Admissions, Financial Aid, Outreach, Dual Enrollment)
- **2024-2025:** continuing efforts to implement the CRM, lay foundation for district-wide teams based on function, streamlining & aligning processes and policies, improving the student experience

Appendix B

Guiding Principles

During the latter part of the spring 2021 semester, each college held listening sessions with faculty, classified, and managers to discuss the proposed redesign of Admissions and Records and Financial Aid. Feedback and concerns from the listening sessions were compiled and used to help develop guiding principles to provide a framework for how the overall process and important considerations that would be taken into account throughout the redesign process. The Redesign's guiding principles include:

- *Transparency and communication* about the process are critical.
- The outcome of the redesign process should result in a more robust and *student-centered* model of service delivery for all students, and particularly for our most marginalized students.
- *Equity-minded and student-centered service delivery model*, for students and staff.
- Changes should be *data-informed* and based on student needs.
- The redesign should identify *metrics* and a process for evaluating whether the changes have been successful and help inform future quality improvements.
- *Stakeholder* input is important to inform the redesign.
- The redesign should result in efficiencies that *address staff workload constraints* and *improve the student experience*.
- The model for redesign should still provide *in-person campus-level support for students*.
- Recommendations for improvement should address possible technology and process improvements that would result in greater efficiencies, reduce redundancies and unnecessary requirements and steps in a process, and *eliminate barriers for students*.
- Change can be very difficult – it is important to *address the human side of how change impacts individuals* and provide support to staff to help them manage changes resulting from the redesign.

Admission & Records and Financial Aid Redesign Goals

- *Implement* a service model and structure that will better serve students, staff, and all stakeholders.
- *Provide* seamless service to students that is both equity-minded and student-centered.
- *Maximize* efficiencies in processes, technology, and staffing in conducting admissions and records and financial aid-related processes.
- *Align* and create a more consistent student experience across all four colleges, so that all students receive an exceptional level of service.
- *Establish* metrics for identifying areas for improvement and assessing effectiveness.
- *Implement* processes that regularly evaluate and address workload concerns with the goal of maintaining good staff morale and work satisfaction.

Appendix C

Los Rios GAP Initiative: Progress to Date

PROJECT ELEMENT	STATUS	
Credit for prior learning	In Progress	
TES Implementation	In Progress	
Degree Planning	Completed	
Automated Student Petitions	In Progress	
Unified Transcript	Not yet started	
Degree Discovery	Not yet started	
Auto Award	Not yet started	
CCCApply Improvements	Completed	
PathwayU Career & Major Exploration	Completed	
CRM Communications	In Progress	
CRM Case Management	Not yet started	
Automated Major Change	Completed	
Front End Transcript Evaluation	Not yet started	

Appendix D

Los Rios Districtwide All Staff A&R Professional Development Day

Appendix E

Overview of Proposed Regulatory Changes for 2024-2025

Policy/Regulation	Update Summary
R-2211 - Priority Registration	Students participating in programs funded by the Rising Scholars Network shall receive Priority 0 registration priority under updates to CCR 5 58108(d)(8).
R-2212 - Dual Enrollment	Clarifies adult dual enrollment students can participate in CCAP programming under SB554, and consolidates the Special Admit form between Primary and Summer terms. This update will also add language to develop a process for the withdrawal of parental consent for 5 CCR 56700 compliance; see ESS 23-45.
R-2251 - Nonresident and International Fees	Adds updates to statutory exemptions, including AB1232, to nonresident fees since the last regulation update. Additional updates to clarify the process for accepting residency determinations from another California Community College under AB3255 for students attending Los Rios through the California Virtual Campus exchange. Updates to maintain continuity on refund deadlines to match other recently updated regulations (e.g., R-2254 and R-7252). Additional clarifications on the scope and approval of retroactive residency determination, and minor clarification on international student admission.
R-7211 - Maximum Unit Load	AB 19 (waiver of tuition for first two years) does not require summer enrollment, but a student receiving AB 19 benefits who chooses to enroll in Summer must enroll at 12 units to maintain AB 19 eligibility in summer. Currently, the maximum unit load in regulation is 8 units in summer with up to 12 approvable by petition. Admissions is permitting students to enroll in up to 12 units without a petition and up to 15 in the summer with an approved petition to ensure AB 19 eligibility is not impacted. These updates codify practice. The maximum recommended unit load is clarified to be a districtwide threshold. This update would also clarify that excess unit petitions may not be used to exceed unit limitations placed by statute (dual enrollment) or through the readmission process following dismissal. The conditions of approval for an exceed unit petition are clarified.

Appendix F

A&R Organizational Reporting Structure Plan

Associate Vice Chancellor of Educational Services

A&R Administrator TBD

| Supervisor ARC | Supervisor CRC | Supervisor FLC | Supervisor SCC | Supervisor - Central Prcoessing Hub |

Front Line Service / Special Operations / Functional Areas (for each campus supervisor)

College Queues with Aligned Practices

Districtwide Queues:
- Enrollment Verification (Districtwide Approach)
- Outgoing Transcripts (Districtwide Approach)
- GAP Initiative Implementation
- Related Technology Maintenance (E.g. Degree Audit, TES)

- **Centralized reporting structure** for campus supervisors & Central Hub lead
- **Services remain localized on campus**: front line services, special operations, and functional areas remain
- **Aligned procedures and practices:** for all functional areas
- **Central Hub** for "back-end processes", such as districtwide transcript and enrollement verification; GAP project implementation

Appendix F

Functional Areas in A&R Workflows

Front Door Services

- Admissions
- Residency

Enrollment Services

- Enrollment Services

Evaluation Services

- Evaluations (Part 1)
- Evaluations (Part 2 - Graduation Acceleration Program)

Record Services

- Academic Records
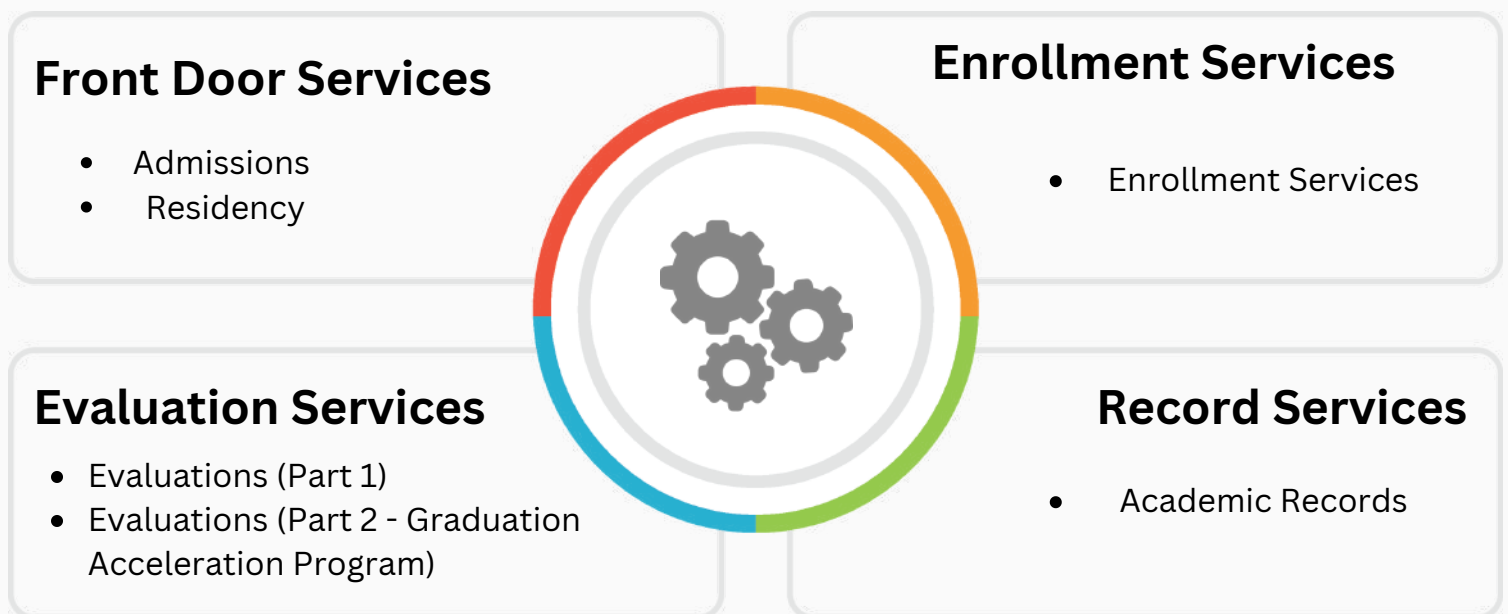
- Four connected functional areas identified for alignment
- Follow post-admittance student lifecycle
- All A&R workflows organized under these areas
- All A&R offices also engage students with Front Line and *Special Operation Services*
  - Includes: Athletics, Veteran Certifications, International Students

Appendix G

Student Services IT Project Pipeline

Demands (Prioritized Backlog) | 14

Student Services | 29

- Identify Conflicting Information between FAFSA and Dependent Child Verification page
- Update to PeopleSoft Security Administration - A&R / Student Records
- Course Substitution and Equivalency
- Graduation Tracking and Processing
- SAS Modification Request
- PeopleSoft Tile: EOP&S/CARE/NextUp Tile

Demands (Active) | 3

- DSPS Database Enhancement

Projects (Prioritized Backlog) | 9

- Credit for Prior Learning: CLEP
- Credit for Prior Learning: IB
- Degree/Certificate Auto-Award
- Districtwide Transcript
- Transcript Evaluation Process Improvement

Projects (Active) | 14

- Taxonomy Review / Security Review / Doc Type Consolidation project for OnBase
- [Mandate] AB1232 Support for Non-Resident Students Enrolled in ESL Courses
- Financial Aid Eligibility & Verification Improvement (SAE)
- K-16 Data Sharing Pilot
- Dual Enrollment - Special Admit Enhancements
- SECURE (CRM) - Baseline Implementation
- Credit for Prior Learning: AP
- Transcript Evaluation System (TES) Implementation

Projects (Completed) | 22

- CCCApply Major Change Alignment
- Academic Renewal Petition Updates
- Time Conflict Petition Updates
- Loss of Priority / CCPG Appeal Updates
- Credit for Prior Learning: Military
- Course Repeat Petition Updates
- Late Add Petition Updates
- Exceed Unit Petition Updates
- Late Drop Petition Updates

Appendix H

Summary of AACRAO A&R Redesign Report Recommendations

TOPIC	RECOMMENDATION	STATUS
A&R Office & Student Outcome Metrics	Develop common metrics to assess operational efficiency and student outcomes	Completed
Communication to Students	Provide upfront onboarding information to students in print, online and in multiple languages.	In Progress
Process and Practices	Aligned practices used by all Admissions offices when processing documents.	In Progress
Centralized Functions	Create a seamless procedure across Los Rios Admissions offices that provide return times and outcomes in a timely manner.	Completed
Technology/ Workflow	Los Rios assesses current systems to streamline workflow procedures.	Completed
Automation of communication	Provide responses to students submitted documents.	Completed
Communication across LRCCD	Improve communication between campus and district Admissions & records employees.	Completed
Customer Relations Management (CRM)	Establish a system to manage communications with individuals that engage with the Admissions and Records offices.	In Progress
Data collection	It is recommended that each college use data to evaluate Admissions Office needs (staff, workload and customer service).	Completed
Organizational Structure	Implement new organizational structure to better meet student and department needs.	Completed

Appendix H

TOPIC	RECOMMENDATION	STATUS
Staffing	Evaluate and determine best organizational capacity structure.	In Progress
Personalized Student Support and Sustainable Service to students	It is critical that incoming students be fully supported in order to achieve greater access and increase student success through organizational culture, processes and practices that support this goal.	In Progress
Districtwide expansion of PeopleSoft Access, OnBase	Expand the use and access of PeopleSoft and OnBase for Admissions staff.	In Progress
Professional Development	It is recommended that a more formalized structure be developed to routinely bring together functional units from across LRCCD.	In Progress
District and Campus websites	Enhance or promote the functionality of the campus and district websites (i.e. upfront language conversion option and "Apply" icon).	In Progress
Centralize and improve specified A&R business processes	Ensure all forms and services are accessible to students online.	Completed
	Graduation Petition Improvement Project	Planned for 2025
	Residency Improvements	In Progress
	Student Privacy Center Implementation	Not yet started
	Out of State Hold	Not yet started
	CCCApply Major Selection Improvements	Completed
	Advanced Education / Dual Enrollment eForm Implementation	Completed

Appendix H

TOPIC	RECOMMENDATION	STATUS	
	Pass/No Pass Self-Service Implementation	Not yet started	
	Finish GT eForms implementation	Completed	
	Implement Optical Character Recognition system to process paper transcripts & eTranscript to support Front End Transcript Evaluation	Not yet started	
	Collaborate with A&R Teams to develop initial functional teams for implementation (e.g. Residency, Evaluations, Enrollment Verification, Veterans, Transcript Processing, International Students, etc)	In Progress	

Los Rios Community College District

Year In Review Report

Your Journey Starts Here: From Application to Graduation

Thank you for reading and for being part of our continued efforts to improve the student experience.