OREGON COAST
COMMUNITY COLLEGE

SPARC – Service Areas (Updated 11-23)

Service and Program Area Review - Comprehensive
Template and Instructions

INSTRUCTIONS:

Please find below the form that includes the specific elements that should be included in your Service Area Review. Feel free to include and attach additional information or documentation that you feel is critical to the understanding of your service area. This may include information on a particular challenge your area is facing, additional assessment information for your area, or details on a notable project your area has recently completed to support the College Core Themes, Student Success and Educational Pathways.

The purposes of a program review are improvement, alignment with established objectives, and planning for the future. The program review process provides opportunities for programs to review their accomplishments, examine their strengths and weaknesses, and develop plans through which improvements can be achieved. Service Area Review conclusions and recommendations will be discussed and reviewed in department, division, College, and budgeting and strategic planning processes.

Service Area Review

Due Date: August-September of the Academic Year Assigned
Submission year:
Program Name:

 Instructions: SPARCs are due in August/September of the scheduled year. They consist of:
- a look back and evaluation of assessment outcomes and goals/objectives from your previous SPAREs (annual reports)
- identification of long-term goals (upcoming four year cycle) and short-term objectives (to support the achievement of these goals)
- funding requests for the next fiscal year, subsequent to the reporting year.

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Supervisor Review Date and Signature:

Part One: Service Area Overview

1. *Describe the functions of your service area. How does your area contribute to the achievement of College Core Themes, and, through them, the fulfillment of the College Mission?*

The Office of the Registrar interacts with and serves college faculty and staff, students, and outside agencies, and oversees the maintenance of student records. It evaluates student completion of degree requirements and qualifies students for graduation, and awards degrees/certificates. It also manages the intake and evaluation of all incoming transcripts, evaluating and awarding of transfer credits, and satisfaction of pre-requisite requirements for admission to limited entry programs and transfer degrees.

Registrar functions and responsibilities encompass the processing and documentation of student requests for changes to their records: re-entry to the college, change of majors, requests to drop courses, changes to official student information, requests for transcript review and evaluation, and petitions to graduate. Maintenance of student records includes the regular review and awarding of academic honors by term and at graduation, and a review each term of student Academic Standing.

The Registrar's Office is responsible for start of term, monthly, and end of term reporting to federal agencies of student enrollment status to qualify students for financial aid and determine the student's amount of federal funding eligibility. In addition, the Office is responsible for reporting end-of-term student completion and degree reporting to the National Student Clearinghouse.

The Registrar responds to requests for enrollment and degree completion verification from outside agencies seeking to verify qualifications for employment, local agencies seeking to verify student status for housing/rental agreements, and students needing verification for scholarship and other purposes. It responds to Solomon Amendment requests (requests from military recruiters for student enrollment information, required by federal law), and oversees college compliance with FERPA regulations regarding the protection of confidentiality of records and students' PII (personally identifiable information).

Because the Registrar's Office serves and interacts with virtually all segments of the college constituency, its functions and responsibilities serve both College Core Themes:

Educational Pathways: Operations in the Registrar Office directly support Educational Pathways through configuration of programs and transfer/credit for prior learning in the data system. Curriculum changes affecting degrees and certificates are regularly integrated into these configurations.

Student Success: The Registrar Office supports Student Success through every stage of their educational journey by providing efficient and timely form processing, evaluation and crediting of transcripts and credit for prior learning credits, and through the evaluation of completion of degrees and certificates.

2. *Describe the current staffing levels of your service area and use the table below to categorize them. Briefly describe the functions of each position, so that readers can better understand your area and its operations.*

Position type:	# of positions:
Classified: Full time	1
Classified: Part-time permanent	
Classified: Part-time hourly	
Student workers	
Administrators	1

The Classified position is currently a support position and is titled "Enrollment Records Specialist." This individual assists with nearly all Registrar functions, which are shared among the Registrar and Enrollment Records Specialist.

The Registrar handles, in addition to daily tasks and functions, the monthly enrollment reporting to Clearinghouse as well as the degree reporting requirements at end of every term. The Registrar also currently is responsible for all program and records

configuration in the College data system, which forms the foundation of all operations and transfer/completion evaluations.

3. *As you look to the next four years of your area's operation, what are the strengths of your service area? What opportunities may exist?*

- Since its original inception in 2020-21, the Office of the Registrar has held several aspirational goals as foundational to its service philosophy:
  - o Establish the Office of the Registrar as an open, responsive, and communicative office that counters the stodgy bureaucratic reputation of many Registrar Offices.
  - o Establish a helpful, supportive, and informative tone of communication with internal and external clients, furthering OCCC's student-centered approach.
  - o Develop processes and documentation methods that minimize necessary steps and barriers to clients and maximize efficient use of scarce resources.
  - o Pursue balance between processing speed and accuracy.
  - o Establish and maintain a record of accuracy and timely reporting to federal and state authorities.

- As a single FTE service area, the addition of a full-time position to the Office of the Registrar, accomplished in July 2023, represents an opportunity for the college to grow and further mature the operations of the Office of the Registrar. The extreme resource constraint of operating with only one FTE over its first years has limited the capability of the office to review operations and make changes, to explore and implement efficiencies which might be possible, and to oversee the accuracy of publicly viewable documentation of programs and services.

- The impending expiration of the contract with the current data system vendor creates an opportunity to explore other system options that may include higher functionality and flexibility for system configuration and the required adaptations of processes for expanded degree and transfer credit opportunities currently being implemented for students. It also presents an opportunity for service improvements and the introduction of efficiencies that are impossible now with the current system constraints.

4. *Over the same period, are there particular weaknesses you may see in your service area? What challenges may exist for your area?*

Weaknesses

The current data system has numerous limitations in its capability that require time-consuming work-arounds to achieve desired results or obtain desired information. Multiple critical categories of information are not tracked at all by the system and cannot be obtained through any means.

With the Registrar Office being established over the last three years in a under-resourced state, some processes have been implemented with little time for consideration of workflow and efficient use of resources. Instead, other more complex ones were focused on. With the addition of a single FTE to the office, the Registrar has had the opportunity to step back somewhat and observe processes in operation. As always, there is room for improvement in some areas:

- Diploma printing and delivery is resource-intensive (both labor and capital)

- A logjam is occurring in the processing of LPN to RN Bridge transfer evaluations, affecting the Office's ability to process the evaluations in a timely manner, and creating anxiety among applicants. Either the process needs to be tweaked or students and advisors need more information on the length of time to process these evaluations.

- Currently only 10% or less of inquiries from agencies for enrollment or degree verifications are eligible for a response. This is because around 90% of them are inquiring for verifications completed prior to OCCC's independence. Hence the verifications must come from other colleges, depending on the time period involved. Detailed instructions are posted in the Clearinghouse home page for OCCC for these services to assist the agencies in communicating with the correct college.

Challenges:

- A potential transition to a new data system presents new challenges in configuration adaptation, data transition, and training.

- There are several proposed state reporting elements for the future, as well as recommended configurations, that are not available/not configurable in Anthology,

potentially limiting the College's future ability to comply with these proposed requirements.

- The growing complexity of programs and services offered present new configuration challenges and the need for the development of work-arounds/adaptations to the system to accommodate these new programs and services.

- Growing volume of evaluation requests – for example it is anticipated by nursing faculty that up to 100 applicants will be seeking seats in the new LPN to RN Bridge program, all of which will need transcript evaluations and the entry of transfer information to the student's record.

5. *Attach to this review (or insert below) relevant quantitative data that you feel reflects your area's level of service to students, responsiveness to their needs, and/or provides evidence of service gaps. Examples might include: numbers of student served by different functions within your area, usage levels of different services, information about demographics of your students served, student feedback or evaluation of your services, etc.*
   a. *Explain the source of your data. Give a brief overview of each example you have provided.*

Objective data has been obtained through Docusign, the platform for processing confidential requests, and Microsoft Forms, the platform used for processing non-confidential requests. Reports have also been drawn from the National Student Clearinghouse.

   b. *What does your data illustrate about student needs, the level and quality of service you provide, and the strengths or challenges you outlined above in Part One?*

1. The data indicates that the usage of Registrar services has increased significantly over year-to-year. In most cases the time to process has also decreased, although the additional FTE did not come on board until the end of June 2023. Some bottlenecks are indicated by the "envelope velocity" report from Docusign, meaning that those processes may be able to be reviewed to improve efficiencies.

2. During the review period additional services were activated through the National Student Clearinghouse. This included transcript services and enrollment and degree

verifications. These services were activated in January of 2023 – data therefore currently available does not represent a full year, and there is no data from prior years for comparison. While these services significantly reduce the processing time for these requests, the recent independence of the college is affecting the processing rate and number of these requests. Because of recent independence, OCCC does not have access to degree or course records prior to that date, as they belong to the sponsoring college during that period. Students and employers are currently given instructions on the Clearinghouse screen, based on dates of attendance, on what college to contact for their records. Thus the number of unfulfilled or cancelled requests is high – based on OCCC's inability to fulfill earlier records requests. It is expected these numbers will decline as the college's date of independence recedes into the past.

3. Anecdotal evidence is admittedly flawed; however, it is also true that those who are dissatisfied are more likely to speak out than those who are satisfied with services they receive. That being said, in the last year the Office of the Registrar has received numerous hand-written snail-mailed thank you cards from both current and former students, which take time to purchase and mail. Notes and cards have also been dropped off at the Office of Instruction over the year. These cards and notes have expressed appreciation for the Registrar Office's efforts to support students in their bids for employment advancement or further educational goals. This speaks positively of the Office's progress toward realization of a personalized, student-centered, and responsive office.

The Registrar's Office has also received a few criticisms from students in the last year regarding the wording of some form responses the Office utilizes. In each of these cases the response was reviewed and changes made based on the criticism. The student was then responded to thanking them for the feedback and stating that changes had been made in response to their feedback.

c. *What opportunities for improvement are reflected in the data? Are there changes your area can make that would improve Student Success? How does the data inform your area's plans over the four-year program review period?*

The Registrar's Office will convene a group of participants in the processes indicated to have bottlenecks by the data and encourage changes to these processes to improve responsiveness to student requests.

Results from the assessment tool data will be reviewed quarterly to identify trends and provide a basis for process and service improvements.

Part Two: Reporting on Past Period's Service Area Outcomes, Assessment, and Evaluation

1. Use the attached **Table I: OCCC Past Period Review of Service Area Outcomes, Assessment, and Evaluation** to list your *past period* Service Area Outcomes (SAOs) and the method you used to assess your area's progress toward achieving each outcome. For each SAO, specify the following:
   a. the core theme sub-objective that was supported by the SAO,
   b. the means of assessment you used to evaluate your progress toward achievement of the SAO and the frequency of assessment (minimum once a year), and
   c. the threshold of performance you established for each assessment that signifies achievement of your Service Area Outcome.

2. *How have your SAOs aligned with and supported College Core Themes and/or Comprehensive Institutional Learning Outcomes?*

   SAOs for the Registrar Office are all oriented toward reducing barriers for students and other clients, and toward providing positive, supportive, and timely assistance on all requests, thus supporting student success. The Educational Pathways Core Theme is supported by the Registrar Office through system configuration to support new pathways and efficient, effective evaluation services to support and accommodate student completion of educational goals.

3. *Describe how your service area consistently engaged in the discussion, review, assessment and revision of Service Area Outcomes.*

The Office of the Registrar, until four months ago, was a single FTE office, with the work performed by one person.   The Registrar, however, interacts with all areas of the college and with students. Comments and observations, and challenges experienced by all groups in following or tracking processes the Registrar Office is involved in, have

been constantly noted and utilized to smooth and improve all operations for all areas served, subject to the limitations of the current data system. New processes have been designed and implemented to adjust for or accommodate changes needed by students and the Academic Affairs, Student Affairs, and Business Office functional areas.

With the addition of the Enrollment Records Specialist position, the SPAR process has been thoroughly explained and resources, including all past Registrar Office SPAREs, have been provided for their review. The new position has been included as a part of the preparation of this document, and they have been consulted and have provided input.

4. (**Not Applicable in Initial Review Year One**). *Attach or insert the results of your Assessment of your Service Area Outcomes (SAOs). Provide a brief summary of your assessment.*
    a. *Do the assessment results confirm your expectations? Why or why not?*

Objective assessment results confirm that the Registrar Office is responsive in a timely manner to requests from students, staff, and the public. Changes have been made to forms and processes in response to student and staff feedback.

Missing, however, is the qualitative assessment of services and client satisfaction, although some has been provided voluntarily by users over the past year. The development of a qualitative assessment tool is a priority and is underway, made more achievable with the addition of resources.

    b. *Are your assessments capturing the information you had hoped to obtain about your service area?*

No. As previously mentioned, qualitative assessment is missing, limiting the amount and nature of information obtained.

    c. *What do the assessment results tell you about the level and quality of your area's services to students? What areas of potential improvement are indicated by the results?*

1. Reports have been drawn from Docusign regarding the number of forms processed and completed, and the average processing time. Some forms which are routed first to advisors have either delayed processing times or forms which appear not to have been processed in a timely manner.

There have been interruptions in the workflow in Docusign due to the turnover in advising staff. The approval chain for most Docusign forms utilized by the Registrar have the advisor in the required signature chain. If the designated advisor has left the college and is no longer available to sign, or the submitting student does not have an advisor designated yet, the form cannot progress to the next stage (the Registrar's Office) in Docusign to complete the processing of the form.

This also affects the communications flow on student record changes – the advisor is "assigned" a role in Anthology and is specified on the student record. A lag in advisor re-assignment and documentation in Anthology means the unknown or reassigned advisor does not get copied on Registrar emails to the student notifying them that their requests have been processed, or of the results from the evaluation process, for example.

2. The quantity of forms processed in the last year has increased from the prior year and is anticipated to increase significantly as additional programs are added that require evaluations for admissions or evaluations for Credit for Prior Learning. Thus the workload of the Office of the Registrar is expected to increase in coming years. The recent addition of 1 FTE to the Office of the Registrar should be enough to accommodate growth for the foreseeable future.

3. The diploma and certificate printing and mailing process can be made more accurate and efficient, with more timely delivery through a change in service provider. This is being explored and hopefully will be adopted by the Spring 2024 graduation.

   d. *How will you cause this improvement to occur during the next program review period? What changes will you implement in response to the assessment results?*

The Office of the Registrar will meet with involved parties in each of these processes to streamline and improve the workflow in these processes. Work has already begun to research alternate providers of diploma and certificate printing services. Only time will reduce the impact of recent independence on availability of past records for students and employers.

e. *How will you evaluate the impact of the change you have proposed above?*

Improvements should be noted in the workflow and envelope velocity of affected Docusign forms,   as well as in the number of requests processed through Clearinghouse verification requests.

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Part Three: Development of Next Four-Year Service Area Plan

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1. *Are there changes to your service area that you hope to implement over the four year review period to support student achievement of your Service Area Outcomes? Describe them here, with an explanation of how these changes would support your SAOs.*

The addition of new resources for the Registrar Office presents an opportunity for review of processes and procedures, with a broadened perspective and new approaches. This revitalization, spurring ongoing review and improvement, will build on the foundation made in the Office's formative years, while continuing its student-centered goals.

2. *How will these changes improve the College's achievement of its two Core Themes, Student Success and Educational Pathways?*

The ongoing review and adaptation of processes will continue to improve the responsiveness and service level of the Office for all users. Improvements in efficiency and service level, while removing barriers for users, help support student success and the achievement of their educational goals.

3. *How will your service area build on the existing strengths and/or opportunities you identified in part 1.3 over the review period?*

The Office of the Registrar will actively participate in future review of possible data system vendors and their product when the time comes for review of the Anthology

contract. The Registrar's input will be essential in this process as so many required processes and compliance requirements are housed in the Registrar Office or dependent on this Office's operations.

The addition of one FTE to Office provides the opportunity for fresh perspective and the capacity for operations review, streamlining of workflows, etc. The process will be one of continuous improvement in Registrar operations. The Office of the Registrar will be going through a personnel transition stage during the first part of the review period, to adequately set the stage for effective and efficient operations over the next four-year review period.

4. *Over the review period, how will you address any weaknesses or challenges you identified in part 1.4?*

The current data system presents challenges to all service and program areas in the college. Hence there may be many parties interested in review of the current system and exploration of optimal alternatives. An alternate data system may solve many of the issues cited in this report. The Office will also initiate and participate in review of workflows and processes.

5. *Identify two or more long-term objectives below that will continue to promote progress toward the institution's mission of achieving equitable outcomes for students at the College.*

Long Term Objective 1 in support of equitable outcomes:
Continue to adapt processes and, where possible, system configuration in response to new Credit for Prior Learning opportunities made available.

Long Term Objective 2 in support of equitable outcomes:
Provide input to review of current data system and, if begun, review of comparison vendor products, from the perspective of utility, adaptability, compatibility and satisfaction of college needs.

6. *Based on your responses to questions 1-5 above, use the attached* ***Table 2: OCCC Update to Service Area Plan, Upcoming Four-Year Review Period*** *to identify three measurable goals your service area will undertake to achieve or continue to work on achieving, and the two long-term objectives you have identified to support equity and inclusion.*
   a. *Specify which Service Area Outcome is supported by your program plan goal.*
   b. *Identify at least two interim objectives necessary to make progress toward the achievement of each goal you have identified above.*
   c. *How will you measure or assess your area's achievement of this goal?*

Part Four: Identification of Future or Unmet Needs

If the achievement of a goal listed in question 5, Part Three, would require additional financial resources, or you have identified an unmet need in your area, complete Table 3: OCCC Service Area Plan: Identification of Future or Unmet Needs. If you are aware of a potential funding source for your request other than college general funds, identify the potential source.

1. *Describe each resource request.*

The Office of the Registrar does not have any resource requests for the coming year, with the exception of some professional development funds to support conference attendance in May. It is understood that these funds are already currently available.

While there will be costs associated with contracting for new services for diploma/certificate printing and mailing, it is expected that the supplemental revenue generated through Clearinghouse transcript requests will cover this expense.

2. *What measurable outcome will result from funding this resource request?*

3.   *How will this request further college achievement of the College Core Themes and, through them, the fulfillment of the College Mission?*

Table I: OCCC Past Period Review of Service Area Outcomes, Assessment, and Evaluation

Reporting Service Area: Office of Registrar Academic Year: Submitted Fall 2023 Review Year	Core Theme Sub- Objective Addressed by SAO	Assessment Method	Frequency of Assessment	Threshold for Achievement of SAO

SAO #1:   Students, college employees, and members of the public will readily have access to services provided by the Office of Registrar to support successful student progression and completion.
Goal 1: Confidentiality of student information will be enhanced by migration of all forms from non-secure Jotforms application to Microsoft Forms and Docusign (based on new information that Jotforms is not secure).
    Objective 1: Identify forms needing highly secure platform (Docusign) and those for which Microsoft Forms security is sufficient. Achieved
    Objective 2: Activate Docusign application and receive training. Achieved
    Objective 3: Revise all forms and migrate to relevant platform. Achieved
Goal 2: The Office of the Registrar will establish a one-stop center for access to all forms and information needed to request services from the Registrar. Goal abandoned – Original concept to develop and
	Student Success Sub-objectives:
	
	Students transition successfully into OCCC.
	
	Students progress/persist toward their educational goals.
		All assessment is objective at this time, based on quantity of forms processed, average length of time to complete, and student and staff feedback.
		
		The development of a qualitative assessment for users of services is underway.
			Ongoing and responsive to feedback.	

implement a "Registrar" webpage. Instead, the "Student Forms" page was built to provide students with one-stop for all forms. <u>Goal 3</u>: Develop assessment tool to determine ease of access and familiarity with Registrar services. Goal retained for 2023-24 year. Work begun in collaboration with Enrollment Records Specialist.				

SAO #2:   Students, college employees, and members of the public will receive timely, responsive, and consistent service from the Office of the Registrar to support the attainment of student educational goals.
<u>Goal 1</u>: Student degree progression and effective advising will be supported by the Office of Registrar through optimized configuration and utilization of degree progress audit tools in college data system.
    Objective 1: Ensure transfer credits are integrated into student's degree progress audit and credited correctly toward fulfillment of program requirements. Abandoned with failure of Anthology degree audit system. Alternate means of achieving objective sought and identified.
    Objective 2: Utilize new tools in Anthology version update to optimize configuration of program versions, enabling efficient use of Anthology Degree Progress Audit. Abandoned. Configuration was completely redone in Anthology and then Anthology notified Registrar Office the new tool was not operational and had been abandoned by Anthology. All program configuration reversed and re-done.
    Objective 3: Establish a functioning degree progress audit system that provides clarity and ease of access to degree progress audit information and historical records of coursework, enabling all students and student success coaches to map an educational plan and estimate costs through the estimated time to degree completion, customized to an individual student's needs. Objective revised and achieved with contract and implementation of Conclusive degree audit system. Some challenges with integration remain.
	Student Success Sub-objectives:
	
	Students transition successfully into OCCC.
	
	Students progress/persist toward their educational goals.
		All assessment is objective at this time, based on quantity of forms processed, average length of time to complete, and student and staff feedback.
		
		The development of a qualitative assessment for users of services is underway.
			Ongoing and responsive to feedback.	

Goal 2: Develop assessment tool to evaluate timeliness and consistency of Registrar services. In Progress, facilitated by addition of new resources to Registrar Office. Goal 3: Explore and identify additional resources to support Registrar office functions, enhancing its capacity to preserve adherence to reporting requirements and be timely and responsive in serving students. Achieved June 2023 with addition of one FTE to Registrar Office: Enrollment Records Specialist. Objective: Clarify need for resources in Office of the Registrar SPARE report. Achieved with prior SPARE submission. Goal 4: Establish Office of Registrar as a line item in College budget, with funding to finance graduation, diploma print and mailing, and resource library. Achieved June 2023.				

SAO #3:   Students and the Financial Aid office will be supported by the Office of the Registrar with accurate and timely submission of enrollment reporting records.
  Goal 1: Transition to Clearinghouse for enrollment reporting, enabling college to enroll in other free services addressed by Office of Registrar.
    Objective: Complete testing phase with Clearinghouse to qualify for Master Service Agreement and activation of services. Achieved.
    Objective: Complete Master Service Agreement with Clearinghouse. Achieved
    Objective: Activate Clearinghouse services for transcript distribution and enrollment and education verification services. Achieved.
	Student Success Sub-objectives:
	
	Students transition successfully into OCCC.
	
	Students progress/persist toward their educational goals.
		All assessment is objective at this time, based on quantity of forms processed, average length of time to complete, and student and staff feedback.
		
		The development of a qualitative assessment for users of services is underway.
			Ongoing and responsive to feedback.	

Short-term Equity and Inclusion Objectives:
 	
    Objective: Complete implementation of Clearinghouse Transcript Services to be able to provide service in this area that is more timely, well-documented, with a more user-friendly interface. Achieved
 	
    Objective: In collaboration with instructional personnel, assist in expansion of Credit for Prior Learning opportunities. Achieved but work continues.
	Student Success Sub-objectives:
	
	Students transition successfully into OCCC.
	
	Students progress/persist toward their educational goals.
	
	Educational Pathways Sub-objective:
	
	Graduates of transfer programs will be enrolled in four-year institutions.
		All assessment is objective at this time, based on quantity of forms processed, average length of time to complete, and student and staff feedback.
		
		The development of a qualitative assessment for users of services is underway.
			Ongoing and responsive to feedback.	

Table 2: OCCC Update to Service Area Plan, Upcoming Four-Year Review Period

Reporting Service Area: Office of Registrar Academic Year: 2023-24 Review Year One	Service Area Outcome Addressed by Goal	Assessment Method	Frequency of Assessment	Threshold for Achievement of SAO
Service Area Goal #1: Develop and implement assessment tool to evaluate timeliness and consistency of Registrar services.	SAO #1: Students, college employees, and members of the public will readily have access to services provided by the Office of Registrar to support successful student progression and completion.	Must be achieved.	Monthly progress reports between personnel.	Achieved/Completed
Short-term (one year) Objective One: Complete development and implementation of assessment tool.		Must be achieved.	Monthly progress reports between personnel.	Achieved/Completed
Short-term (one year) Objective Two: Expand reach of assessment tool: Research feasibility of collaboration with other Student Affairs areas on assessment tool at Student Affairs' Reception Desk.		Plan proposed and approved or abandoned.	Monthly progress reports between personnel.	Plan developed or abandoned/placed on hold.
Short-term (one year) Objective Three: Develop data compilation process (automated?) to enable quarterly data review.		Must be achieved.	Monthly progress reports between personnel.	Achieved/Completed

Service Area Goal #2: Review and improve workflow for processes indicating bottlenecks in Docusign data.	SAO #2: Students, college employees, and members of the public will receive timely, responsive, and consistent service from the Office of the Registrar to support the attainment of student educational goals.	Objective	Progress Report EOY 2023-24.	Processes reviewed and changes proposed; improvements planned for next cycle.
Short-term (one year) Objective One: Subsequent to 2023 Nursing application deadline, convene group to discuss process flow and explore improvements to the LPN to RN Bridge program evaluation process		Objective	Progress Report EOY 2023-24.	
Short-term (one year) Objective Two: In collaboration with SA personnel, explore solution to bottleneck in Docusign on advisor-required signature forms (e.g., Request for Transfer/CPL Eval form).		Objective	Progress Report EOY 2023-24.	
Service Area Goal #3: Review and recommend change in diploma/certificate printing and delivery process.	SAO #2: Students, college employees, and members of the public will receive timely, responsive, and consistent service from the Office of the Registrar to support the attainment of	Objective		

	student educational goals.			
Short-term (one year) Objective One: Identify and recommend vendor for printing contract offering delivery and electronic services with editing abilities ideally with student remote status and accuracy checks.		Objective	March 30	Achieved/Completed
Short-term (one year) Objective Two: Implement new services in time for Spring graduation services.		Objective	May 15?	Achieved/Completed

Table 3: OCCC Service Area Plan: Identification of Future or Unmet Needs				
Reporting Service Area: Registrar Office (no requests at this time) **Academic Year:** **Review Year One**				
Resource Need:	Specific SAO Supported by Funding Request	Specific Core Theme Sub-Objective Supported by Funding Request	Requested Amount	Potential Funding Source

Personnel				
Facilities				
Equipment				
Supplies				
Computer Hardware				
Computer Software				
Training/Professional Development				
Other (e.g. promotion)				
Total Requested Amount				

Attachment 1: Docusign Envelope Velocity Report

"Completion Time"	21-22 Total Envelopes	22-23	21-22 Unique Senders	22-23	21-22 Total Recipients	22-23	21-22 Total Signers	22-23 Total Signers	21-22 Total Files	22-23 Total Pages
< 1 Hour	17	31	2	2	64	121	47	90	17	31
1 - 6 Hours	14	9	2	2	55	36	42	26	14	9
6 - 12 Hours	2	4	2	2	8	15	6	11	2	4
12 - 24 Hours	10	7	2	2	38	24	29	19	10	7
1 - 2 Days	4	6	2	2	16	22	12	16	4	6
2 - 7 Days	9	14	2	2	34	54	26	41	9	14
7 - 21 Days	6	5	2	1	21	19	17	14	6	5
21 + Days	6	4	2	2	21	14	16	11	6	4

Attachment 2: Clearinghouse Requests Processed

	01/02/2023 through 11/29/2023	
Clearinghouse Transcripts	158	
Clearinghouse Verifications	25	16 hours turn-around

Attachment 3: Microsoft Office Forms Processed

	11-27-2021-22	11-27-22-23
Request for Transfer Credit Evaluation	138	220
Re-entry Forms dev 2-4-22	120	149
Petition to Grad (grad evals)	112	103