

Administrative Services, President’s Cluster, and Student Success and Support Programs, College Centers
Annual Program Planning Worksheet for 2026

Program: Admissions, Student Records, Records & Registration **Current Year:** 2025-2026

Last Year CPPR Completed: 2024-2025

Current Date: March 10, 2026

Cluster: Student Success & Support Programs

The Annual Program Planning Worksheet (APPW) is the process for:

- Reviewing, analyzing and assessing programs on an annual basis
- Documenting relevant program changes, trends, and plans for the upcoming year
- Identifying program needs, if any, that will become part of the program’s Resource Plan ([download from this folder](#)) (Please review the [Resource Allocation Rubric](#) when preparing the resource plan)
- Highlighting specific program accomplishments and updates since last year’s APPW

Please complete the following information. Please note that responses are not required for all elements of this document.

I. General Program Update

Describe changes and improvements to the program, such as changes to the mission, purpose or direction. Indicate any changes that have been made to address equity gaps.

The department supports students by guiding prospective students through application, orientation and onboarding, and by providing ongoing tools and resources through records services that support persistence and completion. Our mission remains focused on serving diverse populations by removing barriers and providing intentional resources that help students complete their academic pathway.

Organizational Changes

In response to personnel changes, the needs of new and expanding programs, and other logistical considerations, the Vice Presidents of Instruction and Student Success and Support Programs implemented a departmental and divisional reorganization affecting this area, effective July 1, 2025.

Aligned with a focus on Title 5 compliance and holistic student support, the following programs were placed under the responsibility of the SLO Dean position:

- Academic Counseling
- Career and Transfer Services, including a new Associate Director of Career and Transfer Services to support alignment with Vision 2030 and the Student Equity and Achievement program, including oversight of Work Experience.
- Admissions, Student Records, and Registration
- Outreach and the International Student Program
- Financial Aid and Veteran Services
- Disability Student Programs & Services (DSPS)
- Student Health Services

As part of this change, the Director of Admissions, Student Records & Registration assumed supervision of Outreach, Enrollment and International Student Program, including the oversight of the Enrollment Success Specialists. This alignment supports the administration and enforcement of Title 5 regulations governing admissions and registration under the Registrar’s purview.

Additionally, the position of Associate Director of Outreach, Enrollment and International Student Program was created in Fall 2025, filled in Spring 2026, and reports to the Director of Admissions, Student Records & Registration. This position focuses on supporting F-1 international students, increasing participation in large scale events, expanding outreach to local K-12 and community partners, and leads efforts to ensure informed and equitable onboarding experiences. Improvements made to the onboarding experience will be guided by strategic planning aligned with the Educational Master Plan and in collaboration with all departments under the supervision of the SLO Dean of Student Success and Support Programs.

Organizational Improvements

Admissions, Student Records & Registration continues to address areas of improvement informed by SSSP divisional goals established in Fall 2025, which were in alignment with the Educational Master Plan (EMP) and Vision 2030 framework.

To reduce barriers that many students experience after onboarding and during the registration process, the department implemented a targeted strategy for students identified as non-residents. The team used data from the Nonresident Report to proactively contact students about requirements and deadlines. This effort was designed to inform students of the steps necessary to achieve California resident status, understand potential AB540 impacts and provide a pathway to in-state tuition.

Improvements to Registration and Records processes included updated workflows, reorganized processing assignments, and analysis of forms and petitions. First, to align with Title 5 updates, the department removed the requirement to provide documentation of extenuating circumstances on the Petition for Excused Withdrawal. This change removed an administrative barrier for students experiencing extenuating circumstances affecting their final grades and GPA. Second, the department aligned the processing of records and registration forms and petitions with the appropriate staff. This reduced time spent delegating forms and petitions and decreased overall processing time. Lastly, petition and forms submission data was analyzed to address opportunities for intervention. Students that submitted Associate Degree and Certificate Applications were reviewed for Graduation Readiness. The “Grad Ready Report” pilot was implemented with Counseling in Fall 2025 to review units completed for degree or certificate completion and appointments were scheduled with students to confirm that they were on track. This effort kept students informed of their progress and provided guidance when needed. Repeat petitions data was also shared with Counseling to recommend Counselor-initiated contact. This effort provided practical resources to students in repeated attempts of gateway courses to encourage support and success.

II. Data Analysis and Program-Specific Measurements

Programs are often impacted by institutional or other organizational change. Please review program-relevant institutional data sources, such as institutional enrollment trends, which along with some other relevant program data, is available on the **SLOCCCD Institutional Research website**. Other organizational or departmental measurements may provide useful information for planning in your program; please describe those measurements and the data below.

A. Data Summary:

Describe data collection tool(s) used.

The data shown below were drawn from institutional reporting systems, including internal tracking tools, ConexED, and communication platforms.

Outreach: Registration Events

Cougar Welcome Days Registration Totals					
2024			2025		
Event Registered	Attended	Fall 2024 Registered	Event Registered	Attended	Fall 2025 Registered
810	674	533	825	684	625
					Increase: 17.3%

Fast Track Registration Totals			
2024		2025	
Sessions	Attended	Sessions	Attended
16	150	33	245
			Increase: 63%

New Student Orientations			
Term	Campus	Registered	Attended
Fall 2025	SLO	245	211
	NCC	60	51

Outreach: Annual Participation

Educate			
2024		2025	
Registered	Attended	Registered	Attended
39	284	400	292
			Increase: 3%

Promise Day			
2024		2025	
Registered	Attended	Registered	Attended
563	451	661	538
			Increase: 18%

Local High School Counselor Summit	
2024	2025
27	43
Increase: 59%	

High School & Community Visits			
Term	Visits	Individuals Served	Hours
Spring 2025	77	1,228	234
Fall 2025	31	783	92
Total	108	2,011	326

Campus Tours	
Type	Number
Individual	32
School/Group Tour	11

Outreach: International Student Program

F-1 International Student Visa Totals	
Term	Students
Spring 2025	25
Fall 2025	16
Spring 2026	11

Admissions & Registration: Applications

Applications			
2021-2022	2022/2023	2023/2024	2024/2025
16,687	17,777	22,417	21,755

Admissions & Registration: Non-Resident Report

Fall 2025 Non-Resident Determination

Applicants categorized as Non-Resident: September 2025	183	Applicants categorized as Non-Resident: January 2026	56
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Admissions & Registration: Forms and Petitions

2025 Forms & Petitions: Admissions	Total
Student Services Consent for Release of Information Form (FERPA)	1,001
Change of Name or Social Security Number	185
Non-Resident Tuition Exemption for Military Members	0
CA Nonresident Tuition Exemption Request (AB540)	211
Statement of Legal Residence	208
Challenge Form for Pupils in Grades 6-8 Enrichment Program	18
High School Enrichment Registration Clearance	5,764
Enrichment Non-Resident Tuition Exemption Request	14
Change of Education Level	66
Petition for Enrollment of Age-Restricted Courses	31

Admissions & Registration: Communications Totals

Ignite Phone Calls	Total
Phone Conversations Resolved	28,519

Help Scout Email Communications	
Email Conversations	19,551

2025 Ocelot Virtual Assistant Communications			
Virtual Assistant	Number of Conversations	Number of Questions	Top Topics
Cuesta College	9,336	25,297	Admissions

Admissions, Records & Registration (Other)

Fall 2025 Grad Ready Reporting	
Degree/Certificate Flagged for Intervention	215
Received Intervention	199
Students 'On Track'	188

Students 'Changed Track'	27
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Forms & Petitions: Student Technology

2025 Forms & Petitions: Student Technology	Total
Adobe CC Student Licenses Request Form	102

Student Technology Support	Total
Workshops	38
Tickets Resolved	1,599
Helpscout Communications	1,603

Student Technology Support ConexED Engagement	Total
Alerts Received	25
Alerts Sent	74
Student Appointments	75
Drop In Appointments	75

Forms & Petitions: Registration

2025 Forms & Petitions: Registration	Total
Readmit Card	73
Add Card & Drop Card	148
Transfer Card	74
Instructor Drop Cards	94
Petition for Late Add	169
Schedule Conflict Petition	75
Petition for Drop Without W or Partial Refund	10
Credit Overload	212
Third Enrollment Agreement	428

Petition to Repeat Course (Previously Received C or Higher Grade)	65
In-Progress Repeat Petition	63
Petition to Repeat Course (4+ Attempt)	27
Incomplete Contract	61
Petition for Pass/No Pass Grading	83
Past Term Petition for Excused Withdrawal	156
Current Term Petition for Excused Withdrawal	180
Petition to Reinstate Priority/CCPG Eligibility	4

Forms & Petitions: Repeats

Repeat Petition Interventions: Fall 2025			
Petition Type	Total	Received Intervention	Received Passing Grade
Third Enrollment Agreement	10	9	7
Petition to Repeat Course (4+ Attempt)	2	2	1

Forms & Petitions: Records

2025 Forms & Petitions: Records	Total
Non-Cuesta Transcript Evaluation Request	1,421
Credit for Prior Learning	4
Credit for Prior Learning: Veteran JST	88
Petition for Substitution/Waiver of Associate Degree or Certificate Requirement	78
Form A: Pre-Requisite Clearance and/or Math & English Placement	845
Form B: Pre-Requisite/Co-Requisite Challenge	138
Form C: Physics Prerequisite Evaluation	70
Request to Update CPA/Course History for Repeated Course	4
Official Grade Change	214
Petition for Academic Renewal without Course Repetition	273

Reinstatement Application	207
Associate Degree and/or Certificate Application	1,509

Records: Transcripts

2025	
Transcripts Sent	10,001

Records: Degrees/Certificates

2025		
Term	Degrees	Certificates
Spring	730	511
Summer	324	505
Fall	953	792
Total:	2,007	1,808
Overall:	3,815	3,616

B. Data Interpretation:

Describe results from previous improvement efforts to the program based on institutional or departmental changes.

Outreach: Over the past academic year, Cuesta College has experienced measurable growth in local high school engagement and onboarding participation. Outreach initiatives are strategically designed to advance three core objectives:

- Strengthen brand recognition and institutional visibility,
- Increase college knowledge among prospective students; and
- Provide tailored onboarding pathways for first-time college students, College and Career Access Pathways (CCAP) participants, and dual enrollment students.

From Spring 2025 to Fall 2025, participation in outreach events increased. Growth is attributed to four primary strategies:

- More intentional communication with high school partners,
- Collaborative scheduling of event dates to maximize participation,

- Refined marketing to clearly articulate the value of attending Cuesta outreach events; and the
- Incorporation of feedback from prior events.

Student and stakeholder participation in outreach events increased from Spring 2025 to Fall 2025, with Promise Day participation rising by 18 percentage points, Educate by 3 percentage points, and the High School Counselor Summit by over 59 percentage points. While data includes duplicated headcounts, overall engagement has increased across multiple initiatives.

The substantial growth in the High School Counselor Summit is a result of strategic redesign, informed by formative stakeholder feedback. The December 2025 summit shifted from a general information session to a professional development-focused format, with breakout sessions on CCAP, DSPS and Financial Aid. Survey feedback indicated counselors valued the actionable, in-depth information applicable to their advising in secondary and college-going contexts. One counselor noted, “I liked how we were split into groups and had a chance to get more in-depth information about the different services.”

In addition to growth in outreach participation, registration initiatives also saw increases in the number of students served. In 2024, 16 Fast Track sessions were offered over three terms. In 2025, the number of sessions increased to 33, more than doubling registration sessions. The 63 percentage point increase in participation is attributed to expanded session availability, which provided students more opportunities to receive support with application, orientation, and registration steps.

Similarly, Cougar Welcome Days underwent significant redesign. In 2024, eight in-person sessions were offered; in 2025, the program expanded to thirteen sessions through the addition of virtual and athletics registration sessions.

The increase in student participation, over 17 percentage points, is a result of expanded access and modality options.

Admissions & Registration: Admissions and Registration staff continue to support students through high volumes of communications, applications and petition processing as they guide students through matriculation. While total applications declined from 2023-2024 to 2024-2025, this reflects intentional efforts to mitigate fraudulent applications through enhanced ID verification and collaboration with Public Safety and IT to investigate flagged applications. The implementation of Lightleap software in Spring 2026 will further reduce manual fraud detection and provide data for fraud prevention.

In Fall 2025, two pilot strategies were implemented to proactively address student barriers and improve student outcomes. One strategy centered on residency. Proactive outreach

was facilitated to students identified as nonresidents about requirements and deadlines to achieve California resident status which resulted in a 37 percentage point reduction in nonresident records before account-impacting deadlines. This improved affordability and reduced barriers associated with nonresident fees.

The department also implemented a pilot intervention for students repeating courses that resulted in a 72 percent success rate. Specifically, students that submitted Third Enrollment Agreements or Petitions to Repeat a Course (4+ Attempts) for Fall 2025 were referred to Counseling for guidance and supportive services to encourage their success. Early results suggest that practical intervention, and referrals to services in the Student Success Center and DSPS, positively impact student success.

Records: Records staff continue to manage high volumes of petition processing, particularly in evaluating non-Cuesta transcripts, pre-requisites and degree awarding.

A pilot strategy to confirm that students were on track to graduate in the term they applied for a certificate or degree resulted in interventions for 199 students. Of these, 94 percent of students were confirmed on track, while the remaining students received guidance on alternative coursework and adjustments to their education plans (e.g., changed track). This effort leveraged existing data to reduce confusion near commencement and provide clarity on students' academic progress.

Identify areas, if any, that may need improvement for program quality and growth.

Outreach: One key area for continued improvement in the quality and growth of campus outreach and enrollment services is staffing capacity. Outreach efforts—including community events, local high school visits, large-scale programs, campus tours, and workshops—require a significant investment of time both on and off campus. The average outreach event or workshop lasts approximately 3.3 hours, with an average one-way travel time of 34 minutes, in addition to preparation, set-up, and follow-up responsibilities. Team members also maintain operational coverage across three campuses. As a result, current staffing levels directly influence the scope and frequency of outreach activities, on-site student support, and the number of events that can be offered. Strategic consideration of staffing capacity will be essential to sustain program quality while supporting continued growth and expanded community engagement.

Given current staffing capacity, the department will continue evaluating the effectiveness of existing outreach strategies in reaching target populations and explore pilot initiatives that allow services to scale more efficiently.

Admissions & Registration: The high volume of departmental guidance and processing requires full staffing. Scheduling Enrollment Success Specialists to support local high

schools advances outreach goals but leaves campus vacancies, causing delays in admissions and registration processing. While strategic planning has been implemented to efficiently use existing resources, additional staffing is needed to expand Outreach operations and limit the negative impact on Admissions & Registration services.

Records: Credit for Prior Learning has been identified as a barrier reducing opportunity for incoming students. In Fall 2025, Admissions Student Records & Registration, in partnership with Mapping Articulated Pathways (MAP), identified the Veterans student population as a target group that would benefit from articulating military training into college credit. While the structural components of forms and data entry have been identified, the number of veteran students receiving Credit for Prior Learning is low. Human capital and partnership with Counseling and Veterans Services is needed to achieve improved outcomes in student communication, faculty confirmation and articulation.

Recommend any changes and updates to program based on the analysis above.

For elements that require funding, complete the Resource Plan Worksheet ([download from this folder](#)) and review the [Resource Allocation Rubric](#).

Outreach: Based on the analysis above, the department recommends additional staffing to address the service gap created when Enrollment Success Specialists are assigned to off-campus outreach. To that end, a Program Specialist would provide dedicated support for in-person outreach at local high schools and for planning and executing large-scale events, responsibilities currently shared with Enrollment Success Specialists. A dedicated Program Specialist would result in reduced front desk vacancies when Enrollment Success Specialists participate in outreach efforts thus providing consistent front desk student support at NCC, SLO and SCC.

III. Annual Program Outcomes (ASOS and SSOS), Assessment and Improvements

Your program has established either Administrative Service Outcomes or Student Service Outcomes. Those outcomes are assessed and tracked in the Course or Program Assessment Summary. Review CPAS documents for ASO or SSO assessment results for program outcomes.

A. Current Program Outcomes:

In the last APPW, the department set broad goals to:

1. Deepen Departmental Integration
2. Expand Cross-Departmental Outreach Efforts
3. Enhance International Student Recruitment and Support
4. Scale Community Outreach for Adult Learners

5. Strengthen Student Onboarding and Retention Efforts
6. Modernize Student Records Processes
7. Enhance Dual Enrollment Processes
8. Prioritize Vision 2030 Initiatives
9. Invest in Student Technology Support

This section reports on progress toward those goals. While the previous APPW goals included broad objectives, they did not include specific action items. However, in Fall 2025, actionable items have been identified to address each of the objectives and are listed below. These are followed by the 2025–2026 Admissions, Student Records & Registration strategic goals, which were established in Fall 2025 and are aligned with the SSSP divisional goals, the Educational Master Plan (EMP) and Vision 2030 framework.

1. **Deepen Departmental Integration:** the department addressed this goal through the organizational changes of unifying Admissions, Student Records & Registration (ASRR) with Outreach, Enrollment Services and International Student Program. The Department is also in progress to meet the previous sub-goal of standardizing operating procedure guides. By Spring 2026, each position within the department will have an updated process manual and training program for incoming staff.
2. **Expand Cross-Departmental Outreach Efforts:** the goal of strengthening partnerships with Financial Aid, EOPS, Affinity Programs and Counseling is ongoing and has evolved into the practice of including these departments as strategic partners in large scale event planning and high school outreach.
3. **Enhance International Student Recruitment and Support:** the goal of increasing the number of Cuesta’s International student enrollment was unexpectedly impacted by Department of Homeland Security policy changes and a shifting political climate that affected F-1 student interest. The International Student Program remained focused on supporting current F-1 students, with total enrollment unchanged from 2024 to 2025.
4. **Scale Community Outreach for Adult Learners:** the goal of expanding outreach to justice impacted students has been shifted to Rising Scholars staff. ASRR refocused efforts to providing enhanced onboarding service by partnering with Rising Scholars staff to meet admissions and registration deadlines.
5. **Strengthen Student Onboarding and Retention Efforts:** the goal of initiating proactive communication is being addressed by partnering with IT and Marketing to update the online student orientation and digital welcome letters that provide tailored guidance based on student application responses.
6. **Modernize Student Records Processes:** the goal of automating processes was addressed through the auto grade-roll process updates and auto-awarding of degrees and certificates.

7. **Enhance Dual Enrollment Processes:** the goal to increase internal processing turnaround speed to meet program demands has been addressed through the registration training and collaboration efforts between ASRR and Dual Enrollment staff.
8. **Prioritize Vision 2030 Initiatives:** the goal of implementing targeted strategies for dual enrollment and Rising Scholars support has been advanced through partnership on improving registration efficiencies. The goal to increase Credit for Prior Learning is ongoing and will require collaboration with Counseling and Veteran Services.
9. **Invest in Student Technology Support:** The goal of enhancing training on updated digital tools is being addressed by reviewing 2026 ConexED data from Student Technology staff to identify trends in student need. This will require frequent review periods to inform workshop and student technology informational resources.

2025-2026 Student Services Outcomes, SSSP Strategic Goals & Educational Master Plan Metrics

Goal 1: Strengthen Student Outcomes			
Objective		Proposed Activity/Action	Result
1.1 Case Management <i>Expand case management to increase institutional student engagement strategies by enhancing student support programs.</i>	The department will use Cuesta Connect to promote timely student access to support programs.	Maintaining staff availability on the Student Support Directory for student communication and meetings in admissions, records and evaluations.	This action is complete. The Student Support Directory reflects current available staff and is maintained daily for student communication.
		Leveraging ConexED referrals to connect students to resources and support outside of the ASRR department, engaging with milestones, reminders and tracking referral completion.	This action is in progress. Staff are increasing their engagement with ConexED and utilizing case management tools available.
		Participating in Cougar Track: Equity in Motion case management strategy by connecting with students in identified cohorts to provide student support.	This action is in progress. Staff are connecting with students in identified cohorts to provide support and referrals to resources.

		<p>Implementing ConexED tools that capture prospective student engagement from interest through registration to effectively measure participation and advancement through matriculation steps.</p>	<p>This action is incomplete. This action will be implemented beginning with Spring 2026 Outreach Events.</p>
<p>1.2 Non-traditional Enrollment <i>Increase enrollment of non-traditional students through program development and targeted outreach efforts.</i></p>	<p>ASRR is committed to strengthening partnerships with community-based organizations and workforce development agencies to increase the enrollment and retention of post-traditional students by sharing the resources with all student success and support staff in the guiding principles that shape Cuesta practices.</p>	<p>ASRR staff will partner with Dual Enrollment, Rising Scholars and Continuing Education staff to deliver informational and registration support to non-traditional students.</p>	<p>This action is in progress. The ASRR Coordinator has successfully trained staff in Dual Enrollment and Continuing Education in registration support tasks. ASRR staff have collaborated with Dual Enrollment and Continuing Education staff on a mass registration calendar to ensure registration deadlines are met.</p>
		<p>The ASRR Coordinator will host monthly training opportunities for Dual Enrollment, Rising Scholars and Continuing Education staff in policy updates and technical procedures. This will ensure a common knowledge base and skills among each department as well as provide a standard level of service to each target group.</p>	<p>This action is complete and ongoing. Starting September 2025, the ASRR Coordinator has hosted monthly training opportunities in policy updates and banner processing. Based on staff feedback, these training opportunities will continue on a monthly basis as policy and process efficiencies are updated.</p>
		<p>Outreach staff will provide staff-led, hands-on Cuesta support (e.g., OpenCCC and Cuesta Scholarship Application assistance)</p>	<p>This action is in progress. Outreach staff are actively tailoring upcoming high school visits to include information sessions that guide students through the application and scholarship processes in preparation for registration deadlines at the end of Spring 2026.</p>

		<p>Outreach staff will increase opportunities for high school partners to visit Cuesta College and explore educational pathways.</p>	<p>This action is in progress. Educate 2026 and Cougar Welcome Days are scheduled for Spring 2026 and efforts are being made to ensure transportation, accessibility and technology access are made available to all prospective students.</p>
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Goal 3: Foster a Culture that Values Individuals, Innovation, Effectiveness and Efficiency

Objective		Proposed Activity/Action	Result
<p>3.1 Eliminate Barriers <i>Eliminate institutional barriers to student success by reviewing and updating campus processes.</i></p>	<p>ASRR aims to provide student-centered practices that deliver timely, intentional and tailored responses. In an effort to continue to assess and refine internal processes to eliminate unnecessary gatekeeping practices and streamline student' ability to access support.</p>	<p>The department will identify and recommend updates to appeals and petitions with clarifying language, removing unnecessary signatories and process steps.</p>	<p>This action is in progress. All forms and petitions have been identified and prioritized for updates based on student impact and process timeline. Those with greatest student impact are being updated first with a completion goal of Fall 2026.</p>
		<p>To achieve improved efficiency and reduce timelines, appeals and petitions that require ASRR Director signature will be processed by the ASRR Coordinator and Records Coordinator within one week of student submission.</p>	<p>This action is complete and ongoing. ASRR Coordinator and Records Coordinator have committed to one week completion following Director signature.</p>
		<p>Students submitting Repeat Petitions will receive post-process messaging directing students to counseling and the Student Success Center. ASRR will share a weekly list of students that have the post-process messaging with Counseling to allow for counselor-initiated contact.</p>	<p>This action is complete and ongoing. All student contact information from Third Enrollment Agreements and Petition to Repeat (4th + Attempt) are sent to the Counseling Assistant to schedule meetings with Academic Counselors.</p>

		A report identifying students applying for graduation within the current academic year will be generated in Fall and Spring to assess percentage completion and potential intervention. The report will be shared with Counseling to identify students needing additional academic guidance.	This action is complete and ongoing. The Grad Ready Report was first shared with the Counseling Assistant in Fall 2025 and continued early Spring 2026.
3.2 Communication Strategies <i>Utilize proven communication strategies to promote campus-wide understanding and awareness.</i>	ASRR will encourage a climate of transparency, mutual support and to invest in the professional growth of the staff.	Attend department meetings to review policies and procedures updates, discuss student trends and share ideas for improved student engagement.	This action is complete and ongoing. ASRR conducts recurring meetings as a department and also in small groups; ESS team, Student Technology, Records, Coordinators and Outreach. This provides opportunities to share student feedback and collaboration on process improvements.
		Staff are encouraged to attend a minimum of one activity hosted by the Cuesta Classified Professional Development Committee or All-Campus Flex Activity each term.	This action is in progress. Review for completion will occur at the end of Spring 2026.

These Student Service Outcomes will be reassessed and updated each year based on the analysis of outcomes. Goals and objectives will continue to align with the institution’s Educational Master Plan and Student Success and Support Program strategic goals, annually.

As of February 2026, the department has reached 54 percent of SSO’s in the current year. The department is projected to reach all remaining goals in the upcoming 2025-2026 reporting year.

B. Describe your program assessment:

ASRR reviews and assesses progress toward objectives in its Student Service Outcomes and SSSP Strategic goals, that are guided by the Educational Master Plan and Vision 2030. Progress toward these goals are indicated above in the 2025-2026 Student Services Outcomes, SSSP Strategic Goals & Educational Master Plan Metrics and is responsible for compliance reporting to the Chancellor’s Office.

The department is committed to transparency and accountability in its review of progress toward annual goals. Recurring meetings between the Dean and Director, monthly department meetings, and bi-annual Opening Day meetings review progress toward above goals and provide opportunities to discuss areas of improvement.

The department reviews data collected in Admissions, Registration, Records and Outreach to identify efficiencies, areas of growth and opportunities for student intervention. These practices will continue to inform our processes and provide direction to strengthen outcomes.

C. Describe any results from improvement efforts arising from ASO or SSO assessment in the last year:

As noted in the Current Program Outcomes section above, the Department's previous goals were broad and did not include specific action items. This cycle, the Department developed 2025-2026 strategic goals aligned with SSSP divisional goals, the Educational Master Plan, and the Vision 2030 framework. Admissions Student Records & Registration will contribute to the collaboration across SSSP departments to develop systems that track engagement and use data to inform analysis of goal completion.

Data Tracking and Future Evaluation

Historically, Outreach program review has focused on participation numbers and event feedback. Considering changes in the structure of the Admissions, Student Records & Registration department, and alignment with Vision 2030 and the Educational Master Plan, outreach efforts will now be evaluated in relation to the Student Success and Support Programs strategic goals.

In Fall 2024, Student Success and Support Programs implemented the case management framework "Cougar Compass" to improve retention and completion outcomes. Transitioning from evaluating outreach and enrollment efforts based solely on participation numbers to evaluating effectiveness in relation to student persistence and completion will allow for more meaningful assessment and refinement of initiatives.

While outreach efforts occur prior to enrollment, their effectiveness must be measured by student success outcomes. Accordingly, the goal is to leverage outreach and registration efforts to support term-to-term persistence, retention and timely completion.

D. Recommend changes and updates to program based on assessment of program outcomes. For elements that require funding, complete the Resource Plan Worksheet ([download from this folder](#)) and review the [Resource Allocation Rubric](#).

In addition to shifting our evaluation framework, partner feedback is informing strategic adjustments to outreach design. Admissions Student Records & Registration (ASRR) recommends adjusting outreach events to fit student need and expanding opportunities for participation.

With the new Associate Director of Outreach, Enrollment and International Student Program joining in Spring 2026, the following areas have been identified as priorities for 2026–2027:

- Collaborating with local high schools to develop an effective outreach and enrollment strategy,
- Developing a middle school outreach program; and
- Evaluating outreach and enrollment efforts using disaggregated data to support continuous improvement and alignment with the Cougar Compass framework.

IV. Anticipated Service Challenges/Changes

Provide a brief description of challenges or changes anticipated in the next year and any needs that have emerged consequently.

Suggested Elements:

A. Regulatory changes

Regulatory and policy changes in the California Community Colleges system continue to evolve and impact the work within Admissions, Student Records & Registration (ASRR).

Proposed regulations for Academic Progress Notice and Pause expected to be confirmed in 2026 will require ASRR to review all forms, petitions, and student communications to rename titles from Academic Probation and Academic Dismissal to Academic Progress Notice and Academic Pause. Records staff will also be required to collaborate with IT staff to ensure that all banner processing and ARGOS reporting, which inform student communications, are updated and tested for compliance.

Department of Homeland Security policy changes and a shifting political climate are expected to further impact F-1 student interests. The department remains focused on supporting current F-1 students and will monitor policy updates to keep F-1 students informed on administrative tasks needed to maintain F-1 status.

B. Internal and external organizational changes

As outlined in the General Program update, ASRR adjusted the partnership with Outreach, Enrollment and International Student Program. The Director of ASRR now supervises Outreach, Enrollment and International Student Program, which includes the

oversight of the Enrollment Success Specialists. Externally, the department joins Academic Counseling, Career and Transfer Services, DSPS, Student Health Services and Financial Aid under the supervision of one Dean. ASRR will participate in cross-departmental and strategic planning meetings to ensure that our efforts contribute to the division's overarching goals.

For example, this cycle will include redesigning the onboarding process to include guidance that is simple, informed and supported. ASRR will prioritize partnership with the aforementioned areas in this redesign as it will shape our approach locally in Outreach, Admissions and Registration.

C. Student and staff demographic changes

Admissions Student Records & Registration (ASRR) is moving forward with strategic goals aligned with the Educational Master Plan that focus on data analysis of student demographics by not only race/ethnicity and gender, but importantly, a targeted review of first-generation status and economic disadvantage to inform Outreach event planning. These data points will best inform barrier reducing efforts when addressing event modality, transportation, staff resources and service availability.

D. Community economic changes – workforce demands

One of the key elements of Outreach is informing students on how Cuesta helps students reach their academic and career goals. To help prospective students better understand Areas of Study and align them with their high school pathways, Outreach staff will develop tools that map high school coursework to Cuesta programs and related career pathways.

Using survey data collected at the 2025 High School Counselor Summit, crosswalk tools will build on previous iterations of CTE pathways to include current Areas of Study aligned career pathways and local industry career opportunities.

E. Role of technology for information, service delivery and data retrieval

ASRR depends on technology for data review and student service. The department reviews data through ARGOS reporting and communication software analytics. This upcoming cycle will have particular prioritization on engagement and usage of ConexED data entry in order to yield more meaningful data analysis for Outreach efforts. This analysis will help determine direction and areas of growth for high school visits and large-scale events.

F. Providing service to multiple off-campus sites

The department continues to provide service to three primary locations in San Luis Obispo (SLO), North County Campus (NCC) and South County Center (SCC). Additionally, admissions and registration services are provided to high school students at 18 secondary locations for a total 21 service locations throughout the county.

G. Anticipated staffing changes/retirements

Several staffing issues are anticipated in the coming year. Currently, there is one Bilingual Enrollment Success Specialist vacancy for the North County Campus. Recruitment efforts are ongoing, with the vacancy expected to be filled in Spring 2026.. There are ten dedicated Enrollment Success Specialists and the department has been operating with nine as of November 2025. March 2026 will see a vacancy for a Records Evaluations Analyst. There are three dedicated Records Evaluations Analysts and the vacancy will leave the department with two Analysts. May 2026 will see a vacancy for the Records Coordinator with an upcoming retirement.

V. Overall Budget Implications

Provide a brief description of the immediate budget request(s) made in your Resource Plan (**download from this folder**) (after having reviewed the **Resource Allocation Rubric**). These elements will be reflected in the District planning and budget process.

Elements:

A. Personnel

Program Specialist: Outreach & Enrollment Services (\$60,883.20): A Program Specialist for Outreach & Enrollment would provide dedicated support for in-person high school outreach and large-scale event planning currently shared by Enrollment Success Specialists. This role would reduce front desk vacancies when Specialists are off campus, ensuring consistent student support at NCC, SLO, and SCC. The Program Specialist (Class Code CL32-0225) job description aligns with the Department’s operational needs. This position supports key goals outlined in the Student Equity Plan, Student Service Outcomes, SSSP strategic and Educational Master Plan goals, and California Community College Chancellor’s Office Vision Aligned Reporting (VAR) metrics of student success.

Travel & Mileage Reimbursement for Outreach Services (\$23,000): In-person outreach has significantly increased transportation and reimbursement costs. The department’s annual budget of \$2,250 has been supplemented by Student Engagement Funds, which will not be available in FY 27. Total expenses were \$25,191.76 in FY 25 and are projected at approximately \$23,000 in FY 26.

Outreach Event Funding (\$59,000): Recurring annual outreach events have grown in response and attendance, raising expectations for high-quality experiences that build awareness among prospective students. These costs were previously supported by Student Engagement funds, which will not be available in FY 27.

B. Equipment/furniture (other than technology)

N/A

C. Technology

N/A

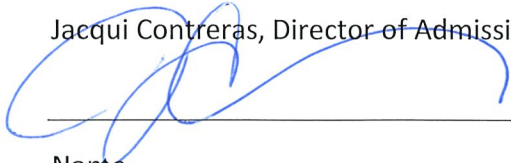
D. Facilities

N/A

Signature Page

List the names and titles of managers, faculty, and classified staff who contributed to the annual planning and program review process.

Jacqui Contreras, Director of Admissions, Student Records & Registration




3/4/26 Director Admissions, Student Records
& Registration

Name

Position

Michaela McLaughlin, Associate Director of Outreach, Enrollment and International Student Program



Associate Director, Outreach, Enrollment &
International Student Program

Name

Position

Anel Gutierrez-Orozco, Bilingual Enrollment Success Specialist



Bilingual Enrollment Success Specialist

Name

Position

Sonia Mendoza, Bilingual Enrollment Success Specialist

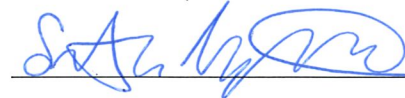


Bilingual Enrollment Success Specialist

Name

Position

Sam Mizutani, Student Technology Support



Student Technology Support

Name

Position

Lynn Maul, Records Coordinator



Records Coordinator

Name

Position

Will Wooster, Records Evaluation Analyst



Records Evaluations Analyst

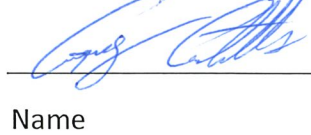
Name Position

Amy Arena, Records Evaluation Analyst

 Records Evaluation Analyst

Name Position

Geovanny Castillo Cisneros, Coordinator Outreach & International Student Program

 Coordinator, Outreach and International Stud Programs

Name Position

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

Christopher Mutshnick, Dean, Student Success & Support Program

 3/10/26

Name Title Signature Date

Jacqui Contreras, Director of Admissions, Student Records & Registration

 3/4/26

Name Title Signature Date

Michaela McLaughlin, Associate Director of Outreach, Enrollment and International Student Program

 3/6/26

Name Title Signature Date