**VALENCIA COMMUNITY COLLEGE**  
**Student Affairs Department Unit Plan**

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**Active Cycle (academic year):** 2014 - 2015  
**Area (Department/Program):** Enrollment Services  
**Person Responsible:** Jacquelyn Thompson

| 1. Goal - principal purpose of plan (include how this relates to serving students or increasing student success or supporting LifeMap) | Enrollment Services Goal: Strengthen mastery of content shared through Enrollment Services contact to increase student preparation, self-efficacy, and success while increasing service levels.  
- Create and commit to a culture of internal and external collaboration.  
- Develop comprehensive quality assurance and staff development programs. |
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| 2. Objectives - what will be accomplished and measured | 1. Develop comprehensive quality assurance program to review, evaluate, and coach staff in all contact methods to increase mastery of content by 90%.  
2. Improve weekly call answer rate to 90% year-round.  
3. Enhance email process to ensure inquiries are answered with 24 hour period or less during non-peak periods.  
4. Realign staff into three teams to accommodate increased opportunities for staff development including: training, quality assurance, and teambuilding. |
| 3. Measures and Findings – How specifically measures will be conducted. How will we know the objective has been achieved? | 1. Data from past 3 months will be reviewed to determine baseline quality assurance information and training needs. A Quality Assurance Standards and Review Instrument will be developed and used in systematic review of contacts. Incorrect information will be noted for objective achievement.  
2. Weekly call reports will report answer rates.  
3. Weekly review of email response rates will be included in data reports.  
4. Calendar of training, quality assurance, and teambuilding events for each team will indicate achievement in accommodating increased opportunities for these functions. |
   b. Review data from past 3 months to determine baseline quality assurance information and training needs.  
   c. Incorrect information will be noted as baseline for objective achievement.  
   d. Review training materials and compare to the data gathered from previous contacts.  
   e. Supervisors and Quality Assurance Leads meet with staff to share observations and coach toward improvement.  
   f. As areas of weakness are identified, schedule re-training.  
   g. Use newly developed Quality Assurance Standards and Review Instrument to review contacts for every staff member systematically. |
2. Improve call answer rate
   a. Review data, establish standards for call times, and determine possible training needs.
   b. Train and communicate expectations.
   c. Track call times for 30 days, then review data and compare to quality assurance data.
   d. Continue cycle until goals are met.

3. Answer incoming email inquiry within a 24 hour turnaround
   a. Establish standards for email response rates and determine possible training needs.
   b. Train and communicate expectations.
   c. Track email response rates for 30 days, review data, and give staff feedback.
   d. Continue cycle until goals are met.

4. Increase opportunities for staff development
   a. Complete HR paperwork to assign additional interim Enrollment Services Coordinator.
   b. Conduct personality tests and individual interviews to collect data to inform team formation.
   c. Retreat with coordinators and director to assign teams and make strategic plans for training, quality assurance, and teambuilding.
   d. Set calendar for training rotations, systematic quality assurance protocols, and teambuilding events.
   e. Meet individually and as a management team on a regular basis to implement plans, evaluate success, and make improvements to meet goals.

5. Achievement Summary/Analysis
   - What was learned from the assessment results? What changes will you make in your initiative for the year to come?

6. General Education Learning Outcome

7. Strategic Plan Outcome
   - Goal 1 Build Pathways, Objective 1.1 Transition to College