

HAWAI'I COMMUNITY COLLEGE
ANNUAL UNIT REVIEW
April 2, 2007

ADMISSIONS & REGISTRATION
Assessment Period: July 1, 2005 to June 31, 2006

COLLEGE MISSION STATEMENT

Hawai'i Community College's Vision and Mission statement can be viewed by clicking on the following link: <http://hawaii.hawaii.edu/abouthawcc/thecollege.html>.

UNIT MISSION STATEMENT

The mission of the Admissions & Registration Unit (A&R) is to provide accessibility to educational opportunities at Hawai'i Community College through effective, efficient, consistent, and inclusive admissions and registration policies and procedures.

OVERALL UNIT HEALTH

The A&R provides a set of services that all prospective and continuing credit students must use to access the educational opportunities at Hawai'i Community College. The health of the A&R can be gauged by an assessment of the degree to which individuals are able to successfully navigate the admissions and registration process. The percentage of students who are accepted and eligible to register for courses and subsequently complete the registration process provide an indication of the health of the A&R.

Program development can in turn be guided by the fluctuation of health measures over time as it relates to procedural changes and how information is disseminated to the target populations.

During the AY 2006, 3164 applications were received, 2872 accepted (90.8%), and 292 were lacked (9.2%). Of those students who were accepted, 1557 registered for the accepted term (54.2%). Compared to AY 2005, these figures show a decrease of about 8% in the number of students who successful navigate the admissions and registration process. Therefore the status of the A&R is **CAUTIONARY**.

When assessing the health of the overall unit it is important to look at the health of sub-areas that have an impact on the overall wellness of the unit. The following are some of the sub-areas and their status.

INFORMATION DISSEMINATION

Information regarding admissions and registration is disseminated in several ways – via the internet, email, over-the-counter and –phone contact, and printed publication. A healthy unit would provide up-to-date, timely, meaningful, accurate information that is easily accessible to the target population.

Website

A&R information currently provided on the Hawai'i Community College website is outdated and inaccurate. The A&R pages have been “under construction” for nearly two years (since August 2005). The process for correcting and updating pages is cumbersome and time consuming. Prior to August 2005, the Admissions Specialist has made several unsuccessful attempts to correct the information provided. Finally, rather than continue to provide inaccurate information to the public, the pages were shut down.

Late in the AY 2006 Hawai'i Community College moved towards the purchase of an outside web server. The Admissions Specialist found the program simpler to use and update and considerable time and effort was put into bringing the A&R pages up to speed. Unfortunately, due to valid concerns raised by other members of the college the purchase and transfer was terminated.

The current status of this area is **UNHEALTHY**. Serious attention and consideration must be given to hiring of a webmaster to develop and maintain an accurate, timely, user friendly website.

Email

The A&R maintains an @hawaii.edu email account through which prospective and continuing students are able to request information and forms. Prior to AY 2006, response time to email inquiries was sometimes longer than two weeks. The A&R Comprehensive Unit review identified this response time as unacceptable and by making simple changes to daily office procedures the response time has been reduced to one working day.

The current status of this area is **HEALTHY**. The Unit will move towards keeping data on information requests to develop a clearer picture of the number of individuals served in this manner.

Over-the-Counter and Phone

Well-trained staff members who enjoy a high level of job satisfaction are critical components in delivering excellent customer service to individuals who access A&R services over-the-counter or by phone.

Beginning August 2005, the A&R instituted monthly staff meetings for all A&R staff members. The purpose of the staff meetings is to provide staff development, training, and an opportunity for staff members to voice concerns and receive input from supervisors.

The A&R has high traffic volume and contact with students and the community. Opinions expressed in staff meetings and informal conversations indicate that the staff members are kept busy and feel productive. Staff morale appears high as evidenced by the current employees' desires to continue and renew employment with the office.

A&R staff members are well trained to respond to over-the-counter and phone requests for information. They also have enjoy a high morale, thus the current status of this area is **HEALTHY**. It is important that the A&R continue its efforts to provide on-going training and staff development to ensure that information that is disseminated is accurate and timely and delivered in a positive and constructive manner.

Publications

Throughout the AY 2006 publications and forms were edited for accuracy, ease of use, and to assure that the proper information was being gathered to serve the A&R and other units.

The current status of this area is **HEALTHY**.

STAFFING

The A&R's comprehensive unit review identified the need to bring stability to its staffing. At the time of the review, the Admissions Specialist was half permanent, half temporary and the Admissions Clerk II was a temporary hire. Funding for the student assistant positions was in question and it was not know from summer to summer if funding would be provided.

Since the comprehensive review, the Admissions Clerk II position has been filled permanently and effort is on-going to bring the Admissions Specialist position to full permanent status. Funding for student assistants continues to be tenuous and each FY the Admissions Specialist must scramble for funding from a myriad of sources. It cannot be emphasized enough that the A&R could not function without its student assistants who process applications and registration and respond to requests for information.

The average processing time from receipt of application is 27.5 days for acceptance and 13.3 days for lacks. Acceptance letters are mailed between 3-5 days from the date of acceptance. The processing time is less than optimum, though it is the best that the office can do with current staffing levels.

The current status of this area is **CAUTIONARY** that without consistent, reliable funding for student assistants, the A&R risks a rapid decline in the quality of services offered to prospective and continuing students.

Staff Development

Staff development opportunities during AY 2006 was limited to attendance at every other Registrar's Quarterly meeting. The Dean of Student Services determined that budget restraints

made it necessary for the Admissions Specialist and the Registrar to alternate attendance at these meetings, although it was argued that the meetings involved discussion and policy issues affecting both the A&R and Record and Data Management Units.

The status of this area for AY 2006 was **UNHEALTHY** as the Unit was afforded little to no opportunity for self-determined staff development. However, with the change of Dean of Student Services has come an increased B budget, more fiscal control and more responsibility, allowing the A&R to allocate funds as best suits the Unit. The Admissions Specialist has and will continue to attend all Registrar's Quarterly meetings and is scheduled to attend the NAFSA Annual Conference in Minneapolis, MN in May 2007. Furthermore, there have been UH System level changes to the residency regulations and appeals process, so the Admissions Specialist has made several trips to O'ahu to attend related training and to sit on the Residency Appeals Board. The status of this area for AY 2007 is **HEALTHY** and will continue to be healthy provided the A&R is given control and responsibility over its budget.

INTERNATIONAL STUDENTS on F1 VISAs

International students who are required to obtain F1 visas to study in the United States have a variety of procedural, academic and personal concerns that should be addressed through an on-going orientation/advising program. F1 students must be full-time and for the most part pay the non-resident tuition rate. This population tends to do well academically, with an average GPA of 3.0+.

However, this population continues to go largely ignored and underserved by Hawai'i Community College. The college does not actively recruit credit F1 students and there are no positions dedicated to delivering services (recruiting, admissions, orientation, placement testing, advising, counseling, and SEVIS/USCIS monitoring) to international students. There is no orientation program that addresses the specific needs of credit international students, which is a violation of the NAFSA Code of Ethics which states "in administering programs, members shall provide appropriate orientation, materials, and on-going guidance for participants." NAFSA code of Ethics, 5e – http://nafsa.org/about.sec/governance_leadership/ethics_standards/nafsa_s_code_of_ethics, 01/11/2007.

A proposal for an Office of International Education (OIE) was presented to the Administration for consideration at the end of November 2005. Contained within the proposal was information indicating that greater internationalization of Hawaii Community College could serve to provide additional income to hire personnel to provide services to international students. Additional personnel in this area would enable Hawaii Community College to meet its obligation to international students and would alleviate the responsibilities now carried by the A&R and CSSC. The proposal received verbal support from members of the Administrative team, but did not receive the buy-in needed to push it further and into budgetary consideration.

The current status of this area is **UNHEALTHY**.

BENCHMARKS

The following goals were established for AY 2006 as part of the A&R's Fall 2002 to Spring 2005 Comprehensive Unit Review.

GOAL	GOAL MET?	EVIDENCE/JUSTIFICATION	PLAN OF ACTION	RESPONSIBLE
Actively participate in student recruitment	Yes	# of recruitment visits, fairs and student tours participated in and scheduled from Information Center	Continue participation of recruiting events	Admissions Specialist
Create SOP Manual	No	<i>Insufficient human resources</i>	<i>Set aside time each week to focus on completion draft. Target date of completion of draft 05/25/2007</i>	Admissions Specialist
Review and revise forms	Yes	Previous/current forms	Continue review and revision	Admissions Specialist/ Clerk II
Review and revise publications	Yes	Previous/current publications	Continue review and revision	Admissions Specialist/ Clerk II
Review and revise A& R web pages	No	<i>Insufficient human resources, training and support</i>	<i>Perhaps continue with empowered/zeppo revisions to be incorporated into current website</i>	Admissions Specialist
Review and revise Kama'aina	Yes	Previous/current application; changes in procedures	Meet with stakeholders to assess and improve	Information Specialist/ Admissions Specialist
Streamline IEP-HawCC	Partial	<i>Informal conversations with IEP Program Coordinator; procedural changes</i>	<i>Continue to communicate with IEP Program Coordinator</i>	Admissions Specialist
Process request for info in timely manner	Yes	hawccar@hawaii.edu	<i>Begin to keep data of email requests and response times</i>	A&R Office Staff
Process applications in timely manner	No	<i>BANNER record of application receipt and acceptance letter sent dates; physical documentation</i>	<i>Enforce application deadline; investigate increased staffing options</i>	DOSS A&R Office Staff
Adequate F1 Training	Yes	CIPP meeting minutes; SEVIS online training; Hx	Continue networking with colleagues and reviewing NAFSA Advisor Manual; secure funding for future conferences/trainings	Admissions Specialist
Keep informed USCIS/ICE and SEVIS	Yes	CIPP meeting minutes; SEVIS online training; NAFSA Advisor's Manual	Continue attendance at CIPP meetings and review of NAFSA Advisor Manual and SEVIS online training	Admissions Specialist

Staff training re: customer service	Yes	Staff meeting minutes; Hx	Continue staff meetings/training	A&R Office Staff
Implementation of online application	No	<i>UH System plans implementation for Fall 2006</i>	<i>UH System has not implemented; no action to be taken at this time</i>	Admissions Specialist
Increase online registration	Yes	Decrease in number of Add/Drop Forms submitted	Continue to review and revise online registration information, policies and procedures to ensure consistency and accuracy	Admissions Specialist/Clerk II
Decrease use of green cards	Yes	Decrease in number of Green Cards submitted	Provide training and reminders to faculty on how to perform overrides in their MyUH accounts	Admissions Specialist

Benchmarks that will be used to indicate unit health for AY 2007 and AY 2008 are as follows.

1. Increase the percentage of students accepted 90.8% to 92.0%.
2. Reduce average turn around time between application and acceptance sent from 27.5 days to 25 days.
3. Reduce average turn around time between acceptance and acceptance packet sent from 5 days to 3 days.
4. Increase the percentage of students accepted and enrolled from 54.2% to 56.0%. At the current acceptance and enrollment numbers this would represent an increase of 52 registered students.
5. Decrease the number of green cards received by 5%.

ANALYSIS of UNIT

For the most part, the A&R Unit is healthy and its staff members are motivated to assess the unit for areas in need of improvement and committed to implementing any needed changes. The unit is dedicated to developing and creating ways to improve the quality of services offered to students and the community.

However, there are two areas of great concern. The A&R pages on the college's website are woefully inaccurate, user unfriendly, and in serious need of revision and/or complete overhaul. The website is often the public's first contact with Hawai'i Community College, and it is important that what is presented is a true reflection of the institutions strengths and services offered.

Hawai'i Community College has a responsibility to its international students on F1 visas to provide the information and advising they need to succeed as non-immigrant students in the United States at Hawai'i Community College.

PLANS for IMPROVEMENT

Plans to meet the unit's goals that were established in the A&R's Comprehensive Unit Review are outlined above.

In order to meet its benchmarks the unit will, in cooperation with other Office of Student Services units, conduct call-outs to students who have incomplete applications or are eligible to register but have yet to do so. The overwhelming success of this program over the past academic year has garnered administrative support, and the Admissions Specialist and Information Specialist plan to pursue other than B Budget funding for the call-outs.

The Admissions Specialist will meet with and work with the Dean of Student Services to seek out a stable source of funding for student employment to ensure that the unit has sufficient staffing to keep application processing times within acceptable limits.

The Admissions Specialist and Admissions Clerk II will continue to review and revise forms and publications to ensure accuracy and ease of use.

The Admissions Specialist will offer training and information to faculty on the use of MyUH to process registration overrides and to provide up-to-date information on the registration process. Such training will assist faculty in advising and assisting students with their registration.

The Admissions Specialist will continue to work with and seek out avenues of improving the A&R's pages on the college website. It is imperative, however, that the college provide direction, support, resources, and training to front line staff members on how to revise and maintain their areas on the website.

The A&R unit will continue to do its best in providing the limited services it is able to provide to international students with F1 visas. The Admissions Specialist will make on-going training on USCIS/ICE and SEVIS regulations and procedures a priority when developing the unit's budget.

BUDGET IMPLICATIONS

STUDENT ASSISTANTS

In the A&R Unit, student employees process applications and registration in BANNER, field requests for information via the phone and over-the-counter, process medical clearances, maintain student files, fold acceptance letters and stuff envelopes, assemble acceptance packets, and produce mass quantities of admissions and registration forms. The A&R Unit depends on its student assistants to keep the office functioning at a high level of professionalism and service.

Due to the amount of training and skill that is required for the student assistants to perform their duties and the level of responsibility with which they are charged, the A&R hires its student assistants at an A2 level. Our student assistants tend to remain in their positions over the course of their academic career, so they are awarded mandatory raises after each year of service. Over the last 3 years, work study funding for the unit has decreased while the cost of hiring students

has increased (due to an increase in the minimum wage). The A&R has been forced to reduce the number of hours student employees are employed.

Over the last 3 years, the A&R Unit has spent approximately \$26,000 annually to fund its student employees. Work Study accounts for approximately \$7000 annually, leaving a budget deficit of \$19,000. Each year, the Admissions Specialist must expend an inordinate amount of time and energy to secure funding from a variety of sources for a sufficient number of student employee hours. Each year, the unit's student employees wait anxiously for word as to whether or not they will be funded for employment. Often times, additional funding is not secured until right before the current funding is set to run out.

It is critical to the quality of services offered by the A&R Unit and to the unit's ability to devise and implement long range program plans, that a stable funding source be available for the employment of its student assistants.

WEBSITE

Hawai'i Community College should hire a webmaster. The webmaster would be charged with assisting units in designing user friendly, accurate, professional web pages and maintaining the pages with up-to-date information.

INTERNATIONAL STUDENTS

There is a great need for a faculty/counselor position dedicated to recruiting, advising and supporting international students.

The following data is provided in response to the Dean of Student Service's list of required data elements for Student Services. The information was gleaned from Marvin Kitchen's StuPool and David Loeding's "snapshots." Cross checks with the Admissions Clerk's pop-selects indicate that the numbers are intuitively and objectively reasonable.

APPLICATIONS

	200610		200630		200640		Total	
Received	2253		861		50		3164	
Accepted	2053	91.1%	773	89.8%	46	92.0%	2872	90.8%
Lacked	200	9.7%	88	10.2%	4	8.0%	292	9.2%
Registered	1039	50.6%	483	62.5%	35	76.1%	1557	54.2%

Processing time for Accepted

Average 27.5 days

Processing time for Lacked

Average 13.3 days

Mail-out time

200610 2.6 days from acceptance
200630 4.75

REGISTRATION

	200610		200630		200640		Total	
Registered	2486		2219		267		4972	
Accepted*	1039	50.6%	483	62.5%	35	76.1%	1557	54.2%
*% of accepted for current term, eligible to register								
Gender								
Male	911	36.6%	768	34.6%	70	26.2%	1749	35.2%
Female	1569	63.1%	1446	65.2%	197	73.8%	3212	64.6%
No data	6	0.2%	5	0.2%	0	0.0%	11	0.2%
Residency								
Residents	2293	92.2%	2061	92.9%	240	89.9%	4594	92.4%
<i>Converted</i>	27		28		4		59	
Non-Residents	193	7.8%	158	7.1%	27	10.1%	378	7.6%
<i>Appeal</i>	3		1		0		4	
<i>Do Not Use</i>	1		1		0		2	
<i>Faculty</i>	2		2		0		4	
<i>Hawaiian exempt</i>	28		19		0		47	
<i>Institutional exempt</i>	47		38		4		89	
<i>Military</i>	11		5		0		16	
<i>Pac-Asian</i>	1		0		2		3	
<i>WUE</i>	4		8		4		16	

		200610		200630		200640		Total	
Ethnicity									
	AA	16	0.6%	13	0.6%	4	1.5%	33	0.7%
	AI	21	0.8%	18	0.8%	1	0.4%	40	0.8%
	CA	487	19.6%	467	21.0%	64	24.0%	1018	20.5%
	CH	20	0.8%	19	0.9%	5	1.9%	44	0.9%
	FI	315	12.7%	277	12.5%	31	11.6%	623	12.5%
	GC	1	0.0%	2	0.1%	0	0.0%	3	0.1%
	HS	34	1.4%	29	1.3%	7	2.6%	70	1.4%
	HW	734	29.5%	654	29.5%	55	20.6%	1443	29.0%
	IN	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	JP	237	9.5%	230	10.4%	41	15.4%	508	10.2%
	KO	27	1.1%	11	0.5%	1	0.4%	39	0.8%
	LA	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	MA	44	1.8%	39	1.8%	9	3.4%	92	1.9%
	MC	28	1.1%	25	1.1%	0	0.0%	53	1.1%
	ME	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	MH	6	0.2%	4	0.2%	5	1.9%	15	0.3%
	MP	15	0.6%	14	0.6%	0	0.0%	29	0.6%
	MX	326	13.1%	281	12.7%	33	12.4%	640	12.9%
	NO	89	3.6%	62	2.8%	2	0.7%	153	3.1%
	OA	10	0.4%	12	0.5%	3	1.1%	25	0.5%
	OP	1	0.0%	0	0.0%	0	0.0%	1	0.0%
	PI	22	0.9%	15	0.7%	1	0.4%	38	0.8%
	PO	28	1.1%	22	1.0%	1	0.4%	51	1.0%
	PR	9	0.4%	8	0.4%	1	0.4%	18	0.4%
	SA	3	0.1%	1	0.0%	3	1.1%	7	0.1%
	TH	6	0.2%	6	0.3%	0	0.0%	12	0.2%
	TO	1	0.0%	1	0.0%	0	0.0%	2	0.0%
	VI	4	0.2%	3	0.1%	0	0.0%	7	0.1%
	Degree Seeker	2321	93.4%	2081	93.8%	238	89.1%	4640	93.3%