

HAWAI‘I COMMUNITY COLLEGE UNIT COMPREHENSIVE 3-YEAR REVIEW REPORT

ADMISSIONS & RECORDS OFFICE

November 15, 2015

Review Period

July 1, 2012 to June 30, 2015

AY 2012-13, AY 2013-14, and AY2014-15

Initiator: Jason Cifra

Writer(s): Dorinna Manuel-Cortez

Program/Unit Review at Hawai‘i Community College is a shared governance responsibility related to strategic planning and quality assurance. Annual and 3-year Comprehensive Reviews are important planning tools for the College’s budget process. This ongoing systematic assessment process supports achievement of Program/Unit Outcomes. Evaluated through a college-wide procedure, all completed Program/Unit Reviews are available to the College and community at large to enhance communication and public accountability. Please see <http://hawaii.hawaii.edu/program-unit-review/>

PART I: ANALYSIS OF UNIT

Effective July 2013, the Admissions & Records Office (ARO) was formed from the merger of the Admissions & Registration (AR) and Records & Internal Data Management (RIDM) Offices. As a new office, this will be its first Comprehensive Unit Review.

The following is a list of the positions assigned to the ARO during the evaluation period.

- Registrar/Admissions & Records Office Manager (RARM) (APT B)
- Admissions & Records Specialist (ARS) (temporary, APT A)
- Transcript Evaluator (TE) (grant funded, APT B equivalent)
- Office Assistant IV (OAIV)
- Office Assistant III (OAIII)
- 2-5 student employees

ARDP Indicators

These indicators are not applicable for this unit.

Hawai'i Community College Mission

Hawai'i Community College (HawCC) promotes student learning by embracing our unique Hawai'i Island culture and inspiring growth in the spirit of "E 'Imi Pono." Aligned with the UH Community Colleges system's mission, we are committed to serving all segments of our Hawai'i Island community.

The ARO "promotes student learning" by:

- providing services which give the community access to the educational opportunities offered at Hawai'i Community College
- performing functions which maintain the integrity of students' academic records
- facilitating student success through timely processing of transfer credit evaluations
- facilitating student success through timely processing of transcript requests

The ARO "embraces our unique Hawai'i Island culture" by:

- supporting active participation in cultural protocol and events (e.g. kīpaepae, Pāmaomao)
- respecting cultural nuances when providing services

The ARO "inspires growth in the spirit of 'E 'Imi Pono'" by:

- conducting regular staff trainings
- encouraging leadership and professional development endeavors

By nature of the services it provides, the ARO serves "all segments of our Hawai'i Island community"

Institutional Learning Outcomes

ILO1: Our graduates will be able to communicate effectively in a variety of situations.

Over the course of their academic journey, all students must access the services provided by the ARO. The ARO provides a number of ways by which students communicate with the ARO and access services -

Admissions & Records

over-the-counter, email, telephone, fax, paper and electronic forms and mail. The ARO has established practices to support students in their academic journeys. Through its practices and consistent enforcement of its requirements, the ARO supports the Hawai'i Community College Kauhale in learning to communicate effectively in a variety of situations.

ILO2: Our graduates will be able to gather, evaluate and analyze ideas and information to use in overcoming challenges, solving problems and making decisions.

The ARO provides a plethora of information via paper publication, the internet, email broadcasts, telephone, and face-to-face interactions. Students must utilize the information provided to make decisions about their academic journeys. In order to graduate, all students must successfully complete such tasks as applying to school, selecting a major, choosing appropriate courses, registering, making tuition payments, and attending their classes. The ARO supports this ILO by frequently reviewing and revising the information it provides to ensure students have access to sufficient, meaningful and accurate information. By graduating, students demonstrate that they have successfully gathered, evaluated and analyzed this information in such a way as to utilize it to achieve their academic goals.

ILO3: Our graduates will develop the knowledge, skills and values to make contributions to our community in a manner that respects diversity and Hawaiian culture.

The ARO staff and student employees are expected to support this ILO through active participation in campus events and by demonstrating values such as aloha, lōkahi and mālama. The RARM encourages active participation by allowing student employees to attend campus events as part of their work hours. Staff members cooperate to ensure each can attend events while maintaining coverage in the office. Since all students must access the services offered by the ARO at some point in their academic journey, it is hoped that their interaction with the ARO staff and student employees will facilitate their ability to "contribute to our community in a manner that respects diversity and Hawaiian culture".

2008-2015 Strategic Plan

The unit's alignment with Hawai'i Community College's 2008-2015 Strategic Plan is inherent in the fact that the unit broadens "access to postsecondary education in Hawai'i, regionally, and internationally by providing open door opportunities for students to enter quality educational programs" (http://hawaii.hawaii.edu/docs/HawCCStrategicPlan_2008-2015_10-29-09.pdf) at Hawai'i Community College. The ARO is responsible for all admissions, registration, records maintenance, and Veterans Administration benefits functions and services. It provides services to the entire Hawai'i Community College Kauhale – students, faculty, staff, administrators, and the community. Without the unit, the college would not be able to admit students or maintain the academic records for its students.

Assessment Results

Since its formation as a unit, the ARO has assessed the extent to which it processed applications and evaluated transcripts in a timely manner. Both services have a significant impact on enrollment, student success and the institution's ability to meet its retention and persistence goals. Acceptance to the college is required before applicants can access other support services and enroll. Transcript

evaluations provide students with the information they need to choose classes appropriately and can affect time to graduation.

The RARM gathered assessment data from Academic Logic and service logs that were kept on a shared drive and developed the following success indicators.

1. Applications will be “pushed” and processed, either accepted or lack letter sent, within three business days.
2. Transfer credit evaluations will be completed within three business days.

The RARM then analyzed the assessment data to determine whether or not the unit was successful in processing applications and evaluating transcripts in a timely manner.

The RARM determined that the unit was not successful in processing applications and evaluating transcripts in a timely manner. See *Application Processing Time* (Table 1) and *Transcript Evaluation Time* (Table 2) for details.

In the unit’s 2014-2015 Annual Unit Review, the writer provided a detailed explanation of the factors and challenges that hindered the unit’s ability to provide the assessed services successfully. In summary, staffing issues, disruption of services cause by office closures and preexisting process inefficiencies and redundancies that the RARM did not have an opportunity to address resulted in significantly high application processing and transcript evaluation times. Application processing time more than doubled compared to the 2012-2013 review period for the AR. The transcript evaluation time nearly tripled compared to last year’s data.

The two staffing issues that have had the greatest impact on the unit’s efficiency are the long term vacancy of the APT A position and the fact that the TE’s time had been directed away from evaluating transcripts to implementing prior learning assessment activities, such as portfolio-based assessment, for the institution.

The attached *ARO Unit Timeline* (Attachment A) illustrates how, over time, these and other staffing issues and office closures coincided with increased application processing and transcript evaluation times. The timeline also shows how the times have improved since the APT A position has been filled and the TE position is no longer responsible for implementing prior learning assessment initiatives.

In May 2015, the TE notified the RARM and VCSA that he would be resigning from the position to accept a position with the UH System. The RARM identified a student employee who was qualified to fill a part-time casual position dedicated to evaluating transcripts. The position was created and filled July 2015. With the position dedicated to evaluating transcripts, the time to evaluate has been significantly reduced from a long as a monthly average of 46.1 days (March 2015) to 11.0 days this past month.

The TE position is being converted from casual to regular through RCUH and is funded by the grant until March 2016, at the latest. This position is essential and without it, transcript evaluation time will increase, again, and students will not receive critical information about their academic journey, in a timely manner.

The APT A position was filled at the end of July 2015. With the position filled, the RARM had time to address inefficient practices and redundancies in the admissions process. The RARM identified where the process slowed or, in some cases, came to a standstill, and developed new processes. She created a standard operating procedure document to ensure consistency and to enable any staff member to perform the admissions functions. She redistributed responsibilities within the ARO to streamline operations and mitigate redundancies.

Initial results are promising. In October 2015, it took an average of 36.2 days to accept an application. So far in the month of November, it is taking an average of 7.3 days, with the staff currently working on applications received three days ago.

The APT A position is a temporary position funded by the institution. This position is essential to the unit's operations and should be a permanent position funded by legislative appropriations.

CERC Comments and Feedback

The writer provided a response to the CERC's recommendations for both AR's (2010) and the RIDM's (2012) comprehensive unit reviews in the ARO's annual unit review for the 2012-2013 assessment period. This is the ARO's first comprehensive unit review, so it has yet to receive comments and feedback from the CERC. However, a number of the CERC's recommendations to the AR and RIDM are applicable to the ARO.

The CERC recommended that the units identify unit outcomes that are measurable, identify and implement meaningful assessment strategies, clarify how office operations are relevant to unit and institutional signposts of student success, and provide more details on staffing and resource issues.

The recommendations were valid and constructive. The ARO provides support services to students, faculty, staff and community members. It can be a challenge for service units to identify measurable student learning outcomes and assessment strategies, to objectively articulate causality between services and the signposts of student success, and to measure human resource expenditure in terms of students served.

In response to the CERC's recommendation the ARO developed a mission that easily translated into measurable outcomes and identified specific indicators of success for each outcome. See *ARO Mission, Vision and Unit Outcomes* (Table 3) for details.

On the aforementioned *ARO Unit Timeline* (Attachement A), the writer mapped staffing and resource fluctuations against service delivery data to provide meaningful detail on staffing and resource needs. The timeline illustrates how trends in application processing and transcript evaluation times coincided with fluctuations in staffing levels.

PART II: ACTION PLAN

The ARO’s action plan for July 1, 2015 through June 30, 2018 focuses on its **TIMELY** and **SERVICE-ORIENTED** outcomes.

TIMELY Outcome: The ARO will deliver services in a timely manner.

Success Indicator	Action	Status/Timeline
Applications will be processed within three business days.	<ul style="list-style-type: none"> • Update the Standard Operating Procedure (SOP) document for processing applications per staff input • Continue to review the admissions process to identify any area, practice or procedure that hinders efficiency and implement appropriate changes • Conduct regular “spot” training for staff to ensure consistency and accuracy • Collaborate with VCSA and other CC Registrars to develop a viable plan for Centralized Admissions 	The APT A position has been filled and changes have already been made to the way applications are processed. At the time of this writing, applications are being processed within three business days. Provided the APT A position remains filled, it is expected that the ARO will be able to meet this goal with the Spring 2016 applications. The APT A position is essential to maintaining this processing time. It is a temporary position funded by the institutional. The position should be made permanent.
Transcript evaluations will be completed within three business days.	<ul style="list-style-type: none"> • Work with the VCSA to institutionalize the TE position • Train APT A to evaluate transcripts • Review the evaluation process to identify any area, practice or procedure that hinders efficiency and implement appropriate changes • Update the Standard Operating Procedure (SOP) document for evaluating transcripts 	The TE position is grant funded until March 2016, at the latest. The <i>ARO Unit Timeline</i> clearly illustrates that the position is essential and without it, transcript evaluation time will increase. Delayed transcript evaluations may impede students’ ability to select appropriate classes and could lengthen time to degree completion. The position should be institutionalized, because timely transcript evaluations support student success, the 2015-2021 Strategic Plan and the HGI.

SERVICE-ORIENTED Outcome: The ARO will provide excellent customer service.

Success Indicator	Action	Status/Timeline
Assess the extent to which the ARO provides excellent customer service	<ul style="list-style-type: none"> • Review communication with faculty and students regarding ARO services and identify ways to improve content and clarity • Collaborate with faculty to develop a “Secret Shopper” assessment activity to gather meaningful information about the quality of customer service provided • Conduct bi-annual staff customer service training 	<ul style="list-style-type: none"> • The APT A has initiated collaboration with a faculty member to develop a “Secret Shopper” assessment activity as part of her course curriculum. Tentative implementation will be for the Spring 2016 semester with a repeat activity in the following semester. Part of the activity will be to assess the quality of communication with faculty and students. • A Fall semester training was planned and canceled due to unexpected staff absences. It will be rescheduled for early December. A Spring semester training will be scheduled after the student employees return from Winter break.

The ARO’s Action Plan is aligned with Hawai’i Community College’s 2015-2021 Strategic Plan because timely service delivery and excellent customer service will support student success. In order to meet the Hawai’i Graduation Initiative (HGI) goals, the institution must admit students in a timely manner, effectively engage with them through excellent customer service to support them on their academic journey, and ensure that they progress to degree completion as efficiently as possible. It is critical that the ARO has adequate personnel to provide services and sufficient opportunity to develop and implement process and operational changes to improve service delivery and meet its unit goals.

Table 1: Application Processing Time

Year 1: 2013-2014

<u>TERM</u>	<u>WHEN PROCESSED</u>	<u>DAYS TO PROCESS</u>
Fall 2013	Jan 2013-Aug 2013	11
Spring 2014	Aug 2013-Jan 2014	10
Fall 2014	Jan 2014-Aug 2014	21

Year 2: 2014-2015

<u>TERM</u>	<u>WHEN PROCESSED</u>	<u>DAYS TO PROCESS</u>
Fall 2014	Jan 2014-Aug 2014	21
Spring 2015	Aug 2014-Jan 2015	21
Fall 2015	Jan 2015-Aug 2015	26

Table 2: Transcript Evaluation Time

Year 1: 2013-2014

<u>MONTH</u>	<u>DAYS TO EVALUATE</u>
Jul 2013	38.8
Aug 2013	5.4
Sep 2013	16.3
Oct 2013	18.5
Nov 2013	15.3
Dec 2013	10.5
Jan 2014	20.6
Feb 2014	15.6
Mar 2014	16.1
Apr 20154	11.3
May 2014	11.9
Jun 2014	40.5

Year 2: 2014-2015

<u>MONTH</u>	<u>DAYS TO EVALUATE</u>
Jul 2014	15.9
Aug 2014	15.8
Sep 2014	25.9
Oct 2014	26.3
Nov 2014	29.7
Dec 2014	21.9
Jan 2015	43.8
Feb 2015	42.8
Mar 2015	46.1
Apr 2015	25.1
May 2015	14.0
Jun 2015	37.5

Table 3: ARO Mission, Vision and Unit Outcomes

Mission:	To support student success through practices and policies that are Fair, Accurate, Service-oriented and Timely (FAST).
	<i>Fair means each and every person is treated with respect and consideration. Policies and practices are established to facilitate student success, maintain the integrity of office operations and ensure compliance with applicable federal, state and UH rules and regulations.</i>
	<i>Accurate means that due diligence is practiced to ensure data is managed correctly and precisely. Accurate means that correct and timely information is provided to faculty, staff and students via a variety of media, and the information is presented in such a way as to be easily understood.</i>
	<i>Service-oriented means that staff members will treat each customer, whether faculty, staff, student, or community member, as a valued member of the HawCC Kauhale and will continuously strive to improve the quality of service provide.</i>
	<i>Timely means that services are delivered in a reasonable amount of time given such considerations as best practices, available resources and workload.</i>
Vision:	Hawai'i Community College's Admissions & Records Office will be renowned for supporting student success by providing F.A.S.T. admissions, registration and educational record maintenance services with aloha.
FAIR Outcome:	ARO related policies and practices will be regularly reviewed and revised to align with UH system policy and practice and to support student success.
Success Indicator:	Record of policy revisions and justifications for the revisions
	HAW 7.208 Transfer Credit Evaluation Policy
	HAW 7.209 Transferring Credits from External Institutions
	HAW 5.304 Repeating Courses
	HAW 5.701 Application for Graduation
	HAW 5.702 Graduation Requirements
	HAW 7.505 Class Attendance, Disappearer and No Show Policies
Success Indicator:	Record of practice revisions and justifications
	TCE - registration no longer required
	VA Orientation
	Diploma ordering
	Commencement ceremony
	RS grade mailers

	HS/RS residency memo
ACCURATE Outcome:	The records maintained by the ARO will be accurate.
Success Indicator:	Application information will be inputted w/ a 98% accuracy
Success Indicator:	Annual internal audit of 25% of TCEs - 100% credits transferred will have been transferred (or not transferred) accurately and appropriately
Success Indicator:	Annual internal audit of 10% of HS/RS applications - no more than 2% may have been determined to be NR
Success Indicator:	Annual internal audit of 10% of student files - 100% correctly filed and maintained
SERVICE-ORIENTED Outcome:	The ARO will provide excellent customer service.
Assessment Activity:	Focus group for Faculty/Staff.
Assessment Activity:	Quality survey by students of DSA.
TIMELY Outcome:	The ARO will deliver services in a timely manner.
Success Indicator:	Applications will be "pushed" and processed, either accepted or lack letter sent, within three business days.
Success Indicator:	Transfer credit evaluations will be completed within three business days.
Success Indicator:	VA certifications will be completed within two weeks of registration changes.
Success Indicator:	VA 315s will be processed within three business days.
Success Indicator:	hawccar@hawaii.edu answered within two business days