

**HAWAI‘I COMMUNITY COLLEGE
UNIT ANNUAL REVIEW REPORT**

Admissions & Records Office

Date March 16, 2017

**Review Period
July 1, 2015 to June 30, 2016**

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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 and Institutional 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/files/program-unit-review/>

UNIT DESCRIPTION

Describe the Unit	
Provide the short description as listed in the current catalog.	Not available in current catalog.
Provide and discuss the unit's mission (or goals and objectives if no unit mission statement is available).	<p>The ARO is a unit within the Division of Student Affairs and is under the purview of the VCSA. In January 2000, the then ARO was separated into two offices - the Admissions & Registration Office (A&R) and the Records & Internal Data Management Office (R&IDM). Admissions, registration, records maintenance, and Veterans Administration educational benefits functions and services were delegated between them. The two offices were supervised by the Admissions Specialist and the Registrar, respectively, and each operated autonomously while sharing the same physical space and a number of overlapping functions.</p> <p>Effective July 16, 2013, the Admissions Specialist position was redescribed and renamed as the Registrar/Admissions and Records Manager (R/ARM). The two offices were joined and renamed the Admissions & Records Office with management responsibilities assigned to the R/ARM. The former Registrar position was redescribed and renamed as the Graduation Pathways and Data Facilitator (GPDF). The R/ARM reports directly to the VCSA.</p> <p>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.</p> <p>The mission of the ARO is to support student success through practices and policies that are Fair, Accurate, Service-oriented and Timely (F.A.S.T.).</p> <p><i>Fair</i> 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.</p> <p><i>Accurate</i> 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.</p>

	<p><i>Service-oriented</i> 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 provided.</p> <p><i>Timely</i> means that services are delivered in a reasonable amount of time given such considerations as best practices, available resources and workload.</p>
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Comprehensive Review information

Provide the year and URL for the location of this unit’s last Comprehensive Review on the HawCC Program/Unit Review website: http://hawaii.hawaii.edu/files/program-unit-review/	
Year	2015
URL	http://hawaii.hawaii.edu/files/program-unit-review/docs/2015_admissions_records_comprehensive_unit_review.pdf
Provide a short summary regarding the last Comprehensive Review for this unit. Discuss any significant changes to the unit since the last Comprehensive Review that are not discussed elsewhere in this review.	In the unit’s 2015 Comprehensive Review, the writer provided a detailed analysis of the unit, and identified ARO alignment with Hawaii Community College mission and institutional learning outcomes. The writer also provided assessment results regarding processed applications and evaluation of transcripts in a timely manner as both services have impact on enrollment, student success and the institution’s ability to meet its retention and persistence goals. The writer identified and provided an explanation of the factors and challenges that hindered the units ability to provide the assessed services successfully. In summary, staffing issues, disruption of services caused by office closures and pre existing process inefficiencies and redundancies resulted in significantly high application processing and transcript evaluation times. After reviewing the evaluation of CERC comments and feedback ARO developed actions to address CERC suggestions and clarifications. ARO developed a mission that is easily translated into measurable outcomes and identified specific indicators of success in each outcome. An ARO unit timeline developed to map staffing and resource fluctuations against service delivery data to provide meaningful information regarding staffing and resource needs.

QUANTITATIVE INDICATORS

ARPD Data

IF ARPD data is available for the unit, please attach a copy of the ARPD data and submit with the Unit Review document.

If no ARPD data is available for the unit, please provide and discuss relevant and/or comparable data as available from the unit's records.

a) **If you will be submitting the Unit Review document in hard copy, print and staple a copy of the ARPD data tables, if available, or other unit data as applicable, to the submission; the icon to print the ARPD data tables is on the upper right side, just above the data tables.**

OR

b) **If you will be submitting the Unit Review document in digital form, attach a PDF copy of the ARPD data tables, if available, or other unit data as applicable, along with the digital submission; the icon to download the ARPD data tables as a PDF is in the upper right side, just above the data tables.**

Unit ARPD data, if available, can be found on the ARPD website:

<http://www.hawaii.edu/offices/cc/arpd/>

ANALYSIS OF THE UNIT'S DATA

Describe, discuss, analyze, and provide context for the unit's data.	
Discuss, analyze, and provide context for the unit's ARPD health scores in the Demand, Efficiency, Effectiveness, and Overall Health categories as applicable.	University of Hawaii Community College's Student Services Annual Report of Program Data (ARPD) for Hawaii Community College program year 2014-2015 and 2015-2016. The following program years are included to properly conduct a comparative analysis as the results impacts ARO processing and overall student success. Demand Indicators labeled Annual Headcount ALL students has a .23% decline. The Annual Headcount Native Hawaiian Students has a 2% decline. The Annual Headcount of Non-traditional Students 25-49 years old has an increase of 33%. New Students for Fall semester has an increase of 8% and for Spring an increase of 27%. However, Transfer, Continuing, and Returning Students have seen declining numbers in comparison to the previous program years. Effectiveness Indicators Persistence Fall to Spring ALL students

	<p>has a 2% decline, and for Native Hawaiian population has seen a 1% decline. Degrees and Certificates Awarded ALL have a 22% increase and Native Hawaiian population degrees and certificates awarded have also seen an increase of 9%.</p> <p>Efficiency Indicators and Achieving the Dream do not apply directly with ARO processing as Pell processes and credits to complete are a part of other units.</p> <p>At this time there is no overall health categories provided in student services quantitative indicators.</p> <p>Additional note: ARPD data collected unclear of data gathering points as Annual Headcount ALL Students indicate a lower number than Annual Headcount from Underserved Regions. Therefore, a possible inaccurate count.</p>
<p>Describe, discuss, analyze, and provide context for unit data that was collected based on its specific operations and functions. Examples could include, but are not limited to, work logs and activities records, meeting and session records, and any other relevant internal or external data, as appropriate.</p>	<p>Although not introduced or developed until the end of the reporting period, ARO has introduced a self-survey workflow log initiated on May 4, 2016. The total number of people that ARO serviced during the period of May 4, 2016 through June 30, 2016 are approximately 1,917 individuals. Of the total individuals surveyed ARO received 743 phone calls, 447 walk-ins, 8 emails, 301 reported as processing categories or directed to other offices, and 418 not reported in specified category. Based on the survey the top three information requested or transactions conducted are Hawaii CC application, graduation/diploma, and medical clearances. The figures are considered a conservative reflection of transactions conducted at ARO which can be subjected to busy periods and therefore lack reporting additional outcomes. Prior to May 4, 2016 a workflow log was not implemented.</p> <ul style="list-style-type: none"> ● Application processing (Please see attached Application Processing Time Table and Chart)

	<ul style="list-style-type: none"> ● Transcript evaluation (Please see attached Transcript Evaluation Time Table and Chart) ● ARO participated in Express Admissions Day Events in efforts to increase enrollment and registration numbers. These events were held predominately on a weekend outside of traditional office hours. Faculty, staff, and student assistants participated in these events on a volunteer basis. (Please see attached data chart for Express Admissions Day Events for both Hawaii Community College Campuses) <p>Over the review period, the unit received and processed 6,652 applications, 565 transcripts resulting in over 17,000 transfer credits awarded, processed 1,746 transcript request, and certified over 130 students to the VA each semester, and total of 1,166 degrees and certificates awarded.</p>
<p>Describe any trends, and any internal and/or external factors that are relevant to understanding the unit’s activities during the review period.</p>	<p>Trends: Technology advancements are available to meet needs of the student and community populations. However, resources for technological advancements can be costly and timely.</p> <p>Internal Factors: Staffing issues and lack of permanent positions have caused delays. Limited staff has caused a primary focus on trying to maintain processing timelines, so ARO is unable to broaden and expand scope of services.</p> <p>External Factors: Outside factors causing enrollment to decrease may be due to employment status increase. Also, competitive market conditions have increased from online colleges offering two year degrees and certificates.</p>
<p>Discuss other strengths and challenges of the unit that are relevant to understanding the unit’s activities during the review period.</p>	<p><i>Strengths of ARO</i></p> <p>The implementation from Registrar/Admissions and Records Manager (R/ARM) regarding efficiency practices and procedures increased some areas in response/processing time toward practices that impact and benefit the student population. Development of cross-training for individuals processing applications may help in future reporting data. Also, email acceptance notifications contributed to a quick response time regarding student information and their next steps, in comparison to acceptance letters being</p>

	<p>printed and sent via USPS which could take an estimated of 2-3 additional days for students to receive an acceptance notification.</p> <p>Although the results will be reported in the next unit review, a customer service (secret shopper) assessment project was developed during the reporting period.</p> <p>The focus on training staff and student assistants has yielded promising responses. After trainings have been surveyed, ARO staff and student assistants are open to learning additional training topics.</p> <p><i>Challenges of ARO</i></p> <ul style="list-style-type: none"> ● During the review period, the ARO’s staff and student assistants experienced issues with their own and family members’ health, deaths in the family, and relationship and legal struggles. When someone was absent, the remaining staff members re-prioritized the workload as best as they could. Some tasks were delayed while others were not done, because there was no one to do them. ● Transcript Evaluator is a grant funded part-time position that ended in June 2016. Primary responsibilities included evaluating all transcripts ● APT-A position is a temporary position and contingent on budget analysis at the end of each fiscal year. ● Limited student assistant funding for the fiscal year while overall needs remain ● Limited resources for technology as cutting edge programs and products are introduced to help with admissions and electronic records ARO does not have the budget to facilitate this need
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<p>Report and discuss all major/meaningful actions and activities that occurred in the unit during the review period. For example:</p>	
<p>Changes to the unit’s</p>	<p>Since its re-organization as a single unit, the ARO is now responsible for</p>

services, functions, and/or operations.	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.
Changes to the clients it serves (students, faculty, staff, community, UH System etc.).	<p>ARO serves:</p> <ul style="list-style-type: none"> ● Students ● Faculty ● Staff ● Community ● UH systems <p>*No changes to the clients that ARO serves</p>
Personnel and position additions and/or losses.	<p><u>Permanent positions:</u> Registrar/Admissions & Records Office Manager (R/ARM) (APT B) Office Assistant IV (OAIV) Office Assistant III (OAIII)</p> <p><u>Temporary positions:</u> Admissions & Records Specialist (ARS) (temporary, APT A)</p> <p><u>Grant funded positions:</u> VA Specialist Transcript evaluator end date June 2016</p> <p><u>Student Assistants:</u> 2-5 student employees</p>
Other major/meaningful activities, including responses to previous CERC feedback, if applicable.	CERC Unit Comprehensive Feedback for 2015-2016 received after unit reporting period.

Describe, analyze, and celebrate the unit's successes and accomplishments. (For example, <i>more students were served OR the unit successfully integrated new strategies/technologies.</i>)	
Discuss what the unit has been doing well that needs to be maintained and strengthened.	ARO has been continuously reevaluating and revising efforts and processes to increase efficiency. It is important to note that during this review period several areas are in

developmental and beginning stages of implementation.

Applications and Next Steps: Cross-trained APT A to process applications and student assistants have on-going training to provide relevant and accurate information towards next step processes.

Medical documents: ARO Staff and student assistants are continuously trained on situations of federal and state requirements. The process of scanning medical documents to increase efficiencies regarding medical document retrieval.

Transcripts (Internal & External): Cross-trained staff and student assistant to process transcript orders , and revised processes to increase efficiencies. The results from revised practices, ARO has maintained advertised ordering deadlines, and transcript evaluation cross-trained APT A.

Maintenance and retention of student records: Conducted spot check audits to maintain accuracy of documents in students records.

ARO Forms: Revised ARO forms as needed and provided accessibility of all forms on ARO webpage.

Veteran Educational Services: Cross-trained Veteran Specialist and APT A on certifications to continue timeliness of certifications and questions asked by VA student population. VA Specialist grant funded position recently hired during this reporting period.

Enrollment Services (Enrollment verifications): Cross-trained student assistant to meet needs of 3-5 business day processing.

Recruitment (Express Admissions Day events): ARO participated in events held at both Manono and Palamanui Campuses regarding efforts to increase enrollment and registration.

	Customer Service : R/ARM and APT A developed and initiated customer service guidelines that will be measured by secret shopper evaluations and will be reported in next unit review.
<p>Validate these successes by discussing positive improvements in the unit.</p> <p>Please provide evidence if applicable (ex: unit data reports, relevant URL links, etc.).</p>	<ul style="list-style-type: none"> ● Applications processed (See Application Processing Time Table and Chart) ● Medical documents estimated scanned during reporting period over 1,000. ● Transcript orders received or processed approximately 1,746 ● Transcript evaluation (See Transcript Evaluation Time Table and Chart) ● ARO webpage please view Admissions & Forms and Faculty Forms http://hawaii.hawaii.edu/admissions/ ● Enrollment verifications 339 processed ● Recruitment (See Express Admissions Table chart) ● Customer Service (See secret shopper service form)

Describe, analyze, and discuss any challenges and/or obstacles the unit has faced.	
Identify and discuss the unit's challenges/obstacles.	(See above Challenges of ARO)
Discuss changes and actions taken to address those challenges.	<ul style="list-style-type: none"> ● The ARO continuous request to institutionalize APT A position ● The ARO continuous request to institutionalize TE position
Describe and explain the results of these actions.	No results of actions provided
Discuss what still needs to be done in order to successfully meet and overcome these challenges.	<ul style="list-style-type: none"> ● Institutionalize APT A and TE positions ● Increase student assistant funding based on overall needs of ARO in order to maintain services and goals ● Establish an integrated system for processes

UNIT ACTION PLAN

Discuss the unit's prior year's (AY14-15) action plan and results.	
<p>Describe the unit's action plan from the prior review period and discuss how it was implemented in AY15-16.</p>	<p><u>Admissions: Implement measures to reduce processing time.</u></p> <ul style="list-style-type: none"> ● Updating Standard Operating Procedure (SOP) ● Review admissions process to identify areas that hinders efficiency and implement appropriate changes. ● Training for staff to ensure consistency and accuracy ● Collaborative efforts towards Centralized Admissions <p><u>Transcript Evaluations: Implement measures to reduce evaluation time</u></p> <ul style="list-style-type: none"> ● Work with VCSA to institutionalize the TE position ● Train APT A to evaluate transcripts ● Review the evaluation process to identify areas that hinders efficiency and implement appropriate changes. ● Update the Standard Operating Procedure (SOP) document for evaluating transcripts <p><u>Service-Orientation Outcome: Assess the extent to which the ARO provides excellent customer service</u></p> <ul style="list-style-type: none"> ● Review communication with faculty, staff, and students regarding ARO services and identify ways to improve content and clarity ● Collaborate with faculty and students to develop a "Secret Shopper" assessment activity to gather meaningful information about the quality of customer service provided
<p>Discuss the results of the action plan and the unit's success in achieving its goals.</p>	<p><u>Admissions: Implement measures to reduce processing time.</u></p> <ul style="list-style-type: none"> ● Standard Operating Procedures (SOP) has been updated by R/ARM and the need to develop a revision process when changes need to be made ● R/ARM reviewed admissions processes and implemented email acceptance letters. APT A trained to process and push applications within three business days goals.

	<ul style="list-style-type: none"> • ARO Staff and student assistants participated in trainings conducted on 11/6/15, 3/21/16, & 6/15/16 <p><u>Transcript Evaluations: Implement measures to reduce evaluation time</u></p> <ul style="list-style-type: none"> • APT A completed training on evaluation of transcripts and processed periodically between other responsibilities • Standard Operating Procedures (SOP) has been updated by TCE evaluator and the need to develop a revision process when changes need to be made. <p><u>Service-Orientation Outcome: Assess the extent to which the ARO provides excellent customer service</u></p> <ul style="list-style-type: none"> • Provided all forms on web page including a specific section for faculty forms • ARO Processing and customer service trainings for all staff and student assistants conducted on 11/6/15, 3/21/16, & 6/15/16 • Collaborated with faculty on 9/16/15 regarding “secret shopper” finalized customer service guidelines on 3/17/16
<p>Discuss any challenges the unit had in implementing that action plan or achieving its goals.</p>	<p><u>Admissions: Implement measures to reduce processing time.</u></p> <ul style="list-style-type: none"> • The APT A position is essential to maintain three business day processing time. However, it is a temporary position funded by the institution, and the position should be made permanent. <p><u>Transcript Evaluations: Implement measures to reduce evaluation time</u></p> <ul style="list-style-type: none"> • TE position grant funded until June 2016. The ARO Unit Timeline 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.

- Did the unit review its website during AY15-16? Please check the box below that applies.

- Reviewed website, no changes needed.
- Reviewed website and submitted change request to webmaster on _____ (date)_____.
- Reviewed website and will submit change request to webmaster.
- Unit does not have a website.

Please note that requests for revisions to unit websites must be submitted directly to the College's webmaster at
<http://hawaii.hawaii.edu/web-developer>

<p>Discuss the unit's overall action plan for AY16-17, based on analysis of the unit's data and the overall results of unit outcomes assessments conducted during AY15-16.</p>	<p>Benchmarks and Timelines for implementation and achievement of goals.</p>
<p>Action Goal 1: Applications- implement measures to reduce processing time to reach goal of three business days.</p>	<p>Benchmarks/Timelines : On-going until goals are met and positions and processes are institutionalized</p>
<p>How can this Action Goal lead to improvements in unit services, functions, or operations, and support attainment of the unit's outcomes (UOs)?</p> <ul style="list-style-type: none"> ● Revisions of the Standard Operating Procedure (SOP) will support services that may assist staff members and student assistants towards accuracy and efficiency. SOP revisions may reduce wait time and offer better support towards processing timeline goals. ● Consistent training conducive to policy and procedural changes or error corrections may address consistency and accuracy outcomes ● Centralized Admissions may reduce application processing time, and potentially give students ample time towards their next steps. 	
<p>Action Goal 2: Transcript Evaluations - implement measures to reduce evaluation time to reach goal of three business days.</p>	<p>Benchmarks/Timelines : On-going until TE</p>

	position is institutionalized
<p>How can this Action Goal lead to improvements in unit services, functions, or operations, and support attainment of the unit's outcomes (UOs)?</p> <ul style="list-style-type: none"> • An institutionalized TE position may improve transcript evaluation processing time to meet students needs and goal expectations. The transcript evaluation processing time may impact persistence rates. • SOP for TE evaluation process will allow additional staff members the tools and support to reduce delays in transcript evaluations. 	
<p>Action Goal 3: Service-Oriented Outcome-Assess the extent to which the ARO provides excellent customer service</p>	<p>Benchmarks/Timelines : 2016-2017</p>
<p>How can this Action Goal lead to improvements in unit services, functions, or operations, and support attainment of the unit's outcomes (UOs)?</p> <ul style="list-style-type: none"> • "Secret Shopper" assessment activity supports the means of gathering viable information regarding the quality of customer service provided. The information collected will help to assist with changes in procedures, marketing efforts, and increasing efficiency towards identifying students, staff, and faculty needs. Overall, the impact of the assessment will determine productivity, quality, and service. • Customer Feedback link will be located on the website to reflect service and identify suggestions towards improvements • Update forms to reflect Hawaiian language, State of Hawaii Official language. Provides excellent service to the Native Hawaiian population or Native Hawaiian speaking population. 	

RESOURCE IMPLICATIONS

NOTE: General budget asks are included in the 3-year Comprehensive Review. Budget asks for the following categories only may be included in the Annual review: health and safety needs, emergency needs, and/or necessary needs to become compliant with Federal/State laws/regulations.

Please provide a brief statement about any implications of or challenges with the unit’s current operating resources.

As the needs of ARO remained, a declining budget has hindered processing timelines and the unit’s ability to meet overall goals. The impact of additional positions not being institutionalized will result in delayed processing that can impede on enrollment and persistence rates. This may affect strategic plans, performance measure goals, and the financial health of the institution. The development of a reorganization and redesigning positions may help to facilitate these challenges.

For budget asks in the allowed categories (see above):

Describe the needed item(s) in detail.	N/A
Include estimated cost(s) and timeline(s) for procurement.	N/A
Explain how the item(s) aligns with one or more of the strategic initiatives of 2015-2021 Strategic Directions.	N/A

<http://hawaii.hawaii.edu/sites/default/files/docs/strategic-plan/hawcc-strategic-directions-2015-2021.pdf>

UNIT OUTCOMES ASSESSMENT

For all parts of this section, please provide information based on unit outcomes (UO) assessments conducted in AY 2015-16.

Unit Outcomes Assessed

- List all unit outcomes assessed during AY 2015-16.

Assessed Unit Outcome #	Unit Outcome Text
1	The ARO will process applications promptly to provide ample time for

	next steps.
2	The ARO will evaluate transcripts promptly to provide persistence towards degree completion.
3	The ARO will provide excellent customer service to maintain the quality and integrity of the institution.

Assessment Strategies

For each UO assessed in AY 2015-16 listed above, provide a brief description of the assessment strategy, including:	
a description of the type of <u>unit work or activity assessed</u> , including unit service records, client satisfaction surveys, and other types of assessment instruments.	<ul style="list-style-type: none"> • Application processing time based on 2015-2016 reporting period • Transcript Evaluation time based on 2015-2016 reporting period • Development of “secret shopper” guidelines to be assessed on the next reporting period
a description of <u>who conducted the assessment</u> , (e.g., an individual unit faculty/staff member, <u>OR</u> a group of unit faculty/staff).	For the 2015-2016 review period, the unit assessed the extent to which the ARO delivered services in a timely manner. Data was derived from Academic Logic and service logs that were kept on a shared drive. The assessment results and development of additional areas conducted by Interim R/ARM.
a discussion of the <u>assessment rubric/scoring guide</u> that identifies criteria/categories and standards used in the assessment.	<ul style="list-style-type: none"> • Application processing time is equal to the average number of days from submission to acceptance, by term. Summer application processing time is excluded. • Transcript evaluation time is equal to the average number of days from receipt of a transcript to completion of the evaluation by month. <p>The data was compared against data from previous review periods and the extent to which the unit met its success indicators.</p> <ul style="list-style-type: none"> • Development of “secret shopper” based on likert scale and

	side-by-side matrix
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Expected Levels of Achievement

- For each unit outcome (UO) assessed in AY 2015-16, indicate the benchmark goal for unit success.
 - example 1: “85% of students surveyed will rate the unit’s services as meeting or exceeding their expectation”;
 - example 2: “95% of service requests will be completed on time and to the satisfaction of the requester.”

Assessed UO#	Benchmark Goal for Unit Success for Each UO Assessed
1	Applications will be “pushed” and processed and accepted within three business days
2	Transfer credit evaluations will be completed within three business days
3	Likert scale and side-by-side matrix used to provide information of excellent customer service result should indicate a level of very satisfied a score ranging from 30-34 points.

Results of Unit Assessments

For each UO assessed in AY 2015-16:	
<p>provide a <u>description of the assessment results</u> in terms of unit’s attainment of the UOs.</p>	<p>(See Application Processing Time Table and Chart)</p> <p>The ARO was not successful in terms of timeline goal of three business days. During the review period APT A was hired July 2015 and the process of cross-training was in development. After APT A completed training R/ARM began to implement changes for improvement causes processing times to decrease (See Application Processing Time Table figures for Fall 2016). However, a comparative analysis from previous unit review results has shown improvement numbers.</p> <p>(See Transcript Evaluation Time Table and Chart)</p> <p>The ARO was not successful in evaluating transcripts in a</p>

	<p>timely manner. During the part of the review period, the new TE was being trained. After the TE completed training processing times began to decrease (see figures for Dec 2015-Jun 2016)</p> <p>(See “Secret Shopper” form/guidelines)</p> <p>Development of secret shopper form/guidelines results will be reported in next unit review</p>
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Other Comments

Include any additional information that will help clarify the unit’s UO assessment results.	
<p>Include comparisons to any applicable College or related UH-System service-unit standards, or to any national standards from industry, professional organizations, or accrediting associations, as applicable.</p>	<p>The R/ARM surveyed the other UH community college campuses and collected information on each campus’ processing times and level of staffing. Solicitation of data and opinions about UH community college colleagues regarding fair and reasonable target processing time. The R/ARM noted the opinions of presenters at the AACRAO and PACRAO conferences related to application processing times. The R/ARM also looked at historic data for the Admissions & Registration Office and made note of the best times the office achieved and staffing levels when those times were achieved. Based on the information gathered, the R/ARM determined three business days to be an indicator of timeliness for processing applications</p> <p>The R/ARM had a number of discussions with the Office Assistant III, the TE and colleagues from the other UH community college campuses to determine how long it takes to complete an evaluation. Based on findings the determination was made based on average number of transcripts received each month and calculated the average amount of time that would be needed to complete an evaluation. The R/ARM predicted that evaluations completed in a timely manner would be completed within three business days. It should be noted here, though, that the R/ARM based calculations on a full-time TE position.</p>

Next Steps – Assessment Action Plan

Describe the unit’s intended next steps to improve assessment of the UOs based on the unit’s overall AY 2015-16 assessment results. Include any specific strategies, tactics, activities, or plans for revisions to assessment practices, and/or service or operational change, or increased student support:

<p>Changes to assessment practices, activities, or projects.</p>	<p>Application Processing Time</p> <p>Since the APT A position was filled at the end of July 2015, the R/ARM has had time to review the office’s operations and identify where established processes and practices have hindered timeliness. As a result, implementation of the following changes to acceptance process, and application processing time is approaching three business day goal.</p> <ul style="list-style-type: none"> ● The APT A and Office Assistant IV “push” applications daily meaning that a UH ID is created. ● The R/ARM developed a flow chart to enable all staff to make residency determination for most applicants ● The zero residency code is used instead of sending lack letters for additional residency information ● The R/ARM developed a standard operating procedure document to enable all staff to process applications ● Early College/Running Start applications are processed by the program coordinator and Palamanui staff ● Acceptance letters are sent via email the next business day after acceptance <p>Transcript Evaluation Time</p> <p>After the part-time casual TE was hired and trained to evaluate transcripts. The position focused primarily on transcript evaluations and processing times began to decrease. Since Nov 2015, there has been a steady decline in the monthly average number of days it takes to complete an evaluation.</p> <p>Customer Service “Secret Shopper”</p> <p>ARO will continue the “Secret Shopper” project for the AY 16-17 to gather data towards customer satisfaction.</p>
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<p>Modifications to the unit's services, functions, operations, client relations, and/or faculty/staff professional development activities over the next 3 years.</p>	<p>The R/ARM has requested a full-time position in the unit's 2015 comprehensive unit review. The R/ARM justification for the request is based on production levels. The three business day goal is based on a full-time TE position. Furthermore, at a part-time status the position is only available to evaluate transcripts. A full-time position would be able to initiate improvements to other aspects of transferring credits, such as developing robust communication with our potential transfer students, organizing and monitoring a streamlined process for articulating courses not already found in the system transfer database, and conducting outreach services to our non-traditional students and adult learners.</p>
<p>Increases or changes in student support activities and services to support student learning and achievement.</p>	<p>The unit will continue to monitor timeliness and data to inform its on-going improvement to support its mission and unit outcomes.</p>

Hawaii Community College

2016 Student Services Annual Report of Program Data

Student Services

Part I: Program Quantitative Indicators

Demand Indicators		Program Year			
		13-14	14-15	15-16	
1	Annual Headcount ALL Students	3,998	3,847	3,838	
2	Annual Headcount NH Students	1,622	1,629	1,594	
3	Actual Percent Change from Prior Year ALL	-10%	-4%	-0%	
4	Actual Percent Change from Prior Year NH	-13%	0%	-2%	
5	Annual Headcount of Recent Hawaii High School Graduates	439	416	362	
6	Percent of Service Area's Recent High School Graduates	22%	21%	19%	
7	Annual Headcount of Students 25-49 Years Old	1,515	999	1,331	
8	Annual Headcount from Underserved Regions	4,131	2,600	3,922	
9	Annual Headcount in STEM programs	562	120	223	
10a	Fall Semester Registration Status	New Students	884	883	957
10b		Transfers Students	302	260	216
10c		Continuing Students	1,628	1,508	1,366
10d		Returning Students	285	247	219
10e		Home Campus Other	307	288	329
11a	Spring Semester Registration Status	New Students	270	357	453
11b		Transfers Students	98	129	96
11c		Continuing Students	2,182	1,935	1,712
11d		Returning Students	113	101	136
11e		Home Campus Other	278	290	358

Efficiency Indicators		Program Year		
		13-14	14-15	15-16
12	Pell Participation Rate ALL Students	61%	59%	53%
13	Pell Participation Rate NH Students	66%	66%	60%
14	Number ALL Students Receiving Pell	1,766	1,527	1,236
15	Number NH Students Receiving Pell	822	759	616
16	Total Pell Disbursed ALL	\$6,363,215	\$5,586,517	\$4,487,650
17	Total Pell Disbursed NH	\$3,066,932	\$2,784,170	\$2,228,004
18	Overall Program Budget Allocation	\$1,065,796	\$1,985,022	Not Yet Reported
19	General Funded Budget Allocation	\$471,666	\$1,240,453	Not Yet Reported
20	Special/Federal Budget Allocation	\$103,185	\$195,900	Not Yet Reported
21	Cost Per Student	\$267	\$516	Not Yet Reported
Achieving the Dream		AtD Fall Cohort		
		2012	2013	2014
22	FT AtD Cohort (ALL) complete 20 credits first year	265	277	252
23	FT AtD Cohort (NH) complete 20 credits first year	119	116	109
24	PT AtD Cohort (ALL) complete 12 credits first year	125	115	80
25	PT AtD Cohort (NH) complete 12 credits first year	45	38	33

*Data element used in health call calculation

Last Updated: February 10, 2017

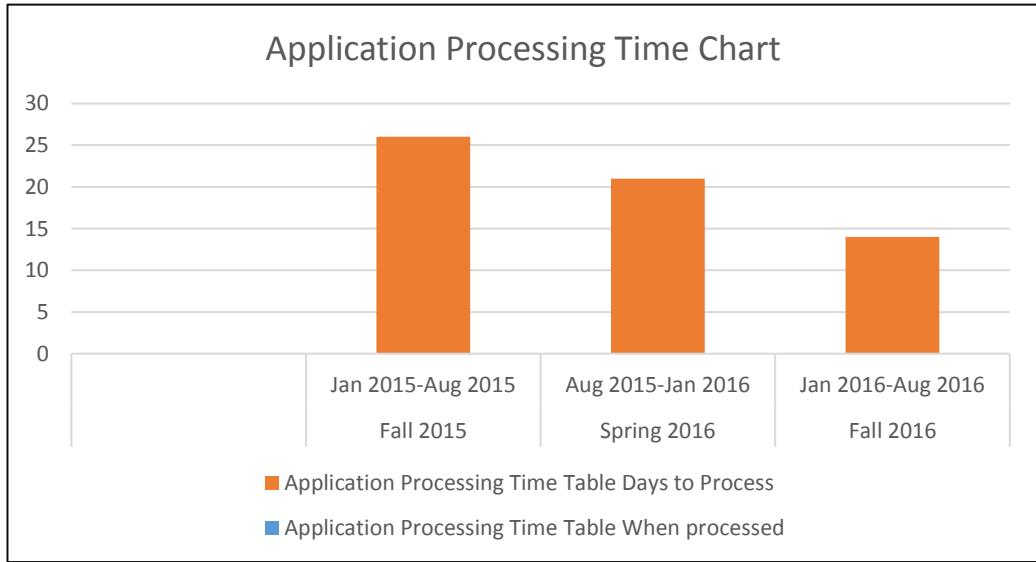
Effectiveness Indicators		Program Year		
		13-14	14-15	15-16
26	Persistence Fall to Spring ALL Students	72%	71%	69%
27	Persistence Fall to Spring NH	72%	71%	70%
28	Degrees & Certificates Awarded ALL	669	569	693
29	Degrees & Certificates Awarded NH	250	248	270
30	Degrees & Certificates in STEM ALL	64	15	36
31	Degrees & Certificates in STEM NH	19	4	5
32	Transfers to UH 4-yr ALL	193	121	273
33	Transfers to UH 4-yr NH	69	72	111

Community College Survey of Student Engagement (CCSSE)		Survey Year		
		2012	2014	2016
34	Support for Learners Benchmark (Percentile)	70	70	0
Means Summary All Students (1 = Not at all/Rarely, 2 = Sometimes/Somewhat, 3 = Often/Very)				
35	Academic Advising			
	Frequency	1.79	1.79	1.88
	Satisfaction	2.22	2.26	2.38
	Importance	2.56	2.58	2.56
36	Career Counseling			
	Frequency	1.51	1.59	1.55
	Satisfaction	2.16	2.11	2.18
	Importance	2.48	2.43	2.42
37	Job Placement Assistance			
	Frequency	1.29	1.31	1.36
	Satisfaction	1.82	1.84	2.01
	Importance	2.25	2.20	2.21
38	Financial Aid Advising			
	Frequency	1.90	1.86	1.83
	Satisfaction	2.22	2.18	2.26
	Importance	2.54	2.54	2.48
39	Student Organizations			
	Frequency	1.42	1.41	1.49
	Satisfaction	2.05	1.99	2.17
	Importance	2.13	2.01	2.16
40	Transfer Credit Assistance			
	Frequency	1.38	1.41	1.56
	Satisfaction	2.00	1.97	2.15
	Importance	2.28	2.28	2.25
41	Services for People With Disabilities			
	Frequency	1.35	1.31	1.39
	Satisfaction	1.94	2.12	2.14
	Importance	2.25	2.20	2.24

*Data element used in health call calculation

Last Updated: February 10, 2017

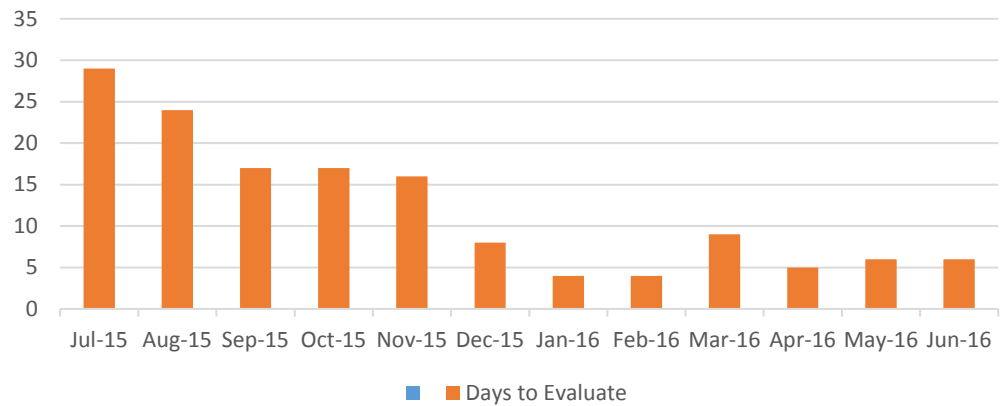
Application Processing Time Table				
Term		When processed		Days to Process
Fall 2015		Jan 2015-Aug 2015		26
Spring 2016		Aug 2015-Jan 2016		21
Fall 2016		Jan 2016-Aug 2016		14



Transcript Evaluation Time Table

Month	Days to Evaluate	Average Credits Awarded
Jul-15	29	29
Aug-15	24	32
Sep-15	17	25
Oct-15	17	26
Nov-15	16	32
Dec-15	8	32
Jan-16	4	32
Feb-16	4	34
Mar-16	9	17
Apr-16	5	37
May-16	6	34
Jun-16	6	27

Transcript Evaluation Time Chart
July 1,2015-June 30, 2016



Secret Shopper Service Form - Over the Phone

Location Information

Office name:	
Date of call:	
Time of call:	
Name or Description of personnel:	

General

Was the office phone number easy to find?	Yes/No	Possible 0pts	Actual	
Where did you find the office number? *Please explain:				
Did the office personnel answer the phone before 4 rings?		2pts		
Did the office personnel identify the office you are contacting?		2pts		Total:

Customer Service

<i>Please indicate how satisfied or dissatisfied you are with each item</i>	Circle one for each area			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Positive and friendly tone by office personnel	3	2	1	0
Office personnel provided helpful and knowledgeable information	3	2	1	0
What type of transaction did you conduct? Please explain:				
The amount of time it took to complete your transaction	3	2	1	0
How long did it take to complete your transaction?	Circle one			
	< 10 min	10-30 min	40+ min	
Are you satisfied with the service that has been provided to you?	3	2	1	0
	Yes/No	Possible	Actual	
Did the staff personnel mention your name at least once?		2pts		
Did the staff personnel thank you?		2pts		Total:

Overall

<i>Please indicate how satisfied or dissatisfied you are with each item</i>	Circle one for each area			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Quality of Service	3	2	1	0
Service	3	2	1	0
Attitude	3	2	1	0
Overall perception	3	2	1	0

Identify at least three things that the office does well?

1 _____

2 _____

3 _____

Identify at least three things that can be improved?

1 _____

2 _____

3 _____

Additional comments:

Final Total:

Secret Shopper Service Form - Email

Location Information

Office name:
Date of email:
Time of email:
Name of personnel:

General

	Yes/No	Possible	Actual	
Was the office email easy to find?		0pts		
Where did you find the email address? Please explain:				
Did office staff reply to your email question within 48 hours?		2pts		
Did the office personnel identify themselves?		2pts		Total:

Customer Service

<i>Please indicate how satisfied or dissatisfied you are with each item</i>	Circle one for each area			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Positive and friendly response by office personnel	3	2	1	0
Questions were answered appropriately	3	2	1	0
Office personnel provided helpful and knowledgeable information	3	2	1	0

What type of transaction did you conduct? Please explain:

	Yes/No	Possible	Actual	
Are you satisfied with the service that has been provided to you?		2pts		
Did the staff personnel mention your name at least once?		2pts		
Did the staff personnel thank you?		2pts		Total:

Overall

<i>Please indicate how satisfied or dissatisfied you are with each item</i>	Circle one for each area			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Quality of Service	3	2	1	0
Service	3	2	1	0
Attitude	3	2	1	0
Overall perception	3	2	1	0

Identify at least three things that the office does well?

1
2
3

Identify at least three things that can be improved?

1
2
3

Additional comments:

Final Total:

Secret Shopper Service Form - In Person

Location Information

Office name:	
Date of visit:	
Time of Visit:	
Name or Description of personnel:	

General

	Yes/No	Possible	Actual	
Was the office easy to find?		0pts		
Were you greeted within 10 seconds of entering?		2pts		
Was the office atmosphere pleasant?		2pts		
Was the office personnel easily identifiable through a name tag?		2pts		Total:

Customer Service

<i>Please indicate how satisfied or dissatisfied you are with each item</i>	Circle one for each area			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Positive and friendly attitude displayed by the office personnel	3	2	1	0
Office personnel provide you with helpful and knowledgeable information	3	2	1	0

What type of transaction did you conduct? Please explain:

The amount of time that it took to complete your transaction	3	2	1	0
	Circle one			
How long did it take to complete your transaction?	< 10 min	10-30 min	40+ min	

	3	2	1	0
	Yes/No	Possible	Actual	
Are you satisfied with the service that has been provided to you?	3	2	1	0
Did the staff personnel mention your name at least once?		2pts		
Did the staff personnel thank you?		2pts		Total:

Overall

<i>Please indicate how satisfied or dissatisfied you are with each item</i>	Circle one for each area			
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Quality of Service	3	2	1	0
Service	3	2	1	0
Attitude	3	2	1	0
Overall perception	3	2	1	0

Identify at least three things that the office does well?

- 1
- 2
- 3

Identify at least three things that can be improved?

- 1
- 2
- 3

Additional comments:

Final Total:

EAD 2015-2016

Date	Day and Time	Semester Impacted	Site	Total # EH & WH of Apps	EH Apps	EH Registered	EH Average Credits per Reg Students	EH Estimated gross per credit hour
11/14/2015	Sat., 9 AM - 1 PM	Spring 2015	Manono	51	34	17	9	\$23,528.00
1/30/2016	Sat., 9 AM - 1 PM	Fall 2016	Manono	28	27	13	12	\$19,404.00
4/16/2016	Sat., 9 AM - 1 PM	Fall 2016	Manono	48	30	14	11	\$19,908.00
6/18/2016	Sat., 9 AM - 1 PM	Fall 2016	Manono	34	21	12	12	\$20,536.00
7/28/2016	Thur., 4 PM - 8 PM	Fall 2016	Manono	24	18	9	6	\$7,056.00
Totals				185	130	65	10	
							EH Total Estimated gross per credit hour	\$90,432.00
							Combined total estimated gross per credit hr EH & WH	\$117,438.00
<p>Key: EH - East Hawaii WH- West Hawaii EAD - Express Admissions Day</p>								

EAD 2015-2016

Date	Day and Time	Semester Impacted	Site	WH Apps	WH Registered	WH Average Credits per Reg Students	WH Estimated gross per credit hour
11/14/2015	Sat., 9 AM - 1 PM	Spring 2015	PAL	17	9	12	\$6,720.00
1/30/2016	Sat., 9 AM - 1 PM	Fall 2016		1	0	0	\$0.00
4/16/2016	Sat., 9 AM - 1 PM	Fall 2016	PAL	18	12	9	\$11,718.00
6/18/2016	Sat., 9 AM - 1 PM	Fall 2016	PAL	13	7	8	\$6,930.00
7/28/2016	Thur., 4 PM - 8 PM	Fall 2016	PAL	6	2	8	\$1,638.00
Totals				55	30	7.4	
						WH Total Estimated gross per credit hour	\$27,006.00