1. Program or Unit Description

The Admissions & Records Office (A&R) is responsible for a number functions that directly support student enrollment, student retention, and graduation/completion. First and foremost, A&R assists students through the admission process, and accepts all students (except International students) to the college. Whenever possible, A&R will try to find solutions to facilitate the admissions process, as well as work with others at the division, college, and UH System levels to facilitate special admissions and enrollment initiatives.

A&R also maintains all student academic records for the college, certifies all students receiving Veterans Affairs (VA) benefits to help them obtain the financial assistance to enroll and complete college, evaluates all transfer credit requests to provide students with accurate information regarding their progress towards their degree, provides official transcripts and enrollment verifications for students both past and present which helps students obtain student-related benefits and assists alumni with providing information to potential employers, and through collaboration with the Counseling Office, confers all degrees and certificates awarded by the college.

A&R is often the first contact point that someone has with the college, as well as a continued contact point after graduation for our students and alumni, and in so doing the Admissions & Records Office plays an integral part in helping the college meet its goals for student enrollment, student retention, and degree completion.

2. Analysis of the Program/Unit

QUANTITATIVE INDICATORS

DEMAND:

Total Applications Processed

Fall 2015: 5793
Fall 2016: 4981
Fall 2017: 4712
Fall 2018: 5064
Fall 2019: 6084
Fall 2020: 2897

Spring 2016: 2984
Spring 2017: 2625
Spring 2018: 2693
Spring 2019: 2640
Spring 2020: 2897

Summer 2016: 1459
Summer 2017: 1272
Summer 2018: 1504
Summer 2019: 1710
Summer 2020: 2048

**Total Applications Processed:** There were modest increases in the number of applications submitted in for Spring 2020 and Summer 2020, but Fall 2019 saw a very significant increase in the total number of applications submitted compared to the year before. Based on data on the UH IRAO website, the number of applications received for Fall 2019 is the most ever received by Leeward CC since at least 2008, which is as far back as the IRAO data goes.

**Applications Received by Month**

*Average % of All Applications Rec’d by Month w/ Monthly Rank for % total apps (Fall 2015-Summer 2020)*

January: 6.50% (10th)
February: 7.96% (7th)
March: 8.72% (4th)
**April: 11.64% (1st)**
May: 11.07% (3rd)
June: 7.64% (8th)
July: 8.05% (6th)
August: 5.36% (12th)
September: 6.43% (11th)
October: 8.50% (5th)
November: 11.35% (2nd)
December: 6.77% (9th)

*Average % of Fall Applications Rec’d by Month w/ Monthly Rank for % of total apps (Fall 2015 – Fall 2019)*

January: 7.11% (7th)
February: 9.21% (6th)
March: 10.77% (5th)
**April: 14.21% (1st)**
May: 14.00% (2nd)
June: 11.45% (4th)
July: 13.43% (3rd)
August: 3.95% (10th)
September: 1.74% (12th)
October: 4.11% (9th)
November: 6.58% (8th)
December: 3.94% (11th)

*Average % of Spring Apps Rec’d by Month w/ Monthly Rank for % of total apps (Sp 2016 – Sp 2020)*

January: 2.97% (6th)
February: n/a
March: n/a
April: n/a
May: n/a
Average % of Summer Apps Rec’d by Month w/ Monthly Rank for % of total apps (Sum 2016 – Sum 2020)

- January: 10.83% (5th)
- February: 18.17% (3rd)
- March: 17.51% (4th)
- April: 23.93% (1st)
- May: 21.07% (2nd)
- June: 8.21% (6th)
- July: 0.28% (7th)
- August: n/a
- September: n/a
- October: n/a
- November: n/a
- December: n/a

Applications Received by Month: This data helps to identify the busiest months for A&R in terms of when applications are received. While it can show patterns in the submission of applications, it should be remembered that applicants can and will submit applications at any time during the period when applications for a specific term are available, so consistency is not guaranteed. For fall semesters, February through July are the busiest months for the receipt of applications, while receipt of applications for spring are concentrated primarily in the months of August through December. For summer the busiest period is from February to May.

The fall application being made available nearly a year in advance continues to be an issue because A&R often cannot begin processing these early applications for up to four months. This is due in large part to the fact that the staff needs to concentrate on processing spring applications during the months of September through December. The ability to not only process apps sooner, but more importantly to notify students of their acceptance is greatly hampered by the fact that our current New Student Orientation (NSO) information and notification process is currently only capable of handling one semester at a time. This means that even if A&R finds the time to work on Fall applications sooner, official notification of acceptance will still be delayed until February. This certainly causes confusion and frustration for applicants due to the long period of silence following the submission of their application. Even if this NSO issue is not resolved, better and increased communication and contact with early fall applicants is something that may help keep the applicants engaged with the college and that should be pursued.

Total Number of Rollover Applications

- Fall 2016: 63 Accepted (1% of total accepts) / 43 Enrolled (68% of rollover accepts)
- Fall 2017: 318 Accepted (6% of total accepts) / 193 Enrolled (61% of rollover accepts)
- Fall 2018: 289 Accepted (5% of total accepts) / 164 Enrolled (56% of rollover accepts)
- Fall 2019: 136 Accepted (2% of total accepts) / 75 Enrolled (55% of rollover accepts)
Spring 2017: 159 Accepted (6% of total accepts) / 89 Enrolled (56% of rollover accepts)
Spring 2018: 295 Accepted (10% of total accepts) / 151 Enrolled (51% of rollover accepts)
Spring 2019: 259 Accepted (9% of total accepts) / 145 Enrolled (56% of rollover accepts)
Spring 2020: 146 Accepted (5% of total accepts) / 61 Enrolled (42% of rollover accepts)

Summer 2016: 11 Accepted (1% of total accepts) / 6 Enrolled (55% of rollover accepts)
Summer 2017: 61 Accepted (5% of total accepts) / 31 Enrolled (51% of rollover accepts)
Summer 2018: 78 Accepted (5% of total accepts) / 44 Enrolled (56% of rollover accepts)
Summer 2019: 43 Accepted (3% of total accepts) / 16 Enrolled (37% of rollover accepts)
Summer 2020: 284 Accepted (14% of total accepts) / 72 Enrolled (25% of rollover accepts)

**Total Number of Rollover Applications:** Rollover applications are the process by which an accepted applicant can ‘rollover’ their previously acceptance to a future term without submitting another application. This option officially began in early 2016 while processing applications for that summer as a way to try to help increase enrollment by making it easier for applicants to re-apply. As a way to promote students to return and complete degrees/certificates that they previously started, students that enroll and then stop out are also allowed to return to the college within 2 years without having to re-apply. Despite those differences, there is no distinction between the two categories in the numbers presented above since the acceptance code is the same for both. Overall the numbers of rollovers and stop-outs has only been as high as 10% of total apps once in Spring 2018, but this does remain an important tool for A&R to use (when applicable and appropriate) to try to facilitate the admissions process.

Summer 2020 did see a significant increase in the number of accepted rollovers compared to the previous four summers, and this was due to campus participation in the “Hawaii Next Step” initiative launched by the UHCC System. This initiative provided an opportunity for 2020 Hawaii high school graduates that had been accepted for Fall 2020 to get a head start in summer at no cost to the student. Although these applications were processed and counted as ‘rollovers’, the applications were technically ‘rolled back’ to the term prior to the one the student had initially been accepted to the college for.

**Total Early College Applications**

Fall 2015: 512 Applications (8.84% of all apps processed) / 343 Enrolled
Fall 2016: 658 Applications (13.21% of all apps processed) / 418 Enrolled
Fall 2017: 587 Applications (12.46% of all apps processed) / 430 Enrolled
Fall 2018: 910 Applications (17.97% of all apps processed) / 572 Enrolled
Fall 2019: 880 Applications (14.46% of all apps processed) / 577 Enrolled

Spring 2016: 669 Applications (22.42% of all apps processed) / 504 Enrolled
Spring 2017: 728 Applications (27.73% of all apps processed) / 478 Enrolled
Spring 2018: 750 Applications (27.85% of all apps processed) / 576 Enrolled
Spring 2019: 897 Applications (33.98% of all apps processed) / 688 Enrolled
Spring 2020: 923 Applications (31.86% of all apps processed) / 763 Enrolled

Summer 2016: 290 Applications (19.88% of all apps processed) / 181 Enrolled
Summer 2017: 253 Applications (19.89% of all apps processed) / 165 Enrolled
Summer 2018: 503 Applications (33.44% of all apps processed) / 315 Enrolled
Summer 2019: 558 Applications (32.63% of all apps processed) / 297 Enrolled
Summer 2020: 306 Applications (14.94% of all apps processed) / 230 Enrolled
Early College Applications Processed and Enrollment: The total number of Early College/Dual Enrollment applications received by A&R continues to generally increase every semester. Actual enrollment of Early College/Dual Enrollment students also continues to increase each academic term, although for Summer 2020 the college saw a second year of decreased early college enrollment. It is also important to note the significant percentage of the college’s total applications processed that are for the Early College program. It is clear that Early College has been a boost to overall enrollment at the college at a time when overall enrollment numbers have been in decline.

Processing of Early College applications continues to be a challenge for A&R due to the high demand and lack of dedicated Early College staff to process the applications, but changes to application processing and required documentation for these students could make this less of a burden on A&R for future Early College application processing.

Total Official Transcript Requests Processed

2016: 4917 processed
2017: 5006 processed
2018: 4814 processed
2019: 5028 processed

Total Official Transcript Requests Processed via Online Request

2016: 2796 online requests (57% of all requests processed)
2017: 3045 online requests (61% of all requests processed)
2018: 3301 online requests (69% of all requests processed)
2019: 3539 online request (70% of all requests processed)

Official Transcript Requests: Providing official transcripts for students and alumni is a critical function of A&R and is vital to the enrollment, retention, and completion goals of the college. While there has been some fluctuation in the number of requests over the last four years, it has held steady right around 5000 total requests annually. Online transcript requests saw a small one percent increase from 2018 to 2019, which may mean that the amount of requests utilizing this method of request is normalizing after seeing greater annual jumps in online requests since it was first introduced in late 2015. However, in early 2020 due to COVID-19 and the switch to remote services, A&R switched to online requests only for official transcripts unless other special arrangements were needed by the student. This will result in a very significant increase in online transcript requests for 2020 and for the duration of the pandemic due to reliance upon remote services.

The processing and mailing of official transcript requests remains the single biggest daily task that is carried out by Records staff in A&R. Although there is now a mechanism to request transcripts online, the processing of requests, printing and mailing official transcripts is still labor intensive and requires staff to be physically in the office. The UH System is looking to expand its use of the National Student Clearinghouse transcript services and this may lead to the out-sourcing of processing of over ninety percent of all transcript requests in future. If this does happen, it may allow Records staff more time to work on other projects and tasks related to student records and their retention (e.g. entering pre-Banner academic records, etc.).

Total Number of Transfer Students Enrolled

Fall 2015: 764 New (81.62% of Total Transfers) / 936 Total (15.14% of Enrolled Students)
Fall 2016: 574 New (65.45% of Total Transfers) / 877 Total (14.93% of Enrolled Students)
Fall 2017: 634 New (79.45% of Total Transfers) / 798 Total (14.27% of Enrolled Students)
Fall 2018: 555 New (76.76% of Total Transfers) / 723 Total (13.24% of Enrolled Students)
Fall 2019: 618 New (91.96% of Total Transfers) / 672 Total (12.63% of Enrolled Students)

Spring 2016: 435 New (50.12% of Total Transfers) / 868 Total (15.46% of Enrolled Students)
Spring 2017: 350 New (46.60% of Total Transfers) / 751 Total (14.08% of Enrolled Students)
Spring 2018: 450 New (58.37% of Total Transfers) / 771 Total (14.80% of Enrolled Students)
Spring 2019: 389 New (57.46% of Total Transfers) / 677 Total (13.33% of Enrolled Students)
Spring 2020: 371 New (58.33% of Total Transfers) / 636 Total (12.81% of Enrolled Students)

Total Number of Transfer Students Enrolled: These numbers help to show the potential demand for transcript evaluation by students that enroll at Leeward CC after having earned credits previously at another college or university. As the numbers show, the majority of transfer students enrolling each term is made up of newly accepted transfer students, while transfer students as a whole make up a small, but still significant portion of all enrolled students each term.

However, these numbers only show students that come to Leeward from another college and do not represent all students that may need a transcript evaluation done. Cross-registration within the UH System means that a great number of students that are not classified as transfer students will also need to have a transcript evaluation completed, either by request or through the end of semester “SZAPARTI” process that automatically transfers system credits taken elsewhere during the semester back to the student’s home campus. Though often described as an “automatic” transfer credit process, there is a great deal of manual clean up and verification involved that takes up a significant portion of the lone transcript evaluators time each semester, and at the same time that graduation checking and posting of degrees must also be done.

While not quantified in this ARPD, UH System initiatives being done to meet federal reporting requirements will mean that additional pressures will be falling on A&R and specifically on the transcript evaluator to make sure that students can get transfer credits reviewed and applied to their degree program as fast as possible. Although the impetus is due to federal requirements and compliance, being able to complete transcript evaluations in a timely fashion is something that will only benefit our students and help them complete their programs in shorter time and reduce the potential for taking courses unnecessarily. But at this time a quick evaluation turnaround time is often not possible with just a single Transcript Evaluator for a campus the size of Leeward CC.

Total Number of Veterans needing VA Benefit certifications

Fall 2015: 701 (9.30% of Enrolled Students)
Fall 2016: 567 (7.81% of Enrolled Students)
Fall 2017: 530 (7.79% of Enrolled Students)
Fall 2018: 476 (7.09% of Enrolled Students)
Fall 2019: 449 (6.84% of Enrolled Students)

Spring 2016: 652 (9.38% of Enrolled Students)
Spring 2017: 537 (8.13% of Enrolled Students)
Spring 2018: 502 (7.75% of Enrolled Students)
Spring 2019: 428 (6.78% of Enrolled Students)
Spring 2020: 463 (7.44% of Enrolled Students)

Summer 2016: 267 (14.53% of Enrolled Students)
Summer 2017: 188 (10.25% of Enrolled Students)
VA Certifications: As enrollment has trended downward in recent years, so has the total number of veteran students that are enrolling and utilizing VA benefits to pay for college. That said, VA students require certification each and every semester that requires obtaining approval of their schedule by an academic counselor and certification of their courses by A&R staff that are identified and trained as VA Certifying Officials. Much like what has been happening for financial aid in terms of changing and additional federal reporting requirements, changes in VA regulations and student tracking requirements is greatly adding to the workload and responsibilities of A&R when it comes to certifying VA students so that they remain enrolled and can complete their degrees.

EFFICIENCY

Application Processing Times

Fall 2015: Average = 15 days / Median = 7 days
Fall 2016: Average = 25 days / Median = 20 days
Fall 2017: Average = 18 days / Median = 8 days
Fall 2018: Average = 42 days / Median = 28 days
Fall 2019: Average = 37 days / Median = 22 days

Spring 2016: Average = 11 days / Median = 6 days
Spring 2017: Average = 7 days / Median = 6 days
Spring 2018: Average = 14 days / Median = 14 days
Spring 2019: Average = 11 days / Median = 7 days
Spring 2020: Average = 23 days / Median = 24 days

Summer 2016: Average = 12 days / Median = 9 days
Summer 2017: Average = 12 days / Median = 6 days
Summer 2018: Average = 18 days / Median = 15 days
Summer 2019: Average = 16 days / Median = 9 days
Summer 2020: Average = 9 days / Median = 5 days

Application Processing Times: 2019-20 saw major chaos and uncertainty for admissions staff and for the processing of applications. An attempt was made by the UHCC System to create a new online application portal and it was launched in March 2019 for the Fall 2019 semester. This was seven months after the fall application had first become available, and this meant that applications received for the same term were submitted using two separate and different applications. This launch occurred right before the four traditionally busiest months for receipt of fall applications so the timing was terrible, and ultimately this new application was scrapped and we reverted back to the original online application for Spring 2020. Despite all this, A&R did manage to have a shorter average processing time for Fall 2019 compared to Fall 2018 (though not much), but average time for processing an application did go up for Spring 2020. This was due in large part due to an intentional delay in processing so that staff could create a new paperless process for accepting applications and creating student files/records.

VA Certification average Time

Fall 2017: Average time to certify after initial registration = 59 days / Median = 31 days
Fall 2018: Average time to certify after initial registration = 67 days / Median = 47 days
Fall 2019: Average time to certify after initial registration = 62 days / Median = 51 days

Spring 2018: Average time to certify after initial registration = 43 days / Median = 26 days
Spring 2019: Average time to certify after initial registration = 39 days / Median = 25 days
Spring 2020: Average time to certify after initial registration = 49 days / Median = 25 days

Summer 2018: Average time to certify after initial registration = 27 days / Median = 16 days
Summer 2019: Average time to certify after initial registration = 34 days / Median = 16 days
Summer 2020: Average time to certify after initial registration = 38 days / Median = 30 days

**VA Certification:** The 2019-2020 academic year is the third in which this specific data has been collected. The average certification time is based on the length of time between the student’s initial registration for the term and the date the student’s certification has been sent to the VA. This data is very much incomplete and if one focuses on the numbers themselves with no added context, the average length of time to certify is far from ideal. These significant time gaps between registration and certification are largely the result of delays in required documentation being submitted to A&R. In general, A&R will certify VA students within 1-2 weeks of receiving the required and complete documentation from the student but there is currently no way to measure this other than tracking via separate spreadsheet.

**EFFECTIVENESS**

**Total Number of Accepted Applications**

Fall 2015: 5333 Accepted (92% of apps received)
Fall 2016: 4886 Accepted (98% of apps received)
Fall 2017: 4420 Accepted (94% of apps received)
Fall 2018: 4758 Accepted (94% of apps received)
Fall 2019: 5659 Accepted (93% of apps received)

Spring 2016: 2915 Accepted (98% of apps received)
Spring 2017: 2352 Accepted (90% of apps received)
Spring 2018: 2390 Accepted (89% of apps received)
Spring 2019: 2394 Accepted (91% of apps received)
Spring 2020: 2656 Accepted (92% of apps received)

Summer 2016: 1414 Accepted (97% of apps received)
Summer 2017: 1206 Accepted (95% of apps received)
Summer 2018: 1371 Accepted (91% of apps received)
Summer 2019: 1439 Accepted (84% of apps received)
Summer 2020: 1819 Accepted (89% of apps received)

**Accepted applications:** A&R continues to accept the vast majority of applications that are submitted to the college. For the applications submitted that are not accepted, a large number of these are applications that come from students that have applied and been accepted at another UH campus. For these situations the student either needs to instead send a Change of Home Institution request to A&R because they want to make Leeward CC their home campus, or it is sometimes just a situation where the student wants to take a course(s) at Leeward CC and did not know that they didn’t need to apply to the campus to do that as long as they are a current student elsewhere in the UH System. Another large group of applications that end of not
being accepted come from the Early College program, and these are often the result of missed application
deadlines or failing to submit the additional forms/documents required for dual enrollment high school
students. Lastly, there are a handful of applications each term that are denied because the applicant does
not meet our minimum acceptance requirements (18 years of age or high school diploma), or the applicant
had a previous Unsatisfactory Academic Progress status at Leeward CC that prevented the applicant from
being eligible to enroll for that term.

**Total Number of Accepted Applications Enrolled**

Fall 2015: 2742 (51% of accepted apps)
Fall 2016: 2443 (50% of accepted apps)
Fall 2017: 2125 (48% of accepted apps)
Fall 2018: 2278 (48% of accepted apps)
Fall 2019: 2378 (42% of accepted apps)

Spring 2016: 1491 (51% of accepted apps)
Spring 2017: 1231 (52% of accepted apps)
Spring 2018: 1249 (52% of accepted apps)
Spring 2019: 1227 (51% of accepted apps)
Spring 2020: 1384 (52% of accepted apps)

Summer 2016: 294 (21% of accepted apps)
Summer 2017: 446 (37% of accepted apps)
Summer 2018: 597 (44% of accepted apps)
Summer 2019: 592 (41% of accepted apps)
Summer 2020: 682 (37%) of accepted apps)

**Accepted Applications and Enrollment:** The disappointing yield rate for accepted applicants actually
enrolling continues to be a very troubling statistic for the college, and for the UHCC system as a whole.
Significant “leaks” remain in the onboarding pipeline from application acceptance to enrollment, and
identifying reasons why so many take the step to submit an application, but do not make it through to actually
enrolling, should be a priority for the college and the offices that partner in the student onboarding process.
For the admissions staff in A&R it can be disheartening to work so hard to keep up with demand and get
applications processed as timely as possible only to have it result in no actual enrollment for a large number
of those applications.

**Total Enrollment**

Fall 2015: 7535 (36% new/returning students)
Fall 2016: 7262 (34% new/returning students)
Fall 2017: 6805 (31% new/returning students)
Fall 2018: 6709 (34% new/returning students)
Fall 2019: 6568 (36% new/returning students)

Spring 2016: 6953 (21% new/returning students)
Spring 2017: 6608 (19% new/returning students)
Spring 2018: 6481 (19% new/returning students)
Spring 2019: 6312 (19% new/returning students)
Spring 2020: 6219 (22% new/returning students)
Summer 2016: 1838 (16% new/returning students)
Summer 2017: 1835 (24% new/returning students)
Summer 2018: 2004 (30% new/returning students)
Summer 2019: 2071 (29% new/returning students)
Summer 2020: 2606 (26.17 % new/returning students)

**Total Enrollment:** With the exception of the last three summer terms, enrollment has been trending downward for the last three academic years. Unfortunately for the college and the UHCC system as a whole, the impact of COVID-19 on the enrollment numbers for the 2020-21 academic year will likely be even more dramatic in terms of lower numbers. Clearly it needs to be all hands on deck at the college in the immediate future to focus on ways to preserve our enrollment and retention numbers.

**Enrolled Students With Transfer Credits**

Fall 2015: 1533 (24.79%) of enrolled students / 16.78 average credits transferred to Leeward CC
Fall 2016: 1465 (24.94%) of enrolled students / 16.38 average credits transferred to Leeward CC
Fall 2017: 1400 (25.03%) of enrolled students / 16.03 average credits transferred to Leeward CC
Fall 2018: 1213 (22.22%) of enrolled students / 16.26 average credits transferred to Leeward CC
Fall 2019: 1278 (24.02%) of enrolled students / 15.43 average credits transferred to Leeward CC

Spring 2016: 1451 (25.84%) of enrolled students / 16.23 average credits transferred to Leeward CC
Spring 2017: 1416 (26.55%) of enrolled students / 16.26 average credits transferred to Leeward CC
Spring 2018: 1309 (25.12%) of enrolled students / 15.98 average credits transferred to Leeward CC
Spring 2019: 1142 (22.48%) of enrolled students / 15.93 average credits transferred to Leeward CC
Spring 2020: 1173 (23.63%) of enrolled students / 15.15 average credits transferred to Leeward CC

Summer 2016: 347 (29.63%) of enrolled students / 16.00 average credits transferred to Leeward CC
Summer 2017: 386 (33.77%) of enrolled students / 17.31 average credits transferred to Leeward CC
Summer 2018: 322 (24.88%) of enrolled students / 16.67 average credits transferred to Leeward CC
Summer 2019: 298 (23.73%) of enrolled students / 16.20 average credits transferred to Leeward CC
Summer 2020: 460 (29.64%) of enrolled students / 14.46 average credits transferred to Leeward CC

**Transcript Evaluations:** Approximately 25% of all enrolled students at Leeward CC at any one time have had at least one transcript from another college or university reviewed and transfer credits accepted to count towards their Leeward CC degree or certificate. For these students, the average is around 15-16 total transfer credits. The review of official transcripts and the acceptance of transfer credits is of crucial importance to the college enrollment, retention, and completion goals. The college only has one Transcript Evaluator and each one of these student records and their transfer credits represents work completed by this one position. With increasing need for timely transcript evaluations due to federal reporting guideline, the college is on thin ice in terms of being able to efficiently keep up with the high demand in this area. Long waits for transcript evaluation due to having only one evaluator in A&R is an ongoing and long-known issue and does negatively impact students’ overall satisfaction with the college.

**Total Degrees Conferred**

Fall 2015: 572 degrees/certificates conferred (45 Reverse Transfer; 71 Auto Conferral)
Fall 2016: 679 degrees/certificates conferred (46 Reverse Transfer; 250 Auto Conferral)
Fall 2017: 611 degrees/certificates conferred (69 Reverse Transfer; 194 Auto Conferral)
Fall 2018: 892 degrees/certificates conferred (69 Reverse Transfer; 565 Auto Conferral)
Fall 2019: 748 degrees/certificates conferred (71 Reverse Transfer; 465 Auto Conferral)
Spring 2016: 970 degrees/certificates conferred (93 Reverse Transfer; 89 Auto Conferral)
Spring 2017: 936 degrees/certificates conferred (38 Reverse Transfer; 214 Auto Conferral)
Spring 2018: 962 degrees/certificates conferred (58 Reverse Transfer; 240 Auto Conferral)
Spring 2019: 1083 degrees/certificates conferred (66 Reverse Transfer; 721 Auto Conferral)
Spring 2020: 989 degrees/certificates conferred (77 Reverse Transfer; 620 Auto Conferral)

Summer 2016: 74 degrees/certificates conferred
Summer 2017: 100 degrees/certificates conferred
Summer 2018: 95 degrees/certificates conferred
Summer 2019: 74 degrees/certificates conferred
Summer 2020: 106 degrees/certificates conferred

Degrees Conferred: The number of degrees conferred by the college represents a collaboration of efforts between the Counseling Office and A&R. Both offices work together to both find enrolled students ready for graduation review, and to review the records for completion and award the appropriate degree or certificate. Beginning in Fall 2018, a new online degree application process was created and this, along with other process changes, have helped move this away from being heavily dependent upon paper applications and files. In 2019-20 the total number of degrees and certificates conferred declined by about 100 total, which may be the result of lower overall enrollments.

3. Program Student Learning Outcomes or Unit/Service Outcomes

A&R continues to have the following Service Area Outcome (SAO) goals:

1. Be known to students, staff, faculty, and community members as a place on campus that provides accurate and friendly answers to questions about Leeward CC and its services. Constituent groups who contact A&R for assistance will receive the desired service as quickly and efficiently as possible, and be able to articulate that the service received meets or exceeds expectations.

2. Provide responsive and proactive service among our constituent groups for all areas and services under our purview so that A&R can positively contribute to the campus goals of increasing enrollment, retention and completion rates.

3. Maintain responsible record keeping practices regarding all student academic records.

For 2019-20, A&R also had the following goals:

1. Improve data collection methods, especially in the areas of transcript evaluation and VA certification
2. Complete first phase of “going paperless”
3. Planning and preparation for the move back to the AD Building space and the opening of the new Welcome Center (One Stop Shop)
Regarding the first goal, A&R did not develop any new data points or methods for transcript evaluation or VA certification. So this goal was unmet and the measures being used remain unchanged from last year to this year. There has been difficulty with getting good “in house” numbers for both areas since information from Banner is not necessarily useful for providing desired data points. This, and the need for expanded data points in other areas will once again be addressed in this year’s action plan.

For the second goal, A&R did successfully complete the first phase of going paperless with the processing of applications for Spring 2020. New procedures were created for processing applications electronically and that change greatly improved staff efficiency when working with applications. The transition took some time and problem-solving, but by not rushing and working through the issues we encountered along the way it was a successful transition, and it did help to improve processing time and effort expended on each individual application. The actual process in Banner remained largely manual so the biggest change was converting application files to pdf format and learning the digital tools/skills necessary to essentially recreate what the staff had been doing with paper applications by instead adding digital comments on individual files. An entirely new filing system also had to be created and digital storage space had to be secured to make this happen. The Leeward CC IT department greatly assisted this transition by providing A&R with the necessary secure internal server storage space, and without their assistance this transition would not have been possible.

Lastly, A&R had mixed results when it came to preparation and planning for the Student Services Division’s transition to the ‘Welcome Center’ one-stop-shop model of providing services to our students. As the plans for Student Services moving back to the AD building continued to be delayed, the onset of COVID-10 and its impact on the campus, efforts by A&R to be better organized and prepared for the eventual move were pushed out of the way to make time for more pressing concerns. While it still doesn’t seem likely that A&R as a whole will be able to move back to the AD building anytime soon, things are in motion for the launch and grand opening of the Welcome Center in early 2021, so this will remain a part of A&R’s ongoing action plan for the upcoming academic year.

4. Action Plan

For the upcoming year, the following is A&R’s action plan based on data presented, needs of the office, and our desire to positively impact the College goals of increased enrollment, retention, and completion rates. These goals will also be framed around A&R’s desired Service Area Outcome of providing reliable, accurate, and timely customer service.

A&R’s 2020-21 Action Plan:
1. Improve Admissions operations so that application acceptance is done faster and more efficiently, and to work more proactively in messaging students to keep them engaged during onboarding.

The UH System brought in an outside vendor to create a new online application portal that is initially being utilized by the UHCC’s, and that went live for Spring 2021 application processing. This new application radically changed both the applicant experience and the way that applications are processed within individual campus Admissions Offices.

Applications to the college are now being processed in batches (rather than individually) and that has allowed A&R, at least as of this writing, to have a much quicker turnaround time from application submission to acceptance. A&R’s previous (and largely unmet) goal of processing applications within fourteen days will be adjusted down to seven days for 2020-21. However, this may be difficult to accomplish for fall application processing due to the fact that the fall application is made available so very early, and it can be difficult to work on these applications when there is a priority on processing spring applications.

Since June 2020 A&R has also benefited from the addition of an APT Band A position to help with admissions processing and any other areas of need within the office. This has been especially beneficial since A&R permanently lost a clerical position in Admissions due to budget concerns due to the COVID-19 pandemic. Unfortunately for A&R and the college, the State Legislature permanently removed this clerical position before there was any chance to fill the position. However, having this APT position has been invaluable in assisting with the planning and execution of creating a brand new admissions acceptance process, as well as assisting in other service areas as needed within A&R.

Due to both the expectation of less time being needed to process individual applications, and the use of this APT Band A position, A&R plans to be more proactive and involved in outreach to applicants then in the past. A&R has already utilized this APT Band A position to serve as the A&R point person to work with the College Recruiter and other members of the Onboarding team for applicant outreach and any UHCC initiatives for increasing applications and enrollment at the community colleges.

2. Review the transcript evaluation process to identify areas in need of improvement in order to make the process more efficient and allow for better data collection for assessment of the health of this critical area of student services. If it is determined to be feasible and beneficial, the initial primary focus will likely be on converting the evaluation request process to a paperless process that allows students to submit their request via an online form, and that makes internal tracking easier and less labor intensive.

Given that the college still has only one transcript evaluator to service over 6000 students, it is critical for A&R and the college to address the needs of this area. The evaluation of previous coursework so that it can be applied towards a Leeward CC degree or certificate plays a critical role in students’ decisions about initially enrolling, staying enrolled, and ultimately completing their degree. Currently, the work load is such that there is a significant lag time between a transcript being submitted for review and the credits being
reviewed and applied to their academic records. This is undoubtedly a source of frustration for students, and will also impact federal student aid reporting regulations that require students to only receive aid for credits that apply towards their degree.

This is also an area in which A&R will be utilizing the APT Band A position to assist the transcript evaluator with creating an online request form, and if possible assisting with entering transcript evaluation course information in Banner once the Transcript Evaluator has completed their review.

3. Review service areas within A&R to look for ways to offer services online or remotely.

The COVID-19 pandemic has forced A&R and the rest of the college to come up with new ways of doing business and has speeded up the move towards digitalization and web-based services and forms. This will help A&R to continue to provide the necessary services for students that do impact decisions about enrollment, retention and completion. In the coming year A&R will look at using existing tools such as Kuali Build, OnBase, and Google Forms, or other as of yet unknown tools, as appropriate to determine what will work best for our needs and for students. Reviewing and updating forms/processes will also help the transition to the Welcome Center by reducing the need (and logistical delivery issues) for hard-copy paper forms.

This is another area in which the APT Band A position can be utilized to help A&R with this pivot from “old” ways to new, and the person in this position is already working on some of these updates as of this writing. Additionally, the UH System is also starting to lead the way to create online forms and workflows for some forms that are used across the UH campuses and A&R will also stay abreast of these developments and concentrate our efforts on other forms/processes if possible.

4. Continue looking for new and better measures for demand, efficiency and effectiveness, especially in VA and transcript evaluation, but also for admissions to see how individual groups/cohorts from initiatives did and whether those efforts were successful in increasing enrollment, retention, or completion rates.

5. Resource Implications

**Permanent or Extended Retention of APT Band A Position**

In June 2020, A&R was loaned an APT Band A position employee for an initial time period of 1 year to assist with admissions processing. Extending that time frame or ideally moving this position permanently to A&R would provide a team member with the problem-solving skills and flexibility to assist across the array of services that A&R provides to both students and staff. This would allow existing clerical and APT staff to focus on the necessary daily work that always needs to get done, while this position provides support in
terms of helping the office pivot towards a more digital and online presence. Due to existing personnel shortages in both Admissions (due to legislative action that removed a vacant position before it could be filled) and Transcript Evaluation (due to volume of demand), it is even more critical for A&R to have an additional APT position with the skills necessary to be the point person for working on operational change and special projects. The added value of having this position will help A&R to be more proactive (rather than reactive) and better able to work with other offices within Student Services, the college, and the UH System as we all strive to help students and have a positive impact on the College’s enrollment, retention and completion goals.

☐ I am NOT requesting additional resources for my program/unit.