ANNUAL
REPORT OF PROGRAM DATA
2021

Admissions & Records
1. Program or Unit Description

The Admissions & Records Office (A&R) is responsible for a number functions that directly support student enrollment, retention, and graduation/completion.

A&R assists students through the admission process, and accepts all students to the college except those on F1 or F2 visas. Whenever possible, A&R will try to find solutions to issues related to 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

QUANTATATIVE INDICATORS

DEMAND:

Total Applications Processed

Fall 2016: 4981
Fall 2017: 4712
Fall 2018: 5064
Fall 2019: 6084
Fall 2020: 5119

Spring 2017: 2625
Spring 2018: 2693
Spring 2019: 2640
Spring 2020: 2897
Spring 2021: 2662

Summer 2017: 1272
Summer 2018: 1504
Summer 2019: 1710
Summer 2020: 2048
Summer 2021: 1871

Total Applications Processed: The number of applications submitted and processed went down for the 2020-21 academic year for all terms, but most significantly for Fall 2020. Without a doubt the Covid-19 pandemic impacted Fall 2020 applications, but Spring 2021 and Summer 2021 were benefitted by both college and system level initiatives to increase the number of applications. This included campus auto rollover and communication campaigns for Spring 2021, and the UH System’s Hawaii Next Steps campaign for Summer 2021, and this helped increase application numbers for both terms.

Applications Received by Month

Average % of All Applications Rec’d by Month w/ Monthly Rank for % total apps (Fall 2015-Summer 2021)

January: 6.45% (10th)
February: 8.01% (6th)
March: 8.40% (5th)
**April: 12.08% (1st)**
May: 10.65% (3rd)
June: 7.58% (8th)
July: 7.98% (7th)
August: 5.27% (12th)
September: 6.00% (11th)
October: 8.62% (4th)
November: 11.95% (2nd)
December: 6.99% (9th)

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

January: 7.40% (7th)
February: 9.50% (6th)
March: 10.35% (5th)
April: 13.32% (3rd)
**May: 13.62% (1st)**
June: 11.42% (4th)
July: 13.48% (2nd)
August: 4.43% (9th)
September: 1.66% (12th)
October: 4.23% (10th)
November: 6.67% (8th)
December: 3.92% (11th)

*Average % of Spring Apps Rec’d by Month w/ Monthly Rank for % of total apps (Spring 2016 – Spring 2021)*

January: 2.70% (6th)
February: n/a
March: n/a
April: n/a
May: n/a
June: n/a
July: 1.80% (7th)
August: 9.89% (5th)
September: 17.79% (3rd)
October: 22.50% (2nd)
**November: 28.94% (1st)**
December: 16.87% (4th)
Average % of Summer Apps Rec’d by Month w/ Monthly Rank for % of total apps (Summer 2016 – Summer 2021)

January: 9.85% (5th)
February: 17.05% (3rd)
March: 16.56% (4th)
April: 29.11% (1st)
May: 19.32% (2nd)
June: 7.88% (6th)
July: 0.23% (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 that applications for a specific term are available. As a result consistency is not guaranteed but the patterns seem fairly consistent when looking at the data.

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. There was no change to this from 2019-20 to 2020-21, nor was there any change to the ranking of busiest months.

The UH System decision to make the fall application available nearly a full year in advance continues to be problematic, and the preference of the Leeward Admissions Office would be to open the fall application in January rather than in the previous September. This causes initial backlogs of applications due to the fact that the Admissions staff generally needs to concentrate on processing spring applications throughout the first few months that the application for the following fall semester is made available. That said, NSO website issues noted in previous ARPDs that added to the need to delay initial processing of fall applications are no longer an issue, so at this point it is primarily a staffing and workload issue for A&R.

Total Number of Rollover Applications

Fall 2016: 63 Accepted (1% of total apps) / 43 Enrolled (68% of rollover accepts)
Fall 2017: 318 Accepted (6% of total apps) / 193 Enrolled (61% of rollover accepts)
Fall 2018: 289 Accepted (5% of total apps) / 164 Enrolled (56% of rollover accepts)
Fall 2019: 136 Accepted (2% of total apps) / 75 Enrolled (55% of rollover accepts)
Fall 2020: 46 Accepted (1% of total apps) / 31 Enrolled (67% of rollover accepts)

Spring 2017: 159 Accepted (6% of total apps) / 89 Enrolled (56% of rollover accepts)
Spring 2018: 295 Accepted (10% of total apps) / 151 Enrolled (51% of rollover accepts)
Spring 2019: 259 Accepted (9% of total apps) / 145 Enrolled (56% of rollover accepts)
Spring 2020: 146 Accepted (5% of total apps) / 61 Enrolled (42% of rollover accepts)
Spring 2021: 618 Accepted (23% of total apps) / 123 Enrolled (20% of rollover accepts)

Summer 2016: 11 Accepted (1% of total apps) / 6 Enrolled (55% of rollover accepts)
Summer 2017: 61 Accepted (5% of total apps) / 31 Enrolled (51% of rollover accepts)
Summer 2018: 78 Accepted (5% of total apps) / 44 Enrolled (56% of rollover accepts)
Summer 2019: 43 Accepted (3% of total apps) / 16 Enrolled (37% of rollover accepts)
Summer 2020: 284 Accepted (14% of total apps) / 72 Enrolled (25% of rollover accepts)
Summer 2021: 467 Accepted (25% of total apps) / 73 Enrolled (16% 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. 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, both types of students are represented within the rollover numbers presented above since the acceptance code is the same for both.

Although the rollover numbers for Fall 2020 were very low, both Spring 2021 and Summer 2021 saw significant increases in rollover application numbers compared to previous terms. This was largely due to the college’s efforts to increase application numbers. The Admissions Office assisted by processing automatic rollovers in Spring 2021 for applicants that had been accepted in Fall 2020 but who ultimately did not enroll. The Recruiting Office also did communication and outreach to other previously enrolled students as part of the college’s Returning Adults initiative. Although these efforts did help with total application numbers in Spring 2021 and Summer 2021, ultimately the yield rates dropped fairly significantly for both terms.

It should also be noted that Summer 2021 was the second summer of the Hawaii Next Steps initiative and this led to even greater rollover application numbers in Summer 2021 than it had in Summer 2020. However, these rollover applications represent 2021 Hawaii HS graduates that applied and were accepted to the college for Fall 2021, who were then process as a rollover by Admissions staff despite technically being ‘rollback’ applications.

**Total Early College Applications**

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
Fall 2020: 635 Applications (14.53% of all apps processed) / 431 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
Spring 2021: 715 Applications (26.86% of all apps processed) / 644 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
Summer 2021: 362 Applications (19.54% of all apps processed) / 293 Enrolled

Early College Applications Processed and Enrollment: With the exception of Summer 2021, early
college applications decreased in both fall and spring during the 2020-21 academic year. It is likely
that uncertainty regarding the COVID-19 pandemic was ultimately responsible for the decreases.
There is likely also some impact to the overall numbers of early college applications by changes
made by A&R to make it easier for continuously enrolled Early College students to re-apply to the
college, which is required each semester. Beginning in 2020-21, the UH online application was
removed as an admission requirement for continuing Early College students so these are
applications that are no longer included in our count.

Improvements to the application review and acceptance process have made a positive difference,
but the processing of Early College applications does continue to be a challenge for A&R due to the
continued high demand and lack of dedicated staff to process the applications.

Total Official Transcript Requests Processed

2016: 4917 processed
2017: 5006 processed
2018: 4814 processed
2019: 5028 processed
2020: 4965 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 requests (70% of all requests processed)
2020: 4348 online requests (88% 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 five years, it has continued to hold steady right around 5000 total requests annually. In early 2020 due to COVID-19 and the switch to remote services, A&R switched to only accepting online requests for official transcripts unless other special arrangements were needed by the student. This resulted in a jump to 88% online transcript requests for 2020, and it is expected that this number will be well above 90% for 2021. Although requests are moving online, the processing of requests and printing of official transcripts continues to be the biggest daily task carried out by A&R Records Staff.

A&R is hopeful that a change to utilizing the National Student Clearinghouse transcript services will occur sometime in 2022. Initial testing of this service began in the summer of 2021 but workload issues have slowed down the ability to do much testing. Once in place, this change should greatly improve the speed and efficiency of the Records Office staff in processing official transcript requests as certain aspects of the process become outsourced to the Clearinghouse.

Total Number of Transfer Students Enrolled

Fall 2016: 486 New Transfer Students / 574 Total (9.74% of Enrolled Students)
Fall 2017: 486 New Transfer Students / 634 Total (11.28% of Enrolled Students)
Fall 2018: 419 New Transfer Students / 555 Total (10.12% of Enrolled Students)
Fall 2019: 540 New Transfer Students / 618 Total (11.56% of Enrolled Students)
Fall 2020: 573 New Transfer Students / 643 Total (12.73% of Enrolled Students)

Spring 2017: 281 New Transfer Students / 350 Total (6.63% of Enrolled Students)
Spring 2018: 366 New Transfer Students / 450 Total (8.63% of Enrolled Students)
Spring 2019: 290 New Transfer Students / 389 Total (7.71% of Enrolled Students)
Spring 2020: 347 New Transfer Students / 371 Total (7.44% of Enrolled Students)
Spring 2021: 260 New Transfer Students / 325 Total (6.80% 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. It should be noted that these numbers don’t necessarily reflect the number of continuing transfer students each term. Data provided below in the ‘Efficiency’ sections shows that regardless of whether students enter as transfer students, at least 25% of all students enrolled at any one time have had transfer credits applied to their record at Leeward CC.

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 with the enrollment the size of Leeward CC.

Total Number of Veterans needing VA Benefit certifications

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)
Fall 2020: 445 (7.22% 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)
Spring 2021: 399 (6.68% of Enrolled Students)

Summer 2017: 188 (10.25% of Enrolled Students)
Summer 2018: 173 (8.63% of Enrolled Students)
Summer 2019: 148 (7.15% of Enrolled Students)
Summer 2020: 167 (6.41% of Enrolled Students)
Summer 2021: 168 (7.78 % 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 and 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 both certifying VA students so that they remain enrolled and can complete their degrees, and keeping the college in compliance with the VA so that we can continue to allow students to use their VA benefits to attend the college.

A big blow to A&R came at the end of 2020 when the colleges 2 VA School Certifying Officials retired after many years of service. For the entirety of 2021, A&R has been unable to fill either position and the task of certifying the college’s VA students has largely fallen on the shoulders of the Assistant Registrar, along with the Records Supervisor and Registrar. Despite this setback, A&R
did successfully transition to digital VA files in 2021 and that has improved efficiency. A new VA certification workflow is being built that should also increase efficiency, with a scheduled release planned in time for Summer 2022.

**EFFICIENCY**

**Application Processing Times**

<table>
<thead>
<tr>
<th></th>
<th>Average</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2016</td>
<td>25 days</td>
<td>20 days</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>18 days</td>
<td>8 days</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>42 days</td>
<td>28 days</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>37 days</td>
<td>22 days</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>35 days</td>
<td>6 days</td>
</tr>
<tr>
<td>Spring 2017</td>
<td>7 days</td>
<td>6 days</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>14 days</td>
<td>14 days</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>11 days</td>
<td>7 days</td>
</tr>
<tr>
<td>Spring 2020</td>
<td>23 days</td>
<td>24 days</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>14 days</td>
<td>6 days</td>
</tr>
<tr>
<td>Summer 2017</td>
<td>12 days</td>
<td>6 days</td>
</tr>
<tr>
<td>Summer 2018</td>
<td>18 days</td>
<td>15 days</td>
</tr>
<tr>
<td>Summer 2019</td>
<td>16 days</td>
<td>9 days</td>
</tr>
<tr>
<td>Summer 2020</td>
<td>9 days</td>
<td>5 days</td>
</tr>
<tr>
<td>Summer 2021</td>
<td>3 days</td>
<td>1 day</td>
</tr>
</tbody>
</table>

**Application Processing Times**: 2020-21 brought significant change to the Admissions Office and the processing of applications in general. Beginning with Spring 2021 applications, the UHCC System switched to a new online application portal. While the roll out of a new application portal was not without significant issues, the new system did allow A&R to convert to a much more automated process for application review and acceptance. This is in addition to converting student files to a digital format, and so significant progress was made to move towards ‘modernization’ of some aspects of A&R’s daily work.

Although processing for spring semester applications is typically quicker on average than for fall semesters (largely due to the application availability dates in fall), Spring 2021 saw a significant decrease in application processing time, and this efficiency is also very apparent with Summer 2021 application processing.

**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
Fall 2020: Average time to certify after initial registration = 81 days / Median = 84 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
Spring 2021: Average time to certify after initial registration = 44 days / Median = 35 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
Summer 2021: Average time to certify after initial registration = 40 days / Median = 29 days

**VA Certification:** The 2020-2021 academic year is the fourth for 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 with data currently available. A&R is hopeful that converting to a digital form and workflow format will allow for better tracking of certification times, in addition to increasing ease and efficiency for the certification process for both students and staff by Summer 2022.

**EFFECTIVENESS**

**Total Number of Accepted Applications**

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)
Fall 2020: 4730 Accepted (92% 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)
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.
Accepted Applications and Enrollment: The overall yield rates for accepted students becoming enrolled students continues to be a disappointing and troubling statistic for the college. And really for the UHCC system as a whole, though no system numbers are provided here.

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 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)  
Fall 2020: 6363 (34% 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)  
Spring 2021: 6222 (21% 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% new/returning students)  
Summer 2021: 2224 (28% new/returning students)

Total Enrollment: Enrollment in 2020-21 remained flat for Spring 2021, but dipped down once again for both Fall 2020 and Summer 2021. Although the downward trend began before the Covid-19 pandemic hit, it certainly did not help enrollment at all. Leeward was able to minimize the impact by getting creative in terms of recruiting and accepting applicants, and assisting them to ultimately enroll. Automatic rollover admissions and other efforts certainly helped bring in applications, and while the yield rate for these efforts was not great, it did undoubtedly help to keep enrollment numbers at least as high as they were, albeit fewer students than hoped for.

Enrolled Students With Transfer Credits

Fall 2016: 1489 (25.26%) of enrolled students / 16.30 average credits transferred to LeeCC  
Fall 2017: 1400 (25.61%) of enrolled students / 15.96 average credits transferred to LeeCC
Fall 2018: 1314 (23.97%) of enrolled students / 15.96 average credits transferred to LeeCC
Fall 2019: 1356 (25.37%) of enrolled students / 15.37 average credits transferred to LeeCC
Fall 2020: 1476 (29.21%) of enrolled students / 13.76 average credits transferred to LeeCC

Spring 2017: 1448 (27.44%) of enrolled students / 16.21 average credits transferred to LeeCC
Spring 2018: 1372 (26.30%) of enrolled students / 15.83 average credits transferred to LeeCC
Spring 2019: 1263 (25.04%) of enrolled students / 15.75 average credits transferred to LeeCC
Spring 2020: 1273 (25.52%) of enrolled students / 15.22 average credits transferred to LeeCC
Spring 2021: 1448 (30.29%) of enrolled students / 13.73 average credits transferred to LeeCC

Transcript Evaluations: For the last several academic years, 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 the applicable transfer credits accepted to count towards their Leeward CC degree or certificate. For these students, the average has been around 15-16 total transfer credits, but that number dipped below 14 for both Fall 2020 and Spring 2021. At the same time, the percentage of students with transfer credits increased to approximately 30% of students for both terms. Whether this will become the new trend or if numbers will dip back to previous levels will be something to keep an eye on for 2021-22.

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 has only 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 certainly has the potential to negatively impact our students’ overall satisfaction with the college.

Total Degrees Conferred

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)
Fall 2020: 950 degrees/certificates conferred (88 Reverse Transfer; 734 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)
Spring 2021: 1061 degrees/certificates conferred (57 Reverse Transfer; 821 Auto Conferral)

Summer 2017: 100 degrees/certificates conferred
Summer 2018: 95 degrees/certificates conferred
Summer 2019: 74 degrees/certificates conferred
Summer 2020: 106 degrees/certificates conferred
Summer 2021: 103 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. Despite enrollment generally trending downward of late, 2020-21 saw an increase in degrees awarded compared to last year for both Fall 2020 and Spring 2021. No doubt this is due, at least in part, to the college’s graduation team continuing to work on and refine our ability to award degrees automatically, either through Reverse Transfer after students have transferred to a UH 4 year campus, or via auto conferral efforts for currently enrolled Leeward students. The increase in number of auto conferrals for both Fall 2020 and Spring 2021 show that the college is getting better at identifying these students and awarding their degrees and certificates as the earn them, even if they perhaps did not know they were eligible to do so.
3. Program Student Learning Outcomes or Unit/Service Outcomes

A&R Service Area Outcomes

1. A&R will contribute to the campus goals of increasing enrollment, retention and completion by providing responsive, timely, and proactive service among our constituent groups for all areas and services under our purview.

2. A&R will maintain responsible record keeping practices regarding all student academic records and Veterans Affairs (VA) student files by following all federal, state laws, University of Hawaii policies and regulations, as well as standards set forth by the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

In order to meet these service area outcomes, A&R had the following goals for 2020-21:

1. Improve Admissions operations and application processing efficiency
2. Review transcript evaluation process and identify areas for improvement
3. Expand online and remote services
4. Develop better ways to collect data on demand, efficiency and effectiveness

For the first goal of improving A&R’s Admissions operations and processing efficiency, it was generally a mixed bag of results but some progress was made in this area. The specifics of this goal included reducing average application processing times down to 7 days or less, and to increase outreach and coordination with the Recruiting Office and UH System stakeholders to affect positive application and enrollment growth through special admissions-related initiatives and campaigns. The new (as of Spring 2021) online application gave A&R an opportunity to convert to a process of mass acceptances for the majority of submitted applications rather than processing all applications one by one. As time has gone on, this mass acceptance process has been adjusted and refined, and allows Admissions staff to work in batches with the goal of accepting applications within a week of submission. In general, a batch is processed each week for applications submitted the week prior (once processing catches up with any initial application backlog). A&R did not meet its goal of a 7 day average processing time for either Fall 2020 or Spring 2021, but average time did decrease for both compared to the previous year. The Fall 2021 average of nearly 35 days is still problematic, but can be explained by the three to four month lag between the application being available to the time the Admissions staff can begin working on the files. Processing for Summer 2021, however, had an average of less than 4 days from submission to acceptance, so there is hope that when the numbers from Fall 2021 are calculated this trend of faster application processing continues in a positive direction.

A&R’s second goal to review our transcript evaluation process did not see much success or progress in 2020-21. That said, based on the situation and review that has taken place, it is clear
that a better process must be developed sooner rather than later. Too much time and effort is currently being spent by Records staff and the Transcript Evaluator and her student assistant just to track and prepare these requests for review. An update to scanning all transcripts and completing reviews digitally was implemented in 2020-21 so that is an improvement, but there continues to be a high level of manual data entry within this specific area that needs to be done away with. The creation of a transcript evaluation workflow that is initiated by the student and that will allow A&R to better track actual demand and efficiency will be a priority for 2021-22, with a goal of having a new system up and running by the start of Fall 2022.

A&R’s third goal for 2020-21 was to expand our online and remote services, and for this some progress was made but not enough. For the most part, A&R maintained the status quo that began in early 2020 with the switch to remote services due to the Covid-19 pandemic in that we continue to provide essentially all the same services that we did when our office provided face to face services. This has been accomplished largely by utilizing email and phone communication, and UH File Drop for submitting documents as necessary to A&R. As the 2020-21 academic year came to a close, the UH System did move forward with expanding the capabilities of an online form and automated workflow product called Kuali Build. This now allows UH staff to create online forms that require authenticated student login for many of the processes that have traditionally been done via paper forms. A&R plans on greatly expanding our use of Kuali Build in 2021-22 and beyond and convert most, if not all, forms and workflows to this system as soon as is practicable. A&R is trying to be deliberate and thoughtful in this process so while sooner is generally better than later for these conversions to an online submission and automated workflow, A&R staff is also approaching this cautiously and working on one student form at a time to make sure things are built to function correctly.

The fourth and final 2020-21 goal for A&R was to work on finding new measures for our service area outcomes, especially within the area of efficiency for VA certifications and demand and efficiency for transcript evaluation. Although the reasons for this lack of information is different for each area, both suffer from a lack of meaningful data available to track how A&R is meeting its service area outcomes for both. As noted above, the utilization of Kuali Build forms and workflows will be an emphasis going forward for A&R and workflows for these areas should help to provide some of the measurable data that has been lacking in these areas for some time.
4. Action Plan

The following is A&R’s Action Plan for 2021-22 based on the data and discussion above, as well as our Service Area Outcomes:

1. Go ‘All In’ with Kuali Build

Kuali Build (KB) is proving to be a valuable asset that the UH System has provided for faculty and staff use on all campuses, and the potential that it represents is exciting. Now that KB is compatible with student accounts and can authenticate their identity (in lieu of wet signature) it has opened up lots of opportunities to reimagine forms and allow online submission twenty-four hours a day.

A&R has big plans for utilizing Kuali Build and those efforts have already begun. The initial focus has been on internal/campus work flows but converting student-submitted forms to a Kuali Build online form and workflow will be happening as well. Examples of forms/processes that have been moved to Kuali Build include Participation Verification Re-enrollment requests and change of grade requests, both of which are submitted by faculty/staff. As of the date of this writing, A&R is almost ready to release our first KB registration forms (CR/NC and Audit requests) that will allow students to submit these forms online without having to utilize email or the UH File Drop Service.

2. Develop additional data analysis to better track demand, efficiency, and effectiveness, especially within the areas of VA certifying and transcript evaluation.

As was mentioned above in this ARPD, there are issues related to both VA certifying and transcript evaluation in terms of both the workflows/process and the collection of useful data related to demand, efficiency, and effectiveness. For 2021-22, A&R will be working on creating student initiated workflows for the purpose of both VA certifications and transcript evaluations.

The goal for the VA certification workflow will be a release in time for Summer 2022 registration in April 2022, and a release by August 2022 for the transcript evaluation process. Making this change will allow students to generate their requests online, and receive up to the moment updates when forms are approved etc. This will go hand in hand with goal #1 above as A&R will use Kuali Build to accomplish this goal as the data collected via the workflow process will be much more useful than what is currently available through the UH Student Information System (SIS) – Banner.

3. Clean up student files to remove unnecessary PII and update office procedures to keep the inclusion of PII in student files to a minimum.

A couple months into the 2021-22 academic year, A&R was notified by the campus IT Department that there were potential issues related to Social Security Numbers (SSN) and other Personal Identifiable Information (PII) contained within our student files. This issue is a result of A&R
moving from paper to digital files and learning after the fact that measures put in place to redact information like SSNs from applications and other documents unless needed did not sufficiently mask this data and a scan by IT of the secure servers used by A&R discovered the existence of this information. This issue relates directly to A&R’s second service area outcome and will be addressed as quickly as possible. The Registrar and Assistant Registrar will work with the IT Department to determine the best steps going forward to remove the PII that should be removed, as well as create an appropriate process going forward to insure that PII that may be included on documents in a student’s record only remains if it needs to remain in the record.
5. Resource Implications

1. Fill vacant Records Clerk positions for VA Certification

In December 2020, A&R lost 2 Records Clerks due to retirement who were the primary VA Certifying Officials for the campus. With hundreds of students using VA benefits, combined with increasing reporting requirements being mandated by the VA, this loss of staff has placed tremendous strain on A&R. Although it has been ‘all hands on deck’ and both the Records Supervisor and Registrar have assisted, the bulk of VA certifying from January 2021 onward has been completed by the Assistant Registrar, on top of her other duties. The Covid-19 pandemic and subsequent hiring freeze by the state and the University System have meant that A&R has been without any dedicated VA certifying officials for nearly a full year. While converting to a digital records system has helped to soften this labor shortage blow in terms of keeping up with the workload, it is not sustainable without dedicated staff.

As of this writing, efforts to request an exception to hire and potentially convert at least one of the Records Clerk positions to an APT level have begun under the leadership and guidance of the Dean of Student Services. Hopefully these efforts will ultimately be successful, but in the meantime the need for dedicated VA certifying officials for our campus is critical and is being included in this review to highlight this need.

2. Hire a second Transcript Evaluator for the College

In order for A&R to maintain satisfactory services for Leeward students in terms of transcript evaluation, the college needs a second Transcript Evaluator. With the current staffing of just one evaluator for thousands of students, students can be easily frustrated when they learn of the expected turnaround time for accepting their transfer credits towards their degree/certificate at Leeward CC. As the college works on the Wildly Important Goal (WIG) of keeping the students that are already enrolled this is an area that needs to be addressed.

Approximately 25% of all enrolled students each term have transferred credits to the college from other colleges and universities that they attended prior to Leeward. The use of STAR Academic Pathways to guide registration and reduce the length of time students take to earn their degree makes it all the more important that the college do all that it can to make sure students are taking the correct courses and not taking courses unnecessarily. Federal regulations related to both Financial Aid and VA certifying require students to have transcripts evaluated to ensure that they are not taking courses unnecessarily. As of now and because of the lack of staffing in this area, it is impossible for a transfer student to know what previous courses will officially transfer until they prepare to register for their second semester at the college. This is not acceptable for federal regulators and the college may face negative consequences if the lack of additional staffing for transcript evaluation continues to be neglected.