



UNIVERSITY of HAWAII\*  
**MAUI COLLEGE**

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## **UHMC ADMISSIONS AND RECORDS 2017-18 PROGRAM REPORT**

### **EXECUTIVE SUMMARY**

The Admissions and Records (A&R) Office provides a comprehensive service to our customers, students, faculty, staff, and community. Services to our students include assisting with their application, class registration while updating, and maintain student records. Students have access to desktops and technical support.

Services to faculty including assisting faculty in maintain rosters, grade input or changes, incomplete grade contracts, processing academic renewals, accessing transcripts, and running various reports. The A&R Office has an open-door policy for faculty and staff to meet with A&R personnel for assistance. Other Student Affairs units, such as Counseling and Financial Aid, depend on timely and accurate data from A&R to be efficient in their work.

As the record repository, the A&R staff ensure that records are accurate and documents are gathered in compliance with Title IV regulations. This often involves contacting students and faculty to verify personal and class information.

The A&R Office is responsible for implementing processes that adhere to Family Educational Rights and Privacy Act (FERPA), Title IV, University of Hawai'i Board of Regents (BOR) and best practices. While the Banner database is the official repository record for students, many processes are labor intensive before entering the data in Banner. Examples of these processes are residency determination, student appeals, late add to classes, withdrawal request, awarding diplomas and certificates, concurrent enrollment, third party contracts, and transcript processing.

The A&R Office strengths include quick, efficient customer service and an extensive knowledge of Banner-based processes. When a request for assistance come to the A&R staff, they take on the task with prompt service. It is common for challenges to arise when using Banner while implementing new procedures and programs. The A&R staff's extensive experience with Banner processes is virtually important as these procedures are implemented. A&R identifies problems with proposed processes, present possible solutions increasing efficient implementation.

The A&R Office does not have current "Policy and Standard Operating Procedures Manuals" for numerous student success processes. Each Technician has their own notes containing directions for processes accumulated over years of experiences. The need for collaborative manuals is crucial to provide consistency as we transform our work flow to student strength enrollment and degree completion. This is reflected in our program review action plan.

The A&R Office helps educate students on navigating through the college environment. It is essential that students are involved in that process becoming efficient in completing applications, updates, changes and managing their education to increase the student's experience and success. The improvement process is guided by the underlying design principles: sustained, strategic, integrated, proactive and personalize.

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## UNIVERSITY OF HAWAII MAUI COLLEGE MISSION

*The University of Hawai'i Maui College (UHMC) inspires students to develop knowledge and skills in pursuit of academic, career, and personal goals in a supportive educational environment that emphasizes community engagement, lifelong learning, sustainable living, Native Hawaiian culture, and global understanding.*

## DEPARTMENT GOALS TO SUPPORT UHMC MISSION AND STRATEGIC DIRECTIONS

### Relationship to the UHMC Mission and Strategic Directions:

The Admissions and Records Office is to provide quality access and records related services to prospective and enrolled students in an environment conducive to student learning and development. It's often the first student experience with UHMC and supports the UHMC Mission and Strategic Directions Goals by the following.

1. Maximizing student success through sustained continual quality improvement of student affairs services.
  - a. Assist ALL students, with special focus on potential and first year students, during the following processes:
    - i. online application and enrollment/registration process;
    - ii. residency evaluation determination;
    - iii. evaluation of incoming transcripts, and degree and certificate petitions/awarding, including prior learning experiences;
    - iv. enrollment verifications;
    - v. early-admit high school enrollment;
    - vi. international students, visas and I20s;
    - vii. veterans' certification
  - b. Teach students specific skills and knowledge necessary to navigate and thrive in a college environment.
  - c. Provide prompt service to transcript request, graduation evaluation, grade changes and information request for students, faculty and staff.
  - d. Collaborate with other college offices such as Financial Aid, Counseling and Student Life while helping student make the best decisions to completion their educational goals.
2. Continuing quality improvements for improving institutional effectiveness.
  - a. Elicit student input on services provided with surveys and suggestion boxes.
  - b. Map and automate tasks as applicable to ensure consistency, increase effectiveness and increase time for staff to spend with students.
  - c. Provide tools for students to navigate successfully in the college environment.
  - d. Support and enhance outreach services to students and schools via ongoing professional development and updating of policies to facilitate ongoing communications on changes in online admissions, registration and transcript requests.
  - e. Maintain compliance with federal, state and University policies and administrative rules regarding confidentiality, accuracy, and security of student records and reports.
  - f. Ensure that the College maintains accurate personal, academic and enrollment records for its entire student population, past and present, and provide access to data derived from these records only when appropriate.

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- g. Maintain accurate accounting of census, attendance, and grade reports in compliance with college, state, and federal regulations.

#### OVERALL OUTCOMES FOR STUDENT AFFAIRS

UHMC will measure its program review against the UHCC key performance indicators such as enrollment growth and degree completion. The following overall **action items** will guide the team efforts of the Office of Student Affairs:

- Enrollment – Target key enrollment sectors that are underserved or have recruitment potential to expand access.
- Hawaii Graduation Initiative (HGI) – Increase participation and completion rates of students, particularly Native Hawaiians, low-income and those from underserved regions and populations.
- High Performance – Identify and change structures and processes that potentially impede student admissions.

#### OVERALL DEPARTMENT STUDENT LEARNING OUTCOMES

Upon receiving services from the Admissions & Records Office, students will be able to:

- Submit an admissions application via the UH System online application platform with complete and accurate information.
  - Health clearance
  - Residency
  - Timely submittal, within the stated admissions application deadlines
- Students will be aware of the importance of time management (meeting add/drops, refunds, petitions and other deadlines) for successful personal and professional growth and effective civic engagement

Please see Attachment B: UHMC Admissions and Records Student Learning Outcomes

#### POINTS OF PRIDE

- Online Admission Application – Implemented electronic acknowledgement and acceptance notification. Created an online pre-registration checklist link that is embedded in the electronic acceptance notification. Paper acceptance letters are only being sent to international student applicants.
  - Admissions applications are processed within three (3) business days.
  - Provisional waiver of health clearance requirements to allow students to register for classes while gathering necessary TB screening/testing and proof of MMR vaccination.
- Establishment and dissemination of an admissions application and enrollment dashboard to monitor and track admissions applications, conversion rates, and enrollment.
- Communication Plan
  - Email communication for customer follow-up on pending admissions applications
  - Starfish communication for retention and reminder of early alert for persistence from Fall to Spring and Spring to Fall.
  - Implementation of Admissions and Records annual master calendar which has pre-determined dates to schedule email reminder notifications to students and faculty
- Continued redesign of admissions and records website and updating of content

- Continued outreach efforts for early college
  - Collaborate with high school counselors to process HS student admissions documentation efficiently and expeditiously.
- Implementation of annual professional development FERPA training workshops for UHMC employees and student assistants.

### Cycle of Assessment of Student Learning Outcomes:

Information literacy is an integral part of every content area and discipline. Students should be able to access, evaluate, and utilize information effectively, ethically, and responsibly.

1. Communication (Information Literacy) - Update and provide in a timely manner, clear, accurate and consistent admissions and records information in all publications including institutional websites, telephone contacts, and face-to-face. (Information Literacy (CAS) & Consumer Information and Student Right to Know (Title IV).
2. Enrollment Management/Recruitment/Access - Support and enhance outreach services to students via an effective onboarding that focuses on the admissions process.
  - a. Weekly Enrollment Dashboard (beginning Spring 2018)
3. Ensure that UHMC is in compliance with University and institutional policies and meeting student privacy (FERPA) guidelines and procedures.
  - a. Meet mandated annual FERPA notification to UHMC students and employees.
  - b. Provide professional development through FERPA training workshops
  - c. Policies and Procedures on the reporting of FERPA violations

### Admissions and Records Office Dashboard Data

ADMISSIONS OFFICE					
APPLICATIONS PROCESSED (Yield Rate)					
UNIVERSITY OF HAWAII MAUI COLLEGE					
Comparison between Spring 2017 and Spring 2018 as of February 12, 2018*					
	OVERVIEW			RATES	
Term - Description	APPLIED	ACCEPTED	ENROLLED	ACCEPTANCE RATE	YIELD RATE
Spring 2017 (Census Data - Benchmark)	1,232	1,152	503	94%	44%
TOTAL - Spring 2017	1,260	1,248	547	99.0%	43.8%
TOTAL - Spring 2018	1,157	1,082	596	93.5%	55.1%
Differential	-103	-166	49		
Incomplete Applications					
Incomplete Applications "I" (45)					
Shredded Applications (duplicates) "S" (27)					
* Includes Apps Pending Residency (3)					

Student Type - Spring 2018	Applied	Accepted	Enrolled	Acceptance Rate	Yield Rate (accepted to enroll)
	1157	1082	596		
Returning	397	385	228	35.6%	38.3%
First Time - Classified	263	248	124	22.9%	20.8%
First Time - Early Admit	183	178	141	16.5%	23.7%
First Time -Unclassified	43	42	7	3.9%	1.2%
Transfer	208	201	77	18.6%	12.9%
Continuing - Shred App/Duplicates (exclude)	37	28	19	2.6%	3.2%
Blank - Incomplete Apps/Pending Residency	26				
				100.0%	100.0%
*Data Source: UH Hawaii Institutional Research & Analysis Office					

ADMISSIONS OFFICE								
ENROLLMENT COMPARISON (% C)								
UNIVERSITY OF HAWAII MAUI COLLEGE								
Comparison between Spring 2017 and Spring 2018 as of February 12, 2018*								
Enrollment by Student Type	Census Data-Benchmark				Historical Difference in Time			
	Spring 2017 (Census Data - Benchmark)	Spring 2018	# of Students	Benchmark Comparison % C	Spring 2017	Spring 2018	# of Students	Historical Enrollment Comparison % C
Total Enrollment Count	2919	2859	-60.00	-2.1%	2919	2844	-75.00	-2.6%
Continuing	2070	2095	25.00	1.2%	2070	2080	10.00	0.5%
First Time - Classified	141	131	-10.00	-7.1%	141	129	-12.00	-8.5%
First Time - Early Admit	304	264	-40.00	-13.2%	304	261	-43.00	-14.1%
First Time -Unclassified	23	12	-11.00	-47.8%	23	12	-11.00	-47.8%
Transfer	206	139	-67.00	-32.5%	206	147	-59.00	-28.6%
Returning	175	218	43.00	24.6%	175	215	40.00	22.9%

## Learning Outcome/Program Objective 1

Communication (Information Literacy) - Update and provide in a timely manner, clear, accurate and consistent admissions and records information in all publications including institutional websites, telephone contacts, and face-to-face. (Information Literacy (CAS) & Consumer Information and Student Right to Know (Title IV). Admissions and Records provides a variety of services to applicants, students, alumni, faculty and staff. Admissions services primarily involve responding to general inquiries about the College, processing admission applications and assisting students with registration.

### Methods and Measures

- Work collaboratively with student service staff to provide outreach to local high schools by attending outreach events at high school to help with the admissions application and registration processes.
- Send timely communication to follow-up on incomplete and pending applications.
- Admissions and Records staff will provide individuals with one on one service, over the counter or by phone, to complete and submit the online admissions application successfully.
- Work collaboratively with transcript evaluator and counseling department to provide timely transcript evaluations to record transfer credits to minimize course repeats and to meet degree completion requirements.

## Findings

**Table 1 – Application Yield (All Student Types)**

**APPLICATIONS PROCESSED  
FALL 2013 TO FALL 2017  
UNIVERSITY OF HAWAII MAUI COLLEGE**

DECISION	FALL 2013		FALL 2014		FALL 2015		FALL 2016		FALL 2017	
	NO.	V%	NO.	V%	NO.	V%	NO.	V%	NO.	V%
<b>TOTAL</b>	<b>2,951</b>	<b>100</b>	<b>2,731</b>	<b>100</b>	<b>2,793</b>	<b>100</b>	<b>2,443</b>	<b>100</b>	<b>2,534</b>	<b>100</b>
Accepted	2,951	100	2,731	100	2,793	100	2,405	98	2,351	93
Enrolled	1,517	51	1,385	51	1,349	48	1,237	51	1,271	54
Not Enrolled	1,434	49	1,346	49	1,444	52	1,168	49	1,080	46
Rollover Applications							38	2	182	7
Cancelled									1	<0.1
No Data	150		227		224		292		272	

Source: Banner Operational Data Store (ODS) IRO\_ADMISSIONS

Footnotes:

- 1/ Total applications processed does not include records where no decision was made, eg., if the application was incomplete.
- 2/ These counts do not include applications from School of Law (JD, LL.M), School of Medicine (MD), and College of Pharmacy at UH Hilo (PharmD).
- 3/ Enrolled data taken from the IRO\_Admissons file may not tie exactly to data shown in the MAPS Enrollment reports, which come from the IRO\_Base file.
- 4/ "No Data" is a count of records where no decision was made. These counts are not included in the TOTAL.

**APPLICATIONS PROCESSED  
UNIVERSITY OF HAWAII MAUI COLLEGE**

DECISION	SPRING 2014		SPRING 2015		SPRING 2016		SPRING 2017		SPRING 2018	
	NO.	V%	NO.	V%	NO.	V%	NO.	V%	NO.	V%
<b>TOTAL</b>	<b>1,428</b>	<b>100</b>	<b>1,125</b>	<b>100</b>	<b>1,190</b>	<b>100</b>	<b>1,232</b>	<b>100</b>	<b>1,019</b>	<b>100</b>
Accepted	1,428	100	1,125	100	1,190	100	1,152	94	800	79
Enrolled	721	50	569	51	531	45	503	44	368	46
Not Enrolled	707	50	556	49	659	55	649	56	432	54
Rollover Applications							80	6		
Cancelled										
<b>TOTAL</b>										
Rollover Applications, Not Enrolled									219	21
No Data	51		208		127		13		139	

Source: Banner Operational Data Store (ODS) IRO\_ADMISSIONS

Footnotes:

- 1/ Total applications processed does not include records where no decision was made, eg., if the application was incomplete.
- 2/ These counts do not include applications from School of Law (JD, LL.M), School of Medicine (MD), and College of Pharmacy at UH Hilo (PharmD).
- 3/ Enrolled data taken from the IRO\_Admissons file may not tie exactly to data shown in the MAPS Enrollment reports, which come from the IRO\_Base file.
- 4/ "No Data" is a count of records where no decision was made. These counts are not included in the TOTAL.

**Table 2 – Early Admit Data Summary**

AY 2015 - 2016	AY 2016 - 2017	V%	AY 2017 - 2018	V%
505	651	29%	607	-6%

## Fall 2015 – Early Admit

### HEADCOUNT ENROLLMENT OVERVIEW UNIVERSITY OF HAWAII FALL 2015

	HEADCOUNT ENROLLMENT				
	TOTAL HEADCOUNT	V%	REGULAR STUDENTS	EARLY ADMIT	CONTINUING EDUCATION HEADCOUNT
<b>UH SYSTEM TOTAL</b>	<b>55,756</b>	<b>100</b>	<b>54,091</b>	<b>1,665</b>	<b>2,102</b>
University of Hawai'i at Manoa	18,865	34	18,864	1	2,028
University of Hawai'i at Hilo	3,829	7	3,742	87	
University of Hawai'i - West O'ahu	2,692	5	2,625	67	
University of Hawai'i, Community Colleges	30,370	54	28,860	1,510	74
Hawai'i Community College	3,087	6	2,734	353	
Honolulu Community College	4,328	8	4,127	201	74
Kapi'olani Community College	7,816	14	7,677	139	
Kaua'i Community College	1,401	3	1,270	131	
Leeward Community College	7,535	14	7,189	346	
University of Hawai'i Maui College	3,593	6	3,358	235	
Windward Community College	2,610	5	2,505	105	

## Spring 2016 – Early Admit

### HEADCOUNT ENROLLMENT OVERVIEW UNIVERSITY OF HAWAII SPRING 2016

	HEADCOUNT ENROLLMENT				
	TOTAL HEADCOUNT	V%	REGULAR STUDENTS	EARLY ADMIT	CONTINUING EDUCATION HEADCOUNT
<b>UH SYSTEM TOTAL</b>	<b>51,291</b>	<b>100</b>	<b>49,509</b>	<b>1,782</b>	<b>2,106</b>
University of Hawai'i at Manoa	17,675	34	17,672	3	2,067
University of Hawai'i at Hilo	3,649	7	3,544	105	
University of Hawai'i - West O'ahu	2,526	5	2,478	48	
University of Hawai'i, Community Colleges	27,441	54	25,815	1,626	39
Hawai'i Community College	2,755	5	2,443	312	
Honolulu Community College	3,710	7	3,551	159	39
Kapi'olani Community College	7,260	14	7,127	133	
Kaua'i Community College	1,224	2	1,110	114	
Leeward Community College	6,953	14	6,437	516	
University of Hawai'i Maui College	3,164	6	2,894	270	
Windward Community College	2,375	5	2,253	122	



## Fall 2016 – Early Admit

### HEADCOUNT ENROLLMENT OVERVIEW UNIVERSITY OF HAWAII FALL 2016

	HEADCOUNT ENROLLMENT				
	TOTAL HEADCOUNT	V%	REGULAR STUDENTS	EARLY ADMIT	CONTINUING EDUCATION HEADCOUNT
<b>UH SYSTEM TOTAL</b>	<b>53,418</b>	<b>100</b>	<b>51,552</b>	<b>1,866</b>	<b>2,044</b>
University of Hawai'i at Manoa	18,056	34	18,056		1,978
University of Hawai'i at Hilo	3,666	7	3,612	54	
University of Hawai'i - West O'ahu	2,939	6	2,861	78	
University of Hawai'i, Community Colleges	28,757	54	27,023	1,734	66
Hawai'i Community College	2,956	6	2,625	331	
Honolulu Community College	3,903	7	3,736	167	66
Kapi'olani Community College	7,382	14	7,264	118	
Kaua'i Community College	1,401	3	1,195	206	
Leeward Community College	7,262	14	6,831	431	
University of Hawai'i Maui College	3,342	6	2,995	347	
Windward Community College	2,511	5	2,377	134	

## Spring 2017

### HEADCOUNT ENROLLMENT OVERVIEW UNIVERSITY OF HAWAII SPRING 2017

	HEADCOUNT ENROLLMENT				
	TOTAL HEADCOUNT	V%	REGULAR STUDENTS	EARLY ADMIT	CONTINUING EDUCATION HEADCOUNT
<b>UH SYSTEM TOTAL</b>	<b>49,167</b>	<b>100</b>	<b>47,254</b>	<b>1,913</b>	<b>2,173</b>
University of Hawai'i at Manoa	17,033	35	17,021	12	2,142
University of Hawai'i at Hilo	3,518	7	3,442	76	
University of Hawai'i - West O'ahu	2,763	6	2,693	70	
University of Hawai'i, Community Colleges	25,853	53	24,098	1,755	31
Hawai'i Community College	2,607	5	2,292	315	
Honolulu Community College	3,503	7	3,309	194	31
Kapi'olani Community College	6,700	14	6,591	109	
Kaua'i Community College	1,234	2	1,073	161	
Leeward Community College	6,608	13	6,127	481	
University of Hawai'i Maui College	2,919	6	2,615	304	
Windward Community College	2,282	5	2,091	191	



## Fall 2017

### HEADCOUNT ENROLLMENT OVERVIEW UNIVERSITY OF HAWAII FALL 2017

	HEADCOUNT ENROLLMENT				
	TOTAL HEADCOUNT	V%	REGULAR STUDENTS	EARLY ADMIT	CONTINUING EDUCATION HEADCOUNT
<b>UH SYSTEM TOTAL</b>	<b>51,674</b>	<b>100</b>	<b>49,522</b>	<b>2,152</b>	<b>2,046</b>
University of Hawai'i at Manoa	17,612	34	17,591	21	2,024
University of Hawai'i at Hilo	3,539	7	3,491	48	
University of Hawai'i - West O'ahu	3,082	6	2,932	150	
University of Hawai'i, Community Colleges	27,441	53	25,508	1,933	22
Hawai'i Community College	2,819	5	2,502	317	
Honolulu Community College	3,563	7	3,382	181	22
Kapi'olani Community College	7,095	14	6,905	190	
Kaua'i Community College	1,346	3	1,128	218	
Leeward Community College	6,805	13	6,381	424	
University of Hawai'i Maui College	3,302	6	2,980	322	
Windward Community College	2,511	5	2,230	281	

## Spring 2018

### HEADCOUNT ENROLLMENT OVERVIEW UNIVERSITY OF HAWAII SPRING 2018

	HEADCOUNT ENROLLMENT				
	TOTAL HEADCOUNT	V%	REGULAR STUDENTS	EARLY ADMIT	CONTINUING EDUCATION HEADCOUNT
<b>UH SYSTEM TOTAL</b>	<b>48,596</b>	<b>100</b>	<b>45,983</b>	<b>2,613</b>	<b>2,086</b>
University of Hawai'i at Manoa	16,688	34	16,634	54	2,086
University of Hawai'i at Hilo	3,315	7	3,225	90	
University of Hawai'i - West O'ahu	2,944	6	2,783	161	
University of Hawai'i, Community Colleges	25,649	53	23,341	2,308	
Hawai'i Community College	2,569	5	2,212	357	
Honolulu Community College	3,320	7	3,060	260	
Kapi'olani Community College	6,679	14	6,483	196	
Kaua'i Community College	1,348	3	1,021	327	
Leeward Community College	6,481	13	5,904	577	
University of Hawai'i Maui College	2,856	6	2,571	285	
Windward Community College	2,396	5	2,090	306	

## Conclusions/Status

Newly implemented methods of communication and services provided to individuals applying to the College have resulted in a steady rate of admissions application conversions to enrollment. There was a 3% increase in the application yield rate from Fall 2016 to Fall 2017 and Spring 2017 to Spring 2018. We did not meet our program objective goal of 10% which may not have been a realistic goal given our decrease in enrollment. There was a 29% increase in early college applicants from academic year 2015 - 2016 to academic year 2016 - 2017 and a 6% decrease from

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academic year 2016 – 2017 to academic year 2017 - 2018. Our program objective goal of 10% was also not met with this student population. This is a work in progress and will be monitored for effectiveness in the upcoming year.

To maintain a high performing operation of excellence in student enrollment management, constant and consistent follow-up must be done timely. Follow-up is carried out by student assistants, resulting in positive impacts that include a decrease in the number of pending and incomplete admissions application submissions and completion processes. Student assistants play an integral part in the daily operations of the Admission and Records Office by providing the necessary support in the performance of basic student support services. An increase in student assistant funding is needed to enable the Admissions and Records staff to work on more complex and administrative tasks that are often set aside to provide assistance to students.

### **Learning Outcome/Program Objective 2**

Enrollment Management/Recruitment/Access - Support and enhance outreach services to students via an effective onboarding that focuses on the admissions process.

Strive to provide efficient, accurate, and timely services that will contribute to the attraction, retention and graduation of a highly diverse student body. Strive to provide accurate timely and exceptional customer service regarding application, registration and academic policies while providing responsive and respectful service to students, faculty, staff, and the community.

### **Methods and Measures**

- Construct and maintain a set of business practices that ensure the integrity of educational and institutional records, including ongoing assessment of these efforts and willingness to adapt systems as dictated by these findings.
- Maintain a high level of customer service by guiding students and their families to other student services offices (e.g. the Business Office, Financial Aid, Counseling, the Office of the Vice Chancellor for Academic Affairs, and the Office of the Vice Chancellor for Student Affairs, etc.) when issues arise.
- Help seeking behavior will be measured by the use of formative and summative surveys.

### **Findings**

Based on the findings, overall data count of services provided over the counter and the phone increased 1% from AY 2016 – 2017 to AY 2017 – 2018.  
(See Attachments C1 – F containing 2016 through 2018 Admissions & Records Office Phone Call Statistics, Service Statistics, and Admissions & Records Document Processing Statistics)

### **Conclusions/Status**

Addition of new student learning outcomes to improve their student time management skills. (See Attachment B: UHMC Admissions and Records Student Learning Outcomes)

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### **Learning Outcome/Program Objective 3**

Ensure that UHMC is in compliance with University and institutional policies and meeting student privacy (FERPA) guidelines and procedures.

- a. Meet mandated annual FERPA notification to UHMC students and employees.
- b. Provide FERPA training workshops to faculty, staff, and student employees
- c. Development of policies and procedures on the reporting of FERPA violations
- d. Ensure input is given to appropriate instructional personnel to update academic policies in the college catalog when applicable.

Provide faculty and college administrators with data and services that enable them to accomplish their instructional and management objectives, creates and maintains records systems designed to protect the academic integrity and security of confidential student data, in accordance with state and federal regulations and guidelines. Strive to communicate information clearly, patiently and politely, whether in writing, in person, by phone or via electronic communication.

#### **Methods and Measures**

- Convey reliable information about the faculty-approved academic policies and regulations of the College, and implement these policies consistently and fairly.

#### **Findings**

Continual improvement in the dissemination of information and training about College policies and procedures are necessary to minimize FERPA violations.

#### **Conclusions/Status**

Ongoing professional development and communication is essential to ensure admissions and records deadlines are met and institutional policies and procedures are adhered to.

### **PLANS FOR THE COMING YEAR**

- Make the necessary operational and procedural changes to initiate the new system-wide initiatives
- Ongoing effort to improve the documenting of new operational and procedural changes.
- Participate in the development of an enrollment management plan that focuses on the student recruitment from local high schools, WUE partners, non-residents and international students.
- Continuously improve training workshops for faculty, staff, and students with regards to FERPA
- Develop an Admissions and Records FAQs to promote enhanced service to students.
- Implement a plan for conversion from paper based to document imaging of all admissions and records files (implementation of document imaging system).
- Develop a comprehensive records management process for the storage retrieval and destruction of records.
- Collaborate with the VC of Student Affairs in designing the current admissions and records receiving area that will accommodate future growth (staff, office space, storage) and promote more cohesive, comprehensive student support services.

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**Challenges in completing the above goals:**

The admissions and records office currently has a vacant office assistant V position, which is now frozen due to campus budget constraints. Therefore, the current staff has had to absorb and carry-out the job responsibilities for this position. The Admissions and Records Office has also lost three student assistants positions as well. As a result, services to students and college community were negatively impacted. Also, we were not able to implement planned activities from last academic year.

The admissions and records office maintains an enormous amount of student records for former and continuing students. Records retention maintenance schedules have not been followed in the past so the office is overdue in discarding old student files. We have implemented the scanning of all early admit student files. However, due to lack of staffing, student documents are not being scanned into the system in a timely manner. This reduces the effectiveness of the document management system. Furthermore, the amount of student records will continue to increase as more continuing students leave the college and new students enroll. Additional admissions and records staff is needed to maintain the student records and respond to student records request from former students, employers and other external entities.

**Assessment results:**

The admissions and records office has assessed the extent to which it processed applications and evaluated transcripts in a timely manner. Both services have a significant impact on enrollment, student success, and the institution's ability to meet its retention and persistence goals. Acceptance to the college is required before applicants can access other support services and enroll. Transcript evaluations provide students with the information they need to choose classes appropriately and can affect time to graduation.

The admissions and records office gathered data from IRO, STAR Academic Logic, and service logs that were kept on a shared drive and developed the following success indicators.

1. Applications will be "pushed" and processed, either accepted or pending letter sent, within three business days.
2. Transfer credit evaluations will be completed within three to five business days.

The admissions and records office then analyzed the assessment data to determine whether or not the department was successful in processing applications and evaluating transcripts in a timely manner.

**Action Plan**

The Admissions and Records Office's action plan for July 1, 2017 through June 30, 2019 focuses on its timely and service oriented outcomes:

Success Indicator	Action	Status/Timeline
Applications will be processed within three business days	<ul style="list-style-type: none"> <li>• Update the standard operating procedure document for processing applications per staff input</li> <li>• Continue to review the admissions process to identify areas, practices, or procedures that hinders efficiency and implement appropriate changes</li> <li>• Conduct regular training for staff to ensure consistency and accuracy</li> </ul>	The vacant office assistant V position is currently vacant. The office assistant V position is essential to maintaining this processing time and manage the day to day operations of the Admissions & Records Office. It is expected that the admissions and records office will be able to meet this goal upon the filling of this position which is estimated to be filled by Fall 2019 semester.
Assess the extent to which the admissions and records office provides excellent customer service	<ul style="list-style-type: none"> <li>• Review communication with faculty and students regarding admissions and records services and identify ways to improve content and clarity</li> <li>• Collaborate with campus community to develop a secret shopper assessment activity to gather meaningful information about the quality of customer service provided.</li> <li>• Conduct bi-annual staff customer service training</li> </ul>	Communication to students who have pending admissions applications and outstanding health clearance requirements are being monitored for timely acceptance to enrollment.

The admissions and records action plan is aligned with UH Maui College's 2015-2021 strategic plan because timely service delivery and excellent customer service will support student success. In order to meet the Hawaii Graduation Initiative (HGI) goals, the institution must admit students in a timely manner, effectively engage with them through student support services, and ensure that they progress to degree completion as efficiently as possible. It is critical that the admissions and records office has adequate personnel to provide services and sufficient opportunity to develop and implement process and operational changes to improve service delivery and meet its department goals.

#### **Strengths of the Admissions and Records Office:**

Admissions and Records touches every student from the start of their UHMC experience to the end. It is our charge to ensure that through the lens of the institution's mission, goals and objectives, along with local and state regulations, we work as individuals with unique specialized duties as well as a collective collaborative unit to effectively serve students. Both in a direct person-to-person capacity along with implementing and maintaining compliant processes, procedures and systems to support all things related to enrollment services for students, staff, and the institution.

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Admissions and Records is an office with many strengths. More specifically work during the 2015-2016 academic year, the Admissions and Records staff embraced new leadership. Overall the team has welcomed a new perspective while supporting this shift while providing guidance to the details of each area which encompasses a broad array to technical guidelines and applications.

With the implementation of bi-monthly staff meetings, the staff has worked to develop baseline data for their service areas, seek out understanding of other units within Student Services increasing their ability to support diverse student needs increasing overall success, while analyzing process, procedures and systems that require and alignment of UHMC strategic goals and objectives.

What improvements are needed?

Historically, the Admissions and Records staff were working in more specialized areas of admissions and records. We are growing in our structure and mindset to continue building capacity in each area working toward being driven by innovated, thoughtful, data rich decisions to support both the tradition and history of our work in tandem of a growth mindset seeking out new modalities that positively impact student success and the efficiency in which we serve the diverse population within our tri-isle county.

Admissions and Records has areas of improvement to work on to continue to increase efficiency, to help students be successful, and to support faculty within processes and procedures. We continue to examine the ongoing need for equity of service provision at all campus locations to ensure all UHMC students have access to all Admissions and Records related services and supports regardless of location. There is a current awareness of the deficit in staff that are cross trained along with the need to create manuals in support of the increase in consistent, and compliant service provision. Efforts will continue to bring together this team to engage in professional development to ensure the level of expertise and service provision meets the institution's standards of excellence.

## **ATTACHMENTS**

Attachment A: 2018-2019 Admissions and Records Budget Priorities

Attachment B: UHMC Admissions and Records Student Learning Outcomes Rubrics

Attachment C-1: 2016 Admissions and Records Office Phone Calls and Over the Counter Service Statistics Data

Attachment C-2: 2016 Admissions and Records Office Services Statistics Graph

Attachment D-1: 2017 Admissions and Records Office Phone Calls and Over the Counter Service Statistics Data

Attachment D-2: 2017 Admissions and Records Office Services Statistics Graph

Attachment E-1: 2018 Admissions and Records Office Phone Calls and Over the Counter Service Statistics Data

Attachment E-2: 2018 Admissions and Records Office Services Statistics Graph

Attachment F: AY 2015-16 through AY 2017-18 Admissions and Records Document Processing Data

**ATTACHMENT A:**

**2018 – 2019 Admissions and Records Budget Priorities**

REQUESTOR: UHMC STUDENT AFFAIRS  
RECORDS

PROGRAM/UNIT: ADMISSIONS AND

I. TITLE OF REQUEST: PROGRAM REVIEW

DESCRIPTION OF REQUEST: BUDGET ALLOCATION REQUEST

II. OPERATING COST SUMMARY

DESCRIPTION	FY 2019	FY 2020
Personnel/Position	187,024	196,375
Supplies/Other Expense	3,000	39,650
<b>TOTAL BUDGET REQUEST</b>	<b>190,024</b>	<b>217,270</b>

- Note: FY 2020 calculated at 5% increase

III. OPERATING COST DETAILS

A. PERSONNEL/POSITION

POSITION TITLE	TYPE	FY 2019 COST	FY 2020 COST
Student Employment [Four (4) student assistants x 20 hrs per week x 40 weeks x \$12.00 per hour = \$38,400; 12 weeks x 40 hours/wk x \$12.00 per hour = \$23,040 +.95% fringe \$584 = \$62,024 Purpose: Daily operations for basic student support in Admissions and Records. Additionally, this will enable regular staff to work on more complex and administrative tasks.	Student Employment	62,024	65,125
Admissions/Enrollment Mgt Office Assistant. Purpose: Coordinate the activities of the Enrollment Management service counter and serves as the first point of contact for prospective and current students. Responsible to the Vice Chancellor of Student Affairs, oversees the day-to-day operations.	Civil Service	35,000	36,750
Director of Admissions. Purpose: Responsible for many functions of the admissions process, including but not limited to: managerial/supervisory duties, credential evaluation; communicating status and admission decisions; issuing all I-20 immigration documents for international applicants seeking admission to UHMC with student visa status.	APT	45,000	47,250
Enrollment Specialist/Recruiter. Purpose: Work with the Admissions team to admit a robust, diverse pool of applicants. S/he will support in managing an admissions pipeline, building relationships with key departments in the college partner, and conducting individual and group sessions with prospective students/parents.	APT	45,000	47,250



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B. SUPPLIES/OTHER EXPENSE

DESCRIPTION	PURPOSE	ONE TIME/ RECURRING	FY 2019 COST	FY 2020 COST
Supplies/Travel	Operational for A&R; travel for system meetings (10 trips x \$300 = \$3,000); Partitions for Admissions and Records (\$35,000). Create secure work stations in central receiving area to provide privacy of student records	RECURRING (Travel) ONE TIME (Partitions)	3,000	3,150  35,000

## ATTACHMENT B

### UHMC ADMISSIONS AND RECORDS STUDENT LEARNING OUTCOMES

#### ADMISSIONS AND RECORDS

Student Learning Outcomes	Collegewide Academic Student Learning Outcomes	Measurement Tool(s) & Timelines	Evaluation/Analysis	Recommendations/Actions
<b>SLO #1</b> Greater than 90% of UHMC applicants will be able to successfully complete and submit their admission applications and transcript request via the online processes.	<b>Critical Thinking</b>	Generate Banner reports which provide data on number of applications and transcript request submitted online.  Data will be gathered in January and August.  Student satisfaction surveys.	Registrar and Vice Chancellor of Student Affairs will review and analyze data.	Increase outreach to local high schools on the application process.  Increase training to staff/faculty on how to assist students with the online application and transcript request processes.  Continuously review current and/or proposed technological software and hardware programs that will improve efficiency of admissions and records delivery systems.
RUBRICS				
<b>4</b> Student has full awareness and independently completes and submits with accuracy the appropriate form online.	<b>3</b> Student needs minimal guidance in completing and submitting with accuracy the appropriate form online.	<b>2</b> Student need close guidance in completing and submitting with accuracy the appropriate form online.	<b>1</b> Student does not engage in completing and submitting the appropriate form online.	

Student Learning Outcomes	Collegewide Academic Student Learning Outcomes	Measurement Tool(s) & Timelines	Evaluation/Analysis	Recommendations/Actions
<b>SLO #2</b> Students will be aware of the importance of time management (Adds/Drops, Refunds, Certificate and Degree Graduation Petition Process, and other deadlines) for successful personal and professional growth and effective civic engagement.	<b>Communication</b> <b>Critical Thinking</b> <b>Information Literacy</b>	Student satisfaction surveys and the number/type of appeals.	Registrar and Vice Chancellor of Student Affairs will review and analyze data.	Send emails, mailings and flyers of Admissions and Records policies, procedures and deadline, changes, etc.  Increase training to staff/faculty on how to assist students with the adds/process, refunds, petitions and other processes.
RUBRICS				
<b>4</b> Student has full awareness and independently completes with accuracy the appropriate procedures/actions in a timely manner.	<b>3</b> Student needs minimal communication in completing and executing the appropriate procedures/actions in a timely manner.	<b>2</b> Student needs numerous communications in completing and executing the appropriate procedures/actions in a timely manner.	<b>1</b> Student does not engage in the appropriate procedures/actions nor or wish to meet required deadlines.	

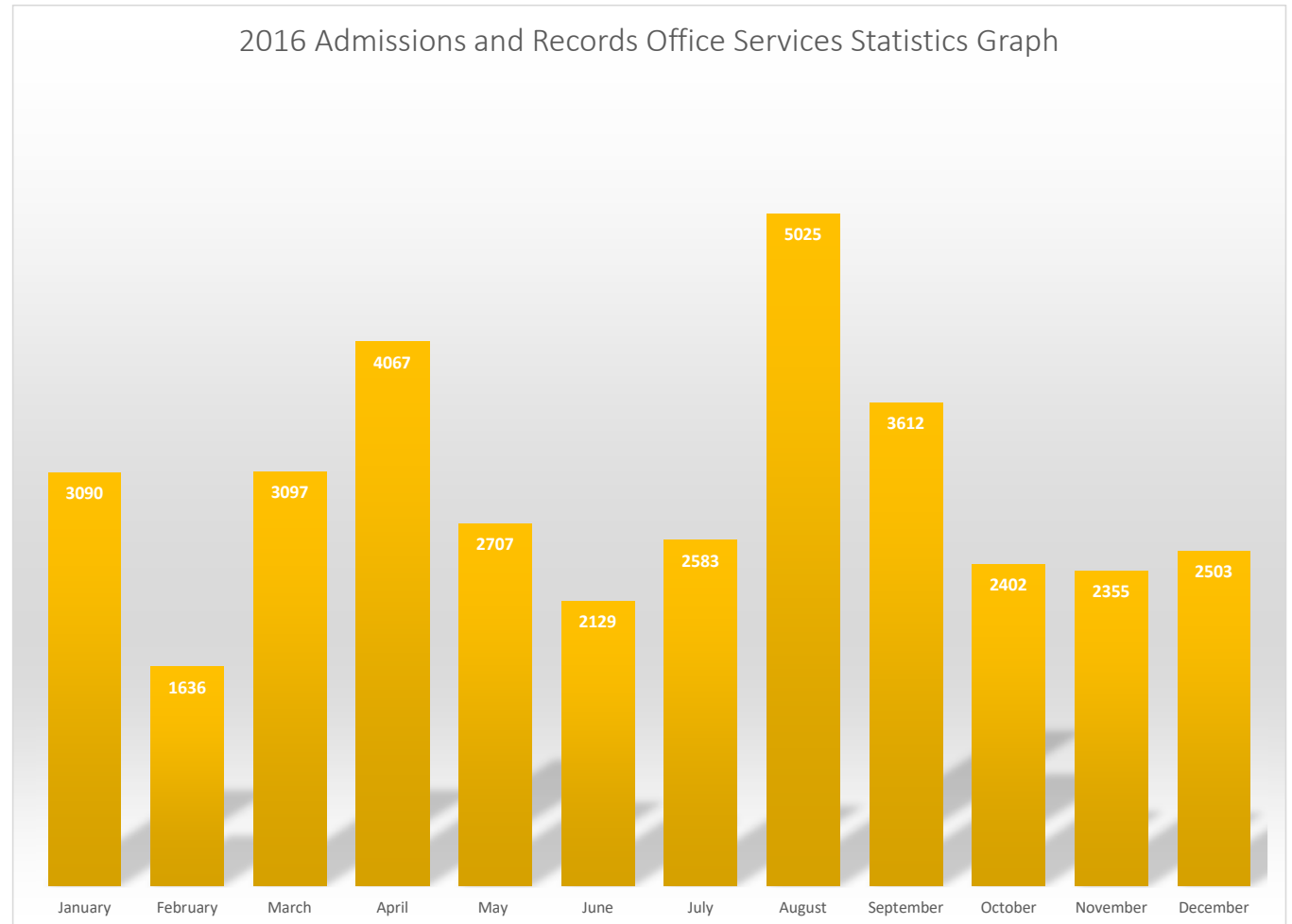
# ATTACHMENT C-1

## 2016 ADMISSIONS AND RECORDS OFFICE PHONE CALLS AND OVER THE COUNTER SERVICES STATISTICS DATA

<u>Month</u>	<u>Admissions</u>	<u>Records &amp; Registration</u>	<u>Transcript Evaluation</u>	<u>VCSA and Registrar</u>	<u>Passports</u>	<u>Other</u>	<u>Calls</u>	<u>Total Serviced</u>	<u>%</u>
January	545	598	99	28	77	401	1342	3090	9%
February	207	273	105	53	172	220	606	1636	5%
March	370	535	243	135	312	387	1115	3097	9%
April	541	661	313	115	264	316	1857	4067	12%
May	288	426	162	43	204	385	1199	2707	8%
June	216	150	112	33	139	347	1132	2129	6%
July	393	270	72	14	67	388	1379	2583	7%
August	771	1064	358	24	97	714	1997	5025	14%
September	471	463	339	78	292	610	1359	3612	10%
October	367	502	195	29	233	358	718	2402	7%
November	286	497	160	31	130	273	978	2355	7%
December	409	420	269	23	244	243	895	2503	7%
TOTALS:	4864	5859	2427	606	2231	4642	14577	35206	
	14%	17%	7%	2%	6%	13%	41%		

## ATTACHMENT C-2

Month	Serviced
January	3090
February	1636
March	3097
April	4067
May	2707
June	2129
July	2583
August	5025
September	3612
October	2402
November	2355
December	2503
<b>Total</b>	<b>35206</b>



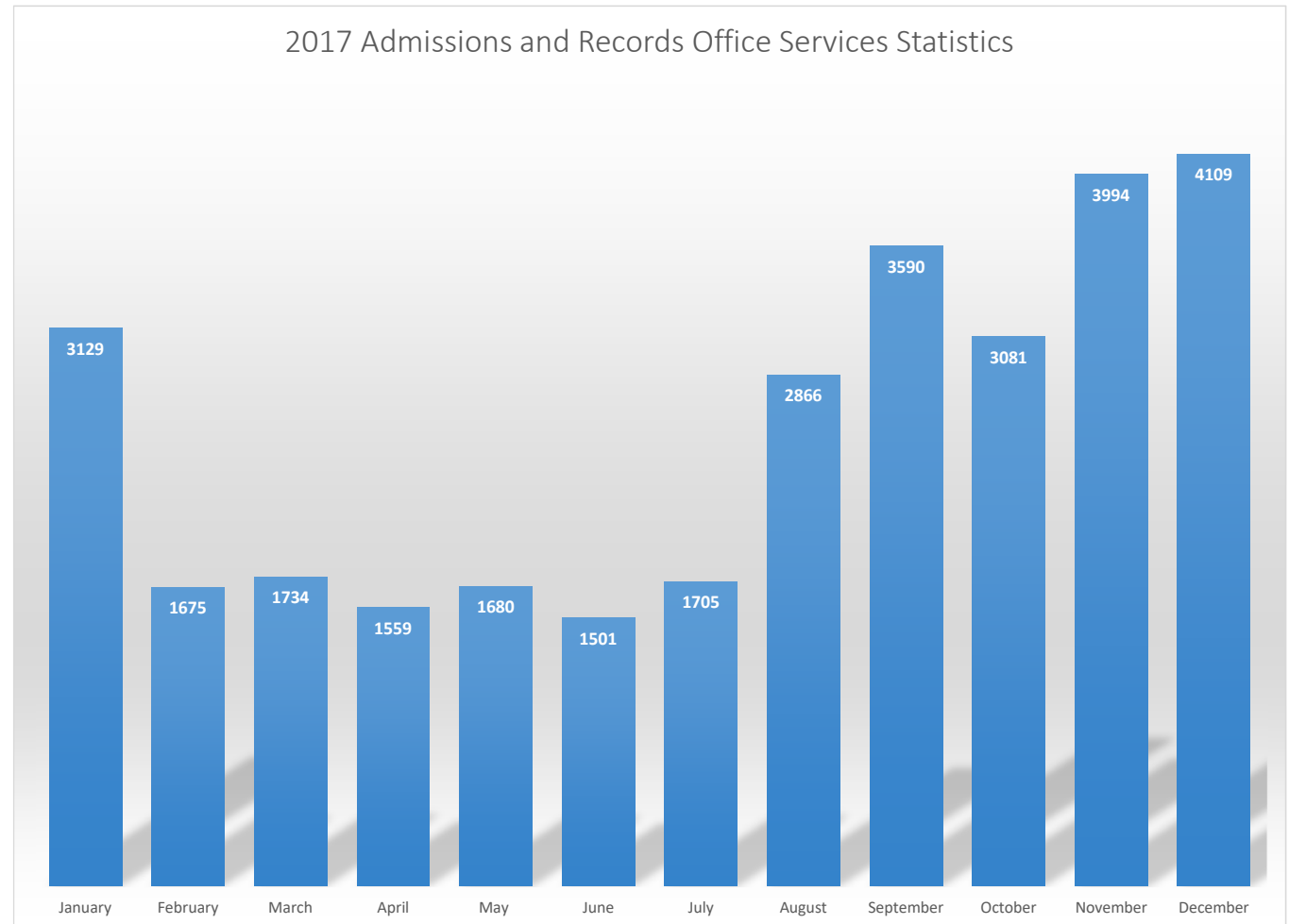
ATTACHMENT D-1

2017 ADMISSIONS AND RECORDS OFFICE PHONE CALLS AND OVER THE COUNTER SERVICES STATISTICS DATA

<u>Month</u>	<u>Admissions</u>	<u>Records &amp; Registration</u>	<u>Transcript Evaluation</u>	<u>VCSA and Registrar</u>	<u>Passports</u>	<u>Other</u>	<u>Calls</u>	<u>Total Serviced</u>	<u>%</u>
Jan-17	323	448	126	29	124	149	1930	3129	10%
Feb-17	209	327	132	25	159	118	705	1675	5%
Mar-17	235	242	109	16	134	82	916	1734	6%
Apr-17	195	259	98	36	163	83	725	1559	5%
May-17	256	277	157	28	111	139	712	1680	5%
Jun-17	343	309	53	11	300	229	256	1501	5%
Jul-17	408	329	87	12	289	232	348	1705	6%
Aug-17	786	524	208	51	217	254	826	2866	9%
Sep-17	728	616	303	33	554	622	734	3590	12%
Oct-17	749	488	318	101	222	276	927	3081	10%
Nov-17	700	895	525	37	314	503	1020	3994	13%
Dec-17	557	582	65	7	460	493	1945	4109	13%
	5489	5296	2181	386	3047	3180	11044	30623	
	18%	17%	7%	1%	10%	10%	36%		

## ATTACHMENT D-2

Month	Serviced
January	3129
February	1675
March	1734
April	1559
May	1680
June	1501
July	1705
August	2866
September	3590
October	3081
November	3994
December	4109
<b>Total</b>	<b>30623</b>





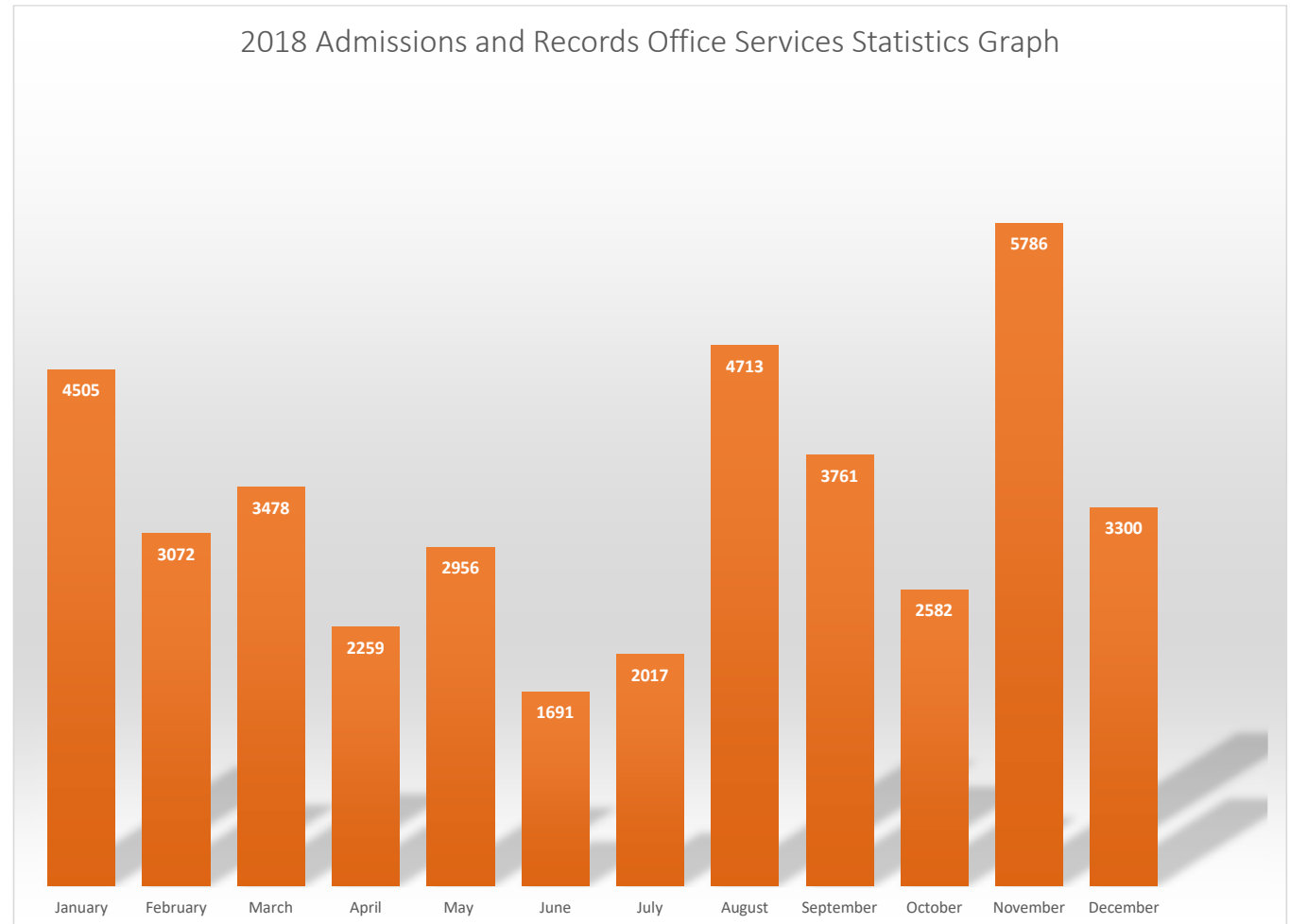
ATTACHMENT E-1

2018 ADMISSIONS AND RECORDS OFFICE PHONE CALLS AND OVER THE COUNTER SERVICES STATISTICS DATA

<u>Year</u>	<u>Month</u>	<u>Admissions</u>	<u>Records &amp; Registration</u>	<u>Transcript Evaluation</u>	<u>VCSA and Registrar</u>	<u>Passports</u>	<u>Other</u>	<u>Calls</u>	<u>Total Served</u>	<u>%</u>
2018	January	681	569	477	74	293	434	1977	4505	11%
2018	February	508	473	109	25	547	538	872	3072	8%
2018	March	858	567	394	59	405	375	820	3478	9%
2018	April	285	535	337	49	241	182	630	2259	6%
2018	May	540	414	380	40	419	417	746	2956	7%
2018	June	331	112	216	22	374	334	302	1691	4%
2018	July	374	304	253	48	287	349	402	2017	5%
2018	August	736	1219	634	14	303	430	1377	4713	12%
2018	September	721	881	234	49	481	287	1108	3761	9%
2018	October	607	489	265	24	265	275	657	2582	6%
2018	November	1050	1003	475	89	591	746	1832	5786	14%
2018	December	794	531	430	77	360	319	789	3300	8%
		7485	7097	4204	570	4566	4686	11512	40120	
		19%	18%	10%	1%	11%	12%	29%		

## ATTACHMENT E-2

Month	Serviced
January	4505
February	3072
March	3478
April	2259
May	2956
June	1691
July	2017
August	4713
September	3761
October	2582
November	5786
December	3300
<b>Total</b>	<b>40120</b>



ATTACHMENT F

AY 2015-16 THROUGH AY 2017-18 ADMISSIONS AND RECORDS DOCUMENT PROCESSING DATA

DESCRIPTION OF SERVICES	SERVICE PERIOD			% Change
	07/01/2015 to 6/30/2016	07/01/2016 to 6/30/2017	07/01/2017 to 6/30/2018	
				AY1617 - AY1718
Transcript Request Processed	1465	1598	1500	-6%
Enrollment Verifications	142	187	276	48%
Student Appeals	173	105	283	170%
	Jan - Dec 2016	Jan - Dec 2017	Jan - Nov 2018	
Passport Acceptance	804	1016	444	-56%
	AY 2015 - 2016	AY 2016 - 2017	AY 2017 - 2018	
Transcript Evaluations	482	354	309	-13%

DESCRIPTION OF SERVICES	Academic Year 2015 - 2016				Academic Year 2016 - 2017				Academic Year 2017 - 2018				% Change
	Fall 2015	Spring 2016	Summer 2016	Total AY 15-16	Fall 2016	Spring 2017	Summer 2017	Total AY 16-17	Fall 2017	Spring 2018	Summer 2018	Total AY 17-18	
Graduation Applications Processed	330	512	43	885	482	667	66	1215	265	722	58	1045	-14%
VA Certifications	130	99	20	249	112	98	13	223	89	86	22	197	-12%
International Students (Issued I-20s C/NC)	15	18	4	37	28	25	4	57	21	15	7	43	-25%