



UNIVERSITY of HAWAII*
MAUI COLLEGE

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UHMC ADMISSIONS AND RECORDS 2019-20 PROGRAM REPORT

EXECUTIVE SUMMARY

The Admissions and Records Office (A&R) compiles and maintains academic records for the College. We strive to provide accurate, responsive and respectful support services to faculty, staff and students. We are committed to the development of staff, the equitable application of policies, clear and concise procedures and the use of current technology to enhance students' success wherever possible.

The A&R Office serves the UH Maui College community by providing three distinct areas of service: 1) Admission of applicants; 2) Registration services; and 3) Collection and maintenance of official academic and graduation records for past, present, and future students.

The resources and services provided to students by the A&R Office enhance the student experience and allows for a more engaged and informed student population. Our goal is to provide an experience that exemplifies the respectful treatment expected of them as students, and to offer the information and access to technology that enables them to act on their own behalf.

Established policies and procedures are clearly communicated and are consistently administered to ensure we adhere to the University, State, and Federal rules and regulations. Flexibility, guided by a commitment to institutional integrity, is an important value. This office strives to provide leadership in the development and implementation of electronic processes, which support and integrate services delivered to students, staff and faculty. A&R supports technology that provides access to data used for research, decision-making and state reporting.

The services and programs delivered by the A&R Office support the academic mission of the college and affect all constituent groups. The A&R department is involved in or responsible for the application process, registration, maintaining academic records, grade processing, FERPA, transfer credit evaluation, transcripts, certificate and degree evaluation, and compliance with state and federal regulations and policies. We also assist students with the transition to post-secondary education.

The department collaborates with Counseling, Financial Aid, Cashiering, and Academic Affairs for enrollment management functions – the UHMC Campus Banner Team Committee was formed to open and improve lines of communication between various institutional functional areas and to align collaborations with complementary services regarding enrollment management functions. This collaboration also includes partnerships with external stakeholders (DOE, DOH).

The strength of A&R Office is the human contact services we provide. A&R team members are dedicated to student support, access, and success by providing responsive and respectful service to students, faculty, staff, and the community through personalized contact services over the phone, in-person, and virtually. The A&R Office fields complex questions and patrons appreciate speaking with a real live person versus corresponding through email or automated systems.

A&R's top area of improvement was the movement toward electronic filing systems and the creation of virtual forms. The office was able to adapt and make quick transitions to access files remotely during the COVID pandemic.

A&R has been doing an outstanding job reorganizing their workload while modifying and integrating new system initiatives and adapting to new virtual platforms. Staff is the most valuable resource and improving competencies and confidence will improve the services provided to students. Recent changes in service modalities require training on modern customer service approaches to better service students at the counter, through video conference, phone, and email. This should include conflict resolution and cultural-competence training so staff are more professional in dealing with people from different ethnicities, socio-economic backgrounds, ages, languages, and disabilities. Students contacting the A&R Office are frequently stressed and upset. It is essential that staff members are able to provide assistance in a manner that brings the stress level down and avoid escalating conflict. Student satisfaction remains a top priority and all decisions are made with the students' best interest in mind.

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 admissions 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 students make the best decisions to complete their educational goals.

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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 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.
 - 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.
 - Timely submittal, within the stated admissions application deadlines
 - Residency
 - Health Clearance requirements
- Upon completion of the college application, students will understand the next steps leading to course enrollment.
- Students will be aware of the importance of time management (meeting add/drops, refunds, graduation petition process, 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

- 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
 - Implementation of OCELOT chatbot – 24/7 AI chatbot to reduce service load and provide access to information via how to videos and knowledge based answers (See Attachment C - OCELOT data analytics)
- 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 compliant 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

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.

Table 1 – Application Yield (All Student Types)

Applications Processed Fall 2015 – Fall 2019

**APPLICATIONS PROCESSED
UH UNIVERSITY OF HAWAII MAUI COLLEGE**

DECISION	FALL 2015		FALL 2016		FALL 2017		FALL 2018		FALL 2019	
	NO.	V%	NO.	V%	NO.	V%	NO.	V%	NO.	V%
TOTAL	2,793	100.0	2,443	100.0	2,534	100.0	2,400	100.0	2,946	100.0
Accepted	2,793	100.0	2,405	98.4	2,351	92.8	2,000	83.3	2,332	79.2
Enrolled	1,349	48.3	1,237	51.4	1,271	54.1	991	49.5	1,109	47.6
Not Enrolled	1,444	51.7	1,168	48.6	1,080	45.9	1,009	50.5	1,223	52.4
Accepted by Rollover									429	14.6
Denied / Redirected									9	0.3
Rollover Applications			38	1.6	182	7.2	393	16.4		
Incomplete / Pending / No Action									171	5.8
Cancelled					1	<0.1	7	0.3	5	0.2
No Data	224		292		272		292		509	

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_Admissions 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 Spring 2016 – Spring 2020

**APPLICATIONS PROCESSED
UH UNIVERSITY OF HAWAII MAUI COLLEGE**

DECISION	SPRING 2016		SPRING 2017		SPRING 2018		SPRING 2019		SPRING 2020	
	NO.	V%	NO.	V%	NO.	V%	NO.	V%	NO.	V%
TOTAL	1,190	100.0	1,232	100.0	1,019	100.0	1,056	100.0	1,288	100.0
Accepted	1,190	100.0	1,152	93.5	800	78.5	834	79.0	922	71.6
Enrolled	531	44.6	503	43.7	368	46.0	449	53.8	456	49.5
Not Enrolled	659	55.4	649	56.3	432	54.0	385	46.2	466	50.5
Accepted by Rollover									223	17.3
Denied / Redirected										
Rollover Applications			80	6.5	219	21.5	220	20.8		
Incomplete / Pending / No Action									143	11.1
Cancelled							2	0.2		
No Data	127		13		139		152		79	

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_Admissions 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 – Enrollment Data Summary (All Student Types)

Fall 2009-2020

**HEADCOUNT ENROLLMENT, MULTI-YEAR
UNIVERSITY OF HAWAII
ALL STUDENTS**

	UH COMMUNITY COLLEGES											
	TOTAL	UH MANOA	UH HILO	UH WEST O'AHU	SUBTOTAL	HAWAII	HONOLULU	KAPI'OLANI	KAUA'I	LEEWARD	MAUI	WINDWARD
Headcount												
2009	57,945	20,435	3,974	1,333	32,203	3,275	4,567	9,102	1,345	7,484	4,114	2,316
2010	60,090	20,337	4,079	1,471	34,203	3,815	4,725	9,301	1,428	7,942	4,367	2,625
2011	60,330	20,429	4,139	1,662	34,100	3,917	4,600	9,023	1,433	7,895	4,527	2,705
2012	60,295	20,426	4,157	1,997	33,715	3,663	4,582	8,892	1,495	7,960	4,382	2,741
2013	58,941	20,006	4,043	2,361	32,531	3,406	4,368	8,376	1,530	7,976	4,076	2,799
2014	57,052	19,507	3,924	2,661	30,960	3,186	4,144	7,994	1,424	7,742	3,809	2,661
2015	55,756	18,865	3,829	2,692	30,370	3,087	4,328	7,816	1,401	7,535	3,593	2,610
2016	53,418	18,056	3,666	2,939	28,757	2,956	3,903	7,382	1,401	7,262	3,342	2,511
2017	51,674	17,612	3,539	3,082	27,441	2,819	3,563	7,095	1,346	6,805	3,302	2,511
2018	51,063	17,710	3,406	3,128	26,819	2,632	3,541	6,899	1,486	6,709	3,092	2,460
2019	49,977	17,490	3,372	3,049	26,066	2,615	3,510	6,488	1,373	6,568	2,992	2,520
2020	49,594	18,025	3,165	3,168	25,236	2,430	3,378	6,369	1,461	6,363	2,936	2,299
Percent Change												
2009	8.30	1.30	5.30	16.90	13.20	13.60	8.30	10.70	21.80	10.50	25.20	18.20
2010	3.70	(0.50)	2.60	10.40	6.20	16.50	3.50	2.20	6.20	6.10	6.10	13.30
2011	0.40	0.50	1.50	13	(0.30)	2.70	(2.60)	(3)	0.40	(0.60)	3.70	3
2012	(0.10)	0	0.40	20.20	(1.10)	(6.50)	(0.40)	(1.50)	4.30	0.80	(3.20)	1.30
2013	(2.20)	(2.10)	(2.70)	18.20	(3.50)	(7)	(4.70)	(5.80)	2.30	0.20	(7)	2.10
2014	(3.20)	(2.50)	(2.90)	12.70	(4.80)	(6.50)	(5.10)	(4.60)	(6.90)	(2.90)	(6.60)	(4.90)
2015	(2.30)	(3.30)	(2.40)	1.20	(1.90)	(3.10)	4.40	(2.20)	(1.60)	(2.70)	(5.70)	(1.90)
2016	(4.20)	(4.30)	(4.30)	9.20	(5.30)	(4.20)	(9.80)	(5.60)	0	(3.60)	(7)	(3.80)
2017	(3.30)	(2.50)	(3.50)	4.90	(4.60)	(4.60)	(8.70)	(3.90)	(3.90)	(6.30)	(1.20)	0
2018	(1.20)	0.60	(3.80)	1.50	(2.30)	(6.60)	(0.60)	(2.80)	10.40	(1.40)	(6.40)	(2)
2019	(2.10)	(1.20)	(1)	(2.50)	(2.80)	(0.60)	(0.90)	(6)	(7.60)	(2.10)	(3.20)	2.40
2020	(0.80)	3.10	(6.10)	3.90	(3.20)	(7.10)	(3.80)	(1.80)	6.40	(3.10)	(1.90)	(8.80)
Headcount Change												
2009	4,419	266	201	193	3,759	391	349	881	241	713	827	357
2010	2,145	(98)	105	138	2,000	540	158	199	83	458	253	309
2011	240	92	60	191	(103)	102	(125)	(278)	5	(47)	160	80
2012	(35)	(3)	18	335	(385)	(254)	(18)	(131)	62	65	(145)	36
2013	(1,354)	(420)	(114)	364	(1,184)	(257)	(214)	(516)	35	16	(306)	58
2014	(1,889)	(499)	(119)	300	(1,571)	(220)	(224)	(382)	(106)	(234)	(267)	(138)
2015	(1,296)	(642)	(95)	31	(590)	(99)	184	(178)	(23)	(207)	(216)	(51)
2016	(2,338)	(809)	(163)	247	(1,613)	(131)	(425)	(434)	0	(273)	(251)	(99)
2017	(1,744)	(444)	(127)	143	(1,316)	(137)	(340)	(287)	(55)	(457)	(40)	0
2018	(611)	98	(133)	46	(622)	(187)	(22)	(196)	140	(96)	(210)	(51)
2019	(1,086)	(220)	(34)	(79)	(753)	(17)	(31)	(411)	(113)	(141)	(100)	60
2020	(383)	535	(207)	119	(830)	(185)	(132)	(119)	88	(205)	(56)	(221)

Spring 2010 - 2020

**HEADCOUNT ENROLLMENT, MULTI-YEAR
UNIVERSITY OF HAWAII
ALL STUDENTS**

	UH COMMUNITY COLLEGES											
	TOTAL	UH MANOA	UH HILO	UH WEST O'AHU	SUBTOTAL	HAWAII	HONOLULU	KAPI'OLANI	KAUA'I	LEEWARD	MAUI	WINDWARD
Headcount												
2010	55,594	19,429	3,848	1,257	31,060	3,204	4,468	8,656	1,340	7,003	4,091	2,298
2011	56,449	19,361	3,941	1,372	31,775	3,497	4,292	8,736	1,327	7,177	4,313	2,433
2012	56,490	19,315	4,011	1,575	31,589	3,545	4,253	8,355	1,319	7,249	4,307	2,561
2013	55,344	19,243	3,907	1,909	30,285	3,208	4,091	7,945	1,362	7,217	3,968	2,494
2014	54,415	18,808	3,828	2,179	29,600	2,941	3,998	7,758	1,367	7,176	3,814	2,546
2015	53,022	18,283	3,701	2,344	28,694	2,812	4,044	7,652	1,292	6,856	3,433	2,605
2016	51,291	17,675	3,649	2,526	27,441	2,755	3,710	7,260	1,224	6,953	3,164	2,375
2017	49,167	17,033	3,518	2,763	25,853	2,607	3,503	6,700	1,234	6,608	2,919	2,282
2018	48,596	16,688	3,315	2,944	25,649	2,569	3,320	6,679	1,348	6,481	2,856	2,396
2019	47,234	16,806	3,204	2,896	24,328	2,301	3,105	6,187	1,358	6,312	2,753	2,312
2020	46,712	16,683	3,141	2,979	23,909	2,402	2,922	5,803	1,336	6,219	2,746	2,481
Percent Change												
2010	8.80	2.40	4.80	10.80	13.70	13	11.30	9.90	20.70	11.90	21.30	24.80
2011	1.50	(0.30)	2.40	9.10	2.30	9.10	(3.90)	0.90	(1)	2.50	5.40	5.90
2012	0.10	(0.20)	1.80	14.80	(0.60)	1.40	(0.90)	(4.40)	(0.60)	1	(0.10)	5.30
2013	(2)	(0.40)	(2.60)	21.20	(4.10)	(9.50)	(3.80)	(4.90)	3.30	(0.40)	(7.90)	(2.60)
2014	(1.70)	(2.30)	(2)	14.10	(2.30)	(8.30)	(2.30)	(2.40)	0.40	(0.60)	(3.90)	2.10
2015	(2.60)	(2.80)	(3.30)	7.60	(3.10)	(4.40)	1.20	(1.40)	(5.50)	(4.50)	(10)	2.30
2016	(3.30)	(3.30)	(1.40)	7.80	(4.40)	(2)	(8.30)	(5.10)	(5.30)	1.40	(7.80)	(8.80)
2017	(4.10)	(3.60)	(3.60)	9.40	(5.80)	(5.40)	(5.60)	(7.70)	0.80	(5)	(7.70)	(3.90)
2018	(1.20)	(2)	(5.80)	6.60	(0.80)	(1.50)	(5.20)	(0.30)	9.20	(1.90)	(2.20)	5
2019	(2.80)	0.70	(3.30)	(1.60)	(5.20)	(10.40)	(6.50)	(7.40)	0.70	(2.60)	(3.60)	(3.50)
2020	(1.10)	(0.70)	(2)	2.90	(1.70)	4.40	(5.90)	(6.20)	(1.60)	(1.50)	(0.30)	7.30
Headcount Change												
2010	4,504	457	175	123	3,749	369	453	777	230	745	719	456
2011	855	(68)	93	115	715	293	(176)	80	(13)	174	222	135
2012	41	(46)	70	203	(186)	48	(39)	(381)	(8)	72	(6)	128
2013	(1,146)	(72)	(104)	334	(1,304)	(337)	(162)	(410)	43	(32)	(339)	(67)
2014	(929)	(435)	(79)	270	(685)	(267)	(93)	(187)	5	(41)	(154)	52
2015	(1,393)	(525)	(127)	165	(906)	(129)	46	(106)	(75)	(320)	(381)	59
2016	(1,731)	(608)	(52)	182	(1,253)	(57)	(334)	(392)	(68)	97	(269)	(230)
2017	(2,124)	(642)	(131)	237	(1,588)	(148)	(207)	(560)	10	(345)	(245)	(93)
2018	(571)	(345)	(203)	181	(204)	(38)	(183)	(21)	114	(127)	(63)	114
2019	(1,362)	118	(111)	(48)	(1,321)	(268)	(215)	(492)	10	(169)	(103)	(84)
2020	(522)	(123)	(63)	83	(419)	101	(183)	(384)	(22)	(93)	(7)	169

Table 3 – Early Admit Data Summary

AY 15 -16	AY 16-17	V%	AY 17-18	V%	AY 18-19	V%	AY 19-20	V%
505	651	29%	607	-6%	817	35%	909	11%

Conclusions/Status

Continuous 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 4% decrease in the application acceptance rate from Fall 2018 to Fall 2019 and a 7% decrease from Spring 2019 to Spring 2020. There was a 11% increase in early college applicants from AY 2018-2019 to AY 2019-2020.

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 such as providing peer to peer one on one services to prospective and current students, timely response to email inquiries, reaching out to students to assist with pre-registration requirements. 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.

With decreases in Fall 2019 and Spring 2020 enrollments and unfavorable economic conditions, student recruitment efforts are a campus priority combined also with a focus on retention and student persistence as we attempt to improve graduation and student completion rates. An integral part of campus efforts will be the performance of the Admissions and Records Office and how we function in improving student access to the College and its programs.

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.

Conclusions/Status

Document processing by A&R has declined considerably this past year (See Attachment D: Admissions and Records Document Processing Data)

Learning Outcome/Program Objective 3

Ensure that UHMC is compliant 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.
- Disseminate information on UH System Data Governance training and resource materials

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.
- Continuously improve conversion from paper based to document imaging of all admissions and records files (implementation of internal 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 and provide health and safety of students, staff, and general public due to COVID pandemic restrictions and promote more cohesive, comprehensive student support services.

Challenges in completing the above goals

The Admissions and Records section of Student Affairs responds and provides all access related services to an array of interested clientele from local, mainland and international communities. Responding to in-person, mail, phone, fax, and email inquiries and requests for information and services is a function performed by all of the Admissions and Records staff including student assistants.

We are a “serve all” office and act as the front gate for anyone who desires to enter. Our classroom is the entire campus. Given this mixed bag of clientele the challenge is to meet and greet as well as provide a vast array of services which eventually connect them to courses applicable to their educational goals.

It is important to note that registration (enrollment) is possible only after a progression of services is provided. For example, there are a number of elements associated with completing the application process. Many applications submitted are incomplete or lack sufficient information. Of the 4,234 applications submitted for Fall 2019 and Spring 2020 semesters, approximately 314 applications were incomplete (7%) and follow up required. Applicants must be contacted and additional information requested before the applications can be processed.

Students are also assisted with post registration services including schedule corrections, dropping and adding classes and assistance with tuition payments via their student portal. Providing one on one services and how we interact with the community and prospective students is important as it provides interested clientele (locally, nationally, and internationally) with who we are and how important they are to us.

Due to budget constraints, the Admissions and Records Office lost a vacant office assistant V position. Therefore, the current staff has had to absorb and carryout the job responsibilities for this position. As a result, services to students and the college community were negatively impacted and we were not able to implement planned activities from last academic year. The Admissions and Records Office was fortunate enough to secure extramural funding for three student assistant positions. However, these funds are temporary.

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 student files. However, due to the high volume of back records coupled with current records, student documents are not being scanned into the system in a timely manner. This reduces the effectiveness of the home grown document management system. Furthermore, the amount of student records will continue to increase as more continuing students leave the college and new students enroll. As we move to providing virtual services, it is important for us to have access to data management tools/platforms so that staff are able to access records remotely to 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 24-48 hours.
2. Transfer credit evaluations will be completed within four to six weeks.

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, 2020 through June 30, 2021 focuses on its timely and service oriented outcomes:

Success Indicator	Action	Status/Timeline
Applications will be processed within 24 to 48 hours	<ul style="list-style-type: none"> • Update the standard operating procedure document for processing applications per staff input • Continue to review the admissions process to identify areas, practices, or procedures that hinders efficiency and implement appropriate changes • Conduct regular training for staff to ensure consistency and accuracy of customer service provided • Conduct bi-annual staff customer service training 	Provide one on one assistance to students to complete the admissions application successfully by the stated application deadlines
Assess the extent to which the admissions and records office provides excellent customer service	<ul style="list-style-type: none"> • Review communication with faculty and students regarding admissions and records services and identify ways to improve content and clarity • Collaborate with campus community to develop a secret shopper assessment activity to gather meaningful information about the quality of customer service provided. • Conduct bi-annual staff customer service training 	Communication to students who have pending admissions applications and outstanding health clearance requirements are being monitored for timely acceptance to enrollment. Additional student employees are essential to providing timely follow-up on phone and email messages as well as incomplete documents.

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.

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 Affairs 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 Office staff were working in 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 consistence, 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. Implementation of bi-monthly video conferencing will allow the main Kahului Campus Admissions and Records Office to collaborate with our Maui College Education Centers located on Molokai, Lanai, Hana, and Lahaina.

The public health crisis this academic year has disrupted studies and in-person services to prospective and current students as well as the campus community. Admissions and Records pivoted toward remote services within the context of a global emergency. All carefully constructed operations procedures suddenly shifted to fully online. While the pandemic terms revolve around short-term goals that prioritize safety and completing services for the semester, 2020-2021 planning will inform how services takes place in ensuing semesters and likely act as a precedent for how our office proceeds. As the situation continues to develop, staff need to take an active role in addressing both immediate and long-term challenges related to the pandemic.

To stand out against competitors, UH Maui College needs to rethink how we interact with prospects. Without in-person visits, the quality and quantity of our institution's digital capabilities may become deciding factors in students' postsecondary decisions. A positive outcome of increasing virtual interaction with students is that we can place greater focus on meeting prospective students where they are. Ultimately, these efforts will better serve all students in the future, especially working adults, those from further geographic areas, and those without the financial means to visit campus in person.

The pandemic has caused a change of conversation control. The shift to the digital world has also changed how conversations originate. In the past, we could control the flow of information by sending out printed brochures to homes and make in-person visits to high schools and college fairs. But today, it is the students and their families who make first contact by searching the web and social media for information. Given this, improvements are needed to our Admissions and Records web pages to ensure we are providing the necessary information, tools, and resources to prospective students, their parents, current students, and the general public.

We also need to enhance the use of technology. Increased access to hardware and digital platforms to enable staff to access records remotely while maintaining protection and safe-guarding of records.

Opportunities for long-term innovation

- Investment in digital technology
- Enhance use of digital technology to support social distancing, such as videoconferencing tools, feedback tools, and assessment tools.
- Offering training on educational technology for both staff and students.
- Student Support – gather feedback and redesign services and technologies in a student-centered way
- Re-examine traditions and figure out how to do things differently
- Sharing of resources and remain student-centered as we adjust to the challenges at hand and what lies ahead.
- Funding to design new services for emerging needs

ATTACHMENTS

Attachment A: 2020-2021 Admissions and Records Budget Priorities

Attachment B: UHMC Admissions and Records Student Learning Outcomes Rubrics

Attachment C: OCELOT Chatbot Data Analytics

Attachment D: Admissions and Records Data Statistics

ATTACHMENT A:

2020 – 2021 Admissions and Records Budget Priorities

REQUESTOR: UHMC STUDENT AFFAIRS PROGRAM/UNIT: ADMISSIONS AND RECORDS

I. TITLE OF REQUEST: PROGRAM REVIEW

DESCRIPTION OF REQUEST: BUDGET ALLOCATION REQUEST

II. OPERATING COST SUMMARY

DESCRIPTION	FY 2020	FY 2021
Personnel/Position	\$65,024	\$65,125
Supplies/Other Expense	24,150	25,358
TOTAL BUDGET REQUEST	\$89,174	\$90,483

- Note: FY 2021 calculated at 5% increase

III. OPERATING COST DETAILS

A. PERSONNEL/POSITION

POSITION TITLE	TYPE	FY 2020 COST	FY 2021 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

B. SUPPLIES/OTHER EXPENSE

DESCRIPTION	PURPOSE	ONE TIME/ RECURRING	FY 2020 COST	FY 2021 COST
Supplies/Software/Tech tools	Operational supplies for A&R (\$2,000); renewal of license fees for OCELOT chatbot and increase accessibility by implementing two way chat feature (\$22,000); License fee for UH Dropbox to store and secure sensitive student data remotely (\$150)	RECURRING	\$24,150	\$25,358

19-20 UHMC ADMISSIONS AND RECORDS STUDENT LEARNING OUTCOMES

Student Learning Outcomes	Collegewide Academic Student Learning Outcomes	Method/Source of Communication	Measurement Tool(s)/Method of Assessment	Analysis/Evaluation Recommendations Actions
<p>SLO#1 Upon receiving services from the Admissions and 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; and timely submittal, within the stated admissions application deadlines)</p>	<p>Critical Thinking Communication Information Literacy</p>	<p>Liaison admissions application portal UHMC Admissions web page Office Contact – one on one service Application Procedures Ocelot Chat Bot Calling campaigns and email correspondence</p>	<p>Completeness of the application process Monitoring In-progress admissions applications through various stages in application portal Ability to effectively communicate in writing and verbally through the entire application process and the ongoing contact within the College Campus community</p>	<p>Analyze admissions report data by monitoring conversion rates. Increase training to staff/faculty on how to assist students with the online application process. Continuously review current and/or proposed technological software and hardware programs that will improve efficiency of admissions and records delivery systems</p>
<p>SLO#2 Upon completion of the college application, new students will understand the next steps leading to course enrollment</p>	<p>Critical Thinking Communication Information Literacy</p>	<p>Admissions Acceptance Notification Getting Started Checklist</p>	<p>Ability to submit the necessary pre-registration requirements to successfully register for classes</p>	<p>Analyze enrollment report data by monitoring conversion rates from admissions acceptance to enrollment.</p>

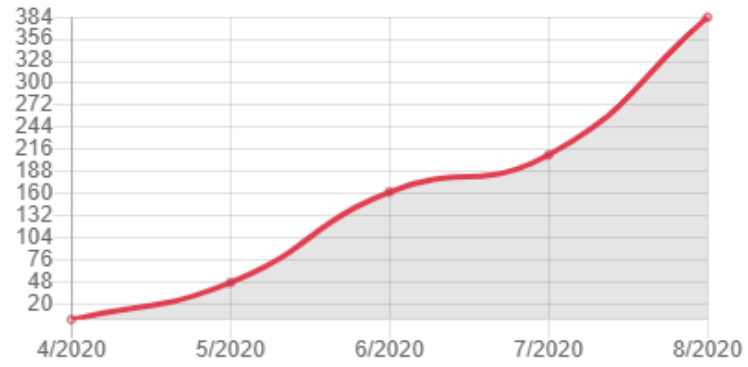
				Continuously review current and/or proposed technological software and hardware programs that will improve efficiency of A&R and records delivery systems.
<p>SLO#3 Students will be aware of the importance of time management and will understand the process and timelines for adding/dropping classes, graduation petitioning process,</p>	<p>Critical Thinking Communication Information Literacy</p>	<p>UHMC web page and Academic Calendar Email broadcast announcements UHMC App</p>	<p>Student satisfaction surveys Number/type of student appeals being filed</p>	<p>Analyze data to determine where improvements need to be made. Make registration guide easily accessible through various access points. Increase training to staff/faculty on how to assist students with the add/drop, refund, appeal and other processes.</p>

OCELOT DATA ANALYTICS – April 1, 2020 through August 31, 2020

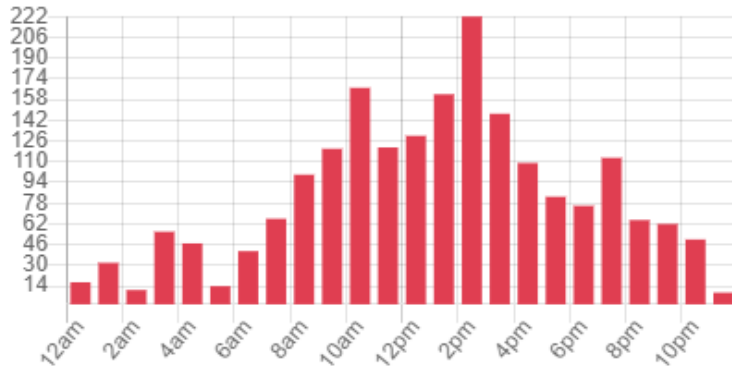
Conversations (All-Time)

1,549
3,894 interactions

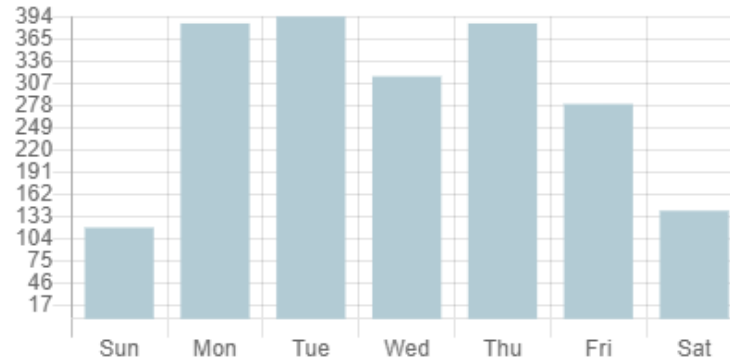
Conversations Per Month



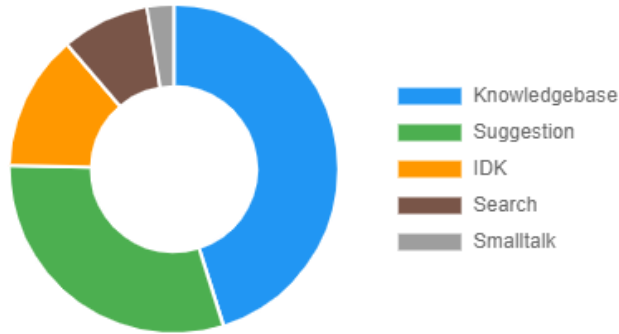
Interactions By Hour



Interactions By Day



Response Types



Knowledgebase Size

1621
143 custom

Top Topics

Topic	#
Admission	161
Transcript	51
FAFSA	51
Tuition	41
Application	37

Top IDKs

Question	#
how do i withdraw from college	2
I'm interested on doing culinary arts or pharmacy tech	1
are you open for studying?	1
sir help me out assignment topic please	1
what is the SAT score requirement to apple	1

Top Pages

Top Clicks

Page	#	URL	#
https://maui.hawaii.edu/	231	uhmcar@hawaii.edu	44
https://maui.hawaii.edu/admissions/	194	http://maui.hawaii.edu/admissions/	24
https://maui.hawaii.edu/financial/	143	https://myuh.hawaii.edu	23
https://maui.hawaii.edu/registration/	52	mauifa@hawaii.edu	21
https://maui.hawaii.edu/tlc/home/learning-resources/writing-skills/apa-style/	26	http://maui.hawaii.edu/catalog/	18

AY 2016-17 THROUGH AY 2019-20 ADMISSIONS AND RECORDS DOCUMENT PROCESSING DATA

DESCRIPTION OF SERVICES	07/01/2016 to 6/30/2017	07/01/2017 to 6/30/2018	07/01/2018 to 6/30/2019	07/01/2019 to 6/30/2020	% Change AY1819 - AY1920
Transcript Request Processed	1598	1500	1517	1468	-3%
Enrollment Verifications	187	276	158	125	-26%
Residency Appeals			260	279	7%
Student Appeals	105	47	68	35	-55%
	AY 2016 - 2017	AY 2017 - 2018	AY 2018 - 2019	AY 2019 - 2020	
Transcript Evaluations	354	309	358	508	30%

DESCRIPTION OF SERVICES	Academic Year 2016 - 2017				Academic Year 2017 - 2018				% Change AY1617 to AY1718
	Fall 2016	Spring 2017	Summer 2017	Total AY 16-17	Fall 2017	Spring 2018	Summer 2018	Total AY 17-18	
Graduation Applications Processed	482	667	66	1215	266	723	59	1048	-14%
VA Certifications	112	98	13	223	89	89	21	199	-11%
International Students (Issued I-20s C/NC)	28	25	4	57	25	28	4	57	0%

DESCRIPTION OF SERVICES	Academic Year 2018 - 2019				Academic Year 2019 - 2020				% Change AY1819 to AY1920
	Fall 2018	Spring 2019	Summer 2019	Total AY 18-19	Fall 2018	Spring 2019	Summer 2019	Total AY 18-19	
Graduation Applications Processed	281	606	71	958	246	470	48	764	-20%
VA Certifications	83	76	17	176	76	62	4	142	-19%
International Students (Issued I-20s C/NC)	26	25	2	53	30	26	1	57	8%