

Program/Unit Name:

Admissions & Records Office (A&R)

Brief Description:

The Admissions & Records Office (A&R) processes all applications and accepts all students to the college (excluding international applications), maintains all student academic records for the college, certifies all students receiving Veterans Affairs (VA) benefits, evaluates all transfer credit requests, provides official transcripts and enrollment verifications for students both past and present, and through collaboration with the Counseling Office, confers all degrees and certificates awarded by the college. The A&R Office is often the first contact point that someone has with the college, as well as a continued contact point after graduation for anyone who requires an official transcript for purposes of transferring to other colleges and obtaining employment after enrollment.

A&R continued to have the following Service Area Outcomes (SAOs) and goals for 2018-19:

SAOs:

1. Be known to students, staff, faculty, and community members as a place on campus that provides accurate and friendly answers to questions about Leeward CC and its services.
2. Provide responsive and proactive service among our constituent groups for all areas and services under our purview.
3. Maintain responsible record keeping practices regarding all student academic records.

Goals:

1. Constituent groups who contact A&R for assistance will receive the desired service as quickly and efficiently as possible, and be able to articulate that the service received meets or exceeds expectations.

Processing time targets:

Applications: 14 day average from receipt of application to acceptance to the college

Transcript Evaluations: 14 day average from receipt of official transcript and transcript request form to posting transcripts in Banner

2. Student academic records will be maintained according to applicable state and federal guidelines.
3. Contribute to the campus Wildly Important Goal of keeping the students already enrolled at Leeward.

Analysis of Program/Unit Data:

QUANTATATIVE INDICATORS

DEMAND:

Total Applications Processed

Fall 2015: 5793

Fall 2016: 4981

Fall 2017: 4712

Fall 2018: 5064

Spring 2016: 2984

Spring 2017: 2625

Spring 2018: 2693

Spring 2019: 2640

Summer 2016: 1459

Summer 2017: 1272

Summer 2018: 1504

Summer 2019: 1710

Total Applications Processed: Although the number of applications being received by A&R for processing had been in a bit of a decline in recent fall semesters, the number of applications received for Fall 2018 did increase for the first time in 3 years. Spring applications, on the other hand, saw a slight dip in numbers received, but are still fairly steady. The number of summer applications has also seen growth over the last two years after dropping in Summer 2017.

Applications Received by Month

Average % of Fall Applications Received by Month (Fall 2015 – Fall 2018)

January: 7.31%

February: 9.01%

March: 10.02%

April: 14.90%

May: 14.30%

June: 11.57%

July: 13.31%

August: 4.16%

September: 1.19%

October: 3.85%

November: 6.19%

December: 4.21%

Average % of Spring Applications Received by Month (Spring 2016 – Spring 2019)

January: 3.21%
February: n/a
March: n/a
April: n/a
May: n/a
June: n/a
July: 2.49%
August: 11.10%
September: 17.15%
October: 21.77%
November: 27.76%
December: 16.53%

Average % of Summer Applications Received by Month (Summer 2016 – Summer 2019)

January: 11.42%
February: 18.45%
March: 19.77%
April: 25.32%
May: 18.62%
June: 6.26%
July: 0.16%
August: n/a
September: n/a
October: n/a
November: n/a
December: n/a

Applications Received by Month:

Data on the average number of applications received per month for each processing semester (fall, spring, summer) had not been gathered for prior ARPDs, but due to some processing time issues that A&R has been facing, trying to gain an understanding of when applications are arriving makes sense and could potentially assist with workload planning for the Admissions staff. The last four application cycles for each semester were looked at and the average number of applications received each month was calculated. The numbers above reflect the average percentage of apps received for the last four years.

What this data shows is that February through July are the busiest months for receipt of applications for Fall semesters. Due to the early opening of the Fall application (annually on September 1st), Fall applications can be received effectively year-round whether the Admissions staff has the time or personnel to process the applications. All too often the staff is working on Spring or Summer applications and must leave Fall applications sit, potentially for months, before they can be worked on. This undoubtedly causes frustration for applicants who must wait to hear back from the college for news of

their acceptance. The College is further hampered by the fact that our New Student Orientation (NSO) information & notification process can currently only handle one semester at a time, so even if the Admissions Office were able to work on Fall applications as soon as they begin arriving each September, applicants would still not hear anything back about their acceptance and NSO until February for Fall, and September for Spring.

This is not as much of an issue for Spring and Summer application processing since applications cannot be submitted for throughout the year for these terms. Similar to Fall applications, however, the majority of applications for both Spring and Summer tend to be submitted over a roughly five-month period: August through December for Spring applications and January through May for Summer applications.

Total Number of Rollover Applications

Fall 2016: 63 Accepted / 43 (68%) Enrolled
Fall 2017: 318 Accepted / 193 (61%) Enrolled
Fall 2018: 289 Accepted / 164 (56%) Enrolled

Spring 2017: 159 Accepted / 89 (56%) Enrolled
Spring 2018: 295 Accepted / 151 (51%) Enrolled
Spring 2019: 259 Accepted / 145 (56%) Enrolled

Summer 2016: 11 Accepted / 6 (55%) Enrolled
Summer 2017: 61 Accepted / 31 (51%) Enrolled
Summer 2018: 78 Accepted / 44 (56%) Enrolled
Summer 2019: 43 Accepted / 16 (37%) Enrolled

Total Number of Rollover Applications: Beginning with application processing for Summer 2016, applicants have been able to ‘rollover’ their previous application for future terms. This includes previously accepted applicants that did not enroll, as well as previously enrolled students who took a break in their studies. While this is helpful for applicants and returning students, it actually increases demand on the time of the Admissions Office staff who must speak with these students individually when they call to inquire and complete an internal application form.

Total Early College Applications

Fall 2015: 512 Applications / 343 Enrolled
Fall 2016: 658 Applications / 418 Enrolled
Fall 2017: 587 Applications / 430 Enrolled
Fall 2018: 910 Applications / 572 Enrolled

Spring 2016: 669 Applications / 504 Enrolled
Spring 2017: 728 Applications / 478 Enrolled
Spring 2018: 750 Applications / 576 Enrolled
Spring 2019: 897 Applications / 688 Enrolled

Summer 2016: 290 Applications / 181 Enrolled

Summer 2017: 253 Applications / 165 Enrolled
Summer 2018: 503 Applications / 315 Enrolled
Summer 2019: 558 Applications / 297 Enrolled

Early College Applications Processed and Enrollment: The total number of Early College/Dual Enrollment applications received by A&R continues to generally increase every semester. Actual enrollment of Early College/Dual Enrollment students also continues to increase each academic term, except for a slight decrease in total enrollment for Summer 2019. Processing of Early College applications continues to be a challenge for A&R due to the high demand and lack of dedicated Early College staff to process the applications.

Total Official Transcript Requests

2015: 4825 requests
2016: 4917 requests
2017: 5006 requests
2018: 4814 requests

Total Official Transcript Requests made online

2015*: 237 online requests (5% of all requests)
2016: 2796 online requests (57% of all requests)
2017: 3045 online requests (61% of all requests)
2018: 3301 online requests (69% of all requests)

*online ordering option began in November 2015

Official Transcript Requests: Requests for official transcripts had been increasing over the previous three years, but there was a slight drop in the total number of official transcripts requested in 2018. Transcript requests are processed daily and regular requests are sent out within three to five business days, while rush requests are sent out within three business days.

The option to order transcripts online (via the National Student Clearinghouse) was first introduced in late 2015, and online transcript requests accounted for over 69% of all transcript requests received by A&R in 2018. Despite the additional fee required to order transcripts online, it is expected that this trend will continue due to the convenience of placing orders online. The UH System is looking into utilizing additional transcript ordering/processing services that in the near future may greatly change how requests for official transcripts are submitted and processed.

Total Number of Transfer Students Enrolled

Fall 2015: 764
Fall 2016: 574
Fall 2017: 634
Fall 2018: 555

Spring 2016: 435
Spring 2017: 350
Spring 2018: 450
Spring 2019: 389

Summer 2016: 176
Summer 2017: 179
Summer 2018: 201
Summer 2019: 168

Total Number of Transfer Students Enrolled: These numbers have not been included in previous ARPDs, but they are included here to show the potential demand for transcript evaluation by students that have attended at least one other college or university prior to enrolling at Leeward CC. These numbers are from the last four years and illustrate the number of ‘new’ transfer students enrolling at Leeward CC each semester. However, they do not represent all students that may request one or more official transcript evaluation since these students are only indicated as ‘Transfer’ for their initial enrollment semester. Should they continue on to the next semester their student type would change to ‘Continuing’, and if they were to return to Leeward CC after taking a break, they would generally be considered a ‘Returning’ student rather than a transfer student at that point, even if they did attend a different college/university during their break in enrollment from Leeward CC.

Total Number of Veterans needing VA Benefit certifications

Fall 2015: 701
Fall 2016: 567
Fall 2017: 530
Fall 2018: 476

Spring 2016: 652
Spring 2017: 537
Spring 2018: 502
Spring 2019: 428

Summer 2016: 267
Summer 2017: 188
Summer 2018: 173
Summer 2019: 148

VA Certifications: While there are still a large number of student veterans (and their dependents) using VA benefits to pay for college, the number of VA certifications completed by A&R has been decreasing over recent years. The drop in demand in this area appears to coincide with the overall drop in total enrollment numbers for the college during the same time period. That said, regulation changes and student tracking and reporting requirements for students using VA benefits continue to add to the burden of certifying these students, even if their total numbers have gone down as total enrollment has decreased.

EFFICIENCY

Application Processing Times

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

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

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

Application Processing Times: A&R's goal is to process applications within an average of 14 days for all regular applications received. While A&R has been close to this goal in recent years for Spring and Summer application processing, processing for Fall has seen greater fluctuation for a variety of reasons and the average was 42 days in Fall 2018.

With the recent exception of application processing for Summer 2018, recent spring and summer terms are meeting this goal. Application processing for fall terms, however, continue to miss the mark and be an issue for A&R, and for those trying to apply to the campus.

While this is in part due to Admissions staffing vacancies (a full time Admissions Supervisor was finally hired in October 2018 after over a year vacancy), fall processing times are also negatively impacted by the fact that the application is made available eleven months prior to the start of the fall semester when Admissions staff has to concentrate on applications for the upcoming spring. Thus there can be up to a five month lag before applications can even be touched after they are submitted online. These lag times for application processing are largely due to staffing issues, both involving full-time staff vacancies or issues, as well as the loss of our trained student data entry clerk in the summer of 2018.

VA Certification average Time

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

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

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

VA Certification: This data was only collected starting with the 2017-18 academic year, and is based on the length of time between the student's initial registration for the term and the date that the student's status and schedule are certified in the VA system. The large gaps in time are largely the result of delays in the students providing the necessary documentation to A&R. In general, A&R will certify students using VA benefits within 1-2 weeks of receiving the required documentation.

EFFECTIVENESS

Total Number of Accepted Applications

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

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

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

Accepted applications: A&R continues to accept the vast majority of applications submitted to the college since most applicants are either at least 18 years of age or have graduated from high school. Of the applications that are not accepted, a large number of these are due to the applicant having already applied and been accepted to another UH campus. The next biggest group of applications not accepted come from Early College applications and students missing the earlier Early College deadline, or not submitting the additional forms/documents required of dual enrollment students. Lastly, there are a few applications each term that are denied because the applicant did not meet the minimum application requirements of the college, or had a previous Unsatisfactory Academic Progress status that prevented them from being eligible to enroll for that term.

Total Number of Accepted Applications Enrolled

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

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

Spring 2019: 1227 (51% of accepted apps)

Summer 2016: 294 (21% of accepted apps)

Summer 2017: 446 (37% of accepted apps)

Summer 2018: 597 (44% of accepted apps)

Summer 2019: 592 (41% of accepted apps)

Accepted Applications and Enrollment: This measure of effectiveness continues to be troubling as the college has never had an application enrollment yield rate of above 52% in recent years. There is a significant 'leak' (or more likely several 'leaks') in the onboarding process that is resulting in nearly half of all accepted applicants not enrolling after being accepted to the college. One cause of this very low yield rate may well be self-inflicted due to the ability of applicants to apply to multiple UHCC campuses for the same term. If the UH System did away with this practice/policy, it may improve our yield rate and give us a more accurate picture of who is applying and who ends up actually enrolling at the campus.

Total Enrollment

Fall 2015: 7535 (36% new/returning students)

Fall 2016: 7262 (34% new/returning students)

Fall 2017: 6805 (31% new/returning students)

Fall 2018: 6709 (34% new/returning students)

Spring 2016: 6953 (21% new/returning students)

Spring 2017: 6608 (19% new/returning students)

Spring 2018: 6481 (19% new/returning students)

Spring 2019: 6312 (19% new/returning students)

Summer 2016: 1838 (16% new/returning students)

Summer 2017: 1835 (24% new/returning students)

Summer 2018: 2004 (30% new/returning students)

Summer 2019: 2071 (29% new/returning students)

Total Enrollment: With the exception of the last two years for Summer, enrollment numbers for the college have been declining over the last few years.

Enrolled Students With Transfer Credits

Fall 2015: 1533 (24.79%) of enrolled students / 16.78 average credits transferred to Leeward CC

Fall 2016: 1465 (24.94%) of enrolled students / 16.38 average credits transferred to Leeward CC

Fall 2017: 1400 (25.03%) of enrolled students / 16.03 average credits transferred to Leeward CC

Fall 2018: 1213 (22.22%) of enrolled students / 16.26 average credits transferred to Leeward CC

Spring 2016: 1451 (25.84%) of enrolled students / 16.23 average credits transferred to Leeward CC

Spring 2017: 1416 (26.55%) of enrolled students / 16.26 average credits transferred to Leeward CC

Spring 2018: 1309 (25.12%) of enrolled students / 15.98 average credits transferred to Leeward CC

Spring 2019: 1142 (22.48%) of enrolled students / 15.93 average credits transferred to Leeward CC

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

Transcript Evaluations: This data was not previously gathered or reviewed in prior ARPDs. Approximately 25% of all enrolled students at any time have had a transcript from another college or university reviewed and had transfer credits applied towards their degree at Leeward CC. The average amount of transfer credits that students have is 16 to 17 credits. All of these student records must be reviewed and updated by the lone Transcript Evaluator for the campus. Delays caused by this workload for a single position means that some students get frustrated by delays in having their prior coursework reviewed and credits applied towards their degree at Leeward CC.

Total Degrees Conferred

Fall 2015: 572 degrees/certificates conferred (45 Reverse Transfer; 71 Auto Conferral)
Fall 2016: 679 degrees/certificates conferred (46 Reverse Transfer; 250 Auto Conferral)
Fall 2017: 611 degrees/certificates conferred (69 Reverse Transfer; 194 Auto Conferral)
Fall 2018: 892 degrees/certificates conferred (69 Reverse Transfer; 565 Auto Conferral)

Spring 2016: 970 degrees/certificates conferred (93 Reverse Transfer; 89 Auto Conferral)
Spring 2017: 936 degrees/certificates conferred (38 Reverse Transfer; 214 Auto Conferral)
Spring 2018: 962 degrees/certificates conferred (58 Reverse Transfer; 240 Auto Conferral)
Spring 2019: 1083 degrees/certificates conferred (66 Reverse Transfer; 721 Auto Conferral)

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

Degrees Conferred: The number of degrees and certificates conferred saw a significant increase in 2018-19, with the exception of Summer conferrals which were down. This is largely due to efforts made by A&R and the Counseling Office to begin auto-awarding degrees and certificates as much as possible. Beginning in Fall 2018, an online degree application process was initiated to replace the previous graduation application process. In the past and prior to Reverse Transfer and Auto Conferral, students were required to petition for their degree or their record would not be reviewed and degree conferred if appropriate. The new process utilizes the Auto Conferral and Reverse Transfer reports that the UH STAR Team provides each Fall and Spring, in tandem with a STAR degree completion report to pre-identify students that have completed, or are close to completing, either their declared program or a related degree/certificate. While this puts the onus on the college to identify and award degrees as the requirements are completed, it does help to increase degree conferral numbers since many of these degrees/certificates may not have been petitioned for under the old process.

ACTION PLAN

A&R's action plan from 2017-18 was focused on the same SAO's and goals as noted in this review, and the plan included a continued focus on customer service, looking new ways to receive feedback from those utilizing services from A&R, and utilizing the OPPA Office for data tracking, especially in the areas of VA certification and transcript evaluation. One thing that A&R did accomplish was a continued focus on ways to improve customer service and office efficiency of services. During the last year A&R began to actively encourage students & applicants to submit documents to our office electronically by utilizing the UH File Drop Service as much as possible. While the process is still somewhat "clunky" in that students/applicants still need to print and sign hard copy forms and then scan them in order to submit them via File Drop, encouraging the use of the service does make it possible for students to submit documents to A&R without having to physically come to the office. Additionally, in the last year A&R began the process of converting hard copy files to electronic records, and the expectation is that all current student files (excluding VA documentation) will be electronic by the end of the 2019-20 academic year. In terms of specific customer service improvement efforts, the entire A&R staff continues to meet and receive assistance and guidance from campus partners to focus on what our office can do to contribute to the campus Wildly Important Goal (WIG) of keeping the students we have once they enroll at Leeward.

For the upcoming year, A&R plans to do the following:

1. Improve data collection methods, especially in the areas of transcript evaluation and VA certification

This is an unmet goal from the 2017-18 action plan as no formal reporting through OPPA was established for either VA certification or transcript evaluation. Some of the issues surrounding the need to pull VA certification data via STAR Academic Logic was alleviated by the inclusion of the certification date in the Enrolled Student report, so the need was not as urgent as anticipated. However, it would still be much easier and efficient for A&R to utilize OPPA's capabilities in this, and other areas of data collection for A&R's assessment purposes. As stated in last year's ARPD, the data currently collected to show how efficient A&R is with VA certification seems to be the best that can be done despite its flaws due to the presence of so many student-action related variables that our office cannot control.

Attempts were made over the last year to also use OPPA-generated data to assist with tracking of transcript evaluation demand and efficiency, especially due to the loss of data when A&R's in house tracking database for transcript evaluations was corrupted. Those attempts were unsuccessful, however, because thus far A&R has been unable to determine a useful way to track transcript evaluation using the data being entered into Banner. Efforts will be made to gather information about data tracking practices on the other UH campuses to see whether other campuses have any solutions. In the meantime, new assessment data that was collected for this ARPD to show demand and effectiveness (number of transfer students enrolled and average number of transfer credits accepted) can be obtained more efficiently via OPPA.

For in-house data collection to assess efficiency in transcript evaluation, A&R is still dealing with the loss of our original 'master log' for tracking transcript evaluations. After analyzing data pulled from the new (but admittedly not improved) tracking system, it didn't appear that data from 2018 was complete so no efficiency data was included in this ARPD. This may be due to the crossover from old system to new so once data for all of 2019 can be gathered and reviewed, A&R may find that the tracking of evaluations is

complete and accurate. This will be especially important because efficiency in transcript evaluation undoubtedly has an impact on student satisfaction with the campus and their experience while attending Leeward CC. Current turnaround time for transcript evaluations usually hovers around 8 weeks, or longer especially during degree conferral season. Having only one transcript evaluator for a campus of the size of Leeward CC is not sustainable and will continue to be an issue for A&R, and for the campus in general if students are not able to get timely transcript evaluations. Efficiency assessment data collected in the past did show that when there was a dedicated casual hire position assisting with transcript evaluation, the turnaround time was positively and significantly impacted.

2. Complete first phase of “going paperless”

In July 2019, A&R began the process of converting our admission processing and student file creation and record keeping process from hard copy to a paperless system. Although the majority of applications to the college are submitted online, A&R had been printing hard copies of applications when processing applications and creating student files. Any additional documents for the student file were similarly kept in hard copy format regardless of whether they were received in hard copy or digital. A&R began paperless processing of applications for Spring 2020 applications, and while there has been a learning curve for the planning and execution of the new process, progress has been good. At the same time, A&R has been working on converting all new and current student records for Fall 2019 from hard copy to digital format. A&R’s goal is to have digital copies of all student files by the end of the 2019-20 academic year. Inactive student files, which are currently being kept for five years after a student’s last date of enrollment, will not be converted to a digital format, but after five years all these hard copy records should be gone from our archive storage room. Although converting to this new paperless system has caused some delays for processing of Spring 2020 applications, ultimately it should help things move faster and help the admissions staff be more efficient by eliminating creation of physical file folders, filing of student records, etc.

3. Planning and preparation for the move back to the AD Building space and the opening of the new Welcome Center (One Stop Shop)

A huge change on the horizon for both A&R, and the Student Services division in general, is the current renovation project of the AD building and the subsequent conversion to a one-stop shop model (The Welcome Center). A large portion of the day to day traffic for the Welcome Center (WC) will involve information or services currently provided by A&R. Determining what the WC will take over for A&R and what they will not will be a big undertaking for A&R staff to wrestle with. Additionally, it will only increase the need for A&R to revisit its practices and procedures to make sure they align with the customer service model that the WC will represent for Leeward CC and its students. Over the coming months A&R will need to devote significant time and energy to this task.

RESOURCE IMPLICATIONS

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

needs to be addressed. The use of STAR Academic Pathways to guide registration and reduce the length of time students take to earn their degree makes it all the more important that the college do all that it can to make sure students are taking the correct courses and not taking courses unnecessarily. As of now and because of the lack of staffing in this area, it is impossible for a transfer student to know what previous courses will officially transfer until they prepare to register for their second semester at the college.

The lone transcript evaluator is responsible for all transfer credit reviews, in addition to the duties associated with graduation checking and conferrals. Recent changes to the graduation process that went into effect for the 2018-19 academic year has increased the volume of degrees being conferred as was expected and as is illustrated in the degree conferral numbers presented above. One potential solution, if not simply creating a second transcript evaluator position with the same position description, may be the creation of an entirely new position in A&R (or Counseling). The primary responsibility for this position would be the coordination of the graduation process and degree conferrals, while providing back up transcript evaluation when not working on graduation. At the same time, the transcript evaluator could also continue to assist with graduation if necessary, but would then be able to primarily work on transcripts so that the evaluation process does not stop when graduation conferrals are being done.

Ultimately, having just one transcript evaluator for the college is a situation that will increasingly become untenable and if not addressed will have negative impacts upon our students. At the very least, additional permanent funding should be provided to A&R to cover the cost of the student assistant that assists the transcript evaluator.

2. Permanent Funding for Student Assistant (Transcript Evaluation)

A&R has had a student assistant position to assist the Transcript Evaluator with both evaluations and degree conferrals for the last several years, but this position has never been fully funded as part of the budget the office is provided through the Dean of Student Services Office. While funds provided through the Dean have been used to help fund this position, it has not been enough to fund it fully and any additional costs have been covered through the transcript and diploma account. A&R will continue to find the necessary funds but additional funding rolled into the budget already received from the Dean would help stabilize the funding source for this important position.

3. Student Services IT/Database Support

Dedicated IT/Database support for the entire Student Services Division is also something that would be greatly beneficial for A&R and the entire division. Such a position could provide greatly needed assistance in assessment data collection (both in-house and via OPPA), as well as provide support and guidance for updating services to be more computer/internet based to allow students to accomplish more in terms of submitting documents, updating records etc. without having to physically come to A&R or other Student Services offices. Such a position could be a great help as the division moves forward with plans for the new Welcome Center and provide a resource for meshing A&R services with the WC operations. Another area of assistance such a position could provide to the division could be the New Student Orientation (NSO) process and applicant notification system to give our campus better tools to communicate with applicants as they wait for official acceptance, or for NSO sessions to begin, etc.