Update on Systemwide Enrollment Management

Donald O. Straney, System Academic Planning and Policy

David Lassner, UH Mānoa
Marcia Sakai, UH Hilo
Maenette Benham, UH West O‘ahu
Peter Quigley, UH Community Colleges
The Enrollment Pipeline
UH System Goals

• Provide all qualified Hawai‘i residents an **equal opportunity** for quality college and university education

• Increase enrollment of **target populations**:  
  • E.g. First-time students; transfers; good balance of non-residents; underserved regions

• Strategically align fiscal and facilities **planning** with enrollment and retention goals

• Develop **data, tools, and innovative approaches** to enrollment planning and decision making
System Role:
Support Campus Enrollment Management

• Maintain policy framework to facilitate campus management of enrollment
• Provide data resources and tools for campus planning
• Assist campuses with best practices and monitor unit / campus strategies to ensure coordination among campuses
• Assess progress toward campus goals
Unit / Campus Role

• Determine campus priorities and goals
• Set enrollment targets and projections
• Create a unit / campus plan focused on specific goals, strategies, and metrics
• Articulate strategies
• Monitor and adjust strategies, as needed
Factors Affecting Undergraduate Enrollment

1) Continued improvements in completion rates will also impact enrollment

2) Falling unemployment rates are correlated with falling enrollment. Currently, unemployment is at historic lows and forecasts are for increases of less than 1 percentage point over the next four years.

* Unduplicated count of students; awards include: Bachelor, Associate, Certificate of Achievement and Advanced Professional Certificate.
** Source: Bureau of Labor Statistics.
3) Changes in the number of high school graduates are likely to have a small impact.

Expected increase of 1,800 from 2018 to 2025.

Source: Knocking at the College Door; WICHE; December 2016.
College Participation Rates of Hawai‘i Public High School Graduates

4) College choice by Hawai‘i high school graduates has had an increasingly large impact on UH enrollment.

If UH maintained its 2009 share, approx. 2,000 more public high school students would have enrolled between 2010-2016.

Source: Hawai‘i P-20 Career and College Readiness Indicators Reports.
Unit Enrollment Goals, 2018-2021

<table>
<thead>
<tr>
<th>Unit</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>UH Mānoa</td>
<td>Return to 2010 enrollment levels</td>
</tr>
<tr>
<td>UH Hilo</td>
<td>Return to 2010 enrollment levels</td>
</tr>
<tr>
<td>UH West O‘ahu</td>
<td>Increase enrollment within facility constraints</td>
</tr>
<tr>
<td>UHCCs</td>
<td>Return to 2010 enrollment levels and identify external drivers for strategic enrollment growth</td>
</tr>
</tbody>
</table>
University of Hawai‘i Mānoa
ENROLLMENT MANAGEMENT REPORT
2017 Assessment

• Fall 2017 Enrollment Outcomes
  – Significant increases in applications across all demographics (they are interested!)
  – First-time freshmen enrollment relatively flat (beginning of an upswing)
  – Increased retention rate (2.8%)
  – Increased 4-year graduation rates (1.8%)
• Determine targeted enrollment numbers (completed and on-going)
• Strategic use of financial aid for target enrollment (on-going)
  – Centralization of tuition scholarship funds for more efficient and effective awarding and processing
• Update the admissions and graduate program websites (completed)
• Implement an annual leavers survey (completed)
• Implement Hānai First-Year Mentoring Program (completed)
# Campus Enrollment Targets 2018-19 To 2020-21

<table>
<thead>
<tr>
<th>Measure</th>
<th>Historical Enrollment Count</th>
<th>Targeted Enrollment Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment*</td>
<td>18,865</td>
<td>18,056</td>
</tr>
<tr>
<td>% Change Total</td>
<td>-3.3%</td>
<td>-4.3%</td>
</tr>
<tr>
<td>1 First-time Freshmen Total</td>
<td>1,898</td>
<td>1,969</td>
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<tr>
<td>% Change</td>
<td>4.2%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Hawai’i High Schools</td>
<td>1,116</td>
<td>1,256</td>
</tr>
<tr>
<td>Mainland ¹</td>
<td>715</td>
<td>624</td>
</tr>
<tr>
<td>2 Transfer Total*</td>
<td>1,492</td>
<td>1,390</td>
</tr>
<tr>
<td>% Change</td>
<td>-5.6%</td>
<td>-6.8%</td>
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<tr>
<td>UH System School Transfer²</td>
<td>833</td>
<td>785</td>
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<tr>
<td>3 Continuing/Returning* ³</td>
<td>9,720</td>
<td>8864</td>
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<tr>
<td>First-Time Freshmen Retained ⁴</td>
<td>1,418</td>
<td>1,454</td>
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<tr>
<td>Retention Rate</td>
<td>77.9%</td>
<td>76.6%</td>
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<tr>
<td>International ⁵</td>
<td>1,128</td>
<td>1,144</td>
</tr>
<tr>
<td>4 Graduate Enrollment</td>
<td>4,850</td>
<td>4,636</td>
</tr>
</tbody>
</table>

¹ Includes U.S. Military. ² Increases of 10, 11, and 12 percentage points. ³ Does not include residual counts and unclassified.
⁴ Increase of 2, 3, and 3 percentage points to the retention rate in the second fall semester of enrollment, to attain 86.8% goal by 2020.
⁵ Includes U.S. related areas: Territorial Possessions, U.S. Commonwealths & Compact of Free Association states. * Details provided for targeted groups only and may not add up to total.
2018-2019 Action Strategies for Enrollment Growth - Recruitment

1. Triple the prospective student database in partnership with EAB/Royall
2. Make strategic changes in scholarship awards to effect yield
3. Targeted recruitment and yield efforts and campaigns will include:
   – Complete graduate student tuition analysis
   – Local students – create campaign (print, radio and social media) that markets the benefits of staying in Hawai‘i
   – WUE and other US Continent students
   – International students
   – Adult/Returning students
   – Transfer students from UHCCs
   – Transfer students from US Continent
   – Veterans
4. Develop Academic Program Strategies to Drive Enrollment
   – Evening and online programs
   – Expand Early College options
2018-2019 Action Strategies for Enrollment Growth - Retention

1. Fully implement an early alert system
2. Further develop and implement a holistic, high impact “advising” model
3. Mandate First-Year Experience Program for all first-time freshmen
4. Expand the Hānai program to include students and alumni mentors
5. Continue to drive processes for the earliest declaration of majors
6. Increase retention rate from 79.9% to 86.8%
UH Hilo
Enrollment Management Report
2017 Assessment

• Significant increase in first-time freshmen enrollment (11.9%)
• Increase in Accepted Rate, despite number of applications remaining relatively flat
• Enrolled fewer transfer students than targeted
• Increased 4-year graduation rates by 2.2%
• Initiated first cohort of the Mentor Collective
• Launched new micro-scholarship program engaging high school students from as early as the 9th grade
• Our increased Financial Aid promotion activities resulted in higher FAFSA completions in 2017
### Campus Enrollment Targets, 2018-19 To 2020-21

<table>
<thead>
<tr>
<th>Measure</th>
<th>Historical Enrollment Count</th>
<th>Targeted Enrollment Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>3,829</td>
<td>3,666</td>
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<tr>
<td>Percentage Change Total</td>
<td>-2.4%</td>
<td>-4.3%</td>
</tr>
<tr>
<td>1 First-time Freshmen Total</td>
<td>385</td>
<td>368</td>
</tr>
<tr>
<td>Percentage Change FTF</td>
<td>-10.9%</td>
<td>-4.4%</td>
</tr>
<tr>
<td>1a Hawai‘i Island High Schools</td>
<td>164</td>
<td>160</td>
</tr>
<tr>
<td>1b O‘ahu High Schools</td>
<td>58</td>
<td>57</td>
</tr>
<tr>
<td>1c Maui and Kaua‘i High Schools</td>
<td>32</td>
<td>33</td>
</tr>
<tr>
<td>1d Mainland ¹</td>
<td>97</td>
<td>77</td>
</tr>
<tr>
<td>2 Transfer Total</td>
<td>514</td>
<td>489</td>
</tr>
<tr>
<td>Percentage Change Transfer</td>
<td>-6.7%</td>
<td>-4.9%</td>
</tr>
<tr>
<td>2a Hawai‘i Community College</td>
<td>126</td>
<td>147</td>
</tr>
<tr>
<td>2b Other UHCC</td>
<td>57</td>
<td>45</td>
</tr>
<tr>
<td>3 Continuing (Retention Rate Increase) ²</td>
<td>2,135</td>
<td>1,979</td>
</tr>
<tr>
<td>3a First-time Freshmen</td>
<td>1,018</td>
<td>963</td>
</tr>
<tr>
<td>Retention Rates</td>
<td>63.2%</td>
<td>70.2%</td>
</tr>
<tr>
<td>3b Transfer</td>
<td>754</td>
<td>676</td>
</tr>
</tbody>
</table>

¹ Includes U.S. Military.
² Increase of #.# percentage points to the retention rate in the second fall semester of enrollment, decaying by 0.1 percentage point through fall 12.
Action strategies for enrollment growth: Recruitment

1. Triple the prospective student database in partnership with EAB/Royall
2. Increase strategic use of financial aid for optimal enrollment
3. Fully implement Texting Communications for Accepted Students
4. Expand and enhanced Digital Outreach (Email, Web, and Social Media)
5. Stabilize Admissions Counselor hires
6. Fully implement Transfer Center
7. Increase UHCC Transfer Events/Recruitment
8. Increase number of 2+2 pathways available
Action strategies for enrollment growth: Retention

1. Implement Purpose First, including exploration of career courses
2. Enhance LLCs and University success courses (UNI 101/UNI 102)
3. Increase participation in peer mentoring program, Mentor Collective, for new freshmen and transfer students
4. Expand on new efforts to communicate important information and deadlines
5. Expand peer advising and peer tutoring with a focus on freshmen
6. Fully implement Transfer Center
7. Increase utilization of MySuccess across the campus
8. Establish retention data for individual major programs and work with departments to identify ways to increase persistence
9. Create a coherent distance learning program with established majors and general education courses to support them
10. Adjust awarding of merit-based aid distributed through colleges to support retention
UH West O‘ahu
Enrollment Management Report
West O‘ahu 2017
Enrollment Management Assessment

• UH West O‘ahu enrolled 3,082 students, exceeding its enrollment projection of 3,030.
• We enrolled 282 freshmen and 585 transfers, below our projected enrollments of 290 and 612 respectively.
• We enrolled 1,828 continuing students, below our projected enrollment of 1,892.
• From 2016 to 2017, retention rates declined for freshmen (70.3 to 65.4) and transfers (79.7 to 71.5).
• We enrolled 335 unclassified (non-degree seeking) students, of which 212 were early college students, exceeding projections of 182 students.
• We awarded 623 bachelors degrees in FY 2017, exceeding our Strategic Directions goal of 419.
## UH West O‘ahu Campus Enrollment Targets, 2018-19 To 2020-21

<table>
<thead>
<tr>
<th>Measure</th>
<th>Historical Enrollment Count</th>
<th>Targeted Enrollment Count</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Enrollment</strong></td>
<td>2,692</td>
<td>2,939</td>
</tr>
<tr>
<td>% Change Total</td>
<td>1.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>1 First-time Freshmen Total</td>
<td>254</td>
<td>292</td>
</tr>
<tr>
<td>% Change</td>
<td>-4.5%</td>
<td>15.0%</td>
</tr>
<tr>
<td>Leeward Public High Schools</td>
<td>131</td>
<td>141</td>
</tr>
<tr>
<td>Central O‘ahu Public High Schools</td>
<td>61</td>
<td>77</td>
</tr>
<tr>
<td>Hawai‘i Private Schools</td>
<td>38</td>
<td>33</td>
</tr>
<tr>
<td>2 Transfer Total</td>
<td>557</td>
<td>599</td>
</tr>
<tr>
<td>% Change</td>
<td>-2.3%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Leeward CC</td>
<td>181</td>
<td>175</td>
</tr>
<tr>
<td>3 Continuing*/Returning</td>
<td>1,706</td>
<td>1,865</td>
</tr>
<tr>
<td>First-Time Freshmen Retained (Yr 1 to Yr 2)</td>
<td>131</td>
<td>168</td>
</tr>
<tr>
<td>Retention Rates</td>
<td>67.2%</td>
<td>70.3%</td>
</tr>
<tr>
<td>First-Time Freshmen Retained (Yr 2 to Yr 3)</td>
<td>100</td>
<td>123</td>
</tr>
<tr>
<td>Retention Rates</td>
<td>51.3%</td>
<td>51.5%</td>
</tr>
<tr>
<td>Part-Time &amp; Age: 25 and over</td>
<td>709</td>
<td>789</td>
</tr>
<tr>
<td>Veteran</td>
<td>202</td>
<td>275</td>
</tr>
</tbody>
</table>

1 Indicates U.S. Military
3 Indicates 4.6 percentage points to the retention rate in the second fall semester of enrollment, and 8.5 percentage points in the third fall semester of enrollment, to sustain 70.0% second-year retention and 65.0% third-year retention goals by 2020.

* Details provided for targeted groups only and may not add up to total.
Enrollment Strategic Tactics

Recruitment/Connection
• Increase working adult, veteran, and transfer student enrollment – expanded alternative course delivery.
• Increase show rate of accepted new freshmen and transfer students – use of predictive analytics.
• Increase active duty military enrollment through outreach.
• Improve ECHS vertical articulation pathways through high school partnerships to address academic preparedness.

First Year/Entry
• Increase retention by promoting financial aid applications and UH West O'ahu counselor engagement.
• Increase student engagement through summer bridge and first year experience events.
Enrollment Strategic Tactics

**Persistence/Progress**
- Increase and strengthen academic programs to support student’s student skills -- high demand skills in West O’ahu region.
- Increase academic persistence through high impact practices (i.e., proactive advising, financial aid, internships, and course embedded tutors) in real-time.
- Increase student-centered support via E Ala Pono (Starfish).
- Increase usage of predictive analytics in course scheduling and space utilization to maximize course sequencing.

**Graduation/Transition**
- Increase career readiness through student internships and employment, service learning opportunities, senior projects and senior practicums that align with employment placement after graduation and/or preparation for graduate school.
UH Community Colleges
Enrollment Management Report
## CC targets for student enrollment and success

<table>
<thead>
<tr>
<th>Targeted student population</th>
<th>Basis of performance target</th>
<th>Fall 2020 enrollment target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public high school graduates</strong> (first fall after HS)</td>
<td>Reach 65% or better college going rate at all DOE high schools by 2021 (<a href="http://uhcc.hawaii.edu/highschool_data">http://uhcc.hawaii.edu/highschool_data</a>)</td>
<td>3,592</td>
</tr>
<tr>
<td><strong>“Working age” adults</strong> (ages 25-44)</td>
<td>Increase postsecondary participation to 4% by 2021</td>
<td>13,787</td>
</tr>
<tr>
<td><strong>Pacific Islanders</strong></td>
<td>Reach parity of enrollment with the population by 2021</td>
<td>816</td>
</tr>
<tr>
<td><strong>Non-high school graduates</strong> (e.g., GED)</td>
<td>Incremental growth</td>
<td>2,003</td>
</tr>
<tr>
<td><strong>International students</strong></td>
<td>Campus growth targets</td>
<td>1,194</td>
</tr>
<tr>
<td><strong>First retention improvements</strong></td>
<td>Reach 65% retention rate by 2021</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong> (new non-targeted students, continuing students)</td>
<td></td>
<td>16,302</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>37,694</strong></td>
</tr>
</tbody>
</table>

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Performance indicators for student enrollment and success

- Targets meet state’s workforce needs for human capital development.
- Targets drive strategic campus actions, system-level policies, and resource allocation and requests.
- Performance-to-target reviewed semi-annually at each campus.
- Systemwide supports focus on student success:
  - Performance incentives to campuses for increased transfers, degrees, and certificates.
  - Transformation to “student ready” colleges to support increased retention and completion.
  - Alignment of degree programs and students’ plans with state workforce needs (http://uhcc.hawaii.edu/workforce).
Strategies for targeted populations

Public high school graduates
• Expand early college. Prioritize opportunities within career pathways.
• Facilitate more completions of UH application for admission and financial aid with Hawaii P-20.
• Increase outreach and direct marketing.
• Analyze enrollment patterns. Aim to achieve campus-based targets for increased college enrollment.

Non-high school graduates (e.g., GED)
• Establish new options for federal financial aid eligibility for those in Career and Technical Education pathways.

International students
• Increase outreach through recruitment fairs and recruiting agents.

“Working age” adults (ages 25-44)
• Expand flexible course offerings and programs.
• Develop comprehensive marketing campaign for “stopped out students” to return.
• Streamline re-enrollment processes for stopped out students.
• Leverage employers’ tuition assistance programs.

Pacific Islanders
• Provide peer-based support.
• Provide summer bridge programs for incoming students.
# CC Enrollment Targets

## 2018-19 to 2020-21

<table>
<thead>
<tr>
<th></th>
<th>Historical (% change from prior year)</th>
<th>Projections (% change from prior year)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015-16</td>
<td>2016-17</td>
</tr>
<tr>
<td><strong>FIRST TIME STUDENTS FROM TARGETED POPULATIONS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--High School Direct Entry</td>
<td>2,980</td>
<td>2,725</td>
</tr>
<tr>
<td>--Working Age (25-44 year olds)</td>
<td>2,339</td>
<td>2,303 (-2%)</td>
</tr>
<tr>
<td>--Pacific Islander</td>
<td>304</td>
<td>275 (-10%)</td>
</tr>
<tr>
<td>--Non-high school graduates (e.g., GED)</td>
<td>558</td>
<td>506 (-9%)</td>
</tr>
<tr>
<td>--International</td>
<td>390</td>
<td>406 (4%)</td>
</tr>
<tr>
<td>--All Other</td>
<td>5,508</td>
<td>5,354 (-3%)</td>
</tr>
<tr>
<td><strong>CONTINUING STUDENTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--All (including retained students)</td>
<td>18,291</td>
<td>17,188 (-6%)</td>
</tr>
<tr>
<td><strong>TOTAL ENROLLMENT</strong></td>
<td>30,370</td>
<td>28,757 (-5%)</td>
</tr>
</tbody>
</table>

*Targets set to meet Fall 2020 benchmark for enrollment goals for identified groups of students (new and continuing).
Implementing **Hawaii Promise** scholarships.

Redesigning college-level English and Math through co-requisite classes and alternative placement measures.

Designing with the “end in mind”:
- Engaging with employers
- Developing Sector Mapping tool
- Providing career-focus for students’ education from new student orientation through advising

Implementing **Student Success Pathways** including meta/exploratory majors and new degree pathways.

Implementing **Integrated Student Support** for more “student ready” campuses.

Facilitating transfer to 4 year colleges.
Summary
UH System Historical & Projected Enrollment with Trend Lines & Targets

Historical Enrollment 1975-2007 Regression Trend
Project enrollment (no change in proactive or external factors)
75-07 Trend Forward
Targets

2001
2003
2005
2007
2009
2011
2013
2015
2017
2019
2021
2023
2020
2018
2019
2020
2018
2019
2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1975</td>
<td>25,000</td>
</tr>
<tr>
<td>1977</td>
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<td>1979</td>
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<tr>
<td>2021</td>
<td>60,000</td>
</tr>
<tr>
<td>2023</td>
<td>65,000</td>
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</table>

2020, 60,906
2019, 57,149
2018, 54,066
2018, 51,642
2019, 51,832
2020, 52,022