

Update on System-wide Enrollment Management

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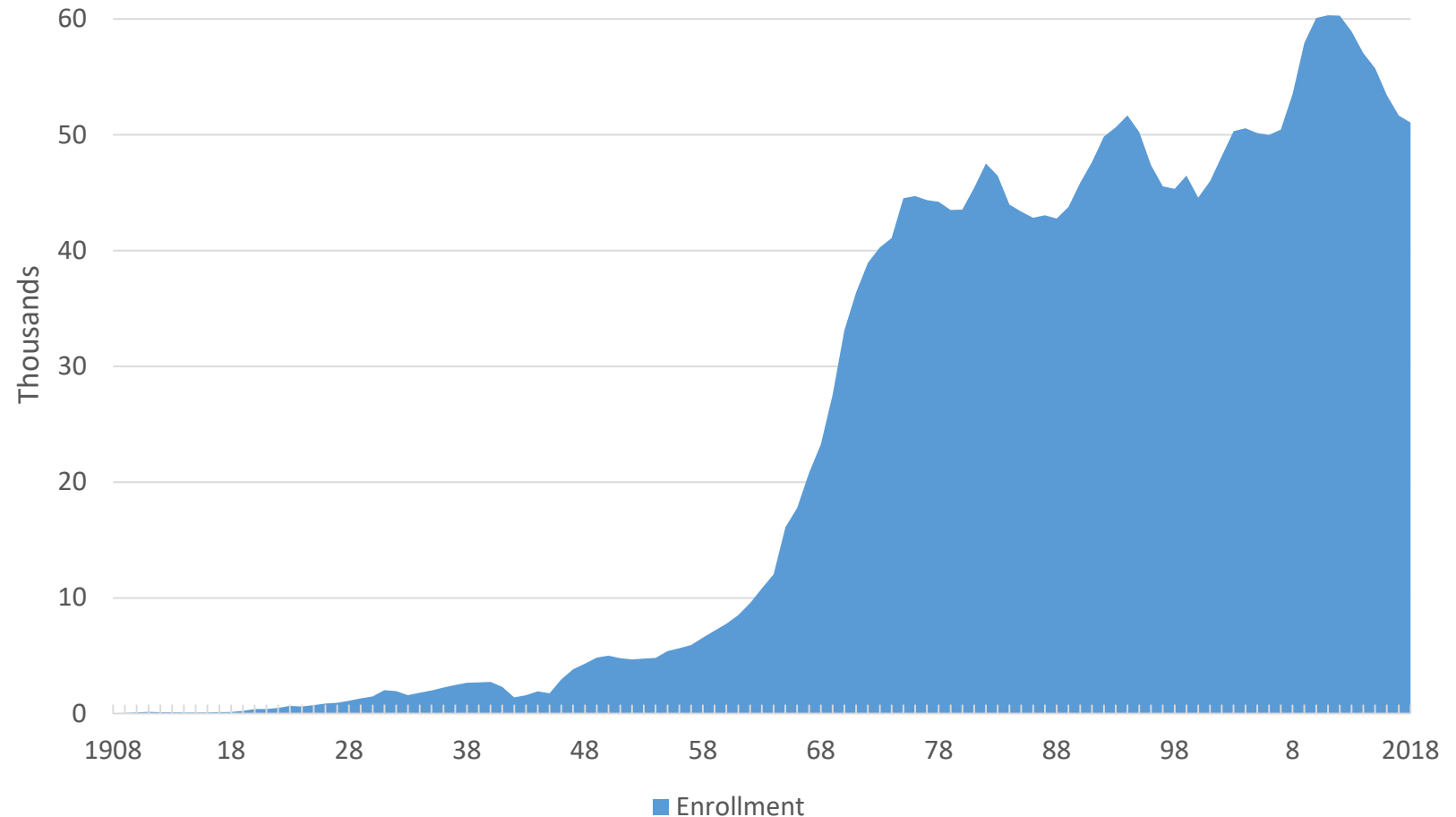
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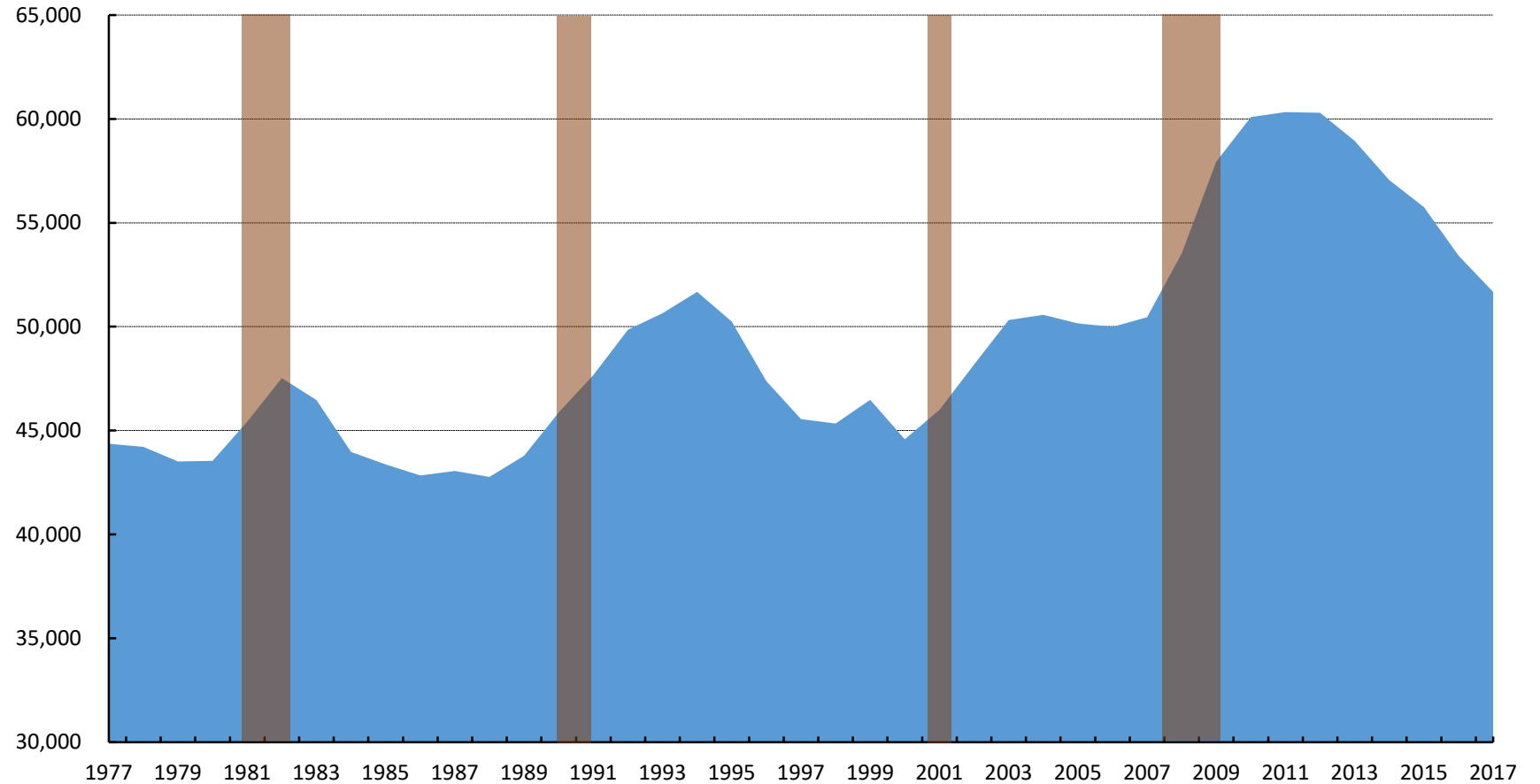
Headcount Enrollment at the University of Hawai'i

Headcount enrollment at the University of Hawai'i has fallen from the peak measured during the Great Recession, but is still at a high level historically.



Enrollment Since 1977 with Recessions Plotted

The period since the late 1970s has been one of slow overall growth, punctuated by ups and downs correlated with economic recessions.



Source: The National Bureau of Economic Research

Our Challenge

Meeting education needs of a rapidly changing world:

- Technological changes affect everything including how people learn and how education is delivered.
- Increasing competition puts pressure on the University to improve recruitment, retention and delivery.
- To meet the State's need for an educated workforce, UH must continue to produce more graduates and encourage more of our population to enroll.
- Balancing revenue and affordability is challenging in a state with a high cost of living.
- Public perception about whether or not college is “worth it.”

Factors Affecting Enrollment

Some factors are under our control:

- Tuition pricing
- Scholarship and waiver policy
- Course and program offerings
- Student services and academic support
- Advertising and promotion
- Completion and retention rates

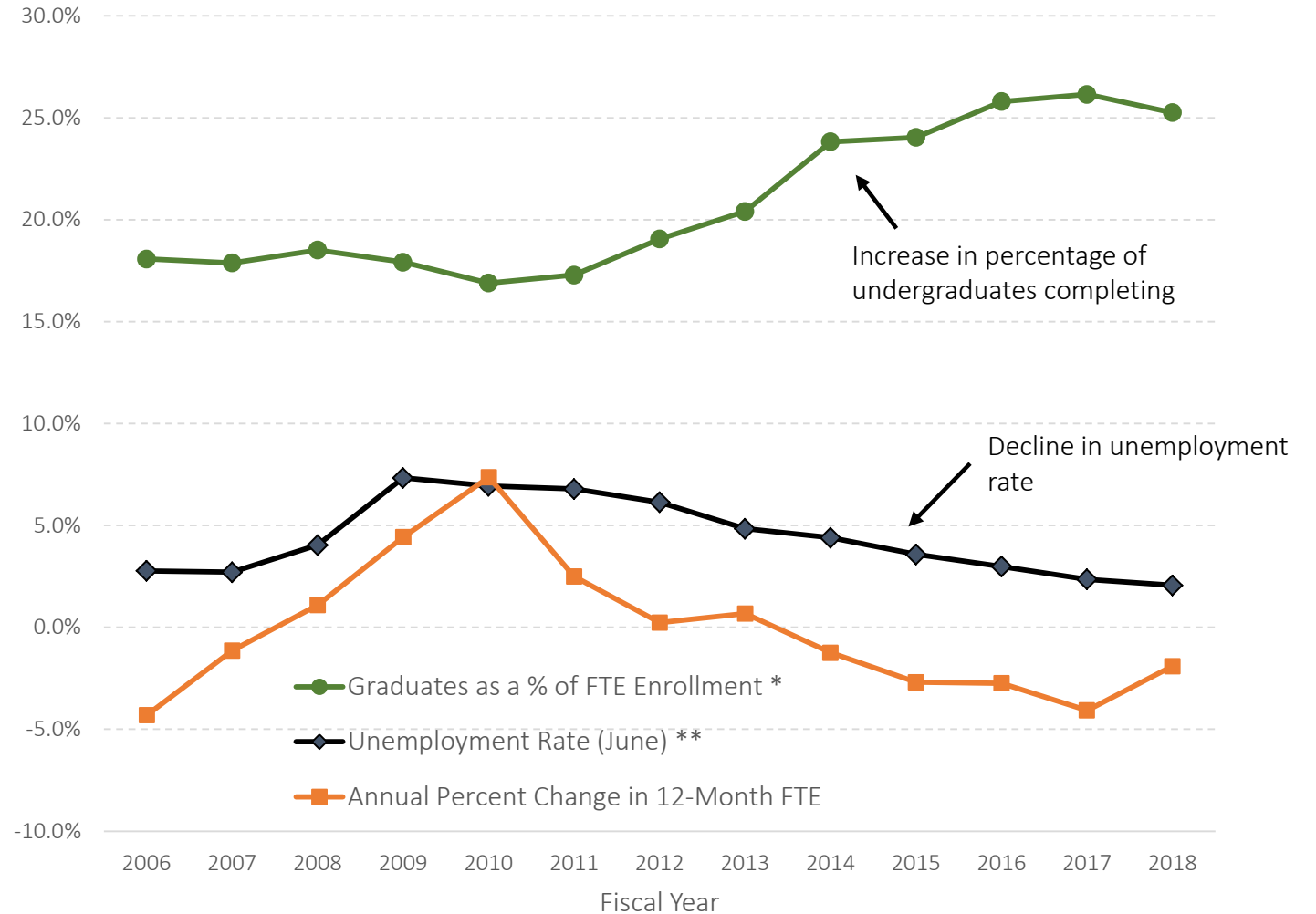
Other factors are not:

- Economy
- Cost of living / housing
- Population trends and demographic changes
- Competition from other higher education institutions
- Public perception of the value of education

Interaction Effects Can be Complex

Continued improvements in completion rates will impact enrollment.

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.

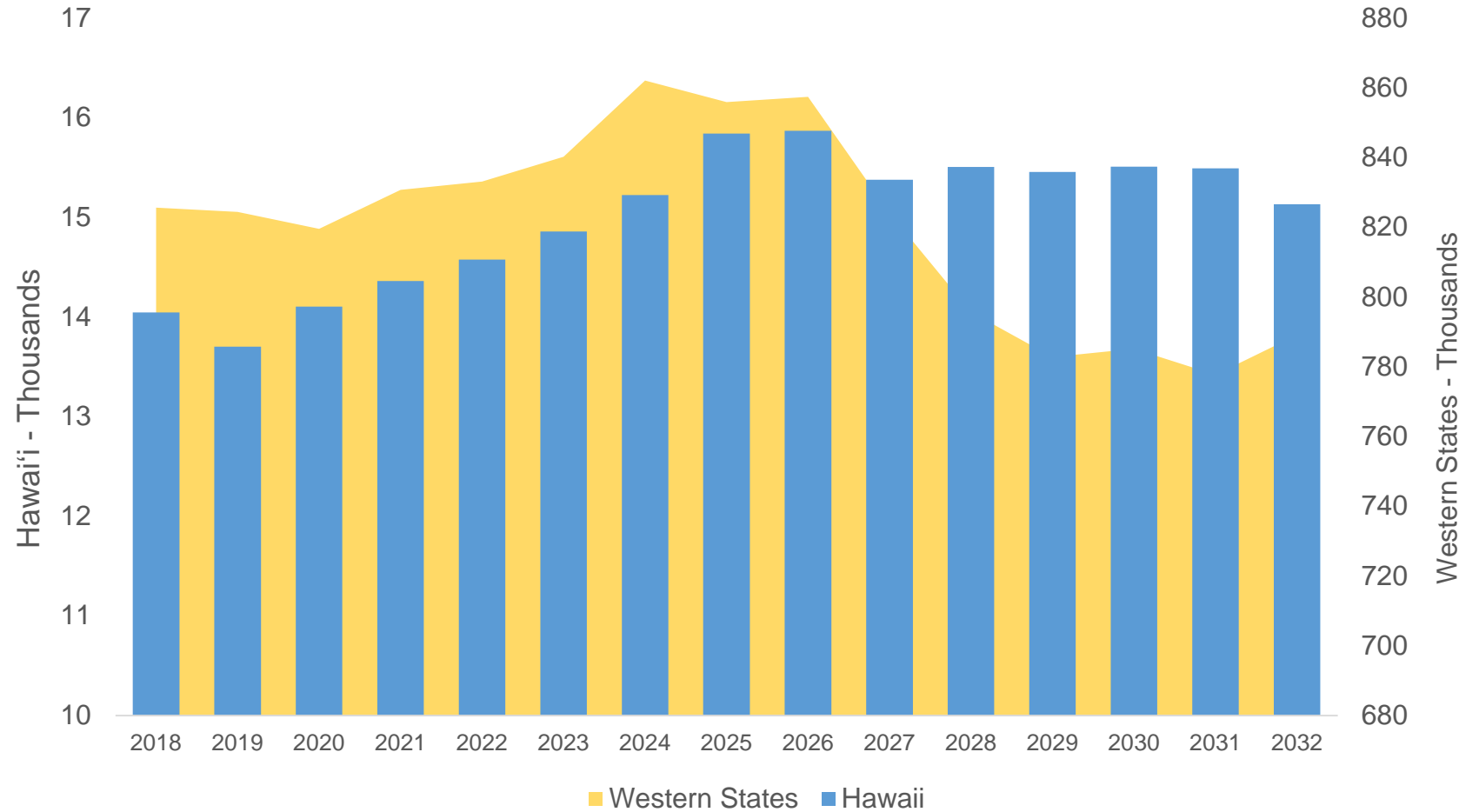


* Unduplicated count of students; awards include: Bachelor, Associate, Certificate of Achievement and Advanced Professional Certificate.

** Source: Bureau of Labor Statistics.

WICHE Forecasts of High School Graduates

While high school graduates in Hawai'i are expected to increase by 1,800 graduates from 2018 to 2025, high school graduates in the Western states are forecast to decline. Competition for our high school graduates will increase.

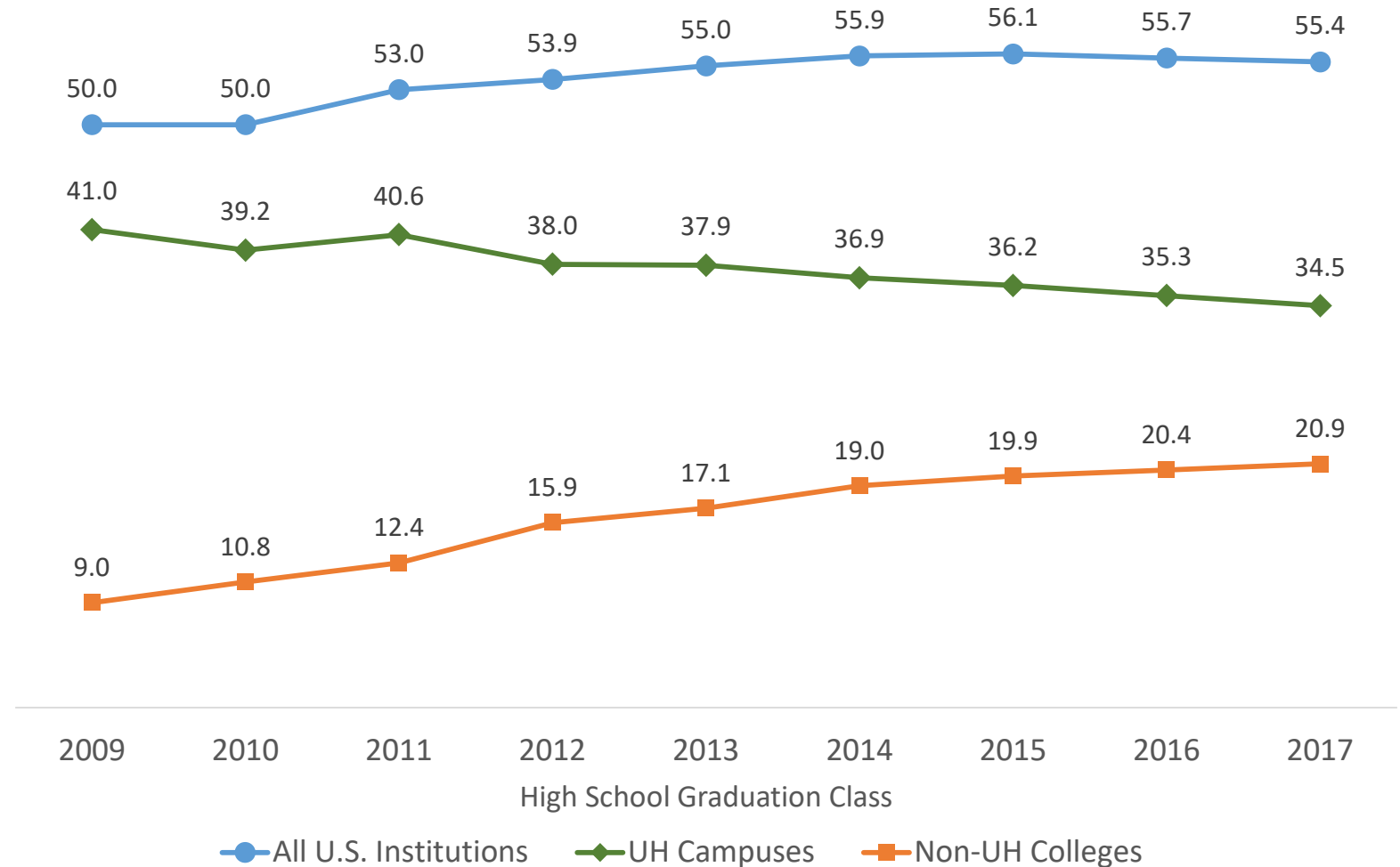


Source: Knocking at the College Door; WICHE; December 2016.

College Participation Rates of Hawai'i Public High School Graduates

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

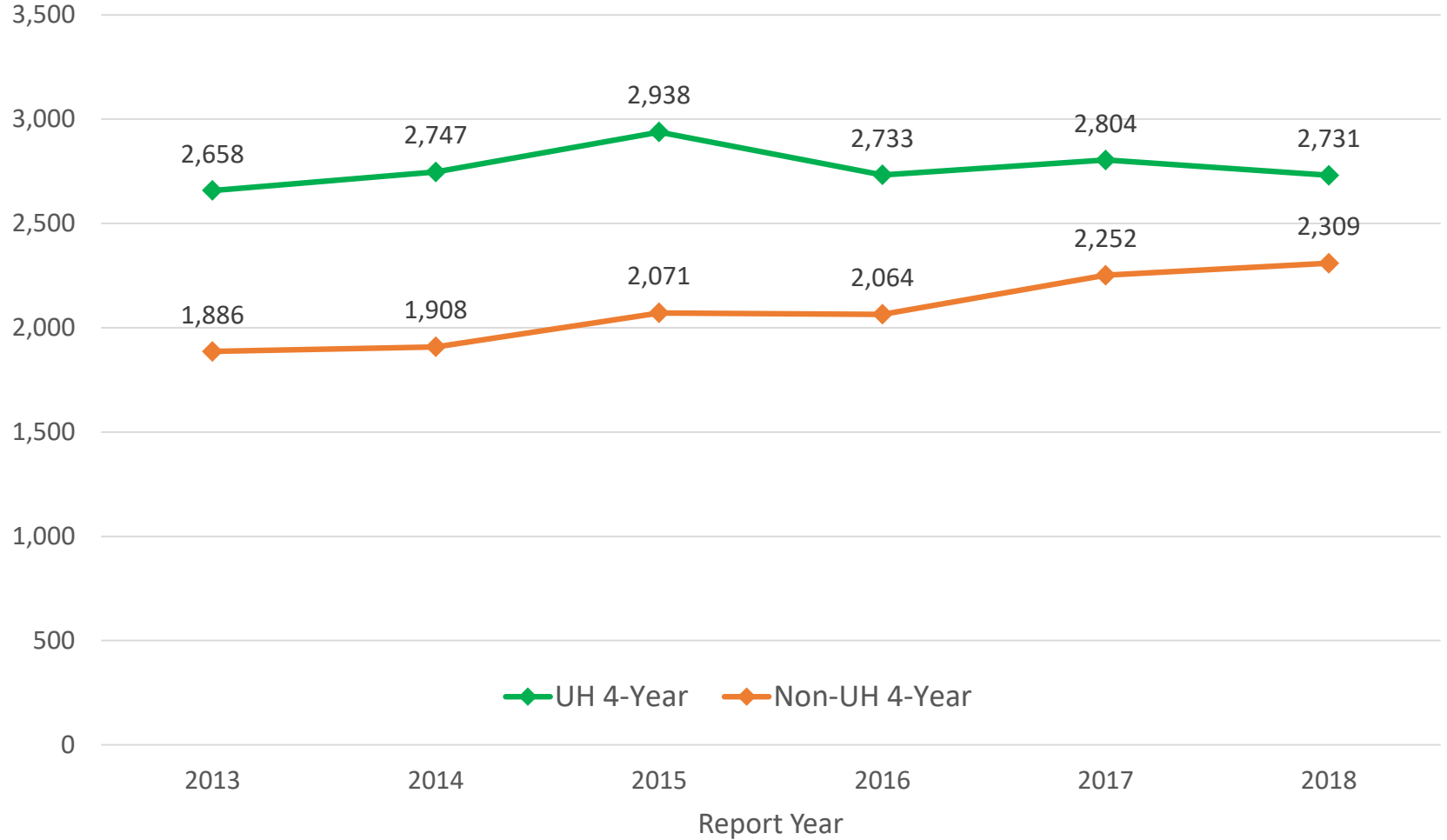
If UH had maintained its 2009 share, approx. 2,500 more public high school students would have enrolled between 2010-2017.



Source: Hawai'i P-20 Career and College Readiness Indicators Reports.

UHCC Transfers Out to Four-Year Campuses

Transfers from the UHCCs to the UH four-year campuses have been flat, while transfers to non-UH four-year campuses have increased



UH System Goals for Enrollment

- 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

Managing Enrollment at UH

UH Manoa, UH Hilo, UH West O‘ahu and the UH Community Colleges each have enrollment management processes to address the challenges we face. These processes include:

- Key personnel and offices assigned enrollment management responsibility
- Development of enrollment management plans
- Monitoring of progress toward goals
- Managing budgets to achieve enrollment objectives
- Increased cooperation and coordination across campuses
- Coordinated outreach to high schools and potential students

These University System role is to help set the agenda, provide tools and resources and assist in the coordination across units

University of Hawai‘i Mānoa

ENROLLMENT MANAGEMENT REPORT



UNIVERSITY of HAWAII*
MĀNOA

2018-2019 Action Strategies for Enrollment Growth

- Increase applications of first-year and transfer students
 - Increased our outreach efforts with local, mainland counselors, and community college partners
 - Expanded our targeted recruitment efforts (with Native Hawaiian, UHCC Transfer, Veterans and Local Students)
- Increase yield and decrease summer melt
 - Implemented an aggressive yield and melt communication plan to both prospective students, parents and counselors
- Centralized Tuition Scholarship Management
 - Completed phase 1 by strategically consolidating, eliminating and allocating tuition scholarship funds
- Retention
 - Continue to grow and assess the UH Mānoa Hanai Mentor Program
 - Develop and deploy an Early Alert System
 - Continue proactive communication about registration to include problem-solving
- Graduate School
 - Expand the BAM Bachelor's and Master's Degree Pathways
 - Expand International 3+2 partnerships
 - Created Graduate SEMC (Strategic Enrollment Management Committee) to focus on unique graduate enrollment and student success issues

Campus Enrollment Targets 2018-19

	Measure	Historical Enrollment Count			Targeted Enrollment Count	
		Fall 2015	Fall 2016	Fall 2017	Fall 2018 (Planned)	Fall 2018 (Actual)
	Total Enrollment	18,865	18,056	17,612	17,964	17,710
	% Change Total	-3.3%	-4.3%	-2.5%	2.0%	0.6%
1	First-time Freshmen Total ¹	1,903	1,972	1,959	1,998	2,209
	% Change	3.4%	3.6%	-0.06%	2.0%	12.8%
	Hawai'i High Schools ²	1,137	1,282	1,207	1,231	1,288
	Mainland ³	715	624	667	679	781
2	Transfer Total	1,492	1,390	1,401	1,443	1,584
	% Change	-5.6%	-6.8%	0.8%	3.0%	13.1%
	UH System School Transfer	844	826	780	841	821
3	Undergraduate Continuing / Returning ⁴	9,571	8,996	8,807	8,983	8,565
	First-Time Freshmen Retained ⁵	1,482	1,458	1,554	1,581	1,550
	Retention Rate	77.9%	76.6%	78.8%	80.8%	79.1%
	International ⁶	1,228	1,144	1,099	1,121	1,134
4	Graduate Enrollment ⁷	4,754	4,512	4,322	4,408	4,330

¹Data from UH IRO Enrollment Table 5. ²From UH IRO report: High School Background of First-Time Students. ³Includes U.S. Military. ⁴Does not include residual counts and unclassified.

⁵First-time freshmen retained calculated from enrollment figure from UH IRO Enrollment Table 5 for consistency purposes in 1 and the Retention Rate in 3.

⁶Includes non-resident alien. ⁷From UH IRO Enrollment Table 6, Graduate Classified (includes Doctoral and Professional).

2018 Assessment

- Fall 2018 Enrollment Outcomes
 - Application Increases
 - Overall – 8%
 - First-time freshmen – 10.4%
 - Native Hawaiian – 6.3%
 - Local first-time freshmen – 12%
 - Graduate (classified and unclassified) – 2%
 - New Student Enrollment Increases
 - Overall – 8%
 - First-time freshmen – 11%
 - Native Hawaiian – 6.3%
 - Local first-time freshmen – 10%
 - Transfer students from UHCC – 5.2%
 - Graduate (classified and unclassified) – 8%
 - Overall Enrollment
 - For the first time since 2015, overall enrollment is up (1%)
 - Retention
 - Increased for the second consecutive year to 79.1%, highest rate since 2014

Campus Enrollment Targets 2019-20 to 2021-22

	Measure	Historical Enrollment Count			Targeted Enrollment Count		
		Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
	Total Enrollment	18,056	17,612	17,710	18,473	19,236	20,000
	% Change Total	-4.3%	-2.5%	0.6%	4.3%	4.13%	3.97%
1	First-time Freshmen Total ¹	1,972	1,959	2,209	2,308	2,411	2,519
	% Change	3.6%	-0.06%	12.8%	4.5%	4.5%	4.5%
	Hawai'i Direct Entrants ²	1,282	1,207	1,288	1,385	1,447	1,511
	Mainland/International	624	667	781	923	964	1,008
2	Transfer Total	1,695	1,586	1,691	1,742	1,794	1,848
	% Change	-7.3%	-6.4%	6.6%	3%	3%	3%
	Transfers from Hawai'i	907	868	920	949	979	1,008
	UHCC System Transfers	826	780	821	845	871	897
3	Continuing / Returning ³	8,996	8,807	8,565	9,077	9,467	9,853
	First-Time Freshmen Retained ⁴	1,458	1,554	1,550	1,855	1,970	2,091
	Retention Rate – First-Time, Full-Time	76.6%	78.8%	79.1%	80.4%	81.7%	83%
	International ⁵	1,144	1,099	1,131	1,210	1,307	1,441
4	Classified Graduate Enrollment	4,512	4,322	4,330	4,733	5,173	5,543
	New Graduate Enrolled	1,563	1,472	1,411	1,473	1,538	1,597



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2019-2020 Action Strategies for Enrollment Growth

- UH Mānoa's EAB Partnership
 - With this partnership we will reach a larger number of prospective students (192% increase) by purchasing large volumes of names, and by identifying the right fit student and making effective contacts at critical times to saturate our primary and secondary markets.
 - Financial Aid Optimization - with EAB develop a financial aid optimization plan that includes a data analytical tool to further develop effective financial aid leveraging strategies for enrollment growth.
- Implement an integrated CRM (Customer Relationship Management software), to strategically communicate and engage students throughout their university life cycle - from prospective student to alumni.
- Retention Efforts
 - Expand the current ACE Learning Community as a requirement for all incoming freshmen
 - Implement Freshmen Common Book requirement
- Develop and Implement Graduate SEM Plan

UH Hilo

Enrollment Management Report



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2018-2019 Action Strategies for Enrollment Growth

- Strategic use of financial aid
- Digital communication (email, web, texting, social media)
- UHCC Transfer Events
- UH common general education core
- Living Learning Communities
- ‘Opihi Student Success retention activity branding
- Mentor Collective peer mentoring program
- My Success early alert system



Campus Enrollment Targets, 2018-19 To 2020-21

	Measure	Historical Enrollment Count			Targeted Enrollment Count	
		Fall 2015	Fall 2016	Fall 2017	Fall 2018 (Planned)	Fall 2018 (Actual)
	Total Enrollment	3,829	3,666	3,539	3,613	3,406
	Percentage Change Total	-2.4%	-4.3%	-3.5%	2.1%	-3.8%
1	First-time Freshmen Total	385	368	413	436	413
	Percentage Change FTF	-10.9%	-4.4%	12.2%	5.6%	0.0%
1a	Hawai'i Island High Schools	164	160	166	172	182
1b	O'ahu High Schools	58	57	72	74	71
1c	Maui and Kaua'i High Schools	32	33	30	34	20
1d	Mainland ¹	97	77	114	124	103
2	Transfer Total	408	397	371	371	337
	Percentage Change Transfer	-6.7%	-4.9%	-7.0%	0.0%	-9.2%
2a	Hawai'i Community College	126	147	115	114	105
2b	Other UHCC	57	45	51	50	48
3	Continuing (Retention Rate Increase) ²	2,135	1,979	1,873	1,880	1,853
3a	First-time Freshmen Retained ³	272	271	248	289	270
	Retention Rates	63.2%	70.2%	68.3%	70.0%	66.0%
3b	Transfer Retained ³	285	277	276	246	247

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.

³ Corrected.



2018 Assessment

- Increased applications and acceptances
- First-time freshmen enrollment sustains increase in prior year
- Fewer transfer students enrolled than targeted
- Increased Hawai'i island and resident enrollment; decreased non-resident enrollment
- Lower retention rates for first time freshmen and first time transfer students
- Improved persistence for continuing students
- Continued high FAFSA completions



2018 Assessment

- Financial Aid TV's Get Answers –
 - Total of 961 videos watched March to September 2018, video viewership highest on Saturday and most videos viewed between 6:00pm to 11:00pm
- EAB/Royall Decision IQ campaign –
 - Up to 7 messages delivered to 800+ accepted freshmen on decision to enroll
- Geo-fenced mobile advertising –
 - 700,000+ impressions, 8 UHCC campuses, nearly 4000 “click-thrus” to university website and ‘apply’ page
- Texting campaign –
 - Up to 12 messages, thousands of individual messages, delivered to 1200+ accepted freshmen and transfer students
- ‘Opihi Student Success – Tailored communication for continuing and stopped out students
 - 2529 registered seniors, juniors, and sophomores contacted Spr 2018, average 86.6% across all 4 colleges registered for Fall 2018
 - 421 students stopped out AY 16-17 contacted, 37 (8.8%) registered to re-enroll for Fall 2018;
 - 13 students graduate through petition to modify graduation requirements
- Mentor Collective peer mentor program –
 - 89.3% of 93 new students matched with mentor, total 427 hours engagement Spr 2018
- MySuccess early alert system –
 - 6 Math & English courses, 1 Chemistry section, coordinated outreach with 5 student support program; 594 issues identified, 79% resolved timely, 59 flags raised, 86% cleared



Campus Enrollment Targets 2019-20 to 2021-22

	Measure	Historical Enrollment Count			Targeted Enrollment Count		
		Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
	Total Enrollment	3,666	3,539	3,406	3,520	3,634	3,781
	Percentage Change Total	-4.3%	-3.5%	-3.8%	3.3%	3.0%	4.3%
1	First-time Freshmen Total ¹	368	413	413	460	505	550
	Percentage Change FTF	-4.4%	12.2%	0.0%	11.4%	9.8%	8.9%
1a	Hawai'i Island Direct Entrants ²	160	166	182	200	215	230
1b	O'ahu Direct Entrants	57	72	71	80	90	95
1c	Maui County and Kaua'i Direct Entrants	33	30	20	30	35	40
1d	Mainland	77	114	103	150	165	185
2	Transfer Total ¹	397	371	337	375	390	405
	Percentage Change Transfer	-2.7%	-6.5%	-9.2%	11.3%	4.0%	3.8%
2a	Hawai'i Community College	144	114	105	125	130	135
2b	Other UHCC	45	50	40	55	55	60
3	Continuing / Returning ³	2,058	1,927	1,853	1,872	1,927	2,079
3a	First-time Freshmen Retained ⁴	271	248	270	281	317	354
	Retention Rate – First-Time, Full-Time	70.9%	68.2%	66.0%	68.0%	69.0%	70.0%
3b	Transfer Retained ⁴	277	276	247	246	277	292
3c	Retention Rate – Full-Time	72.1%	75.4%	70.4%	72.9%	73.9%	74.9%



2019-2020 Action Strategies for Enrollment Growth

- EAB/Royall Strategic Search for prospective high school students
- Strategic use of financial aid
- Digital communication for prospective and continuing students
- 2+2 pathways for UHCC transfer students
- Entry and first year services for transfer students
- Completion of English and math in 1st year
- Career pathway major choice, career exploration, employment advising
- Service learning/community engagement connections
- Distance learning capacity for select majors



UH West O'ahu

Enrollment Management Report



2018-2019 Action Strategies for Enrollment Growth

- Summer Bridge programs targeted to specific special cohorts: Ike Ola - Health Pathways, Pueo Scholars - Education Pathways, Onipa'a "Summer Melt" - Hawaiian Studies; Math Summer Bridge - low income, first generation students
- New Student Orientations targeted to specific student groups: Freshmen, Distance Education, Transfer, Ohana
- Recruitment events: Admissions Open House events prior to letter of intent day
- Financial aid, financial literacy and scholarship completion events
- Retention communication initiative: Email, direct mail and phone calls to continuing stop out students and students with registration holds
- Student employment combined with leadership and work skills training
- Pueo Mentors assigned to all Freshmen who met twice a semester
- E Ala Pono campaigns: High-touch advising by majors for all students combined with faculty referrals to campus resources
- Redesigned UH West Oahu website with new appearance and functionality
- Rolled out STAR GPS pathways across all majors and concentrations

UH West O'ahu Campus Enrollment Targets, 2018-19 To 2020-21

	Measure	Historical Enrollment Count			Targeted Enrollment Count	
		Fall 2015	Fall 2016	Fall 2017	Fall 2018 (Planned)	Fall 2018 (Actual)
	Total Enrollment*	2,692	2,939	3,082	3,201	3,128
	% Change Total	1.2%	9.2%	4.9%	3.9%	1.5%
1	First-time Freshmen Total*	254	292	282	296	242
	% Change	-4.5%	15.0%	-3.4%	5.0%	-14.2%
	Leeward Public High Schools	128	137	163	184	136
	Central O'ahu Public High Schools ¹	57	75	62	65	57
	Hawai'i Private Schools ²	38	33	32	37	27
2	Transfer Total^{3*}	557	599	585	605	561
	% Change	-2.3%	7.5%	-2.3%	3.4%	-4.1%
	Leeward CC	181	175	195	203	193
3	Non-Traditional Total	911	1,064	1,066	1,106	991
	% Change	Not Available	16.8%	0.2%	3.8%	-7.0%
	Part-Time & Age: 25 and over	709	789	775	805	727
	Veteran	202	275	291	301	264
4	Continuing*/ Returning^{3*}	1,706	1,865	1,878	1,911	1,940
	First-Time Full-Time Freshmen Retained (Yr 1 to Yr 2) ⁴	131	168	174	197	194
	Retention Rates	67.2%	70.3%	65.4%	70.0%	72.1%
	First-Time Full-Time Freshmen Retained (Yr 2 to Yr 3) ⁴	100	123	127	169	Not Available
	Retention Rates	51.3%	51.5%	47.7%	60.0%	Not Available

¹ Includes U.S. Military.

² Includes U.S. related areas: Territorial Possessions, U.S. Commonwealths & Compact of Free Association states.

³ Degree-seeking undergraduate students.

⁴ Increase 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.



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2018 Assessment

- ❖ Enrolled a record 3,128 students, which included 242 freshmen and 561 transfers.
- ❖ In Fall 2018, our first-time freshman enrollment decreased from Fall 2017 due to the reduction of funding initiatives targeting leeward high schools. In Fall 2017, UHWO had an increase in enrollment from Leeward public high school due to several targeted grant funded initiatives, ie. GEAR UP, Hawaii P20, Kamehameha Schools, and Title III U.S. Department of Education. These programs targeted Native Hawaiian, low-income, and first-generation students from Leeward high schools.
- ❖ Enrolled 1,940 continuing students, an increase from 1,878 enrolled in Fall 2017.
- ❖ Enrolled 265 early college students from five feeder high schools in Fall 2018.
- ❖ Increased the first-time freshman retention rate from 65.4% in 2017 to 72.1% in 2018, an all-time high since 2015.

Campus Enrollment Targets 2019-20 to 2021-22

	Measure	Historical Enrollment Count			Targeted Enrollment Count		
		Fall 2016	Fall 2017	Fall 2018 (Actual)	Fall 2019	Fall 2020	Fall 2021
	Total Enrollment*	2,939	3,082	3,128	3,388	3,664	4,018
	% Change Total	9.2%	4.9%	1.5%	8.3%	8.1%	9.7%
1	First-time Freshmen Total*	292	282	242	286	310	335
	% Change	15.0%	-3.4%	-14.2%	18%	8.5%	8%
	Leeward Public High Schools	137	163	136	160	174	188
	Central O'ahu Public High Schools ¹	75	62	57	67	73	79
	Hawai'i Private Schools ²	33	32	27	32	35	38
2	Transfer Total^{3 *}	599	585	561	662	761	868
	% Change	7.5%	-2.3%	-4.1%	18%	15%	14%
	Leeward CC	175	195	193	227	261	297
3	Non-Traditional Total	1,064	1,066	991	1,169	1,254	1,376
	% Change	16.8%	0.2%	-7.0%	18.0%	7.3%	9.7%
	Part-Time & Age: 25 and over	789	775	727	844	901	968
	Veteran	275	291	264	325	353	408
4	Continuing*/ Returning^{3 *}	1,865	1,878	1,940	1,989	2,145	2,309
	First-Time Full-Time Freshmen Retained (Yr 1 to Yr 2) ⁴	168	174	194	207	223	242
	Retention Rates	70.3%	65.4%	72.1%	70.0%	70.0%	70.0%
	First-Time Full-Time Freshmen Retained (Yr 2 to Yr 3) ⁴	123	127	Not Available	185	207	234
	Retention Rates	51.5%	47.7%	Not Available	62.5%	65.0%	67.5%

¹ Includes U.S. Military.

² Includes U.S. related areas: Territorial Possessions, U.S. Commonwealths & Compact of Free Association states.

³ Degree- seeking undergraduate students.

⁴ Increase 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.



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2019-2020 Action Strategies for Enrollment Growth

Recruitment - First time Students

- Continue to expand on successful strategies in 2017-2018 enrollment management campaigns with specific emphasis for Native Hawaiian, low income and first generation students.
- Enhance admissions outreach to high schools, community events and college fairs.
- Offer additional academic programs of high interest to students and address state workforce needs (i.e. Health Sciences, STEM, and Creative Media).
- Provide financial aid awards offers through direct mail and email to enhance student enrollment commitment.
- Improve and expand automated communications to build sense of relationship between prospective student and UH West Oahu.
- Utilize predictive analytics to identify and connect with accepted freshmen and transfer students who may be likely to enroll at UH West Oahu if given additional attention, information and/or support.
- Increase early college High School vertical articulation pathways through high school partnerships to facilitate transfer credits to UH West Oahu and enhance academic preparedness.

2019-2020 Action Strategies for Enrollment Growth

Recruitment - Transfer Students

- Offer degree programs after work hours targeting working adults.
- Attract UH community college students pursuing the AS in Natural Science by offering the BS in Natural Science at UH West Oahu.
- Offer transfer workshops at community colleges featuring information sessions on admissions, advising and financial aid.
- Facilitate Academic Program Presentations to highlight UHWO concentrations and programs.
- Host Virtual Transfer Workshops via Zoom to neighbor island prospective students featuring admission, financial aid and advising.
- Increase use of advising tools to promote knowledge of UHWO Academic programs (ie, use Star GPS – What If Journey)
- Improve collaboration and information with University Center partners on neighbor islands.
- Pilot 5-week accelerated courses in collaboration with UH System and Distance Education programs.
- Enhance online advertising and promotion to cater to active duty military and working adults.
- Host online admissions information sessions to active duty military.

2019-2020 Action Strategies for Enrollment Growth

Retention - New and Continuing students

- Support FAFSA/scholarship completion and provide assistance and information for families from the West O'ahu region.
- Build out E Ala Pono early alert campaigns to further connect the student to faculty and academic advisors to campus resources, ie, tutoring, mental health services, financial aid planning.
- Assign students to a Math entry course of Math 100 Survey of Math and Math 115 Statistics.
- Assign students to ENG 100T. Students may test out to ENG 100.
- Implement CLEP (College Level Examination Program) testing options targeting working adults and military students to meet degree requirements.
- Work directly with undeclared students to select a major by Spring 2019.
- Enhance communication campaigns by phone, website and social media to notify students of important dates for registration, financial aid and financial

2019-2020 Action Strategies for Enrollment Growth

Retention – New and Continuing Student

- Place course embedded tutors into pre-requisite classes.
- Increase academic persistence and student success for first year on-campus and first year distance education transfer students at UH West O'ahu through engaging academic and cultural events, activities, and workshops.
- Provide one-to-one peer mentorship and support for first year students at UH West O'ahu. Build leadership skills for mentees and provide learning tools and career opportunities for all students.
- Increase and strengthen academic programs to support students' student skills -high demand skills in West O'ahu region.
- Increase usage of predictive analytics in course scheduling and space utilization to maximize course sequencing.
- 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.
- Identify and develop locations around campus for students to interact and socialize between and after classes to facilitate a sense of belonging.
- Increase opportunities for on-campus employment by expanding the Federal Work Study program for needy students.
- Create a more vibrant campus by enticing students to remain on campus after classes by offering more on-campus employment, creating physical spaces for student hang-outs, and increasing student-centered activities.
- Foster an institutional climate that promotes success for Native Hawaiian, low income, first generation, students with disabilities, and other underrepresented students.
- Expand Naulu Center Services and student life to foster holistic student development and increase engagement in co-curricular activities.

UH Community Colleges Enrollment Management Report



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-targets reviewed semi-annually at each campus.
- System-wide 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>).

CC Targets for Student Enrollment and Success



Targeted Student Population	Basis of Performance Target (To be reached by 2027)	Fall 2021 Enrollment Target
High School Direct Entry (first fall after HS)	Reach 65% or greater college-going rate at all DOE high schools (http://uhcc.hawaii.edu/highschool_data/)	2,902
Working Age Adults (ages 25-44)	Increase postsecondary participation in population to 4%	9,610
Non-High School Graduates (e.g., GED)	Incremental growth	1,632
International Students	Campus growth targets	1,150
First Year Students	Reach 65% retention rate of first year students	
	Other (new non-targeted students, continuing students)	16,710
	TOTAL	32,004

CC Enrollment Targets

Fall 2015 to Fall 2018



	Historical			Targeted Projection	
	Fall 2015	Fall 2016	Fall 2017	Fall 2018 (Planned)	Fall 2018 (Actual)
FIRST TIME STUDENTS FROM TARGETED POPULATIONS					
High School Direct Entry	2,980	2,725 (-9%)	2,596 (-5%)	2,657	2,637 (2%)
Working Age Adults (ages 25-44)	2,339	2,303 (-2%)	2,077 (-10%)	2,548	1,995 (-4%)
Non-High School Graduates (e.g., GED)	558	506 (-9%)	466 (-8%)	523	389 (-17%)
International	390	406 (4%)	390 (-4%)	420	337 (-14%)
All Other	5,812	5,629 (-3%)	5,862 (4%)	5,545	6,297 (7%)
CONTINUING STUDENTS					
All (including retained students)	18,291	17,188 (-6%)	16,050 (-7%)	16,762	15,164 (-6%)
TOTAL ENROLLMENT	30,370	28,757 (-5%)	27,441 (-5%)	28,455	26,819 (-2%)

2.3% Increase in
New Students

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



Fall 2018 Assessment

- Low unemployment and workforce demand affecting prospective and continuing student enrollment.
- Direct entry from high school to UHCC increased from prior year, reversed a 6-year slide.
- Early admit program enrollment growth (43% increase from prior year).
- Drop (12%) in students who identified as having a GED (mirroring drop in students earning GED).
- Student completion (degrees and certificates awarded) remained steady vs. enrollment.
- UHCC introduced new Integrated Student support initiatives to improve student retention and completion which showed pockets of excellence in the first year.

Campus Enrollment Targets:

Actuals – Fall 2016 to 2018; Targets – Fall 2019 to 2021



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	Historical (% change from prior year)			Projections (% change from prior year)		
	Fall 2016	2017	2018	2019	2020	2021
FIRST TIME STUDENTS FROM TARGETED POPULATIONS						
High School Direct Entry	2,725 (-9%)	2,596 (-5%)	2,637 (2%)	2,747 (4%)	2,813 (2%)	2,902 (3%)
Working Age Adults (ages 25-44)	2,303 (-2%)	2,077 (-10%)	1,995 (-4%)	3,062 (54%)	3,658 (20%)	4,336 (19%)
Non-High School Graduates (e.g., GED)	506 (-9%)	466 (-8%)	389 (-17%)	573 (47%)	632 (10%)	699 (11%)
International	406 (4%)	390 (-4%)	337 (-14%)	445 (32%)	473 (6%)	497 (5%)
Other New	5,629 (-3%)	5,862 (4%)	6,297 (7%)	6,527 (4%)	6,693 (3%)	6,860 (2%)
CONTINUING STUDENTS						
Working Age Adults (ages 25-44)	4,944 (-7%)	4,790 (-3%)	4,665 (-3%)	5,025 (8%)	5,148 (2%)	5,274 (2%)
Non-High School Graduates (e.g., GED)	984 (-9%)	840 (-15%)	762 (-9%)	885 (16%)	910 (3%)	933 (3%)
International	603 (-7%)	584 (-3%)	563 (-4%)	617 (10%)	635 (3%)	653 (3%)
Other Continuing	10,657 (-5%)	9,836 (-8%)	9,174 (-7%)	9,662 (5%)	9,752 (1%)	9,850 (1%)
TOTAL ENROLLMENT	28,757 (-4%)	27,441 (-5%)	26,819 (-2%)	29,543 (10%)	30,714 (4%)	32,004 (4%)

*Targets set to meet benchmarks for enrollment goals for identified groups of students (new and continuing).

Strategies for Targeted Populations, 2018-20



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High School Direct Entry

- Convert more early admit students to degree-seeking students, post-high. Prioritize early college opportunities within career pathways.
- Facilitate more completions of UH application for admission and financial aid with Hawaii P-20.
- 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)

- Offer fully online AA and additional online classes in accelerated five-week format.
- Implement comprehensive marketing campaign for “stopped out students” to re-enroll to complete degrees.
- Streamline re-enrollment processes for stopped out students.
- Promote Hawaii Promise as making education more affordable for Hawaii residents.

Strategies for Enrollment Growth Through Student Success Initiatives, 2018-20



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- Improve first year students' success to support retention into second fall:
 - First-year Math & English Redesign
 - Informed choice and placing students on the right “pathway”
- Facilitate completion and transfer by securing academic pathways including baccalaureate pathways for prospective transfers.
- Offer flexibility in course offerings including more online courses in accelerated 5 week format and fully online degree programs.
- Recruit stopped out students to re-enroll and complete degrees.
- Communicate and deliver financial/Hawaii Promise opportunities, supports.
- Integrate Student Support across campuses and for specific priority populations, such as returning adults.
- Streamline online admissions applications and onboarding.
- Increase academic support with various methods (e.g. peer mentors and transfer navigators).
- Offer Strategic professional development for teaching and learning (faculty guilds).
- Continue institutional research: e.g. Why do UHCC students not transfer in greater numbers and why don't more transfer to UH campuses?

Summary and System-wide Next Steps

Strengthening enrollment efforts

- Setting and achieving targets
- Expanding and intensifying recruitment
- Improving retention, especially of first-year students
- Building stronger transfer pathways
- Link Early College to academic pathways

New initiatives

- FAFSA completion project with DoE
- \$400,000 Lumina grant to target returning adults
- Increased funding for distance learning focused on accelerated programs
- \$39 million Federal Grant to GEAR UP to help low-income students

Enrollment Going Forward

The immediate goal is to reverse the enrollment decline and return to the long-term growth trend.

Going forward, the UH Units have set ambitious enrollment objectives.

