

Notice of Meeting

UNIVERSITY OF HAWAI'I
BOARD OF REGENTS COMMITTEE ON ACADEMIC AND STUDENT AFFAIRS
Members: Regents Tagorda (Chair), Putnam (Vice Chair), Acoba, Bal, Higa,
Kudo, and Portnoy

Date: Thursday, March 8, 2018

Time: 11:30 a.m.

Place: University of Hawai'i at Mānoa
Information Technology Building
1st Floor Conference Room 105A/B
2520 Correa Road
Honolulu, Hawai'i 96822

AGENDA

I. Call Meeting to Order

II. Approval of Minutes of December 14, 2017 Meeting

III. Public Comment Period: All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Written testimony may be submitted via US mail, email at bor@hawaii.edu, or facsimile at 956-5156. Individuals submitting written testimony are not automatically signed up for oral testimony. Registration for oral testimony on agenda items will be provided at the meeting location 15 minutes prior to the meeting and closed once the meeting begins. Oral testimony is limited to three (3) minutes. All written testimony submitted are public documents. Therefore, any testimony that is submitted verbally or in writing, electronically or in person, for use in the public meeting process is public information.

IV. Agenda Items

A. For Information

1. Distance Learning Plan
2. Update on Systemwide Enrollment Management
3. Updating the University of Hawai'i Strategic Directions Hawai'i Graduation Initiative, 2015-2021

V. Adjournment

Committee on Academic and Student Affairs March 8, 2018

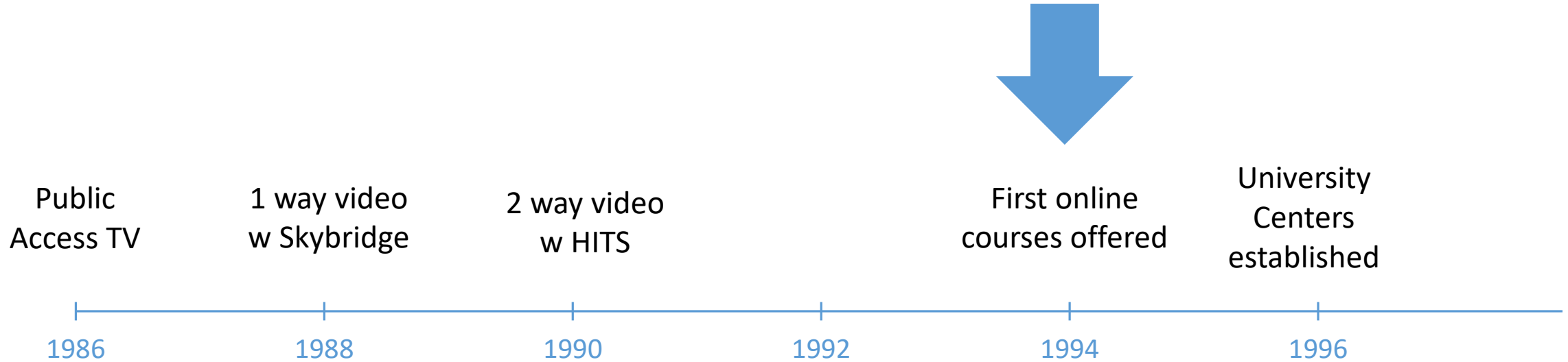


Distance Learning Plan

Hae K. Okimoto, PhD

Director of Academic Technologies and
Interim Associate VP for Student Affairs

Distance Learning at UH – historical timeline



Enrollment by technology for Fall 2017

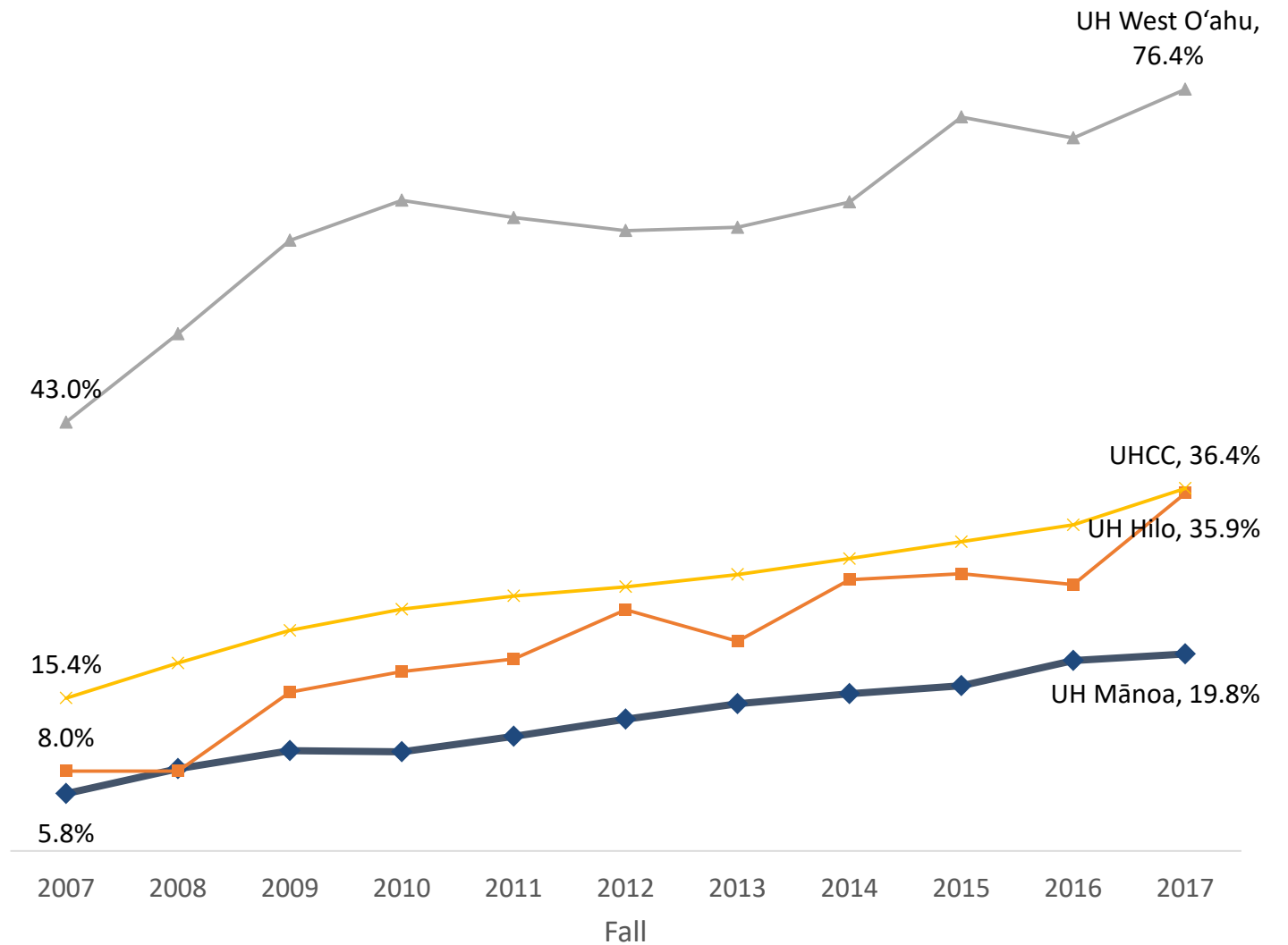
16 courses
488 registrations

64 courses
1275 registrations

1,297 courses
25,972 registrations

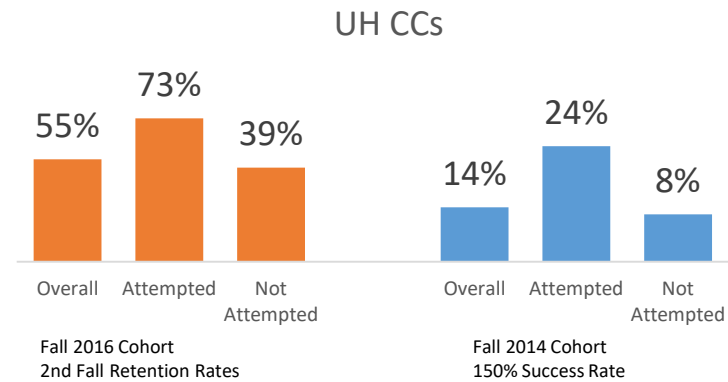
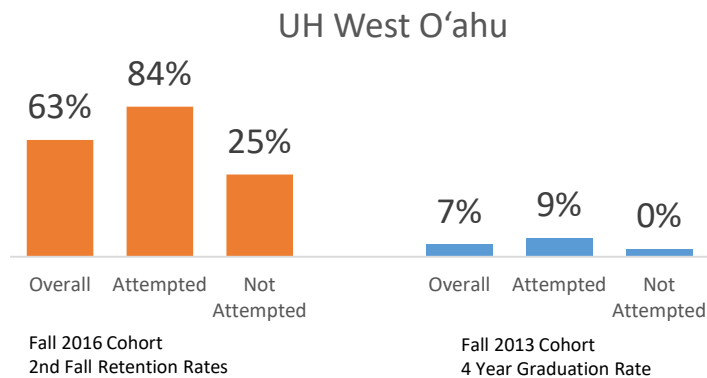
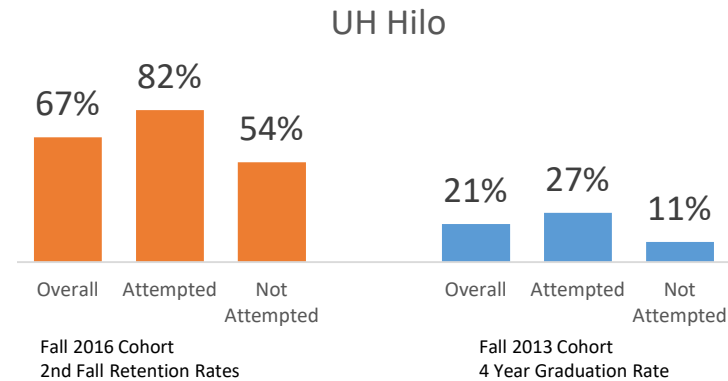
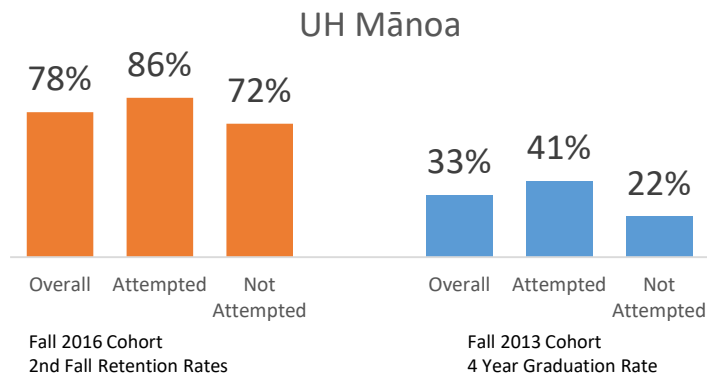
Distance Learning Course Taking Trend

Percent of classified undergraduate students attempting at least one online course continue to increase



Students who take at least one course entirely online persist and graduate at higher rates

Fall First-time, Full-time and Part-time Classified Freshmen
 Attempting at least one Completely Online course within first 4 years



Where are UHCC Transfers going?

AY 2014-15 to AY 2016-2017

Institution	State	Total
Hawai'i Pacific University	HI	489
Chaminade University of Honolulu	HI	466
University of Phoenix²	AZ	387
University of Nevada Las Vegas	NV	193
College of Southern Nevada²	NV	152
Arizona State University²	AZ	117
American Public University System²	WV	107
University Of Maryland - University College²	MD	92
Northern Arizona University²	AZ	71
Grand Canyon University-Traditional²	AZ	71

¹ Based on available major data from the National Student Clearinghouse

² **Primarily online**

Source: National Student Clearinghouse

Characteristics of Nationally Successful Programs

- Cohorts
- Clear pathways
- One course at a time



Focus: Online Degree Pathways

- Previously: access to courses and programs for all students
- Now: access to degree pathways and degree completion for the distant student
- Now: building 2 + 2 degree pathways

Why Focus on Degree pathways?

- AA programs aligned to specific 4 year degrees
- Guaranteed delivery of needed courses
- Sequencing of courses based on analytics on best success rates for students

The screenshot displays the 'GPS Registration AALBRT' interface. It shows a grid of course selection options for four semesters: Fall 2018, Spring 2019, Fall 2019, and Spring 2020. Each semester has a 'Credits' value: 16 for Fall 2018, 14 for Spring 2019, 15 for Fall 2019, and 12 for Spring 2020. The interface includes a 'View holds' button and a 'Credits in Plan: 57.00' indicator. A sidebar on the right contains navigation options like 'Pathway Narrative', 'Focus Requirements', and 'Sandbox'.

The screenshot displays the 'GPS Registration BA Social Sciences-Psychology' interface. It shows a grid of course selection options for four semesters: Fall 2020, Spring 2021, Fall 2021, and Spring 2022. Each semester has a 'Credits' value: 15 for Fall 2020, 15 for Spring 2021, 15 for Fall 2021, and 9 for Spring 2022. The interface includes a 'Run Another What If' button and a 'Credits in Plan: 118.00' indicator. A sidebar on the right contains navigation options like 'Pathway Narrative', 'Focus Requirements', and 'Sandbox'.

Rethinking student support

- From application to graduation
- STAR GPS (4 year pathway even at 2 year)
- Student Services point of contact for program and services
- Student Services professional staff training

The screenshot shows a website header with the text "Get Your Degree at a Distance" on the left and "Programs Offered" with a dropdown arrow on the right. Below the header is a dark blue banner with the text "What are your interests?" and "Let us help you! Search by Credential and/or Area of Study." Below this banner are two green dropdown menus: "Degree Level" and "Area of Study". To the right of the "Area of Study" menu is a red "Submit" button. A dropdown menu is open from the "Area of Study" menu, showing a list of options: Accounting, Business, Disability Studies, Economics, and Education.

Rethinking Programs via Pathways

5 Week Course Template

- Sequence
- Quality
- Faculty Support for restructuring courses
- Pilot courses

The screenshot displays a course management interface with a sidebar on the left and a main content area on the right. The sidebar includes navigation options: Syllabus, WEEK 0 Orientation, WEEK 1 (highlighted), WEEK 2, WEEK 3, WEEK 4, WEEK 5, Week # Template, Announcements, Assignments, Forums, radebook Classic, Messages, Resources, Tests & Quizzes, Site Info, Statistics, and Help.

The main content area is divided into three sections:

- Introduction / Overview:** Contains introductory text and a video placeholder.
- Learning Outcomes:** Lists four specific learning outcomes (SLO 1-4).
- Estimated Time: 12 hours:** Includes a checklist of tasks for the week.

Below these sections is a **Learning Space (Activities)** section with an **Engage** activity, which includes reading assignments and resource links.

By Fall 2020 – Online University of Hawai‘i

- Degree completion pathway
- 4 fully online programs provided in an accelerated format, fully articulated across institutions, with robust online student support infrastructure (2 in Fall 2019)
- Online student portal combining academic and student support
- Evaluate the delivery of STEM online program
- Expand programs to address identified workforce needs

Committee on Academic and Student Affairs

March 8, 2018

Update on Systemwide Enrollment Management

Donald O. Straney, System Academic Planning and Policy

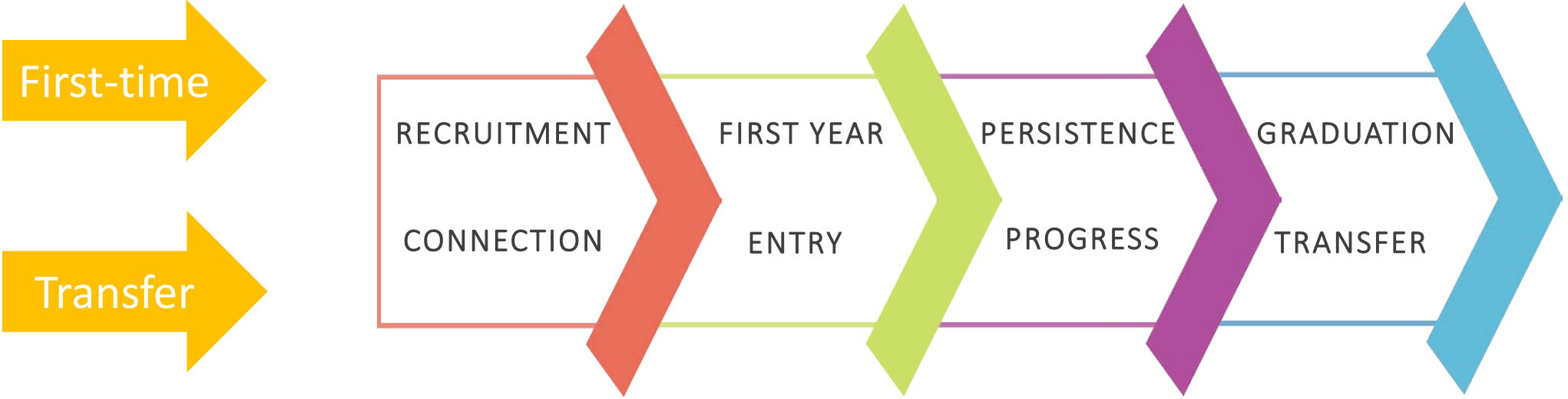
David Lassner, UH Mānoa

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

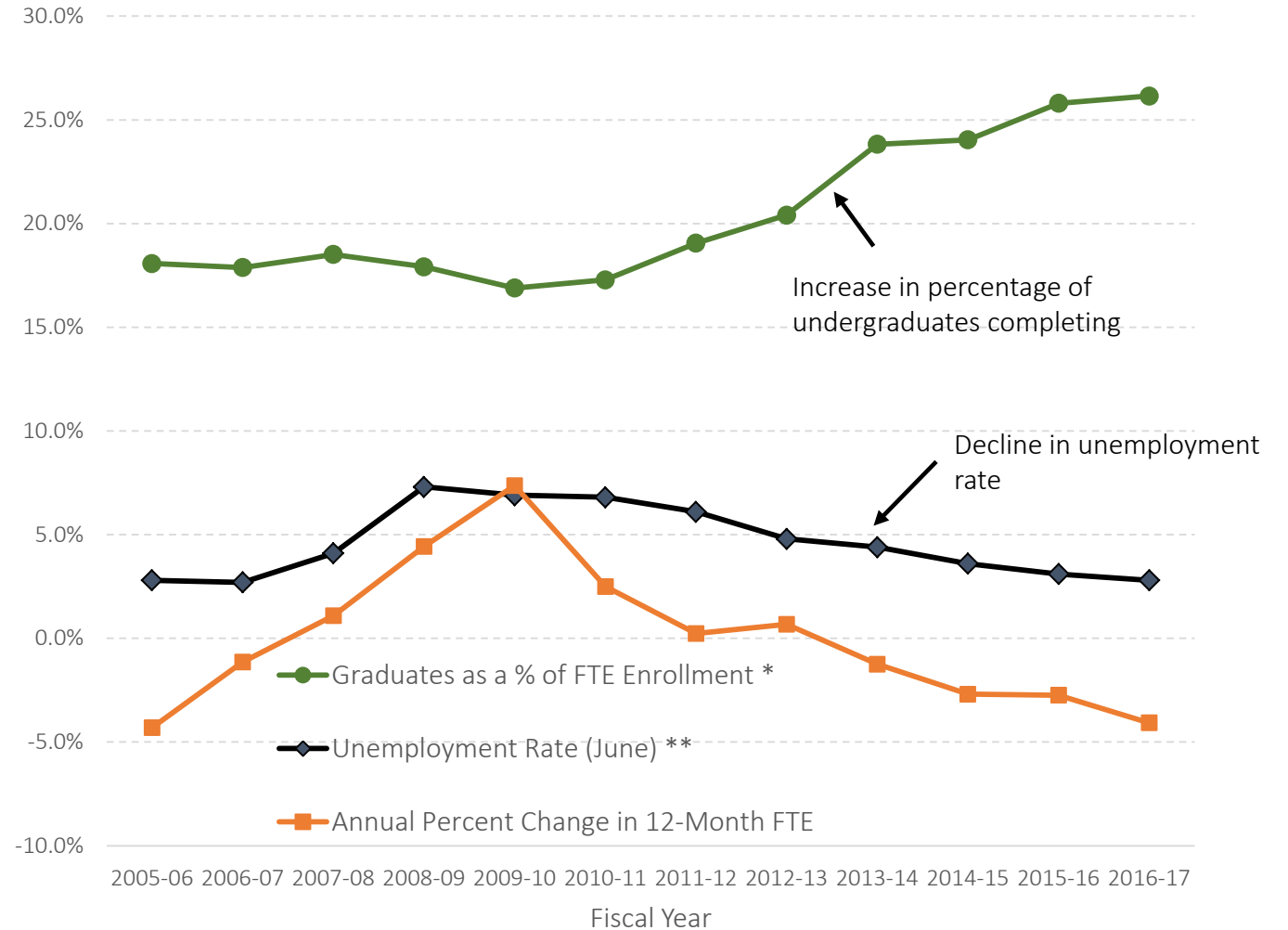
- Maintain policy framework to facilitate campus management of enrollment
- Provide data resources and tools for campus planning
- Assist campuses with best practices and monitor unit / campus strategies to ensure coordination among campuses
- Assess progress toward campus goals

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.



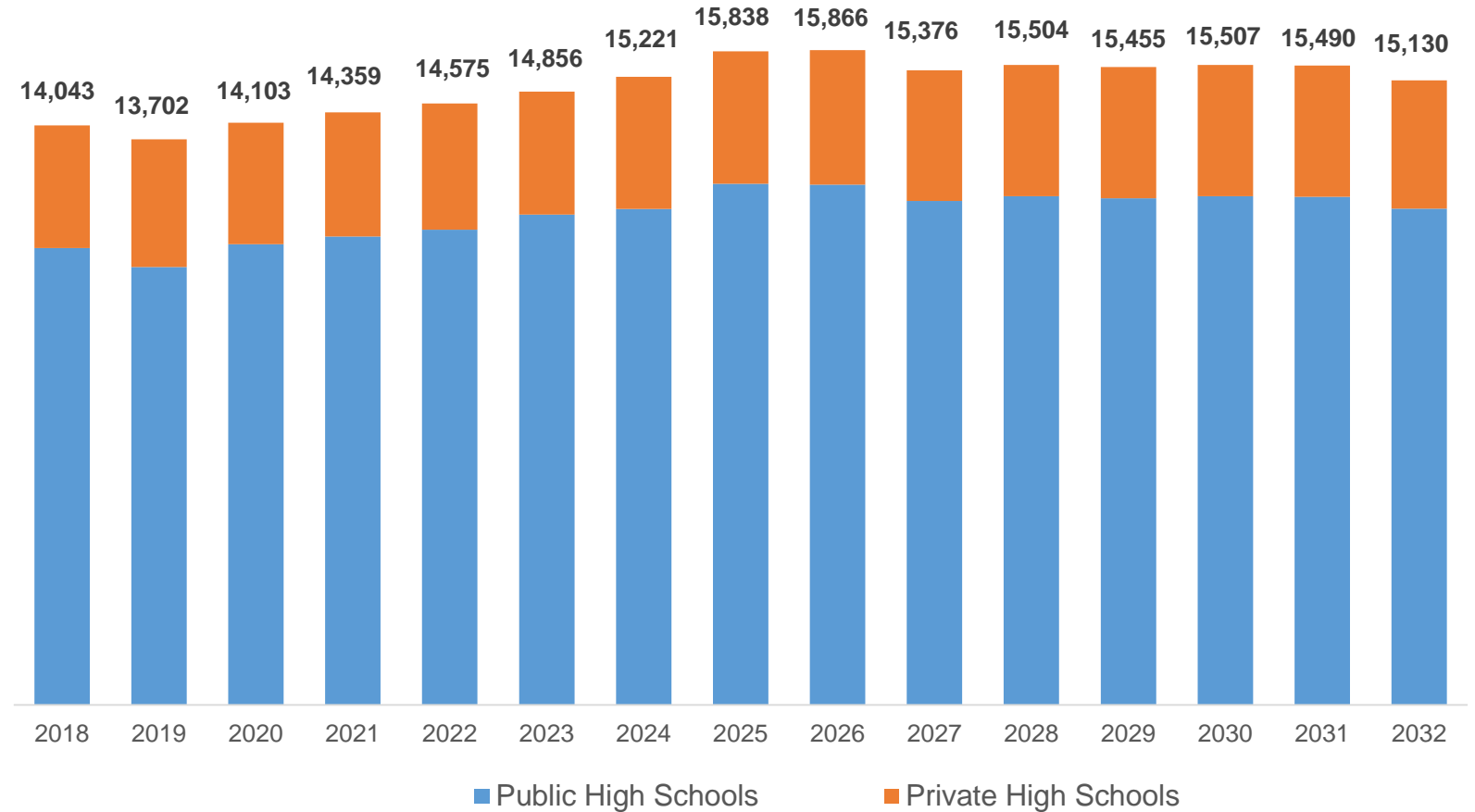
* Unduplicated count of students; awards include: Bachelor, Associate, Certificate of Achievement and Advanced Professional Certificate.

** Source: Bureau of Labor Statistics.

WICHE Forecast of Hawai'i High School Graduates

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.

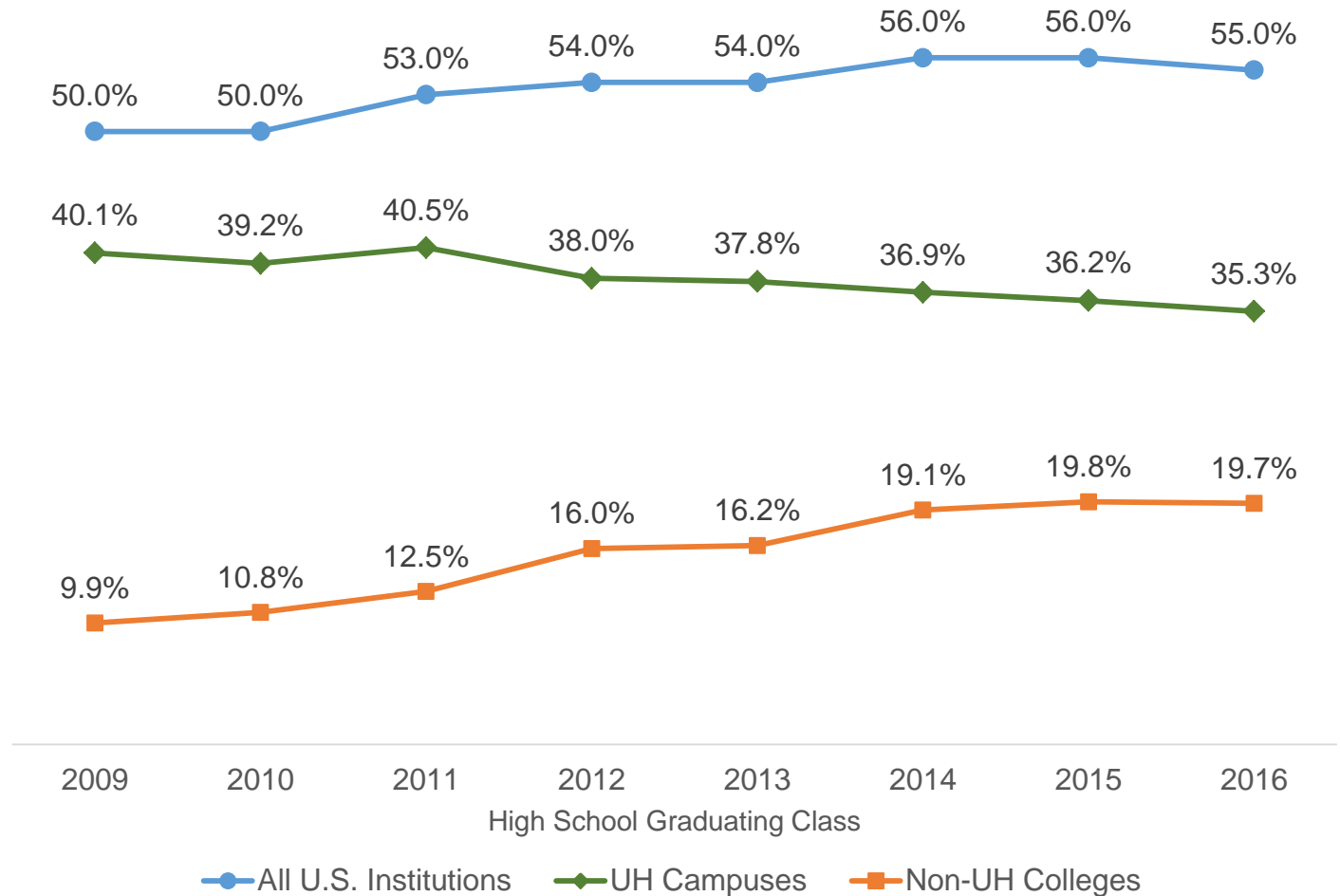


Source: Knocking at the College Door; WICHE; December 2016.

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

UH Mānoa	Return to 2010 enrollment levels
UH Hilo	Return to 2010 enrollment levels
UH West O'ahu	Increase enrollment within facility constraints
UHCCs	Return to 2010 enrollment levels and identify external drivers for strategic enrollment growth

University of Hawai'i Mānoa

ENROLLMENT MANAGEMENT REPORT



UNIVERSITY of HAWAII*
MĀNOA

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

	Measure	Historical Enrollment Count			Targeted Enrollment Count		
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Total Enrollment*	18,865	18,056	17,612	17,964	18,862	20,371
	% Change Total	-3.3%	-4.3%	-2.5%	2.0%	5.0%	8.0%
1	First-time Freshmen Total	1,898	1,969	1,957	1,996	2,096	2,264
	% Change	4.2%	3.7%	-0.06%	2.0%	5.0%	8.0%
	Hawai'i High Schools	1,116	1,256	1,174	1,197	1,257	1,358
	Mainland ¹	715	624	666	679	713	770
2	Transfer Total*	1,492	1,390	1,401	1,443	1,530	1,668
	% Change	-5.6%	-6.8%	0.8%	3.0%	6.0%	9.0%
	UH System School Transfer ²	833	785	765	841	933	1,045
3	Continuing/Returning* ³	9,720	8864	8,666	9,012	9,463	10,220
	First-Time Freshmen Retained ⁴	1,418	1,454	1,552	1,581	1,673	1,819
	Retention Rate	77.9%	76.6%	78.8%	80.8%	83.8%	86.8%
	International ⁵	1,128	1,144	1,099	1,121	1,211	1,308
4	Graduate Enrollment	4,850	4,636	4,447	4,536	4,763	5,144

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

	Measure	Historical Enrollment Count			Targeted Enrollment Count		
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Total Enrollment	3,829	3,666	3,539	3,613	3,709	3,905
	Percentage Change Total	-2.4%	-4.3%	-3.5%	2.1%	2.7%	5.3%
1	First-time Freshmen Total	385	368	413	436	473	512
	Percentage Change FTF	-10.9%	-4.4%	12.2%	5.6%	8.5%	8.2%
1a	Hawai'i Island High Schools	164	160	166	172	184	198
1b	O'ahu High Schools	58	57	72	74	80	85
1c	Maui and Kaua'i High Schools	32	33	30	34	36	40
1d	Mainland ¹	97	77	114	124	139	154
2	Transfer Total	514	489	455	469	490	515
	Percentage Change Transfer	-6.7%	-4.9%	-7.0%	3.1%	4.5%	5.1%
2a	Hawai'i Community College	126	147	115	125	136	147
2b	Other UHCC	57	45	51	56	62	69
3	Continuing (Retention Rate Increase) ²	,2135	1,979	1,873	1,880	1,918	2,050
3a	First-time Freshmen	1,018	963	891	933	959	1,032
	Retention Rates	63.2%	70.2%	68.3%	70%	72%	75%
3b	Transfer	754	676	657	629	633	666

¹ Includes U.S. Military.

²Increase 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

	Measure	Historical Enrollment Count			Targeted Enrollment Count		
		2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	Total Enrollment*	2,692	2,939	3,082	3,201	3,388	3,664
	% Change Total	1.2%	9.2%	4.9%	3.9%	5.8%	8.1%
1	First-time Freshmen Total*	254	292	282	296	319	346
	% Change	-4.5%	15.0%	-3.4%	5.0%	7.8%	8.5%
	Leeward Public High Schools	131	141	170	184	195	211
	Central O'ahu Public High Schools ¹	61	77	60	65	73	80
	Hawai'i Private Schools ²	38	33	34	37	41	45
2	Transfer Total*	557	599	585	605	639	678
	% Change	-2.3%	7.5%	-2.3%	3.4%	5.6%	6.1%
	Leeward CC	181	175	195	203	224	266
3	Continuing*/ Returning	1,706	1,865	1,878	1,911	1,989	2,145
	First-Time Freshmen Retained (Yr 1 to Yr 2) ³	131	168	174	197	207	223
	Retention Rates	67.2%	70.3%	65.4%	70.0%	70.0%	70.0%
	First-Time Freshmen Retained (Yr 2 to Yr 3) ³	100	123	N/A	169	185	207
	Retention Rates	51.3%	51.5%	65.4%	60.0%	62.5%	65.0%
	Part-Time & Age: 25 and over	709	789	775	805	844	901
	Veteran	202	275	291	301	325	353

¹ Includes U.S. Military.

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

³ 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.



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



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



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.



UNIVERSITY
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COMMUNITY COLLEGES

CC Enrollment Targets

2018-19 to 2020-21



	Historical (% change from prior year)			Projections (% change from prior year)		
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21*
FIRST TIME STUDENTS FROM TARGETED POPULATIONS						
--High School Direct Entry	2,980	2,725 (-8%)	2,596 (-5%)	3,054 (18%)	3,374 (10%)	3,592 (6%)
--Working Age (25-44 year olds)	2,339	2,303 (-2%)	2,077 (-10%)	3,080 (48%)	4,262 (38%)	6,034 (42%)
--Pacific Islander	304	275 (-10%)	320 (16%)	348 (9%)	376 (8%)	403 (7%)
--Non-high school graduates (e.g., GED)	558	506 (-9%)	466 (-8%)	621 (33%)	771 (24%)	921 (19%)
--International	390	406 (4%)	390 (-4%)	432 (11%)	469 (8%)	505 (8%)
--All Other	5,508	5,354 (-3%)	5,542 (4%)	5,545 (0%)	5,517 (-1%)	5,490 (0%)
CONTINUING STUDENTS						
--All (including retained students)	18,291	17,188 (-6%)	16,050 (-7%)	16,944 (6%)	18,809 (11%)	20,748 (10%)
TOTAL ENROLLMENT	30,370	28,757 (-5%)	27,441 (-5%)	30,024 (9%)	33,577 (12%)	37,694 (12%)
<i>Total Enrollment (Extending target to 2027)</i>				29,288 (7%)	31,190 (6%)	32,966 (6%)

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



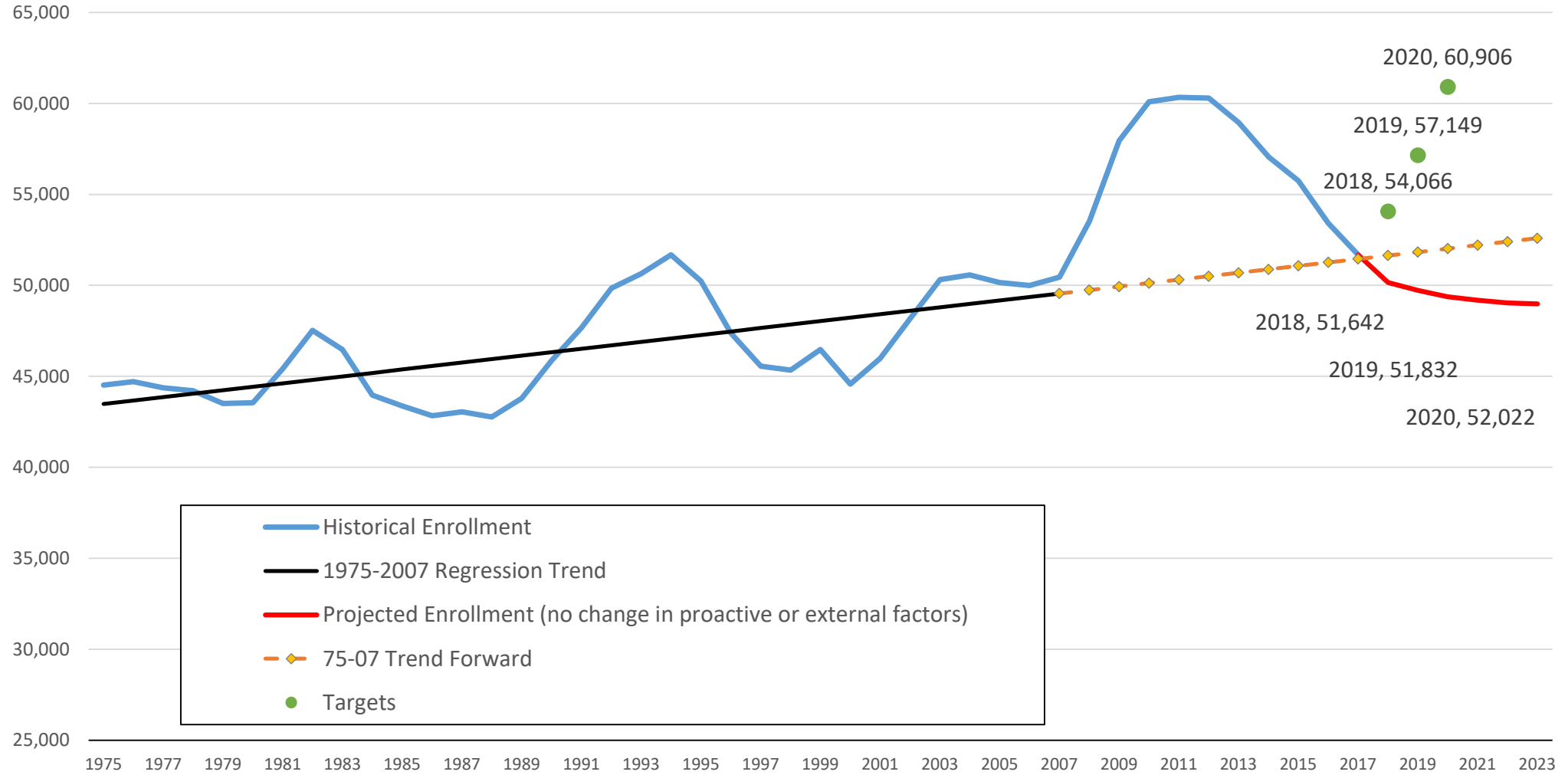
Past and continuing initiatives for recruitment and retention to achieve enrollment and success targets



- 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



Committee on Academic and Student Affairs
March 8, 2018

Updating the University of Hawai'i
Strategic Directions Hawaii Graduation Initiative, 2015-2021



Donald O. Straney
Vice President for Academic Planning and Policy

Revision Process

- Midterm report on accomplishments (January 2018)
- Gather input on revisions to tactics and metrics
 - Discuss with Board Committees (March and April)
- Draft of Revised Strategic Directions (April)
- Campus consultation (April)
- Revised Strategic Directions Final draft (May)
- Board Presentation (June)

Hawai'i Graduation Initiative (HGI) Goal



Increase the participation and completion of degrees and certificates for Hawai'i residents, particularly Native Hawaiians, low-income students, and underserved groups and preparing them for success in the workforce and their communities.

HGI Action Strategies

1. Strengthen K-12 pipeline to improve college readiness and increase attendance
2. Implement structural improvements that promote persistence to attain a degree and timely completion
3. Anticipate and align curricula with community and workforce needs
4. Solidify the foundations for UH West O‘ahu, and Hawai‘i CC at Palamanui, our “startup” campuses, and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations they serve

HGI Action Strategies

Possible Revisions

1. Strengthen K-12 pipeline to improve college readiness and increase attendance
2. Implement structural improvements that promote persistence to attain a degree and timely completion
3. Anticipate and align curricula with community and workforce needs
4. Solidify the foundations for UH West O‘ahu, and Hawai‘i CC at Palamanui, our “startup” campuses (**foundations set**), and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations they serve (**move to 2, Promote persistence**)

HGI Action Strategies

Possible Revisions

1. Strengthen K-12 pipeline to improve college readiness and increase attendance
2. Implement structural improvements that promote persistence to attain a degree and timely completion
3. Anticipate and align curricula with community and workforce needs
4. Increase delivery of online courses and degrees, while maintaining other distance delivery models

Strengthen the K-12 pipeline

Possible Revisions

- Engage with K-12 students and parents
- Expand outreach to applicants (especially for FAFSA)
- Implement pipeline programs for those underrepresented in higher education
- Design and implement early college and “bridge” programs
 - Align early college programs with degree and certificate pathways
- Align HS graduation requirements with college readiness
 - Align expectations of Career and Technical Education clusters with degree pathways
- Engage with K-12 teachers and counselor
 - Design and implement counseling and advising initiative in grades 6 to 16
- Strengthen partnerships with private schools
- Implement and scale transition courses to prepare students for the rigor of college

Promote persistence

Possible Revisions

- Establish degree pathways
 - First-year improvements and clear transfer pathways
- Reduce time in developmental education
 - Require co-requisite supplemental support and multiple measures for placement
- Reduce attainment gaps for low-income, underrepresented groups
- Introduce pathway-based registration
 - Add career information and priority waitlists
- Use completion goals to drive policies, course scheduling, financial aid
- Improve support services for Native Hawaiians, veterans, returning adults and part-time students.
 - Expand services to Native Hawaiians, underrepresented populations, veterans, adult and online students
- Make effective use of summer terms
- Create re-enrollment program

Align curriculum with workforce needs

Possible Revisions

- Obtain data about workforce needs
 - Use workforce information to inform advising and student choice of major
- Utilize feedback from graduates and employer
- Use community input in program and curricular design
 - Increase use of sector convenings
- Develop new programs meeting community needs

Online Courses and Degrees

Possible Tactics

- Create fully online degree completion pathway
- Identify degree programs to develop in online format
- Develop effective scheduling of online-only pathways
- Create online student service models to meet needs of online students
- Provide professional development for faculty and staff for effective delivery of online courses and services

Summary of Current HGI Measures

HGI Measure	Goal	Rationale for Goal	Proposal
Degrees and certificates earned	4% per year for UHM, 5% per year of UHH & UHCC, 6% for UHWO	Meet 55 by '25 goal	No change
Graduation rates, 4-year	By 2025, 40% for MAN, 25% for HIL, 20% for WOA	Goals were based on meeting or exceeding peer averages	Reset FY 2019-21 goal to FY 2017's 6-year rate
Graduation and success rates, 6-year or 150% (UHCCs)	By 2021, 65% for MAN, 50% for HIL & UHCC, 40% for WOA	Goals were based on meeting or exceeding peer averages	Increase 6 year goal for 4 years, leave UHCC goal

Summary of Current HGI Measures

HGI Measure	Goal	Rationale for Goal	Proposal
Graduation and transfer rates (Student Achievement Measure)	None		Make it a secondary measure since there are no goals
Enrollment to degree gap: Native Hawaiians	Eliminate gap	Ensure completion rates match enrollment rates	No change
Enrollment to degree gap: Pell	Eliminate gap	Ensure completion rates match enrollment rates	No change
STEM degrees earned	4% for MAN, 5% for HIL & UHCC	Used degree and certificate increase of 5% per year	Large increases occurred due to the creation of ASNS degree; rebenchmark

Possible New Metrics

- High School going rates to UH
- Leading indicators of completion
 - Completing English and Math in first year
 - First-year retention
 - Number of transfer-ready pathways
- Indicators of online courses and degrees
 - Proportion of students taking an online course
 - Growth of online pathways and degrees
 - Utilization of online completion programs

