

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF VICE PROVOST FOR ENROLLMENT MANAGEMENT
FUNCTIONAL STATEMENT

OFFICE OF VICE PROVOST FOR ENROLLMENT MANAGEMENT - Org Code: MAEM

The Office of the Vice Provost for Enrollment Management (OVPEM) has leadership responsibilities for the planning, direction, coordination and management of the enrollment services and initiatives for the UH Mānoa. The Vice Provost for Enrollment Management (VPEM) serves as the senior enrollment management officer and policy advisor to the Provost on enrollment matters and is a member of the Mānoa Cabinet and Provost's Council.

The VPEM partners with academic deans, chairs, faculty, vice provosts and other administrative leaders to achieve and maintain the University's optimal enrollment. Given this focus, the VPEM will lead an integrated and robust enrollment function that will strategically position UH Mānoa for long-term and sustainable student growth and success. The VPEM will develop and operationalize a comprehensive integrated strategic enrollment management philosophy, that spans the lifetime of a student—from prospect to alum.

The VPEM provides leadership and is responsible for cross-divisional and departmental collaboration and coordination to optimize student success goals and strategies from recruitment through graduation and beyond. The OVPEM will develop enrollment goals and a strategic enrollment management (SEM) plan in consultation with University and Academic leadership. Under the leadership of the VPEM, enrollment management programs will provide seamless services to undergraduate and graduate students for recruitment, admissions, financial aid and scholarships, registration and student records and assist in the transition into and through college life. The VPEM and OVPEM works collaboratively with the Vice Provost for Student Success and Student Success Offices to provide support for the University's student success goals and strategies by assisting with the development of retention and degree completion strategies; building strategic alignments between enrollment and student success to support a seamless and cohesive student experience; and developing areas of collaboration; and collaborating with and assisting all constituent university offices to plan and carryout new student orientations. The VPEM also works collaboratively to support College/school/department recruitment efforts and the Schools and colleges and alums to assist with enrollment goals and objectives.

The VPEM provides leadership and strategic direction for the following centralized areas: University marketing and brand management, including digital marketing and setting website standards for enrollment management units; Early College recruitment and processing and review of agreements; transfer student enrollment (new student enrollment, transition and retention); international admissions and recruitment; enrollment technology and data analytics.

In addition, the VPEM provides leadership and strategic direction for the following units:

- Office of Admissions (including undergraduate and graduate admissions)
- Office of the Registrar
- Office of Financial Aid Services and Scholarships

Specific OVPEM responsibilities include the following:

- A. In support of the chief enrollment officer
 1. As a member of the provost's team, develops relationships with the Graduate Division, schools and colleges and within academic affairs, student success and other campus partners to ensure seamless services and support throughout a student's academic and personal UH Mānoa experience.
 2. Collaboratively develops a strategic plan for enrollment that is aligned with the UH Mānoa's Vision, Mission and Strategic Plan.
 3. Engages the campus community across divisions and departments in discussions about the UH Mānoa's enrollment vision and strategies.
 4. Establishes and maintains collaborative partnerships with graduate division, schools, colleges, research units, academic departments and academic

- leadership to reach and sustain graduate and undergraduate new student enrollment, overall enrollment, retention and student success goals.
 - 5. Collaboratively develops enrollment and revenue projections.
 - 6. Operationalizes the Strategic Enrollment Management (SEM) plan to meet headcount and revenue goals.
 - 7. Strategically utilizes data to reach enrollment goals and objectives.
 - 8. Represents Enrollment Management on university, college and school, and departmental strategic planning committees as requested and needed.
 - 9. Provides budget administration for OVPEM operations.
- B. In support of the campus mission and objectives
- 1. Provides guidance and supervision to the Offices of Admissions, the Registrar, Financial Aid Services and Scholarships.
 - 2. Works collaboratively with deans and academic departments to coordinate Mānoa's Early College recruitment and processing, and review Early College agreements.
 - 3. Leads and inspires an innovative and effective enrollment management team.
 - 4. Designs and implements strategic recruitment and admission plans to meet undergraduate and graduate enrollment goals.
 - 5. Designs and implements financial aid awarding strategies to best leverage scholarship dollars.
 - 6. Oversees and ensures that financial aid processes, procedures, awarding and reconciliations are conducted in accordance with state and federal regulations and procedures.
 - 7. Develops and guides marketing strategies and brand management for recruitment.
- C. In support of analytical and technological capabilities
- 1. Ensures consistent and accurate use of enrollment data in collaboration with-UH System IR, Mānoa IR Offices and other UH Mānoa departments, units, colleges, and schools as appropriate.
 - 2. Utilizes data to meet enrollment goals and objectives.
 - 3. Produces regular and systematic comparative reports that detail annual monthly, weekly and daily progress toward enrollment goals.
 - 4. Employs national and international trends in higher education and developments in competitor institutions in planning and setting enrollment strategies.
 - 5. Effectively utilizes predictive modeling for admissions, recruitment, financial aid and retention.
 - 6. Provides expertise and understanding of how and which (current and future) institutional technologies can assist the University to optimize enrollment results and ensure the most efficient and effective use of staff resources.
 - 7. Manages the student information system for the UH Mānoa campus in consultation with the Office of the Vice Provost for Student Success, Office of the Vice Provost for Academic Excellence and the Office of the Vice Provost for Research and Scholarship.

OFFICE OF ADMISSIONS Org Code: MAOAEM

The Office of Admissions (OOA) is responsible for planning, implementing and directing the activities and overseeing policies and procedures for undergraduate and graduate admissions, recruitment, counseling and admission operations, except for Medicine, Law and Business. The Director of Admissions, in consultation with the VPEM, is responsible for meeting annual enrollment targets for first-year undergraduate and graduate student, transfer, and international students.

The OOA works collaboratively with other enrollment offices to organize and maintain a highly efficient, and team-based enrollment model. The office is responsible for developing and sustaining relationships with key constituents, such as prospective students, parents, high school and independent counselors, alumni and community colleges. In addition, this office works closely with Mānoa schools and colleges, academic departments, faculty and the Graduate Division under the Vice Provost for Academic Excellence. The office works closely with the Graduate Division to support graduate student success from admissions to graduation

Major Functions include:

1. Works in conjunction with the Vice Provost for Enrollment Management (VPEM) on all matters related to the development and implementation of strategic enrollment plans and meeting the University's short-term and long-term enrollment goals.
2. Serves as a campus resource for recruitment, admissions and enrollment, establishing relationships with key partners in all areas.
3. Assists in setting annual recruitment targets in consultation with the VPEM.
4. Develops strategic, data-driven new student admissions recruitment, marketing, and enrollment strategies and goals with the VPEM.
5. Works collaboratively with the Graduate Division on orientation activities for newly admitted graduate students.
6. Partners with University administration, faculty committees, students, athletics and external organizations to manage a holistic admission plan.
7. Consults with faculty to establish admission's policies and procedures, including admission criteria, for new and transfer domestic and international students. In addition, collaboratively works with the VPEM, Graduate Division, schools and colleges, and departments to establish admission's policies and procedures, including admission criteria, for new graduate students to the University.
8. Responsible for the recruitment, selection and enrollment of new first-year and transfer students, including oversight of the application review process.
9. Processes initial applications for new graduate students and ensures appropriate departments and programs receive application materials that are collected at the campus level.
10. Participates in developing and implementing recruitment and communication strategies with the VPEM, the Associate Director of Recruitment and the Enrollment Marketing Manager.
11. In collaboration with the Associate Director for Recruitment and the Enrollment Branding and Communication Manager, oversees marketing/target analysis, lead generation oversight, prospect-enrollment pipeline development; high school outreach and off-campus recruitment events; coordinate alumni volunteer programs; and develop print and electronic admission materials, web content and social media.
12. In conjunction with the Associate Director for Recruitment, oversees territory management plans and monitors the travel budget for admissions staff members related to recruitment and outreach activities.
13. In collaboration with the Associate Director for Operations, oversees and provides guidance for the operational support of admissions operational functions
14. With the associate directors oversees the hiring process, training and evaluation of admission staff members.
15. Provides leadership development and training of departmental and University staff and faculty in areas related to admission, marketing and recruitment of students.
16. Knowledge of enrollment management best practices, NACAC guiding principles, and the Family Education Rights and Privacy Act
17. Presents and analyzes data regarding new student admissions to assess status toward goals, areas of concern, and relevant trends, and use of that data to direct recruitment initiatives mid-cycle and for future planning.
18. Assesses and assists in developing needed technologies to increase service to students and efficiencies in processes.
19. Assist in developing, implementing and marketing new articulation agreements with other institutions to encourage more transfer students to attend UH Mānoa.
20. Evaluates prior college-level work from other U.S. institutions, foreign institutions, military service and schooling, Advanced Placement Program, and College Level examination.
21. Consulting with academic departments, determines course transferability and course equivalencies.
22. Continuously evaluates the effectiveness and efficiency of the means by which applications are solicited, reviewed, and acted upon.
23. Continually assesses admissions standards and academic policies related to admission of students and transfer of coursework; recommends changes when appropriate.
24. Specific to graduate admissions:
 - a. Processes admission applications to include moving application to appropriate academic departments. Conducts admissions evaluation for graduate programs including master's, doctoral, professional degrees and graduate certificates to include GPR calculations, transcript articulation, credential maintenance and admissions requirement adherence.
 - b. Manages the movement of admissions files between the University Registrar's Office, academic departments and the Graduate Division.

- c. Monitors and awards fee waivers and/or tuition differentials for designated groups (e.g. McNair Scholars, Special talents, WGRP).
- d. Coordinates mailing of all official UH Mānoa admissions letters.
- e. Processes Banner and Touchnet reconciliation.
- f. Intakes and processes Statement of Intent to Register (SIR).
- g. Collects, processes and maintains supporting admissions documentation.
- h. Maintains records of official and unofficial test scores.

OFFICE OF THE UNIVERSITY REGISTRAR - Org Code: MARGEM

The Office of the University Registrar (OUR), ensures the integrity, accuracy, and security of all academic and educational records of the UH Mānoa's students and has a critical role in ensuring compliance with federal, state, and other regulatory agencies. The OUR is the university resource regarding institutional academic policies and practices and serves as the custodial office for academic records and plays a central role in the development and implementation of University academic and administrative policies requiring significant interaction and collaboration with other departments within the University as well as administration, faculty, staff, and students. In addition, the office provides leadership in advancing the University's student information systems and innovates new capabilities to advance operational efficiency and effectiveness.

Major functions include:

1. Monitors the approval process for curricular proposals and other changes that affect the college's catalog, class schedules, and databases, and implements those changes.
2. Supports the enrollment management effort by providing essential data and management information.
3. Develops and implements short and long-term strategies that meet the goals of the department and division in alignment with Mānoa's priorities and mission.
4. Manages registration, grading, verification of graduation and production of diplomas.
5. Provides current and past students with official documentation of their academic record including transcripts, verification of enrollment, and verification of degree.
6. Oversees the permanent storage and maintenance of student academic records.
7. Provides functional leadership for the administration of the student information systems.
8. Plans, coordinates, and administers the registration process. Evaluates the effectiveness and the efficiency of the registration procedures utilized.
9. Plans, coordinates, and administers grade reporting for the fall and spring regular day semesters.
10. Establishes, implements, and manages procedures for students petitioning to graduate.
11. Establishes procedures for creating and maintaining student records in accordance with accepted national standards, University rules and regulations, and Federal privacy regulations
12. Creates and maintains official academic records for all students in conformance with the established standard of accuracy.
13. Establishes procedures for reporting student enrollment information in compliance with federal financial aid compliance rules.
14. Establishes procedures to safeguard the confidentiality of records in accordance with federal and state legislation (e.g., the Family Educational Rights and Privacy Act of 1974) and University policies and procedures.
15. Administers Veteran's Administration benefits for all qualified veterans and/or dependents.
16. Responsible for NCAA athletic eligibility certification.
17. Oversees day-to-day management of policies, procedures and processes in the OUR.
18. Supervises and manages staff to provide excellent service to all stakeholders.
19. Mentors and leads OUR staff with attention to professional development and training.
20. Serves as a member of appropriate college committees as appointed.

OFFICE OF FINANCIAL AID SERVICES AND SCHOLARSHIPS - Org Code: MAFAEM

The Office of Financial Aid and Scholarships is responsible for leading the strategic planning and implementation of financial aid awards, communication plans, business processes and student service redesign, budget management, supervision of employees, operations management, and successful collaboration with academic schools/colleges and other university constituents. The department ensures federal and state regulatory compliance, develops best

practices, and is the leading authority on all matters pertaining to financial aid, working collaboratively with the Bursar's and Cashier's office.

Major functions include:

1. Sets the strategic direction for financial aid, scholarships and awarding with specific focus on improving yield of incoming students and retention of current students.
2. Oversees a team who advise current and prospective students and families on all aspects of financial aid. This includes ensuring that students are informed of the financial aid process and requirements; application and verification procedures; available financial aid programs; educational costs; and financial management strategies including loans, financing options, payment plans and other student finance related matters.
3. Directs all day-to-day office activity to ensuring effective planning, supervision, staff training, communication, developing and implementing policies and procedures, regulatory compliance, fiscal management, data analysis, quality assurance, and reporting.
4. Advises the institution on matters relating to compliance with applicable rules, regulations and policies affecting the eligibility, availability and delivery of student financial aid.
5. Establishes best practices and processes to ensure regulatory compliance.
6. Oversees audits and program reviews.
7. Devises and implements strategies to ensure the financial aid office works collaboratively with admissions, schools, colleges and departments to strategically recruit talented students to meet the University's enrollment goals.
8. Oversees internal and external communication approaches, mechanisms, and literature used to inform students and families about financial aid/student accounting policies and procedures.
9. Leads the implementation of strategic awarding/predictive modeling to expend university scholarship funds strategically and responsibly to meet enrollment goals.
10. Provides oversight of scholarship programs and department/colleges to ensure timely awarding of funds in line with the mission and goals of the institution.
11. Collaborates with Development and Alumni Relations to develop strategic awarding of restricted funds to serve both students and donors appropriately.
12. Ensures availability of professional development opportunities for financial aid staff with ongoing training to improve awareness of the ever-changing higher education landscape.
13. Continually automates processes and procedures to ensure data integrity and to expedient delivery of information to students.
14. Provides timely and accurate information to applicants regarding availability of funds, application procedures, need analysis methodologies, and awarding criteria.
15. Identifies and secures appropriate student financial aid funds from federal, state, and private sources.
16. Develops, coordinates, and participates in outreach activities with various on and off-campus partnerships, including, but not limited to, the Admissions Office, Student Success units, community colleges, high schools, and community service organizations.
17. Develops and oversees implementation of a financial literacy initiative to better equip students and families to make sound, informed decisions on the implications of loan debt, payment plans, and financing their college education.
18. Assists in the develop academic student success modules/courses that promote financial literacy and student success.
19. Summarizes data from multiple sources, prepare management reports, and presentations.