Update on Systemwide Enrollment Management Plan, 2017-21

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Enrollment Management (EM)
HGI / Student Success Pipeline

College Going
P-20, admissions, recruitment, international

Retention and Persistence
Advising, transfer, affordability, student engagement

Graduation
On-time completion, student outcomes

Workforce
Meeting state needs
This integrated plan is an intentional, comprehensive, and collective process dependent on annual predictive updates and modifications strategically targeted to manage the enrollment cycle across the system.

- Establishes the role of the system
- Establishes the role of the campuses/units
UH System EM Plan
Goals

- Strategically align resources and opportunities
- Increase numbers of target populations
  - E.g., Native Hawaiians, Pell, graduate and non-resident students, returning adults
- Provide opportunities to strategically align fiscal planning with enrollment and retention
- Use technology and innovation for planning and decision making
UH System EM Plan
Outline

- System Role
- Campus/Unit Role
- Campus/Unit Targets and Strategies
System Role
Centralized System Level Support

- Data analytics, reporting, and monitoring
- Coordination, facilitation, and leadership around articulation, policies, and current initiatives
- Creation of new strategies and initiatives
- Monitor campus/unit strategies to ensure coordination across the system
System Role
Centralized System Level Support

- Data analytics, reporting, and monitoring
  - Provide analytics and predictive modeling to identify potential target populations
  - Provide data on admissions, enrollment and projections, and retention
  - Provide interactive modeling spreadsheets
  - Continue to monitor reports on all performance metrics
System Role
Centralized System Level Support

- Coordination, facilitation, and leadership
  - Monitor articulation agreements and curricular pathways
  - Create, review, and revise system policies, as needed
  - Create and maintain system level initiatives
  - Provide system level coordination of distance and online learning
System Role
Centralized System Level Support

- New initiatives and strategies
  - Recently established EM Oversight Committee
  - Systemwide focus on retention and persistence initiatives
  - Use of financial aid to positively impact enrollment
  - Initiatives targeting transfer, returning, and adult students
  - Research best practices and maintain national engagement in enrollment management
Campus/Unit Role

- Create a campus/unit plan focused on targeted goals, strategies, and metrics
- Identify target groups
- Set enrollment targets and projections
- Articulate strategies
- Monitor and adjust strategies, as needed
Campus/Unit Targets & Strategies
## Enrollment Targets by Campus/Unit, 2017-2021

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016 Actual</th>
<th>2017-18 Targets</th>
<th>2018-19 Targets</th>
<th>2019-20 Targets</th>
<th>2020-21 Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>System Total</strong></td>
<td>53,418</td>
<td>57,487</td>
<td>59,656</td>
<td>61,639</td>
<td>63,636</td>
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<tr>
<td>UH Mānoa</td>
<td>18,056</td>
<td>18,056</td>
<td>18,688</td>
<td>19,342</td>
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<tr>
<td>UH Hilo</td>
<td>3,666</td>
<td>3,650</td>
<td>3,700</td>
<td>3,760</td>
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<td>UH West O‘ahu</td>
<td>2,939</td>
<td>3,027</td>
<td>3,269</td>
<td>3,595</td>
<td>3,990</td>
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<td>UHCC</td>
<td>28,757</td>
<td>32,754</td>
<td>33,999</td>
<td>34,942</td>
<td>35,797</td>
</tr>
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</table>
UH Mānoa Targets

- Undergraduate
  - First-Time freshmen admits
  - Transfer students
  - Retention
  - Persistence
- Graduate
UH Mānoa Strategies

- Strategic use of financial aid and scholarships for optimal enrollment
- Create a strategic marketing and communications plan for recruitment
- Implement a Customer Relationship Management (CRM) tool to enhance communication with prospective students
- Expand the First-Year LC Program to all incoming freshmen
- Implement Early Alert measures
- Revise student orientation and first-year programs to increase student engagement
UH Hilo Targets

- First-time freshmen, especially from Hawai‘i Island
- Transfer students from UH Community Colleges
- New undergraduates from International and Pacific
- New undergraduates from U.S. Mainland
- Retention of continuing students
UH Hilo Strategies

- Intensify recruitment efforts with Hawai‘i Island high schools
- Strengthen transfer pipeline with UH Community Colleges
- Evaluate and refine rebranding efforts across the state
- Enhance summer-bridge and living learning community offerings
- Establish peer tutoring programs in key gateway courses
- Expand pilot programs of integrated advising for specific majors
- Establish transfer support center
- Develop new sources of students
- Continue emphasis on retention of students as a priority
UH West O‘ahu Targets

- Academic majors
- Freshmen retention
- 6-year graduation rate
- Freshmen entering class
- Transfer entering class
UH West O‘ahu Strategies

- Offer more evening and weekend courses
- Increase FAFSA applications
- Use predictive analytics for admission and retention activities
- Implement a marketing and outreach strategy to get more accepted students to enroll
UHCC Targets

- High School Graduates Direct Entry
- GED Recipients
- Pacific Islanders
- Working Age (25-44) Adults
- International Students
UHCC Strategies

- Focus on addressing the DOE’s stated goal to increase the going rate
- Target working adults
- Commitment to eliminate the enrollment gap for Pacific Island students
- Build on successful international programs
- Work on retention challenges and transfer efforts
- Commitment to the Hawai‘i Graduation Initiative and the Hawai‘i Innovation Initiative
EM Plan Overview

- The EM action plan provides an alignment of planning and actions consistent with both system and campus level strategic priorities.

- The document is a dynamic framework that is intended to be updated annually based on new predictive analyses, new developments, and updated information.
Mahalo
## Enrollment Targets, 2017–20

<table>
<thead>
<tr>
<th>Priority</th>
<th>Measure</th>
<th>Actual 2016</th>
<th>Past 3-Year Average Growth</th>
<th>Targeted Enrollment Count</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Total Enrollment</td>
<td>28,757</td>
<td>30,029</td>
<td>35,797</td>
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<tr>
<td></td>
<td>Total enrollment of targeted group</td>
<td>14,067</td>
<td>15,058</td>
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<td>1</td>
<td>High School Graduates Direct Entry</td>
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<td>2</td>
<td>GED Recipients</td>
<td>1,490</td>
<td>1,635</td>
<td>2,003</td>
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<tr>
<td>3</td>
<td>Pacific Islanders</td>
<td>604</td>
<td>638</td>
<td>816</td>
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<td>4</td>
<td>Working Age (25-44) Adults</td>
<td>8,245</td>
<td>8,652</td>
<td>13,787</td>
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<td>International Students</td>
<td>1,003</td>
<td>1,017</td>
<td>1,194</td>
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</table>

<table>
<thead>
<tr>
<th>Priority</th>
<th>2017-18 % Change from Previous Year</th>
<th>2018-19 % Change from Previous Year</th>
<th>2019-20 % Change from Previous Year</th>
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</thead>
<tbody>
<tr>
<td>Total Enrollment</td>
<td>13.9%</td>
<td>3.8%</td>
<td>2.8%</td>
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<tr>
<td>Total enrollment of targeted group</td>
<td>36.2%</td>
<td>6.5%</td>
<td>4.6%</td>
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<tr>
<td>1</td>
<td>28%</td>
<td>3.3%</td>
<td>3.1%</td>
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<tr>
<td>2</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>3</td>
<td>13.8%</td>
<td>4.0%</td>
<td>3.9%</td>
</tr>
<tr>
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<td>32.5%</td>
<td>5.7%</td>
<td>4.7%</td>
</tr>
<tr>
<td>5</td>
<td>3.0%</td>
<td>3.0%</td>
<td>3.0%</td>
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