



STRATEGIC ENROLLMENT

MANAGEMENT PLAN



UNIVERSITY of HAWAII®

MAUI COLLEGE



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UNIVERSITY OF HAWAII MAUI (UHMC) STRATEGIC ENROLLMENT MANAGEMENT PLAN 2017-2022

I. EXECUTIVE SUMMARY

The University of Hawai'i Maui College (UHMC) Strategic Enrollment Management Plan is aligned with College's five-year **Strategic Directions**.

- To build pathways and assure learning;
- To encourage and maintain high-quality learning across the institution;
- To empower Native Hawaiians, the Indigenous People of Hawai'i, by creating a model Indigenous-Serving institution of higher education that perpetuates cultural traditions, language, history, and values to promote student success, leadership development, and well-being of 'ohana (family) and community;
- To prepare students to meet current and emerging community and workforce needs and opportunities; and
- To create a culture of sustainability at UHMC in its communities and environments by embedding sustainability practices and processes throughout the College.

The plan seeks to reinforce the following brand and reputation within the community: UHMC prides itself on the integration of real-world experience and curriculum through "Credit and non-credit curriculum that are connected with relevant community and economic needs" as stated in the UHMC 2015-2021 Strategic Directions.

The intent of UHMC's Strategic Enrollment Management Plan is to sustain an annual enrollment growth and development: *Increase college FTEs at 5% or more per year while maximizing efficiency to ensure sufficient funding*. The overall integrated strategy is to create conditions for institution-wide shared responsibility of enrollment outcomes.

UHMC's strategic enrollment management plan is still evolving to ensure the participation of all major stakeholders, alignment of campus-wide initiatives and allocation of resources. Currently, the College community is going into the details of who/what UHMC is, who it serves, and how it will attract its targeted students—working adults, early admit/recent high school graduates and international exchange students.

II. THE UNIVERSITY OF HAWAII EXPERIENCE

The following mission, vision and values guide the University of Hawai'i Maui College brand to recruit, enroll and retain students towards graduation.

A. University of Hawai'i Maui College Mission

The University of Hawai'i Maui College inspires students to develop knowledge and skills in pursuit of academic, career, and personal goals in a supportive educational environment that emphasizes community engagement, life long learning, sustainable living, Native Hawaiian culture, and global understanding.



B. University of Hawai'i Maui College Vision

UH Maui College: We will prepare students to respond to emerging challenges in their lives, communities, and the world through compassion, leadership, problem-solving, and innovation.

C. University of Hawai'i Maui College Core Values

The faculty and staff of UH Maui College aspire to embody the following Core Values through their work serving the educational needs of students:

- *Aloha* – Affection, compassion, sympathy, kindness, grace, charity; to show kindness, mercy, charity.
- *Kuleana* – Right, privilege, concern, responsibility, title, business, property, estate, portion, jurisdiction, authority, liability, interest, claim, ownership; reason, cause, function, justification.
- *Lōkahi* – Unity, agreement, accord, unison, harmony; agreed, in unity.
- *Mālama* – To take care of, tend, attend, care for, preserve, protect, beware, save, maintain: care, preservation, support, loyalty: custodian, care taker, keeper.
- *Mana'olana* – Hope, confidence, expectation; to hope.
- *Pono* – Goodness, uprightness, morality, moral qualities, ethical, correct or proper procedures, excellence, well-being, prosperity, welfare, benefit, behalf, equity, sake, true condition or nature, duty; moral, fitting, proper, righteous, right, just, virtuous, fair, beneficial, correct; should, ought, necessary.

III. INTRODUCTION: UHMC STRATEGIC ENROLLMENT MANAGEMENT PLAN

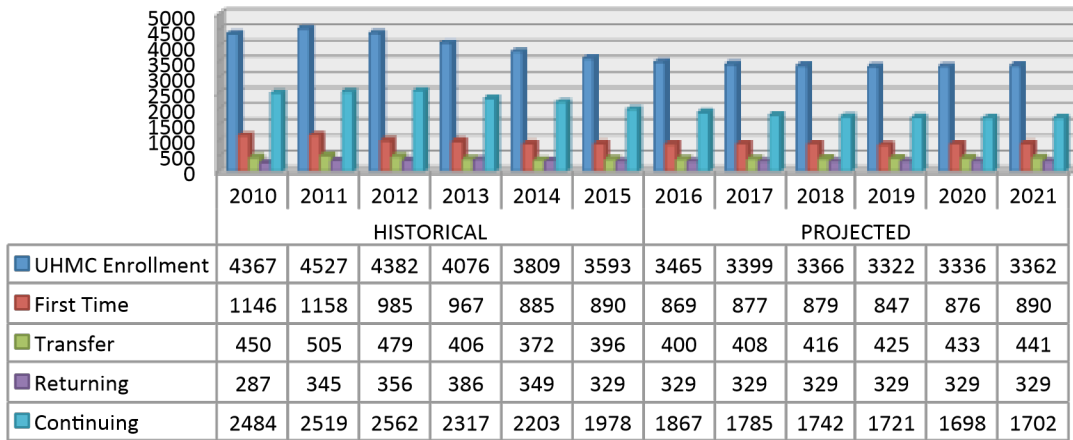
Research and evaluation will inform the strategic directions of this enrollment management plan. As an integrative approach, the effort manages and provides relevant data including retention rates, historical trends, admissions and registration statistics, student characteristics, and enrollment projections patterns and projects. The following clustering of data points describe the context to assist in framing the enrollment needs and objectives while identifying relevant issues for further campus-wide dialogue.

A. The Historical Context

Chart 1 presents information on historical and projected headcount enrollment for the University of Hawai'i Maui College (UHMC). The projections are statistical extrapolations of current trends in enrollment. In general, they neither set enrollment targets nor take into consideration planned or potential changes in University policies or procedures. They should be considered as an extension into the future of current enrollment trends and may be used as a foundation for further work in the planning and budgeting processes. They are based upon unduplicated headcounts of students enrolled in credit courses. Included are classified students enrolled in general and pre-professional or career and technical education programs as well as unclassified students. Special students (early admits) are included for all years, both historical and projected.



**Chart 1: University of Hawaii Maui College
 Historical and Projected Enrollment**



The projection report also makes use of a time series analysis, conducted by UH IRAO staff, which incorporates a variety of economic and demographic factors. This model has been used to guide and validate the standard model projection methodology.

Historical data are included in the table to facilitate comparison and analysis. They were extracted from student enrollment, academic crossover and course registration data files. The State of Hawai'i Department of Education provided information on Hawai'i public high school seniors. Information on Hawai'i public and private high school graduates was obtained from the Western Interstate Commission for Higher Education (WICHE).

The projections for each campus are broken out by student type: first-time, transfer, returning and continuing. Enrollment for each student type category is forecast separately (discussed in detail below). Breakout by program area for first-time, transfer and returning students makes use of average distribution ratios. For continuing students, breakout by program area is made using continuation rates.

First-time student enrollment is divided into five sub-categories, based upon the geographic location of high school of origin. Each category is forecast separately:

- a. Hawai'i public high school graduates entering the UH Community Colleges in the fall semester immediately following graduation from high school are called **direct public entrants**. To forecast these entrants, the enrollment projections make use of the public high school senior forecast provided by the Hawai'i Department of Education. Historical college participation rates of high school seniors are calculated for each campus by school district. An average of these rates is then applied to the annual high school senior forecast by district to yield the projected number of direct public entrants.
- b. Hawai'i private high school graduates entering the UH Community Colleges in the fall semester immediately following their graduation from high school are called **direct private entrants**. To forecast these entrants, the enrollment projections make use of the private high school graduate forecast for Hawai'i published by the Western Interstate Commission for Higher Education. Historical ratios of direct private entrants to total Hawai'i private high school graduates are



calculated. An average ratio is then applied to the WICHE annual private high school graduate forecast to yield the projected number of direct private entrants.

- c. First-time students from the **U.S. mainland**, as well as those from **foreign countries and U.S. related areas**, are forecast using trends or historical averages. U.S. related areas include students from U.S. Territories (American Samoa, Guam and the Virgin Islands), students from U.S. Commonwealths (Puerto Rico and the Northern Marianas) and students from the Compact of Free Association states (Federated States of Micronesia, Palau and the Republic of the Marshall Islands).
- d. All other first-time students, such as those who completed the General Education Development (GED) examination, home schooled students, those Hawai'i high school graduates who have been out of high school for more than one year and those students who did not graduate from high school, are called **other first-time students**. They are projected for each campus using trends or historical averages.

Transfer and Returning student enrollment generally are forecast using one of two methods: for those campuses where the enrollment shows a distinct trend, a linear or logarithmic trend is used; for those campuses where the enrollment does not show a trend, a numerical average is used.

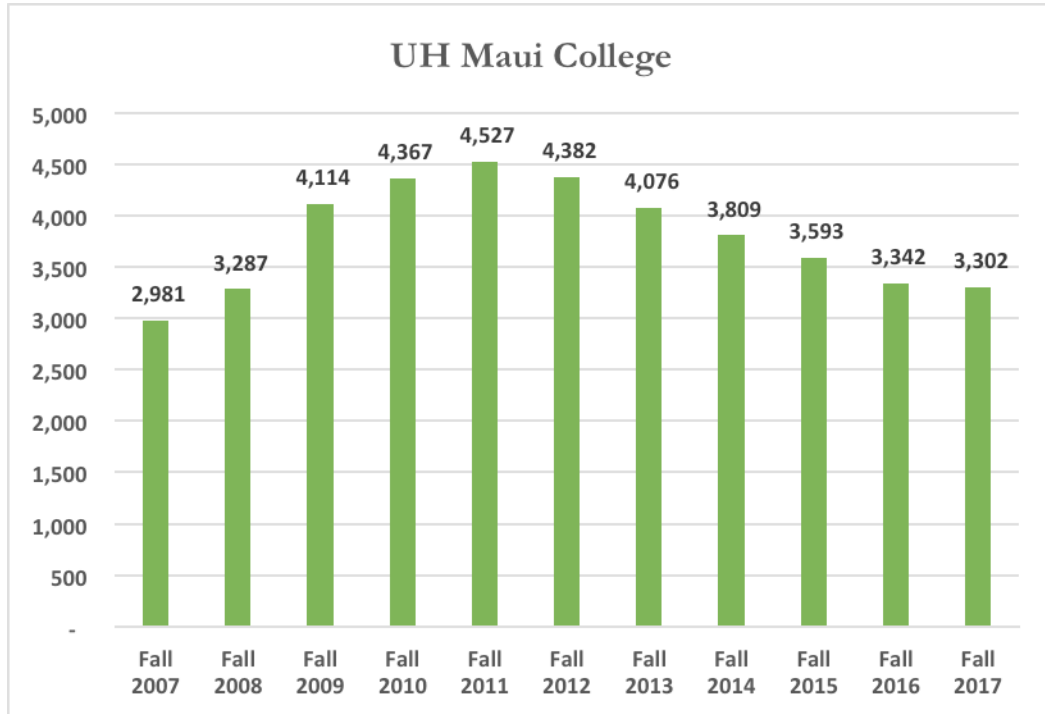
Continuing students are forecast for each campus using continuation rates. In this report, a continuation rate is the ratio of continuing enrollment for a given program area to the previous fall semester's total enrollment for that same program area. Historical average continuation rates are applied to the total enrollment by program area to forecast the next year's continuing enrollment.

Headcount enrollment at UH Maui College declined 5.7% in fall 2015 to measure 3,593 students. This was the fourth consecutive decline in fall semester enrollment. Enrollment has declined 20.6% since the peak measured in fall 2011. Prior to fall 2008, the long-term trend had been for steady enrollment growth. As for other campuses in the UHCC system, and for the UHCC system overall, the high rate of growth realized from fall 2008 to fall 2011 could be considered an anomaly, with enrollment now returning to the long-term trend. The forecast calls for additional mild decline, but with enrollment remaining above 3,300 through fall 2021.



The following Chart 2 highlights UHMC’s historical enrollment trend from Fall 2007 to Fall 2017, a ten-year period.

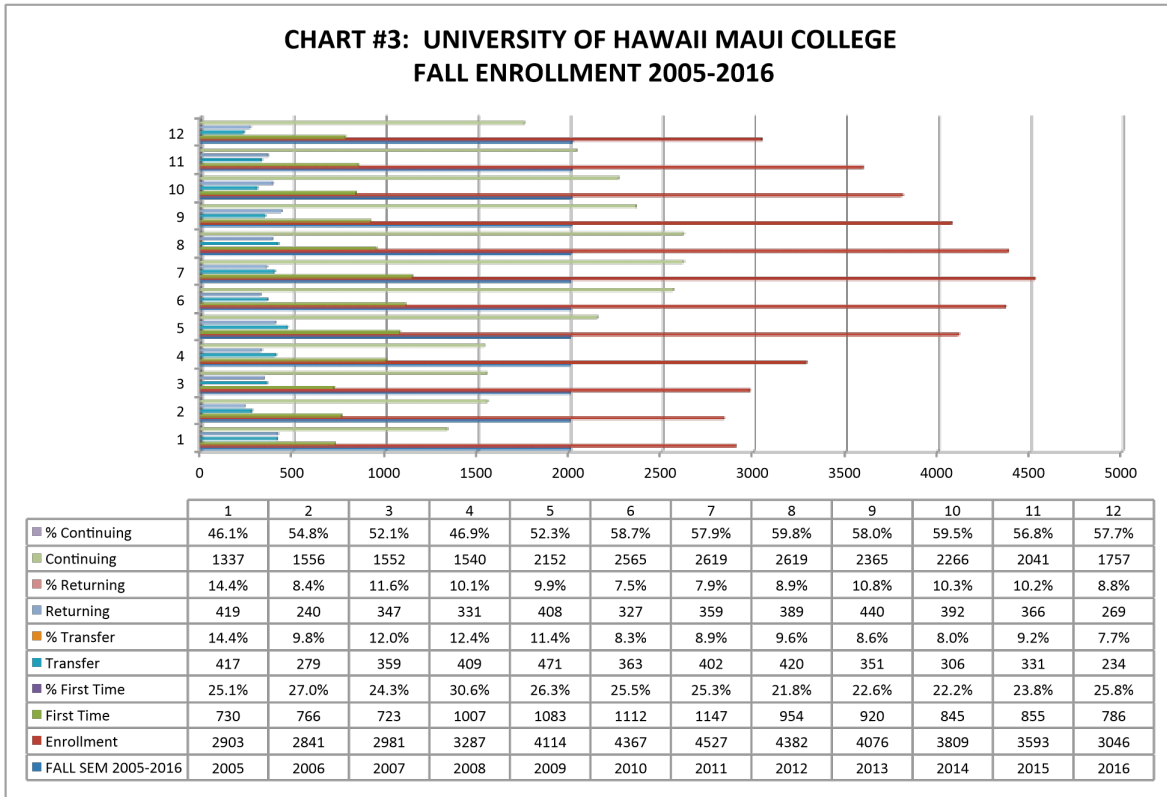
**CHART 2: UNIVERSITY OF HAWAII MAUI COLLEGE
HISTORICAL ENROLLMENT TREND 2007-2017**





B. The Current Context

Chart 3 below highlights the profile of students in sub-categories from Fall 2005 to Fall 2016.



C. Implications for System-wide UH Community Colleges and UHMC Enrollment

The UH Community Colleges experienced a 40% enrollment increase during the recession, an increase that has since decreased to about 20% above pre- recession levels. In considering enrollment, the UH Community Colleges must focus on:

- Helping address the Department of Education’s (DOE) goal to increase the college going rate from 54% to 65% of its graduating class. Most DOE students not currently going on to college would likely first attend a UH community college.
- Targeting working adults. Data suggests that Hawai‘i under-enrolls adults in comparison to comparable mainland U.S. community colleges. Serving these largely part-time students would rely heavily on online education, workplace or community based delivery, evening classes and/or special cohorts. Transfer pathways to UH’s baccalaureate programs should also be provided.
- Eliminating the enrollment gap for Pacific Island students, one of Hawai‘i’s fast-growing population segments, who are currently underrepresented in higher education.
- Building more of the successful international programs, with particular emphasis on bridging programs to the baccalaureate campuses.
- Committed to increasing the persistence of students to the second year and on to completion.



This five-year Strategic Enrollment Management Plan supports the College's mission by enhancing public awareness and participation in the college's many programs, services and activities. The plan seeks to reinforce the following brand and reputation within the community: UHMC prides itself on the integration of real-world experience and curriculum through "Credit and non-credit curriculum that are connected with relevant community and economic needs" as stated in the UHMC 2015-2021 Strategic Directions.

The intent of UHMC's Strategic Enrollment Management Plan is to sustain an annual enrollment growth and development: *Increase college FTEs at 5% or more per year while maximizing efficiency to ensure sufficient funding.* The overall integrated strategy is to create conditions for institution-wide shared responsibility of enrollment outcomes.

The University of Hawai'i Maui College - Office of Student Affairs (UHMC-OSA) will facilitate the College's enrollment management efforts via an integrated research and planning effort. The College will remain sensitive to the marketplace and carefully assess external social trends and internal strengths and weaknesses, relative to the attraction of new students, and student retention and graduation via an integrated marketing and communication plan led by the UHMC Marketing Director.

The UHMC's enrollment management plan is facilitated by: institutional research; student success initiatives, enrollment management activities; student college choice/career development; transition to college; student attrition and retention; and student outcomes. These processes are monitored and studied to guide UHMC's student affairs practices in the areas of: new student recruitment and financial aid; student support services, programmatic development, and other programmatic areas that affect enrollments; and student persistence and student outcomes from UHMC.

Enrollment management is an integral part of UHMC campus academic, student support, financial and budgeting strategies. The effects of new student enrollments and campus-based aid programs on net tuition revenue have a pronounced effect on the economic health and vitality of UHMC. Hence, enrollment management is not only part of an enrollment strategy, it part of UHMC's sustainability strategy.

The key elements of UHMC's enrollment management strategic approach are to:

1. Develop metrics to measure enrollment outcomes, potential student characteristics, and external factors that influence those enrollment and admissions;
2. Strengthen data-collection capabilities in conjunction with University of Hawai'i System Offices and other external data sources (i.e., State Department of Education);
3. Advance institutional research (IR) capabilities to analyze collected data to identify relationships between student/external factors and enrollment outcomes; and
4. Establish programs/interventions based on IR that can efficiently improve enrollment outcomes; and
5. Assess/Evaluate programs/interventions for continuous improvement.

The process (presented graphically in Figure 1.1) is designed to organize effective participation, create meritorious ideas for mission, goals, strategic directions, actions and other strategic interventions; building a viable coalition needed to adopt and support strategies during implementation; provide needed guidance and resources for implementation; and build competence and knowledge to sustain implementation and engage in the next round of strategic planning (see Figure 1.2).



ENROLLMENT MANAGEMENT

Key Elements of UHMC's Enrollment Management: A Collaborative Iterative Research Process

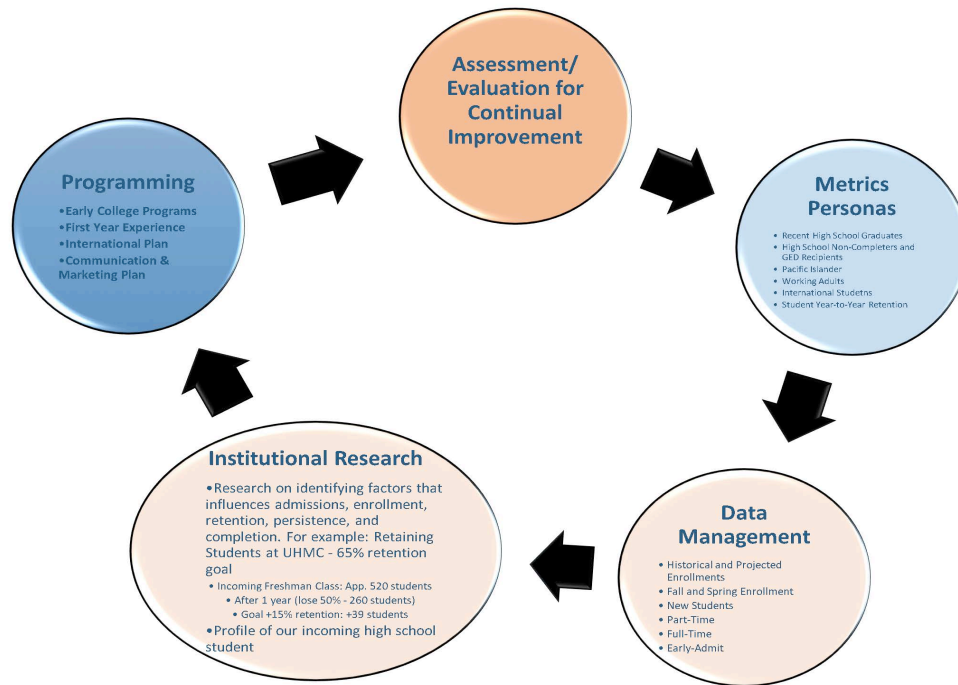
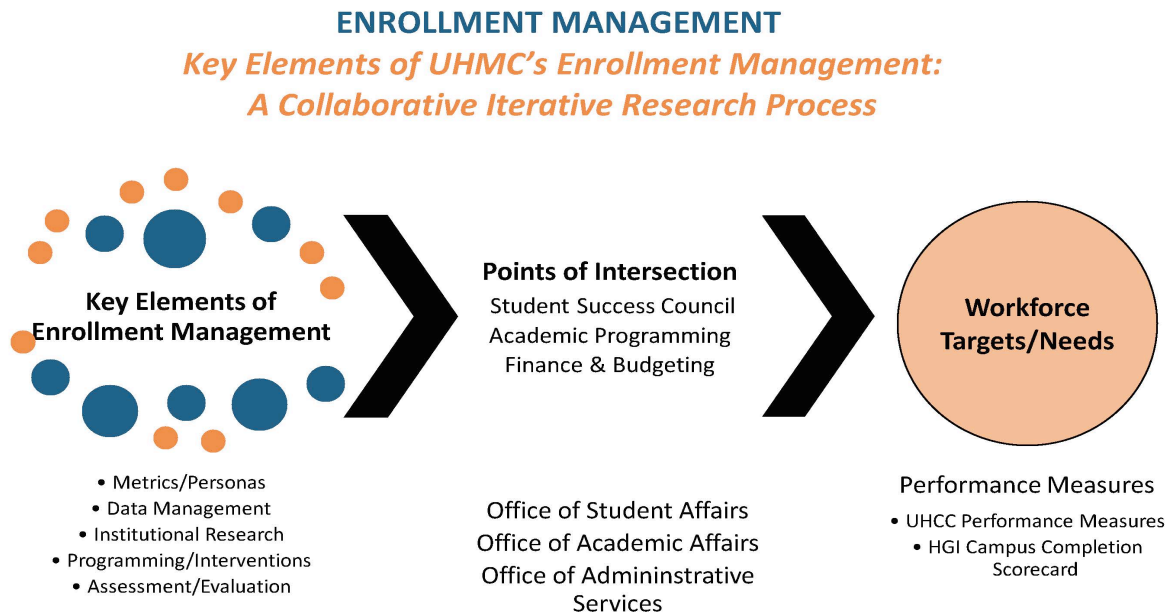


Figure 1.1: UHMC Enrollment Management Key Elements and Process

Figure 1.2 illustrates the points of intersection with the student success initiatives, academic programming, and the financing/budgeting processes targeting workforce needs. The figure presents a simplistic summary of what the UHMC collaborative strategic planning is all about.



Figure 1.2: Enrollment Management Points of Intersection



UHMC has a new budget and planning process that involves both the academic and administrative teams, looking at the program review assessment data. This process is being evaluated to go to a two-year budget process to match that of the State of Hawai'i. On a recent WASC Senior College and University Commission (WSCUC) visit (January 31-February 2, 2017), the team commended UHMC for developing a strategic plan, which provides a clearer context for program management and growth, extramural funding, and future budgeting.

According to WSCUC, the revenue of UHMC has remained relatively stable since the last accreditation visit in 2014. Primary revenue sources in fiscal year (FY) include \$15.8 million of state funding (not including the \$6.5 state payment of fringe benefits), extramural funding of \$10.5 million, and \$5.045 million of tuition and fees (net of scholarship allowance). Enrollment, which drives tuition revenues, has seen multi-year declines since July 2014 (e.g., the headcount decreased 18% from 4,076 in Fall 2013 to 3,342 in Fall 2016). The strong employment market in Maui and low 3.2% unemployment (as of June 2016) are drivers for the enrollment decline, off of a peak enrollment during the recession. UHMC needs to dig deeper into its enrollment mix and how to stabilize this trend with impacts both its mission and financial results.

UHMC's strategic enrollment management plan is still evolving to ensure the participation of all major stakeholders, alignment of campus-wide initiatives and allocation of resources. Currently, the College community is going into the details of who/what UHMC is, who it serves, and how it will attract its targeted students—working adults, early admit/recent high school graduates and international exchange students.

Specifically, the University of Hawai'i Community College (UHCC) system report, UHMC has a goal of 481 for direct entry from local high schools in 2016, but only netted 337 (70%). The working-age adult population (defined as 25-44 years old) should be the basis for growth in continuing education and possible



partnership with the community. The 2016 target for recruiting working-age adults was 1,423, but the college netted only 896, 63% of the goal, while the UHCC system met 77% of the goal.

The immediate objective of UHMC Strategic Enrollment Management Plan is to enhance both management and growth from constituents including high school students, working-age adults, early college and international prospects. The College has not yet financially felt the full fiscal implications of decline enrollment.

UHMC has benefited from a significant reduction in annual energy expense budget as well as changes in expenditures. For example, UHMC has used assessment data to guide the decision to eliminate a community dental clinic, reduce the size of the Nursing Program by 50%, eliminate a Dental Assisting Program, and significantly restructure the Office of Continuing Education and Training (OCET). These along with a new policy on vacant position review and rebalancing of resources have helped the College add critical faculty and staff positions, prioritized through the budget process. UHMC will continue to include enrollment, revenue and expense data in program assessments and reviews that would further increase the understanding of cost issues and programmatic spending.

IV. PERFORMANCE MEASURES – ANNUAL REPORTS

UHMC will use the following key performance measures reports to monitor enrollment growth and degree completion.

STUDENT AFFAIRS ANNUAL REPORT OF PROGRAM DATA 2016

Program Quantitative Indicators

Demand Indicators		Program Year			
		2012-13	2013-14	2014-15	
1	Annual Headcount ALL Students	5,291	5,010	4,570	
2	Annual Headcount Native Hawaiian (NH) Student	1,750	1,575	1,403	
3	Actual Percent Change from Prior Year ALL	-6%	-5%	-9%	
4	Actual Percent Change from Prior Year NH	-7%	-10%	-11%	
5	Annual Headcount of Recent Hawai'i High School Graduates	474	460	413	
6	Percent of Services Area's Recent High School Graduates	29%	28%	24%	
7	Annual Headcount of Student 25-29 Years Old	1,579	1,966	1,266	
8	Annual Headcount of Underserved Regions	3,628	4,773	3,052	
9	Annual Headcount in STEM Programs	408	627	214	
10a	Fall Semester Registration Status	New Students	976	959	879
10b		Transfer Students	366	295	257
10c		Continuing Students	2,476	2,231	2,127
10e		Returning Student	354	385	348
10d		Home Campus Other	210	206	198
11a	Spring Semester Registration Status	Home Campus Other	377	376	336
11b		Transfer Students	186	200	188
11c		Continuing Students	2,960	2,728	2,507



Demand Indicators		Program Year		
		2012-13	2013-14	2014-15
11d	Returning Student	247	249	194
11e	Home Campus Other	198	261	208

Efficiency Indicators		Program Year		
		2012-13	2013-14	2014-15
12	Pell Participation Rate ALL Students	62%	61%	58%
13	Pell Participation Real Native Hawaiian (NH) Student	76%	72%	69%
14	Number ALL Students Receiving Pell	2,365	2,147	1,887
15	Number NH Student Receiving Pell	981	811	701
16	Total Pell Disbursed ALL	\$7,601,116	\$6,910,085	\$6,143,330
17	Total Pell Disbursed NH	\$3,193,454	\$2,610,382	\$2,255,028
18	Overall Program Budget Allocation	\$4,179,328	\$3,811,511	\$2,510,173
19	General Funded Budget Allocation	\$1,290,832	\$1,315,333	\$1,346,579
20	Special/Federal Budget Allocation	\$1,581,896	\$1,305,947	\$1,163,594
21	Cost Per Student	\$790	\$761	\$549
Achieving the Dream		Program Year		
		2011	2012	2013
22	FT A+D Cohort (ALL) complete 20 credits first year	208	201	178
23	FT A+D Cohort (NH) complete 20 credits first year	65	43	41
24	FT A+D Cohort (ALL) complete 12 credits first year	124	123	119
25	FT A+D Cohort (NH) complete 12 credits first year	34	34	24

Effective Indicators		Program Year		
		2012-13	2013-14	2014-15
26	Persistence Fall to Spring ALL Students	72%	72%	73%
27	Persistence Fall to Spring Native Hawaiian (NH) Students	69%	70%	68%
28	Degrees & Certificates Awarded to ALL	601	660	557
29	Degrees & Certificates Awarded to NH	156	167	157
30	Degrees & Certificates Awarded to STEM ALL	177	142	16
31	Degrees & Certificates Awarded to STEM NH	32	25	3
32	Transfer to UH 4-year ALL	176	178	133
33	Transfer to UH 4-year NH	69	67	33



Community College Survey of Student Engagement (CCSSE)		Program Year		
		2010	2012	2014
34	Support for Learners Benchmark (Percentile)	90	90	90
Means Summary All Students (1=Not at all/Rarely; 2=Sometimes/Somewhat; 3=Often/Very)				
35	Academic Advising			
	Frequency	1.80	1.94	1.95
	Satisfaction	2.20	2.38	2.36
	Importance	2.50	2.62	2.54
36	Career Counseling			
	Frequency	1.40	1.67	1.66
	Satisfaction	2.10	2.25	2.27
	Importance	2.30	2.47	2.43
37	Job Placement Assistance			
	Frequency	1.20	1.34	1.28
	Satisfaction	1.80	1.94	1.95
	Importance	2.10	2.14	2.08
38	Financial Aid Advising			
	Frequency	1.80	2.04	1.94
	Satisfaction	2.20	2.38	2.42
	Importance	2.40	2.60	2.57
39	Student Organizations			
	Frequency	1.30	1.54	1.47
	Satisfaction	2.00	2.15	2.14
	Importance	1.80	2.03	2.01
	Importance	2.20	2.17	2.20
40	Transfer Credit Assistance			
	Frequency	1.50	1.56	1.51
	Satisfaction	2.10	2.03	2.06
	Importance	2.20	2.17	2.20
41	Services for People With Disabilities			
	Frequency	1.30	1.43	1.38
	Satisfaction	2.00	2.15	2.17
	Importance	2.00	2.14	2.14

Institutional Research & Analysis Office - Additional Enrollment Information:

Opening Enrollment:

<https://www.hawaii.edu/institutionalresearch/openingEnrollment.action?reportId=OE>

Opening Enrollment by Major: <https://www.hawaii.edu/institutionalresearch/openingEnrollmentMajors>

University of Hawaii Maui College Instructional Annual Report of Program Data (ARPD)

<http://www.hawaii.edu/offices/cc/arpd/instructional.php?year=2015&action=quantitativeindicators&college=MAU&program=137>



Other University of Hawai'i Maui College – Performance Measures Reports:

- Scorecards: <http://blog.hawaii.edu/hawaiigradinitiative/campus-scorecards/>
- Native Hawaiian Scorecards: <http://blog.hawaii.edu/hawaiigradinitiative/campus-scorecards-native-hawaiian-students/>
- Performance Funding: <http://blog.hawaii.edu/hawaiigradinitiative/performance-funding-model/>
- HGI Strategic Directions: <http://blog.hawaii.edu/hawaiigradinitiative/hgi-strategic-directions-measures/>

V. UHMC Strategic Enrollment Management Dashboard and Recruitment Targets (Appendices)

- A. UHMC Admissions Office Weekly Enrollment Dashboard
- B. UHMC Enrollment Management - Recruitment Priorities
 - i. Recent High School Graduates
 - ii. High School Non-Completers and GED Recipients
 - iii. Pacific Islanders Students
 - iv. Working Adults
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WEEKLY ENROLLMENT DASHBOARD
ADMISSIONS OFFICE
APPLICATIONS PROCESSED (Yield Rate)
UNIVERSITY OF HAWAII MAUI COLLEGE
Comparison between Spring 2017 and Spring 2018 as of December 11, 2017*

Term - Description	OVERVIEW			RATES	
	APPLIED	ACCEPTED	ENROLLED	ACCEPTANCE RATE	YIELD RATE
Spring 2017 (Census data - Benchmark)	1,232	1,152	503	94%	44%
TOTAL - Spring 2017	1,045	1,041	415	99.6%	39.9%
TOTAL - Spring 2018	942	767	309	81.4%	40.3%
Differential	-103	-274	-106		
Incomplete Applications Incomplete Applications "I" (61) Shredded Applications (duplicates) "S" (20) * Includes Apps Pending Residency (94)					

Student Type - Spring 2018	Applied	Accepted	Enrolled	Acceptance Rate	Yield Rate (accepted to enroll)
	942	767	309		
Returning	277	261	108	34.0%	35.0%
First Time - Classified	200	169	62	22.0%	20.1%
First Time - Early Admit	165	162	84	21.1%	27.2%
First Time -Unclassified	19	19	2	2.5%	0.6%
Transfer	159	145	47	18.9%	15.2%
Continuing - Shred App/Duplicates (exclude)	33	11	6	1.4%	1.9%
Blank - Incomplete Apps/Pending Residency	89				
				100.0%	100.0%

*Data Source: UH Hawaii Institutional Research & Analysis Office

ADMISSIONS OFFICE
ENROLLMENT COMPARISON (% C)
UNIVERSITY OF HAWAII MAUI COLLEGE
Comparison between Spring 2017 and Spring 2018 as of December 11, 2017*

Enrollment by Student Type	Spring 2017 (Census data - Benchmark)	Spring 2017	Spring 2018	# of Students	% C
Total Enrollment Count	2919	1884	2103	219.00	11.6%
Continuing	2070	1060	973	-87.00	-8.2%
First Time - Classified	141	380	641	261.00	68.7%
First Time - Early Admit	304	104	180	76.00	73.1%
First Time -Unclassified	23	14	11	-3.00	-21.4%
Transfer	206	121	198	77.00	63.6%
Returning	175	205	298	93.00	45.4%

**WEEKLY ENROLLMENT DASHBOARD
HEADCOUNT ENROLLMENT OVERVIEW
UNIVERSITY OF HAWAII
SPRING 2017**

	HEADCOUNT ENROLLMENT				Continuing Education Headcount
	Total Headcount	V%	Regular Students	Early Admit	
UH SYSTEM TOTAL	49,167	100.0	47,254	1,913	2,173
University of Hawaii at Manoa	17,033	34.64	17,021	12	2,142
University of Hawaii at Hilo	3,518	7.15	3,442	76	
University of Hawaii - West O'ahu	2,763	5.61	2,693	70	
University of Hawaii, Community Colleges	25,853	52.58	24,098	1,755	31
Hawaii Community College	2,607	5.3	2,292	315	
Honolulu Community College	3,503	7.12	3,309	194	31
Kapi'olani Community College	6,700	13.62	6,591	109	
Kaua'i Community College	1,234	2.5	1,073	161	
Leeward Community College	6,608	13.43	6,127	481	
University of Hawaii Maui College	2,919	5.93	2,615	304	
Windward Community College	2,282	4.64	2,091	191	

Footnotes:

1/ Percents may not sum due to rounding.

2/ The Total Headcount is the sum of Regular and Early Admit students.

3/ Continuing Ed counts are included in the Regular student count and are shown separately for information purposes only. Counts for Continuing Education credit students at UH Manoa (Outreach College) and Honolulu CC (SOCAD) are identified by Credit Type field in IRO_Base which identifies students by registered term/academic period. This excludes students who may have enrolled after the census date.

UHCC Enrollment Management Strategic Plan, 2015-2021 DRAFT

University of Hawaii Maui College

Strategic Plan=Student Success Pathway

Institutional Performance Measure:

Increase GED Recipients by 1,795 students (37%) by 2021

Basic Findings for GED Recipients

2016 Actual - 226 (Did not meet the 2% Targets growth of 327 students.)

Strategy

• Partnership with MCSA Maui Campus

All Targets

Projections - 2017 (333 GED students) and 2018 (340 GED Students)

The enrollment targets is to increase the numbers of GED recipients in the community college by 2% per year over the next six year.

UH Community Colleges Goal

The student success goal of increasing the year-to-year retention of students within the community colleges is from 50% to 65%.

UHMC Campus

Findings/Strategies/Targets/UHCCGoal:

Action Item (What action will you do to address the strategies)	Category (Recruitment, Retention, Other)	Individuals Responsible (from your unit)	Estimated Start	Estimated Finish	Dosage	Resources	Assessment Indicator	Student Success Pathway	Accreditation Standard	Evaluation/Feedback Loop
Credit Programs - Arrange monthly group check-in meetings with MCSA Maui on GED students to facilitate a transition process to UHMC.	Retention	VCSA, Counselor and MCSA major stakeholders	August	May	Monthly	Data to identify cohort of students; counselor outreach bi-monthly	Retention each semester; passing grades (Starfish)	Progress and Learning	Recommendation WASC Accreditation : Enrollment	Status updates of students to VCSA; evaluate retention each semester
Community Needs and Workforce Development – OCET (non-credit) partnership with MCSA Maui a. Adult Basic Education Program Pathway b. Competency Based Community School Diploma Program Pathway c. Adult Secondary Education Pathway d. Apprenticeship Program Pathway	Recruitment and Retention	T. Karen Hanada	Ongoing	Ongoing	Monthly	Data to identify cohort of students; counselor outreach bi-monthly	Retention each certificate; passing grades	Progress and Learning	Recommendation WASC Accreditation : Enrollment	Status updates of students to Director of OCET; evaluate retention each semester

UHCC Enrollment Management Strategic Plan, 2015-2021 DRAFT

University of Hawaii Maui College

Strategic Plan=Student Success Pathway

Institutional Performance Measure:

Increase Pacific Islanders by 245 students (37%) by 2021

Basic Findings for Pacific Islander

2016 Actual - 38 (Did not achieve Targets growth of 73 Pacific islander students.)

Strategy

- Partner with Maui High School and MCSA Maui Campus

All Targets

Projections - 2017 (76 students) and 2018 (79 students)

Pacific islanders make up 4% of Hawaii's population, they comprise only 3% the UHCC enrollment

UH Community Colleges Goal

The student success goal of increasing the year-to-year retention of students within the community colleges is from 50% to 65%.

UHMC Campus

Findings/Strategies/Targets/UHCCGoal:

Action Item (What action will you do to address the strategies)	Category (Recruitment, Retention, Other)	Individuals Responsible (from your unit)	Estimated Start	Estimated Finish	Dosage	Resources	Assessment Indicator	Student Success Pathway	Accreditation Standard	Evaluation/Feedback Loop
Recruit the Pacific islands and the Pacific Rim and identify indigenous groups who would be served by our programs via partnering with Maui High School and MCSA Maui Campus.	Recruitment	Recruiter and Counseling	August	Ongoing	Monthly	VCSA	Number of Pacific Islander students enrolled in credit and non-credit programs	Entry & Connect	WASC	Iterative access/evaluation feedback loop including constituency surveys.

UHCC Enrollment Management Strategic Plan, 2015-2021 DRAFT

University of Hawaii Maui College

Strategic Plan=Student Success Pathway

Institutional Performance Measure:

Increase Working Age (25-44) Adults by 6223 students (75%) by 2021

Basic Findings for Adult Students

- Applicants/Enrollment numbers appear to be very tightly related to external economic conditions.
 - Even before the economic downturn in 2005 more than half of the applicants enrolled at UHMC (65%), that number has since diminished to a steady (40%). [What explains 2005 picture to 2016?]
 - If we increase applicants of Adult Students to 2005 numbers we could see as many as 75 new first-time students.
- 2016 Actual - 896 (Did not achieve Targets growth of 1,423 students.)

UHMC Campus

Findings/Strategies/Targets/UHCCGoal:

Strategy

- UHMC Degree-in-Three – AA in Liberal Arts

All Targets

Projections - 2017 (1,506 students) and 2018 (1,548 students)

Establishing a Targets for this population is somewhat arbitrary but for planning purposes, the goal is to increase the participation rate from the current 2.25% of adults between the ages of 25 to 44 to 4%. The Targets will be UHMC students who stopped out with 45 credits or more.

UH Community Colleges Goal

Action Item (What action will you do to address the strategies)	Category (Recruitment, Retention, Other)	Individuals Responsible (from your unit)	Estimated Start	Estimated Finish	Dosage	Resources	Assessment Indicator	Student Success Pathway	Accreditation Standard	Evaluation/Feedback Loop
Reinvigorate the UHMC Degree-in-Three that offers students a unique opportunity to earn an Associate in Arts (A.A.) in Liberal Arts by attending day or evening and online/cable TV classes. All courses in the program are reserved for the D-3 to attain the A.A. in Liberal Arts within the three-year time frame—hence, the Degree-in-Three program (D-3). Students enter the program as part of a cohort that is focused on achieving the same goal, and take three classes each semester and one summer class. Students can start at the beginning of fall or spring semester and earn up to 21 credits per year. The degree may be earned in less time for those with completed credits (for more information about credit transfer, please visit Transferring Credits to University of Hawai'i Maui College). As a student with a busy life, you need a flexible schedule that works best for you. The the Degree-in-Three at UHMC provides you with an opportunity to attend college while meeting your other commitments. Targets Population: UHMC Students Who Stopped Out with 45 credits or more	Recruitment and Retention	John McKee, David Grooms, Diane Meyer, Jennifer Owens, Debbie Nakama, Linda Fujitani, Kulamanu Ishihara	Summer	Spring	Monthly Meetings	VCAA, VCASA, faculty, counselors and FA staff time	Alignment of courses New cohort	The student success goal of increasing the year-to-year retention of students within the community colleges is from 50% to 65%.	WASC	Evaluate recruitment and retention efforts.

UHCC Enrollment Management Strategic Plan, 2015-2021 DRAFT

University of Hawaii Maui College

Strategic Plan=Student Success Pathway

Institutional Performance Measure:

Increase International Students by 227 students (23%) by 2021

Basic Findings for International Students

2016 Actual - 51 (Did not achieve Targets growth of 60 students.)

Strategy

• Utilize the UHCC International Education Annual Report Form

All Targets

Projections - 2017 (62 students) and 2018 (63 students)

UH Community Colleges Goal

The student success goal of increasing the year-to-year retention of students within the community colleges is from 50% to 65%

UHMC Campus

Findings/Strategies/Targets/UHCCGoal:

Action Item (What action will you do to address the strategies)	Category (Recruitment, Retention, Other)	Individuals Responsible (from your unit)	Estimated Start	Estimated Finish	Dosage	Resources	Assessment Indicator	Student Success Pathway	Accreditation Standard	Evaluation/Feedback Loop
Expand the UHMC International Education Strategic Plan to include the management and growth from international prospects. The plan should include goals that are clear, data-based, and actionable (WASC Recommendation). UHCC International Education Annual Report Form - [Credit Data/Data Collection Period/Timeline - Fall Semester - November 1; Spring Semester - April 1] [Non-credit: Report period - Spring, January 1-May13; Summer, May 14-June 30; Fall, July 1-December 31]	Recruitment Retention	UHMC IEC	Ongoing	Ongoing	Monthly	Chancellor, VCASA, VCAA and OCET Director	Hawaii CC Annual Report	Connect, Entry, Progress & Learning	WASC	Iterative Process that include surveys of constituents.