Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)
Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by March 15, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “Second Level Review.” For example: SOEST – Second Level Review.

Department/School/College: Enrollment Management—Recommendations from Hernandez/Yang

The department would fall under which of the following Vice Chancellor’s offices?

-xx-  Academic Affairs
-     Research and Graduate Education
-     Student Services
-     Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

Francisco Hernandez -- Interim Associate Vice Chancellor
Alan Yang -- Interim Director of Admissions
Jan Taniguchi --Interim Director of School and College Services
Jodie Kuba --Director Financial Aid
Administrative Unit (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms and Optional Guides in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials, to ovcafo@hawaii.edu for posting on the Prioritization Process webpage by March 15th for the next level of review to take place.

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<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/Restructure/Merge/Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
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Brief Summary (no more than 2 pages)

Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

The Office of Enrollment Management is responsible to direct relevant campus programs related to enrollment management. These programs are Admissions & Records (A&R), Financial Aid & Scholarships (FAS) and School & College Services (SCS). Unfortunately, due to legislative action, the position of Director of A&R was abolished in FY05. To address this loss, it is proposed that the Assistant Vice Chancellor for Enrollment Management be retitled to Associate Vice Chancellor and also serve as the Director of Admissions. Also being proposed is the integration/consolidation of School & College Services with Admissions to become the focus of student recruitment through admission for this campus. This proposed action would better facilitate student recruitment coordination, encourage and promote shared resources and ensure a smooth flow from a prospective students’ initial interest through application and admission to Mānoa. It is also proposed that Records & Registration and Information and Computer Services be separate reporting lines and no longer part of the current Admissions & Records. This allows for a more focused approach to distinct areas within enrollment management and better coordination of services between units.

UH-Manoa needs to develop a comprehensive enrollment management plan as recommended by various task
forces and independent consultants. The goal is to have in place strategic enrollment management (SEM) which is “a comprehensive process designed to achieve and maintain the optimum recruitment, retention and graduation rates of students, where ‘optimum’ is defined within the academic context of the institution.” The specific goals of UH-Manoa Strategic Enrollment Management are to 1) increase freshman enrollment; 2) attract highly qualified students; 3) increase transfer student enrollment; 4) improve student retention; and 5) define, develop and maintain optimum UH-Manoa enrollment.

CONSOLIDATION OF SCHOOL & COLLEGE SERVICES AND ADMISSIONS

Currently, School & College Services (SCS) and Admissions & Records (A&R) both conduct student recruitment. SCS relies heavily on A&R personnel to assist in several of its recruitment activities. SCS also relies heavily on the student database collected and maintained by Admissions and Records. While cooperation and collaboration between the two units has improved in recent years, integrating SCS and Admissions instead of a separate unit by itself, will permanently facilitate better planning, coordination and operations. This will enable Enrollment Management to be more effective in its role to implement a comprehensive enrollment management plan for student recruitment and retention. Leadership would be able to better identify custom enrollment strategies and staff training and professional development to exert more influence over student enrollment. Consolidation of these two units will also allow for aligning personnel, resources and functions so that the institution can respond effectively to student needs and concerns while initiating enrollment policies and practices to best effect and support the institution’s enrollment and achievement of net tuition revenue goals, etc.

SEPARATION OF RECORDS AND REGISTRATION FUNCTIONS

Currently records and registrar functions are organizationally part of Admissions and Records. The consolidation of School and College Services recruitment functions into Admissions will result in more coordinated, efficient and seamless services to prospective students through their admissions to Manoa. Once admitted, registration and academic records functions can be initiated. The separation of these functions will allow the Admissions Office to focus on their primary responsibility: the recruitment and admission of students. A separate Registrar Office will provide a better focus on essential services required after admission. Separate Admissions and Registrar Offices are most common at large and complex universities.

CONSOLIDATION OF INFORMATION TECHNOLOGY RESOURCES

Currently Information Technology (IT) services are provided by staff housed within individual units (3.00 FTE in Admissions & Records and 1.00 FTE in Financial Aid Services). Given the proposed reorganization, IT functions are better provided by a centralized IT unit serving all units of enrollment management. This will allow for better cross training of IT staff and increased coverage during peak work periods and staff shortages. It will also ensure that essential IT functions are better coordinated between units, resulting in increased efficiency and more timely service to students, faculty and staff.

It is proposed that all information technology services be centralized with this unit reporting directly to the proposed Associate Vice Chancellor for Enrollment Management and Director of Admissions.