

Strategic Planning for Admission and Recruitment Committee (SPARC)

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MANAGEMENT AND DIRECTOR OF ADMISSION

UPDATE – DECEMBER 10, 2015



Committee Membership

Co-Chairs

Krystyna Aune (Co-Chair)
Dean Graduate Education

Lori Ideta (Co-chair)
Interim Vice Chancellor for Student Affairs

Roxie M. Shabazz (Co-chair)
Assistant Vice Chancellor for Enrollment
Management

Committee Members

Myhraliza Aala – STEM Mktg & PR Officer, Engineering
Leona Anthony – SOEST Director of Student Services
Peter Arnade – Dean of College of Arts and Humanities
Linda Duckworth – Director of International Student Services
Robin Hadwick – Asst Dean of Shidler College of Business
Shannon Johnson – Program Coordinator for Come Back to Mānoa
Willy Kauaʻi – Director of Native Hawaiian Student Services
Lisa Kitagawa-Akagi – College of Tropical Agriculture and Human Resources
June Lee – School of Architecture – Director of Student Services
Henry Lew – Medical School
Niki Libarios – College of Education
Julienne Maeda – Office of Graduate Education
Mari Ono – Director of Student Services, Myron B. Thompson School of Social
Work
Melvin Spencer – College of Education
Elisabeth Steele Hutchinson – Admission Director, Law School
Jan Taniguchi - Associate Director for Recruitment
Ryan Yamaguchi – Associate Director of Admission
Kelly Zakimi – ASUH President



Subcommittees to Develop Strategies

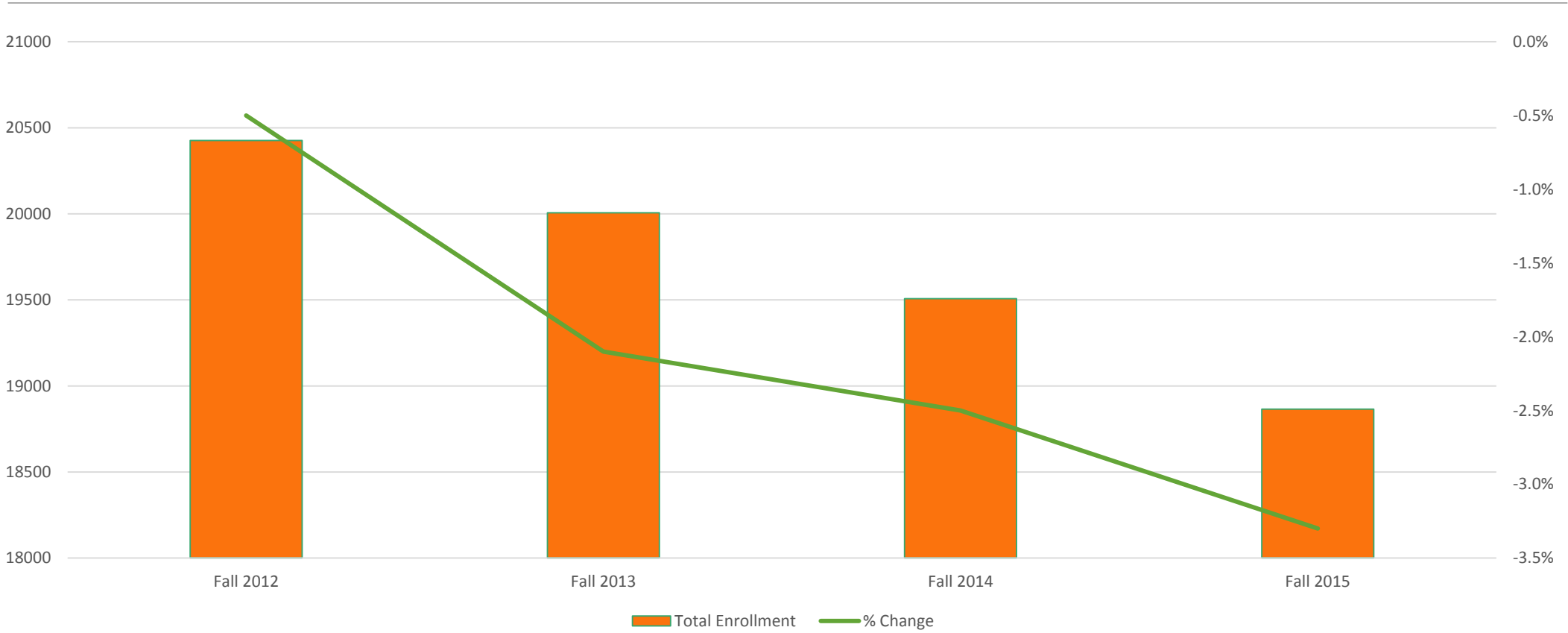
- Enrollment Projections
- Branding, Image and Marketing
- Recruitment
- Affordability
- Infrastructure/Hurdles

UH Manoa

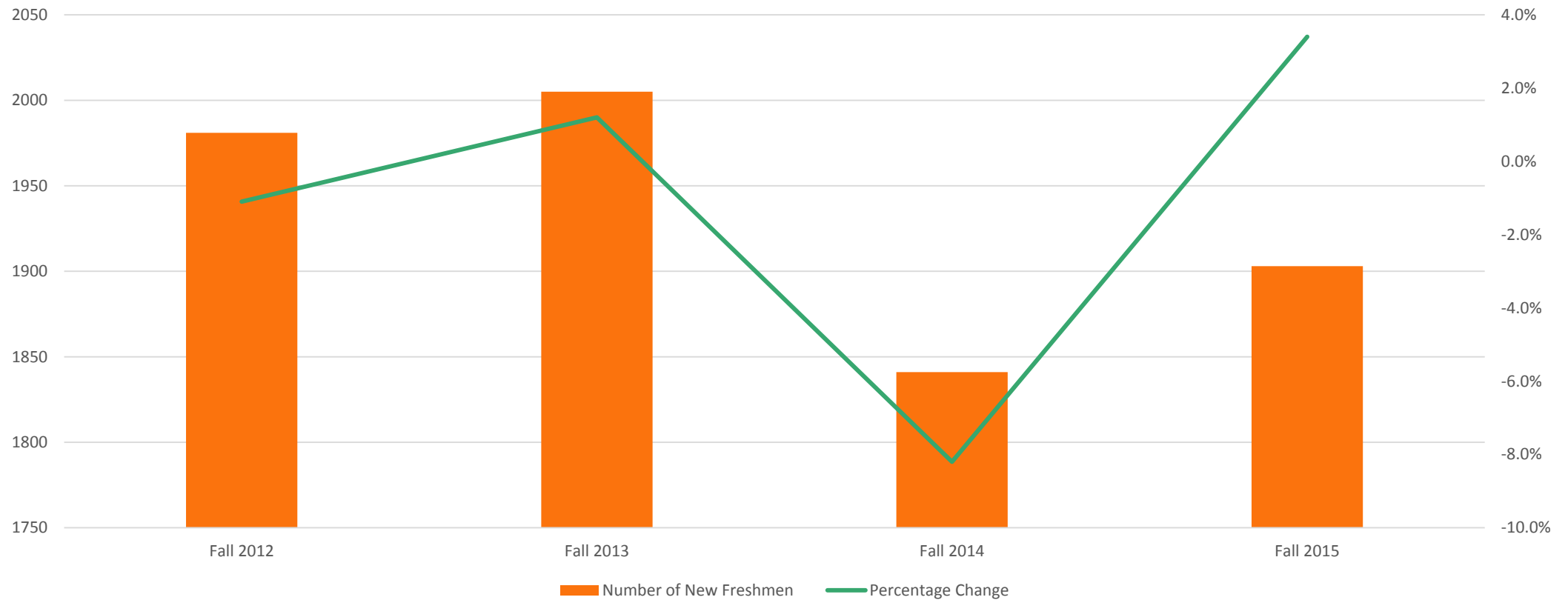
ENROLLMENT OVERVIEW



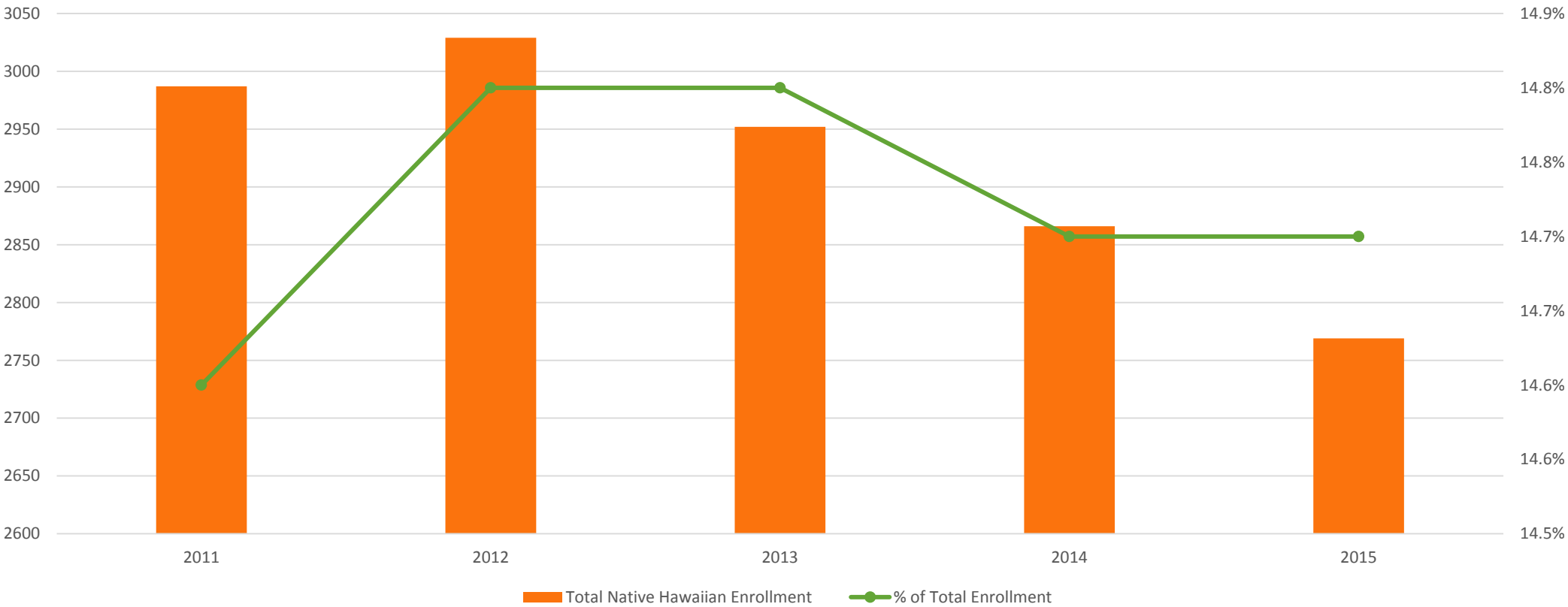
Mānoa Total Enrollment 4-Year Enrollment Trend



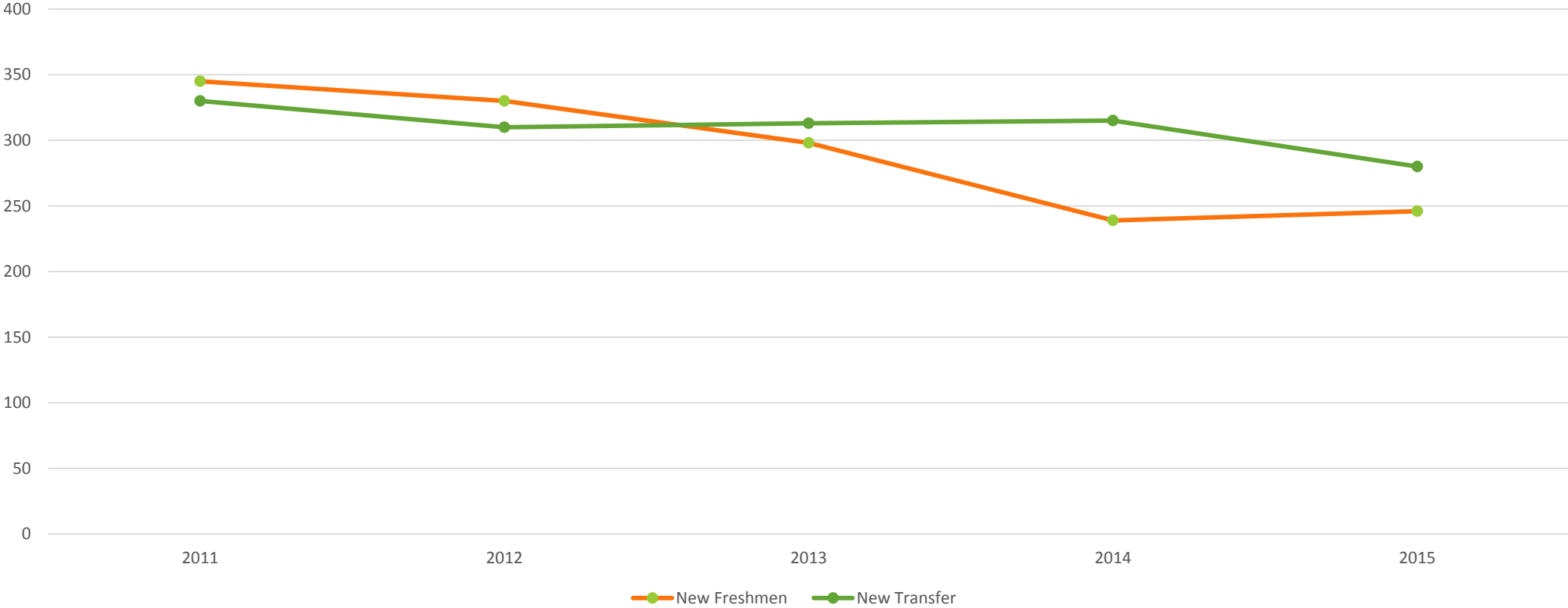
New First-Time Freshmen Enrollment and Percentage Change Trend



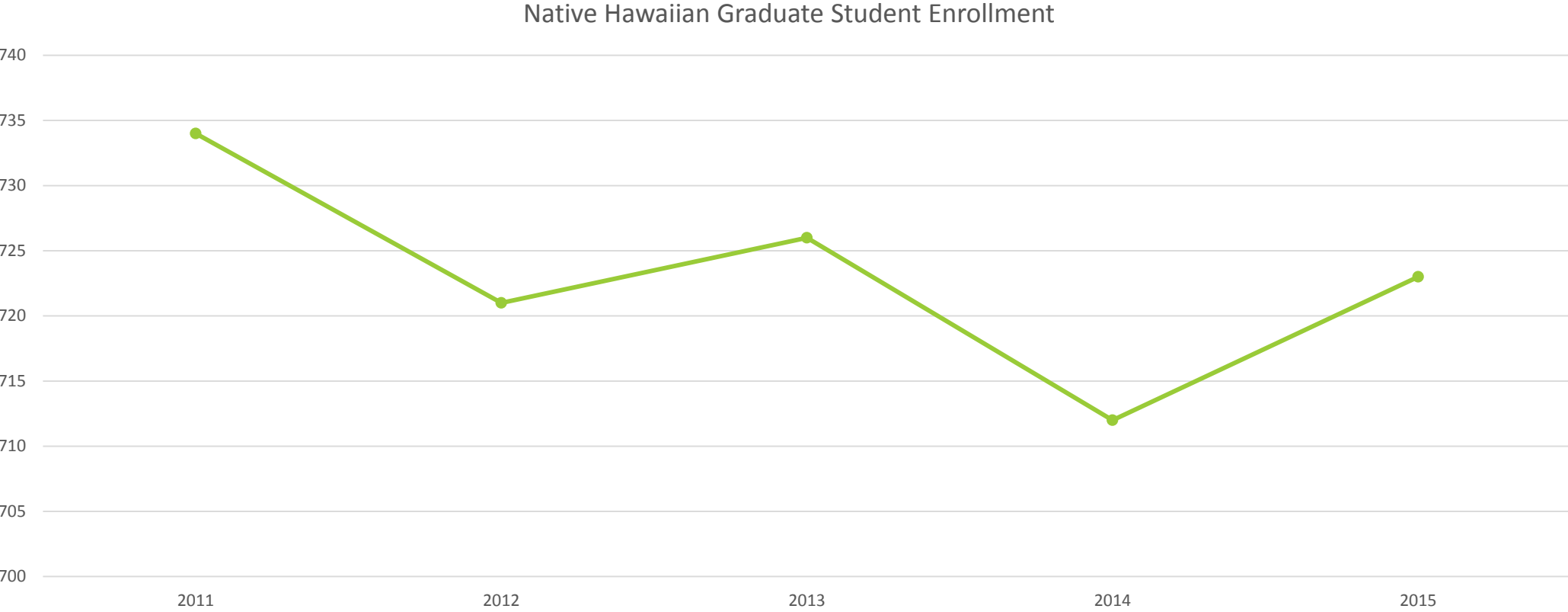
Native Hawaiian Student Enrollment



Native Hawaiian New Student Enrollment

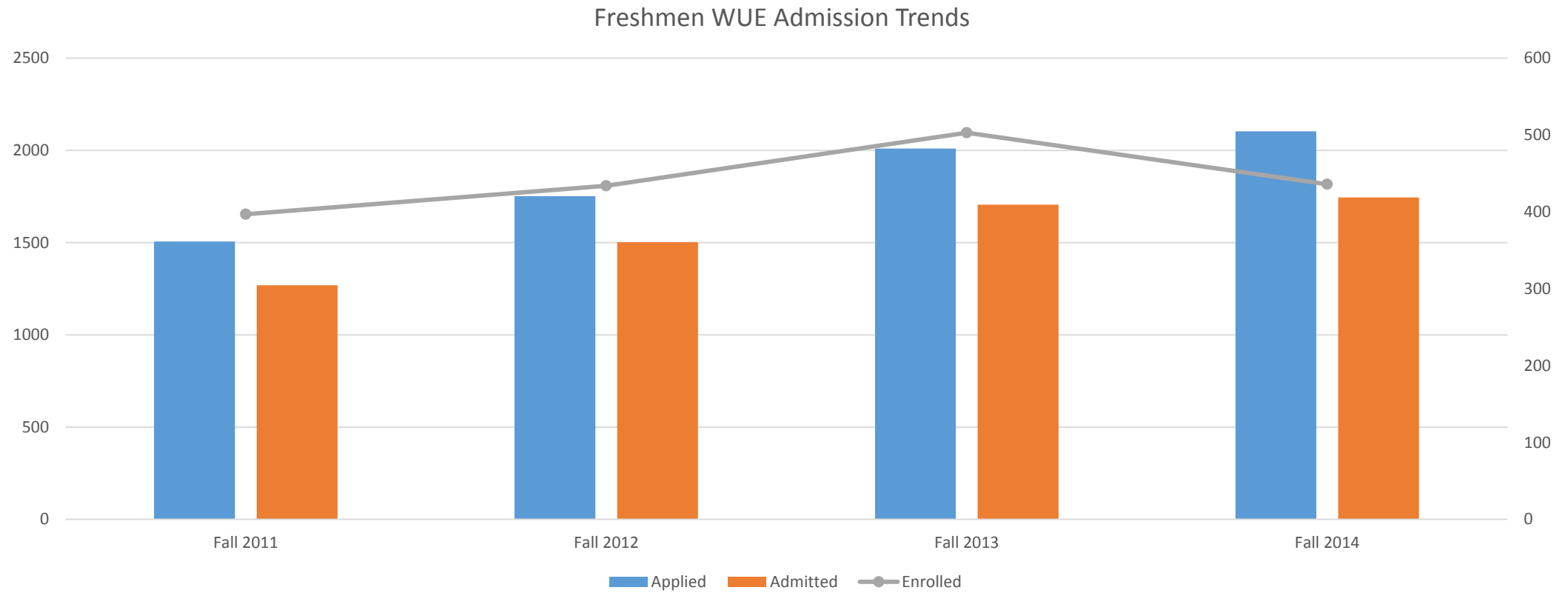


Native Hawaiian Graduate Student Enrollment



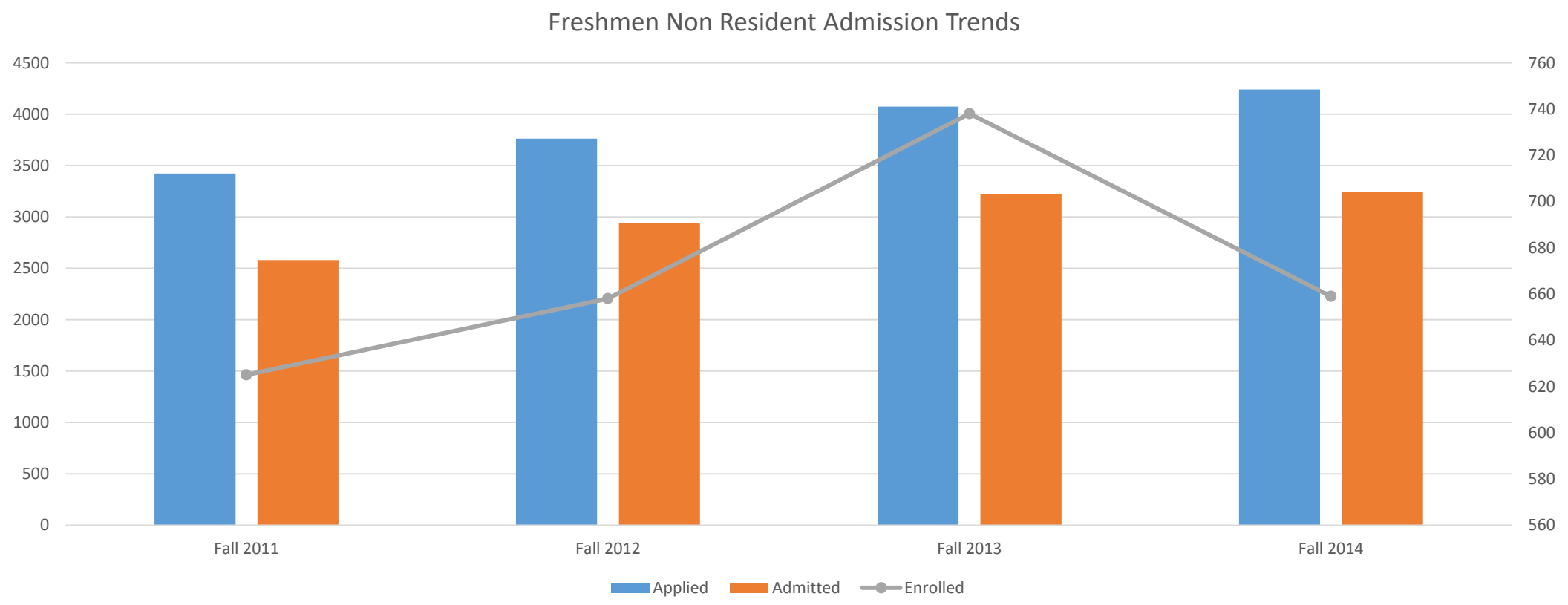


Freshman Admissions WUE Trends

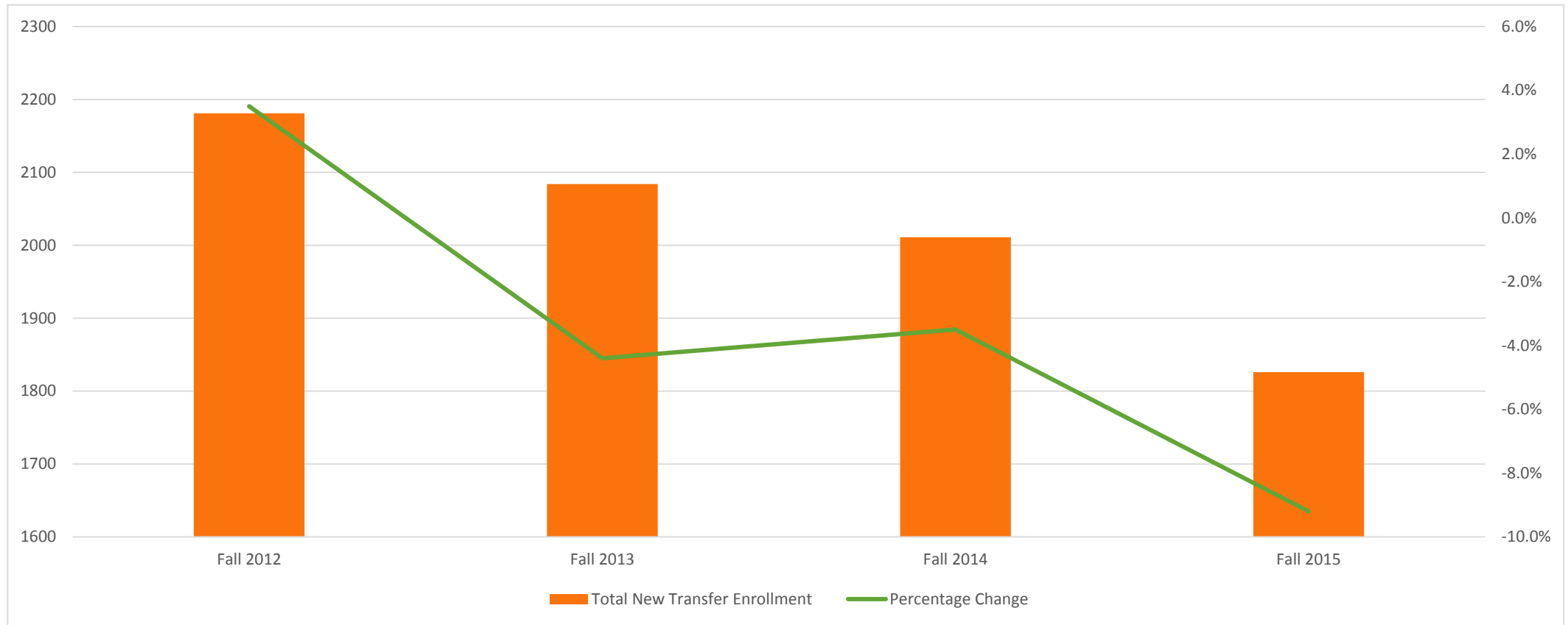




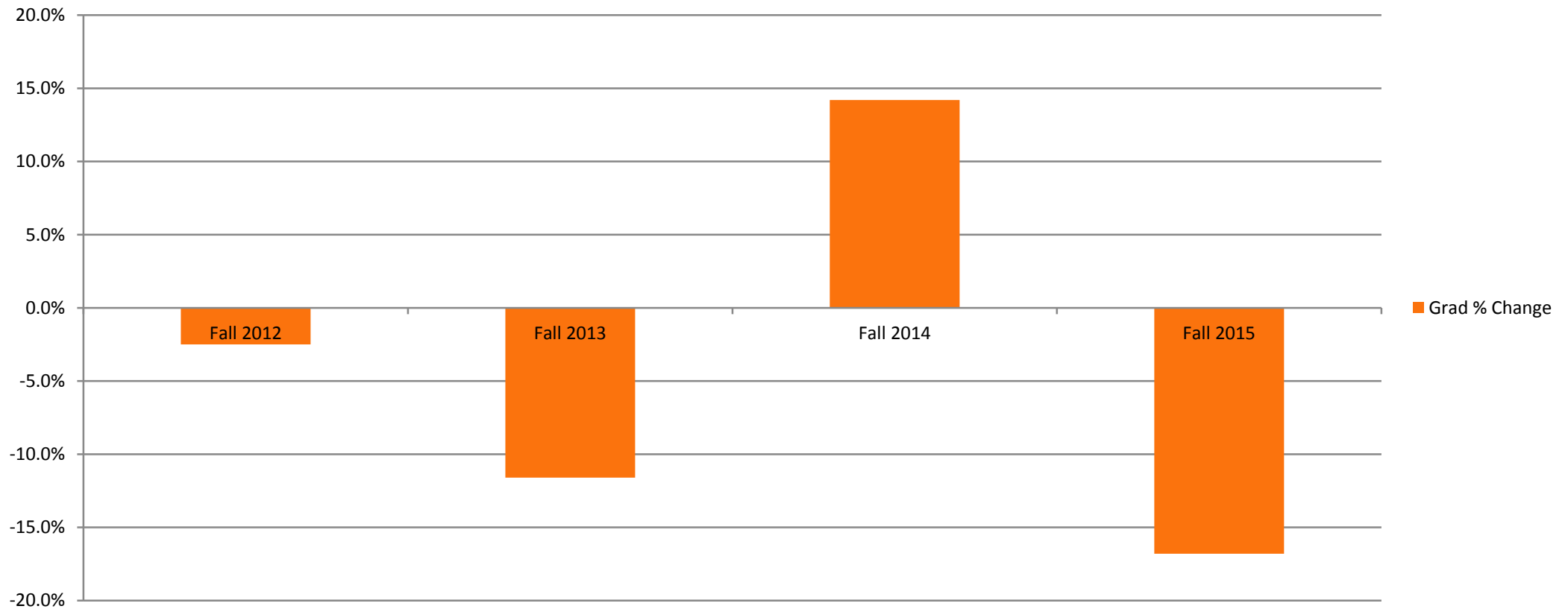
Freshman Admissions Non-Resident Trends



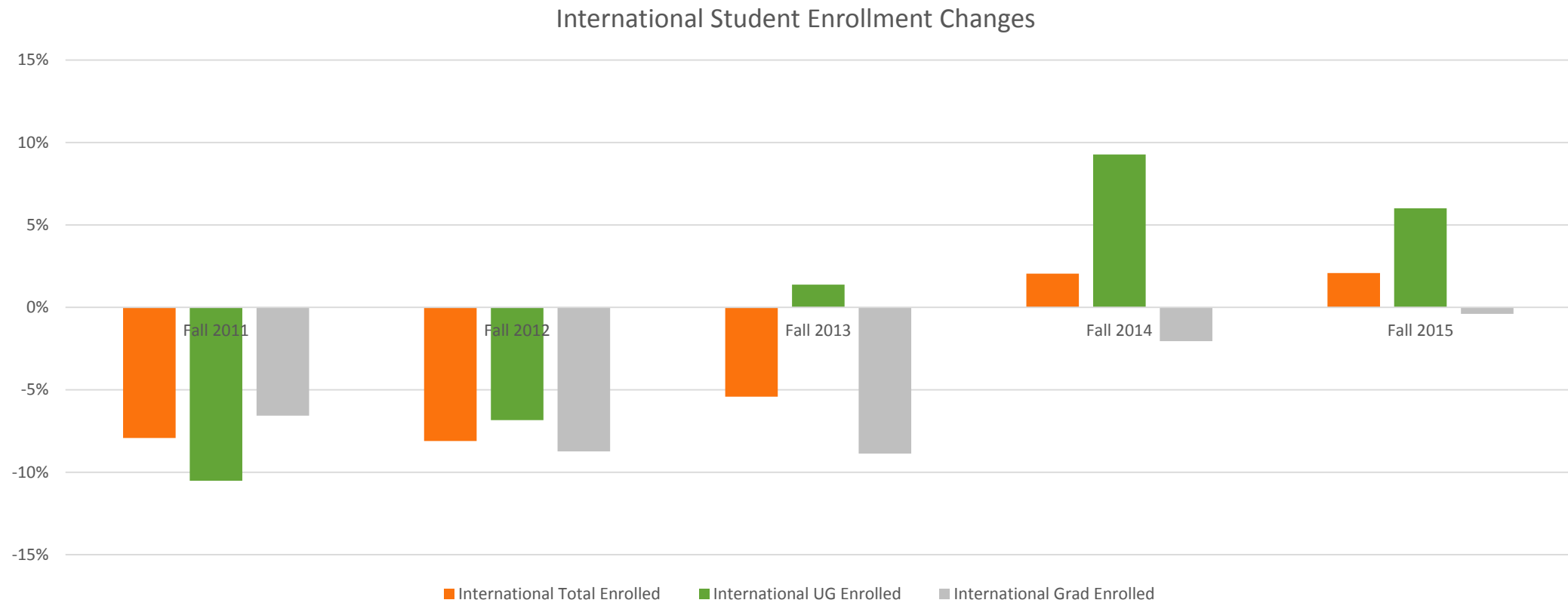
New Transfer Enrollment and Percentage Change Trend



New Graduate Student Enrollment % Change



International Student Enrollment Changes



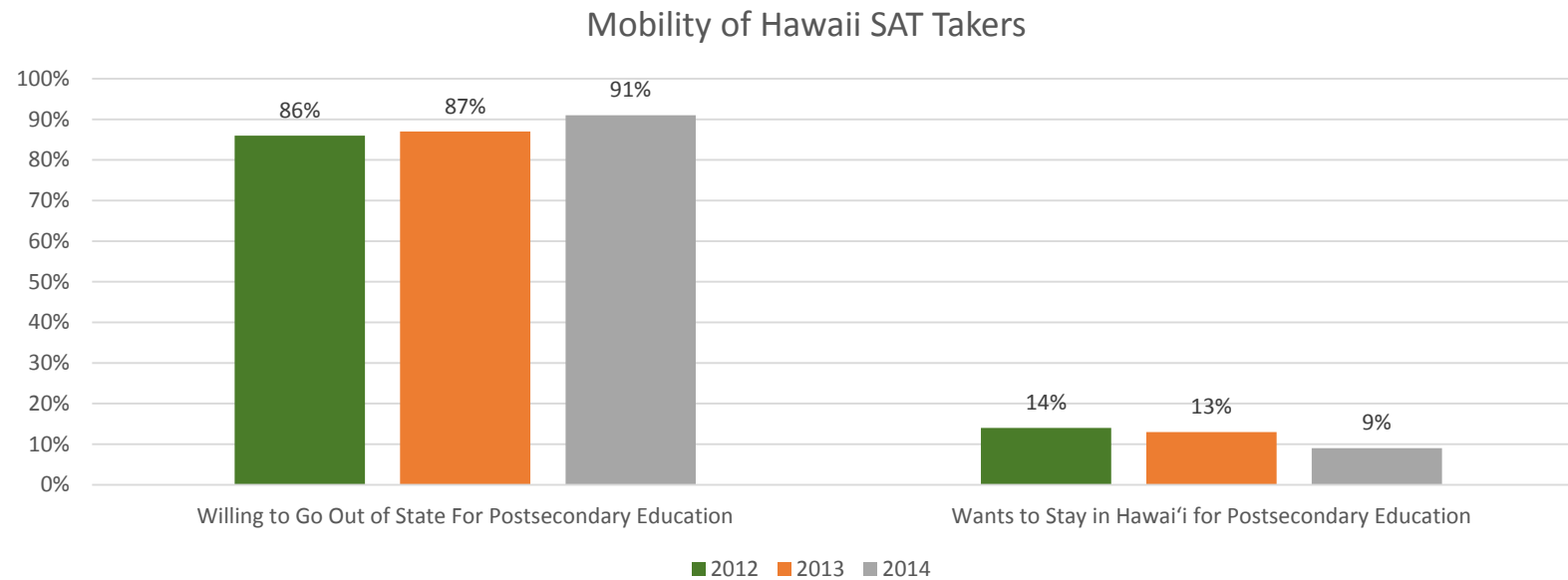


UH Mānoa Recruitment and Admission Challenges

1. Negative perceptions of UH Manoa locally, makes it more difficult to change the "go to college on the mainland" culture
2. The college going rate for Hawaii students to the UH system is at its lowest since 2007
3. The total number of Hawaii high school graduates continues to decrease since 2013
4. Decreasing Yield Rate
5. Hawai'i student mobility

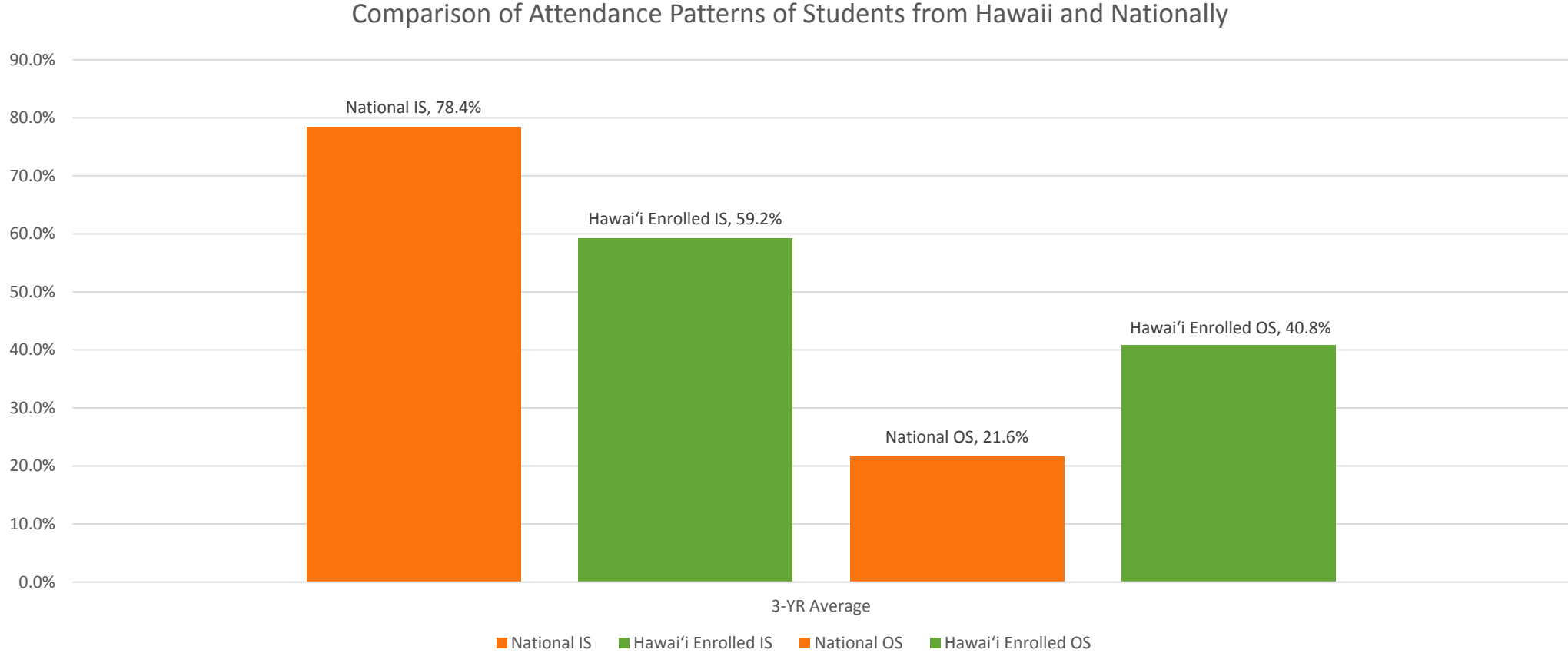
Mobility

- ❑ In 2014 – of all SAT takers in Hawai‘i, 9% indicated they would stay in Hawai‘i for their postsecondary education and 91% indicated they planned to attend a college or university out of state
- ❑ Each year more students who take the SAT indicate they are willing to leave Hawai‘i for college



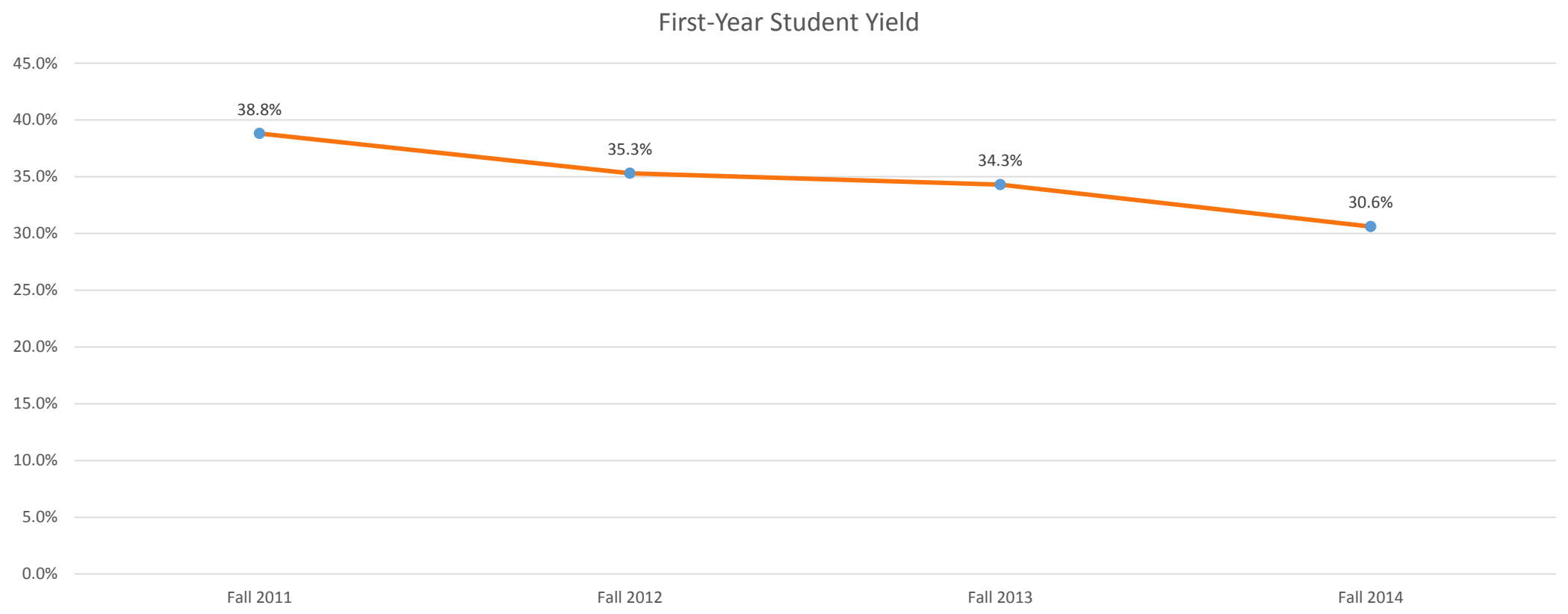


Hawai'i and National Attendance Patterns Comparison





Yield Rate is Dropping



UH Mānoa Recruitment and Admission Challenges

1. According to the US Census, college enrollment is declining (almost half a million from 2012 to 2013) including significant drops in two year college enrollments
2. UC system plans to enroll 10,000 new in-state students (5000 for 2016-2017)
3. Financial Aid and Scholarships
4. Retention rates are not improving, as an institution we cannot back fill attrition with new students



Affordability

- Costs to attend WUE schools
- Per the 2013 admitted student survey we need to offer more financial assistance
- Half of the non-enrolling students indicate they were “very” or “extremely” close to attending UH Mānoa AND
- Students who were extremely close to enrolling indicated they did not because of overall cost, value of education and lack of academic support (student perceptions)



WUE Tuition Comparisons

Institution	State	WUE/year (2014 - 2015)	Participants from HI
Northern Arizona University	AZ	13680	221
University of Nevada Las Vegas	NV	8616	200
Western Oregon University	OR	10013	180
Colorado Mesa University	CO	13593	150
University of Nevada Reno	NV	8616	80
Southern Oregon University	OR	9461	80
University of Northern Colorado	CO	12411	75
University of Colorado Denver	CO	16515	40
California State University East Bay	CA	8208	32
Colorado State University Ft. Collins	CO	15177	31

UH Mānoa Tuition (2014 - 2015) = 10622

Strategies

Develop Enrollment Projections



Develop Data Driven Enrollment Projections

- Where do we want to be in size and type of student?
- What is our capacity?
- What can we reasonable achieve?
- What are our assumptions?
- Completing an environmental scan is the first step

Plan for Effective Enrollment Outcomes



Why Do An Environmental Scan

Environmental scanning is one of the first steps in strategic planning because it asks the questions: What's going on? What is on the horizon, or just over the horizon?

Why an Environmental Scan

- Detects scientific, technical, economic, social, and political trends and events important to Manoa.
- Defines the potential threats, opportunities, or changes for our institution implied by those trends and events.
- Promotes a future orientation in the thinking of management and staff.

Why an Environmental Scan?

- Provides information everyone can see. It levels the playing field.
- Verifies/contradicts/expands anecdotes and fables
- Tests assumptions about future enrollment growth, improvement, etc., against trends in our market or area and benchmarks retention/progression/completion data against other institutions of our type:
 - This helps Manoa set reasonable goals that challenge enrollment potential but based upon metrics
- Sets a standard that SEM decision-making will be informed by data and information not anecdotes and stories



Branding, Image and Marketing



Strategies for Branding, Image and Marketing

- ❑ Create and implement a strategic media plan for print and digital markets (scholarship ads, Best of, Honolulu College Guide, Google Ad words etc.)
- ❑ Create and implement a social media and content marketing strategic plan to increase social engagement
- ❑ Establish partnerships with both internal and external units for strategic communication
 - ❑ Advancement – partnering on brand campaign, advertising opportunities and other initiatives
 - ❑ Athletics – messaging at games on megatron, create a Mānoa presence at games
 - ❑ Alumni – create outcomes piece targeting specific prospective audiences
 - ❑ UH Student Media – work with Ka Leo, KTUH and UH productions
- ❑ Identify key opportunities on campus and within our community to market and promote UH Mānoa
 - ❑ Community events, fairs, and parades
 - ❑ Athletic games including high school games
 - ❑ Partner with Hawai'i High School Athletics Association (HHSAA)
 - ❑ Homecoming Week and first home game of the season – schedule marketing events (pre-game event with high school counselors – UH Mānoa Counselor Tailgate, etc.)

Strategies for Branding, Image and Marketing

- ❑ Develop admissions website redesign that encompasses both informational processes and marketing strategies
- ❑ Further develop and implement Office of Admission's Brand Campaign – Make Mānoa Yours
- ❑ Continued redesign of publications to appeal to target audience (high school students and young adults) – Younger, fresh look
- ❑ Create an iconic symbol for UH Mānoa perhaps a Native Hawaiian Symbol
- ❑ Identify and/or create Mānoa traditions
- ❑ Establish a UH Mānoa Welcome Center with adequate parking
- ❑ Create an interactive campus map
- ❑ Improve campus grounds and facilities

Recruitment



Increase Local Constituencies Campus Engagement

- Establish bi-annual school counselor informational programs at UH Mānoa
- Host workshops and training for local high school counselors
- Develop an annual community college day at UH Mānoa
- Revisit our Open House programs
- Invite local high school students to appropriate UH events
- Host (more) high school nights at sports functions



Increase Native Hawaiian Student Enrollment

- ❑ Expand the Mānoa Access Initiative (MAI) – collaborative partnership between UHM Admissions, SEED offices and Native Hawaiian Student Services (NHSS)
- ❑ UH Maui and UH Mānoa Transfer Pipeline
- ❑ NHSS Outreach and Recruitment Coordinator (dotted line report to UH Mānoa Admissions)



Increase transfer students

- Establish a transfer student task force
- Review current transfer student services and programs for effectiveness
- Develop specialized transfer publications
- Expand articulation and dual enrollment programs both in Hawai'i and with schools internationally and on the mainland
- Expand community college visits
- Develop unified transfer student website
- Increase scholarship dollars for transfer students



Increase International Student Enrollment

- ❑ Access UH Mānoa's ability and capacity for an increased international presence
- ❑ Identify new recruitment territories/segments based on data, trends and country specific characteristics like economic status/stability, student sponsorship mobility etc.
- ❑ Review admission standards and course transfer issues for possible obstacles
- ❑ Revisit the SAT requirement for international students
- ❑ Establish a presence in our key feeder international areas
 - ❑ Establish enrollment offices
 - ❑ Provide courses in countries
- ❑ Expand our on-ground recruitment personnel
 - ❑ "Grow our own" International Alumni Recruiters and hire an international alumni coordinator
 - ❑ Expand international travel including tying into faculty and administrator international travel
 - ❑ UH Mānoa exclusive agents in China, Japan, Korean, Viet Nam and Indonesian



Increase International Student Enrollment

- Campus-based strategies
 - Communication plans for international student with our CRM
 - Collegeweek Live – virtual chats and fairs
 - E-recruitment with web, social media that is mobile compatible and culturally accurate
 - Traditional advertisement
 - Create more marketing and informational materials for international student recruitment
- Establish more international student 2+2 agreements with community colleges
- Expand 3+2 programs for international graduate students
- Charge international students at the WUE rate and more scholarships for international students
- Create a sponsored student coordinator who can build/maintain relationships with foreign government embassies and organizations to meet the needs of sponsored students and the organizations (housing etc..)



Increase Local Student Enrollment

- Improve our brand and image
- Implement Strategies to appeal to parents to include outcome pieces (what are our graduates doing?) and opportunities for mainland experiences
- Internships
- Aggressively Market our Study Abroad and Student Exchange programs
- Affordability
- Build our relationships with local guidance counselors
- Compete better for our local students
- Increase the number of scholarships to local students

Increase Graduate Student Enrollment

- Increase resources for graduate recruitment and admission
- Develop graduate recruitment plan
- Review the admission and enrollment processes for graduate student
- Increase graduate student financial assistance

Increase Non-Resident and WUE Enrollment

- ❑ Expand our markets based on College Board data (what students are sending us their SATs and where do they live)
- ❑ Hire a regional coordinator for California (and possibly other areas)
- ❑ Establish a recognized Alumni Recruitment Program for UH Mānoa, with staff and resources
- ❑ Show the WUE discount as a scholarship
- ❑ More scholarship funding for WUE and non-resident students
- ❑ Unfunded tuition discounts

Active Duty Military, Veterans and Their Dependents

- ❑ Meet the higher education needs of the military community
- ❑ Develop innovation delivery systems to provide offerings that respond to specialized schedules and calendars of military personnel – i.e. Outreach
- ❑ Improve enrollment policies, processes and procedures for military personnel
- ❑ Conduct military student needs assessments to determine interest in military related career fields (i.e., intelligence studies, cybersecurity, military studies, project management, logistics/supply)
- ❑ Feasibility study on accepted prior military experience for credit (using ACE's equivalencies)
- ❑ Explore the feasibility of a UH Mānoa presence on bases in Hawaii
- ❑ Expand graduate program offerings for military officers

Faculty and Departmental Involvement

- ❑ Departmental marketing materials
- ❑ Increased participation in recruitment and admission activities
- ❑ Engage students who express interest in specific academic areas
 - Contact prospective students and accepted students
 - Availability for calls/questions during campus visitation times
 - Allow prospective students into classes
- ❑ Coordinate and collaborate with admissions on activities involving high school students
- ❑ Visit Community Colleges
- ❑ Update Admissions, provide training
- ❑ Feedback from faculty (and staff) who have children going through the current admission cycle

Prospective Student Database

- Further develop our prospective student database using Banner and selected CRM
- Create profiles of those who will likely enroll
- Utilize recruitment tools such as EPS and College Board Student Search to generate targeted inquiry pool
- Develop a communication plan with multiple levels of contact
- Increase the use of technology in recruitment (e-newsletters, website, texting etc.)

Increase Yield

- Engage parents both resident and non-resident – how will we ensure their student's success?
- Develop outcomes publications and information
- Evaluate the success of our accepted student receptions – how can we improve?
- Meaningful engagement and communication with accepted students
- Develop an enrollment portal (after acceptance) for neighbor island and mainland students
- Departmental contact with students who have expressed an interest

Affordability



Financial Aid and Affordability

- Leverage grant and scholarship funds to increase enrollment, better assist students and lower loan indebtedness
- Require the FAFSA for all students
- Increase the amount of scholarship dollars from Advancement targeted for new students
- Develop educational programs to raise student awareness about financial aid, scholarships, loan indebtedness and financial management
- Improve student service at the ground level

Infrastructure

Infrastructure

- ❑ We must look and act like a selective (research one, flagship institution)
- ❑ Implement Deadline dates and Notification Dates
 - January 5 – February 15
 - March 1 – April 1
- ❑ Extracurricular Activities
- ❑ Essays
- ❑ Regionalization
- ❑ Changing tone of our letters
- ❑ True Visitation “Center” reflective of a flagship



Hurdles

- Annually review enrollment processes for efficiency and effectiveness and make changes as needed!
 - Improve the registration processes for new students
 - Health forms
 - Final transcripts
 - Orientation
- Create parent communication plan – communicating with parents is key!
- Create a one-stop center (easily accessible, with parking)
- Online tuition deposit
- Move STAR registration into Banner earlier, or create a tuition bill in STAR
- Create an integrated online application for graduate students (for supplemental materials)

End

QUESTIONS AND DISCUSSION

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