



# Enrollment Management Plan

2023-2026



UNIVERSITY of HAWAII®  
WEST O'AHU

Ke Kulanui o Hawai'i-O'ahu Komohana

# Who we are

## VALUE PROPOSITION

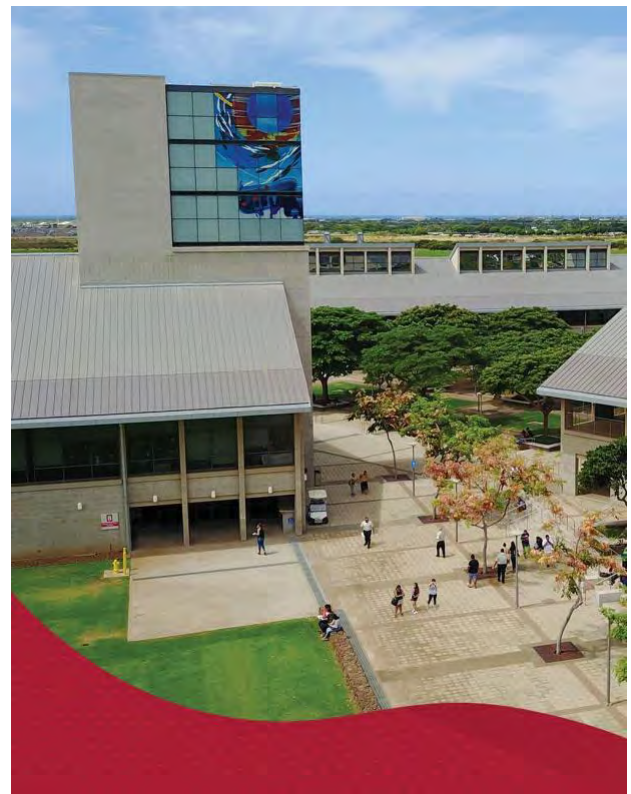
UH West O’ahu is a premier, comprehensive, indigenous-serving institution dedicated to educating students to be engaged global citizens and leaders in society. UH West O’ahu fosters a dynamic learning environment where all students, faculty, and staff embody and perpetuate Pacific and global understanding rooted in Native Hawaiian values.

## MISSION

UH West O’ahu offers a distinct and accessible student-centered education that focuses on the 21st Century learner. The University embraces Native Hawaiian culture and traditions, while promoting student success in an environment where students of all ethnic backgrounds are supported. Our campus fosters excellence in teaching, learning, and service to the community.

## VISION

UH West O’ahu is a premier, comprehensive, indigenous-serving institution dedicated to educating students to be engaged global citizens and leaders in society. UH West O’ahu fosters a dynamic learning environment where all students, faculty, and staff embody and perpetuate Pacific and global understanding rooted in Native Hawaiian values.



# THEORY OF DISTINCTIVENESS

Three hopena/strategic outcomes emerged from numerous stakeholder discussions during the development of this Strategic Action Plan. To distinguish this institution from any other, we hope to create a campus that embodies Sustainability/Aloha 'Āina, 'Innovation & Transformation, and 'Ōiwi Leadership (focus on relationship with people and place).

These distinct outcomes generate a transdisciplinary focus that produces citizens who possess strong 'Ōiwi leadership skills that are grounded in the history of place and people as we build just, purposeful, caring, and celebrative communities; innovative and transformative thinkers with the ability to generate and apply knowledge to address the pressing issues of our times; and those with a commitment to Sustainability/Aloha 'Āina, who have acquired the skills to care for all that nurtures our spirit, bodies, relationships, and honua/earth.



# PAHUHOPU (GUIDING PRINCIPLES)

These are the guiding principles that help UH West O’ahu prepare 21st Century leaders – career creators – through integrated, transdisciplinary programs where learners discover, innovate, and engage diverse communities to create a vibrant and just world!”

❖ **Waiwai**  
We value abundance/wealth that develops a culture of philanthropy and sustainable use of resources through the cultivation of quality relationships, creativity, exploration, and transdisciplinary learning.

❖ **Mālama ‘Āina**  
We value environmental responsibility that links our love and care of land, water, and people.



❖ **Kaiāulu**  
We value viable, healthy communities where everyone feels included, welcomed, and respected.

❖ **Hana Lawelawe**  
We value conscious service to community that builds the capacity to offer one’s excellence for the benefit of others and our environment.

# STRATEGIC ACTION PLAN (2018-2028)

The [UHWO Strategic Action Plan](#) was developed in 2018 through a collaborative effort featuring almost 200 members of UH West O’ahu’s campus community and stakeholders (students, campus and community leaders, faculty, staff, and others).



# About UH West O‘ahu

Established in 1976, the University of Hawai‘i–West O‘ahu has been strongly centered on meeting the current and future educational and workforce needs of the local community. Committed to delivering accessible, affordable higher education to residents on O‘ahu’s Leeward Coast, West and Central O‘ahu, and the neighbor islands through dynamic, flexible, and responsive methods.

UH West O‘ahu developed from a bachelor’s degree completion focus to become a comprehensive four-year commuter campus when it moved to its current Kapolei location in 2012.

The university, an anchor institution in West O‘ahu, partners with community organizations and businesses to enhance the economic, social and

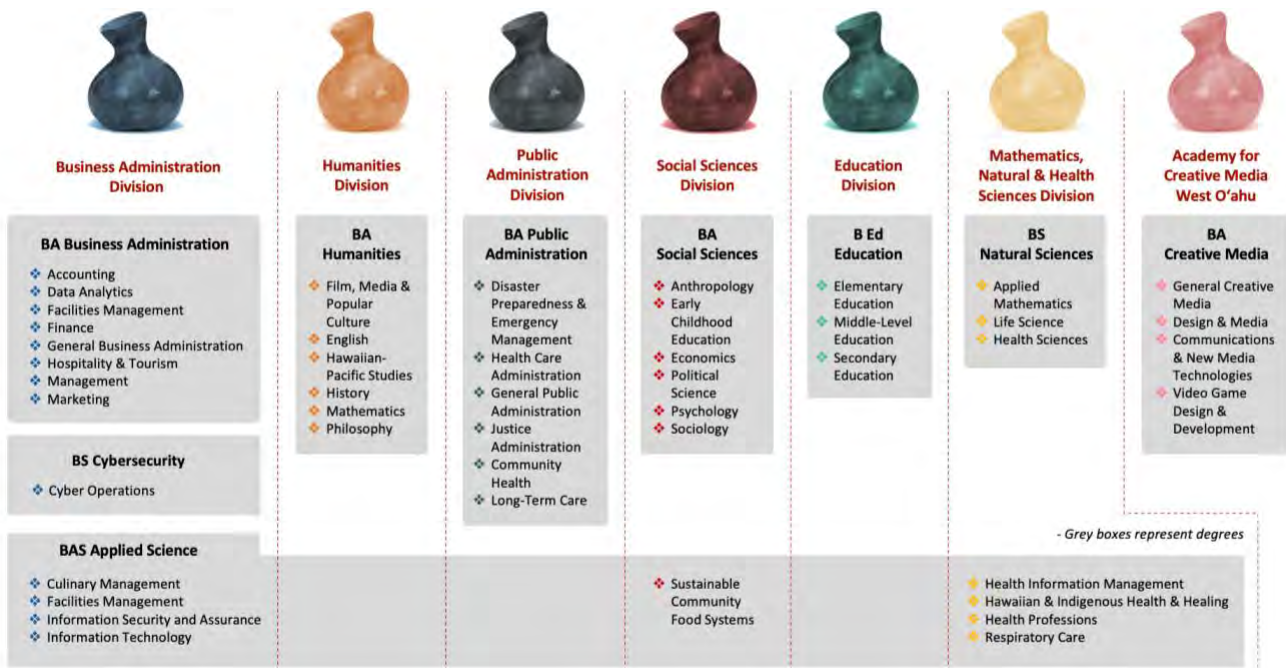
cultural well-being of the diverse communities we serve. With our educative mission of discovery, engagement, and innovation our networks of knowledge connect students into their communities and across the globe. With its role as educator of the urban workforce, the urban university sits at the center of the city in a way that no other institution can. meeting the educational requirements of its community by providing educational programs responsive to the local job market.

UH West O‘ahu’s role as educator of a local workforce with global perspective offers unique programs such as Creative and Innovative Digital Media, Cybersecurity and Cyberoperations, Health Professions, Pre-Nursing, Accounting and Risk Management Insurance, Hawaiian and Indigenous Health and Healing, Sustainable Community Food Systems -- and so much more. Student-centered courses and service are developed to address workforce needs and leverage today’s technologies to train the next generation of community leaders.



# Academic Programs and Certifications

## DIVISIONS AND DEGREES



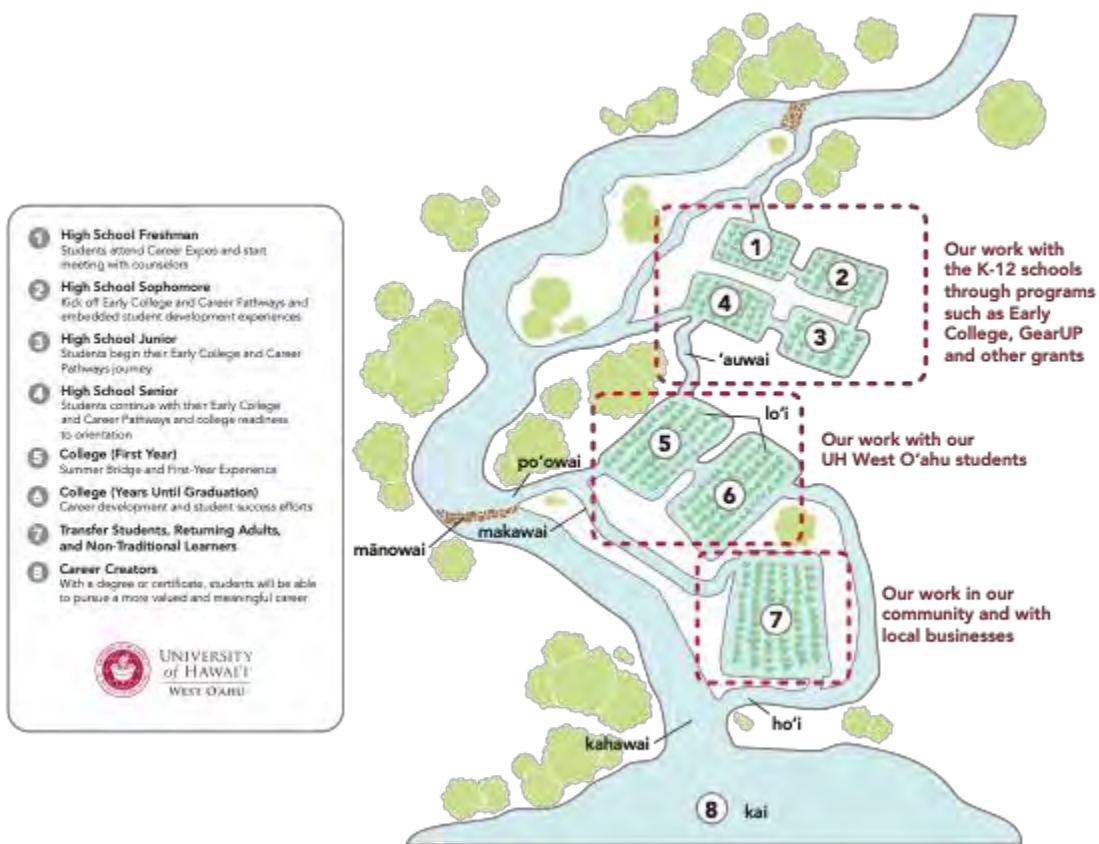
## CERTIFICATES

- [Applied Forensic Anthropology](#)
- [Asian Studies](#)
- [Digital Marketing](#)
- [Disaster Preparedness & Emergency Management](#)
- [Gender Studies](#)
- [Hawaiian & Indigenous Health & Healing](#)
- [Hawaiian Language](#)
- [Hawaiian-Pacific Studies](#)
- [Health Care Administration](#)
- [Labor Studies](#)
- [Long-Term Care](#)
- [Music](#)
- [Risk Management & Insurance](#)
- [Social Science Health and Medicine](#)
- [Substance Abuse & Addictions Studies](#)
- [Sustainability Issues](#)

# Educational ‘Auwai

A traditional ‘auwai is a waterway or canal that was used to connect a water source to an area in need, for instance, a lo‘i kalo (taro patch). Similarly, we consider the relationship between education and employment like an ‘auwai that moves students from early childhood education through higher education, and then into the workforce and service to the community.

Like the ‘auwai that was specifically constructed to assist the movement of water to cultivate, enrich, and support its region, UH West O‘ahu has developed student success pathways for students coming from high school, community college, another university, or working full or part-time who want to finish a degree or learn/update skills. Wherever the learner enters they can earn their degree in-person, in-person and online, or fully on-line.



# STRUCTURE

## Enrollment Management Council

The Council provides the campus with guidance and recommendations for a growth strategy across all academic, student, and administrative units, with a data-based approach to alignment with current demographic trends.

The Council consists of:

### Executive Team:

Chancellor  
Vice Chancellor for Academic Affairs  
Vice Chancellor for Student Affairs  
Vice Chancellor for Administration

### Support Members

Budget  
Assessment  
Communications  
Enrollment Services  
Institutional Research

### Key Initiatives

- Support key groups (GO Groups) for coordination of recruitment, retention, and completion, to streamline processes and systems and facilitate student success.
- Leverage technology to support recruitment, yield, and retention rates (i.e. secure a Customer Relationship Management (CRM) system for the campus).
- Create dynamic and engaging online learning experiences to expand postsecondary educational opportunities by providing access to students across all Hawaiian Islands, Pacific partners, and beyond.



## GO Groups (Goal-Oriented Groups)

### Pathways to Career Exploration

Engaging pathways to target first-time freshmen from public, private, independent, and charter K-12 schools. Developing partnerships with regional schools through Early College/Dual Admit, Kapolei Chamber of Commerce's Career Fair, and our Title III grants, among others. Featuring recruiting activities from the Admissions team with key support from Enrollment Services.

- Oct. 30, 2023: [UH West O'ahu hosts high schoolers at career expo](#)
- Feb. 13, 2024: [Two-day career fair a valuable opportunity for students](#)
- Nov. 8, 2024: [Networking event connects business and cyber students, professionals](#)

### Reinvigorate and Grow Transfer Student Pathways

Targeting transfer students, mainly within the seven UH Community Colleges (Hawai'i, Honolulu, Kapi'olani, Kaua'i, Leeward, Maui, and Windward Community Colleges) through a combination of grants and traditional recruitment. Key Title III grants include the Wailau Ola Pathway (Windward Community College), Ke Ala 'Anu'u (Leeward Community College) and Ho'okele Huaka'i Na'auao (Maui and Kaua'i Community Colleges).

- May 15, 2024: [Kaua'i sees high number of UH West O'ahu graduates](#)
- June 25, 2024: [\\$1.6M to advance 'computational thinking' and respond to emerging technology](#)
- Dec. 5, 2024: [Power of pilina important to commencement student speaker](#)

### Global Engagement

Offering global learning opportunities through partnerships with international institutions to offer exchange, short-term, and study-abroad opportunities, along with transfer and articulation agreements to welcome students from abroad to complete specific areas of study at UH West O'ahu, through work managed by the [Office of Global Engagement](#).

- July 17, 2024: [Studying abroad in Japan a meaningful experience for UH West O'ahu students](#)
- Nov. 7, 2024: [Study abroad at Tokai University Sapporo](#)

## Returning Adults

Outreach to former UH West O‘ahu students, encouraging their re-enrollment to complete their degree programs. The Continuing Adult Returning to Education Coordinator supports adult learners and their unique needs as they work towards fulfilling their degree-seeking goals.

- Oct. 2, 2024: [He Lei Mahalo luncheon honors donors and scholarship recipients](#)

## Continuing and Outreach Education

Pursuing opportunities to leverage flexible options for education seekers, facilitated by the [Office of Distance Education and Learning](#) (ODEL). The target audience is working professionals looking to upskill through online, hybrid degree or certificate programs.

- July 10, 2024: [Amazon selects UH as education partner for training, upskilling](#)

## Retention/Persistence (First-Year Experience)

Creating a nurturing environment and robust student support system for students who enroll at UH West O‘ahu to ensure their timely completion to degree.

- Feb. 20, 2024: [Event celebrates UH West O‘ahu students](#)
- April 23, 2024: [‘We Go West’ welcomes high school seniors](#)
- Aug. 22, 2024: [Lā Pūnua orientation welcomes incoming freshmen to UH West O‘ahu](#)

## TARGET INCREASES

The UH West O‘ahu Enrollment Management Plan was developed to recognize the work of various units who are committed to a campus-wide effort of student success and workforce development. The three-year plan (2023-2024, 2024-2025, and 2025-2026) identifies areas of recruitment and retention, growth, and opportunities in alignment with its [Strategic Action Plan](#).

The Enrollment Management Council has targeted the following increases (highlighted are current targets for 2025-2026):

2023-2024: 2,863 (Actual)

2024-2025: 2,814 (Actual)

2025-2026: 2,898 (Target +3% Increase)

## SUCCESS STRATEGIES

### Pathways to Career Exploration

#### 2023-2024

Activities: Align recruitment activities through identified work groups for collective collaboration and streamline processes to reduce duplication of services and outreach. Key areas: Admissions/Recruitment, Financial Aid/Scholarships, Title III Grants, Early College/Dual College, Partnerships (Kapolei Chamber of Commerce, Dept. of Education). Increase applications and yield with expanded outreach and targeted campaigns with financial aid/scholarship incentives.

First-Time Freshmen Enrollment: 238 (Actual)

First-Time Freshmen Enrollment Big 3 High Schools: 114 (Actual)

#### 2024-2025

Activities: Expand Early College and Dual Credit site schools and courses; Host and support West O'ahu Student Career Expo (with Wai'anae High School, Island Pacific Academy, DreamHouse 'Ewa Beach, Kapolei Charter School, Kamaile Academy, Kapolei High School, James Campbell High School) to grow reach and awareness of freshman high schoolers; Expand college readiness through financial aid/FAFSA workshops; Grow summer bridge programs (through Title III grants); Research a CRM to assist with applications and yield. Increase on-campus events (including campus tours) for awareness.

First-Time Freshmen Enrollment: 237 (Actual)

First-Time Freshmen Enrollment Big 3 High Schools: 108 (Actual)

#### 2025-2026

Activities: Efforts to increase applications and yields from O'ahu high schools remain a priority. Beginning Fall 2024, outreach and recruitment on the neighbor island high schools will commence now that student housing is available in partnership with Hawai'i Tokai International College. Hiring the recently vacated Admissions Counselor/Recruiter position will increase regional coverage and visibility in the high schools and College Fairs throughout the State. Future consideration will be to utilize the Western Undergraduate Exchange (WUE) program targeting western regions of the continental United States and to participate in Western Regional College and District High School Fairs.

The goal is to increase the enrollment yield of accepted students to enrolled students. This will be done by seeking and investing in additional merit-based scholarships, a smoother FAFSA process (over Fall 2024’s rollout), entrusting a Customer Relationship Management (CRM) program to provide contact management to students/families throughout the admissions process, and strategically implementing yield events and activities.

Continue to expand Early College and Dual Credit site schools and courses; Consider expanding West O’ahu Student Career Expo (with Wai’anae High School, Island Pacific Academy, DreamHouse ‘Ewa Beach, Kapolei Charter School, Kamaile Academy, Kapolei High School, James Campbell High School) with additional regional schools and partnerships; Expand sites and workshops for college readiness through financial aid/FAFSA workshops; Grow summer bridge programs (through Title III grants); Increase applications and yield through acquisition of a CRM and expand scholarships and Financial Aid. Increase on-campus events (including campus tours) for awareness.

First-Time Freshmen Enrollment Target: 244 (+3% increase)

Student Type	F2023	Fall 2024	F2025	% Increase over F2024
First-Time, First-Year Freshmen	238	237	244	3

First-Time Freshmen Enrollment Big 3 High Schools Target: 111 (+3% increase)

Regional Feeder High Schools	F2023	F2024	F2025	% Increase over F2024
Campbell, Kapolei, Waipahu High Schools	114	108	111	3

## Reinvigorate and Grow Transfer Student Pathways

### 2023-2024

Activities: Facilitate and pursue Title III grant funding to support Native Hawaiian transfers. Enhance equitable transfer pathways for Native Hawaiian distance learners. Advance innovative technologies and culturally responsive pedagogy for distance education through a learning community. Create new outreach opportunities that reach students throughout their academic journey at their community colleges to facilitate transfer to UH West O’ahu. Improve yield rate of



transfers through student scholarships. Explore articulated agreements with partner schools.  
Enrollment: 512 (Actual)

**2024-2025**

Activities: Pursue and implement Title III grant funding and programs to support Native Hawaiian transfers. Enhance equitable transfer pathways for Native Hawaiian distance learners. Advance innovative technologies and culturally responsive pedagogy for distance education through a learning community. Improve yield rate of transfers through student scholarships. Utilize (potential) CRM to increase communications and outreach. Continue exploration in developing articulated agreements.

Enrollment: 484 (Actual)

**2025-2026**

Activities: Hiring the recently vacated Admissions Counselor/Recruiter position leverages more visibility in the UHCCs on O’ahu and the neighbor islands. In collaboration with Advising Services, the Admissions team plans to implement monthly visits to each UHCC on O’ahu. These visits include sharing program information (including Distance Education), transfer enrollment information/services, and academic advising.

Future consideration will be to utilize the Western Undergraduate Exchange (WUE) program targeting western regions of the continental United State States and to participate in Western Regional College Fairs and Transfer Day events.

Continue to pursue and implement Title III grant funding and programs to support Native Hawaiian transfers. Enhance equitable transfer pathways for Native Hawaiian distance learners. Advance innovative technologies and culturally responsive pedagogy for distance education through a learning community. Increase yield rate by increasing student scholarships and grow student transfer support through college and career counseling. Increase outreach and communications using CRM. Continue to explore and complete articulation agreements.

Enrollment Target: 499 (+3% increase)

Student Type	F2023	F2024	F2025	% Increase over F2024
Transfer	512	484	499	3

# Global Engagement

## 2023-2024

Activities: Develop and execute MOA for exchange/2+2 transfer and articulation agreements with new partners.

Enrollment: 27 (Actual)

## 2024-2025

Activities: Maintain, develop and execute MOA for exchange/2+2 transfer and articulation programs with current and new partners. Recruit students for exchange/transfer programs. Streamline process for admissions of exchange students.

Enrollment: 17 (Actual)

## 2025-2026

Activities: Develop and execute MOA for exchange/2+2 transfer and articulation programs with new partners. Recruit students for exchange/transfer programs.

Target Increase: 10 students

### Opportunities

- Increase number of short-term and ESL programs (non-credit, revenue-generating; not counted toward enrollment)
- Student housing

Enrollment Target: 18 (+3% increase)

Student Type	F2023	F2024	F2025	% Increase over F2024
Global Exchange	27	17	18	3

# Returning Adults

## 2023-2024

Activities: Increase Crankstart and Osher Scholarships (i.e. Returning Adult Scholarship) applicants, awards, and registrations.

Enrollment: 85 (Actual)

### 2024-2025

Activities: Participate in UH System campaign, "Just a little more in 2024!" for students with a 70% completion to degree over the past 5 years.

Enrollment: 91 (Actual)

### 2025-2026

Activities: Increase yield rate in returning adults who have applied but not yet registered.

Target Increase: 3 students

#### Opportunities

- Engage with Academic Affairs for 6-week courses
- Pursue possibility of building cohorts for community
- Grow military outreach through UH System formalization of MOU

Enrollment Target: 94 (+3% increase)

Student Type	F2023	F2024	F2025	% Increase over F2024
Returning	85	91	94	3

## Continuing and Outreach Education

### 2023-2024

Activities: Initiate partnership with Amazon Career Choice, in which Amazon pre-pays tuition for its employees to pursue a degree or certificate program. Continue to align with academic plan reflecting online modalities.

Target Increase: n/a

### 2024-2025

Activities: Finalize agreement with Amazon Career Choice. Launch Amazon Career Choice and begin recruitment. Develop recruitment strategy. Increase inquiries through targeted outreach.

Target Increase: n/a

### 2025-2026

Activities: Activate recruitment plan for Amazon Career Choice employees. Increase yield through targeted outreach and alignment with academic planning reflecting online modalities.

## Opportunities

- Implement micro-credentials (revenue generating; does not count toward enrollment)

Target Increase: 15 students (3% increase)

Description	F2023	F2024	F2025	% Increase over F2024
Continuing and Outreach Education Headcount	N/A	N/A	15	

## Retention/Persistence (First-Year Experience)

### 2023-2024

Activities: Promote care for the student (first-time, transfer, returning, etc.) not only through the recruitment process but also throughout the remainder of their educational journey. Focus on "transfer out" into graduate school and career-elevating training and post-bachelor opportunities.

First Time Full-Time Freshmen Retention Rate: 69.0% (62.3% Native Hawaiian)

Transfer Full-Time Retention Rate: 80.6% (81.2% Native Hawaiian)

### 2024-2025

Activities: Improve persistence of Native Hawaiian distance learners through a cohort model and holistic student support through Title III grants. Plan program pathways with intentional coursework to better support students in their capstone preparation. Care for the transfer student not only through the transfer process but also throughout the remainder of their educational journey. Focus on "transfer through" into graduate school and career-elevating training and post-bachelor opportunities.

First Time Full-Time Freshmen Retention Rate: 77.9% (64.2% Native Hawaiian)

Transfer Full-Time Retention Rate: 80.7% (81.3% Native Hawaiian)

### 2025-2026

Activities: Improve persistence of Native Hawaiian distance learners through a cohort model and holistic student support through Title III grants. Plan program pathways with aligned coursework to better support students in their capstone preparation. Increase activities to care for the student (first-time, transfer, returning, etc.) through their educational journey. Focus on "transfer out" into graduate school and career-elevating training and post-bachelor opportunities.



First Time Full-Time Freshmen Retention Rate Target: 79% (1.1% increase)

Native Hawaiian First Time Full-Time Freshmen Retention Rate Target: 66% (1.8% increase)

Student Type	F2023	F2024	F2025	% Increase over F2024
First-Time, Full-Time Freshmen	69%	77.9%	79%	1.1
Native Hawaiian First-Time, Full-Time	62.3%	64.2%	66%	1.8

Transfer Full-Time Retention Rate Target: 82% (1.3% increase)

Native Hawaiian Transfer Full-Time Retention Rate Target: 82% (0.7% increase)

Student Type	F2023	F2024	F2025	% Increase over F2024
Transfer, Full-Time	80.6%	80.7%	82%	1.3
Native Hawaiian Transfer, Full-Time	81.2%	81.3%	82%	0.7

## Data Sources

[UH West O'ahu Institutional Research Office](#)

UH Institutional Research, Analysis & Planning Office [Opening Enrollment for Fall 2024](#)

[Projected Trends in Enrollment \(UH West O'ahu, Fall 2021-Fall 2026\)](#)