MEMORANDUM

TO: Dr. David Ericson
   Co-Chair, Strategic Planning Committee
   Vice Chancellor Reed Dasenbrock
   Co-Chair, Strategic Planning Committee

FROM: Kelly Zakimi
       President, Associated Students of the University of Hawaiʻi

SUBJECT: FEEDBACK FOR THE STRATEGIC PLAN DRAFTS

The Associated Students of the University of Hawaiʻi at Mānoa (ASUH) Executive Committee submits the following feedback on the Strategic Plan for your review.

**Ka Hoʻokō Kuleana**

The ASUH Executive Committee supports the draft plans from Ka Hoʻokō Kuleana.

*The ASUH Executive Committee thinks the following initiatives should be prioritized:*  
- Under “Staff & Faculty Development”:
  - Recruitment of Native Hawaiian faculty in science-related fields
  - Educating at all levels
- Under “Native Hawaiian Student Success”  
  - Educating Native Hawaiian high school students about the different sources of funding and awareness can be increased through workshops
  - Financial Aid: more scholarships as expenses may be a factor in low enrollment for Native Hawaiian students

**Concerns/Questions:**  
- In theme 2 recruitment of Native Hawaiian faculty, how will Native Hawaiian faculty in STEM fields specifically be recruited?

**General Comments:**
• Recruiting more Native Hawaiian faculty would better encourage Native Hawaiian students to pursue STEM fields. Native Hawaiian Student Services could also offer tutoring services in STEM subjects.
• A possibility is providing something similar to the Regent’s and Chancellor’s Scholarship for Native Hawaiian students who received a 3.8+ GPA.
• A program can be created specifically for Native Hawaii students to encourage and educate them about the importance of higher education, similar to the AVID Program at schools in the Continental U.S.
• Native Hawaiian mentors should be based on student major, not solely for Hawaiian language or studies.
• Having the application fee waived for Native Hawaiian students is a good idea.

Student Engagement, Retention, and Graduation (SERG) Committee

The ASUH Executive Committee supports the draft plans from the SERG Committee.

The ASUH Executive Committee thinks the following initiatives should be prioritized:

• Under “Affordability”:
  o Implementing Open Educational Resources (OER)
    ▪ This initiative should be used to tackle classes with the highest cost of textbooks first
• Under “Administrative Hurdles”:
  o Move transfer student registration to an earlier time to allow for individual student and UHM Departmental planning
• Under “Transitional Issues”:
  o Move the advising of all declared “pre” students to their intended school or college
    ▪ This will significantly help transition students into their intended majors because of the expertise that the college has about the degree versus what a general academic advisor would know when it comes to integrating a schedule with major requirements and general education courses
• Under “Transitional Issues”:
  o Move Declare of Major on-line
  o Improve the Non-Resident First Year Retention Rate at UHM
• Under “Improving Learning”:
  o Develop a co-curricular transcript

Concerns/Questions:
• The “Improving Learning” section lacks depth on how courses sometimes don’t transition into higher levels very well. It does address some problem introductory/exploratory courses, but it should also take into concern how a 300-level class may not have had students prepared well. This results in higher fail rates and pushing back graduation times overall.
• Have any deans solidified action plans yet for improving learning in the low success rate courses?
• On page 3, the proposal states that UH tuition’s is relative low for a public flagship. Is this statement valid since UH’s tuition cost is not slightly above the national average?
• Does the SERG Committee have any correlational data on the increase in the cost of education and how that affects enrollment? If such a relationship exists.
• Regarding Appendix C, how will tuition adjustment incentives (lowering tuition WUE students are charged) work in light of the new tuition cycle proposal?

General Comments:
• The plan looks at the problem from a very pragmatic standpoint and addresses the fact that we need to be competitive while keeping overall costs down.
• The Mānoa Graduation Promise is a worthwhile initiative and another addition could be to add more class options to substitute for certain requirements. This would allow students additional flexibility especially in upper division courses, which are typically pretty tightly scheduled.

Strategic Planning for Admission and Recruitment Committee (SPARC)

The ASUH Executive Committee supports the draft plans from the SPARC Committee.

The ASUH Executive Committee thinks the following initiatives should be prioritized:
• Under “Enrollment Projections”:
  o Complete the five-year enrollment projections
• Under “Infrastructure”:
  o Improve the enrollment processes for efficiency and effectiveness
  o Improve STAR
    ▪ Registration and billing could also be more visually appealing
• Under “Recruitment”:
  o Increase local constituencies’ campus engagement
  o Increase faculty and department involvement in recruitment efforts
  o Recruit diverse students (Native Hawaiian, Filipino, Samoan/Pacific Islander)
• Under “Branding, Imaging and Marketing”:
  o Improve reputational image of the university to the local community
  o Improve the website

Concerns/Questions:
• In the first paragraph of the executive summary on page 1, it states that the decline in enrollment, which began in Fall 2013, occurred "during a period where state funding has declined." This is untrue, as general funds have actually increased since FY13. The decline in general funds that the document is referring to actually took place in FY10 (down $41.3 million from FY09) and FY11 (down $61.9 million from FY10).
• How will "optimal enrollment" be determined?
• At the top of page 8, it claims that ASUH participated in a survey sent out by SPARC in Spring 2015. Can the name/results of the survey be specified?
• At the top of page 14 where the idea for a media blitz is discussed, how did the committee conclude that the blitz should be sustained for 12 months?
• Who will be in charge of planning for the visitor's center described under Section 4 of Branding, Imaging, and Marketing, and how will it be funded?
• What is the "UH Maui and UH Mānoa Transfer Pipeline" mentioned under "Strategies" for increasing Native Hawaiian, Filipino, Samoan/Pacific Islander Enrollment?
• Who would be eligible for unfunded tuition discounts mentioned at the top of page 18?
• At the top of page 21, what does AVC stand for?
• Under "Strategies" for the Prospective Student Database on page 21, what are Banner, CRM, and EPS?
• The current proposal for the next tuition cycle (+$216 per year) may exacerbate the ongoing decline in enrollment.

General Comments:
• Calculations should be double checked (page 3, paragraph 2 & page 6, paragraph 2)
• Having academic programs within high schools for students to earn college credits at UHM was mentioned on page 8, but it seems to be missing from the Outcomes and Strategies section of the document.
• Diversity is UHM’s biggest appeal, so attracting more diverse students can help a lot in recruiting even more students.
• Updating individual department websites and lab websites needs to also be a priority. Marketing blitz should not only highlight life on campus, but also the cutting-edge research.
• The reinstatement of the Centennial scholarships is a good idea. Maybe it can be more competitive with merit-based scholarships.