I Background:

(Adapted from the unit’s functional statement)

The Office of Student Services provides leadership for the College’s enrollment management activities through the Kekaulike Information and Service Center; provides leadership in the area of student co-curricular and social activities and leadership training through the Student Engagement Program; and provides leadership though programs that support targeted populations including Disability Services, TRIO Student Support Services, Veteran Services, Native Hawaiian Career Technical Education Project, Mental Health Services and Single Parent/Displaced Homemaker Services that are applicable to students or potential students across the various academic programs.

The 10% growth in student enrollment over the past two years has changed the landscape of student services, with the greatest impact on programs such as Kuilei, FYE, Ho’okele, and Kekaulike Center. There is a need to critically examine each of the programs which comprise the student services infrastructure of the college to ensure that they can continue to maintain the high quality of services that the college is known to offer. The need to immediately attend to this infrastructure during a strong growth period is reflected in this tactical plan although it is expected that the college’s enrollment will decline by 3% and maintain that level during the next two-year period. At the same time, the unit will focus its planning efforts around credit completion with the goal of having students earn 20 credits at the completion of the first year, 40 credits at the completion of the second year, and degree completion (60 credits) at the end of three years.

As a team of student services professionals, the targeted population counselors have targeted three major areas in this tactical plan. With current funding, the targeted population counselors will be able to (1) retrieve data from the STAR system to analyze gaps in student retention, (2) be aware of new technologies (Laulima, social media) and their potential to engage students in learning, and (3) build a new targeted populations counseling unit through close networking; promote collaboration and partnering to implement new ideas.

II Mission Statement

Our mission is to provide student-centered services and activities and to collaborate with other campus units and the community to promote the understanding or our student needs and support student holistic development. We accomplish our mission through an integrated approach designed to address the needs of our diverse student population and engagement in the learning process by:

- Providing services and activities to support and retain students in our target populations;
- Assisting students in the identification, pursuit, and attainment of their educational, career and life goals;
- Encouraging student self-development by supporting the acquisition of individual skills; and
- Fostering a climate which respects diversity and encourages self-exploration and learning.
III Strategic Outcomes:

Strategic Outcome A: Native Hawaiian Educational Attainment: Position Kapi’olani Community College as leading indigenous-serving higher education institutions.

Strategic Outcome B: Hawaii’s Education Capital: Increase the educational capital of the state by increasing the participation and degree completion of students, particularly from underserved regions

The unit will address Strategic outcomes A and B through:

- Awareness – increasing awareness of first-year students, including Native Hawaiian students, about our services (Single Parents, disabled students, Native Hawaiian, low-income/disadvantaged, first generation, veterans) through Kuilei, NSO, and KISC
- Partnerships – building partnerships through specific joint activities involving targeted populations counselors, KISC, and FY/Kuilei/Student Engagement Coordinators that connect students, including Native Hawaiian students, who lack college confidence to the appropriate student services counseling programs that best serve them
- Physical presence – brainstorming ways to advertise our programs on the 1st or 2nd floors of the Kahikoluamea Center and to be physically present at certain times in the Kuilei and KISC offices located on the first floor
- Strategic Enrollment management: Increasing and improving Kekaulike Center’s management of the admission and graduation processes through increased use of technology and marketing.

III Performance Measures (from KCC Strategic Plan 20008-15)

A1 Increase total fall enrollment of Native Hawaiian students by five percent annually, from 840 to 1303.
A2 Promote low-income Native Hawaiian success and graduation by increasing their overall financial aid participation rate from 19.4 to 38.0 percent
A4 Increase certificate and degree completion and transfer by Native Hawaiian students from 64 to 105 per year, and total increase in Native Hawaiian transfer from 59 to 85 per year.
B1 Increase total fall enrollment by two percent per year, from 7272 to 8918
B2 Promote low income student success and graduation by increasing their Pell Grant participation from 16.1 percent to 38.0 percent
B4 Increase in certificate and degree completers is from 641 to 885 and increase in transfers from 561 to 828.
## IV Strategies/Learning Interventions:

(Note: underlined strategies are specifically address in the student services tactical plan)

### Manage and Grow Enrollment Strategically by:
1. Conducting ongoing analyses of internal and external enrollment factors such as, going, retention, and persistence rates; certificate, degree, and transfer demand and completion; workforce, economic, and community data; campus facilities and online capacity; reach to and impact in underserved communities;
2. Implementing, assessing, evaluating, and improving precision student marketing and recruitment strategies led by Kuilei, the Honda International Center, and Continuing Education, with the assistance of the Office for Institutional Effectiveness, VP for Community Colleges Marketing office, community-based organizations, departments, faculty and staff.

### Diversify, Improve and Increase the College’s Financial Aid Portfolio for Students by:
1. Assessing and evaluating Achieving the Dream data for Native Hawaiian and all student participation rates;
2. Reviewing current financial aid policies and practices for the awarding of financial aid;
3. Modifying processes as needed to achieve optimum access using online technology in the marketing and awarding of scholarships (i.e. Kuilei, Chancellor’s scholarship, centennial scholarships);
4. Integrating financial aid planning into Kuilei and First Year Experience as a success strategy for new, lower income students;
5. Integrating

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<td>1.</td>
<td>(2010-11) Attend STAR training on data collection. Apply skills learned to develop a data profile for each targeted student population program</td>
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<td>2.</td>
<td>(2011-12) Through professional development activities offered at the college, learn various technologies for social media and evaluate their potential for enhancing student learning. (Optional depending on program)</td>
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<td>3.</td>
<td>(2011-12) Build a strong targeted populations counseling unit through networking and partnering activities. Share ideas and resources such as financial literacy programs, etc.</td>
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financial aid with academic advising and other success strategies for continuing students to achieve college enrollment and non-general fund revenue goals; 6) increasing student awareness and use of private scholarships; and 7) communicating the availability of aid and focusing on strategies that ensure that students complete the application process in order to determine their qualification for aid.

| Means of Assessment | 1) Surveys  
2) Focus Groups  
3) Pre-test Post-test designs  
4) Counselor notes  
5) Community College Survey of Student Engagement (CCSSE)  
6) Percentage of students earning 20 credits at the completion of the first year, 40 credits at the completion of the second year, and degree completion (60 credits) at the end of three years. |
| Position(s) Responsible | TRIO Student Support Services – Brandon Chun, Nora Furuno, Teri Mitchell  
Single Parent and Displaced Homemakers – Cathy Wehrman  
Native Hawaiian Career Technical Education – Rona Kekauoha  
Disability Services – Michaelyn Nakoa, Joselyn Yoshimura  
Mental Health and Wellness – Basil Steele  
Veterans – Flo Abara |
| Synergies with other programs, units, emphases and initiatives | Kahikoluamea (FYE, Pathways, Kuilei, Malama, Math)  
UHM Counseling and Student Development Center  
UHM Women’s Center |
| Key Community Partners (if any) | Alu Like  
US DOE (TRIO/SSS)  
DOE Special Education departments  
Kamehameha Schools Post-Secondary Program  
Department of Human Services First to Work Program  
Department of Labor Division of Vocational Rehabilitation |
| Resources (human, physical, fiscal, technology) required to implement strategies. | The unit is requesting tuition and fees funds for:  
- 1.0 APT PBB staff members to assist with financial aid, admissions and orientation, and/or transcript evaluations (assignment to be based on area with |
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<th>Please check appropriate funding sources</th>
<th>(To be filled in at the end of the academic year)</th>
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<td>□ General (existing)</td>
<td>A1 Fall enrollment of Native Hawaiian students grew to 1669 which is 723 students above the strategic goal.</td>
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<td>□ Special (existing)</td>
<td>A2 Native Hawaiian participation rate in financial aid as measured by Pell Grants declined from 33.7% in fall 2010 to 25.8% in fall 2011. However, this is still .9% above the strategic goal.</td>
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<td>□ Grants</td>
<td>A4 Native Hawaiian students earned 115 degrees and certificate which is 38 above goal. Similarly, their transfer rate increased to 74 students which is 44 above the strategic goal.</td>
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<td>□ Biennium and/or supplemental budget request</td>
<td>B1 Overall college enrollment increased to 9023 which is 1385 students above the strategic goal.</td>
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<td>□ Others (Please list)</td>
<td>B2 Overall college Pell Grant participation increase to 28% which is 5.8% above the strategic goal.</td>
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<td>B4 Overall, 851 students earned degrees and certificates which is 123 above the strategic goal.</td>
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- 1.0 APT PBB Student Communication/Data Specialist to provide support to counseling staff
- 1.0 FTE Clerk IV to provide support to counseling staff

greatest need based on data.)
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<th>j) Use of Results</th>
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<td>Based on the data above, and as a result of the recent 2011 reorganization of the Student Services Counseling unit, the Chancellor requested that a “Counselor Action Plan” be prepared by the newly created targeted populations counseling group. A plan was created and submitted in February 2012 and presented at the VCAC meeting in March 2012. The plan highlights three areas of focus:</td>
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<tr>
<td>• Promoting Financial Resources</td>
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<td>• Promoting the Identification of Student Learning Needs through the use of the College Student Inventory (CSI)</td>
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<td>• Promoting Academic Success through workshops offered on specific success strategies</td>
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