Leeward Community College
Annual Report of Program Data

Program/Unit Name: Recruitment Office/Student Services

Brief Description
Leeward Community College, is one of seven community colleges in the University of Hawaii System. We service the largest target population amongst the UHCC system. This target area includes 13 high schools from the Central and Leeward Districts of Oahu—Aiea, Campbell, Kapolei, Kamehameha, Leilehua, Mililani, Moanalua, Nanakuli, Pearl City, Radford, Waialua, Waianae, and Waipahu. Along with this is providing outreach to community organizations such as Waipahu Community School for Adults, Kalaheo Youth Challenge Academy, and EPIC Ohana (foster youth). Lastly, our active military, veteran and dependent populations primarily but not limited to areas in or near U.S. Schofield Army Barracks, U.S. Coast Guard Barbers Point, Joint Base Pearl Harbor-Hickam (Air Force, Navy) and Camp Smith.

The Recruitment office seeks to support, promote and (re)enroll a wide variety of constituents on the Leeward campus because of college’s commitment to provide accessibility, affordability and quality education for ALL in our community.

The Recruitment unit initially came into existence through the attainment of a Gear Up grant in 2005. The goals of the recruitment unit are as follows to increase awareness of college opportunities and programs, specifically at Leeward Community College; create a college going culture among populations that include first generation college students and students who attend school in underserved areas; increase matriculation of students to Leeward Community College, and plan, execute, implement and/or assist in retention and persistence related activities and initiatives.

Approximately a decade ago, the funding for the Recruitment unit, specifically for the College Recruiter position, and Peer Mentors has since been institutionalized. Although, the Recruitment unit still seeks and applies for Gear Up funds and other P-20 grants that are utilized towards activities that involve students who attend Title I schools.

Some of the activities that both the College Recruiter and Peer Mentors participate and attend the following activities: College and Career Fairs, Student Applications Support, Financial Aid Sessions, Student 2 Student Workshops, CRASH nights, CAES, NSO campus tours, and general campus tours. In addition, the College Recruiter participates and has attended the Valley of
Rainbows Annual Youth Conference, Pamantasan, and College Information Night for the Community School for Adults.

Analysis of Program/Unit Data
Historically, the Recruitment Office is primarily staffed by one full-time APT and 2 – 3 part-time student employees. The major functions of the Recruitment Office are to:

- Provide information and outreach to “traditional” (public and private schools) and “non-traditional” (Waipahu Community School for Adults, military affiliates, foster care, etc.) prospective students in our sending region
- Assist prospective students through the onboarding process—application to enrollment
- Assists with the development and implementation of milestone tracking system for prospective students from the inquiry stage to enrollment
- Coordinates prospective student on-site visits; lead campus recruitment events
- Conducts informational sessions; orientations, and participates in college/career fairs
- Assists high school counselors in understanding the application process for admission

The Recruitment Office has been involved in approximately 265 events that occur between Monday – Saturday and evenings. These events occur simultaneously with other responsibilities such as, but not limited to, interviewing, hiring and training of peer mentors; logistics for on- and off-campus events; and professional development. Due to the large service area, it is difficult to be effective and efficient with the lack of staffing and resources

The following semester, Fall 2018, we focused primarily on informing our community partners in our area about Leeward CC programs because our partners interact with our prospective students daily, hence, the importance of disseminating information to them, but also, it is an opportunity for Leeward to brainstorm activities that are effective and efficient for prospective students at their respective sites. The annual high school workshop helps to inform the Recruitment Office about the types of activities that are needed to help students successfully transition their high school to our college.

This past high school counselor luncheon, the high school counselors were able to do a resource meet and greet and visit automotive, culinary and Hālau ‘Ike O Pu’uloa. High school counselors value being informed about any updates of programs and resources offered at Leeward CC, and hope that in future visits, that they are able to spend time learning about the different resources and programs. High school counselors would like to know more about services that support the transition of SPED students, onboarding process, financial aid, cohort programs like On Track and other academic programs like Business, ICS, Digital Media and Engineering.

Our partners, whether it be during the luncheon or an event at their school, have expressed the need for additional staffing for the recruitment office, timeliness of processing applications, assistance through the onboarding process and expanding Leeward CC’s presence to places like Waipahu Community School for Adults, Youth Challenge, and charter schools.
Analysis of Major Functions/Services
There is a high volume of inquiries and events scheduled that are no match for a one full-time staffed office and 2 student helps. However, there has been a high turnover rate for student help, we are currently down to one student help. The turnover rate for student help may be due to a variety of factors such as matriculation to the Universities, time conflicts with their semesters and the “on-call” nature of the job. In addition, there is an increase of DOE initiatives (involve partnering with colleges) and UH system initiatives (non-traditional and returning adults), that it is increasingly difficult to manage the various asks of both the system and DOE partners with only one-full time staff and a peer mentor. The amount of preparation that goes into each event prior to, during and post is no task for one-full time staff member.

The recruitment office has primarily focused on campus tours, college application sessions, college fairs, college presentations, FAFSA, and Next Steps.

Campus Tours

During the 2017 – 2018 school year, we handled campus tour requests with no parameters; meaning schools could request a group of 125 students, any day of the week and as early as a week or two from the initial email. This method was not effective, hence in 2018 – 2019, we utilized a google form for inquiries to keep the request in one place, but also to notate what each group is requesting.

This 2019 – 2020 school year, we moved all campus tour request for Fridays’ only, with a maximum of 50 students per visit. This past school year, we have had about 40 inquiries for group campus tours via google form or email from our partners and about 5 – 10 inquiries from faculty/staff. The visit primarily occurs from 8:30am – 12:00pm, in which students get to visit at least two facilities or support services, a general tour, Q & A and lunch.

53% are high school, 30% intermediate school, 11% non-traditional/special populations and 6% elementary. Generally, groups have requested to accommodate between 20 – 125 students. The groups that request about 125 students, requires us to split students into 4 – 5 groups because they visit our facilities that can only accommodate a certain amount of people in each space. The top reasons for their visit is to gain basic exposure to college, learn about programs offered at Leeward CC, exposure to college resources (KI office, Financial Aid, Tutoring), College Pathway/Career Field Exposure and Native Hawaiian Support Services.

Programs of Interest: 74% Culinary, 62% General, 47% Business, 38% Natural Sciences and Automotive and 35% Digital Media.

Aside from group tours, the recruitment office also coordinates and leads individual tours. These are much more manageable for our office because the inquiries occur on fall, winter and spring breaks.

College Applications
22 of the 30 College Application events occur during the Fall semester, and the rest in Spring Semester. The focus of spring semester is to assist our accepted students through the next steps. Many of the college application sessions occur to fulfill a high school graduation requirement, back up or “exposure” to a college application. Hence, there are students who have no intention of attending our campus.

**College Fairs**

Fall semester, the college fairs are at the high schools and during the Spring semester, the college fairs are a mixture of high school and middle school. The recruitment office has attended about 30 college fairs in the past school year and has turned down a handful due to limited staffing.

**College Presentation**

On average, the community in our service area’s educational attainment level is approximately 32%, with an average of 21% who were college graduates. Thus meaning, students who attend our campus are possibly first-generation college students. College presentations help to educate our constituents about our program.

**FAFSA**

This past school year, the recruitment office was tasked to plan, implement and evaluate a P-20 grant that focused on increasing FAFSA submission with the DOE schools. In addition to the FAFSA nights already scheduled with the Financial Aid office, the recruitment office went out to five high schools—Aiea, Nanakuli, Pearl City, Waialua, Waianae and Waipahu to assist students with application. According to DOE data, our recruitment office, the top schools that receive close to 50% or more of their students with free or reduced-cost lunch are Aiea, Leilehua, Nanakuli, Waialua, Waianae and Waipahu. Students who are free or reduced-cost lunch have a greater chance at qualifying for Federal Aid than those who are not.

**Next Steps**

There were seven next steps events occurred last school year at different high schools to assist accepted students with the process post-acceptance.

There is a lot of emphasis on events like campus tours and college fairs, but less on purposeful and effective events that guarantee an enrollment into our campus such as college presentations, FAFSA completion and next steps. Aside from lack of staffing, there has been no technological tools to assist with tracking, following and nudging students through the onboarding process.
Action Plan
There is an urgency to re-structure the recruitment office from activity-oriented to a results-oriented. Rather than performing more activities, recruitment will focus on activities that will be meaningful, purposeful and effective in increasing enrollment to Leeward Community College.

During this upcoming school year, the recruitment office will focus on the following:

- Researching, implementing and evaluating a tool to track, follow and nudge students through the onboarding process
- Work with OPPA to find leverage points for recruitment; i.e. students who apply from Waipahu are interested in Engineering and Health Professions
- Planning and implementing curriculum to address the campus tours and college fairs
- Expanding recruitment events with returning adults and non-traditional populations
- Focus groups with high school counselors, non-traditional and special populations and traditional prospective students to gain insight on the barriers to enrollment

These short-term goals will hopefully lead to a recruitment design that not only services prospective students during pre-enrollment, but through their first year at Leeward Community College.

Resource Implications
In reviewing the number of events completed and the evaluations provided by our schools, there are technology needs and positions that would assist our unit with enrollment.

1. **Technology** –
   - **Tracking System** such as Salesforce or EAB to track and follow students through the onboarding process
   - **Communication Tool** to two-way text or chat with students
   - **Hotspot, Work Laptop and Chromebook for students** to access student information on sites like Banner and Star when off site

2. **Recruiter** – We have the largest target area and an increase interest in working with non-traditional/community partners, another full-time recruiter is highly recommended to split the workload or work with the specified target group. This helps to ensure that we are providing recruitment services to various target populations in a more efficient and effective manner.

3. **Office Assistant** – In the past, there had been a full-time clerical staff that would assist with all organizational and clerical support tasks that include organizing files, scheduling events, ordering supplies, etc. In addition, the day to day operations of the office. This position is highly needed to provide office coordination and relieve the only recruiter to focus on her primary recruitment duties.