FUTURE HOME
UNIVERSITY of HAWAI'I
HAWAI'I COMMUNITY COLLEGE
PĀLAMANUI CAMPUS

Hawai'i Community College
Fall 2013

John Morton, *Vice President for Community Colleges*

UNIVERSITY *of* HAWAI'I
COMMUNITY COLLEGES

Moving Forward…2021

Hawai'i Community College
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COMMUNITY COLLEGES

Updating 2015 Strategic Plan

Seven cross-college working groups led by Chancellor, Faculty Senate Chair, and Student Government Leader:

- Educational Effectiveness
- Workforce/ Economic Development
- Hawaiian & other underserved population success
- Resources and Stewardship
- Seamless System
- Distance Education
- Sustainable Infrastructure

Student Success

Transfer Completion

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Overall Success Metrics

- **Graduates with CA and Associate Degrees**
- **Annual transfers within UH**
- **Close postsecondary going rate gap for Native Hawaiians, Filipinos, Pacific Islanders, high school graduates, and adult learners**
- **Close success gap for Native Hawaiians, Filipinos, and Pacific Islanders**
- **Close success gap for part-time students, Pell recipients, and adult learners**
- **Close gap in STEM graduation and transfer**

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Enrollment

- **What should enrollment be in 2021?**
- **Who should we be serving that we are not?**
- **How do we know?**

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High School Students

DOE wants to increase college going-rate from 54% in 2012 to 65%. Majority of 11% increase will come to UHCC. [Currently, 40% of DOE graduates are at UH with 3,257 (28.6% of DOE graduates) enrolled in UHCC.]

Projected DOE Graduates		DOE Goal 65%	Increase to UHCC	Total to UHCC
2015	10,168	6,609	+1,118	4,168
2016	10,259	6,668	+1,128	4,206
2017	10,278	6,681	+1,131	4,214
2018	10,628	6,908	+1,169	4,357
2019	10,020	6,513	+1,102	4,108
2020	10,532	6,846	+1,159	4,319
2021	10,738	6,980	+1,181	4,402

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Targeted Populations

Ethnicity US Census % Population (Hawaiʻi)	UHCC Fall 2013 Enrollment (%)
Native Hawaiians (21%)	8,453 (28%)
Filipinos (15%)	4,950 (16%)
Pacific Islanders (4%)	734 (2%)

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Adult Learners

2012 American Fact Finder reports 42-53% Hawaiʻi residents 25 - 64 years old have less than an Associate's degree.

	State of Hawaiʻi	Hawaiʻi County	Honolulu County	Kauaʻi County	Maui County
Population 25 - 64 yrs with < Associate's Degree	485,289 (45%)	74,969 (51%)	319,624 (42%)	25,078 (47%)	65,618 (53%)
25-49 yrs Enrolled at UHCC	11,000	1,278	7,620	425	1,677
% Enrolled at UHCC	2.27%	1.70%	2.38%	1.69%	2.56%

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DOE Adult Education Schools

DOE Adult Education Schools confer alternate high school credentials through the GED program and the Competency Based diploma.

	Adult School Enrollment	4140* Enrollment	GED	Competency Based
2011-2012	TBD	899	1,252	1,104
2012-2013	TBD	626	948	747

*4140: 16-18 year olds who have left the DOE

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Our Own Students

What would enrollments look like if we increased year-to-year persistence to 60% or 70%?

Fall 2012	Minus Graduates	To Fall 2013	55% Current	60%	70%
27,483*	(3,815)	12,914	12,914	14,201	16,568
				+1,287	+3,654

10 * Excludes Special Early Admit / Concurrent / Home Campus Other

2021 Enrollment

If we:

- Enrolled additional high school students
- Increase Pacific Islanders to population levels
- Increased adult learners from 2.27% to 4%
- Increased persistence to 70%
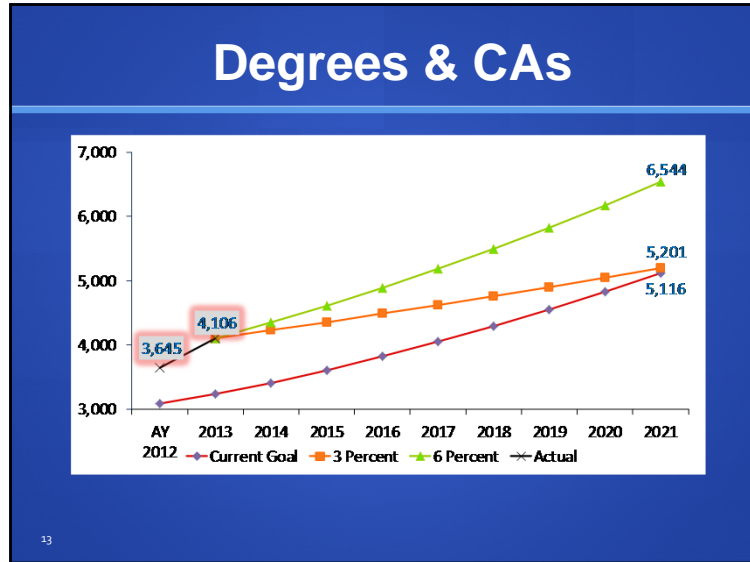
Then our enrollment would be approximately

47,000 students

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Graduation and Transfer

- **What should graduation numbers be in 2021?**
- **What should transfer numbers be in 2021?**
- **Where will students transfer?**
- **What about targeted populations?**

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Degrees & CAs

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Targeted Populations

Ethnicity US Census % Population-Hawai'i	Fall 2013 Enrollment & (%)	FY 2013 Degrees & CAs & (%)	2021 Degrees & CAs @ (6%)
Native Hawaiians (21%)	8,453 (28%)	972 (24%)	1,549
Filipinos (15%)	4,950 (16%)	676 (16%)	1,077
Pacific Islanders (4%)	734 (2%)	69 (2%)	110
All Part-Time Students (6-11 cr)	9,978 (38%)	1,209 (29%)	1,927

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Transfers

Targeted Populations

Ethnicity US Census % population-Hawai'i	Fall 2013 Enrollment & (%)	AY 2013 Transfer & (%)	2021 Transfers @ (6%)
Native Hawaiians (21%)	8,453 (28%)	559 (25%)	891
Filipinos (15%)	4,950 (16%)	281 (13%)	448
Pacific Islanders (4%)	734 (2%)	32 (1%)	51
All Part-Time Students (6-11 cr)	9,978 (38%)	547 (25%)	872

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Where Do They Transfer ?

	2012-2013	2021 @ 6%	2021 Projections
UHM	1,327	+ 788	2,115
UHH	329	+ 195	524
UHWO	538	+ 319	857
UHMC	23	+ 14	37
Hawai`i - Other	290	+ 77	367
Mainland - 4yr	605	+ 161 @ (3%)	766
Mainland - 2yr	411	+ 110 @ (3%)	521

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Strategic Academic Planning

- What determines what we should be offering? Are we aligned with workforce trends?
- What determines who should be offering a program? What should be added, modified, deleted?
- What determines how we should be offering a program? Face-to-face, distance, hybrid, joint offerings?
- How do we get from here to there? What role does technology play? What does technology enable?

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Key Employment Trends

- Labor data forecasting
- Employment sectors targeted by State policy
- Trends in the western states

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Hawai`i County Employment Forecast 2014-2023

Hawai'i CC Hawai'i County--Industry Areas that Project an Increase between 2014-2023	% Increase	Place a check if you feel a Program is needed
Scheduled Freight Air Transportation	139%	
Residential Remodelers	83%	
Offices of Mental Health Practitioners (except Physicians)	82%	
Warehouse Clubs and Supercenters	51%	
Highway, Street, and Bridge Construction	50%	
Landscaping Services	46%	CC Landscape Worker
Commercial and Institutional Building Construction	35%	
Facilities Support Services	34%	
Residential Property Managers	32%	
Nursing Care Facilities	29%	
Electrical Contractors and Other Wiring Installation Contractors	27%	AAS EIMT
Golf Courses and Country Clubs	21%	
Offices of Dentists	17%	
Pharmacies and Drug Stores	17%	X
Offices of Physicians (except Mental Health Specialists)	15%	
Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	13%	
Elementary and Secondary Schools (State Government)	9%	
Hospitals (State Government)	8%	
Colleges, Universities, and Professional Schools (State Government)	8%	
Local Government, Excluding Education and Hospitals	7%	
Hotels (except Casino Hotels) and Motels	2%	AAS HOST

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Hawai`i County Employment Forecast 2014-2023

Hawai'i CC Hawai'i County--Industry Areas that Project a Decrease between 2014-2023	% Decrease	Check if you have a Program in an area that concerns you
Video Tape and Disc Rental	-100%	
Other Gasoline Stations	-63%	
Hardware Stores	-54%	
All Other General Merchandise Stores	-46%	
Postharvest Crop Activities (except Cotton Ginning)	-43%	
All Other Specialty Food Stores	-40%	
All Other Amusement and Recreation Industries	-31%	
Retail Bakeries	-30%	
Nursery, Garden Center, and Farm Supply Stores	-29%	
Office Supplies and Stationery Stores	-28%	
Department Stores (except Discount Department Stores)	-21%	
Meat Markets	-15%	C3T-1 Meat Cutters
Theater Companies and Dinner Theaters	-12%	
Commercial Screen Printing	-11%	
Shoe Stores	-8%	
Gasoline Stations with Convenience Stores	-5%	

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Targeted Sectors

- Education
- Energy
- Environment/Natural Resources
- Food/Agriculture
- Health
- Construction
- Small Business/Entrepreneurship
- Tech/Innovation

A NEW DAY IN HAWAII

NEIL ABERCROMBIE FOR GOVERNOR

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Programs Trending in 15 Western States

Programs Trending
Advanced Manufacturing/ and Adv Manf: Process Tech
Environ Tech Sustain Practice: Business, Tech, Water Quality
Food Sanitation
Health IT
Health Paralegal
Info Tech Database Mgmt
Info Tech Cyber Sec
Teacher Ed, Paraeducators
Web Programming

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Accelerated Interest in Small Business and Entrepreneurship in Hawai'i

- Hawai'i Innovation Initiative and the Hawai'i Business Roundtable have united around entrepreneurship and small business development
- Blue Startups
- Energy Accelerator: $30M from Navy
- Enhanced Pace Focus on Start Ups
- Hawai'i Strategic Development Corp.

Proof of Concept Centers
A Best Practices Symposium

- DEBDT: Millions of state dollars for start ups
- Food Innovation Centers, MauC, KapCC

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METRICS Needed to Promote Workforce and Economic Development

We need new and more nuanced data about our economic arena:

- **% of graduates placed in local economy**
- **% of internships funded by employer partners**
- **% of student contributors to community service**
- **% of graduate contributions to emerging and new enterprises**
- **% of employer-supported scholarships per program**
- **% of program sector/industry-related advisory satisfaction with CTE program performance**
- **% Non-credit certifications and credentials**

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Campus Academic Planning

- **Are you positioned for the trends in your county?**
- **Are there programs in the trends that should be offered in your county?**
- **Are there other programs that should be offered?**

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Longitudinal Annual Reports of Program Data (ARPD)

Based on their ARPD for the last 4 years per program,
"What are your plans for your current programs?"

HawCC Responded:

Campus	Maintain	Modify	Merge	Invest	Cut
Hawai`i CC	24	Administration of Justice Business Technology Digital Media Arts Hospitality & Tourism Marketing Tropical Forest Eco & Agro Management			Nursing Home Operator (done)

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Interest in Programs Trending in 15 Western States

Programs Trending	Campuses with Interest
Advanced Manufacturing/ and Adv Manf: Process Tech	HON, MAU, LEE
Environ Tech Sustain Practice: Business, Tech, Water Quality	KAP(b), MAU (b,t,w), LEE (b,t,w), KAU (b,t,w)
Food Sanitation	MAU, LEE, KAU, WIN
Health IT	KAP, MAU
Health Paralegal	MAU, LEE
Info Tech Database Mgmt	HON, KAP, MAU, LEE, KAU, WIN
Info Tech Cyber Sec	HON, KAP, MAU, LEE, KAU
Teacher Ed, Paraeducators	**HAW**, HON, KAP, MAU, LEE
Web Programming	HON, MAU, LEE, WIN

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Slide 29

Of the programs offered at other campuses,
"Which do you have interest in offering?"

HawCC's Responses

- Aeronautics Maintenance Technology
- Applied Trades -- Building Maintenance
- Emergency Medical Technician
- Facilities Engineering Technology

- Liberal Arts (Pre-Business)
- Liberal Arts (Pre-Social Work)
- Medical Assisting
- Medical Lab Technician
- New Media Arts
- Physical Therapist Assistant

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Slide 30

Student Transfer Pathways are the Key

- Research shows focused curriculum yields more grads in shorter time with less attrition
- Research shows cohorts work
- Pathway strategies create efficiencies and guidance in course offerings; allow a campus to focus strategically
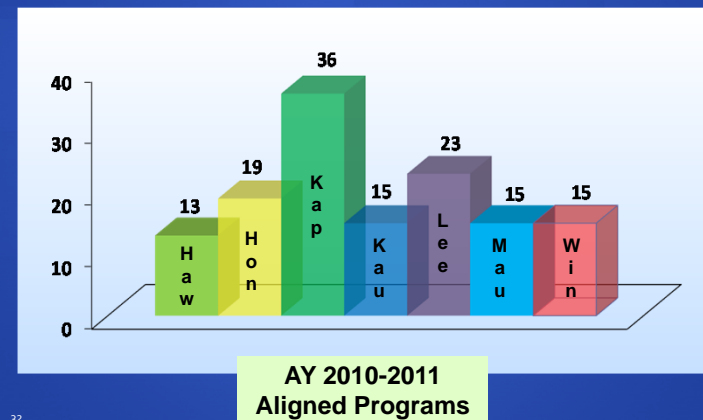- Research shows we should be proscriptive "Students don't do optional"

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Slide 31

HawCC Transfer Pattern

Fall 2012-Fall 2013 Combined	HC	%
Total Transfers	**23**	**100.0%**
General Arts and Sciences (GEAS)	4	17.4%
Hawaiian Studies (HWST)	3	13.0%
KRS, Hlth/Exer Sci & Lifest Mg (KRS1)	2	8.7%
Biology (BIOL)	2	8.7%
Elementary Education (EDEL)	2	8.7%
Microbiology (MICR)	1	4.3%
Communicology (COMG)	1	4.3%
Architecture (ARCH)	1	4.3%
Pre-Engineering (PREN)	1	4.3%
Dance Theatre (DNTH)	1	4.3%
Anthropology (ANTH)	1	4.3%
General (Pre-Psychology) (PPSY)	1	4.3%
Travel Industry Management (TIM)	1	4.3%
Ethnobotany (EBOT)	1	4.3%
French (FR)	1	4.3%

31   HC = Headcount

Slide 32

Perfect Alignment – UHM

Haw 13, Hon 19, Kap 36, Kau 15, Lee 23, Mau 15, Win 15

AY 2010-2011 Aligned Programs

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Perfect Alignment to UHM - HawCC

- Accounting
- Entrepreneurship
- Finance
- Hawaiian Language
- History (BA)
- Human Resources Management
- International Business

- Journalism
- Management
- Management Information Systems
- Marketing
- Mathematics (BA)
- Religion

Based on AY 2011 Programs

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HawCC: AY 2013-2014
Bachelor of Arts (BA) in Sociology

Year 1		Year 2	
Fall		**Fall**	
ENG 100	3	SOC 280 + 280L	4
SOC 100	3	GE WC 1 (ANTH 100)	3
SOC 201	3	GE HUM AREA	3
GE QuantReasoning I	3	Elective	3
WS 151	3	GE NAT SCI	3
Credits	15	**Credits**	16
Spring		**Spring**	
elective	3	SOC Elective	3
GE WC II	3	GE Quant.Reasoning II	3
GE HUM AREA	3	WI Elective	3
SOC Elective	3	GE NAT SCI + LAB	4
GE LANG ARTS	3	Elective	3
Credits	15	**Credits**	16
Summer		**Summer**	
Credits	0	**Credits**	0
Total Credits	30	**Total Credits**	62

Red = Not aligned with UH Hilo as of AY 2014

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HawCC: AY 2013-2014
Bachelor of Arts (BA) in Administration of Justice

Year 1		Year 2	
Fall		**Fall**	
ENG 100	3	AJ 101	3
SOC 100	3	GE HUM I (not PHIL course)	3
WS 151	3	GE LANG ARTS	3
GE QUANT REASONING I	3	WI Elective	3
GE WC I	3	GE NAT SCI + LAB	4
Credits	15	**Credits**	16
Spring		**Spring**	
GE HPP	3	AJ Elective	3
GE WC II	3	SOC 324	3
GE HUM II (PHIL 220)	3	WI Elective	3
POLS 220	3	GE NAT SCI	3
GE SOC SCI (PSY100)	3	GE QUANT REASONING II	3
Credits	15	**Credits**	15
Summer		**Summer**	
Credits	0	**Credits**	0
Total Credits	30	**Total Credits**	61

Red = Not aligned with UH Hilo as of AY 2014

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HawCC: AY 2013-2014
Bachelor of Arts (BA) in Communication

Year 1		Year 2	
Fall		**Fall**	
ENG 100	3	COM Culture/Diversity cours	3
COM 270	3	GE QUANT REASONING II	3
GE NAT SCI + lab	4	GE SOC SCI	3
GE LANG ARTS	3	GE HUM I (not COM)	3
GE SOC SCI	3	GE WC II	3
Credits	16	**Credits**	15
Spring		**Spring**	
GE QUANT REASONING I	3	COM Elective	3
COM 200	3	COM Elective	3
COM 251	3	GE HUM I (not COM)	3
GE WC I	3	WI Elective	3
GE HPP	3	GE NAT SCI	3
Credits	15	**Credits**	15
Summer		**Summer**	
Credits	0	**Credits**	0
Total Credits	31	**Total Credits**	61

Red = Not aligned with UH Hilo as of AY 2014

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HawCC: AY 2013-2014
Bachelor of Arts (BA) in Psychology

Year 1			Year 2		
Fall			Fall		
PSY 100		3	PSY 214		4
GE MATH 104		3	GE WC I		3
GE NAT SCI (CS 101)		3	GE HUM AREA		3
GE ENG 100		3	WI Elective		3
GE LANG ARTS		3	PSY Block 1 Elect (upper)		3
Credits		15	Credits		16
Spring			Spring		
PSY 213		4	PSY Block 2 elect (upper)		3
GE QuantReasoning		3	GE NAT SCI + Lab		4
GE HUM AREA		3	GE WC II		3
GE SOC SCI AREA (not Psy)		3	WI Elective		3
Elective		3	Elective		3
Credits		16	Credits		16
Summer			Summer		
Credits		0	Credits		0
Total Credits		31	Total Credits		63

Red = Not aligned with UH Hilo as of AY 2014

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Pathway Choices

- Add missing classes
- Receive course by distance education (guaranteed)
- Create alternate pathway
- Do nothing and let students transfer early

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Advising Has Huge Role

UH Manoa/UH Hilo/UH West Oahu Reaching Out to Each Campus

Ka'ie'ie (Degree Pathway Partnership)
>>>>>>>>Overview

The main goals of Kaʻieʻie are:

:: Transfer smoothly and graduate with a Bachelor's degree within four years, or the equivalent in part-time attendance.

:: Provide mandatory advising and academic planning to students and connect them earlier to their major department at UHM.

:: Provide students the opportunity to take courses at one or both institutions while identifying the best time to transfer.

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Can We Use STAR to Improve Pathway Success?

- Registration into programs
- Pathway tracking capacity
- Early identification of pathways across institutions
- Tapping course taking patterns – "Students who took what you are taking major in A, B, or C"

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Technology

- How can we change the way students interact with materials to become better, faster learners?
- How do we give students better, consistent feedback on progress?

Using technology

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Technology Will Help Us Teach, Understand, and Guide Our Students Towards Success

- **Distance education *in multiple modalities***
- **Place students better: ACT, Smarter Balanced, transcripts**
- **Flipped classrooms to focus on getting work done**
- **STAR as an enhanced registration and degree audit tool**
- **Technology used for advising and retention and early warning (Starfish)**
- **Destiny: Non-credit registration and more**
- **Our Innovation projects are providing more ways to learn: conventional vs. emporium, etc.**
- **Predictive analytics to tell us which incoming students need most advising attention**

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Nationwide Online
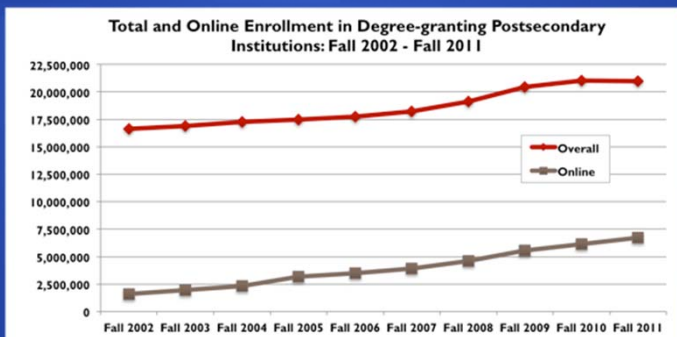
① Over 6.7 million students were taking at least one online course during the fall 2011 term, an increase of 570,000 students over the previous year.
② 32% of higher education students now take at least one course online.

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Changing Course: Sloan Consortium 2012

- 77% of academic leaders rate the learning outcomes in online education as the same or superior to those in face-to-face.
- Only 30.2% of chief academic officers believe that their faculty accept the value and legitimacy of online education – a rate that is lower than recorded in 2004.
- The proportion of chief academic leaders that say that online learning is critical to their long-term strategy is at a new high of 69.1%.
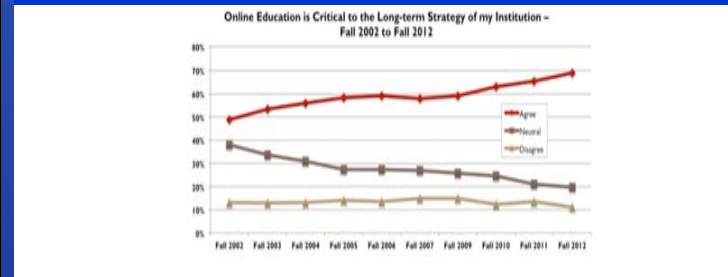
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UHCC Fall Online Summary

	2011	2012	2013
Classes	701	709	610
Registrations	16,613	16,472	14,314
Semester Hours	2,053	2,048	1,739

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Teaching, Learning, and Technology

- Need strategic approach to identify those programs appropriate for distance education development
- Programs identified by your campus offered somewhere else in the system?
- Which campus should host? Why?
- Which technologies?
- What kind of training do our folks need?

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Teaching, Learning, and Technology

- What else is happening in and out of the classroom that we need to capture?
  - Social media for advising as well as instruction?
  - Flipped classrooms
  - Simulations
  - Electronic textbooks
- Mobile technologies for instruction: tablets, smart phones
- Building apps for workforce training
- Global education opportunities?

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UH System Sustainability Strategy – BOR Policy Status

- Oct 18, 2013 initial presentation to the Student Affairs Subcommittee chaired by Student Regent Jeffrey Acido
- Presented mainly by students
- Proposed inclusion in Chapter 4 (Planning), Section 4-1 Mission and Purpose of the University.

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Overview of Sustainability Metrics

- **Academics**
  - Curriculum
  - Research
- **Engagement**
  - Campus Engagement
  - Public Engagement
- **Planning & Administration**
  - Coordination, Planning & Governance
  - Diversity & Affordability
  - Health, Well-being & Work
  - Investment

- **Operations**
  - Air & Climate
  - Buildings
  - Dining Services
  - Energy
  - Grounds
  - Purchasing
  - Transportation
  - Waste
  - Water

Source: Association for the Advancement of Sustainability in Higher Education (ASHE)
Sustainability Tracking, Assessment and Rating System (STARS)

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Aspects of Sustainability

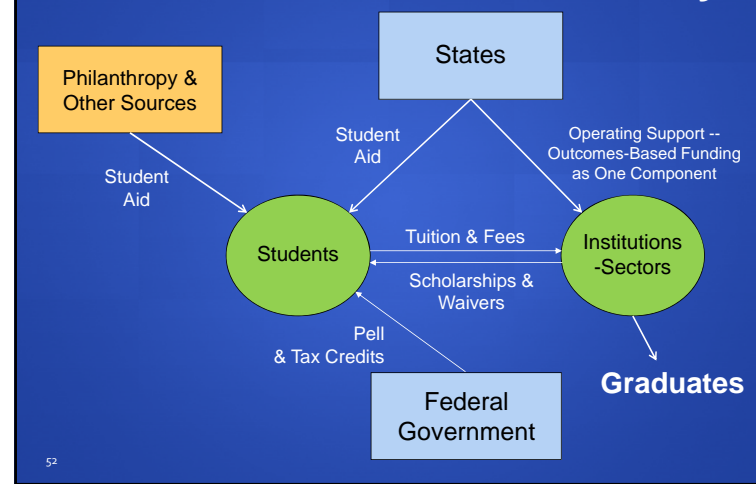| Aspects of Sustainability	Environmental	Social	Cultural	Education
Indicators	Energy (10) Reduce electricity use Increase distributed energy Reduce liquefied fuel Increase efficiency Reduce $ spent on climate control	Employee/student satisfaction (survey & quantitative measures) (10) % employees in collective bargaining, gender salary equity	# of opportunities for campus to engage in NH protocols (9)	# or percent of employees trained in sustainable practices (11)
	Purchasing (9)	# of depts. engaged in community partnerships and activities (9)	# of courses that integrate NH language or cultural concepts (8)	# of living labs on campuses used for classes (5)
	Waste (7) % diverted Gallons per year used	# of events on campus focused on sustainability (7)	NH student completion rates (4)	# of sustainability-focused classes (all 3 pts) +sustainability-related classes (2 pts), and transfer pathways (3)
	Buildings (6) Renovations/new construction	Completion rates by underserved groups (3)	# of languages offered	# of non-credit certificates/degrees for workforce development (2)
	Food (4) Increase % local food	Diversity of governing bodies (2)		
	Water (4) Gallons per year used	Costs savings from used to reduce tuition		
	Transportation (1) Increase EV			
	Grounds (1)			

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How Do We Pay for It?

- **Trending in higher education financing (general funds, tuition, private fundraising, other revenues)**
- **Cost efficiencies and productivity**
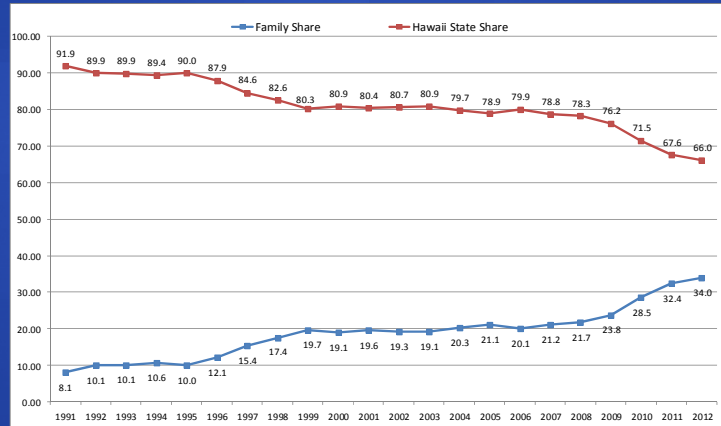- **Budgeting for student success**
- **We can't do it alone**

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The Elements of Finance Policy

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Family Share of Public Higher Education Operating Revenues

Legend: Family Share — Hawaii State Share

Hawaii State Share values: 91.9, 89.9, 89.9, 89.4, 90.0, 87.9, 84.6, 82.6, 80.3, 80.9, 80.4, 80.7, 80.9, 79.7, 78.9, 79.9, 78.8, 78.3, 76.2, 71.5, 67.6, 66.0

Family Share values: 8.1, 10.1, 10.1, 10.6, 10.0, 12.1, 15.4, 17.4, 19.7, 19.1, 19.6, 19.3, 19.1, 20.3, 21.1, 20.1, 21.2, 21.7, 23.8, 28.5, 32.4, 34.0

Years: 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012

Source: SHEEO SSDB

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Estimated Costs of Student Attrition

Percent of Education and Related Costs

Public 4-Year	**12.9 – 26.8%***
Public 2-Year	**32.7 – 56.9%***
Private 4-Year	**9.1 – 16.9%***

*Costs if students still enrolled after six years with no degree fail to finish

Source: Nate Johnson, The Institutional Costs of Student Attrition

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Building Cost-Effective Path to Student Success

- Combines academic program review and renewal with student success agenda
- Reduces academic costs by pruning the curriculum to eliminate or consolidate low-enrolled courses and majors
- Re-aligns curriculum and course sequencing to increase student success including learning outcomes
- Accompanied by other interventions to improve student outcomes: First year programs, cohort scheduling, enhanced counseling and peer group supports, student support

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Barriers to More Effective Cost Management

- Culture equates spending with quality
- Budget building habits – particularly around fixed costs for employee benefits
- Absence of good data about spending and performance
- Good process is built on goals, shared responsibility, creates momentum, and explicitly tackles these barriers as part of work

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Added Dimension of Partners

- Non-profit and business and industry
- Shared responsibilities
  - DOE and Jump Start
  - Goodwill Industries example
- Space, equipment, personnel, support from business
- Philanthropy

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Success is What Counts
The Journey Continues

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