

## University of Hawaii Center West Hawaii Unit Review 2011

### I: Narrative and Analysis of Data

#### a. Mission, services, and clientele

##### *Mission:*

As a secondary site for Hawaii Community College, the mission of the University of Hawaii Center West Hawaii is to promote student learning by embracing our unique Hawai'i Island culture and inspiring growth in the spirit of "E 'Imi Pono, " by serving all segments of our Hawai'i Island community. And as a University Center, its mission is to provide access, promote and support the professional certificates, bachelor and graduate degree programs offered via distance learning technologies by the University of Hawaii system.

The merits of adopting a distinct mission for the University Center and seeking board approval were discussed recently, ending with a decision to hold off doing so until construction starts on the Palamanui Campus.

##### *Services:*

The University Center makes available to students of Hawaii Community College services similar to those available in Hilo, only on a smaller scale. It operates a library, learning center, testing center, and counseling center, accepts and processes applications, performs outreach, accepts student payments, processes purchasing documents, handles human resources paperwork and maintains facilities. All functions of the UH Center are under the direction of the Director except for instruction, which is overseen by the Vice Chancellor for Academic Affairs and Division/Department chairs.

As one of three board of regent approved University Centers, the Kealahou campus negotiates for educational programs needed by the community and supports distance delivery through technology and services. Public information meetings about program offerings are advertised and facilitated with coordinators from the various UH colleges. University Center students attending classes in West Hawaii have media support and access to library and proctoring services.

##### *Clientele:*

The University Center's clientele is basically anyone interested in higher education. The focus is typically West Hawaii residents, but as programs expand on their delivery options the Center is promoting programs island wide.

#### b. Include any necessary information on external factors affecting the unit;

##### *Facility and Location:*

The primary external factors affecting the University Center are its facility and location. Currently the leased facilities are fully utilized. Class caps are limited by the size of classrooms and class offerings are limited by the number of classrooms. Residing in a shopping center does little to enhance the center's public image; students have only

picnic tables outside a local sports bar to gather at; faculty and staff are crammed into offices, resulting in privacy concerns when student conferences are held; and poor acoustics force occupants to contend with sound bleed, hindering student concentration. The Kealahou location of the campus is inconvenient for those living along the Kohala Coast and Waimea and traffic patterns make it an issue for those living in South Kona. Rising gas prices are an issue for both students and instructors, with both trying to condense trips to the campus into as few of days as possible.

A college campus for West Hawaii has been in planning stages for decades. Most recent projections are that the first phase of the Palamanui Campus will be available for occupancy fall 2014. In the interim, the University Center is attempting to rent adjacent office spaces as they become available. With student growth averaging 23% annually over the last four years, it is likely the student count will have doubled from the time the Palamanui campus was designed until it is occupied.

*Small staff:*

The number of staff at the University Center is naturally governed by student count so most positions have no one to cross train or to fill in when a staff member is on leave. For example,

- The library, learning, tutoring, and testing services are combined in one area with 3 positions assigned. In order to maximize the number of hours the facility is open for student use, some shifts must operate with only 1 of the 3 individuals on site.
- Student counselors total 1.5 FTE with the .5 position paid from federal funds. Growing enrollment is making it more difficult for students to receive the level of service they have come to expect. Most burdened, however, is the 1 clerical position in student services who handles all application and registration related issues. Growing enrollment has also greatly increased the amount of time the one APT position in student services spends working with students on financial aid issues, resulting in a reduction in the amount of time spent on other activities.
- Cleaning and maintenance is another area affected by student growth. With more students on campus, facilities need to be cleaned more often and trash emptied more frequently. With only 1 janitor on site, cleaning quickly becomes a safety issue when situations occur outside of his regular work hours and when he is on leave. Outside services are utilized when possible but are not always available on short notice or when a clean-up is necessary, resulting in whoever is onsite, typically the Director, to perform the cleaning.
- Media technical support is another essential area, particularly since its absence adversely affects students. A media specialist is typically needed from 7:30 a.m. – 10:00 p.m. Monday through Friday and from 7:30 a.m. – 3:30 p.m. on Saturday, a total of 80.5 hours per week. In some instances, such as installation of equipment, it is necessary to have more than one media specialist on site increasing the total number of hours to be filled. The University Center has two .5 FTE, both filled by the same individual, for a total of 40 hours per week. This leaves a deficit of 40.5 hours per week assuming there are no shared shifts. Historically, the shortfall has been filled by a casual hire.

*Organization:*

The organization structure of the University Center within Hawaii Community College is one that assigns more responsibility than authority, resulting in West Hawaii personnel held accountable even when decision making authority is absent. The community wants to deal with someone locally, not with someone on the other side of the island; when something goes wrong, they hold West Hawaii accountable. Likewise, when faculty has a need or there is a problem, the first contact is most often the Center Director. Similarly when student issues surface, staff in West Hawaii is typically the first contact, yet they have little to no authority to process waivers. As student counts increase, the need for greater autonomy in West Hawaii will need to be addressed.

*Student data:*

Hawaii Community College students attending classes in West Hawaii are not tracked separately from Hilo students. Data published by MAPS and the college report on Hawaii Community College students in total regardless of where they are attending classes. This makes tracking West Hawai‘i students difficult; and results in a variety of different enrollment counts and numbers, none of which are considered official.

Since West Hawaii does not have a banner code, its classes like its students are combined with Hilo classes in the schedule of classes. The only distinguishing factor is the “room” designation. Since Hilo classes are considerably greater in number than West Hawai‘i classes, the West Hawai‘i students must wade through the list to access days and times of classes available on their home campus. For example, total English classes approximate 75 per semester, less than 20% or 15 are available in West Hawai‘i. Being able to track West Hawai‘i students and classes would be a true advantage to staff and students alike.

Students in distant learning programs offered online or via other technology by UHM, UHWO, or UHH may or may not be identified to Center staff. There is no mechanism in place system wide whereby the Centers are made aware of students from their campus who are enrolled in programs at other UH campuses.

c. Include required external measures, if applicable;

*Demand:*

Education and training required for annual job openings in Hawaii for 2008-2018 indicate the continuing need for Bachelor and higher degrees as well as postsecondary vocational training and associate degree training.

Type of Education & Training	Average Annual Job Openings
Short-term on-the-job training (OJT)	9,620
Bachelor’s degree or higher	4,170
Moderate-Term OJT	2,330
Work experience in related occupation	1,840
Long-term OJT	1,540
Postsecondary Vocational Training	830
Associate Degree	690

The University Center provides training related to nine of the top ten occupations projected to have the most annual job openings in Hawaii for 2008-2018 (Hawaii Labor Market Dynamics, July 2010).

Occupation	Annual Job Openings	Related Program of Study
Waiters & Waitresses	980	Culinary Arts Hospitality & Tourism
Retail Salespersons	940	Business
Cashiers	740	Business
Comb. Food Prep. & Serving Workers, incl. Fast Food	410	Culinary Arts
Elementary School Teachers, excl. Spec. Educ.	350	Teacher Education
Security Guards	340	
Personal & Home Care Aides	340	Nursing
Registered Nurses	330	Nursing
Secondary School Teachers, excl. Spec. & Voc Educ.	320	Teacher Education
Customer Service Representatives	320	Business Hospitality & Tourism

**II: Provide the Unit Outcomes for your Unit.**

1. The UH Center, West Hawaii offers high value, effective, meaningful, relevant bachelor, master, and professional degree opportunities.
2. The UH Center, West Hawaii offers high value, effective, meaningful, relevant *transfer level* tertiary (post-secondary educational) opportunities to the West Hawaii Community.
3. The UH Center, West Hawaii offers high value, effective, meaningful, relevant *workforce development* educational opportunities to the West Hawaii Community.

**III: Update or Create your Action Plan including Budget Requests with Justification, if needed.**

Action plans for the next academic year and forward are identified below.

Action Plan	Budget Request (Annual Amount)
1. Assess outcomes.	None
2. Seek additional funding to rent space and hire personnel to accommodate the influx of testing of online students projected to occur as online classes require at least one proctored test per semester; Online students have averaged 755 per semester over the last three years.	Space: \$12,000
	Personnel: \$17,305 (.5 FTE APT Band A)
3. Improve communication, internally and with Hilo.	None
4. Involve more faculty in advising (not counseling) of students.	None
5. Investigate if/how West Hawaii students can be tracked in banner.	None
6. Monitor applicant numbers for University Center programs.	Combined with #8
7. Convert Mobile Compass testing to internet version of Compass. A position designated for Mobile Compass does not currently exist. A casual hire funded by Federal monies has been used but is no longer available. Tests administered in the last year by Mobile Compass totaled 778; of the students tested 539 or 69% enrolled in the UH System; of the 539 there were 116 running start students	Personnel: \$17,305 (.5 FTE APT Band A)
8. Develop an academic plan for West Hawaii.	Casual Hire: \$12,730
9. Maintain a safe and clean campus. This requires additional janitorial service.	Personnel: \$16,620 (.5 FTE)
10. Improve media support for students and instructional faculty; This requires additional personnel since the number of media classrooms has doubled, the complexity of technology has increased with HITS 3 and the number of classes have increased on average 18% annually for the last three years.	Personnel: \$36,985 (Two .5 FTE Media Specialist)
11. Support construction of Palamanui campus Phase I and seek funds to develop Phase 2.	\$400,000 for planning and design
12. Provide student services to increasing enrollments. This requires converting the .5 FTE federally funded counselor to general funds (funds are no longer available) and increasing her to 1.0 FTE; plus admissions and records needs a 1.0 FTE.	Personnel: \$59,592 (1.0 FTE Faculty/Counselor) Personnel: \$34,610 (1.0 FTE APT Band A)

Total Annual Budget Request:

Personnel, 4.5 FTE	\$182,417
Office lease	12,000
Planning & Design	<u>400,000</u>
Total	\$594,417

## VI: Data Chart Included

The following data indicates that demand, efficiency and effectiveness of the University Center are healthy.

	Fall 2008	Fall 2009	Fall 2010
<i>Demand</i>			
FTE Hawaii CC Students Enrolled	318	372	462
FTE West Hawaii CRNs Only	219	256	328
University Center Students	39	35	36
	Fall 2008	Fall 2009	Fall 2010
<i>Efficiency</i>			
Number of classes (room usage)	121	131	162
Average class size	13	15	15
	Spring 2009	Spring 2010	Spring 2011
<i>Effectiveness</i>			
Certificates & Degrees Awarded			
Hawaii CC	71	57	66
University of Hawaii Manoa	5	13	17
University of Hawaii West Oahu	5	7	5
University of Hawaii Hilo	<u>0</u>	<u>6</u>	<u>3</u>
Total	81	83	91

### *Certificates & Degrees Awarded – Hawai'i Community College*

<i>Program</i>	<i>Degree or Certificate</i>	<i>Spring 2009</i>	<i>Spring 2010</i>	<i>Spring 2011</i>
Liberal Arts	AA	36	36	28
Nursing	AS (RN)	7	7	7
Culinary Arts	AAS	10	2	7
	CA	8	2	
	CC	4	5	12
Hotel Operations	AAS			2
	CC			1
Early Childhood	AS		4	1
	CA	1		1
	CC	1		2
Hawaiian Lifestyles	ASC	2		1
Human Services	CC	2	1	
Substance Abuse Counseling	CC			2
Tropical Forest Ecosystem & Agro Forestry	CA			2
<i>Total</i>		<i>71</i>	<i>57</i>	<i>66</i>

*Certificates & Degrees Awarded – UH Hilo, UH West Oahu, UH Manoa*

<i>University Program</i>	<i>Degree Certificate Awarded</i>	<i>Spring 2009</i>	<i>Spring 2010</i>	<i>Spring 2011</i>
UH Hilo – English	BA			
UH Hilo – Psychology	BA		6	2
UH Hilo – Nursing/RNC	BS			1
West Oahu – Business	BA	1		
West Oahu – Early Childhood Education	BA		2	
West Oahu – Health Care Administration	Certificate	1	2	2
West Oahu – Social Sciences	BA	3	3	1
West Oahu – Substance Abuse & Addiction Studies	Certificate			2
Manoa – Education	BA Elementary Ed	4		4
Manoa – Education	Master of Ed Special Education			3
Manoa – Education	Post-baccalaureate Certificate in Secondary Education	1	5	8
Manoa – Education	Post-baccalaureate Certificate in Special Education			2
Manoa – Education	Master of Ed Education Technology		2	
Manoa	Master of Human Resource Management		4	
Manoa	Master of Social Work		2	
<i>Total</i>		<i>10</i>	<i>26</i>	<i>25</i>