

HAWAI'I COMMUNITY COLLEGE COMPREHENSIVE UNIT REVIEW (CUR)

Career and Job Development Center

Date January 2, 2018

3-Year Review Period:
July 1, 2014 to June 30, 2017
AY14-15, AY15-16 and AY16-17

Initiator: Dorinna Cortez
Writer(s): Helen Nishimoto

Program/Unit Review at Hawai'i Community College is a shared governance responsibility related to strategic planning and quality assurance. Annual and 3-year Comprehensive Reviews are important planning tools for the College's budget process. This ongoing systematic assessment process supports achievement of Program/Unit Outcomes. Evaluated through a college-wide procedure, all completed Program/Unit Reviews are available to the College and community at large to enhance communication and public accountability.

Please see <http://hawaii.hawaii.edu/files/program-unit-review/>

Please remember that this review should be written in a professional manner. Mahalo.

PART I: UNIT DATA AND ACTIVITIES

Unit Description

Provide the short unit description as listed in the current catalog. If no catalog description is available, please provide a short statement of the unit's services, operations, functions and clients served.

The Career and Job Development Center offers free resources and assistance to students who want to choose a career or major or prepare for employment. Assessment questionnaires and computerized inventories are available to help students clarify their interests, favorite skills, and value preferences. This knowledge of interests, skills and values, together with career counseling can link students with compatible careers and majors. The center offers numerous resources that provide detailed information about Hawai'i Community College majors, job titles, job duties, wages, future employment outlook, and the college classes/majors required to pursue them. Students will also learn to navigate the channels needed to gain meaningful employment in their chosen fields.

The Career and Job Development Center (CAJDC) provides services for students and prospective students and assists at all stages of student development: matriculation, retention, and transition. Typically, students who are unsure of their major are referred to the CAJDC for Career Exploration services. Students complete assessment inventories which reflect results based on strengths, interests, personality types, and preferred work environments. The CAJDC also assists students with developing a Career Plan and with developing goals and strategies for the implementation of their college and career goals.

The CAJDC provides on and off campus employment assistance to students and graduates. The center's employment preparation services include: assistance with conducting a job search, listings of current job openings and internships, assistance with resume and cover letter writing, and preparation for job interviews. The coordinator also works with employers to obtain job referrals. In addition, the center offers numerous workshops and class presentations on career exploration, effective job search strategies, resume writing, and interview preparation. Services are provided through workshops and individual appointments and students must schedule an appointment for assistance.

The mission of the HawCC Career and Job Development Center is to assist and support students and prospective students in clarifying and planning purposeful career and educational goals through the use of informational resources and career counseling and to enhance employability via assistance with job preparation-- resumes, job search, and interview skill development.

The CAJDC provides both individual and group services (workshops). The CAJDC counselor has expanded services to include the offering of more group workshops to streamline operations and accommodate more students. Group workshops were first developed in response to the growing number of students and because the center only has one full time coordinator/counselor to provide services. Hence, despite limited human resources, the CAJDC has still been able to assist far more students through the offering of workshops.

The CAJDC counselor collaborates with faculty to develop program/course specific curriculum and to provide class workshops focusing on Career Exploration, Job Search, Resume Writing, and interview preparation. Workshops are then tailored for the individualized needs of students based on the program and/or career that they are preparing for.

The CAJDC sponsors a Career and Job Fair each year in the spring semester. The counselor also participates in several community events each year —job fairs, employer forums, and resource fairs-- in collaboration with Big Island Workplace Connections (BIWC), a county workforce development consortia committee.

Previous Comprehensive Review Information

| | |
|--|--|
| Provide the year and URL for the location of this unit’s last Comprehensive Review on the HawCC Program/Unit Review website: http://hawaii.hawaii.edu/files/program-unit-review/ | |
| Year | 2014 |
| URL | http://hawaii.hawaii.edu/files/program-unit-review/docs/2014_cajdc_comprehensive_unit_review.pdf |
| <p>Provide a short summary of the CERC’s evaluation and recommendations from the unit’s last Comprehensive Review.</p> <p>Discuss any significant changes to the unit that were aligned with those recommendations but are not discussed elsewhere in this report.</p> | <p>In general, CERC highly commended the previous comprehensive unit review. CERC also supported the request for additional personnel—an APT—to assist with the operations of the CAJDC. In addition, CERC felt that the CAJDC “provides an important link to employers in our community and to students with job preparation services.”</p> <p>There was one area that the previous CERC made a comment about. They indicated that IS 105: Career Exploration and Life Planning had no previous assessment results and that CERC was “looking forward to the IS 105 assessment findings in the next review.” CERC wanted an explanation of how IS 105 “will work with existing non-credit Career Exploration workshops.”</p> <p>In response to CERC’s concern that IS 105 had not been assessed in 2014 during the last comprehensive review: that was because the course was not yet fully approved when the comprehensive review was written. It was offered experimentally and as a regular course starting in Fall 2014. IS 105 has been assessed for the past three years.</p> <p>CERC also wanted an explanation of how IS 105 “will work with existing non-credit Career Exploration workshops.” Though the request is vague, it appears that CERC may have envisioned a conflict between the two. IS 105 is a college, life, and employment success course that includes a career exploration component, but it goes into far more depth and assists students with fully developing a career plan. It includes all phases of job preparation: job search, resume and cover letter writing, preparing for interviews, employer expectations, etc. In addition, IS 105 assists students in learning about and further developing key “soft skills” that are more important to employers than the “hard skills” (the technical skills). IS 105 is the only course that students will ever take where the subject matter is “all about them” and their growth as students and as productive members of the community.</p> <p>The campus Sustainability Committee would also like to make IS 105 a core course requirement for the CA in Sustainability. Currently, IS 105 is offered as an intro to college course and is the first course that many Early College students take. IS 105 would be a great mandatory college success course—similar to UNIV 101. Most community college campuses in the UH system have the same course, though at HawCC, there is a similar course – IS 101.</p> |

| | |
|--|--|
| | <p>The biggest difference between the two courses is that IS 101 does not go into depth with the career and job development aspects. IS 105 does not have college buy-in and support and this is largely because it does not fulfill an area requirement, such as a social science. IS 101 is a social science course and it competes with the offering and enrollment in IS 105. Attempts were made to allow IS 105 to be accepted as a social science or humanities requirement, but both department chairs did not want to adopt the course. Because of this, only six IS 105 courses were taught during this last review period.</p> |
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ARPD Data: Analysis of Quantitative Indicators

Unit data can be found on the ARPD website: <http://www.hawaii.edu/offices/cc/arpd/>

Please attach a copy of the unit’s data tables for the three years under review and submit with this Comprehensive Unit Review (CUR).

- a) If you will be submitting this CUR in hard copy, print and staple a copy of the data tables for the three years under review to the report; the icon to print the data tables is on the upper right side, just above the data tables.

OR

- b) If you will be submitting this CUR in digital form (WORD or PDF), attach a PDF copy of the data tables for the three years under review along with the digital submission; the icon to download the data tables as a PDF is in the upper right of the screen, just above the data tables.

Analyze the unit’s ARPD data for the 3-year review period.

Describe, discuss, and provide context for the unit’s AY15 through AY17 data, including the unit’s contribution to its Division’s health scores in the Demand, Efficiency, Effectiveness and Overall Health categories.

Unit Health—Demand, Efficiency, Effectiveness, and Overall Health

Though the CAJDC receives no formal ARPD data and while none of the available ARPD data is relevant to the center operations, the CAJDC does an annual assessment of its health status utilizing the same indicators that are used by programs and units that have ARPD data available. The table below indicates the health of the CAJDC in terms of Demand, Efficiency, Effectiveness, and Overall Health:

| Demand Health | Efficiency Health | Effectiveness Health |
|---------------|-------------------|----------------------|
| Healthy | Healthy | Healthy |

| | | |
|--|---|--|
| <p>Over time, the demand for services in the CAJDC has grown beyond the ability and capacity of the only career and job development counselor, and this became very obvious when enrollment numbers reached nearly 4000 students. Workshops were developed to accommodate the growing demand and they continue to be offered as a mechanism for reaching out to and assisting more students.</p> <p>The CAJDC keeps data on its contacts with students. During the three year period from 2014 to 2017, the CAJDC assisted 2613 students (unduplicated headcount) and provided 14,856 services. Though the amount of students seen each year only represents about 43% of our student population, the data does indicate that there is a healthy demand for services and that people do utilize the services of the center.</p> <p>In addition to individual and workshop sessions, 1637 students utilized the Career and Job Development Center Resources from 2014-2017.</p> | <p>Career exploration and job preparation appointments can prove to be extremely time, labor, and resource intensive. Several years ago, as the student population and the demand for services grew, it was realized that the sole counselor devoted to this work would not be able to provide quality services and also meet the demands of all of those students if she tried to work with students one-on-one. She therefore developed workshops that would teach the same concepts and lead to the same outcomes as individual appointments. She was then able to meet one-on-one with students post workshop for much shorter appointments to finalize career and major decisions and/or to edit and fine-tune their resumes.</p> <p>From 2014-2017, the CAJDC provided a total of 272 workshops: 89 Career Exploration, 102 Resume Writing, 50 Job Search, and 31 specialized classroom workshops. These workshops allowed the CAJDC to provide services for more students and they have also proven to be much more time, labor, and resource efficient.</p> | <p>Nationally, studies have indicated that students are more likely to persist and graduate when they have a well-developed career plan that is linked to their educational plan. Complete College America has sponsored a UH system committee—Purpose First—to develop initiatives around ensuring that all new students begin their college careers with a career plan. This national study and the Purpose First committee provide further validation for the importance and effectiveness of a well-researched and developed career plan.</p> <p>The most obvious effectiveness measure for a career and job development center is whether students are getting jobs. Though the CAJDC, the college, the county, and the state have no formal and effective mechanisms in place to collect data relevant to employment, our students have gotten jobs both while in school and after they graduate from their programs. While program instructors also assist with referring their students to employment opportunities, the CAJDC works with employers to develop those opportunities and to assist students in preparing to apply and gain those positions.</p> <p>This indicator is largely dependent on the economy, which has, at times, caused job opportunities on the island to disappear. With unemployment at the lowest rates since 1992, the effectiveness for job placement is quite healthy.</p> |
|--|---|--|

Overall Health

Healthy

The CAJDC has grown substantially in the types of services that are offered as well as in the way services are delivered. This has led to a substantial increase in the amount of students who are served. Early intervention efforts to target students- who are unsure of a career path- have allowed students to explore and become more decisive about their careers and majors. This is consistent with integrated student support services and it is also supportive of campus retention efforts (students are less likely to have academic problems and/or leave when they have a Career Plan).

In addition to assisting students with the development of a Career Plan, the CAJDC has committed to providing quality services and to equipping students with the tools that they will need to conduct successful job searches and to be able to apply for, and interview for job opportunities. The CAJDC has also worked with employers to develop and post positions for students. The CAJDC sponsors a yearly career and job fair, which has grown substantially from around 23 employers to over 70! The CAJDC works with BIWC partners to sponsor an annual job fair as well as a Job Readiness Fair. In addition, the CAJDC works with employers to sponsor exclusive job fairs throughout the year for employers who want to recruit outside of and/or beyond the yearly job fair.

The CAJDC is supportive of the health of all programs at HawCC. The CAJDC provides support services for programs by assisting students to: prepare for their careers, search and apply for jobs, complete applications, write resumes and cover letters, and prepare for interviews. Many of these career and job preparation skills are reflected in or supportive of several of HawCC's program PLOs and CLOs and the center assists programs with the implementation of these. When students receive adequate career preparation assistance, they are more likely to get the position, which will ultimately reflect in the outcomes (PLOs, CLOs) for their programs of study. Hence, the CAJDC assists students with the transition into college and from their program and college to the workplace. This transition very often represents the entire reason that the student is in college-- to get a job!

Describe, discuss, and provide context for the unit's contributions to its Division's data in all CCSSE categories, as applicable.

Hawaii Community College participates in the Community College Survey of Student Engagement (CCSSE) on a biennial basis. The CAJDC has two areas—Career Counseling and Job Placement-- that were addressed by CCSSE in data that was collected in 2012, 2014, and 2016 (the most recent survey). The following table represents the mean results from the data that was collected in 2014 relevant to the operations of the Career and Job Development Center:

| Community College Survey of Student Engagement (CCSSE) | | | | | | | |
|---|-----------------|--------------|------------|----------------|------------|----------------|------------|
| Question | Responses | Your College | | SamII Colleges | | 2014 Cohort | |
| | | Count | Percent | Count | Percent | Count | Percent |
| How often do you use the following services at this college? | | | | | | | |
| 13.1b Career Counseling Support | Don't Know/N.A. | 68 | 14.6 | 24,449 | 20.3 | 84,419 | 20 |
| | Rarely/Never | 206 | 44.2 | 59,969 | 49.7 | 212,082 | 50.4 |
| | Sometimes | 146 | 31.5 | 28,201 | 23.4 | 97,592 | 23.2 |
| | Often | 45 | 9.7 | 7,933 | 6.6 | 27,039 | 6.4 |
| | Total | 465 | 100 | 120,551 | 100 | 421,131 | 100 |
| 13.1c. Job Placement Assistance | Don't Know/N.A. | 149 | 32.3 | 46,215 | 38.6 | 166,046 | 39.7 |
| | Rarely/Never | 236 | 51.2 | 55,374 | 46.3 | 199,875 | 47.8 |
| | Sometimes | 56 | 12.2 | 13,363 | 11.2 | 39,085 | 9.3 |
| | Often | 20 | 4.3 | 4,748 | 4 | 13,131 | 3.1 |
| | Total | 461 | 100 | 119,699 | 100 | 418,137 | 100 |
| How satisfied are you with the following services at this college? | | | | | | | |
| 13.2b Career Counseling Support | N.A. | 111 | 24.9 | 46,499 | 39.7 | 168,132 | 41.2 |
| | Not At All | 69 | 15.5 | 14,758 | 12.6 | 53,087 | 13 |
| | Somewhat | 159 | 35.7 | 33,242 | 28.4 | 114,6 | 28.1 |
| | Very | 106 | 23.8 | 22,672 | 19.3 | 72,193 | 17.7 |
| | Total | 446 | 100 | 117,172 | 100 | 408,012 | 100 |
| 13.2c. Job Placement Assistance | N.A. | 213 | 48.3 | 66,854 | 57.7 | 249,418 | 61.8 |
| | Not At All | 80 | 18.2 | 16,002 | 13.8 | 55,246 | 13.7 |
| | Somewhat | 103 | 23.4 | 21,451 | 18.5 | 66,248 | 16.4 |
| | Very | 44 | 10.1 | 11,629 | 10 | 32,560 | 8.1 |
| | Total | 441 | 100 | 115,936 | 100 | 403,482 | 100 |
| How important are the following services to you at this college? | | | | | | | |
| 13.3b Career Counseling Support | Not At All | 53 | 12.1 | 23,102 | 19.9 | 78,813 | 19.5 |
| | Somewhat | 143 | 32.7 | 35,048 | 30.2 | 115,519 | 28.6 |
| | Very | 241 | 55.1 | 57,927 | 49.9 | 209,854 | 51.9 |
| | Total | 438 | 100 | 116,077 | 100 | 404,186 | 100 |
| 13.3c. Job Placement Assistance | Not At All | 101 | 23.2 | 34,251 | 29.8 | 124,897 | 31.3 |
| | Somewhat | 147 | 33.7 | 31,899 | 27.8 | 113,950 | 28.5 |
| | Very | 189 | 43.2 | 48,658 | 42.4 | 160,721 | 40.2 |
| | Total | 438 | 100 | 114,807 | 100 | 399,567 | 100 |

The previous data report was prepared for the CAJDC by the Institutional Researcher and only includes the 2014 data. The data for the 2014 table compares HawCC with other small colleges as well as with other colleges that participated in the CCSSE cohort, which includes the results from over 400,000 students across the country. In 2014, when asked how often they used the services for career counseling support, 9.7% of surveyed students reported that they often used the services, 31.5% reported that they sometimes used the services, and 44.2% reported that they rarely or never used the services. Thus, it appears that slightly over 41% of the students have used the services and this far exceeds the Small College and 2014 Cohort groups by more than 10%. Only 4.3% of the surveyed students reported that they used Job Placement services often, 12.2% reported that they sometimes used the services, and 51.2% reported that they rarely or never used the services. While frequency of use of Job Placement services seems quite low at only around 16.5%, it still exceeds the Small College and 2014 Cohort use of these services.

When asked how important the services are, nearly 88% of HawCC students reported that Career Counseling services were either very or somewhat important, while only 12.1% of students found them not to be important. When asked how important Job Placement services are, 76.9% of HawCC students found them to be either somewhat or very

important. HawCC students found both Career Counseling and Job Placement Services far more important than students at Small Colleges and in the 2014 Cohort.

HawCC students were also asked how satisfied they were with the services that they received for Career Counseling and Job Placement. While 23.8% of students reported that they were very satisfied with Career Counseling Assistance and 35.7% reported that they were somewhat satisfied, 15.5% reported that they were not at all satisfied with the services. While 10.1% of students reported that they were very satisfied with Job Placement Assistance and 23.4% reported that they were somewhat satisfied, 18.2% reported that they were not at all satisfied with the assistance. Students at HawCC were far more satisfied than students at Small Colleges and in the 2014 Cohort in the area of Career Counseling Support, but they were less satisfied than the other groups when it comes to Job Placement Assistance.

This same report is not available for 2016 as the college currently does not have an IR to pull the specialized data and compile the reports. Though it is limited, there was some 2016 CCSSE data that was made available. This data allows for a comparison of HawCC data over a several year period—from 2012, 2014, and 2016:

| Community College Survey of Student Engagement (CCSSE) | Survey Year | | |
|--|-------------|------|------|
| | 2012 | 2014 | 2016 |
| Means Summary All Students (1 = Not at all/Rarely, 2 = Sometimes/Somewhat, 3 = Often/Very) | | | |
| Career Counseling Support | | | |
| Frequency | 1.51 | 1.59 | 1.55 |
| Satisfaction | 2.16 | 2.11 | 2.18 |
| Importance | 2.48 | 2.43 | 2.42 |
| Job Placement Assistance | | | |
| Frequency | 1.29 | 1.31 | 1.36 |
| Satisfaction | 1.82 | 1.84 | 2.01 |
| Importance | 2.25 | 2.20 | 2.21 |

Though the data indicates minor fluctuations from one survey period to the next, there appear to be no remarkable differences in the results over the years. While the data initially looks dim, especially when looking at HawCC data only, it is actually encouraging in the sense that the CAJDC at HawCC actually outperformed other Small Colleges and the 2014 Cohort based on the previous table.

In addition, the island of Hawaii experienced very high unemployment rates for several years (since 2008) and has only recently started to recover. When there is a high level of unemployment and jobs are scarce, it is very challenging to satisfy someone who “just wants a job” when there are few. In response, the CAJDC has worked diligently to assist students in developing strong job preparation skills so that they are adequately prepared and in many cases, have an edge over their competition.

The CCSSE data itself is a bit confusing as a large number of students reported that they did not use the services, yet a large number of them still evaluated the services. In addition, many students receive job placement assistance from other sources, such as their program instructors and this is particularly true in the career and technical programs. Thus, it is possible that students also evaluated others who provided these types of services and it is quite possible that the CCSSE satisfaction data is not completely reliable.

In addition, though CCSSE data suggests minimal satisfaction with job placement services, the Career and Job Development Center Evaluations (collected after each appointment) indicate high levels of satisfaction, which conflicts with the CCSSE data. Evaluations were collected from 287 students during the review period. On a scale of 1 to 5, with 5 being the highest level of satisfaction, the mean satisfaction rates for services provided by the counselor ranged from 4.97 to 5. In addition, during the same period, students reported a mean satisfaction rate with the resources provided by the Career and Job Development Center that ranged from 9.56 to 9.77 (on a scale of 1 to 10, with 10 being the highest).

What else is relevant to understanding the Unit’s data? Describe any trends, internal/external factors, strengths and/or challenge that can help the reader understand the Unit’s data but are not discussed above.

Internal Unit Measures

The Career and Job Development Center collects data on several aspects of its operations. The table below summarizes the data collected relevant to the services that were provided during the 2014-2015, 2015-2016, and 2016- 2017 academic years:

Student Success: Matriculation, Retention, and Transition Services

| UNIT: CAREER AND JOB DEVELOPMENT CENTER | |
|---|---------------|
| Total Number of Career and Job Preparation Counseling Contacts | |
| 2014-2015 | 5469 |
| 2015-2016 | 5430 |
| 2016-2017 | 3957 |
| Total Contacts | 14,856 |
| Unduplicated Head Count | |
| 2014-2015 | 837 |
| 2015-2016 | 505 |
| 2016-2017 | 1271 |
| Total Unduplicated Head Count-- Student Contacts | 2613 |

| | |
|---|-------------|
| Head Count of Students Utilizing Career and Job Development Center Resources | |
| 2014-2015 | 693 |
| 2015-2016 | 433 |
| 2016-2017 | 511 |
| Total Head Count of Students Utilizing Career and Job Development Center Resources | 1637 |
| Number of Center Staff | |
| Number of Non Student Employees 2014-2015 | 1 |
| Number of Non Student Employees 2015-2016 | 1 |
| Number of Non Student Employees 2016-2017 | 1 |
| Average Student Employee Hours Per Week | |
| Average Student Employee Hours Per Week 2014-2015 | 35 |
| Average Student Employee Hours Per Week 2015-2016 | 18 |
| Average Student Employee Hours Per Week 2016-2017 | 20 |
| Average Number of Hours Per Week Worked by Combined Non Student Employees Beyond Normal Hours | |
| Average Number of Hours Per Week Worked by Combined Non Student Employees Beyond Normal Hours 2014-2015 | 30 |
| Average Number of Hours Per Week Worked by Combined Non Student Employees Beyond Normal Hours 2015-2016 | 25 |
| Average Number of Hours Per Week Worked by Combined Non Student Employees Beyond Normal Hours 2016-2017 | 25 |

The CAJDC provided a total of 14,856 career and job preparation services from 2014-2017. It provided services to an unduplicated headcount of 2613 students. While each student is only counted once in this statistic, it indicates that about 43% of our students did come to the center to receive services. Most of these students came to the center for multiple visits and received several different types of services.

In addition, students come into the center as walk-ins to conduct career exploration, job search research, work on their resumes, register for classes, work on financial aid applications, and/or the student loan process, and for

providing documentation relevant to student employment. A total of 1637 students walked-in and utilized the Career and Job Development Center resources from 2014-2017.

The CAJDC has just one Faculty Counselor/Coordinator to provide career and job preparation services as well as to also manage, maintain, and coordinate the services and operations of the CAJDC. In addition, the CAJDC currently has two student employees who assist with the operations of the center for a total of about 20 hours per week, but student employees services are very limited.

As previously mentioned, in addition to its regular services, the CAJDC has continued to expand on its offerings of group services: workshops, credit course offerings, and career and job fairs. This has helped meet the growing demand for services. The table below provides a detailed list of the types of workshops, courses, and fairs offered; when they were offered; and the total number of each offered in each academic year:

| | 2014-2015 | 2015-2016 | 2016-2017 | Total |
|------------------------------------|-----------|------------|-----------|------------|
| Class-- IS 105 | | 5 | 0 | 5 |
| Career Exploration Workshop | 29 | 39 | 21 | 89 |
| Job Search Workshop | 17 | 26 | 7 | 50 |
| Resume Writing Workshop | 31 | 51 | 20 | 102 |
| Classroom Presentations | 11 | 9 | 11 | 31 |
| Career and Job Fair | 3 | 3 | 3 | 9 |
| Totals | 91 | 133 | 62 | 286 |

Assessed in 2014-2015,
2015-2016, and 2016-
2017

Students who visit the Career and Job Development Center are asked to complete an evaluation at the end of their appointment. While part of the evaluation is a satisfaction survey, the beginning section asks for Student Learning Outcome information—“What did you accomplish because of your use of the Career and Job Development Center?

The following table is a summary of that data for 2014-2015, 2015-2016, and 2016-2017:

Career and Job Development Center-- Student Evaluation/ Feedback

| What did you accomplish because of your use of the Career and Job Development Center? | 2014-2015 (N= 93) | 2015- 2016 (N=91) | 2016-2017 (N=103) |
|--|------------------------------|------------------------------|------------------------------|
| I know more about myself | 75 | 50 | 78 |
| I know which careers match me | 82 | 44 | 74 |
| I know how to do a job search | 52 | 33 | 60 |
| I know how to create a resume | 36 | 47 | 33 |
| I know more about the work world (careers) | 43 | 20 | 44 |
| I know what <u>majors</u> will lead to my career goals | 52 | 26 | 62 |
| I know how to <u>interview</u> for a job | 8 | 2 | 21 |
| I have identified my career <u>goal(s)</u> | 21 | 21 | 46 |
| I developed a career <u>plan</u> | 11 | 13 | 36 |
| | | | |
| Resources Used | | | |
| Resume Writing via WinWay | 23 | 43 | 23 |
| Resume Workshop | 16 | 33 | 16 |
| Career Kokua (computers) | 50 | 16 | 50 |
| Job Search Information | 29 | 22 | 29 |
| Job Openings Info | 13 | 9 | 16 |
| Career Assessments | 70 | 40 | 70 |
| | | | |
| How helpful were the resources? (1 – 10 Scale, 10 is the highest level of satisfaction) | 9.55 | 9.77 | 9.65 |
| | | | |
| How helpful were the staff members? (Helen) (1 – 5 Scale, 5 is the highest level of satisfaction) | 4.97 | 5.0 | 4.98 |
| | | | |
| How helpful were the staff members? (student employees) (1 – 5 Scale, 5 is the highest level of satisfaction) | 4.6 | 4.33 | 4.81 |

The first section of the Student Feedback/Evaluation asks students to identify outcomes learned or acquired as a result of their career and/or job preparation appointment(s). The response to the outcome is dependent on the type of appointment; i.e. students seeking assistance with resume writing would not generally have acquired the same outcomes as students who participated in a career exploration appointment. According to the table there appears to be areas of underutilized resources and services. Not many students seek assistance with interview preparation, though the ability to conduct oneself successfully at an interview is such an important skill to acquire. This could be an area to focus more marketing strategies on.

The feedback, based on the perception of how helpful the resources and staff were, is quite positive, with mean scores remaining consistently high across all three years. Unfortunately, these student evaluations only represent a small number of students that have received services during the review period, and most are a product of individual appointments. Collecting evaluations are more challenging when working with groups as time is limited and people work at different rates, so finding a convenient time to ask students to complete them can be a challenge. Greater

efforts need to be made to collect more evaluations and to use a different color paper for the workshop evaluations to allow for a comparison of the results.

External Factors and Trends Affecting the Unit

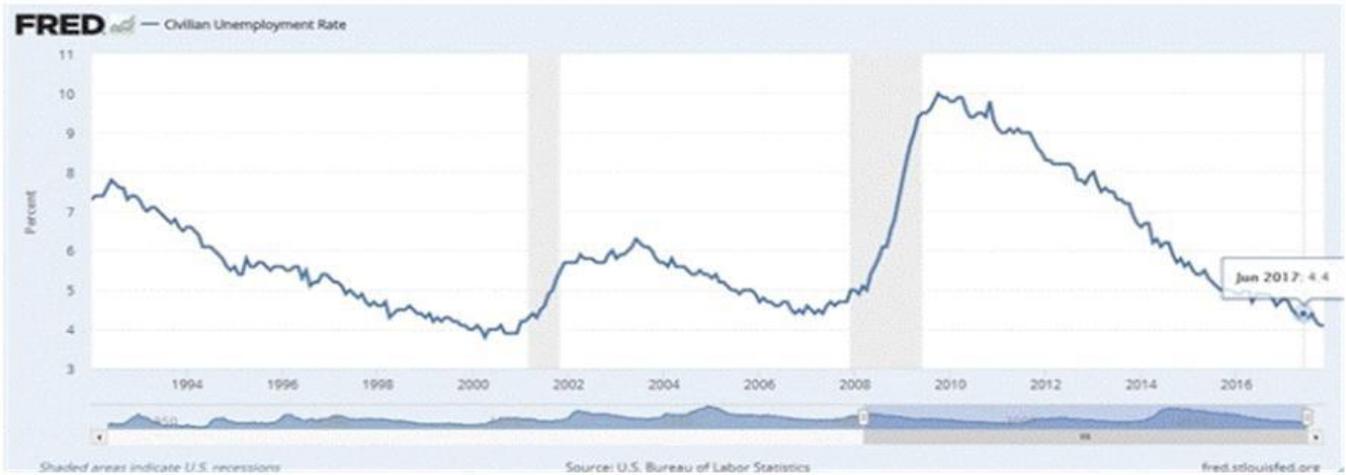
Employers and community partner agencies are also important clientele served by the CAJDC. The CAJDC counselor participates in outreach activities with Workforce Development partner agencies and is a member of Big Island Workplace Connections (BIWC), which is comprised of numerous community partner agencies. BIWC sponsors numerous community employment and related events, workshops, and conferences. The CAJDC counselor is the chairperson for BIWC and also assists with the implementation of some of the events and participates in several others. Unfortunately, participation with BIWC and other partner agencies has been limited because the center has only one full time faculty to: provide direct services to students, collaborate with faculty to develop curriculum, develop relationships and work with employers, and collaborate with partner agencies.

Employment opportunities have always been limited in Hawaii County as there are limited business opportunities and a limited demand for employees. Many occupations identified by the US Department of Labor don't even exist in Hawaii County. In addition to the overall lack of occupational demand, Hawaii County has always been extremely vulnerable to national recessions and unemployment rates in Hawaii County have always mirrored those of the National rates (see graphs on next page); though there is sometimes a lag between a National recession and its effect on Hawaii County.

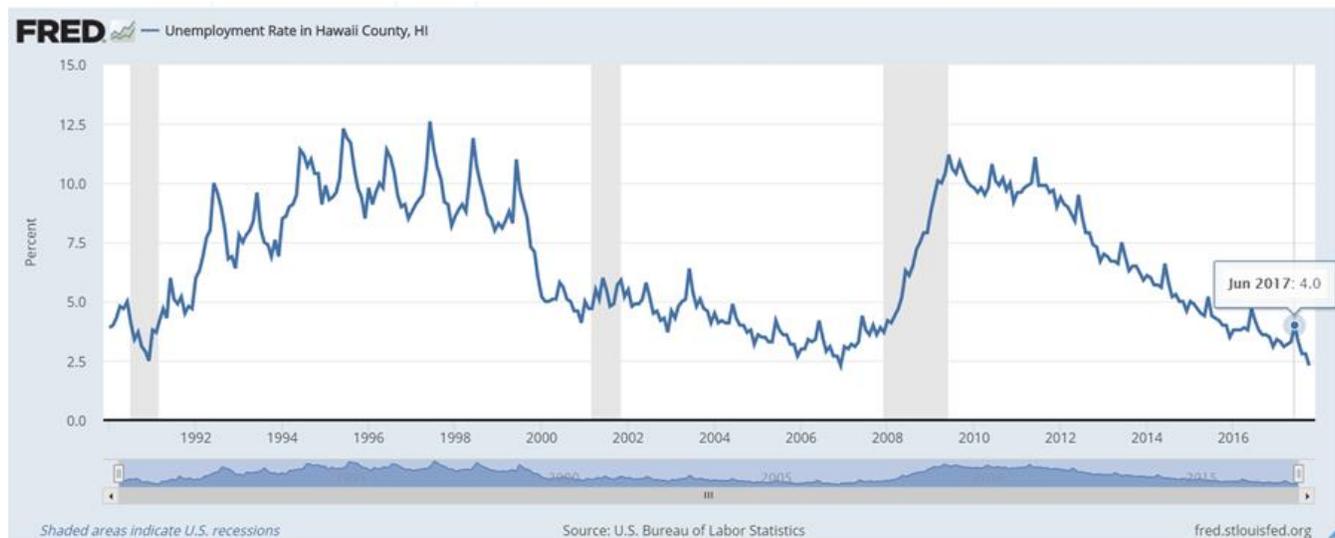
Businesses that had been in business for many decades went out of business as a result of the most recent recession. The impact for many years after the recession hit Hawaii was low employment opportunities and high unemployment rates. That trend has recently changed and the CAJDC has observed a significant increase in job market opportunities and more employers have contacted the office to post job openings. This is especially true for the west side of the island. The employment market on the west side is "hot" and the current demand exceeds the amount of available workers.

The graphs below indicate the trends in unemployment rates over the past 27 years. The first table represents the trends in the National unemployment rates, the second table represents the trends in the unemployment rates for Hawaii County, and the gray bars on both represent the national recessions that have occurred:

Graph: National Unemployment Rate



Graph: Unemployment Rate in Hawaii County



As of June 2017, as indicated in the two graphs, the unemployment rates in Hawaii County (4.0% in June 2017) were lower than the national rates (4.4% in June 2017). Though unemployment rates have gone down, it has taken Hawaii County some time to recover from the long recession. In addition, the unemployment rates have always been combined for the entire island and data have never been separated out or compared for the East and West sides. The problem is that this combined number is not an accurate reflection of the actual unemployment rates, especially for East Hawaii, which has always had higher unemployment rates than the west side of the island. In addition, many Hawaii County residents were unemployed for such an extended period of time that their unemployment benefits exhausted and they are no longer counted in the unemployment numbers.

What the increase in employment means for students, the college, and our community is that more of our students will be able to gain employment both during and after they complete their education. It also explains why the college

has seen a decrease in enrollment- student enrollment tends to increase during periods of high unemployment and it decreases during periods of high employability.

Strengths and Challenges

The CAJDC services a wide range of people: prospective students, credit and noncredit students, and community members. The CAJDC assists prospective, new, and continuing students explore and identify careers. The CAJDC also assists new, continuing, and transitioning students with looking for and preparing for work. In addition, the CAJDC works with community partners to develop employment opportunities and events for members of the community.

While career exploration and counseling have never been valued as one of those essentials that all new students should participate in, career counselors across the country have long known that this is perhaps the most important first step for all new students. Complete College America, Purpose First, and Achieving the Dream started a national initiative—Integrated Student Support, which, among many other things, also embraces this very concept. Our UHCC system has also adopted this model as studies have shown that a solid career plan increases the likelihood of persistence. Because of this initiative, the importance of career counseling is finally beginning to be understood and embraced.

The CAJDC has adequate computer software to assist students despite a very limited budget. The computers and laptops all have resume software installed on them and the center has both paper and computer generated career exploration assessment tools. Recently, the CAJDC was able to get a one year subscription of Focus 2—a career assessment software—paid for by the UH system Purpose First committee. This software will allow for the generation and saving of student profile and assessment result information, which will allow regular counselors and advisors to access and review this with students and to assist them in developing a career plan. While the computer software is available, students must be exposed to it, taught to navigate it, and shown how to fully utilize and maximize on its usefulness.

Since the campus purchased Starfish, the CAJDC lost its reliable calendar and source of data collection and reports. The current Starfish Scheduling Calendar might work well for counselors and advisors, but it does not work at all for accurate data collection and reporting. It is, quality wise, several steps below what the CAJDC used before (SARS) to schedule appointments and collect data. The data produced by SARS was easily pulled up in self-generated reports, which could be done very quickly and efficiently. The Starfish calendar produces one long report of very jumbled data and it took days just to edit and sort it so that any usable data could be extrapolated. In addition, the report that was generated by Starfish was missing information and the calendar itself has a very poor mechanism for tracking potential and nonstudents—all nonstudents must be input as a default “HawCC Student.” This means that all of these contacts would just count as one unduplicated headcount student, even if the actual number of contacts exceeds 100, they will just be counted as one potential student. It is possible to put the name in the comment section, but this would require additional data manipulation. In addition, Starfish needs to be improved so that the scheduling reason codes (SpeedNotes) sort into separate columns when generating reports instead of them all dumping into one column, with the data connected by commas (it is not usable in the current format). And, even then, the data would still require a lot of work to generate any usable data and reports.

Perhaps the most challenging aspect of career and job development is the term typically associated with this business: “job placement.” Everyone wants to know “how many students did you place into jobs?” The biggest challenge is that collecting this kind of data is an impossible task to complete with any accuracy. Even the US Department of Labor is only able to determine whether someone is working or not, not whether they are working in their chosen industry—the one they went to school for. HawCC and the other UH system campuses have a website that allows

employers to post jobs and students can view and apply for jobs. The software-- Job Center Online (JCO)—has a built-in feature that allows either employers and/or students to “Report a Hire.” While this is a nice feature, it does not produce the data that our UH system was hoping for. It is too reliant on individuals to actually use that website and to remember to report when a HIRE has taken place. This does not happen and the CAJDC often finds out about the hire when bumping into someone in the community. Hence, with such problematic data collection, the best strategy is to ensure that our students are adequately trained, prepared, and equipped to conduct a job search, and to prepare for and gain employment from the process.

UNIT ACTIVITIES

Report and discuss all major actions and activities that occurred in the unit during the 3-year review period, including the unit’s meaningful accomplishments and successes.

Also discuss the challenges or obstacles the unit faced in supporting student success and explain what the unit has done to address those challenges.

For example, discuss:

- Changes to the unit’s services, operations and/or functions;
- Personnel and/or position additions and/or losses;
- Changes to the unit’s operating facilities or other major resources;
- Changes or expansions/contractions in client groups served.

Unit Activities

The CAJDC has a reputation for personable services that extend from matriculation to well beyond graduation. It is not unusual for students to return five years after graduation to seek assistance with looking for work, updating their resumes, and/or to take career assessments to return to school with a well-developed career plan. To accommodate the need for services across the entire student experience, the CAJDC was required to modify and change some of its services. The major changes in the CAJDC have involved the development of classes and workshops over the past few years to be able to effectively and efficiently assist more students with more services.

As part of a C3T grant, the CAJDC was able to secure 25 laptops, a printer, and a charging cart to use in providing outreach services. The CAJDC uses these to expand the size of the CAJDC and to take into classrooms and sometimes to community events to assist with resume writing, career exploration, and job search.

The CAJDC was asked to become the SECE Student Employment Administrator for HawCC in July 2016. This was done to alleviate some of the back log taking place in the Financial Aid Office. Despite time constraints, this has proven to be very effective and efficient for students and supervisors as much of what the CAJDC was already doing was consistent with and supportive of SECE--assist students with: navigating SECE, getting job referrals, and the application process. Students and campus employers are able to get assistance with posting and applying for campus jobs. The only challenge is that these activities involved in SECE administration have been time intensive and demanding and students and employers call and come in so frequently that it has made it impossible to get any work other activities done (such as conducting assessment, writing annual and comprehensive unit reviews, promotion documents, etc...).

The clientele served has remained constant, though with the improved job market, the CAJDC has discovered that she is spending more time assisting employers with posting and marketing their employment opportunities. More faculty are also seeking classroom support services such as: career exploration, resume writing, job search assistance, etc.

The CAJDC became a member of a UH system and campus committee: Integrated Student Support Services (ISSS) and a subcommittee: Purpose First. National research has shown that a student with a career plan is far more likely to persist and to graduate. Because of this, the system and campus are exploring methods to implement a mandatory career exploration component to the new student experience. The campus is also placing greater efforts on becoming a student ready campus.

The CAJDC counselor continued her membership with Big Island Workplace Connections (BIWC), which is a committee made up of community employment related agencies. BIWC members collaborate to share information, develop employment opportunities, and to sponsor employment related events and activities. During the 2015-2016, 2016-2017, and 2017-2018 academic years, the CAJDC counselor served as the chairperson for BIWC. The CAJDC assisted at community events and with educating some of the BWIC partners and participants on the college, programs, and the policies and procedures relevant to HawCC.

The CAJDC has also been conducting outreach at Kulani Correctional facility. The CAJDC Counselor provides career exploration workshops at the Kulani Educational Center and assists inmates with the development of a career plan, which will assist them in their transition from prison and back into the community.

There has been an increased demand from students and employers for internships. This is a very complex issue that has been researched in depth at the national, state, and UH system level. At this point, there are more concerns and red flags than positive benefits to be gained, which means that to do this well, the campus needs someone devoted strictly to the development, placement, and monitoring of these internship opportunities.

The CAJDC has grown substantially in terms of services and numbers served, but it has not grown in terms of personnel to provide these services. The CAJDC modified its services several years ago to compensate for the fact that the center has only one counselor, who also coordinates and provides all of the services of the center. The center does offer and provide individual appointments, but it provides most of its services through workshops. This modification in services has allowed the CAJDC to not just be able to assist more students, but it has also allowed her to assist entire classes and programs. This modification should be viewed as a temporary adaptation to less than perfect conditions as the long term solution is to provide more personnel support for career and job development services.

This unit has not received any additional funding over the past three years and has in fact, experienced an extreme budget cut. The annual budget allocated to the CAJDC used to be \$7500 per year. By the 2017-2018 academic year, the CAJDC budget had been decreased to \$2000. This required numerous cuts to necessary items and there is no money to pay for repair of broken or to update outdated equipment. This budget needs to be able to maintain and repair 14 desktop computers, 26 laptops, and four printers. In addition, that budget also needs to cover the costs of computer licensing and software, assessment tools, ink, paper, and all other office supplies!

There have been no personnel additions to assist in the operations and services of the CAJDC. Over time, the CAJDC has also received less FWS student employment funds. An allocation of \$5000 for the year will provide an average of about 18 hours per week of student employment coverage during the fall and spring semesters. This only covers the academic year and the center was forced to request some general funds through the VCSA to get some student employment assistance—about 20 hours per week-- during the summer. In addition, student employment has not

proven to be an adequate replacement for the lack of additional regular personnel. In many cases, student employees actually cause more challenges than benefits and their own personal issues and needs can make depending on them challenging to work with and around.

With only one regular employee responsible for all career exploration and job preparation services, there has been a serious challenge to any potential growth for the CAJDC. The coordinator requested an APT support position in the 2014-2015, 2015-2016, and 2016-2017 annual reviews. She also wrote a Carl Perkins grant request. Neither activity produced anything tangible and the CAJDC services and operations are still managed by one person.

The CAJDC sponsored three annual HawCC Career and Job Fairs during the review period. They were a tremendous success. Each year, the employer participation grows, but in Spring 2017, it grew to 72 employers, which is nearly triple the amount of employers that participated in the first job fair in 2007. Student attendance has ranged from 500 to 600 attendees annually.

In addition to offering individual appointments, the unit moved to developing and offering more workshops to accommodate more students. This major change allowed the CAJDC to assist the growing numbers of students. The CAJDC also conducted outreach services into the shops and classrooms to provide career exploration and job preparation services as well as to market services. In addition, the CAJDC heavily marketed the resume writing workshops with faculty, especially with CTE faculty. The CAJDC worked closely with faculty to develop resume writing workshops conducive to CTE program classes and students developed resumes that were saved on flash drives and ready for them whenever they needed a resume to apply for a job. The CAJDC also worked closely with faculty to develop career and employment preparation curriculum relevant to their specific programs.

The CAJDC conducted a marketing campaign to educate students and faculty about the services that are offered. The CAJDC began posting all of its workshops and fairs on bulletin boards throughout the campus and in the shops. The CAJDC also used the e-mail Broadcast system to advertise activities, events, and workshops, and to send out job postings from employers.

The CAJDC also joined a UHCC consortium committee, which is made up of career and job development people across the UHCC system. This consortium collaborated to plan, develop, and design an online job posting system— Job Center Online. The CAJDC Counselor meets from 1-2 times per semester with this group to collaborate on best practices and shared use of the JCO system. The committee is currently exploring other job posting software possibilities.

Over the past several years, the CAJDC assessed all SLOs and UOs each year to determine the effectiveness of services. Rubrics were developed to assess the SLOs and the CAJDC explored ways to increase the student return rates for follow-up assistance and to improve the overall effectiveness of services. Those return rates changed somewhat, but were dependent on outreach and marketing strategies. Rather than assess all CLOs, SLOs, and UOs each year, the CAJDC set up a more manageable schedule for assessment of outcomes and will no longer assess each outcome each year.

The Career and Job Development Center Evaluation form was modified to assess and collect Point of Service Survey data based on student learning outcomes, in addition to the previous evaluation, which was predominantly a satisfaction assessment. The Intake form was also modified to focus on learning outcomes and to correspond with the Evaluation form, i.e. the Intake form identifies what the student wants to gain from the session and the Evaluation form identifies what the student actually gained.

Unit Successes and Accomplishments

The CAJDC provides a very vital and necessary service to students, programs, and the college. The CAJDC helps prepare students for career employment, which is generally the reason that students come to college to begin with. Job Placement statistics have shown that it isn't always the most experienced person that gets the job, it's the most prepared job seeker. This is especially important to consider in a poor economy, with high unemployment rates. In the past few years, HawCC graduates have had to enter the job market and often compete with experienced workers for entry level positions. With adequate preparation, they can have an edge on the competition. The CAJDC assists students in becoming better prepared job seekers.

Student Satisfaction and their ability to achieve the learning outcomes (self-reported) from the career and job preparation services provided by the CAJDC are rated on a scale of 1 to 5. The CAJDC has consistently received a mean score ranging from 4.97 to 5.0 (on a scale of 0 to 5, with 5 being the highest). In addition to satisfaction with the services, at the end of the appointment, students are also asked to report what they have learned from the workshops and individualized services. Students report the accomplishment of numerous outcomes as can be seen on the table on page 12.

The CAJDC has been able to adapt and respond to the demand for services by developing and offering workshops, which has allowed more students to be served and taught necessary skills. The CAJDC was able to provide services for 2613 students (unduplicated headcount) from 2014-2017. In addition, those students received a total of over 14,856 services. This level of service would never be possible if all students were still receiving individual services. From 2014-2017, the CAJDC provided 89 Career Exploration workshops, 102 Resume Writing workshops, and 50 Job Search workshops. While piloting these workshops, it was discovered that a majority of what is done with students, could be done in groups, and then shorter amounts of individualized time could be maximized through a shorter follow-up visit. The workshops range from 1 to 2 hours in length and service several people in the same amount of time that it would take to serve just one.

The CAJDC works well with HawCC faculty to develop curriculum that is tailored and relevant to their individual programs of study. The focus of these is one or a combination of the following: an overview of all services provided, navigation of the various online career and job preparation tools, career exploration and labor market research, resume and cover letter writing, student employment, and job search. To add to and highlight these very successful collaborative efforts, the CAJDC plans to develop an evaluation survey for program instructors to complete after the CAJDC has provided the individualized class workshops/ activities/presentations.

Challenges/Obstacles Meeting Unit Goals

The largest challenge for the CAJDC is that it is a one person operation and to fully provide all services well, it could use the assistance of at least two more people. The CAJDC provides career and job preparation services for both credit and noncredit students. The CAJDC also provides services for the community. This is usually to help prepare job seekers in the community for job fairs and/or to help them prepare to come to college. In addition, the CAJDC also provides career exploration and planning workshops in classrooms at Kulani Correctional facility. The CAJDC has also administered and coordinated the SECE student employment system for the past year and a half. While a wide variety of services are offered to a diverse group of individuals, there is just one CAJDC counselor to provide all of these services and it becomes a challenge to do anything except meet with students, which is just one part of the counselor's responsibilities. The CAJDC counselor has to take all work home with her that doesn't involve assisting students as her day is full assisting students, faculty, and employers. Most reports and projects have to be done at home as there is almost no time to work on them during the regular work day. In addition, even with taking work

home and putting in many hours beyond a regular work day, many projects are submitted past the deadline because there are not enough hours in the day to get it all done.

Student employment provides a bit of assistance, but very often, the efforts to obtain, provide support for, and keep student employees are more than the benefits that they provide. The CAJDC requested an additional person to assist with the operations of the center in previous unit reviews and in writing a Carl Perkins grant proposal, which specifically requested the position; but to date, there has been no relief.

Besides the recent addition of 25 portable laptops obtained through a C3T grant, the CAJDC center itself has been operating with 12 desktops since 2006. Only 4 of those desktops are on a regular rotation for replacement. These were replaced a few years back. The other 8 desktops are hand-me-downs from the Learning Center. The CAJDC inquired with ACU to see if they might have any newer used desktops. ACU exchanged the desktops with newer used desktops in Summer 2017. These desktops are okay, but are not on any replacement cycle, work very slow, and the CAJDC has had to pay for numerous repairs to these and the battery back-ups that they are all plugged into.

The CAJDC budget has continued to shrink. In 2016-2017, it was reduced to \$3000 for the year and in the following year, it was reduced to \$2000. This is not enough to purchase: annual software subscriptions, career assessments, paper, ink, other supplies to keep the operations running, and it certainly isn't enough to maintain 38 computers and four printers.

The CAJDC facility itself presents a serious safety concern. The CAJDC counselor reported termite droppings falling from the ceiling as early as 2005. At the time, the facilities maintenance staff determined that the best way to solve the problem was to hang a piece of plastic from the ceiling to catch the droppings. The plastic is still there and it is full with droppings. In addition, the ceiling material is composed of wall board, which contains high levels of arsenic. The major concern is not just the unhealthy issues of termite droppings in the air, but also the potential for exposure to dangerous levels of arsenic, which are being emitted while the termites are eating and dropping. Recently, the apprenticeship program adopted a campus project to design and construct a drop-down ceiling in the CAJDC. The job was completed and the drop-down ceiling looks really nice and it hides the droppings, but it does nothing to address the issue of the breaking down wall board behind it, which still poses a health and safety concern.

Besides the ceiling damage, the carpet in the CAJDC is over 17 years old. Despite carpet cleanings, it is very stained and filled with accumulated dust and dirt. It also presents a health and safety concern. The toxic conditions in the CAJDC were brought to the attention of several Planning, Operations, and Maintenance Office (POM) personnel and managers, but to date, nothing has been done except the partial installation of the drop-down ceiling. The CAJDC wrote a proposal for a C3T grant to renovate the CAJDC. Unfortunately, the grant coordinator did not make the proposal a priority and the funding was lost.

The unit is also challenged with being able to pull adequate reporting data from an electronic source. In the past, the CAJDC was able to schedule and track appointments through the SARS scheduling calendar. This calendar also allowed the CAJDC to build its SLO rubrics right into the appointment calendar, and reports could later be pulled up that provided contact information as well as SLO data specific to the types of appointments that were scheduled. This made data collection quite manageable. The reports pulled up quickly and easily and it took no more than an hour to pull up all of the reports that were necessary for the annual reviews. When the campus decided to adopt Starfish, access to the SARS calendar became less and less possible as servers operating them were not maintained. Starfish produces only one very large spreadsheet of conglomerated data and separating anything out that is meaningful is a huge challenge. The Starfish scheduling calendar does not work well for anything the CAJDC needs. It is not user friendly and the reporting system is absolutely archaic. To try to generate reports for just one year, it took days of

working with useless excel data that was extrapolated from the Starfish calendar for the CAJDC. The raw data submitted to the CAJDC on an Excel spreadsheet was missing data and the data that was obtained needed a lot of manipulation to get it to produce anything that could be used. Between the CAJDC counselor and 2 student workers, it took over 85 hours just to produce something that could be sorted and totaled. In addition, the calendar does not allow for the input of nonstudents into the system. To schedule an appointment with a nonstudent, the scheduler must make that person a default HawCC student. Hence, every person input in that way will only be counted as one person when pulling unduplicated headcount data (even if the CAJDC met with 200 nonstudents, it will just count as one student).

The CAJDC has kept a dual SARS calendar to purposely use for data collection. This calendar was slowly dying and was, at times, not functional at all because the servers that operated the software was not being maintained at the campus or system level. The CAJDC had to contact a systems office to see if they could operationalize the server so the CAJDC could pull data for last year's review. This year, using SARS was not an option as all the computers in the CAJDC were replaced and the software no longer functions. This Starfish issue is something that definitely has to improve—the college needs to consider replacing Starfish or working with the UHCC systems person to develop a more usable and accountable system.

Tracking employment is the most challenging aspect for any employment agency. Students and employers alike forget to report when a hire has taken place. Reporting, at best, sometimes occurs in casual encounters in the community when the CAJDC counselor happens to see someone that she has worked with and they mention the hire in casual conversation. Even employers forget this step.

There has been an increase in the amount of employers seeking student interns as well as students interested in internship opportunities. In addition, several HawCC administrators are also interested in developing internships. While at one time, the college had an internship coordinator, the position was redescribed when he retired. At this point in time, though there is a demand, this is an area that the CAJDC is unable to further develop because of all of the current demands on her schedule. While the CAJDC counselor will share the information about opportunities, she does not have time to work more closely with employers and students to further develop these opportunities.

Contributions to the College

Discuss how the unit aligns with and supports the College's institutional effectiveness and helps the Kauhale achieve our shared goals by describing how the unit contributes to the achievement of our Mission, Vision and Institutional Learning Outcomes.

***MISSION:** To promote lifelong learning, Hawai'i Community College will emphasize the knowledge and experience necessary for Kauhale members to pursue academic achievement and workforce readiness. Aligned with the mission of the UH Community Colleges, we are committed to serving all segments of our Hawai'i Island community.*

The Career and Job Development Center (CAJDC) directly supports and very closely aligns with Hawaii Community College's Mission. In fact, the Career and Job Development Center Mission may be more aligned and supportive of the college's mission than any other unit on the campus:

"The mission of the HawCC Career and Job Development Center is to assist and support students and prospective students in clarifying and planning purposeful career and educational goals through the use of informational resources and career counseling and to enhance employability via assistance with job preparation-resumes, job search, and interview skill development."

The CAJDC provides a very vital and necessary service to students, programs, and the college. The CAJDC helps prepare students for employment in careers, which is generally the reason that students come to college to begin with. Job Placement statistics have shown that it isn't always the most experienced person that gets the job, it's the most prepared job seeker. The CAJDC assists students in becoming better prepared job seekers.

The CAJDC works with students at all stages of the college experience. Initially and on an ongoing basis, the CAJDC assists student in exploring potential careers based on their interests, strengths, skills, personality types, and preferred work environments as well as on labor market information. The CAJDC assists students in developing a career plan that serves as the foundation for their educational plan. Students are also assisted with all aspects of employment preparation: job search, resume writing, interview preparation, and job readiness skill development. In this way, the CAJDC plays a key role in students' workforce readiness. The CAJDC realizes the importance of these services in preparing our students to go out and work, and gaining employment is the main reason that students come to college to begin with. Unfortunately, most people do not understand, value, and recognize the importance of placing these types of services at the level they should be and adequate funding and human resources are not allocated to further provide support and develop these services.

In addition to assisting HawCC students, the CAJDC also provides services in the community. It conducts outreach into the community by serving on a workforce development committee. The CAJDC also conducts outreach with community partners to sponsor, plan, and facilitate job readiness and job fairs. The CAJDC assists both credit and noncredit students as well as conducts career exploration with inmates at Kulani Correctional facility. The CAJDC also works with employers to develop and post jobs, and it organizes, plans, and facilitates an annual career and job fair, which is designed to link students/alumni with employers.

http://uhcc.hawaii.edu/OVPCC/strategic_planning/mission.php

The CAJDC mission is also supportive of the UHCC mission with regards to: Access, Learning and Teaching, Work Force Development, Personal Development, Community Development, and Diversity. The integrated services of the CAJDC support smoother access to teaching and learning opportunities that are relevant to students' career interests. The services of the CAJDC assist students with personal/soft skill development and with navigation through the workforce development and readiness process.

VISION: Our Kauhale of lifelong learners will be productive and engaged citizens capable of meeting the complex challenges of our island and global communities.

The CAJDC assists students and alumni develop the employment preparation and readiness knowledge and skills necessary to ensure their sustained success in career and employment, which will, over time allow them to become engaged, participatory, and contributory community members.

ILO #1: Communicate effectively in a variety of situations.

The CAJDC has both SLOs and UOs that align with and support the development of ILO#1: SLO1, SLO2, and UO1.

Throughout the process of career exploration, employment preparation and life planning, students learn to communicate through the development of a personalized career plan, soft skill acquisition, resume and cover letter writing, and selling oneself in an interview. Each of these developmental milestones requires the development of a

different type of communication skill set. In addition, the CAJDC collaborates with faculty to develop job preparation curriculum specific and/or most relevant to certain programs and/or careers.

ILO #2: Utilize critical thinking to solve problems and make informed decisions.

The CAJDC has both SLOs and UOs that align with and support the development of ILO#2: SLO1, SLO2, and UO1.

Throughout the process of career exploration, employment preparation and life planning, students learn to problem solve and make decisions based on the research and development of a personalized career plan, resume and cover letter writing, and preparing for an interview. Each of these milestones requires the development of critical thinking, problem solving and decision-making strategies and skills. In addition, the CAJDC collaborates with faculty to develop job preparation curriculum specific and/or most relevant to certain programs and/or careers.

ILO # 3: Apply knowledge and skills to make contributions to community that are respectful of the indigenous people and culture of Hawai‘i island, as well as other cultures of the world.

ILO #4: Utilize quality comprehensive services and resources in the on-going pursuit of educational and career excellence.

The CAJDC has both SLOs and UOs that align with and support the development of ILO#4: SLO1, SLO2, UO1 and UO2.

The CAJDC provides services and resources that will assist students discover their educational and career goals. The CAJDC also provides job preparation assistance and with the navigation of technology based resume writing and career exploration software. When students are able to make informed career decisions based on their personality, attitudes, values, and skills as well as on current and relevant labor market data, they are more likely to persist and complete their educational and career goals. Students are also educated in the use of the Resume Writing software tools and how to fine tune their resumes for each job they apply for.

ILO #5: Produce and perpetuate safe, healthy learning and professional environments that are respectful of social and individual diversity.

ILO #6: Contribute to sustainable environmental practices for personal and community well-being.

All concepts and skills taught by the CAJDC contribute to a sustainable tool kit of self, time and financial management and career/life success strategies and skills. The course also includes a component of environmental awareness and responsibility.

Unit Outcomes Assessments

Provide the full text of the unit’s current approved Unit Outcomes (UO) and Student Learning Outcomes (SLOs); indicate each UO’s/SLO’s alignment to one or more of the Institutional Learning Outcomes (ILOs). The College’s ILOs may be found on the Assessment website:

<http://hawaii.hawaii.edu/files/assessment/outcomes.php#ilo>

| UO # | UNIT OUTCOMES (text) | Aligned to ILO # |
|-------------|---|-------------------------|
| UO1 | The Career and Job Development Center will collaborate with faculty to develop and implement job preparation curriculum. | 1,2,4 |
| UO2 | The Career and Job Development Center will conduct outreach and collaborate with employers to develop employment opportunities for students, graduates, and alumni. | 4 |
| UO3 | The Career and Job Development Center will partner with community employment agencies to develop employment opportunities and to sponsor community activities and events. | |
| SLO# | STUDENT LEARNING OUTCOMES (text) | Aligned to ILO # |
| SLO1 | Develop, create, refine, adjust, and manage a Career Plan based on strengths, attitudes, values, interests, skills, and goals. | 1,2,3,4 |
| SLO2 | Master academic, occupational, and general employability skills in order to obtain, create, maintain, and/or advance in employment. | 1, 2, 4 |
| CLO# | COURSE LEARNING OUTCOMES (text) | Aligned to ILO # |
| CLO1 | Develop, create, refine, adjust, and manage a Career Plan based on strengths, attitudes, values, interests, skills, and goals. | 1, 2, 4 |
| CLO2 | Master academic, occupational, and general employability skills in order to obtain, create, maintain, and/or advance in employment. | 1, 2, 4 |
| CLO3 | Speak and write to communicate information and ideas in professional, academic and personal settings. | 1, 4 |
| CLO4 | Make informed decisions through analyzing and evaluating information | 2 |

Assessment Strategies

To assess Student Learning Outcomes (SLOs) and Unit Outcomes (UOs), the CASSC developed rubrics to allow for tracking of the skill level acquisition process. The tables below identify the outcomes as well as the strategies used to assess them:

| UO/ | Assessment Strategies |
|------------|------------------------------|
| | |

| SLO # | |
|-------------|--|
| SLO1 | <p>A rubric was used to assess SLO1: Develop, create, and refine a Career Plan (student is rated 1-4, with 4 being the highest level of acquisition).</p> <ol style="list-style-type: none"> 1. Identify, access, and complete a minimum of two career assessments/inventories. 2. Utilize assessment/inventory results to identify a minimum of three possible careers that match interests, values, and skills. 3. Select an appropriate major based on the results of the counseling process, assessment tools, and the resources provided in the Career and Job Development Center and/or online resources. 4. Develop and create a Career Plan that includes short and long term goals. <p>A Point of Service Survey was also administered.</p> |
| SLO2 | <p>To assess SLO2, a rubric was developed and used to determine the “employer readiness” of resumes prepared by students. Using a rubric, students’ resumes were rated from 1-3, with 3 being the highest level of skill acquisition:</p> <ol style="list-style-type: none"> 1. Identify the various resume formats and their uses. Select the appropriate format based on skills and experience. 2. Demonstrate the ability to complete a draft resume. 3. Assess, edit, polish, and produce a resume to submit to an employer. <p>A Point of Service Satisfaction Survey is also administered.</p> |
| UO1 | <p>To assess UO2, Faculty who participated in the specialized curriculum development will be surveyed to determine relevancy of curriculum and quality of services provided.</p> <p>Focus Groups composed of CTE faculty.</p> |
| UO2 | <p>To assess UO2, the CAJDC will contact at least 2 employers per week and keep a log of contacts and other information about the company, such as: what service they provide, amount of employees, the various types of positions that they employ, and whether they have any current open positions.</p> |
| UO3 | <p>To assess UO3, the CAJDC will partner with BIWC to sponsor at least 4 events per year. A log will be kept of events, with summaries of the activities and number of attendees.</p> |

Interdisciplinary Studies (IS) 105—Career/Life Exploration and Planning

| CLO | Assessment Strategies |
|------|--|
| CLO1 | <p>A rubric was used to assess CLO1: Develop, create, and refine a Career Plan (student is rated 1-4, with 4 being the highest level of acquisition).</p> <ol style="list-style-type: none"> 1. Identify, access, and complete a minimum of two career assessments/inventories. 2. Utilize assessment/inventory results to identify a minimum of three possible careers that match interests, values, and skills. 3. Select an appropriate major based on the results of the counseling process, assessment tools, and the resources provided in the Career and Job Development Center and/or online resources. 4. Develop and create a Career Plan that includes short and long term goals. |
| CLO2 | <p>To assess CLO2, a rubric was developed and used to determine the “employer readiness” of resumes prepared by students. Using a rubric, students’ resumes were rated from 1-3, with 3 being the highest level of skill acquisition:</p> <ol style="list-style-type: none"> 1. Identify the various resume formats and their uses. Select the appropriate format based on skills and experience. 2. Demonstrate the ability to complete a draft resume. 3. Assess, edit, polish, and produce a resume to submit to an employer. |

Discuss the unit’s successes and challenges in achieving the UOs/SLOs.

The CAJDC assesses all UOs and SLOs on an ongoing basis. This has allowed for a working process to be developed so that conducting ongoing assessment only requires a few extra steps at the end of each appointment. For many years, the CAJDC had been able to collect and easily pull up data and reports relevant to its SLOs. The SARS scheduling software allowed for a scheduled calendar of events and a very easy system for generating reports—reports that could be generated by any user. This system (SARS) worked well for scheduling and tracking appointments as well as for recording, tracking, and pulling up reports that also included SLO data. That system worked very well and the CAJDC’s entire data collection and reporting system was lost when the campus stopped funding SARS, in favor of Starfish, which is different, but not adequate. Unfortunately, Starfish does not meet the needs of the CAJDC in any way; the calendar has glitches and the reports have no value.

The largest challenge has been that one person cannot effectively meet all of the service demands, much less make time for assessment and conducting and writing annual and comprehensive unit reviews. The need for back-up/support for the operations of the CAJDC is crucial.

Unit Outcomes

List all SLOs that were assessed during the 3-year review period.

SLO1: Develop, create, refine, adjust, and manage a Career Plan based on strengths, attitudes, values, interests, skills, and goals.

SLO2: Master academic, occupational, and general employability skills in order to obtain, create, maintain, and/or advance in employment.

List all UOs that were assessed during the 3-year review period.

UO1: The Career and Job Development Center will collaborate with faculty to develop and implement job preparation curriculum.

UO2: The Career and Job Development Center will conduct outreach and collaborate with employers to develop employment opportunities for students, graduates, and alumni.

UO3: The Career and Job Development Center will partner with community employment agencies to develop employment opportunities and to sponsor community activities and events.

Assessment Results: UOs and SLOs

Discuss and summarize the overall results of all UO & SLO assessments conducted during the 3-year review period.

SLO1: Develop, create, refine, adjust, and manage a Career Plan based on strengths, attitudes, values, interests, skills, and goals.

SLO1 was not assessed in 2014-2015, but was assessed in 2015-2016 and 2016-2017. The table below summarizes the results:

| Career Exploration Rubric Level | Number of and Percent of Students at Level (2015-2016) | Number of and Percent of Students at Level (2016-2017) |
|--|--|--|
| Career Interest—Discussion without completing assessments | 497 | 385 |
| Career Exploration Assistance- Level 1 Identify at least three possible Career | 320 100% | 315 100% |

| | | |
|---|--------------------|--------------------|
| options based on the results of the assessments/inventories. | | |
| Career Exploration Assistance- Level 2 Utilize resources in the Career and Job Development Center and online to select one or two career options. | 301 94% | 302 96% |
| Career Exploration Assistance- Level 3 Identify a major that will allow her/him to gain the necessary training and/or educational experience required to pursue and gain employment in the career. | 177 55% | 195 62% |
| Career Exploration Assistance- Level 4 Develop a Career Plan with short and long term goals that will allow them to stay on track toward those goals. | 123 38% | 162 51% |

Based on the data, the return rates have continued to improve for Levels 3 and 4 and they more than exceeded the expected level of achievement (5% above the return rate of the previous year)! The rates improved by 7% at Level 3 and by 13% at Level 4, which, which, when looking at the data for the past few years, it would indicate that efforts to schedule students for return/ follow up appointments at the end of their first appointment seems to have made a huge difference in their likelihood to follow up.

In addition, it is also known that students will obtain the answers that they need based on the first appointment and the homework assignment and they may not feel they need the follow up appointment. They will then change their major and or continue to stay on track with their major, sometimes with the assistance of a counselor and other times, on their own.

SLO2: Master academic, occupational, and general employability skills in order to obtain, create, maintain, and/or advance in employment.

SLO2 was assessed in 2014-2015, 2015-2016 and 2016-2017. The table below summarizes the results:

| Resume Writing Rubric Level | Number of and Percent of Students at Level (2014-2015) | Number of and Percent of Students at Level (2015-2016) | Number of and Percent of Students at Level (2016-2017) |
|--|--|--|--|
| Resume Interest—Discussion without beginning a draft of a resume. | 256 | 465 | 369 |
| Resume Writing Assistance—Level 1 Identify the various resume formats and their uses. Select the appropriate format based on skills and experience. | 170 100% | 319 100% | 349 100% |
| Resume Writing Assistance- Level 2 Demonstrate the ability to complete a draft resume. | 164 96.5% | 295 92.5% | 323 93% |
| Resume Writing Assistance- Level 3 Assess, edit, polish, and produce a resume to submit to an employer. | 95 55.8% | 158 50% | 178 51% |

The return rates have not improved for Level 3 over the past few years, though in 2016-2017, they slightly exceeded the previous years' rates. The expected level of achievement of a 5% increase over the previous year was not met for the past 2 review periods. The efforts to assist students in completing their resumes during the first visit seemed to improve the amount of students that reached Level 3—an employer ready resume. Though the expected level of achievement was not met, 51% of students completed an Employer Ready Resume --- Level 3—in 2016-2017. It is likely that far more students completed an employer ready resume without returning to the CAJDC for assistance as the CAJDC assists students with exporting the resumes they generate to Microsoft Word and with saving them on their own flash drives or through e-mail. Many students very likely make the final edits themselves without returning for assistance.

UO1: The Career and Job Development Center will collaborate with faculty to develop and implement job preparation curriculum.

The CAJDC collaborated with several faculty and classes from 2014-2017 and developed individualized curriculum for over 30 classes. While it is intended to develop an evaluation instrument for faculty to evaluate the effectiveness and services of the specialized career development curriculum, the CAJDC has not been able to develop this instrument because of the overwhelming amount and demand of work required of the CAJDC.

UO2: The Career and Job Development Center will conduct outreach and collaborate with employers to develop employment opportunities for students, graduates, and alumni.

The CAJDC contacted at least 2 employers per week, and many weeks, the CAJDC had conversations with over 10 employers per week. This is predominantly because the job market improved in Hawaii County and rather than the CAJDC having to reach out to them, employers are now contacting the CAJDC to post positions, discuss job opportunities, and to develop internships.

UO3: The Career and Job Development Center will partner with community employment agencies to develop employment opportunities and to sponsor community activities and events.

The CAJDC partnered with Big Island Workplace Connections BIWC partners to sponsor four events per year from 2014-2017:

Veterans Job Fair

BIWC Job Readiness Fair

BIWC Job Fair

Hawaii Community College Career and Job Fair

In addition, the CAJDC counselor served as the Chair of BIWC for the past two years. During this time, a new WIOA grant was negotiated between the state and its partners. Hawaii Community College, as a recipient of Carl Perkins funds, is a partner with BIWC and is a mandated partner of the new America's Job Center (AJC), which the old BIWC committee will transition to. The CAJDC, as a committee member, while in contact and in communication with VP President John Morton's office, assisted in the discussions and planning of the operational framework for the One Stop Center, as required by the new WIOA grant.

Results of Course Learning Outcomes Assessment for Interdisciplinary Studies (IS) 105—Career/Life Exploration and Planning

The IS 105 courses, taught in 2014-2015, 2015-2016, and 2016-2017 were composed entirely of Early College students and were taught at Hilo High School, Waiakea High School, UH Hilo Upward Bound, and at Hawaii Community College. Two of the CLOs were assessed during the review period.

CLO1: Develop, create, refine, adjust, and manage a Career Plan based on strengths, attitudes, values, interests, skills, and goals.

IS 105 focuses heavily on career assessments, exploration, conducting labor market and other relevant information research, and in assisting students with the development of a career and educational plan. In 2014, all 18 students (100%) reached Level 4 on the rubric; in 2015-2016 100% of students completed Level 4. In 2016-2017, despite several challenges with several students, all (100%) were successful in reaching level 4 of the Career Exploration Assessment Rubric. Hence, for all sections of IS 105 taught during the review period, 100% of students had chosen careers and majors, and 100% of them developed a Career Plan.

CLO2: Master academic, occupational, and general employability skills in order to obtain, create, maintain, and/or advance in employment.

The same IS 105 class requires students to develop an employer ready resume. All IS 105 students (100%) in the 2014-2015 and 2015-2016 classes developed employer ready resumes. In 2016-2017, 11 out of 12 students completed employer ready resumes and the other student developed, but did not fine tune and polish her resume. Therefore 92% of the students reached Level 3 on the assessment rubric, and 8% (1 student) reached Level 2 on the rubric.

Describe how the unit's faculty/staff used UO/SLO assessment results to plan for and implement improvements in unit services, operations and functions. Discuss how these improvements help the College achieve its mission of supporting student success.

The CAJDC would like to focus its efforts on securing funding to hire an APT to assist with the coordination, maintenance, services, and operations of the Career and Job Development Center. If the CAJDC counselor could devote her time to career and job development activities, the APT could begin to research and develop internship opportunities for both credit and noncredit students. In addition, this would lead to more complete, efficient, and effective services for our students.

The CAJDC will make better efforts, despite time constraints, to have workshop attendees complete the post Satisfaction Survey at the end of workshops, so that workshop SLOs can also be assessed. The CAJDC will develop a new survey for faculty to assess UO1. In addition, the CAJDC will stagger its assessments and not try to assess every outcome every year. To do so is far too ambitious for a one person unit.

The CAJDC has been serving as the campus Student Employment Administrator since July 2016. It is likely that this will not continue for much longer as the Financial Aid Office and the VCSA have decided to move student employment activities back into the operations of the Financial Aid Office. The CAJDC will continue to coordinate the Bridge to Hope student employees.

The unit will need to devote substantial time and effort to the campus ISSS and Onboarding Committees as well as the UH system ISSS and Purpose First Committees. Efforts will focus primarily on the development of a mandatory career exploration and planning program for all new and returning students. The CAJDC will focus efforts on contracting to purchase and develop the Focus 2 online career exploration software program. The CAJDC will also have to spend time training counselors and advisors in the use and interpretation of the software as well as how to take the information and develop a career plan.

With the implementation of mandatory career exploration and planning and campus wide integrated student support services, more students will have the opportunity to explore potential careers and develop career plans. It is expected that, over time, the campus will realize an increased retention rate as students are more likely to persist in a major that matches their career interests. This will improve the outcomes for SLO1:

Develop, create, refine, adjust, and manage a Career Plan based on strengths, attitudes, values, interests, skills, and goals.

PART II: RESOURCES INVENTORY

Describe and discuss the unit's current resources and resource needs.

| Describe the status of the following resources for unit faculty/staff: | |
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| Safe workplace. | <p>The CAJDC facility itself presents a serious safety concern. The CAJDC counselor reported termite droppings falling from the ceiling as early as 2005. At the time, the facilities maintenance staff determined that the best way to solve the problem was to hang a piece of plastic from the ceiling to catch the droppings. The plastic is still there and it is full with droppings. In addition, the ceiling material is composed of wall board, which contains high levels of arsenic. Recently, the apprenticeship program installed a drop ceiling, which helped conceal the plastic and the droppings. The major concern is not just the unhealthy issues of termite droppings in the air, but also the potential for exposure to dangerous levels of arsenic, which are being emitted while the termites are eating and dropping. Besides the ceiling damage, the carpet in the CAJDC is over 15 years old. Despite carpet cleanings, it is very stained and filled with accumulated dust and dirt. It also presents a health and safety concern.</p> |
| Adequate and up-to-date computers and software (for unit needs). | <p>The CAJDC center itself has been operating with 12 desktops since 2006. Only 4 of those desktops are on a regular rotation for replacement. These were replaced a few years back. The other 8 desktops are the hand-me-downs from the Learning Center that the CAJDC received in 2016. These desktops are an improvement over the older desktops that were loud and on their last leg for years. Ideally, it would be nice to get these 8 desktops replaced with new desktops and also be placed on a replacement cycle.</p> <p>The CAJDC counselor has the personal use of a very large, very old laptop that she uses primarily with teaching, outreach and conducting work activities both on and off campus. This laptop is large, heavy, and the battery no longer holds a charge for very long. Replacement of this with a smaller, lighter, and functioning laptop would ease transport.</p> <p>The CAJDC also has 25 portable laptops, a charging cart, and printer to take into classrooms and other outreach activities. These all have resume software on them. Currently the CAJDC also pays an annual subscription for Career Kokua and has recently added Focus 2 software. The CAJDC was able to secure</p> |

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| | funding for Focus 2 for this year, but the campus will need to fund it in the future. |
| Adequate computer access to allow unit faculty/staff to do their jobs. | Computer access is adequate for the needs of CAJDC. In addition, if there are any problems with computers and/or printers, ACU is generally quite responsive |
| Adequate training in computer technology (applications, operating systems, hardware, etc.). | There are trainings offered, though there may not be enough options offered; and it is very challenging to fit these types of things in when one is already very really busy. |
| Adequate training in audiovisual technology (projectors, ELMOs, polycom, etc.). | Training is adequate with media, projectors, and polycom; and if there are problems, support is always available. |

| Resource Category | Resources the unit needs to operate effectively: | Resources the unit already has: | What is the unit's resource gap? |
|-------------------------------|--|--|----------------------------------|
| A. Personnel | | | |
| 1) Positions (Functions) | 1 FTE Faculty 1 FTE APT Band B | 1 FTE Faculty | 1 FTE APT Band B |
| 2) Professional Development | \$3500 annually | \$3000 annually | \$500 annually |
| B. Operating Resources | | | |
| 1) Supplies | \$3500 annually | \$2000 annually | \$1500 annually |
| 2) Contracts | | | |
| 3) Equipment | \$1000 annual for maintenance | \$0 | \$1000 annual for maintenance |
| 4) Space and Facilities | Career and Job Development Center | Career and Job Development Center + 1 office (counselor) | 1 office |

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| | + 2 offices (counselor and APT) | | |
| C. Technology | | | |
| 1) Hardware | 13 desktops on replacement cycle 25 laptops 3 printers | 5 desktops on replacement cycle 8 recycled desktops 25 laptops 3 printers | 8 desktops on replacement cycle |
| 2) Apps or Software | Focus 2 Career Software Career Kokua Winway Resume Deluxe | Career Kokua Winway Resume Deluxe | Focus 2 Career Software (funding needed for 2019 onward) |
| 3) Tech Support | | | |
| 4) Tech-related Professional Development | | | |
| 5) Tech labs / facilities | Career and Job Development Center (a 12 desktop computer lab). | Career and Job Development Center (a 20 + 1 instructor desktop computer lab). | Larger space to accommodate existing 12, plus add 9 more desktops. |

PART III: 3-YEAR ACTION PLAN & RESOURCE ALLOCATIONS

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| <p>Provide a detailed narrative discussion of the unit’s overall 3-Year Action Plan to improve services, operations and functions and help support student success for AY18, AY19 and AY20. This 3-Year Action Plan should be based on analysis of the unit’s analyses of the past 3-year data trends of unit operations and on assessments/evaluations of unit services conducted during the 3-year review period. This 3-year Action Plan must identify the unit’s specific goals and objectives for the next three years, and must include annual benchmarks and timelines to achieve each goal.</p> <p><i>Note: “Budget asks” to accomplish the unit’s Action Plan may be included in the Action Items below.</i></p> | |
| Action Item 1 | Benchmark/Timeline |
| Develop, plan, and implement a mandatory new student career exploration and planning program at HawCC. This action item is in alignment with the Purpose First | Spring 2018: Begin discussions with the ISS campus team and the onboarding subcommittee |

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| <p>Initiative and the Integrated Student Support Services Initiative, which are both system and campus committees. Implementation of this goal will involve collaboration with campus and system colleagues who will ultimately assist in the design, planning, and implementation of this action item. Colleges at the system and national level, linked by Complete College America, are launching initiatives to develop an integrated package for student success and mandatory career exploration early and continuously through the college experience is a major focus. National studies have shown that student persistence is often based on whether students have a career plan. When students conduct career exploration—take assessments that match them with potential careers, research important aspects about the career including labor market information, and develop a career plan—they are more likely to persist and graduate. The CAJDC, as part of the system and campus ISSS team will focus on the design and implementation of mandatory career exploration early and continuously throughout the college experience.</p> | <p>to develop a campus plan for mandatory career exploration.</p> <p>Spring 2018: As co-chair of the Onboarding campus subcommittee, schedule regular meetings with campus stakeholders to develop a plan to pilot a mandatory Career Exploration and Planning program for Fall 2018 implementation.</p> <p>Spring 2018: Work with vendor of Focus 2 career exploration software to purchase and customize product for HawCC programs and majors.</p> <p>Spring 2018: Continue to work with Purpose First system colleagues to complete the development of a UH system website – Hawaii Industry Sectors.</p> <p>Summer 2018: Train Counselors and Advisors in the use of Focus 2 and how to assist students in developing a career plan.</p> <p>Fall 2018: Pilot mandatory career exploration with new and returning students. Solicit feedback, modify presentation as necessary.</p> <p>Fall 2019: Institutionalize implementation of Mandatory Career Exploration with new and returning students.</p> |
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| Action Item 2 | Benchmark/Timeline |
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| <p>Develop an evaluation tool for instructors to complete to evaluate specialized curriculum developed by the CAJDC for their programs. The CAJDC provides classroom presentations and workshops for classes and programs. Some programs are specifically interested in having their students complete career exploration and planning workshops, others want their students to complete resumes that are relevant to their major and career options, and others request a combination of both. The CAJDC develops curriculum around these requests and the evaluation will help guide future services and curriculum development and modification.</p> | <p>Summer 2018: Draft the evaluation tool-- Faculty Survey of Individualized Curriculum Developed by the CAJDC.</p> <p>Fall 2018: Pilot the evaluation tool.</p> <p>Fall 2019: Fine tune and implement evaluation tool with all faculty that the CAJDC works with to develop individualized curriculum.</p> |

| Action Item 3 | Benchmark/Timeline |
|---|--|
| <p>Participate in a campus reorganization to better align the services that the CAJDC provides with other campus constituencies that participate in similar types</p> | <p>Spring 2018: Begin discussions with the Director of OCET.</p> |

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| <p>of activities. Because OCET provides many workforce preparation and development types of services, the CAJDC would like to partner with them and create a new division titled: Workforce Development Division. This new division would be part of Academic Affairs as the services provided by the division are primarily instructional. In addition, the CAJDC would like to secure funding for an Internship Coordinator to join this division</p> | <p>Spring 2018: Meet with ad hoc committee members-- Marty Fletcher and Jessica Yamamoto-- to develop a plan to build internship opportunities into the HawCC curriculum and to create a position for an internship coordinator.</p> <p>Fall 2018: Check with administrators to determine whether they continue to support the reorganization plan and if they have been able to secure funds to develop an APT Band B Internship Coordinator position.</p> |
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Provide a detailed discussion of how the unit’s 3-year Action Plan will help the College achieve our Initiatives in the *Strategic Directions 2015-2021* plan:

<http://hawaii.hawaii.edu/sites/default/files/docs/strategic-plan/hawcc-strategic-directions-2015-2021.pdf>

ACTION ITEMS to ACCOMPLISH the ACTION PLAN

Action Item 1: Develop, plan, and implement a mandatory new student career exploration and planning program at HawCC.

Colleges at the system and national level, linked by Complete College America, are launching initiatives to develop an integrated package for student success and mandatory career exploration early and continuously through the college experience is the focus. The CAJDC will continue to work with the campus and system ISSS committees to develop a campus plan. The CAJDC will also continue to collaborate with Purpose First to further develop a UH system mandatory career exploration model and to complete the development of a one system website – Hawaii Industry Sectors. This website will have career assessments, career specific and labor market information, and will also include links to campuses that offer programs consistent with students’ career choices and will include information about all campuses and majors.

The CAJDC will continue discussions with the ISS campus team, and as the co-chair of the Onboarding Subcommittee, gain ideas and buy-in from campus stakeholders who will be most affected by the plan. This subcommittee will assist in the development and implementation of a mandatory Career Exploration and Planning program at HawCC. HawCC will pilot mandatory career exploration with new and returning students in Fall 2018. This pilot will set the baseline for future data collection and improvement.

The CAJDC will contact the vendor of Focus 2 career exploration software to purchase and customize the software for HawCC programs and majors. The CAJDC will seek feedback from counselors, advisors, and from the ISSS committee and Onboarding subcommittee members to assist with and provide feedback on the customization of the software.

How this Action Item will Improve Unit and Support Student Learning and Unit Outcomes:

The majority of students come to college to gain the skills and knowledge necessary to gain meaningful employment and yet they often don’t know what their career path and major should be. All too often, they get into the wrong major(s), get into academic and financial aid trouble as the mismatch becomes apparent, and they often fail to persist. The CAJDC has always known the importance of career planning, but getting others to realize this has taken many years. This national, system, and campus ISSS initiative brings career

planning to the forefront, where the CAJDC always knew it belonged. The long term measure for success of this action item is whether there is an increase in student persistence, graduation, and transfer or employment rates.

This action item is supportive of Student Learning Outcome 1- **Develop, create, refine, adjust, and manage a Career Plan based on strengths, attitudes, values, interests, skills, and goals.**

Action Item 2: Develop an evaluation tool for instructors to complete to evaluate specialized curriculum developed for their programs.

In Summer 2018, the CAJDC will draft an evaluation tool-- Faculty Survey of Individualized Curriculum Developed by the CAJDC. This instrument is intended to be administered once the CAJDC has completed an in class workshop or presentation with students. The faculty that requested the individualized curriculum will be asked to evaluate the quality and delivery of the workshop/ presentation.

The CAJDC will pilot the evaluation tool in Fall 2018. Based on the responses, the CAJDC will adjust its delivery of individualized curriculum. In Spring 2019, the CAJDC will fine tune the evaluation instrument and implement it with all faculty that the CAJDC works with to develop individualized curriculum.

How this Action Item will Improve Unit and Support Student Learning and Unit Outcomes:

The benefit of this action item is that it would allow for the CAJDC to determine how well it is meeting the individualized career and job preparation needs of programs and students. This evaluation instrument would allow the CAJDC to measure the effectiveness of its individualized curriculum.

This action item is supportive of Unit Outcome1: **The Career and Job Development Center will collaborate with faculty to develop and implement job preparation curriculum.**

Action Item 3: Participate in a campus reorganization to better align the services that the CAJDC provides with other campus constituencies that participate in similar types of activities. Hire an APT Band B Educational Specialist to assist with the operations of the CAJDC and to begin to develop internship services.

The CAJDC provides services for credit and noncredit students. As the college is moving towards separating the division between credit and non credit, the CAJDC would like to partner with other campus services that provide workforce preparation and development types of services such as: OCET short term employment training programs, apprenticeship, and student employment. With these various employment related services, the CAJDC would like to create a new division titled: Workforce Development Division. This new division would be part of Academic Affairs as the services provided by this division are primarily instructional. In addition, the CAJDC would like to secure funding for an Internship Coordinator to join this division.

In Spring 2018, the CAJDC will begin discussions with the Director of OCET to discuss the formation of a Workforce Development Division that would include Career and Job Development, Student Employment, Apprenticeship, Workforce Training, and eventually Internship.

In Spring 2017 the CAJDC met with ad hoc committee members-- Marty Fletcher and Jessica Yamamoto-- to discuss the development of an internship program at HawCC. The group determined that the best a plan was to build internship opportunities into the HawCC curriculum and for the campus to create a position for an

internship coordinator. The CAJDC would like to resume these discussions and solicit their assistance with supporting the request for this position at the administrative level.

The CAJDC will meet with administrators in Fall 2018 to determine whether they continue to support the reorganization plan and if they have been able to secure funds to develop an Internship Coordinator position.

How this Action Item will Improve Unit and Support Student Learning and Unit Outcomes:

With these key units under the umbrella of a Workforce Development Division, the separate subunits could collaborate to share information and services, avoid duplication of services, work cooperatively towards assisting students with: making solid career decisions based on career exploration and research of labor market information, developing “employer ready” resumes and cover letters, obtaining short term job readiness training through OCET, and developing internship opportunities for students and our community. The services of the Workforce Development Division will be provided for all students and students will not be distinguished between credit and noncredit except when they selecting programs of study based on their career exploration and planning.

The CAJDC would be able to sufficiently manage and consider expanding its services with the assistance of an Internship Coordinator. It could also find time to further develop services and modify some of its assessment evaluation tools such as the: Faculty Survey of Individualized Curriculum Developed by the CAJDC, Evaluation of Collaborative Activities with BIWC Partners, and additional assessment tools for IS 105.

This action item is supportive of both Unit Outcome 1:**The Career and Job Development Center will collaborate with faculty to develop and implement job preparation curriculum, and Unit Outcome 2-- The Career and Job Development Center will conduct outreach and collaborate with employers to develop employment opportunities for students, graduates, and alumni.**

- ***Budget & Resource Asks:* Describe in detail any additional or reallocated resources that will be needed to accomplish this Action Item. *If no additional or reallocated resources are required to accomplish this Action Item, enter “N/A” below.***
- **Provide justification why this resource is necessary to accomplish this Action Item and the unit’s Action Plan.**
- **Include the total cost and timeline for purchase or re-allocation.**

Action Items 1, 2, and 3:

Essential to the development and implementation of all three action items, is, at the bare minimum, the hire an APT to provide additional and back-up support and assistance towards the continuity, effectiveness, and quality of services of the CAJDC. The current CAJDC counselor/coordinator has worked too many hours of overtime for far too many years and needs assistance and back up support to avoid reaching a state of professional burn-out. A Band B APT could begin to provide some of the back up support and also assist in the potential for growth of the unit.

Describe the needed item(s) in detail.

Internship Coordinator—APT Band B Step 1 (Emergency). HawCC needs an internship coordinator to work with: employers to develop meaningful internship opportunities, students to assist in identifying and placing them in meaningful internship opportunities, and supervision of the internship sites and student interns. The coordinator would also

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| | <p>assist in the operations of the Career and Job Development Center. This is an emergency because the CAJDC Counselor has had to provide all career exploration, job preparation, and internship referrals up to this point. This is a job that requires two or more people to be done effectively, efficiently, and responsibly.</p> <p>Replacement of 8 desktop computers. The current desktops are recycled from the Learning Center and are not on a replacement cycle.</p> <p>The termite eaten ceiling and the carpet in the CAJDC present a health and safety hazard (Health and Safety and Emergency). Though the apprenticeship program installed a drop down ceiling, its function is cosmetic. The termites are still in the ceiling above and the droppings are still there. The other concern is that there are possible arsenic emissions that could be causing longer term health and safety concerns. The ceiling needs to be replaced, with the wall board removed, and a safer surface installed. The carpet is very old, dusty, and stained and needs to be replaced with new carpet or tile flooring.</p> |
| <p>Include estimated cost(s) and timeline(s) for procurement.</p> | <p>Internship Coordinator—APT Band B Step 1 \$50,352 plus fringe benefits (50.79%) Timeline: Position could be filled within 3 months of position approval.</p> <p>Replacement of 8 desktops \$4,500 Timeline: as soon as possible.</p> <p>Replacement of Ceiling/Carpet Cost ? Timeline: as soon as possible.</p> |
| <p>Explain how the item(s) aligns with one or more of the strategic initiatives of 2015-2021 Strategic Directions.</p> | <p>Internship Coordinator—APT Band B Step 1 This request aligns with HI2 Action Strategy 2: “Advance innovation and entrepreneurship within UH and the community. Tactics • Integrate entrepreneurship and innovation throughout the Hawai’i CC educational experience for students by strengthening credit and noncredit education, internships, employment opportunities, and extracurricular/co-curricular activities in partnership with the community and businesses. • Strengthen existing partnerships and form new ones to enhance high quality job creation on Hawai’i Island by enhancing meaningful collaborations with state agencies, incubators and accelerators, national and international agencies, and collaborators.” Though the CAJDC works closely with employers and community partners to develop jobs, internship development has not been well and fully developed. With the assistance of an Internship coordinator, the CAJDC could move forward to more strongly support and develop these strategies.</p> <p>HI2 Action Strategy 3: Tactics: “Continue to support programs that suit Hawai’i Island’s location and environment as well as address critical gaps. • Strengthen existing partnerships and form new ones to enhance high quality job creation in Hawai’i. • Work</p> |

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| | <p>closely with employers to increase the qualified and skilled workforce base. • Obtain accurate information about workforce and employment insight from data gathered from the Department of Labor, UHERO, and EMSI.” With the assistance of an Internship Coordinator, the CAJDC could further strengthen partnerships with employers and community partners. A centralized and shared method of data collection would benefit all Workforce Development Division partners and they could work together to gather, disseminate, and analyze the data to develop shared and meaningful strategies.</p> <p>Replacement of 8 desktops Replacement of Ceiling and Carpet</p> <p>Both budget items align with HI2 Action Strategy 3: 21st Century Facilities (21CF) - Modern Teaching and Learning Environments Goal: “Eliminate the university’s deferred maintenance back log and modernize facilities and campus environments to be safe, sustainable, and supportive of modern practices in teaching, learning, and research.”</p> <p>New computers would help bring the CAJDC up to more modern standards of technology and would also help save space at the desks where students work. Currently, the space is quite cramped and when every computer is being used, students get uncomfortable. Smaller desktops would allow for more space for students’ comfort and use. In addition, the new desktops could then be put on a replacement cycle.</p> <p>The request for a replacement of the ceiling and carpet in the CAJDC would align with the elimination of the “deferred maintenance backlog” and would also eliminate the current health and safety hazards of the CAJDC.</p> |
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BUDGET & RESOURCE ASKS

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| <p>For <u>each</u> budget-or-resource-ask detailed in the Action Items above, answer the following questions:</p> | |
| <p>What are the implications or consequences for the unit if this request is not funded?</p> | <p>APT Band B Internship Coordinator: The operations of the CAJDC have reached their maximum capacity and the one counselor that provides a wide range of services has to work an average of 25 or more hours per week beyond a 40 hour week just to get necessary activities complete. She does not have time to get large reports, etc done. An APT Band B assistant could help with the operations of the CAJDC and begin to develop and internship program as part of its operations. If this position is not funded, the counselor will continue to be spread thin, have to work too many hours beyond the regular work day, and continue to become further exhausted. In addition, the operations of the CAJDC will not be able to grow.</p> <p>8 Desktop Computers: The current desktops that were recently repurposed from the Leaning Center are sufficient and an improvement over the previous loud and large units. They still operate quite slow and have needed repairs as they have parts that break down. The center will continue to operate without</p> |

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| | <p>a replacement of these desktops, but operations and some activities/ workshops may not flow as smoothly as they could with newer desktops that operate quickly and efficiently.</p> <p>Replacement of Ceiling and Carpet: Without attention to the health and safety aspects of the termites, wallboard, and carpet, the CAJDC will continue to be less and less safe for people to spend extended periods of time in.</p> |
| How can the unit build, create, or develop the needed resources within its existing capacity? | The unit will not be able to grow dramatically without the assistance of an APT. With the addition of Focus 2 (career exploration software), students will be asked to sign up for workshops to be introduced to and shown how to navigate the Focus 2 software. This should help channel more services towards workshops and less towards individual sessions, which could save some time. There is also a high likelihood that with the introduction of Focus 2, individual sessions could also increase as students have career questions and needs that are not necessarily addressed by the Focus 2 software. |
| Can other resources be re-purposed to accommodate this need? | The 8 repurposed desktops that the CAJDC received from the Learning Center are an improvement and temporarily meeting the needs of a desktop for students to use when completing career inventories and/or writing resumes, etc. They do not operate at the ultimate speed and are very slow to startup. |
| Are there other sources to fund this need, such as grants, community partnerships, etc.? | The CAJDC wrote a Carl Perkins grant proposal during this review period to obtain an APT to develop and provide support for internships. This grant proposal was not funded. |
| Can this need be deferred? If so, for how long? What are the consequences if deferred? | If the budget requests are deferred, then the operations of the CAJDC will be unable to grow, will have to set priorities about the types of services it will continue to provide, and have to cut back and/or limit some of its services in other areas. |