March 12, 2021

TO: Erika Lacro, Vice President
University of Hawai‘i Community College System

VIA: Joni Onishi, Vice Chancellor for Academic Affairs
Hawai‘i Community College

Keala Chock, Dean, Honolulu Community College
Communication & Services Division

FROM: Administration of Justice Cross Campus Working Group

SUBJECT: Recommendations for Administration of Justice (AJ) Program

BACKGROUND:
Cross-campus discussions about academic programs will build upon ongoing campus
discussions regarding repositioning UH and the budget. The following objectives and outcomes
have been identified.

1. To offer facilitation for faculty of related program areas and across campuses to review
academic programs, offer potential solutions and prioritize potential solutions in response to
VP Erika Lacro’s 10/12 memo.

2. To support development of faculty recommendations for repositioning UHCC academic
programs for FY22 and beyond (in time to prepare for planning that may require curricular
changes that need to be approved in the fall).

3. Based on feedback received to the December 11, 2020, Organizational and Resource
Planning memo, including through VPCC Lacro’s January 2021 campus meetings conducted
so far, VPCC Lacro is directing UHCC to move forward to achieve the UHCC
Organizational and Resource Planning objectives and priorities. Campuses and work groups
should continue (or begin) to evaluate options, plan for implementation, and take action, as
appropriate. Campuses and work groups should submit plans and recommendations to VPCC
Lacro by March 12, 2021.

4. UH System Articulation Agreement for AJ dated November 2017 reflects AJ course
alignments. While programs at UHMC, Honolulu CC, and Hawaii CC offer core courses, each
campus curricula have their own unique foci based on their respective island/county workforce needs.

**PLANNING PROCESS:**

1. To offer facilitation for faculty of related program areas and across campuses to review academic programs, offer potential solutions and prioritize potential solutions in response to VP Erika Lacro’s January 26, 2021 Plan #3.

2. To support development of faculty recommendations for repositioning UHCC academic programs for FY22 and beyond.

The Administration of Justice (AJ) Program was not identified as a program participating in Phase 1. However the program faculty have been meeting frequently as a Program Coordinating Council (PCC) and met summer and fall 2020 to address UHCC 5.301, Common Course Numbering.

The cross campus Working Group (WG) convened on February 19, 2021 to discuss specific guiding questions outlined in VPCC Lacro’s Memo #3. Faculty participants were identified by their respective campus administrators and were included as part of the discussion. The recommendations represent the overall sentiment of the cross campus working group and will serve as a critical working document to allow for sustained discussions at the campus and system level. There will be no quick fix to the unprecedented financial challenges the University of Hawai‘i System is facing as a result of Covid-19, and some of the recommendations included will take time to implement, however, the group is committed to ensuring all Administration of Justice (AJ) programs remain vibrant and resilient for all students and the future economic needs in the State of Hawai‘i.

The following are consistent among the campuses:

- Majority of courses, if not already, can be converted to online modality – asynchronous, synchronous, and/or hybrid.
- Majority of students in this program thrive on face-to-face modality and hands-on activities.
- Sharing of courses among three campuses is already happening.
- The programs share 85-90% of the curriculum with each campus providing a unique foci.

Faculty participants are highly encouraged to continue working with their respective campus leadership teams to ensure the information and recommendations from this working group are openly communicated and thoroughly discussed.
Various recommendations have been identified and prioritized.

**RECOMMENDATIONS:**
The following recommendations have been identified through the abovementioned processes and ranked in order of priority (see attached survey results).

**Recommendation:** **Adopt the Shared Courses (Collaborative scheduling among campuses) curriculum sharing model.**
To adopt this model the following recommendations must be executed.

**Recommendation:** **Update program articulation agreements and curricula.**
To ensure each campus continues to provide strong foundations to prepare graduates for the workforce, all curricula and cross campus alignment agreement efforts must be clearly organized and consistently managed. Majority of classes will be aligned with common course number, course titles, credits, schedule types, learning outcomes, potential designations, etc. Degrees will be aligned for consistency and Certificates that are relevant to the needs of the respective communities will be offered.

**Recommendation:** **Expand online course delivery to grow programs, become more efficient with personnel and resources to meet current and emerging needs.**
As noted in President Lassner’s Budget Policy Framework, “UH must offer more of the programs employers and students need in more flexible formats (online, hybrid, evening/weekend) across the state so that those who have become unemployed, underemployed or unfulfilled can seize the opportunity to obtain the education and training they need for career advancement and change.” Collectively the three community colleges will leverage the range of opportunities in the field of administration of justice, i.e. juvenile justice, probation, corrections, law enforcement, security, etc. and provide students the ability to transfer to a four-year institution.

Core courses that have sufficient fill rate will be offered exclusively to the respective home campus students.

**Recommendation:** **Establish Cross Campus Course Scheduling Process and Improvements to STAR GPS System to allow students to view articulated courses being offered at multiple campuses.**
Additional efforts are needed to effectively organize UHCC System-wide course scheduling efforts to ensure all campuses are strategically offering courses in a variety of formats to meet the changing demands of employers and students.
**Recommendation: Coordinate online course offerings for statewide access**
Sharing of courses among all the community colleges will help to eliminate low-enrolled sections. Scheduling will be done collectively and there will be no duplication of low-enrolled course offerings.

**Recommendation: Initiate Discussions with 4yr Institutions**
The associate’s degrees could have enhanced value if it is designed to pathway to UH and other 4-year institutions. The three programs as a consortium will collaborate with UH-Hilo and UH-West Oahu to articulate courses and campuses may decide to create a Concentration under Liberal Arts for a seamless transfer for students.

**Recommendation: Program Coordinating Councils (PCC) will continue to meet**
Continuous dialogue among the campuses is crucial to validate the program is meeting the needs of our communities and industry; i.e. review program/course alignments, assure cross-campus scheduling of courses is meeting the needs of all students, review industry demands, etc. The PCC will continue to meet at least once a year.

We would like to acknowledge and thank the following faculty members for their participation.

William Corbett Jr., HonoluluCC  
Ryan Daniels, MauiC  
Donna Madrid, HawaiiCC