MEMORANDUM

TO: Erika Lacro  
   VP for Community Colleges

FROM: Karen C. Lee, Tammi Oyadomari-Chun  
       Conveners, Continuing Education Workgroup

RE: Recommendations for Efficiency

DATE: November 9, 2020

Continuing Education programs offer many strategic and flexible opportunities and are a major resource for workforce development as they continue to evolve to meet the needs of students, employers, and local communities. These units provide workforce education and training for a diverse group of community members — from younger students transitioning out of high school to anyone of any age who want to acquire skills to enter the labor market, to adults already working who wish to improve their existing skills or meet State licensing requirements.

They strive to provide open-door, relevant occupational education and training to a diverse workforce, thereby reflecting the combination of responsiveness to employers’ skill needs and students’ concern for employment. Non-credit units are innovators and able to fast-track systemwide initiatives such as OahuBackToWork.com CARES funded training and USDOL Reimagining the Workforce grant objectives such as the expansion of industry-recognized apprenticeship programs. The units also respond to local industry stakeholders who request training to meet their workforce training needs.

The essential features of the continuing education workforce approach are:

(a) curriculum driven by local industry demands;
(b) flexible delivery systems to meet the immediate needs of students and industry;
(c) a mixture of work-based, classroom, and on-line learning, frequently offered with wraparound services;
(d) rapid and relevant time-to-market prototyping and development; and
(e) community and personal services such as testing centers, theaters, and emeritus programs for senior citizens.

As evidenced by the recently developed “Talent Roadmap to Economic Recovery in Hawaii,” (https://www.hec.org/talent-roadmap/), our statewide and systemwide Priority Workforce Areas are:
   1. Healthcare
   2. Information Technology

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1 Wraparound services include assessment, instructor on-boarding, career counseling, IT support, etc.
3. Applied Trades

By discussion with the UHCC Continuing Education Workgroup, future campus priority areas include:
1. Creation of Non-Credit to Credit Paths (“stackable credentials” where possible);
2. Stronger Relationships to Industry Partners
3. Integrated Student Support/Services for Non-Credit Students
4. Campus-Specific Strengths to Meet Community Demand (culinary, voyaging crew training, Microsoft, ESL, etc.)

Recommendation for efficiency:
Overall, it is recommended that we centralize program coordination to meet statewide workforce demands but differentiate curriculum development at each campus based on local community needs. Campuses should integrate support services (student services, fiscal, marketing, IT, curriculum development support) into campus operations.

Action Steps:
I. Centralize continuing education in key workforce areas that will benefit the State in order to prioritize and expedite non-credit and short-term training in healthcare, information technology, and the applied trades.

Centralized areas include:
1. Program coordination
2. Marketing
3. Registration
4. Procurement bidding and purchasing

De-centralized areas include:
1. Curriculum development
2. Instructional design
3. Instructor pool and hiring
4. Data collection and analysis

II. Retain campus strengths in industry areas needed by the local region or in personal development areas to generate revenue

III. Utilize technology and online instruction to share course delivery across the state

IV. Evaluate effectiveness of retaining full-time instructional faculty

V. Develop clear pathways from non-credit training/education to credit-bearing courses via PLA, SLO-achievement, certification completion, etc.

VI. Integrate and expand student services and support to non-credit students

VII. Integrate operational support (institutional research, instructional design, instructional faculty, business office support) to include continuing education programs
Campus-Identified Areas of Strengths in Continuing Education:
1. Hawaii CC – unmanned aerial vehicles, agriculture, trades, financial empowerment
2. Honolulu CC – construction trades, IT/high tech computing, business workforce development, early childhood education
3. Kauai CC – union apprenticeship programs, basic office skills, kids college, massage therapy, security guard training
4. Leeward CC – health (non-acute), transportation, computer skills, industrial technology, CDL, motorcycle safety
5. Maui – food innovation, sustainability/green energy, sustainable agriculture, healthcare, wellness, trades apprenticeship, internships/employer engagement
6. Windward CC – hospitality, ocean safety, business and computer software, Matsuda technology center, CNA
7. Kapiolani CC – health care, culinary, hospitality, IT, business, languages for special purposes, tutoring, international contract trading.