April 7, 2021

TO: Erika Lacro, Vice President for Community Colleges

FR: UHCC Directors of Continuing Education and Training with Karen Lee and Tammi Oyadomari-Chun

RE: Organizational and Resource Planning for Continuing Education

In February and March, Tammi Oyadomari-Chun and Karen Lee met with the Community College Directors of Continuing Education and Training (DOCETs) to discuss plans responsive to the direction for continuing education identified in your January 26, 2021 memo (see Figure 1).

UHCC continuing education leaders recognize the importance of workforce training in economic recovery and the opportunity for UHCCs, particularly continuing education, to provide training for the workforce in formats that are flexible for displaced workers and employers and that are responsive to workforce needs. For example in Fall 2020, UHCCs’ continuing education programs, together with UH Manoa Outreach College, offered more than 70 types of trainings for 1,600 displaced workers as part of Oahu Back to Work, a partnership with the City and County of Honolulu; by February 22% of participants responding to a follow up survey reported that they were employed with most crediting their UH training for new employment, and 55% reported that they were seeking employment already or would be seeking employment or shortly.

Discussions regarding continuing education programs – with continuing education staff, campus leadership and system leadership – have revealed that continuing education operations are diverse across campuses. Also, assumptions about the purposes, business operations and priorities of continuing education vary across campuses and roles on campus.

DOCETs and program coordinators identified opportunities to increase the impact and efficiency of continuing education through coordinated efforts. The Oahu Back to Work initiative served as a proof point for the synergy of the seven CC campuses’ collaboration to serve displaced workers with more than 2,000 workforce training opportunities.

Figure 1. Continuing Education Next Steps Identified in January 26 Memo

- Administration of non-credit programs will be centralized to provide a consistent and aligned approach to continuing education for workforce development. Centralized functions will focus on coordination of priority workforce needs and administrative functions. Campuses will continue to deliver the education and training. Centralized functions will be piloted in the 2021-22.
- Campuses will coordinate planning and implementation of workforce development to achieve economies of scale and meet industry needs, employing technology for flexible delivery (e.g., online).
- Campuses will integrate campus-based non-credit planning and support with the academic programs to leverage academic strengths and to advance students’ transition from non-credit and credit classes and programs.
- By 2022, campuses will have limited general funded campus personnel, focused on program logistics and innovation and/or formal apprenticeships for priority workforce areas.
- Each campus’ continuing education programs will develop a business plan which includes support for campus or regional priorities for continuing education and for staffing that is supported by program fees.
- Workgroup will propose a strategic plan for continuing education including common expectations regarding the objectives of continuing education and resources to support continuing education programs.
Opportunities for administrative efficiencies were identified including common procedures and coding in the registration system since each campus a different registration process in the same system.

DOCETs also recognize the opportunity for continuing education to support Hawaii’s economic recovery and national trends by offering short term credentials and transitions between non-credit continuing education and credit-based degree programs. UHCCs’ CTE programs and continuing education programs recently participated in a national survey of workforce programs conducted by Opportunity America which benchmarked UHCCs’ workforce approaches with other colleges.

As next steps, UHCC system will engage consultants to facilitate continuing education planning at the CC-wide level and campus level. With consultants’ facilitation, the continuing education workgroup which will include all seven DOCETs will review national research and recommendations about directions for continuing education to promote workforce opportunity and career advancement.

From April – June 2021, the DOCETs will prepare a UHCC System strategic plan. The process will include input from multiple stakeholders including campuses’ continuing education staff and community partners (e.g., workforce development boards). The plan shall propose a strategic role for continuing education programs at the system and campus levels, a framework and structure for the system. The plan will also clarify working assumptions about the role of continuing education and the types of resources that support continuing education programs. The design process will address the priorities identified in Figure 1. By July 1, the plan will be presented to the chancellors and the VPCC for review and approval. Furthermore, in alignment with the new systemwide framework, the system and campuses will develop implementation plans. Campuses will develop business plans for continuing education aligned with the new systemwide framework and campus priorities. Campus teams will participate in a facilitated process to develop a campus-specific business plan which includes objectives, market research, business strategy, performance metrics, organization and a financial plan. Campus plans will be reviewed by OVPCC and approved by chancellors by September 1, 2021. The system and campuses will transition to full implementation of the plans for the 2022 - 23 academic year.
Addendum by the DOCETs regarding facilitators:

The DOCETs recognize UPCEA as a viable option as one of the consultants. UPCEA is a leading association for professional, continuing and online education. Founded in 1915, it has 9,000+ members from institutions across the United States and Canada and also has member institutions from Asia, Australia and Europe. Members are mainly 4-year institutions that offer both credit and non-credit courses and programs. Two or three years ago, the UHCCs became members of UPCEA when Kapi‘olani Community College (KapCC) negotiated a group discount. At the current time, we believe that only KapCC and UH Manoa are institutional members.

For a cost, UPCEA Center for Research and Strategy can offer custom research and consultation including organizational strategy, professional and continuing education, marketing and recruiting, online strategy and operations to name a few. Here is a link, https://upcea.edu/expert-consultants-in-professional-continuing-and-online-education/ to the experts that can help with these consultations. Each expert specializes in different areas. UPCEA offers for their members a free consultation service. It’s a 30-minute call with an expert in one of the areas mentioned above. UPCEA are leaders in online education, but also advocate for professional, continuing and online education and is a steering committee member of the Today’s Students Coalition and a founding member of the National Adult Learner Coalition.

In addition, they have developed Hallmarks of Excellence in Professional, Continuing and Online Education, Online Leadership, and Credential Innovation, which was a result of a collaboration of UPCEA members from higher education institutions across the United States. These hallmarks are similar to guides to help institutions better themselves in these areas, or ideas of how to improve in these areas.

Also, the DOCETs would like to recommend another option as one of the consultants, the Learning Resources Network (LERN) association. “LERN is the world’s largest association in continuing education and lifelong learning, offering information and consulting expertise to providers of continuing education and customized training”. The DOCETs would like to recommend Greg Marsello, Senior Vice President of Organizational Development at LERN who is familiar with the UHCC’s continuing education programs and have on several occasions over the years conducted in-person training with the continuing education staff. The DOCETs feel comfortable with Mr. Marsello as he can be objective in his assessment of our operations and organizational structures.