November 9, 2020

MEMORANDUM

TO: Erika Lacro, Vice President for Community Colleges

FROM: Project Charter Team – Counseling
Executive Sponsor, Chancellor Lead: Lui Hokoana
VCSAs: Judy Oliveira (VCSA Lead), Dorinna Cortez, Lara Sugimoto, No’eau Keopuhiwa, Margaret Sanchez, Kami Kato, Debra Nakama

SUBJECT: Counseling Project Charter Draft - Progress Update

The UHCC Organizational and Resource Planning document proposed that counselors explore programmatic considerations, which include re-evaluating workload and position descriptions for 11-month student and academic support positions. The overall goal is to improve onboarding and advising for an efficient and streamlined student experience. The Counseling Project Charter DRAFT outlines the approach the Project Team is recommending for campuses to achieve these goals.

We expect campus plans and strategies to look different, as they differ in structure, resources, and staffing levels. The intention of the charter is to provide guidelines and parameters that allow flexibility but will help ensure we have some consistency in approach, objectives, and outcomes.

The Project Charter Draft has been vetted with Vice Chancellors for Student Affairs and will be discussed with counseling leads on November 17, 2020. We plan to submit the charter for approval shortly following this meeting.

To date, the following milestones have been accomplished:

1. Counseling Project Charter was vetted with the VCSAs, who have introduced it to their campuses.
2. Work group structure was established: Campus discussions will be led by the VCSAs, using the Project Charter as a guideline, and plans will be submitted directly to the Chancellors;
3. Project Team will revise the charter as needed and submit to OVPCC for approval.
4. Project Team will also convene VCSAs and counseling leads on discussions related to the following:
   a. Review of charter: Clarification of timeline, deliverables, other discussion and feedback;
   b. Definition of Case Management - What does case management mean? How will our redesign impact student experience?
   c. Student success metrics to guide redesign;
d. What components of case management should be common across campuses? Models may look different across campuses, but what components should be consistent that will align with our collective student success metrics?
e. How can we ensure collaborative planning with redesign taking place in Admissions/Registrar, Financial Aid, Academic Support and other areas?

Upcoming milestones and deliverables:

1. 11/17/20: Project Team convenes VCSAs and Counseling representatives.
2. 11/20/20: Project Team submits Counseling Project Charter for approval.
3. 12/11/20: VCSAs submit campus plans to Chancellors.

Campus plans will be developed according to the following guidelines:

1. Right-sizing should focus on effectiveness in serving students and based on workload required to support students in the redesigned model;
2. In most cases, this strategy should result in cost savings;
3. Right-sizing should not only restructure staffing, but also include planning for significant changes to improve the student experience; how counseling workload impacts enrollment management;
4. Plan should include rationale of how workload is being quantified, an explanation of restructuring and an assessment of any cost savings resulting from implementation;
5. Plans may look different across campuses, but certain parameters should be held consistent for equity (e.g. 350:1 student to counselor ratio). Decisions on which student groups and types of counselors to include in this ratio will be made at the campus, since workload may be structured differently across campuses.

Longer term outcomes include:

1. Systematic onboarding and advising for all student groups, appropriate to their needs
2. Increased enrollment
3. Increased first-year momentum
4. Increased retention
5. Increased completion and completion in a timely manner
6. Reduced gaps in attainment for underrepresented populations in support of equity goals