MEMORANDUM

Date: March 15, 2021

To: Erika Lacro, VP Community Colleges

From: Counseling Workgroup - Project Leads:
Lui Hokoana, Chancellor, Maui
Judy Oliveira, Vice Chancellor of Student Affairs, Windward
Cathy Bio, Project Manager, UHCC

The purpose of this memo is to provide a status update on the objectives outlined in the Counseling Project Charter. The charter was submitted to OVPCC on November 9, 2021 and campuses were asked to submit their work plans directly to OVPCC.

Objectives outlined in the Charter include:
- Rightsizing Workload
- Developing an efficient and streamlined student experience for onboarding and advising using the Holistic Student Support model (HSS)

Rightsizing Workload using benchmark of 350:1
Summary of Fall 2020 Student to Counselor Ratio and strategies for resource management are outlined below:

HAW: 350 to 1 ratio: Counseling workload is already right-sized at 350:1. Strategies used include not filling vacant Student Life Coordinator position with critical duties assumed by NSO/FYE faculty, Counselors to teach courses, and not filling behind 5 DSA positions. Hawaii CC’s HSS plan is based on the Ka’ao framework adopted from guided pathways.

HON: 375 to 1 ratio and moving towards the recommended 350 to 1 ratio: Strategies used include absorbing the vacant Student Services Program Officer position and anticipating other staffing changes. Honolulu is moving towards a Case Management Advising Model for HSS to support retention and student success.

KAP: Working towards a 350 to 1 ratio: Strategies include converting 11 month faculty to 9 month, redescribing current positions (e.g. consolidating services/support across programs), absorbing vacant positions, and retirements. Some areas, such as Mental Health, Disability, HS Outreach, NH Support, Veterans and Military Support, may fall outside of this ratio since services are specific to a high-touch, high-need populations.
KAU: 394 to 1 ratio: Kauai currently employs 3.7 counselors with academic advising duties and meets the ratio benchmark as suggested by UHCC. Over the last two years, Student Affairs has lost 2 counseling positions which caused a shift in the workload for remaining counselors. Kauai’s HSS counseling plan was developed using guided pathways and ATD’s Holistic Student Support model.

LEE: 357 to 1 ratio: Counseling work load is already right-sized at 357 to 1 and will not be converting any positions from 11 to 9 month due to Summer demands on our counselors. Leeward is also anticipating several retirements within the next 1-3 years. For HSS, Leeward is continuing to contemplate ways to better support students holistically and as a unified system.

MAU: 355 to 1 ratio: Strategies used include reassigning counselor to Academic Affairs as faculty liaison, NH counselor caseload absorbed by department, Disability Counselor duties absorbed by Personal Support counselor, and not filling behind a vacant G-funded counselor position. Maui’s Counseling Re-Imagined plan is based on the Ka’ao framework and the national guided pathways model.

WIN: 328 to 1 ratio: Strategies used include absorbing 5 vacant positions. Notes from the Rightsizing Counseling Unit Discussion can be found here. For HSS, Windward is addressing the student journey in three strategic areas - Connection, Progress, and Completion, based on the guided pathways model. Campus sub committees are engaging in meaningful and intentional dialogue to address post-pandemic equity and access needs focusing on the Class of 2021, returning adults, and single parents. Windward’s HSS plan will be available by the end of March.

Redesigning the counseling model to develop an efficient and streamlined student experience for onboarding and advising for HSS.
Under the guidance of the Vice Chancellor for Student Affairs (VCSAs), campuses are working to refine campus plans that were submitted in November 2020. UHCC has teamed up with Achieving the Dream (ATD) to develop workshops for Holistic Student Support (HSS) and equity. To inform workshop planning, ATD will be using information gathered from the Spring 2020 Student and Faculty Covid Survey, themes from the Focus Group interviews conducted in March 2021, and Chancellor feedback from the Covid Reflections survey. Following the workshops, campuses will receive feedback and virtual coaching hours from ATD to assist in continued planning for HSS redesign.