MEMORANDUM

November 9, 2020

TO: Erika Lacro, VPCC

FROM: Rachel Solemsaas, Chancellor

SUBJECT: Hawaiʻi CC Campus Feedback to UHCC Organizational & Resources Plan

The following summarizes the feedback from our Kauhale with regards to the proposed Organizational and Resources Plan. We appreciate the plan’s directive for our system to look into 1) operational centralization, 2) programmatic alignment and 3) opportunities to increase revenues in meeting the anticipated deficit of our budget. Indeed, a cut of this magnitude requires us to work together in a way that leverages our capacities and resources. Please consider them in addition to the feedback and proposals from the cross campus working groups that have been established for which members of our Kauhale have been participating accordingly.

Key themes from campus feedback:

1) Operational centralization and programmatic alignment can help support our campus community by increasing capacity to perform essential duties. Below are excerpts from our survey.

   The community, and therefore students, perceive that all UH campuses are connected. It makes logical sense, since we market the system as a system. Centralizing the admissions process could allow for students to move more seamlessly between "campuses," and the current setup of being locked in to a "home campus" could evolve quickly in the years to come. Additionally, centralizing financial aid could help HAW students receive notifications and awards soon after submitting their FAFSA. Again, with students taking classes from multiple campuses, centralizing financial aid may help students receive aid no matter which campus they are taking classes from.

   As our campus has struggled to manage the workload of processing, especially now with reduced staff, perhaps a system managed office could produce timely and consistent outcomes.

   Just offer GEC designated courses for the time being. All other courses are "nice to have", but technically not needed for the AA degree. This could reduce our need for lecturer costs. Although it limits the diversity of course offerings, it keeps the student on track and there are still numerous GEC designated courses a student could choose from to use as electives.

   Our campus community will be hurt at first, because we are compassionate towards our colleagues, but the kauhale will heal with the improved morale.

2) However, centralization and alignment should not replace the unique needs of our Island and the service they would need within our campus. Careful consideration to this plan should include availability of a) necessary on-site or on-campus and b) economic ramifications for our Island if jobs are moved to another Island. The feedback includes:

   If centralizing services means reducing our individual capacity to serve our students by reducing personnel on our respective campuses then this is a disservice to our students and community.

   Centralizing services does not eliminate the challenges of serving current and future students. Reducing on campus services reduces employment opportunities for our island community including...
future graduates who seek employment at state agencies including our campus. Furthermore, eliminating offices and services has the potential to eliminate on campus jobs for our students who use on campus employment to pay for essential needs without having to join the workforce while enrolled.

It's really important to take into consideration the culture of each of the Islands, its institutions of higher education, and its diverse communities. A one-size fit all will not work for the diversity of our constituents. The advantage of in-person services is that faculty/staff understand the unique needs of their communities. This will be a great loss with a move to consolidation and consistency of services.

We need to have our own staff person/liaison who can still troubleshoot and make adjustments as needed for our students in a timely manner. Ensure that our campus still has some ability to make adjustments as needed.

Reducing personnel and services to students will leave people unemployed with no options except to relocate and rely on social services, further eroding our island economy.

Students will feel more isolated and displaced. They already find it difficult to access resources on island, moving resources further away will not support the needs of a rurally isolated and geographically sparse community. Again centralizing services should improve not remove capacity to serve the community at large.

While consolidation with UHH may be an opportunity, it needs to be careful so that our students particular needs are met and so that they are provided quality services and not just treated like UHH's poor cousins. If we are going to share let's make sure that our students are treated equally--after all, many of our CC students become UHH students.

3) The campus also shared other solutions that we should consider, including the level of service we would need to support our Island. They include themes and excerpts below:

   a) 11 mos to 9 mos services

   This would be hurtful to student success as this reduces your front line to be available to assist students with key enrollment services during the summer, the busiest time for student appointments. Reducing 11 mos faculty positions will be a problem—who will take up the work they did in the 2 mos lost? Most assuredly this is going to affect students especially if other faculty/staff are going to be asked to pick up the responsibilities lost with the reduced position. Practice care in considering duplicate courses because courses are teaching are tailored to specific student populations. To align them is very probably going to impact effectiveness and student success. Distance education doesn't work for our CC students who most need higher education! Please consider their needs.

   Student success initiatives developed for the summer are critical components to getting students started on the right foot. We have created such a complicated and cumbersome system to navigate through, that key student centered personal are needed to ensure that enrollment isn't adversely impacted by frustrated or misguided students.

   HawaiiCC has tried to be all things to all people for a very long time. We need to take a closer look at whats "nice to have" versus whats a "need to have". Cutting your front line staff that works directly with students for enrollment services is a "need to have" function. If you don't have students enrolled and set up appropriately with financial aid and registration, this will hurt our institution in the long run. I heard Erica Lacro indicate that there aren't lines of students in the summer, but I beg to differ. Summer is our most student intensive time, and its a misnomer to think that we aren't busy all summer.
long. There may be a week right after commencement when there is a lull, but otherwise, I see more students in the summer than probably all throughout the semester. Instead of cutting the “need to have” service, look across the institution to see what is “nice to have” but not a critically essential need for the institution to continue to exist and cut those expenses. Operationally, this makes more sense than cutting students off at the door with no one to service them.

b) Efficiency and effectiveness of services should be the focus.

Use performance evaluations and contract renewal process to eliminate ineffective and inefficient positions. Many take the approach that they do not need to work any more than what they are doing yet their refusal to be accountable and efficient affects work flow and students. We need to create a culture that rewards people who work hard and sets a precedence that to do less is what we can do without.

Everyone is hurting; be flexible with the processes and deadlines. If processes are centralized, then those who remain student-facing on campus must be proactive, positive, and visible. Can we please not just be considering what jobs are out there already (which we know are not enough), but instead plan to serve students for future jobs, industries? This restriction to the current job market is short-sighted.

Inefficient services affect all students. Equity should be a campus wide effort that includes personnel. Uneven work loads does not support a equity minded campus. Students suffer because of inefficient operations and closed doors. Campus climate affects students. We are only as good as our worst x.

Every student. This is not about equity, it’s about fairness. All students, regardless of background, deserve to be admitted expeditiously and have financial aid awarded expeditiously.

NHs, Pacific Islanders, Filipinx students, low-income and working students require more outreach and better representation and in-person services (not consolidated, one-size fits all, and less representative staff and faculty). These populations are already neglected by UHCCs and already represent, disproportionately, populations experiencing unemployment, housing issues, lack of representation in degrees and higher education.

Plan for new industries, not just our current job market. Plan to serve our communities and not just push students through the system. Put money saved from redundant administration into supporting these initiatives.

Reduce administrative redundancy and keep faculty/staff. Support good teaching and student services by not reducing staff/faculty from 11 to 9 mos. Student success is most tied to faculty/staff quality (not administration).

Think creatively about potential future and current job markets, especially since we are all effectively operating online. How can we prepare our students for “distant” job markets as well as be creative in expanding local possibilities for entrepreneurship, community service, agriculture, food, etc.?

Have the schedule of classes up earlier and even designated for at least another semester out. Students are shopping around at other campuses for classes that have their “catalogs” up way earlier than ours. We have to be able to compete across all 7 community colleges now that we’re encouraging students to take classes elsewhere. If we don’t want to lose our students, we need to step it up and be more competitive.

Create working groups to focus on Recruitment of students to revitalize our community.
Shift focus for all groups to plan and implement massive community engagement and outreach; grassroots connections with DOE and unemployed; if we start redirecting conversations and everyone did 1 thing (presentation, live and recorded YouTube of programs, call a teacher, hold a workshop for unemployed, etc) imagine the difference we could make on our revenue. Our campaign and call to action is being lost in somber discussions. We can make a difference if we all become one team, one Kauhale.

Please be cautious about commercializing land. We are in Hawai‘i. Can we think instead of supporting mutual aid for the benefit of all of our communities rather than just raising revenue for the institution? Let’s put our resources towards stewardship as we are supposed to as indigenous-serving institutions committed to Hawai‘i.

Change the conversation! Be a change agent! Improve efficiency and eliminate individuals who do not meet performance standards. Eliminating hard working and committed personal is not the answer.

ADVOCATE. Fight for them. Even if administrators feel like the decision is beyond them, they have to try. Gather as much info as you can and take that to every meeting that you attend. Give those affected as much notice as you can to help them prepare.

Take funding from administrative budgets to support our faculty/staff. Student success is tied to quality faculty and staff. We are the heart and spine of this institution.

You make a call to action to the community! We rally around the need to save education for our island.

Make decisions that make sense, and doesn’t appear to be made just to save some money, but screw staff over. These decisions should be made to serve us in the long run, not just as a temporarily stop gap measure. For many years we have not been able to afford all the operations of the campus and have been in a budget deficit. Long range planning of reductions need to be looked at, not just the quick fix of what’s an easy cut at this time to save some money.

Work load should be distributed more evenly. Positions should be reviewed for relevancy and to ensure personnel are operating as the position was intended. If the position is outdated, work with personnel to take on relevant duties that meet evolving needs.

Leverage on campus resources to work together collaboratively to move our students forward.

Low morale and complacency will further erode the campus and we will be unable to offer innovative and relevant programs and services to our students. Eliminating the wrong things and people will be devastating when you all that remains are outdated services and people who don’t see the urgency to do what is best for our students, campus, and our community. Students may simply go elsewhere or not attend college at all. We need to deliver on what we promise our students who CHOOSE Hawaii CC

Have a plan. Be mindful that the people who are left cannot do all the work that was done before. Services will be limited; make sure they count. FOCUS ON BEING EXCELLENT WITH THE BASICS.

Actually behave as a Kauhale. Actually be an indigenous-serving institution. Actually serve our communities. Actually steward place.

Rebuilding people will be very hard and give time for healing
Our basic operations have been out of whack for years. Each semester we keep asking the question "whos job is that to do?". We need an overhaul of accountability of positions and a clarity as to who is responsible for what roles. Those who have not been taking on leadership roles in respective areas as faculty members should be expect to take leads, so that others don't always have to take it on because no one else is designated to do so. Anyone not with specified leadership roles should be let go, or changed over to APT. We don't have the time or the energy to keep guessing whos job is this.

Finally, attached is the document provided from a hui within our Kauhale who reviewed the plan with the lens of the implications to our Filipino students, faculty and staff. It is my understanding that a similar document will be submitted to you directly as it relates to our Native Hawaiian students, faculty and staff.

Mahalo.
Meeting to Discuss Budget Proposal Impact to Filipino Students, 10/21/2020

Present: Aunty Sandi Claveria (Human Services, Samahang Co-Advisor) Jeanne Batallones (Counseling, Samahang Co-Advisor); Dr. Luz Miguel (Nursing), John Ramos (Samahang Club Vice President), Stecy Dingle (Samahang Club Secretary)

At the request of Chancellor Solemsaas, we convened a meeting to review the Vice President of CC's Budget Proposal and the possible impact of proposed cuts to Filipino students at Hawai'i CC.

Below are a list of concerns and considerations our group identified:

1. **Financial Aid & Admissions Office concerns:**
   a. Concern about getting help from multiple people to get assistance, currently the assistance provided is hands on and beneficial to our students.
   b. Suggestion to centralize to O'ahu only, since we have unique demographics in Hawai'i Island. We are a rural community and our students depend on face-to-face assistance and the relationships they have to their Financial Aid advisors.
   c. Students already have relationships with their current Fin Aid advisor, there is concern about who will be assigned to support them? Will there be an assigned advisor or will they always get a different person? That will not work with our students. This may increase student frustration. As it is, the process can be confusing.
   d. Students prefer an assigned financial aid advisor because they're familiar with their history and application.

2. **Questions regarding program consolidation:**
   a. Will this assume that HawCC programs that get consolidated will be offered online only? Our students require multiple modes of instruction. Online only again impacts the relationships that our students need to persist.
   b. Our students need CONNECTIONS and not CORRECTIONS.

3. **Consolidate physical presence with UH-Hilo:**
   a. What does this mean for the students?
   b. Students should not be forced to take classes from UHH faculty who may not be trained, have a background in, or have a desire to work with the unique community college student population.
   c. How will this effect the kauhale?
d. Consolidate physical presence? Meaning facilities only? Or staffing or services? We are against consolidating staffing or services. No marriage please.
e. Students are opposed to being thrown together with UHH (if the proposal is to merge both campuses).
f. Students are not opposed to sharing facilities such as the gym, cafe, library, TLC, and the classrooms.
g. Students would like the opportunity to take a UH Hilo class at the HawCC tuition rate, to support them in transfer and transitioning from HawCC to UH Hilo.

4. For Medical/Health Programs at KapCC
   a. Our Filipino students are interested in these programs. Rather than reduce these programs, expand them so that our students can complete these programs without having to move to O'ahu and complete their clinicals locally (in Hawai'i Island there are sites where the clinicals can be held).

5. EM Salary Cuts:
   a. Ensure equity across the board, starting from the top.
   b. If there's consolidation, will administrator's also be consolidated across campuses?

6. Other General Concerns:
   a. Lose critical support for our ELL learners who need to transition to 100-level. Will they lose the support from non-credit division to support their English language skills.
   b. Student preference for in-person modalities, online-only program changes may negatively impact our Filipino students who prefer in-person and need to build relationships in their programs with faculty and peers.
   c. Filipino students have historically been negatively impacted by tuition increases to a larger extent than other student populations, as they do not have very many Filipino scholarships available. Tuition increases will directly impact them.