March 12, 2021

ACADEMIC AFFAIRS

Recommendation Committee Members:

Academic Senate: Rosie Vierra
Academic Support: Kristine Korey-Smith, Shavonn Matsuda
Allied Health: Kathleen Hagan, Mary Farmer
Budget Committee: Kelley Dudoit, Theo Chiasson
Business & Hospitality: Debasis Bhattacharya & Kelly Watanabe
Counseling: Shane Payba
English: Eric Engh, Derek Snyder

Humanities: Mike Takemoto, Liana Horovitz
Outreach: Dean Louie, Pam Alconcel, Fawn Helekaži
Social Science: Julie Powers, Melissa Kirkendall
STEM: Ann Emmsley, Tim Botkin
Voc Tech: Thomas Hussey, Cliff Rutherford
Office of Academic Affairs, Facilitators: Kahele Dukelow, Laura Nagle, Kulamanu Ishihara

Scope

1. Academic Affairs Phase II Campus Process
2. Recommendations
3. Next Steps

Academic Affairs Phase II Campus Process

The Academic Affairs process was developed to engage a cross-section of faculty and staff in a review process that would assess the efficiency and effectiveness of programs, units and disciplines and make recommendations to administration.

The recommendation committee (RC) members were chosen by the faculty to represent an equitable selection of academic affairs departments, programs, units and committees including academic senate, academic support, allied health, budget committee, business and hospitality, vocational technical programs, counseling (non-voting), English, humanities, outreach, social science and STEM.

The RC met in a series of seven meetings held on January 15, 22, 29 and February 5, 12, 19 and 26, 2021 facilitated by the Deans.

Programs, disciplines and units were identified for review for the RC in three ways:
1. Cited by VP Lacro during Phase I or II of the University of Hawai‘i Community Colleges Organizational and Resource Planning Ideas for Consideration and Discussion
2. Listed in as a low enrolled or small program in the UHCC Academic Small Programs 2019 Report
3. Otherwise identified by the Deans

The RC committee members were divided into small groups to conduct intensive review of the identified programs, disciplines and units. The groups and the assigned areas of review are listed below:

<table>
<thead>
<tr>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Group 5</th>
<th>Group 6</th>
</tr>
</thead>
</table>

The RC members were provided with a variety of reports and information to facilitate their review including: Annual Review of Program Data, UHMC Program Cost/Revenue Estimates 2017-2020, UHCC Comparative Program Data By Degree, UHCC Comparative Program Data by Pathway, UHCC Employment Wage Data along with relevant University of Hawai‘i strategic and planning documents and memos. The RC also developed a Program Viability Rubric as an additional assessment tool targeted at addressing indicators not included in the reports and data above.

The RC groups reviewed and discussed the reports and data, requested additional information from the programs being reviewed, discussed the validity of the assessment metrics and information and finally formulated recommendations to the Academic Affairs administration. The Deans then included additional recommendations for the complete list. This complete list was presented to the UHMC administration in preparation for action. The recommendations listed below include the complete list with unit impacted, action recommended, justification, and group responsible for the recommendation.

**Recommendations**

<table>
<thead>
<tr>
<th>Unit Impacted</th>
<th>Action recommended</th>
<th>Justification</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 FTE, Creative Media (CM)</td>
<td>Eleven to Nine Month Position Reduction</td>
<td>CM program is a nine month program, changed to align faculty with program</td>
<td>RC</td>
</tr>
<tr>
<td>1 FTE, The Learning Center</td>
<td>Eleven to Nine Month Position Reduction</td>
<td>Adjustment in workload.</td>
<td>RC</td>
</tr>
<tr>
<td>1 FTE, Library</td>
<td>Eleven to Nine Month Position Reduction</td>
<td>Adjustment in workload.</td>
<td>Deans</td>
</tr>
<tr>
<td>Program Type</td>
<td>Measures</td>
<td>Reasons</td>
<td>Approval</td>
</tr>
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<td>--------------------------------------------------</td>
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<tr>
<td>1 FTE, Outreach, Lāna’i</td>
<td>Eleven to Nine Month Position Reduction</td>
<td>Adjustment in workload.</td>
<td>Deans</td>
</tr>
<tr>
<td>1 FTE, Professional Development/Dental Assistant</td>
<td>Include 6 teaching TEs each semester in the Dental Hygiene program</td>
<td>Adjustment in workload.</td>
<td>RC</td>
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<tr>
<td>Spanish (Discipline)</td>
<td>Suspend course offerings</td>
<td>Low enrollment, system collaboration</td>
<td>Deans</td>
</tr>
<tr>
<td>Ilocano (Discipline)</td>
<td>Suspend course offerings</td>
<td>System collaboration</td>
<td>Deans</td>
</tr>
<tr>
<td>Marine Options Program Certificate</td>
<td>Terminate program</td>
<td>Low enrollment &amp; completion</td>
<td>Deans</td>
</tr>
<tr>
<td>Lāhainā Education Center/Outreach</td>
<td>Terminate program</td>
<td>Low usage</td>
<td>RC</td>
</tr>
<tr>
<td>Business Technology (AAS)</td>
<td>Fold program into Business Administration as a concentration</td>
<td>Low enrollment &amp; completion; insufficient evidence of industry demand for associates level degree</td>
<td>RC</td>
</tr>
<tr>
<td>Engineering Technology (BAS)</td>
<td>Terminate program</td>
<td>Low enrollment &amp; completion</td>
<td>RC</td>
</tr>
<tr>
<td>Fashion Technology (AAS)</td>
<td>Fold program into Liberal Arts as an ASC</td>
<td>Low enrollment &amp; completion; insufficient evidence of industry demand for associates level degree</td>
<td>RC</td>
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</tbody>
</table>

**Next Steps**

As Academic Affairs works to rightsize academic programs and academic support, the administration is also considering strategies for generating revenue and anticipating expansion of viable programs to better meet community needs. While specific priorities have not been confirmed, areas of interest include the following:

a) Exploring Teacher Education  
b) Strategically meeting the healthcare workforce needs of the community by establishing a Bachelors of Nursing program and expanding the capacity of the Licensed Practical Nurse program  
c) Rethinking course and program offerings through supporting increased capacity for hybrid learning, exploring offering accelerated online cohorts, including addressing the unique needs of our educational outreach centers.  
d) Continuing to reimagine and develop educational programs and student support services in response to the changing social, economic, political and educational landscape of our community and the world.
The Administrative Services Department (Operations and Maintenance, Campus Security, Business Office and Human Resources) phase II process has been driven by UHCC system direction as well as internal restructuring within the departments to adjust to the 2020 Legislative sweep of vacant positions and a projected decline in State budget allocations.

Department Summary:

**Human Resources:** The system Human Resources (HR) work group is continuing their meetings. Initial outcomes from the HR work group are standardizing the types of functions that each HR Office handles, and rightsizing each HR Office based on standard functions and responsibilities. HR Offices that weren’t handling student employment will have student employment transferred to them. As a result, the UHMC HR Office is working closely with Financial Aid Office to transfer student employment. This transition is scheduled to be completed by April 2021. The work group has preliminarily determined the standard staffing for UHMC HR to be 3.0 FTE. Presently, the HR Office has 4.0 FTE with 1.0 FTE on reassignment therefore HR have right sized.

**Operations and Maintenance:** The Operations and Maintenance (OM) Department lost 7.0 FTE positions during the 2020 Legislative session. Of the 7.0 FTE positions, 3.0 FTE were supervisory. As a result, the OM Department underwent an immediate reorganization to restore an effective and manageable level of subordinates to supervisor ratio. This reorganization restored proper supervisory oversight for the Janitorial and Building Maintenance crews who were left without a supervisor. The reorganization was approved in November 2020. In addition, the OM Department lost 1.0 FTE OM Clerk and 1.0 FTE Mailroom Clerk. The OM Department no longer has any clerical support staff. Possible internal restructuring to alleviate this shortfall is being vetted and is described in the Business Office section below.

**Business Office:** The system Business Office (BO) work group is continuing their meetings. Initial outcomes from the BO work group is the possibility of centralizing certain cashiering tasks. Vetting of this is continuing. The BO lost 2.0 FTE positions during the 2020 Legislative session along with 1.0 FTE vacant due to retirement. The BO is vetting an internal restructuring that could improve the procurement process campus wide and alleviate the clerical support shortfall in the OM Department. Presently, campus procurement follows a five step process. Field supervisor to field clerical support to Business Office pre-audit staff to Account Supervisor to Business Office Fiscal Administrator before procurement transactions are approved. The BO will conduct a beta test and collapse the functions of the field clerical support and the Business Office pre-audit staff into a single unit which will be a procurement center. This will result in a four step process. Field supervisor to procurement center to Account supervisor to Fiscal Administrator. This restructuring replicates the ESC Office that has been established for extramural programs. We anticipate to start a beta test for this Procurement Center in April 2021 and will be focused on the Operations and Maintenance Department. If successful, then the Procurement Center maybe expanded to serve campus wide.

**Campus Security:** During the 2020 Legislature, one of the University’s top budget priorities was to increase the staffing of Security Departments on all campuses and reduce or eliminate the use of contract security. This budget request was not funded therefore the college continues to operate with a mixture of UH Security Officers and contract security officers.
Extended Learning and Workforce Development (ELWD) staff have participated in CC systemwide meetings, campus meetings, and internal division meetings, to address and adapt to State and UH budget challenges. Key to our discussion at every level – systemwide, campus, division - is maintaining a focus on workforce needs and striking a balance between what we offer locally, what will be offered systemically, and how any proposed change will contribute to student success as well as program sustainability and efficiency.

In ELWD Division meetings, System and Campus level information is shared and feedback and ideas are invited from faculty and staff. Meeting agendas and minutes are widely circulated in support of open communications and transparency. Budget and enrollment/revenue data are included. ELWD faculty and staff are invited to other campus meetings (i.e., “Campus Forum”, Budget Committee) to give input and ask questions.

Prior to this “UHCC Planning for Fiscal Year 2022 and Beyond” restructuring initiative, UHMC had already reorganized Continuing Education (formerly OCET) in 2018 with four other programs into ELWD.

Through this reorganization we gained efficiencies through shared support staffing and transfer of the E/M OCET Director position to credit programs. In addition, ELWD embraced workforce development programming goals and objectives in the UHMC strategic planning document and created programs in synch with national trends towards industry-valued certifications (i.e., microcredentialing) and non-credit/credit articulation. Pre-COVID, ELWD had made significant progress towards those goals.

In the current restructuring initiative, we have been able to adapt in the short-run with the following adjustments in staffing. The list below provides a cumulative picture of the extent of the reductions. Our current level of staffing is 8.00 FTE.

**SUMMARY OF POSITION REDUCTIONS, SAVINGS THROUGH VACANCIES, OTHER EFFICIENCY ADJUSTMENTS:**

Gfund Reductions/Salary Savings:
1. E/M Position, Dir OCET, Gfund (transferred to Academic Affairs)
2. Faculty (11 month) MFIC Manufacturing, Gfund (Swept)
3. Faculty (11 month) MFIC Entrepreneurship, Gfund (Swept)
4. Faculty (11 month) MLI, Gfund (Vacant)
5. Faculty (11 month), Workforce Development Program Coordinator (N. Van der Lee resignation)
6. APT B MFIC Facilities Manager, Gfund (Swept)
7. APT A UH Center, Gfund (Swept)
8. Office Assistant III Career Link, Gfund (L. Kimura retirement)

Sfund Reductions:

Temporary Assignment Reductions:
10. Faculty, (11 month, Dean Louie, returned to Credit)
11. Faculty, (11 month, Chris Speere, returned to Credit)
We are analyzing viability of continuing past course and program offerings. We continue to participate in discussions regarding administration of non-credit programs and to what extent programs and services will be centralized vs. local, how best to meet priority workforce and industry needs, and what coordinated planning and implementation in support of economies of scale will look like. We also look forward to discussions on further non-credit/credit leveraging in areas of campus academic strengths (Sustainability, Food Innovation) in support of student advancement in both non-credit and credit classes and programs.