

University of Hawai'i Community Colleges  
Strategic Directions 2015-2021

 UNIVERSITY of HAWAII  
COMMUNITY COLLEGES

University of Hawai'i Community Colleges  
Spring 2016

John Morton, Vice President for Community Colleges

**UHCC System 2015-2021** **UHCC Strategic Plan**

- Increase Graduation and Transfer
- Eliminate Access and Success Gaps for:
  - Native Hawaiian Students
  - Filipino Students
  - Pacific Islander Students
  - Pell Students

1

**UHCC System 2015-2021** **UHCC Strategic Plan**

- Maintain Quality
- Accelerate Student Success in Developmental Coursework
- Use Guided Pathways to Graduation and Transfer
- Provide Effective Workforce
- Remove Cost as a Barrier to Community College Success
- Enrollment Management

2

**UHCC System 2015-2021** **UHCC Strategic Plan**

- Use Technology to Expand Offerings and Improve Processes
- Fulfill Our Commitment as a Model Indigenous Serving System
- Fulfill Our Commitment to Sustainability, Including Financial Sustainability

3

**UHCC System 2015-2021** **Reforming Developmental Education**

### Developmental Education Sequence

	Assessment	Placement	Enrollment	Completion
<b>Traditional</b>	Take single standardized exam	Cut scores determine placement in 1 or more levels of developmental education	Students take 1 or more courses before enrolling in gateway courses	Success has been defined as completion of developmental education course
<b>New</b>	Multiple measures of placement, moving toward diagnostic analysis	Students either 1 or more than 1 level down; eventually individualized analysis of need	Students enrolled concurrently in <i>linked</i> developmental and gateway courses	<b>NEW</b> Measure of success is completion of gateway course

4

**UHCC System 2015-2021** **Reforming Developmental Education**

### Completing Math & English

- 75% of students testing one-level below college ready will successfully complete their college-level English and/or Math course within one semester
- 70% of students testing at two or more levels below college ready will successfully complete their college-level English or Math course within one year

5

**UHCC System 2015-2021** **Reforming Developmental Education**

### English

- Co-requisite structure for students (all colleges)
- One semester developmental English for two or more levels down followed by English 100 in the subsequent semester
- Co-requisite developmental English/English 100 for two or more levels down (Honolulu only)

6

**UHCC System 2015-2021** **Reforming Developmental Education**

LeeCC English ALP Initiative	Enrolled in ALP ENG 22	Successful Completion ENG 100	Percent ALP ENG 22 Successful ENG 100
Fall 2011	61	52	86.7%
Spring 2012	104	65	63.7%
Fall 2012	108	82	75.9%
Spring 2013	112	62	55.4%
Fall 2013	116	79	68.1%
Spring 2014	88	57	65.5%
Fall 2014	144	89	61.8%
Spring 2015	128	81	63.3%
<b>Fall 2015</b>	<b>270</b>	<b>194</b>	<b>72.1%</b>
Spring 2016	252	Not yet available	Not yet available

7 Source: LEE Office Planning, Policy, and Assessment Accelerated Learning Program (ALP)

**UHCC System 2015-2021** **Reforming Developmental Education**

**Math**

- Separate paths for College Algebra, College Math (all colleges), and CTE Math (Hon, Lee, Mau)
- Co-requisite developmental Math and college level Math for one level down students (six colleges)
- Sequential eight-week developmental Math and college level Math for one level down students (Hon)

8

**UHCC System 2015-2021** **Reforming Developmental Education**

**Math**

- Semester-long developmental Math for students two levels down followed by college level Math in the next semester
- Pedagogy – classroom, emporium, labs, hybrid – approaches determined by each college
- Different models will be assessed for effectiveness and efficiency

9

**UHCC System 2015-2021** **Reforming Developmental Education**

**Placement Tools**

- Multi-measures adopted for entering high school students, including *ACT*, *Smarter Balance*, high school GPA
- 12<sup>th</sup> grade *Introduction to College Mathematics* course taught at high school
- Working to get high school info sent electronically
- Adult learners (and others without above measures) – *Accuplacer* 2-year pilot

10

**UHCC System 2015-2021** **Reforming Developmental Education**

**Non-Cognitive Support**

- Ongoing discussions and review of assessment tools:
  - *SmarterMeasure*
  - *ACT Engage*
  - *School Motivation and Learning Strategies Inventory (SMLS)*

11

**UHCC System 2015-2021** **Reforming Developmental Education**

**Other Issues**

- **Impact on scheduling classes**
- **Staffing**

12

**UHCC System 2015-2021** **Reforming Developmental Education**

**Implementation Priorities**

- **Student Success Council identified priorities:**
  - **Professional Development, including consultants**
  - **Tutors**
  - **Conversion of lecturers to faculty positions**
  - **Assigned time**

13

**UHCC System 2015-2021** **Reforming Developmental Education**

**Support for Implementation**

- **Innovation Fund \$800,000; professional development funds already released**
- **Unearned performance funding will be reallocated to support implementation**

14

**UHCC System 2015-2021** **Reforming Developmental Education**

**Support for Implementation**

- **Technical Support from Complete College America (CCA)**
- **\$500,000 over two years from Kresge/Jobs For the Future Grant to establish Student Success Center**
- **\$225,000 funding from Gates for *iPASS***
- **Positions re-allocated/allocated from campuses and/or UHCC System**

15

**UHCC System 2015-2021**

## Guided Pathways to Success (GPS)

**“Too Much Time and Money and Too Few Graduates” - CCA**

- Billions of dollars and millions of hours on unnecessary credits/courses
  - Poor choices
  - Unavailable credits
  - Lost transfer credits
  - Unnecessary credits

Complete College America (CCA)

16

**UHCC System 2015-2021**

## Guided Pathways to Success (GPS)

**Key Elements for Success**

- Whole Programs of Study – coherent programs not random, individual courses
- Intrusive, On-Time Advising – just in time, efficient, and cost effective

17

**UHCC System 2015-2021**

## Guided Pathways to Success (GPS)

**Designing Pathways**

- Need pathways designed for declared majors, undecided students (meta majors), students with transfer goals, part-time students
- Pathway Coordinator funded at each college
- Initial prototypes will focus on well-defined programs of study

18

**UHCC System 2015-2021**

## Guided Pathways to Success (GPS)

**Modifying STAR Registration**

- Changing Banner Registration to use STAR guided pathways
- Successfully pilot-tested with Hon students; implement pilots all campuses for Fall 2016; full implementation Fall 2017
- Supported by legislative appropriation of \$500,000

19

**UHCC System 2015-2021** **Guided Pathways to Success (GPS)**

**Managing Pathways**

- **Integrated Student Services, advising, and registration communication with *Starfish***
- **Working on process to get students on their initial path and to manage changing pathways**
- **Working on creating communication and reinforcement to keep students on path**

20

**UHCC System 2015-2021** **Guided Pathways to Success (GPS)**

**Managing Pathways (cont.)**

- **Working on removing institution-created barriers to student progress**
- **Developing analytic tools to help manage scheduling and course availability including:**
  - *STAR Academic Program Velocity and Analytics*
  - *Ad Astra*
  - *Program management tool based on student flow*

21

**UHCC System 2015-2021** **Guided Pathways to Success (GPS)**

**STAR Academic Program Velocity (An example of full time students)**

The challenge: In degree programs on the Left on average only 10 of the 15 credits that are being taken count versus programs on the Right, on average all the credits being taken count to the program requirements. Please note this excludes remedial work.

bubble = degree program  
size of bubble = student population in program

22

**UHCC System 2015-2021** **Guided Pathways to Success (GPS)**

**Ad Astra**

**Low Resource Efficiency/High Course Access**

Better than the industry average in meeting student needs, you achieve this level of service in part by over-allocating your academic resources. Significant realignment of resources can greatly improve efficiency and/or capacity to grow enrollments while maintaining student service.

23

**UHCC System 2015-2021**

## Guided Pathways to Success (GPS)

The dashboard displays 'Student Flow Analysis' with a navigation bar and several data visualization components:
 

- A line chart showing 'Number of Students' over time.
- A pie chart showing the distribution of students across different categories.
- Multiple data tables providing detailed statistics and trends.

**UHCC System 2015-2021**

## Provide an Effective Workforce

What would alignment between the economy, workforce and education production look like?

The puzzle diagram consists of several interlocking pieces:
 

- Center:** WORKFORCE PUZZLE
- Outer Ring (clockwise from top):** Labor Tool Users, UH Planners, DOE, DBEDT DLIR, STAR, Industry Vetting, Job Placement, Foundation Elements for the Tool, LMI, HBR & CEDS, STUDENTS.

25

**UHCC System 2015-2021**

## Provide an Effective Workforce

**Economic Alignment Needs for UH**

UH needs a coherent and uniform way to understand and communicate:

- 1) Program relevance in the Hawai'i economy
- 2) Program demand levels: present and future projections;
- 3) Special demand areas: low numbers; high need
- 4) Graduation levels relative to demand: over or under producing;
- 5) Program opportunities: missed areas in the economy?;
- 6) Skill sets that are aligned or not with industry need;
- 7) Student demand that may or may not fit into Hawai'i economic priorities;

26

**UHCC System 2015-2021**

## Provide an Effective Workforce

What Data and What Strategy are Needed to Serve Various Needs in an Integrated Fashion?

- 1. Enhanced **LMI**;
- 2. Framing the LMI Data with a **Sector Strategy**;
- 3. Engaging, systematically and continuously, all stakeholders together around the Sector Data: **Vetting**;
- 4. Better means of communicating workforce and economic opportunities and challenges: **Outreach**;

27

**UHCC System 2015-2021** **Provide an Effective Workforce**

High Level Front Page of Labor Sector Maps

Major economic sectors profiled

28 [http://uhcc.hawaii.edu/industry\\_sectors\\_dev/industry\\_sectors.php](http://uhcc.hawaii.edu/industry_sectors_dev/industry_sectors.php)

**UHCC System 2015-2021** **Provide an Effective Workforce**

Sectors and Jobs Auto-Generated by Current Demand

Select a Sector

Jobs Ordered by Demand

29 [http://uhcc.hawaii.edu/industry\\_sectors\\_dev/sectors.php](http://uhcc.hawaii.edu/industry_sectors_dev/sectors.php)

**UHCC System 2015-2021** **Provide an Effective Workforce**

Access Labor Map Through STAR per degree

STUDENT STAR

- Job
- Job
- Job
- Job
- Job
- Job

30

**UHCC System 2015-2021** **Provide an Effective Workforce**

**USA Funds Grant to UH to Address STEM Needs**

- \$4.6M for 2 years, potentially \$12M for 5 years
- Focuses on information technology (cybersecurity), biotechnology, and engineering
- Builds STEM pathways from DOE through the CCs to UHM, UHH, UHWO

31



**UHCC System 2015-2021** **Provide an Effective Workforce**

**Addressing Skill Gap Areas**

- Legislative initiative to focus community colleges on filling skill gaps for high paying jobs using short-term certificates and/or workforce upgrading
- Modifies our enabling legislation to make this activity part of our legal mission
- Provides an appropriation (if passed)

32

**UHCC System 2015-2021** **Remove Cost as a Barrier**

**What is the Cost Gap?**

- Total Cost of Attendance
- Direct Cost – Tuition, Fees, Books, Supplies, Transportation
- Paid for by Expected Family Contribution (EFC), Pell, State/Institutional Grants, Private Grants, Other, Loans

33

**UHCC System 2015-2021** **Remove Cost as a Barrier**

College	Unmet Need Headcount	Unmet Need	Average per Student
Hawai'i	188	\$450,586	\$416
Honolulu	61	\$91,815	\$110
Kapi'olani	134	\$249,557	\$196
Kaua'i	117	\$163,738	\$367
Leeward	116	\$154,319	\$115
Maui	287	\$376,539	\$301
Windward	90	\$215,978	\$335
UHCC	993	\$1,702,532	\$248

Direct Costs: Tuition, Fees, Books, Supplies, Transportation

34

**UHCC System 2015-2021** **Remove Cost as a Barrier**

**Strategies to Close the Gap**

- Make removing cost barrier a major component of our UH capital campaign
- Support legislative (and national) efforts at providing scholarships or free tuition for community college students with emphasis on need-based
- Continue to emphasize importance of FAFSA (45% of Hawai'i HS students did not complete FAFSA)

35

**UHCC System 2015-2021** **Remove Cost as a Barrier**

**No Cost/Open Educational Resource Textbooks**

	Kapiolani	Leeward
Number CRNS \$0 Cost Textbooks	79	148
Spring 2016 CRNs \$0 Cost Textbooks	7.4%	14.35%
Students Taking Courses \$0 Cost Textbooks	1,229	2,643
Number Courses \$0 Cost Textbooks	43	63
Instructors Teaching Courses \$0 Cost Textbooks	39	49

Interested? LeeCC – Leanne Riseley, Wade Oshiro; KapCC – Susan Kazama, Sunny Pai

36

**UHCC System 2015-2021** **Enrollment Management**

**Early College Enrollments**

	HAW	HON	KAP	KAU	LEE	MAU	WIN	UHCC
Fall 2014	N/A	60	81	N/A	204	14	24	383
Fall 2015	106	201	139	78	311	18	73	926

Source: College VCAA & VCSA

37

**UHCC System 2015-2021** **Enrollment Management**

**Entering High School\***

	Baseline	Fall 2015 Target	Fall 2015 Actual	Difference	Fall 2021 Target
HAW	440	474	339	-135	666
HON	429	436	335	-101	485
KAP	794	806	669	-137	866
KAU	204	209	189	-20	245
LEE	965	1,045	848	-197	1,329
MAU	430	455	374	-81	590
WIN	245	261	226	-35	339
UHCC	3,507	3,687	2,980	-707	4,520
					+1,013

\* Will be reconciled with high school tool following Data Governance Agreement between UH, DOE, & P-20

38

**UHCC System 2015-2021** **Enrollment Management**

**High School Enrollment**

**High School Dashboard**

[Currently, Web link for demo only]

39



**UHCC System 2015-2021** **Model Indigenous-Serving System**

**Actions to Date**

- Policy adopted establishing Community College Council of Native Hawaiian Chairs (UHCCP 1.104)
- Regular meetings of Council with Vice President for CC
- Planned retreat focusing on implementing Hawai'i Papa O Ke Ao recommendations

44

**UHCC System 2015-2021** **21<sup>st</sup> Century Facilities**

**Actions to Date**

- Establishment of a \$3.0M annual pool for capital equipment replacement
- Continued legislative support for renovation of facilities
  - House Finance recommended \$25M for R&M and \$10M for renovation along with other specific projects
- Tuition proposal would eliminate current \$50M in deferred maintenance over a three-year period

45

**UHCC System 2015-2021** **Work to Do**

- Strategic Distance Education course and program development
- Professional Development and R&D on technology-enhanced teaching
- Targeted programs for Adult Learners
- Programs to enhance student transfer and transfer success

46



**Success is What Counts**  
The Journey Continues



UNIVERSITY of HAWAII  
COMMUNITY COLLEGES

47