HAWAIʻI COMMUNITY COLLEGE
UNIT COMPREHENSIVE 3-YEAR REVIEW REPORT

Information Center

July 28, 2017

Review Period
July 1, 2013 to June 30, 2016
AY 2013-14, AY 2014-15, and AY 2015-16

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Program/Unit Review at Hawaiʻi Community College is a shared governance responsibility related to strategic planning and quality assurance. Annual and 3-year Comprehensive Reviews are important planning tools for the College's budget process. This ongoing systematic assessment process supports achievement of Program/Unit Outcomes. Evaluated through a college-wide procedure, all completed Program/Unit Reviews are available to the College and community at large to enhance communication and public accountability.

Please see http://hawaii.hawaii.edu/files/program-unit-review/

Please remember that this review should be written in a professional manner. Mahalo.
PART I: UNIT SUMMARY

Describe the Unit	
Provide the official description of the unit from the catalog (if applicable), and also provide a thorough explanation of what the unit does (its functions and operations), and who it serves.	We understand that as a student, your primary focus is your academic success. With that in mind, it is our mission to provide you with exceptional customer service to ensure that being a student is as stress-free as possible. Our goal is to serve as your first-stop location and guide you to various offices, including Admissions and Records, Financial Aid & Student Employment, Counseling, Advising and Support Services, as well as, the Hale Kea Testing Center.

We continue to promote accessibility to higher education, by providing individuals and organizations with accurate, up-to-date information about Hawaiʻi Community College. While some questions may be considered complex, we will make every effort to clarify issues and assist in resolving them. |
| Provide and discuss the unit's mission (or goals and objectives, if no unit mission statement is available). | The Information Center will serve as the central source for information about Hawaiʻi Community College, anything from general inquiries to referrals to various offices, departments, faculty or staff. |

Report and discuss all major/meaningful actions and activities that occurred in the unit over the past three years, from July 1, 2013 through June 30, 2016. For example:

Changes to the unit's services, functions, and/or operations.	During the 3-year review period, the Information Center has continuously provided pre-admission information to all entities through at least 48 Campus Tours, over a dozen Live Chat responses, 32 Campus Explorers, and numerous emails, phone calls and in-person inquiries.
	The Information Center provides all information using various media outlets, including printed and electronic versions of all informational brochures and other enrollment materials. email announcements have increased email fatigue and students are often ignoring the multiple emails regarding important campus information and deadlines. Through Campus Tours the Information Center promotes the benefits of a community college education and why Hawaiʻi CC. By means of the Hawaiʻi CC social media sites such as Facebook, Hawaiʻi CC ensures that all important campus deadlines and upcoming events and offerings are shared on all social media outlets.
	During the AY13-14, the Information Center Coordinator position was vacant. Therefore, the Info. Center was operated by two Student Assistants and overseen by the Vice Chancellor for Student Affairs.
	Effective July 1, 2014, one key change was the hire of the new Information Center Coordinator.
	Since the Information Center Coordinator was hired, the Information Center began coordinating all campus tours, prior to the AY14-15 campus tours were coordinated through established contacts between high schools and Hawaiʻi CC Counselors.
	Beginning the AY15-16, the Information Center Staff began publishing the "News Flush" Newsletters, which were posted in all bathroom stalls

on Manono Campus. News Flush was used to update individuals with important information, events, and deadlines. Near the ending of the AY15-16, News Flush became very time consuming and required more manpower than the Information Center could offer. The Information Center Staff then created a Student Newsletter called "Ka ʻIo News", this was a monthly newsletter; created, printed, and distributed by Hawaiʻi Students.

Even taking on additional responsibilities as an office, the Information Center has been able to continue moving forward to grow the Information Center services.

Changes to the clients it serves (students, faculty, staff, community, UH System etc.).	The Information Center continues to serve various entities throughout the state of Hawaiʻi and the Continental U.S.
Personnel and position additions and/or losses.	The Information Center Coordinator is the only full-time staff within the Information Center. Over the past three years, the Information Center has had at least one Student Assistant. During the AY13-14 the Info. Center was able to function with two Student Assistants. During the AY14-15, the Information Center experienced gaps where there were no student assistants employed; this is mainly due to students graduating or other academic concerns. During the AY15-16, the Information Center was forced to save 85% of the office budget to ensure available funding for two Student Assistants. Even with the Information Center Coordinator and two Student Assistants, the Information continues to experience intervals that there isn't enough staffing and relying on surrounding office staff is the only

	option. Hiring a full-time Office Assistant or increasing the Information Center budget will help in assure that the Information Center can provide the most efficient services.
Other major/meaningful activities, including responses to previous CERC feedback.	No previous CERC feedback, unit was only organized in the AY14-15.

Describe, analyze, and celebrate the unit's successes and accomplishments. (For example, *more students were served* OR *the unit successfully integrated new strategies/technologies*.)	
Discuss what the unit has been doing well that needs to be maintained and strengthened.	As part of the Information Center's daily operations, an average of 12 inquiries are received per day including walk-ins, phone calls, and emails. On busier months, such as July, August, January, April, and May, this average number of inquiries increases to 30 per day including walk-ins, phone calls, and emails. The reason for this increase relates to VIP Registration dates and other approaching enrollment deadlines.

The Information Center Coordinator conducted a training session at the start of each Fall and Spring semester for Student Assistants and Peer Mentors who were willing to be tour guides. This training included conducting a mock campus tour and going over important information related to various areas along the campus tour route. Additional one-on-one training sessions took place as needed for Student Assistants and Peer Mentors who were hired after the semester training session was conducted. |

	Campus Tours in general have been going very well, the online Campus Tour Request Form has been very helpful to track the number of requests and having the link on the Hawaiʻi CC Homepage also helps to get potential students, their families, and community members interested in visiting our campus. Since launching the online request form, the Information Center has received 22 online requests during the AY14-15 and 25 online requests during the AY15-16; overall, the Information Center Coordinated 28 campus tours throughout each aid year totaling over 700 students from grades 8 and up to college transfers.
Validate these successes by discussing positive improvements in the unit. Please provide evidence if applicable (ex: unit data reports, relevant URL links, etc.).	At this time, the Information Center has never conducted an evaluation of walk-in and phone inquiry successes. In the AY16-17, the Information Center Coordinator will work on creating an evaluation of services to be sent to all Hawaiʻi CC Students, Faculty, Staff, and Lecturers. Based Campus Tour Evaluation responses, it is clear that our Campus Tour Guides have received the appropriate training to be able to conduct a successful campus tour. The Campus Tour Evaluation also proves that the Campus Tour Program plays a vital role in educating potential students about Hawaiʻi CC and familiarizing themselves with a college environment. One aspect of the campus tour that is unique is that most of the Hawaiʻi CC Programs are willing to allow campus tour groups go into their classrooms/programs and see the students in action; there is always someone from each program who is willing and able to speak to the tour groups and answer questions based on firsthand experiences.

Describe, analyze, and discuss any challenges and/or obstacles the unit has faced.	
Identify and discuss the unit's challenges/obstacles.	Over the past 3 years, the Campus Tour Program has grown; during the AY13-14 campus tours were conducted by the Information Center Coordinator alone and during the AY14-15 and AY15-16 the Information Center has called upon other Student Services Student Assistants and Peer Mentors for campus tour guide support. Due to Student Assistants and Peer Mentors varying availability it would oftentimes be very difficult to coordinate a campus tour for a large group during normal public school hours. Historically, the Information Center Student Assistants have been campus tour guides when needed, this leads to the Information Center needing to again rely on surrounding office staff to assist with the walk-in and phone inquiries.
Discuss changes and actions taken to address those challenges.	The idea of hiring Student Ambassadors as campus tour guides or simply hiring additional Student Assistants for the Information Center has been an ongoing discussion, however, due to funding constraints there has been limited actions taken to secure additional Federal Work Study Funding or General Funds to ensure full accommodations of all campus tour requests. The Information Center opened a Bridge-to-Hope Student Assistant position in September 2015.
Describe and explain the results of these actions.	The Information Center Coordinator has requested additional Federal Work Study Funding and showed documentation estimated expenses for the upcoming aid year. Still the Information Center was given the same

	allotment of $4,000 in Federal Work Study, which unfortunately isn't enough to even fund one Student Assistant for the full aid year. There were more than 40 referrals made for Student Assistant Bridge-to-Hope position; fewer than 10 applied and none of those who submitted applications were eligible for Bridge-to-Hope "First to Work" employment. This position is still currently open.
Discuss what still needs to be done in order to successfully meet and overcome these challenges.	In order to overcome the challenge increasing the manpower within the Information Center, the Information Center Coordinator will provide potential expenses comparisons for hiring additional Student Assistants and/or hiring a full-time Office Assistant to cover the Information Center while the Coordinator and Student Assistant is out for a campus tour. Securing additional Federal Work Study or other sources of funding Student Assistants would also be beneficial to the Information Center to ensure success of daily operations and campus tours.

ARPD Data

<mark>**If ARPD data is available for the unit, please attach a copy of the ARPD data tables for the three years under review and submit with the Unit Review document.**</mark>
<mark>**If no ARPD data is available for the unit, please provide and discuss relevant and/or comparable data for the three years under review as available from the unit's records.**</mark>

a) **If you will be submitting the Unit Review document in hard copy, print and staple a copy of the ARPD data tables, if available, or other unit data as applicable, to the submission; the icon to print the ARPD data tables is on the upper right side, just above the data tables.** **OR**

b) **If you will be submitting the Unit Review document in digital form, attach a PDF copy of**

the ARPD data tables, if available, or other unit data as applicable, along with the digital submission; the icon to download the ARPD data tables as a PDF is in the upper right side, just above the data tables.

Unit ARPD data, if available, can be found on the ARPD website:
http://www.hawaii.edu/offices/cc/arpd/

| Describe, discuss, analyze, and provide context for the ARPD data, including the unit's health scores in the Demand, Efficiency, Effectiveness, and Overall Health categories. | The UH System does not provide ARDP data for this unit. Demand - The Information Center receives a variety of inquiries, from Admissions & Records to simple directory information by means of walk-ins, phone calls, and emails. In January 2016, the Information Center took the lead on the Live Chat feature on the Hawaiʻi Community College website; this required the Information Center Staff to be logged in to the Olark Live Chat system during regular business hours, 8 AM - 4:30 PM. The Information Center also coordinates all campus tours for Hawaiʻi CC and represents Hawaiʻi CC at various College, Career, and Community Fairs and events. Efficiency - The Information Center operated by the Information Center Coordinator and at least one Student Assistants. During a regular work day there could be a period of time where only limited services were available at the Information Center, this would be if the Information Center Coordinator and the Student Assistant was not in the office relying on surrounding offices to provide support. Effectiveness - Campus Tour evaluations were given out to campus tour groups of 15 or less and a link to the campus tour evaluation is emailed to chaperones of groups larger than 15, this started during the AY15-16 and received an 85% response rate. Based on the responses received it is clear that the Hawaiʻi CC Faculty, Staff, and Students are friendly and |

	welcoming, that the participants are very satisfied with the knowledge of our tour guides, participants receive enough information about Hawaiʻi CC, and that the campus tours help participants feel more prepared to enroll in college.
Describe, discuss, analyze, and provide context for unit data that was collected based on its specific operations and functions. Examples could include, but are not limited to work logs and activities records, meeting and session records, and any other relevant internal or external data, as appropriate.	All walk-in and phone inquiries are tracked on a daily basis and at the end of each month all information is compiled into a single data table. *In 2016-2017, the Information Center Staff will work with the Institutional Assessment Coordinator to identify effectiveness. ● July at 326 is the most frequent month for inquiries ● January and August just over 200 inquiries per month ● On average per aid year there are over 1700 inquiries From the AY13-14 through the AY15-16, the Information Center has seen a spike in inquiries; this is believed to be due to the fact that there is now a full-time Coordinator at the Information Center. The spike was during the AY14-15 and the Information Center made some changes including adding directory signs for Admissions & Records, as well as Orientation and the Office of Continuing Education for Passport applications. Due to this change, the Information Center noticed a reduction in inquiries for those areas by almost 1,000 inquiries.
Describe any trends, and any internal and/or external	Internal Factor: Due to the minimal Federal Work funding, the Information Center Staff often needed the help from other Student

factors that are relevant to understanding the unit's activities during the review period.	Affairs Student Assistants and surrounding office staff to provide support at the Information Center. Even with the small office staff, the Information Center took on the responsibility of Student Publications including designing the Student Planner and Student Newsletters. External Factor: Overall, the economy has been good therefore the Hawaiʻi Community College enrollment has dropped. Trends - The UHCC Media Preference Survey is distributed annually in November; this survey measures students' preferences from campus image and recruitment efforts to college communication. Some pertinent information includes, impactful methods, best recruiting strategies, customer services satisfaction, and preferred contact methods. The results of this survey showed that a college website and campus tours are methods that would have most impact for a potential student; also, more than 40% of respondents felt satisfied with the customer service they received during the first three weeks of classes. This survey proved that students prefer to be contacted with various college information via their college email; and that when receiving an email most students usually read and save the email. According to the results, respondents favorite social networking site is Facebook and use of social media is 3-4 hours daily normally from 6pm to midnight.
Discuss other strengths and challenges of the unit that are relevant to understanding the unit's activities during the review period.	During the AY13-14, there was no one in the Information Center full-time; this made it difficult for campus tours to be offered and other offices were obligated to take on the responsibility of being educated in a variety of areas to provide accurate information. Since hiring the Information Center Coordinator, the Information Center has expanded their area of responsibility beyond the normal scope of services. The Hawaiʻi CC Information Center's goal is to aid in creating a "one-stop

	shop" for enrollment services.
	A challenge that the Information Center faces is that due to no office coverage, there are times when the Information Center is unable to accommodate a campus tour request; offering other available dates sometimes works, but normally the public school schedule isn't as flexible to accommodate our availability.

Contributions to the College: Discuss how the unit aligns with and supports the College's institutional effectiveness and how it contributes to the shared goals of the campus Kauhale.

College Mission:	The Hawaiʻi CC Information Center aligns with the college's mission by promoting student learning through campus tours and the information provided to Hawaiʻi Island Intermediate and High Schools, and community organizations. On all Hawaiʻi CC informational materials and brochures, "E ʻImi Pono - Seeking Excellence" is included on each item; some of these items include the Enrollment Checklist rack card, the Go Forward! Brochure, and the Degree & Certificate Programs pamphlet.
"Hawaiʻi Community College (Hawaiʻi CC) promotes student learning by embracing our unique Hawaiʻi Island culture and inspiring growth in the spirit of "E ʻImi Pono." Aligned with the UH Community Colleges system's mission, we are committed to serving all segments of our Hawaiʻi Island community."	
	The Information Center also distributes the Hawaiʻi CC General Catalog to various Hawaiʻi Island Intermediate and High Schools, as well as community agencies and organizations; along with each catalog a notification letter is sent letting individuals know of how to access the online catalog and how to request a campus visit.
	When it comes to promoting student learning, the Information Center continues to aid in students' learning once enrolling at Hawaiʻi CC. The Information Center serves as the main communication line between the

	students and Faculty, Staff, and the Community. The Information Center sends out email announcements to all Hawaiʻi CC students for a variety of important dates, deadlines, and events.
<u>Institutional Learning Outcomes (ILOs)</u>:	ILO 1: Our graduates will be able to communicate effectively in a variety of situations. By introducing students to Hawaiʻi Community College, students are able to identify available resources and effectively communicate with Hawaiʻi CC Faculty and Staff in support of the students' overall educational goals, the Information Center aligns with and supports students' achievement of ILO 1, communication.
	ILO 2: Our graduates will be able to gather, evaluate and analyze ideas and information to use in overcoming challenges, solving problems and making decisions. By allowing students to visit specific Hawaiʻi CC classes and resource areas, students can understand a variety of complex situations and come to a logical solution based on the collection of information, the Information Center aligns with and supports students' achievement of ILO 2, critical thinking.

	ILO 3: Our graduates will develop the knowledge, skills and values to make contributions to our community in a manner that respects diversity and Hawaiian culture.
	By involving students in Kīpaepae protocol ceremonies upon visiting our campus, starting or finishing school here at Hawaiʻi CC, students are exposed to the importance of Hawaiian culture, a community college education and serving the Hawaiʻi Island community, the Information Center aligns with and supports students' achievement of ILO 3, culture and community service.

The Unit's Outcomes Assessments

For assessment resources and PDF copies of all submitted assessment reports from the unit during the review period, please see the following websites:

Assessment website: http://hawaii.hawaii.edu/files/assessment/

Assessment Reports/Resources: http://hawaii.hawaii.edu/files/assessment/reports/

☐ The unit faculty/staff have reviewed the unit's outcomes as listed on the assessment website (URL above) and hereby affirm that the listed service outcomes are correct.

X The unit faculty/staff have reviewed the unit's outcomes as listed on the assessment website (URL above) and hereby affirm that service outcomes are not correct and need to be revised, or are not listed and need to be listed.

If the unit outcomes listed on the assessment website needs revision or are not listed, please contact the Institutional Assessment Coordinator at reshelad@hawaii.edu .

Unit Outcomes (UOs)

Please list the approved Unit	UO #1: The Information Center will provide pre-admission information

Outcomes (UOs) as listed on the assessment website or the unit's website or other official records.	to interested students and community groups/organizations; this information will be provided through telephone, our online website, email, and in-person. UO #2: Information will be distributed through various media outlets including, email broadcasts, posted flyers, in-person campus tours, and our social media sites-Facebook, Twitter, and Instagram.
Provide a summary discussion of the <u>overall</u> results of all UO assessments undertaken during the 3-year review period. Include a discussion of the unit's successes and challenges in meeting its Unit Outcomes.	During the AY13-14, there was no full-time staff within the Information Center. The Information Center Student Assistants coordinated and conducted campus tours, however, no campus tour evaluations or assessments were administered. At the start of the AY14-15, an Information Center Coordinator was hired full-time. All campus tours were coordinated and conducted by the Information Center Coordinator alone. 28 campus tours were coordinated for a total of 492 participants, however, no evaluations were conducted until the following aid year. During the AY15-16, 28 campus tours were coordinated for a total of 283 participants. The campus tour evaluation includes a combination of Likert scale questions and qualitative answer questions. These questions measure items like the satisfaction of the tour guides knowledge, how the campus tour prepared individuals for enrolling in college, ways to improve a campus tour, and ranking the amount of information received during the tour, this assessment was conducted by both the Information Center Coordinator and Student Assistant. According to the Hawaiʻi CC - Campus Tour Evaluation results, More

than half of respondents were strongly agreed that the Hawaiʻi Faculty, Staff, and Students were friendly and welcoming. When it came to the knowledge of the tour guide, more than 90% of respondents were satisfied or very satisfied; and the information respondents received was just right for 67.9% of the respondents. More than 60% of the respondents enjoyed the length of the tour, it wasn't too short or too long. 82.1% of the respondents agreed or strongly agreed that the campus tour prepared them for enrolling in college.

The Information Center was able to implement a successful campus tour program including notifying various Intermediate and High Schools, as well as community organizations about the new Campus Tour Request form. The Information Center Coordinator created an online request form that individuals and groups could use to request a Hawaiʻi CC Campus Tour. This form ensured accurate information on what areas of interest the potential student or group had and to aid in data collection for the Information Center, this form was provided on the Hawaiʻi CC website and the Information Center webpage. The only challenge was making sure that the large campus tour groups could participate in the evaluation due to the excessive amount of paper and limited space available for the participants to complete the evaluation, which is why the decision was made to allow the chaperones to conduct a group evaluation with the participants upon returning to their classroom.

Describe how the unit's faculty/staff regularly discussed and used overall assessment results to plan for improvement.	The Information Center is a one staff unit, and the discussion of the Information Center services are regularly reported to the Vice Chancellor for Student Affairs. Through collaboration with the Information Center Student Assistants and the Managers' within the Division of Student Affairs, the Information Center is able to identify

	areas of improvement and determine possible resolutions.
Discuss the implementation of these improvement plans and consequences for overall unit improvement.	These following changes were based on feedback from students, faculty, staff, and community members: To help better serve individuals visiting Hawaiʻi CC, the Information Center has posted directional signs for the Admissions & Records Office as well as the Office of Continuing Education and Training. This has reduced the daily inquiries the Information Center received for those two offices, and helped the individuals get to the appropriate office quicker. Due to the success of the Campus Tour Program, the Information Center has experienced an increase in the volume of requests. By working with Student Assistants and Peer Mentors from of Student Affairs offices, the Information Center is able to access additional Campus Tour Guides when needed. This helps for large groups and adds availability to campus tour hours.

PART II: UNIT ACTION PLAN

Describe and discuss the unit's action plan to improve services, functions, and operations, and to support student learning for the next 3 years, from July 1, 2016 through June 30, 2019.	Benchmarks and Timelines
Action Goal 1: Reduce the number of email announcements sent to Hawaiʻi CC Students	**Benchmarks/Timelines:** Hawaiʻi CC Students typically receive four or more email announcements in one week. The

	Information Center plans to reduce email announcements to no more than two per week. The weekly email will be called "Ka ʻIo Weekly" and be sent to all Hawaiʻi CC Students every Sunday at 6:00AM with information for the week ahead; this will begin during the AY16-17.

How can this action Goal lead to improvements services, functions, and/or operations, support student learning, and lead to achievement of the unit's outcomes (UOs)?

By reducing students' email fatigue, the Information Center will improve it's services, functions, and operations to allow for a streamlined email announcement process.

Action Goal 2:	**Benchmarks/Timelines:**
Secure funding to hire Student Ambassadors as Campus Tour Guides and Outreach & Recruitment Student Assistants OR Secure funding to purchase a Mobile App Service	The Information Center Coordinates all Hawaiʻi CC Campus Tours, due to schedule changes for the Student Assistants it is at times very cumbersome to identify campus tour dates and hours. Therefore, requiring the Information Center Coordinator to make time during historically busier campus tour months to guarantee an open schedule. In the growing age of technology, individuals prefer to have everything in the palm of their hands; having a Hawaiʻi CC Mobile App can ensure that potential students as well as current Hawaiʻi CC Students have access to all the information they need to become a successful Hawaiʻi CC Student. Depending on available

	funding, this should be completed by the end of the AY17-18.

How can this action Goal lead to improvements services, functions, and/or operations, support student learning, and lead to achievement of the unit's outcomes (UOs)?

Hiring Student Ambassadors will help the Information Center continue to ensure the success of the Campus Tour Program by extending the hours of available campus tours; this will also allow the Information Center staff to manage the Campus Tour program without having to rely on surrounding office staff or other Student Affairs Student Assistants to cover the Information Center or step in as a tour guide.

Purchasing a Mobile App Service can benefit not just the Information Center, but Hawaiʻi CC as a whole. There are mobile apps out there that can be customized for Hawaiʻi CC's needs including, scheduling orientation and advising appointments, having access to the student portal, Hawaiʻi CC Calendar of Events, a electronic Student ID Card, and can even use beacon technology to trigger a notification to individuals who have downloaded the app and ask them to participate in an evaluation of services for an office they recently visited. The main reason for the Information Center's interest in a Hawaiʻi CC Mobile App is to house a virtual campus tour. Having a virtual campus tour feature would allow for individuals interested in attending Hawaiʻi CC to be able to visit our campus prior to enrolling and also be available in the case that no Campus Tour Guides are available to conduct a tour or an individual prefers to do a walking tour on their own.

Action Goal 3:	**Benchmarks/Timelines:**
Redesigning the Administration Building into a Welcome Center that is more comfortable and student friendly; this Welcome Center and processing center should include the Admissions & Records Office, the Financial Aid Office, and the	This Welcome Center plans to be open for full services by mid-Fall of the AY17-18 or sooner with partial services.

Information Center.	

How can this action Goal lead to improvements services, functions, and/or operations, support student learning, and lead to achievement of the unit's outcomes (UOs)?
The Information Center currently provides can answer general questions about Hawaiʻi Community College, students often inquire about application status, veterans' benefits, transcript requests, financial aid status, verification processing, among other requests; individuals are referred to the appropriate offices and return to the Information Center for other general questions. Upon the redesign of the Information Center, individuals will be able to check on their admission status, financial aid status, and receive directory information at one location. Creating a Welcome Center will improve the Information Center services, functions, and operations because the Information Center, Admissions & Records, and Financial Aid Offices will become a "one stop shop" for any enrollment needs.

Describe and discuss any specific strategies, tactics, activities, or plans for:	
Modifications to the unit's services, functions, operations, client relations, and/or faculty/staff professional development activities over the next 3 years.	Over the next 3 years, the Information Center plans to work closely with the new Outreach & Recruitment Coordinator to promote Hawaiʻi CC through various outreach efforts, and continue to work with the Division of Student Affairs staff to understand the needs of the Hawaiʻi Island community and be able to better serve them. Also during the next 3 years, the Information Center will transition into a Welcome Center as described previously. The Information Center Coordinator had recently participated in

	online professional development courses and training, and will continue to utilize these free opportunities as they become available.
Changes to assessment practices, activities, or projects.	During the AY17-18, the Information Center Staff will work with the Institutional Assessment Coordinator to establish Unit Outcomes that align with the ILOs and will independently work to create appropriate unit surveys for the proposed new Unit Outcomes; these surveys will be sent to all Hawaiʻi CC students and community partners to measure the effectiveness of Ka ʻIo Weekly and other Information Center functions and activities.
Increases or changes in student support activities and services to support student learning and achievement.	There were no increases or changes in student support activities and services, and the Information Center will continue to serve as the main communication line for the Hawaiʻi CC campus, there will be no changes to the Information Center services. The Information Center will support student learning by continuing the purchasing and distribute the Hawaiʻi CC General Catalogs, Student Planners, and publishing and distributing the monthly Ka ʻIo News (Student Newsletter) and Ka ʻIo Weekly. Also utilizing the assessment tool to determine the Information Center's relation to Hawaiʻi CC's wrap around services.

Discuss how the unit's action plan will help the Kauhale achieve the four Initiatives in the College's *Strategic Directions 2015-2021* plan:

Hawaiʻi Graduation Initiative	Action Strategy 1 - By offering year-round campus tours and promoting Hawaiʻi Community College at various events, the Information Center strengthens the pipeline of 6th-12th grade to the university improving college readiness. Through Campus Tours, individuals generally feel more prepared for college after attending a Hawaiʻi CC Campus Tour; and by having a presence at various community events, the Information Center ensure Hawaiʻi CC awareness among the community and various organizations.

Action Strategy 4 - With the opening of Hawaiʻi CC - Pālamanui, it can at times seem difficult to duplicate every service offered at the Manono Campus. The Information Center is committed to providing the most up to date information to all Hawaiʻi CC Students from both the Manono and Pālamanui Campuses. Currently, the Information Center serves both campuses though the office is solely located on the Manono Campus. By maintaining a direct communication line across the Student Affairs Division, all Hawaiʻi CC Students receive important campus deadlines and information via their UH email account, which includes information for students at either campus. |
| Hawaiʻi Innovation Initiative | N/A |
| 21st Century Facilities (21CF) – Modern Teaching and Learning Environments | Action Strategy 3 - Through the creation of a Welcome Center by combining the Admissions & Records Office, the Financial Aid Office, |

	and the Information Center services, together the staff of these areas will continue to ensure that all relevant information is accurate and readily available to all individuals. This Welcome Center will be similar to a "First-Stop Center" or "One-Stop Center" that other higher education institutions may have, which will serve as Hawaiʻi CC's one-stop shop of enrollment services to prevent referring individuals to multiple offices throughout the enrollment process.
High Performance Mission-Driven System	Action Strategy 3 - The Information Center promotes Hawaiian culture by involving students in Kīpaepae protocol ceremonies at campus tours, to begin each semester, and to open each commencement ceremony. Through participating in Kīpaepae ceremonies coordinated by the Haʻakumalae Hawaiian Protocols Program, visitors to the Hawaiʻi CC campus are able to witness the indigenous language and culture Hawaiʻi CC embodies.

Explain how the unit's action plan contributes to the College's achievement of the performance-based measures below.	
Degrees & Certificates	While we do not provide direct instruction to students, by providing information and helping students to attend Hawaiʻi CC, we help them be successful on their journey toward their degrees and certificates.
Native Hawaiian Degrees & Certificates	N/A, see above.

STEM Degrees & Certificates (include 4-Year Degrees)	N/A, see above.
Pell Grant Recipients Degrees & Certificates	N/A, see above.
Transfers to UH 4 Year/Transfers to non-UH 4 Year	N/A, see above.
IPEDS Success Rate	N/A, see above.

Suggestions for Improvement:

If there are any suggestions the unit's faculty/staff would like to share with the College about improvements to/for the unit, raising the College's overall enrollment, improving overall student engagement and success, or any other matter that can help the College increase our overall institutional effectiveness, please provide this feedback below.

Reduce the number of email announcements sent to Hawaiʻi CC Students by routing all announcements through the Information Center Coordinator. The Information Center Coordinator will continue to send out weekly announcements called Ka ʻIo Weekly and monthly newsletters

called Ka ʻIo News. The Information Center can improve enrollment services, functions, and operations to allow for a streamlined email announcement process.

Creating and hiring student assistants for a Student Ambassadors Program. These Student Ambassadors will provide services to the Welcome Center (Admissions & Records, Financial Aid, and Information Center); also, participate in Campus Tours, Outreach & Recruitment efforts, and other Student Services projects. Hiring Student Ambassadors will help the Information Center continue to ensure the success of the Campus Tour Program by extending the hours of available campus tours; this will also allow the Information Center staff to manage the Campus Tour program without having to rely on surrounding office staff or other Student Affairs Student Assistants to cover the Information Center or step in as a tour guide.

Secure funding to purchase a Mobile App Service to engage students in on-campus activities and other Hawaiʻi CC hosted events. There are mobile apps out there that can be customized for Hawaiʻi CC's needs including, scheduling orientation and advising appointments, having access to the student portal, Hawaiʻi CC Calendar of Events, an electronic Student ID Card, and can even use beacon technology to trigger a notification to individuals who have downloaded the app and ask them to participate in an evaluation of services for an office they recently visited. The main reason for the Information Center's interest in a Hawaiʻi CC Mobile App is to house a virtual campus tour. Having a virtual campus tour feature would allow for individuals interested in attending Hawaiʻi CC to be able to visit our campus prior to enrolling and also be available in the case that no Campus Tour Guides are available to conduct a tour or an individual prefers to do a walking tour on their own.

Redesigning the Administration Building into a Welcome Center and processing center that is more comfortable and student friendly; this Welcome Center should include the Admissions & Records Office, the Financial Aid Office, and the Information Center. The Information Center currently provides can answer general questions about Hawaiʻi Community College, students often inquire about application status, veterans' benefits, transcript requests, financial aid status, verification processing, among other requests; individuals are referred to the appropriate offices and return to

the Information Center for other general questions. Upon the redesign of the Information Center, individuals will be able to check on their admission status, financial aid status, and receive directory information at one location. Creating a Welcome Center will improve the Information Center services, functions, and operations because the Information Center, Admissions & Records, and Financial Aid Offices will become a "one stop shop" for any enrollment needs.

PART III: Resources Needed

Based on the unit's overall AY 2014-16 assessment results, other relevant unit information and data, and the unit's overall action plan to improve services, functions, operations, and support for student learning, describe and discuss below the unit's resource needs and cost-item "budget asks" for the 3-year period from July 1, 2016 through June 30, 2019.

Resource Inventory

Describe the status of the following faculty/staff unit resources, as applicable:	
Adequate Academic Support Resources (Library, tutoring, learning and testing facilities).	The Information Center does not directly utilize the academic support resources, however, the Information Center does help students learn about the available academic support resources and how to access those services.
	The Information Center serves as a resource to various centers and resource areas, and note that the centers and resource areas also serve as a resource to the Information Center.
Adequate Student Support	Similar to the Academic Support Resources as mentioned above, each

Services (academic advising, counseling, career guidance).	of the Student Support Service areas are identified and often times a representative from these areas will speak to campus tour groups describing their services and answer participants questions. All Student Support Services serve as a resource to the Information enter both directly and indirectly.
Safe workplace.	The Information Center workplace is considered safe for all Information Center Staff.
Adequate and up-to-date computers and software (for unit needs).	No, the computer software is not up to the unit's needs: The Information Center relays on having up-to-date computers and software to provide quick and accurate services. The Information Center Coordinator and Student Assistants each need a computer. Currently, with the Information Center taking on Student Publications responsibilities the Information Center Student Assistant has been utilizing a combination of outdated Adobe software and other free online tools.
Adequate computer access to allow faculty/staff to do their jobs.	At this time, computer access is sufficient for the current Information Center Staff. Upon starting the Student Ambassadors Program, all Student Ambassadors will require access to a computer. Due to the nature of the "Welcome Center" services, computer access is highly necessary to ensure accuracy of the variety of inquiries the Information Center receives.

Adequate training in computer technology (applications, operating systems, hardware, etc.).	Additional training is not necessary at this time. Upon starting the Student Ambassadors Program, all Student Ambassadors will require additional training in Banner, STAR, and Adobe applications. Banner and STAR access are necessary for the "Welcome Center" daily office operations, to check on students' application status, awards status, etc. Training on Adobe applications will mainly be for students primarily working on Student Publications.
Adequate training in audiovisual technology (projectors, ELMOs, polycom, etc.).	Currently, additional training is not necessary. Upon starting the Student Ambassadors Program, Student Ambassadors may require training in setting up Polycom communications and computer/projection equipment for campus tour presentations.

Resource Category	Resources the unit needs to operate effectively:	Resources the unit already has:	What is the unit's resource gap?
A. Personnel			
1) Positions (Functions)	1 APT Band B 0 APT Band A 1 Office Assistant 2 Student Assistants	0 APT Band Bs 1 APT Band A 0 Office Assistants 1 Student Assistant	APT Band A promoted to APT Band B 1 Office Assistant 1 Student Assistant

2) Professional Development	2 Professional Development Activities Annually for APT Staff 1 Professional Development Activity Annually for Student Ambassadors	1 Professional Development Activity Annually for APT Staff 0 Professional Development Activities Annually for Student Ambassadors	1 Professional Development Activity Annually for APT Staff 1 Professional Development Activity Annually for Student Ambassadors
B. Operating Resources			
1) Supplies	2,000 units of Recruitment Materials Annually (promotional items, brochures, etc.) Various Office Supplies	3,000 units Recruitment Materials Annually (promotional items, brochures, etc.) Various Office Supplies	1,000 units Various Recruitment Materials Annually (promotional items, brochures, etc.) Various Office Supplies
2) Contracts	N/A	N/A	N/A
3) Equipment	1 shared Colored Printer, Copy, Scanner, Fax Machine	1 shared Colored Printer, Copy, Scanner, Fax Machine	0 Colored Printer, Copy, Scanner, Fax Machines

4) Space and Facilities	Office Space - 1 Managers' Office 1 Service Area 4 Workstations	0 Managers' Offices 1 Service Area 2 Workstations	1 Managers' Office 0 Service Areas 2 Workstations
C. Technology			
1) Hardware	1 Apple MAC 2 Desktops	1 Apple MAC 1 Desktop	0 Apple MACs 1 Desktop
2) Apps or Software	1 Adobe Pro Software (Photoshop, Illustrator, InDesign, Acrobat Pro, etc.)	0 Adobe Pro Software (Photoshop, Illustrator, InDesign, Acrobat Pro, etc.)	1 Adobe Pro Software (Photoshop, Illustrator, InDesign, Acrobat Pro, etc.)
3) Tech Support	N/A	N/A	N/A
4) Tech-related Professional Development	N/A	N/A	N/A
5) Tech labs / facilities	N/A	N/A	N/A

RESOURCE REQUESTS:

For each "budget-ask" item, provide the following information:

Describe the needed item in detail.	1. APT A to B: The Information Center Coordinator is currently classified as an APT Band A, with the other Managers' in other Student Affairs Units classified as an APT Band B and the additional responsibilities that the office staff took on it appears to be appropriate that the Information Center Coordinator to be promoted to an APT Band B. Also once the Student Ambassadors Program is launched, the Information Center Coordinator will be taking on the responsibility of hiring, training, and overseeing all Student Ambassadors for the Welcome Center/Division of Student Affairs. 2. Operating Budget: Currently the Information Center works off of a $7,000 operating budget, which includes $4,000 of Federal Work Study (FWS) funding. The additional $3,000 is mainly used for printing of the Hawaiʻi CC General Catalogs each year; leaving a small portion of the budget left for various office supplies. The $4,000 in FWS has clearly not been enough to fund a single student for an aid year at 20 hours per week; which is where the proposed Information Center operating budget can likely cover the additional costs should additional FWS funds not become available. 3. Student Ambassadors Program: With the transition into a Welcome Center, the current funding will not be enough to successfully service the center. With only an Information Center Coordinator and one Student Assistant from the Information Center, potentially two Student Assistants from

	Admissions & Records, and 2 Student Assistants from the Financial Aid Office, the Welcome Center would be operating on 5 Student Assistants. This can prove to be difficult for scheduling and guaranteeing that there is office coverage during peak hours. In addition, there will be more availability when scheduling campus tours and these Student Ambassadors can assist with various events that are hosted by various Division of Student Affairs units.
	4. Video-display TV: The Information Center would like to request a display TV to be used in the Welcome Center; this display TV will be used to provide information about important deadlines, reminders, and an introduction to Hawaiʻi CC. This information will guide potential students through the steps of the enrollment process and provide insight into our variety of program offerings. This display TV would need to be at least 43" to suit a check-in/waiting area within the Welcome Center; at this time the brand is not a major deciding factor.
Provide complete information about known or estimated cost(s).	1. APT A to B: According to the Administrative, Professional and Technical (APT) Salary Schedule, effective July 1, 2017 an APT B, Step 1 salary will be $51,360. From an APT A, Step 1 $42,120 to the APT B, Step 1 salary the cost for promotion will be an additional $9,240 annually.

2. Operating Budget: Based on historical expenses the Information Center estimates an operating budget of at least $30,000, this would include office supplies, software, professional development, printing of the general catalog, and student employment. When the Student Ambassadors Program is implemented, the $30,000 operating budget will increase by an additional $25,000, making the estimated operating budget at $55,000.

3. Student Ambassadors Program: Historically the Information is allotted $4,000 in FWS funding per aid year, which is enough to cover one Student Assistant at 20 hours per week for only one semester. The estimated cost for for one Student Ambassador for the AY17-18 is $12,000. The Information Center operated with just one Student Assistant, however, that was not ideal. The Information Center anticipates that the Welcome Center operating best with 5 Student Ambassadors, estimating at a minimum cost of $58,000 for the AY17-18 at 20 hours per week.

4. Video-display TV: Based on research done at Office Depot/OfficeMax the estimate cost for a 43" or larger LED-LCD TV can range from $500 and up, at this time the brand of this display TV is unknown until funding is identified.

Provide details about timeline(s) for procurement and activation/implementation.	1. APT A to B: The first step would be to ensure that there is funding to accommodate this promotion, once funding and promotion is approved, changes to the position job description may be required which can take up to 2 weeks. The new fiscal year begins July 1, 2017; therefore, this promotion can happen at any point during the AY17-18. 2. Operating Budget: On July 1, 2017, the new fiscal year begins usually the month prior is when our Administration will identify division budgets and our Vice Chancellor will then disseminate that budget among their division units. By July 1, 2017 the Information Center should be notified of an operating budget for the AY17-18. 3. Student Ambassadors Program: To launch a successful Student Ambassadors Program, there needs to be a hiring and training period; this expected period would take place from the start for the school year on August 21, 2017 through the transition into the Welcome Center at least until the ending of September 2017. Funding will need to be secured before the AY17-18 to ensure that the Student Ambassadors knowledge base is guaranteed for the opening of the Welcome Center. 4. Video-display TV: The transition into the Welcome Center will take place during the week of September 18, 2017. Having the display screen prior to opening would be ideal; this would require securing funding by the ending of August and making the purchase by the second week of September.
How does this align with the unit's Action Plan above?	1. APT A to B: Action Goals 1, 2, & 3 The re-banding from APT Band A to APT Band B will help align all Division of Student Affairs Managers' and the Information Center Coordinator will continue to send weekly

announcements to all Hawaiʻi CC Students reducing email fatigue. The Information Center Coordinator will be tasked with developing and implementing the Student Ambassadors Program, including recruitment, hiring, supervision, and training of student employees on all aspects of Student Affairs Services and Institutional program pathways. With these additional responsibilities it is appropriate to proceed with a re-banding. In addition to the creation of the Student Ambassadors Program, the transition into the Welcome Center will also take place during the AY17-18. This Welcome Center will be coordinated, managed, and overseen by the Information Center Coordinator; which will require a higher level of knowledge about Hawaiʻi CC.

2. Operating Budget: Action Goals 2 & 3

In order for the Information Center to operate efficiently, an estimated budget of $13,000 per fiscal year ensures that the Hawaiʻi CC General Catalog becomes available each school year and that the Information Center has funding for student staff. Contingent on the transition into a Welcome Center, the estimated budget will need to increase to approximately $26,000; this increase includes training costs and additional student employment funding to secure student for the Student Ambassadors Program. The Student Ambassadors Program will mainly service the Welcome Center, but also the Division of Student Affairs.

3. Student Ambassadors Program: Action Goals 1, 2, & 3

Establishing a Student Ambassadors Program will provide support to the Welcome Center, including the Information Center, Admissions & Records Office, and Financial Aid Office, as well as the entire Division of Student Affairs in various campus-wide events. Through a Student Ambassadors Program, the Welcome Center will have an advantage of

	having Student Assistants to provide services in the center on the enrollment process and details on an admissions and/or a financial aid application, even be guides for campus tours. 4. Video-display TV: Action Goal 3 Upon creating the Welcome Center, the waiting area would benefit from having a video-display TV; this TV will show a series of banners and videos highlighting various topics including, important campus information and program highlights. The video-display TV will aid in providing prospective and current students with pertinent information about Hawaiʻi CC.
Identify how the item aligns with one or more of the *2015-2021 Strategic Directions'* four Initiatives.	1. APT A to B: Hawaiʻi Graduation Initiative (HGI) Promoting the Information Center APT A to an APT B aligns with the HGI Action Strategies 1 and 4 through campus tours, college and community fairs, and school visits. The Information Center Coordinator represents Hawaiʻi CC at various islandwide events providing information to the public about Hawaiʻi CC and the available programs and services across Hawaiʻi Island; a detailed explanation is given about the enrollment process and an invitation to schedule a campus tour. Also, the Information Center staff ensure that the Hawaiʻi CC General Catalog is distributed to all Hawaiʻi High Schools and various community partners to help introduce the idea of college to Hawaiʻi Island K-12 students. 2. Operating Budget: Hawaiʻi Graduation Initiative (HGI) By having a sufficient operating budget, the Information Center can ensure that the most up to date brochures and materials are being distributed to potential and current students, as well as community members. This aligns with HGI Action Strategy 1 by providing individuals with information to

	prepare them for enrollment at Hawaiʻi CC. It is important to provide individuals with accurate information about deadlines, financial aid and scholarship opportunities, time to completion of their degree, along with other detailed information to ensure the students' success at Hawaiʻi CC. 3. Student Ambassadors Program: Graduation Initiative (HGI) Through the implementation of a Student Ambassadors Program, Hawaiʻi CC will be able to offer more campus tours throughout the school year. This aligns with HGI Action Strategy 1 because through this program, middle and high school students will have access to receive a guided tour of Hawaiʻi CC during the school year. The Student Ambassadors will be able to promote higher education and Hawaiʻi CC programs and resources, as well as provide firsthand experience of being a college student. 4. Video-display TV: 21st Century Facilities (21CF) - Modern Teaching and Learning Environments Having a video-display TV aligns with 21CF Action Strategy 3 because the TV will provide clear and useful information within the Welcome Center. The creation of the Welcome Center will provide a space for individuals to get all their enrollment questions answered at one location; this will be the central location for prospective and current students to visit for Admissions & Records, Financial Aid, and Information Center inquiries.
Discuss how the item will help the unit support improvements in student learning and attainment of the unit's outcomes and the	1. APT A to B: This will help the Information Center and the Division of Student Affairs by promoting student success through the access to deadlines and important information. The Information Center will provide accurate information to current and prospective students, faculty and staff, and the

College's institutional learning outcomes.	Hawaiʻi Island community, all to increase awareness of Hawaiʻi CC programs and services.
	2. Operating Budget: This will help the Information Center through improved services and having the resources to purchase up-to-date brochures and promotional materials.
	3. Student Ambassadors Program: This will help the Information Center and the Division of Student Affairs by having student staff who are trained in a variety of areas pertinent to Hawaiʻi CC. This program will improve campus tours, campus events, and services that are provided within the Welcome Center.
	4. Video-display TV: This will not only help the Information Center but also Hawaiʻi CC as a whole, it will aid in providing information to individuals who visit the Welcome Center, inform current students about upcoming deadlines, and promote Hawaiʻi CC programs and services.

RESOURCE REQUESTS:
For **each** "budget-ask" item, answer the following questions:

What are the implications or consequences for the unit if this request is not funded?	1. APT A to B: If this need is not funded, anticipating the Welcome Center transition happening during the Fall 2017 semester, the appropriate hiring and training of Student Ambassadors will be delayed and current Student Assistants will not have the appropriate training to ensure accuracy.
	2. Operating Budget: If this need is not funded, the Information Center will be forced to borrow supplies from other offices and also forced to retain out-dated materials.
	3. Student Ambassadors Program: If this need is not funded, the

	Information Center will need to continue relying on surrounding offices to provide office coverage or potentially be required to close the office due to lack of office coverage.
	4. Video-display TV: If this need is not funded, the consequence is not major, however the Information Center will not be able to better inform current and potential students of important deadlines and campus information.
How can the unit build, create, or develop the needed resources within its existing capacity?	1. APT A to B: The Information Center cannot develop the needed resources within its existing capacity.
	2. Operating Budget: The Information Center can work with other Hawaiʻi CC departments who can benefit from our services and/or research available grant opportunities that can help in creating the needed resources to support the Information Center operating budget.
	3. Student Ambassadors Program: The Information Center can explore working with other organizations/volunteers outside of Hawaiʻi CC, but without the funding for additional Student Assistants or funds to create a Student Ambassador Program the Information Center will not have the staffing to effectively maintain its services to students.
	4. Video-display TV: The Information Center could work with the University of Hawaii Foundation to request and receive video-display TV donations. The Information Center could also request donations from the Hawaiʻi CC Faculty and Staff.
Can other resources be re-purposed to accommodate this need?	1. APT A to B: No, this need can't be re-purposed.
	2. Operating Budget: No, this need can't be re-purposed.
	3. Student Ambassadors Program: No, this need can't be re-

	purposed. 4. Video-display TV: Yes, other resources such as, an unused TV or computer monitor from another department can be re-purposed to accommodate this need.
Are there other sources to fund this need, such as grants, community partnerships, etc.?	1. APT A to B: No, there are no other sources to fund this need. 2. Operating Budget: For most operating expenses, there is no other sources to fund this need. For the Hawaiʻi C General Catalog, it is possible for the expense to be charged to the Chancellor's campus-wide account instead of the Information Center account. 3. Student Ambassadors Program: It is possible for other sources such as Bridge-to-Hope or Alu Like, Inc. funding; this may be a challenge finding students who meet all Bridge-to-Hope or Alu Like, Inc. eligibility requirements. 4. Video-display TV: Yes, it is possible for those involved in the Welcome Center transition to work with other sources including UH Foundation to potentially campaign or raise funds to purchase all furnishing for the Welcome Center.
Can this need be deferred? If so, for how long? What are the consequences if deferred?	1. APT A to B: This need can be deferred, however with the implementation of a Student Ambassadors Program the Information Center Coordinator will have an increased supervisory role including the development of the program, recruitment, supervision and training of student employees. Without the relevant training, the Welcome Center cannot ensure quality customer service which can cause a decrease in

	enrollment and negatively impact the image of Hawaiʻi CC.
	2. Operating Budget: This need can be deferred and the Information Center will continue to strategically make operating purchases and work off of a less than optimal staff. The potential consequence of lowered, less effective services from the lack of funding for necessary operating expenses.
	3. Student Ambassadors Program: This need can be deferred until additional funding becomes available. The Information Center will go on as best as possible with the current resources. Foreseeing that the Welcome Center transition will likely happen during the Fall 2017 semester as scheduled, the Admissions & Records Office, the Financial Aid Office, and the Information Center Student Assistant funding resources will continue to fund up to 4 student employees. Unfortunately, without this program the Welcome Center will fail to serve our students in the way that is required.
	4. Video-display TV: This need can be deferred until funding becomes available, and have limited consequences.