

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

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## 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

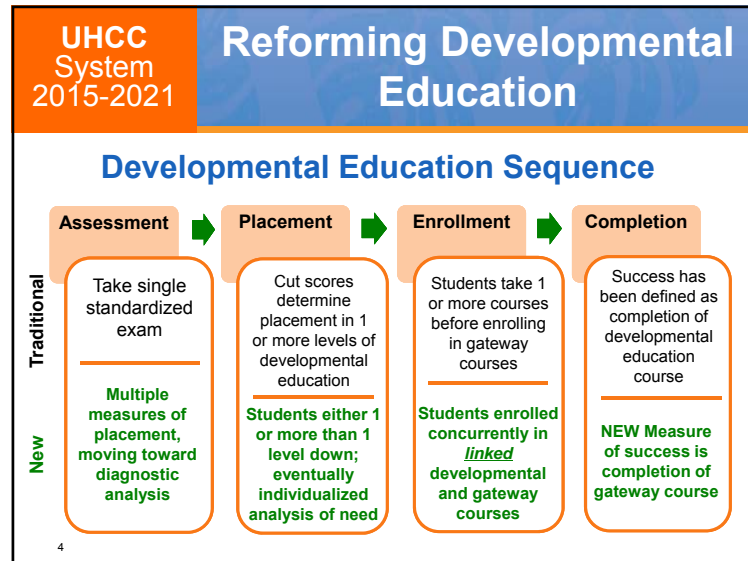
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## UHCC Strategic Plan

- 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

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**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

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**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)

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**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)

<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<b>Math</b>	
<ul style="list-style-type: none"> <li>● <b>Separate paths for College Algebra, College Math (all colleges), and CTE Math (Hon, Lee, Mau)</b></li> <li>● <b>Co-requisite developmental Math and college level Math for one level down students (six colleges)</b></li> <li>● <b>Sequential eight-week developmental Math and college level Math for one level down students (Hon)</b></li> </ul>	
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<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<b>Math</b>	
<ul style="list-style-type: none"> <li>● <b>Semester-long developmental Math for students two levels down followed by college level Math in the next semester</b></li> <li>● <b>Pedagogy – classroom, emporium, labs, hybrid – approaches determined by each college</b></li> <li>● <b>Different models will be assessed for effectiveness and efficiency</b></li> </ul>	
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<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<b>Placement Tools</b>	
<ul style="list-style-type: none"> <li>● <b>Multi-measures adopted for entering high school students, including <i>ACT</i>, <i>Smarter Balance</i>, high school GPA</b></li> <li>● <b>12<sup>th</sup> grade <i>Introduction to College Mathematics</i> course taught at high school</b></li> <li>● <b>Working to get high school info sent electronically</b></li> <li>● <b>Adult learners (and others without above measures) – <i>Accuplacer</i> 2-year pilot</b></li> </ul>	
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<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<b>Non-Cognitive Support</b>	
<ul style="list-style-type: none"> <li>● <b>Ongoing discussions and review of assessment tools:</b> <ul style="list-style-type: none"> <li>● <i>SmarterMeasure</i></li> <li>● <i>ACT Engage</i></li> <li>● <i>School Motivation and Learning Strategies Inventory (SMLSI)</i></li> </ul> </li> </ul>	
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<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<p style="text-align: center;"><b>Other Issues</b></p> <ul style="list-style-type: none"> <li>● <b>Impact on scheduling classes</b></li> <li>● <b>Staffing</b></li> </ul>	
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<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<p style="text-align: center;"><b>Implementation Priorities</b></p> <ul style="list-style-type: none"> <li>● <b>Student Success Council identified priorities:</b> <ul style="list-style-type: none"> <li>● <b>Professional Development, including consultants</b></li> <li>● <b>Tutors</b></li> <li>● <b>Conversion of lecturers to faculty positions</b></li> <li>● <b>Assigned time</b></li> </ul> </li> </ul>	
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<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<p style="text-align: center;"><b>Support for Implementation</b></p> <ul style="list-style-type: none"> <li>● <b>Innovation Fund \$800,000; professional development funds already released</b></li> <li>● <b>Unearned performance funding will be reallocated to support implementation</b></li> </ul>	
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<b>UHCC</b> System 2015-2021	<b>Reforming Developmental Education</b>
<p style="text-align: center;"><b>Support for Implementation</b></p> <ul style="list-style-type: none"> <li>● <b>Technical Support from Complete College America (CCA)</b></li> <li>● <b>\$500,000 over two years from Kresge/Jobs For the Future Grant to establish Student Success Center</b></li> <li>● <b>\$225,000 funding from Gates for <i>iPASS</i></b></li> <li>● <b>Positions re-allocated/allocated from campuses and/or UHCC System</b></li> </ul>	
<small>15</small>	

<b>UHCC</b> System 2015-2021	<b>Guided Pathways to Success (GPS)</b>
<p style="text-align: center;"><b>“Too Much Time and Money and Too Few Graduates” - CCA</b></p> <ul style="list-style-type: none"> <li>● <b>Billions of dollars and millions of hours on unnecessary credits/courses</b> <ul style="list-style-type: none"> <li>● <b>Poor choices</b></li> <li>● <b>Unavailable credits</b></li> <li>● <b>Lost transfer credits</b></li> <li>● <b>Unnecessary credits</b></li> </ul> </li> </ul> <p style="text-align: center;">Complete College America (CCA)</p>	

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<b>UHCC</b> System 2015-2021	<b>Guided Pathways to Success (GPS)</b>
<p style="text-align: center;"><b>Key Elements for Success</b></p> <ul style="list-style-type: none"> <li>● <b>Whole Programs of Study – coherent programs not random, individual courses</b></li> <li>● <b>Intrusive, On-Time Advising – just in time, efficient, and cost effective</b></li> </ul>	

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<b>UHCC</b> System 2015-2021	<b>Guided Pathways to Success (GPS)</b>
<p style="text-align: center;"><b>Designing Pathways</b></p> <ul style="list-style-type: none"> <li>● <b>Need pathways designed for declared majors, undecided students (meta majors), students with transfer goals, part-time students</b></li> <li>● <b>Pathway Coordinator funded at each college</b></li> <li>● <b>Initial prototypes will focus on well-defined programs of study</b></li> </ul>	

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<b>UHCC</b> System 2015-2021	<b>Guided Pathways to Success (GPS)</b>
<p style="text-align: center;"><b>Modifying STAR Registration</b></p> <ul style="list-style-type: none"> <li>● <b>Changing Banner Registration to use STAR guided pathways</b></li> <li>● <b>Successfully pilot-tested with Hon students; implement pilots all campuses for Fall 2016; full implementation Fall 2017</b></li> <li>● <b>Supported by legislative appropriation of \$500,000</b></li> </ul>	

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## 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**

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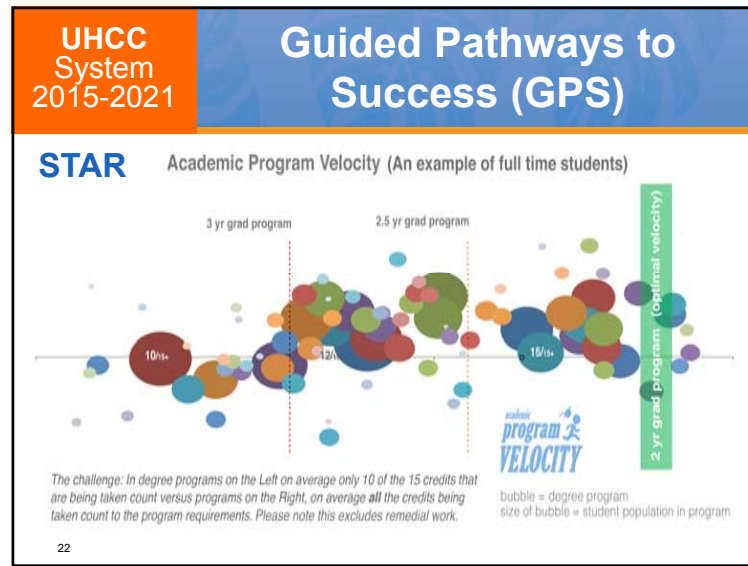
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## Guided Pathways to Success (GPS)

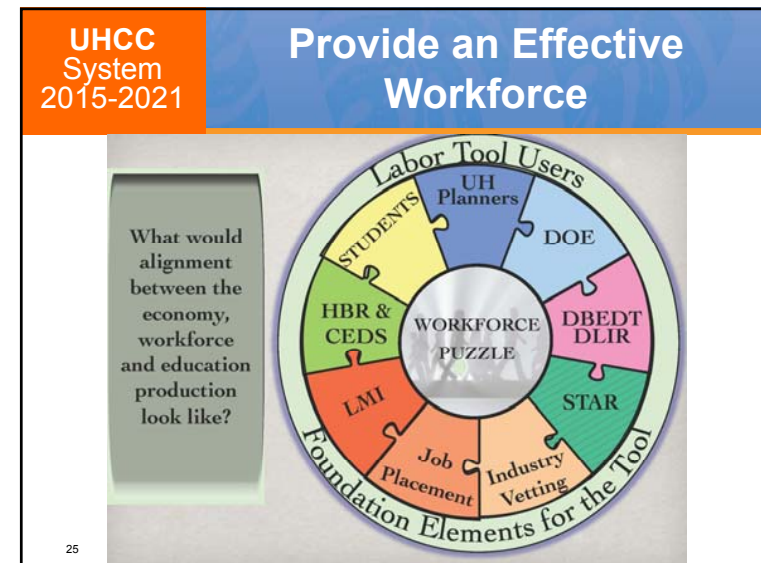
### Managing Pathways (cont.)

- **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*

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## Provide an Effective Workforce

**Economic Alignment Needs for UH**

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

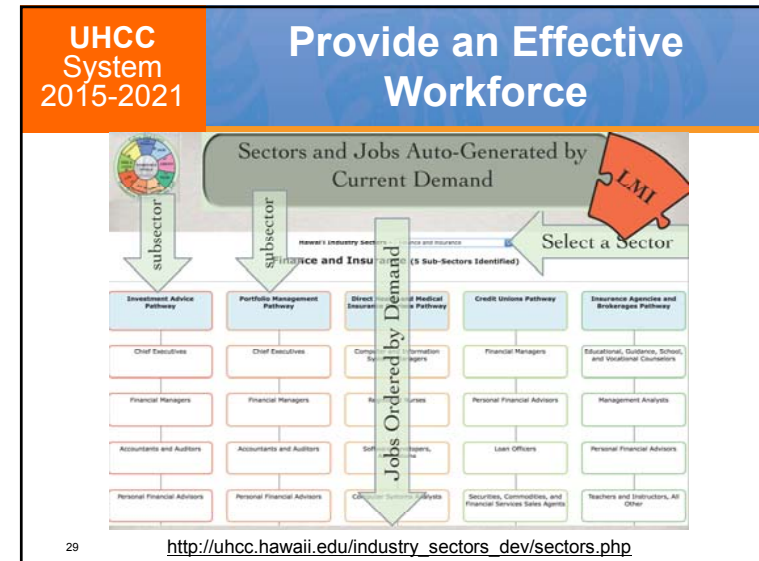
- 1) Program relevance in the Hawai'i economy
- 2) Program demand levels: present and future projections;
- 3) Special demand areas: low numbers; high need
- 4) Graduation levels relative to demand: over or under producing;
- 5) Program opportunities: missed areas in the economy?;
- 6) Skill sets that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

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## 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**;



# UHCC System 2015-2021

## Provide an Effective Workforce

- **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**



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## 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)

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## 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

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## 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

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## 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)

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## Remove Cost as a Barrier

### No Cost/Open Educational Resource Textbooks

	Kapi'olani	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, Wayde Oshiro; KapCC: Susan Kazama, Sunny Pai

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## 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

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## 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

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## Enrollment Management

### High School Enrollment

## High School Dashboard

[Currently, Web link for demo only]

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- **UHCC System 2015-2021**
- **Enrollment Management**
- **Pacific Islanders**
- **SEED/UHM (Pasefika Passion Pipeline) works with Pacific Islanders (PI) in Hawai'i; specifically collaborates with UHCCs to increase recruitment of PI at the UHCCs; also partners with PI Community Leaders to promote and increase participation**
- **Program provides tutoring at various high schools and Palolo Housing**
- **Outreach at churches attended by PI**
- **Provide support for admission, financial aid, etc.**

- **UHCC System 2015-2021**
- **Enrollment Management**
- **Integrated Communications for Recruitment and Retention**
- **A systemwide approach to communicating with students in a *consistent and timely manner* from initial application through their first year of college**
- **Goal is to integrate all communications from student services, operations, academics and marketing/communications to provide just-in-time messaging that is most relevant to the student when he/she needs it**
- **Identified seven key touchpoints to communicate with students, and the tactics to move them along the enrollment pipeline**

[illegible]

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Enrollment Management

### Key Strategies and Tactics

- Send constant communication nudges to move students to take action
- Create student-focused, student-friendly messages
- Chunk orientation/academic content into digestible bites of information for just-in-time messaging
- Customize orientation information to student's attributes (e.g., part-time, working adult, high school, online, transfer student, etc.)
- Utilize current technology to improve communications (e.g., mobile apps, text messaging, how-to videos, virtual tours, etc.)
- Establish a systemwide communications calendar to better sync our messages

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## 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

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**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

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## 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

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**Success is What Counts**  
The Journey Continues

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