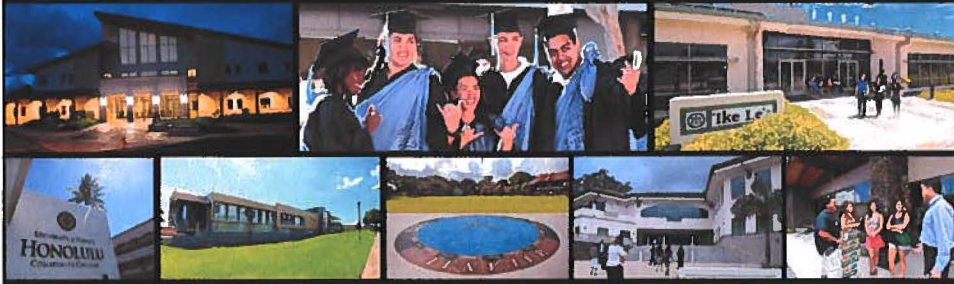


## University of Hawai'i Community Colleges Strategic Directions 2015-2021



UNIVERSITY  
of HAWAII  
COMMUNITY COLLEGES

### Midterm Reflections: Kapi'olani Community College Spring 2018

John Morton, Vice President for Community Colleges

**UHCC**  
System  
2015-2021

## Areas for Reflection

- **Remove Cost as a Barrier**
- **Enrollment**
- **Student Success Council (SSC): Pathways, Onboarding, Transfer, Retention, more**
- **Workforce**

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## Removing Cost as a Barrier

***From the UHCC Strategic Plan:***

**“Access to higher education should be universally available to Hawai‘i residents and the cost of attending should not be a barrier to anyone’s participation.”**

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## Eliminating Direct Costs

➤ **Hawai‘i Promise:**

- **Funded and implemented for current students**
- **1,700 students received \$2.2 million**
- **Every student with unmet direct costs received full grant funding**
- **Additional funding pending legislative approval**

➤ **Employer Tuition Assistance**

➤ **13<sup>th</sup> Year Initiative**

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## 13<sup>th</sup> Year Initiative

- **13<sup>th</sup> Year Initiative supports non-college-bound high school students and adults to attend and successfully complete their first year of college and beyond.**
- **5 campuses have deployed and other 2 are about to implement**
- **\$7 million provided by private donors to support program**

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## Eliminating Textbook Costs

### No Cost/Open Educational Resource Textbooks

\$0 Cost Textbooks	Spring 2018			
	HON	KAP	LEE	MAU
Number Classes	68	147	276	20
Spring 2018 Classes	13%	12%	27%	2%
Students Taking Courses	938	2,568	5,154	387
Number Courses	25	86	121	17
Instructors Teaching Courses	32	70	104	12

Each campus received \$15,500 this year. Leeward and Kapi'olani were allocated slightly more, \$20,230, due to the maturity of their OER efforts.

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## Next Steps for Open Educational Resources (OER)

- **LeeCC has workshop for faculty to design no cost text: 60 faculty from around the system have attended workshop.**
- **This year's funding has allowed faculty from around the system to attend OER track at Pacific Region Learning Summit.**
- **LeeCC team is planning a Z degree: entire degree without textbook cost**
- **House Resolution (HR 112) and Senate Bill (SB 2328) supporting OER are pending**
- **OER is priority for the Student Caucus!**

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## Non-Direct Cost Barriers

### HOUSEHOLD INCOME, HAWAI'I, 2015

Household Survival Budget in Hawai'i: \$28,128 for a single adult  
\$72,336 for a family of four

Category	Percentage	Households
Above ALICE Threshold	52%	233,821
ALICE	37%	165,013
Poverty	11%	47,066

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<https://www.auw.org/alice>

Source: American Community Survey, and the AUII Project, 2013

## ALICE, by County

### AT-A-GLANCE: HAWAI'I

2015 Point-in-Time Data

Population: 1,431,603 | Number of Counties: 4 | Number of Households: 445,900  
 Median Household Income (state average): \$73,486 (national average: \$55,775)  
 Household Survival Budget in Hawaii: \$28,128 for a single adult; \$72,336 for a family of four

Hawai'i Counties, 2015		
COUNTY	TOTAL HOUSEHOLDS	% ALICE & POVERTY
Hawai'i	64,201	55%
Honolulu	307,703	46%
Kaua'i	21,862	43%
Maui	52,134	51%

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<https://www.auw.org/alice>

## Non-Direct Cost Barriers

- **Food security/food banks**
- **Identifying and accessing community benefit programs**
- **Access to emergency resources and aid**
- **Provide financial literacy as well as advocacy**
- **Connecting to national best practices**

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2015-2021**

## Can We Reverse the Enrollment Decline?

### ***From the Strategic Plan:***

**“In developing this plan, the focus was less on trying to predict enrollment through 2021 than to identify key enrollment sectors that seemed to be underserved and therefore should be a focus for system efforts to extend access.”**

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System  
2015-2021**

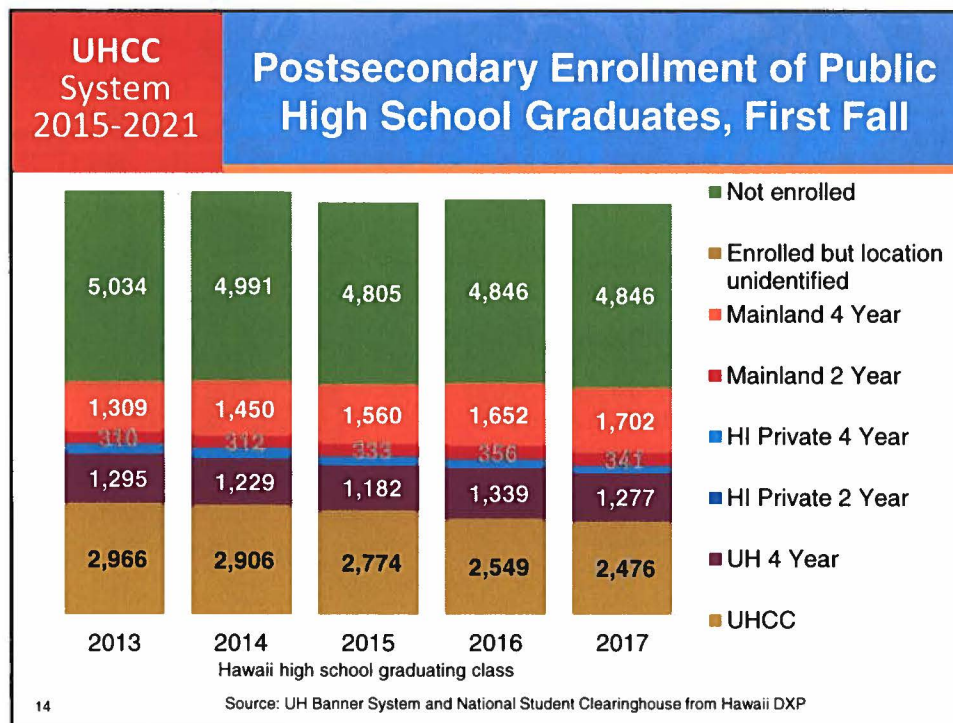
## UHCC Targets for Student Enrollment and Success

Targeted Student Population	Fall 2020 Enrollment Target
<b>Public High School Graduates</b> (first fall after HS)	<b>3,592</b>
<b>“Working Age” Adults</b> (ages 25-44)	<b>13,787</b>
<b>Pacific Islanders</b>	<b>816</b>
<b>Non-High School Graduates</b> (e.g., GED)	<b>2,003</b>
<b>International Students</b>	<b>1,194</b>
<b>All Other</b>	<b>16,302</b>
	<b>37,694</b>

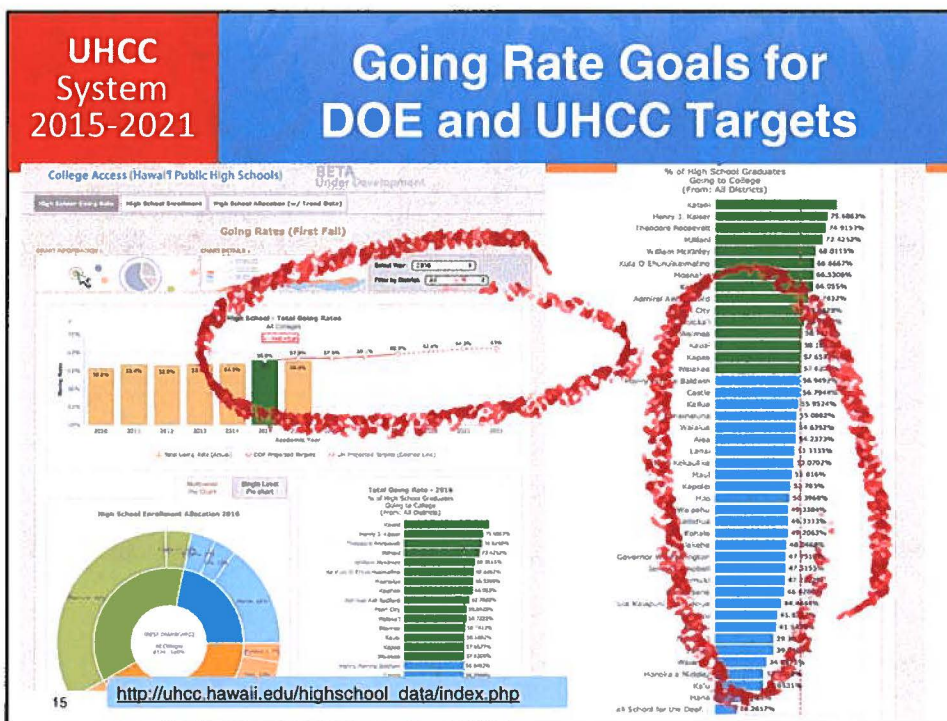
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	Historical	Projections (% change from prior year)		
	2017-18	2018-19	2019-20	2020-21*
<b>FIRST TIME STUDENTS FROM TARGETED POPULATIONS</b>				
--High School Direct Entry	2,596	3,054 (18%)	3,374 (10%)	3,592 (6%)
--Working Age (25-44 yr olds)	2,077	3,080 (48%)	4,262 (38%)	6,034 (42%)
--Pacific Islander	320	348 (9%)	376 (8%)	403 (7%)
--Non-High School Graduates (e.g., GED)	466	621 (33%)	771 (24%)	921 (19%)
--International	390	432 (11%)	469 (8%)	505 (8%)
--All Other	5,542	5,545 (0%)	5,517 (-1%)	5,490 (0%)
<b>CONTINUING STUDENTS</b>				
--All (including retained students)	16,050	16,944 (6%)	18,809 (11%)	20,748 (10%)
<b>TOTAL ENROLLMENT</b>	<b>27,441</b>	<b>30,024</b> (9%)	<b>33,577</b> (12%)	<b>37,694</b> (12%)
<i>Total Enrollment (Extending target to 2027)</i>		<b>29,288</b> (7%)	<b>31,190</b> (6%)	<b>32,966</b> (6%)

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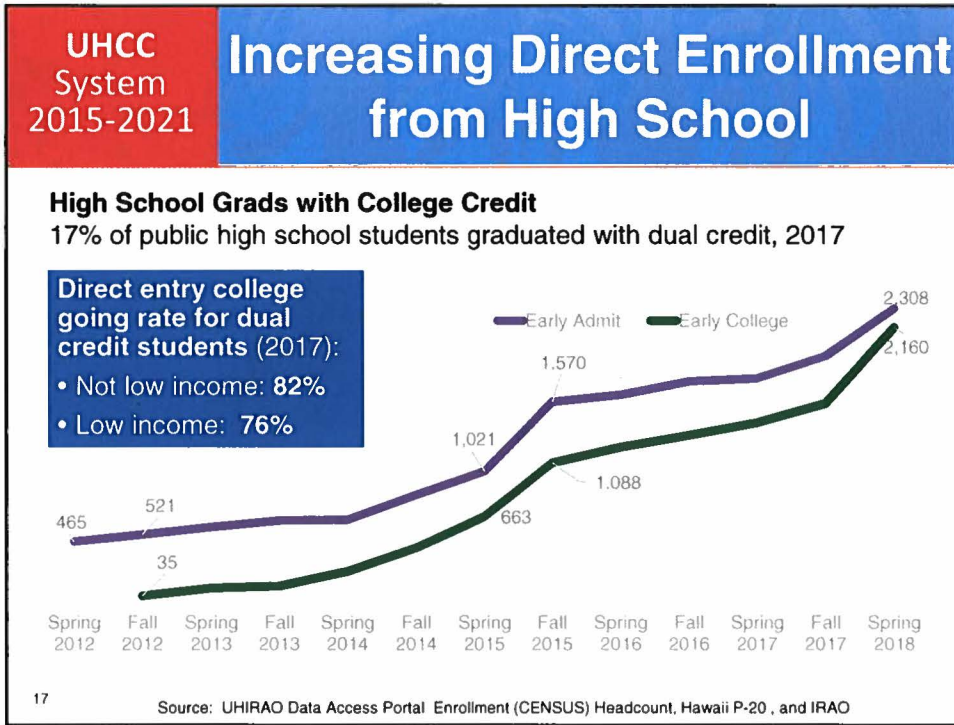
## UHCC System 2015-2021

# Direct from High School Enrollment

**4,875 (45%) of Class of 2017 Not Enroll Immediately**  
**+1,100 public schools enrolling directly in college**  
**→ 65% going rate**

- Students whose enrollment lags:** 855 of c/o '16 enrolled within 16 months (but not first fall)
- Early admit students who didn't enroll directly after high school:** 412 of c/o '17
- Participants in college access programs who did not enroll**
- Students with demonstrated academic achievement who did not enroll:**
  - From Class of 2017:
    - ACT English ≥ 18: 842
    - SBA ELA ≥ 3: 1,581
    - ACT Math ≥ 22: 331
    - SBA Math ≥ 3: 622






## UHCC System 2015-2021 Increasing Direct Enrollment from HS: Early College

**2017-18**

- \$1 M in legislative funding to DOE
- 270 sections of sheltered instruction in 40 high schools

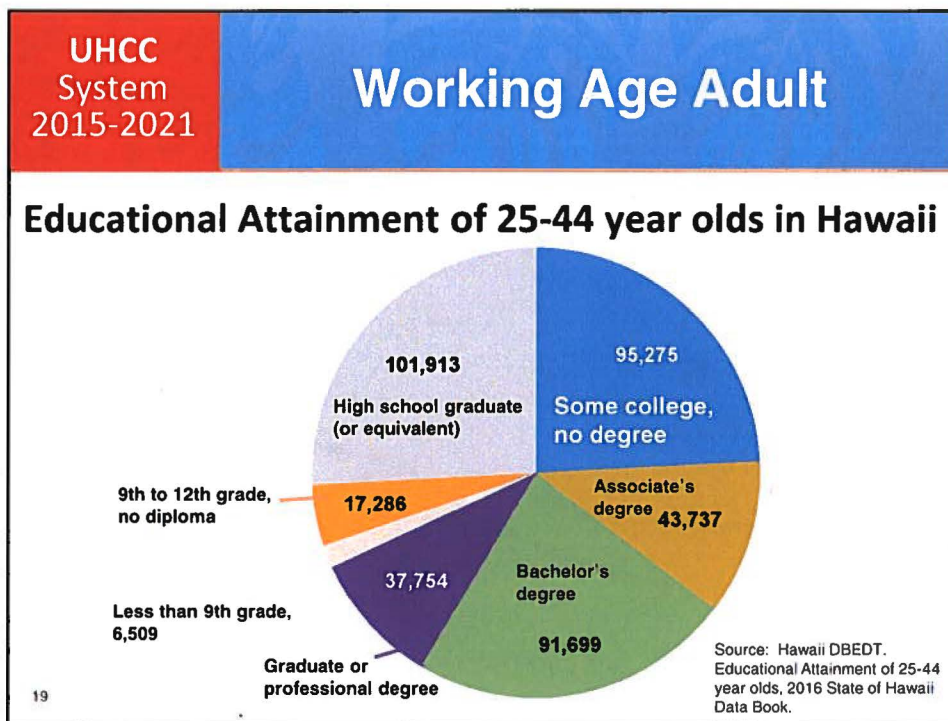
**2018-19**

- Strategic focus for early college:
  - Increase post-high college going rate
  - Target underserved student populations
  - Embed courses within career pathways
- 35 DOE schools planning for 375 sections
- Additional \$1 M in legislative funding to DOE requested from legislature
- New DOE-UH MOA for early college: \$2,000 per credit
- UH Early College Committee, convened by Hawaii P-20, coordinating operational aspects of early college



**Rovy Dipaysa**  
Leeward CC '17  
Waipahu HS '18  
Aspiring Nurse

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**UHCC System 2015-2021**

## Working Age Adults

# 34,031

### UH "Stopped Out" Students

- Undergraduate degree seeking but did not earn degree or certificate
- Hawai'i permanent address
- Last attended Fall 2011 or more recently
- Earned at least 1 credit
- Did not transfer to another college
- UHCC last home campus: 30,083
- UHCC students with 15 or more credits: 57%

HAW	4,188
HIL	883
HON	3,976
KAP	5,618
KAU	1,613
LEE	7,426
MAN	2,268
MAU	4,810
WIN	2,452
WOA	797

**Cumulative Credits Earned: 1,018,790**

Based on Fall 2017 enrollment

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**UHCC  
System  
2015-2021**

# Working Age Adults

**Spring 2018 Enrollment**


- Letter to stopped out students with loans: 18% registered
- Direct marketing and first class free scholarship offer: 15% registered for 6.6 credits (avg) and 1,003 credits (total)

**Fall 2018 Enrollment**


- Letters to students with loans who haven't registered for Fall (promote continuing enrollment)
- Direct marketing to students with 6 or more credits
- Targeted outreach for specific student groups (e.g., 1 term left in STAR pathway)
- Campus-based integrated student supports and outreach

**Spring 2019 Enrollment**

- Public awareness campaign
- Direct marketing and targeted incentives
- Campus-based integrated student supports and outreach



KALATHIO MACADANGDANG  
The Maui Community College



Windward Community College  
Come back to Windward Community College and get your first class free.

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System  
2015-2021**

# Working Age Adults

**CONNECTION** → **RE-ENTRY** → **PROGRESS & LEARNING** → **COMPLETION**  
(to transfer or career)

**CONNECTION**

- Develop comprehensive marketing campaign for “stopped out students” to return

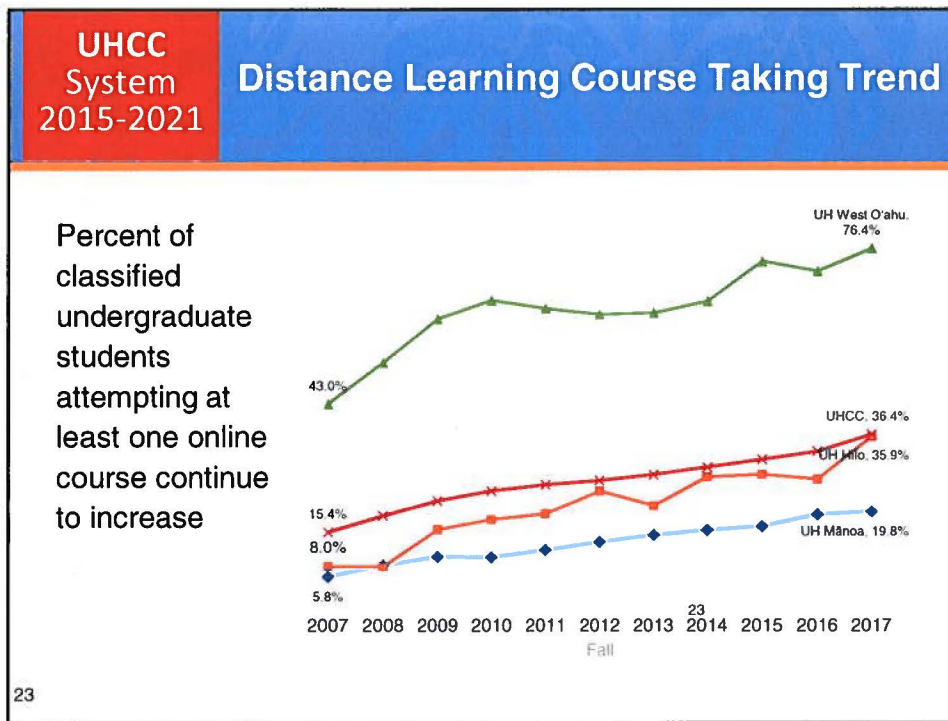
**RE-ENTRY**

- Streamline re-enrollment processes for stopped out students
- Address registration holds
- Expand and promote Hawaii Promise
- Leverage employers’ tuition assistance programs

**PROGRESS & LEARNING**

- Expand flexible course offerings and programs (e.g., online, accelerated format)
- Recognize work or life experience as evidence of meeting learning outcomes
- Provide support services relevant to returning students (orientation, support during non-business hours)

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**UHCC System 2015-2021** **Where are UHCC Transfers Going? AY 2014-15 to AY 2016-2017**

Institution	State	Total
Hawai'i Pacific University	HI	489
Chaminade University of Honolulu	HI	466
<b>University of Phoenix<sup>2</sup></b>	AZ	387
University of Nevada Las Vegas	NV	193
<b>College of Southern Nevada<sup>2</sup></b>	NV	152
<b>Arizona State University<sup>2</sup></b>	AZ	117
<b>American Public University System<sup>2</sup></b>	WV	107
<b>University Of Maryland - University College<sup>2</sup></b>	MD	92
<b>Northern Arizona University<sup>2</sup></b>	AZ	71
<b>Grand Canyon University-Traditional<sup>2</sup></b>	AZ	71

<sup>1</sup> Based on available major data from the National Student Clearinghouse  
<sup>2</sup> Primarily online  
 Source: National Student Clearinghouse

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**UHCC  
System  
2015-2021**

## **Focus: Online Degree Pathways**

- **Previous goal: Access to courses and programs for all students**
- **Now: Access to degree pathways and degree completion for the distance student**
- **Now: Building 2 + 2 degree pathways**
- **Researching workforce specific online programs needed: Banking**

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**UHCC  
System  
2015-2021**

## **Pathways**

### ***From the Strategic Plan:***

**“As part of the University of Hawai‘i System, the UH Community Colleges have the opportunity and responsibility to create smooth and effective pathways from the Department of Education through the UH Community Colleges to baccalaureate programs for those students seeking baccalaureate education.”**

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## Owning The Whole Pathway

- **Owning the whole pathway means seeing where student is coming from: focus on K12**
- **Owning whole pathway also means seeing our programs and processes in light of where the student is headed: workforce or transfer and then workforce**
- **Only by evaluating and designing with the end in mind can we get it right**

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System  
2015-2021

## Backwards Mapping

STEP 4 ← STEP 3 ← STEP 2 ← START HERE

<p><b>Connection</b></p> <p>Market program paths</p> <p>Build bridges from high school and adult ed. into program pathways</p>	<p><b>Entry</b></p> <p>Help students explore options/make full-program plan</p> <p>Integrate academic support into critical gateway courses</p>	<p><b>Progress</b></p> <p>Clearly map out and monitor students' progress</p> <p>Redesign advising and support around maps/plans</p>	<p><b>Completion</b></p> <p>Align program outcomes with requirements for further education or career with labor market value</p>
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**Learning, Equity, Integrated Student Support**

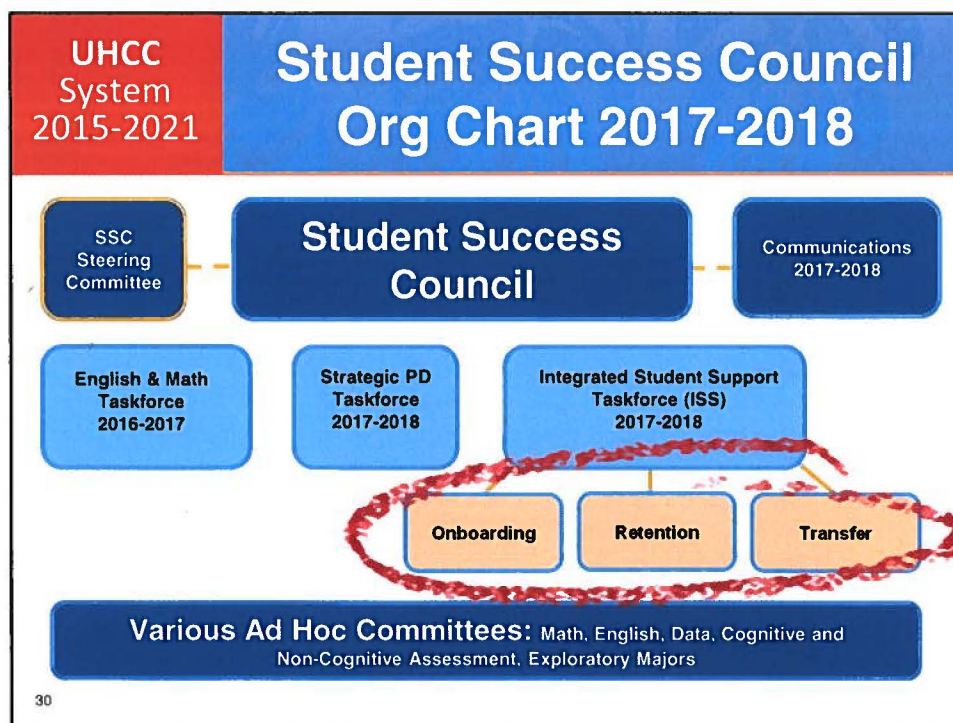
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System  
2015-2021

## What's Happening at Student Success Council?

- **Co-requisite innovation and deployment continues**
- **Exploratory pathways have been created and launched at all campuses**
- **Integrated Student Support (ISS) has been created and is launching**
- **Hawai'i Student Success Institute (HSSI) this spring focused on what it takes to be student ready college**

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**UHCC  
System  
2015-2021**

## Integrated Student Success (ISS) Onboarding Task Force

**Establish standards of practice and collective baseline of support from recruitment through first day of class:**

- **Implement improved online user interface for application**
- **Implement intake survey to inform student advising**
- **Obtain students' high school data for advising (career advising and placement)**
- **Improve new student orientation, differentiated for student types/situations**

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**UHCC  
System  
2015-2021**

## New Onboarding Tool

### How much will your lifestyle cost?

*As you look forward in life, what are your expectations for money? You might be single now, but maybe you hope to become your future family's breadwinner. Or maybe you're part of a successful two-income family and need to decide whether you're comfortable living on less or compromising on other career aspects, like work-life balance, to earn a better income. If money is the reward you seek, there are careers to match.*

*When we think about career choice, several things immediately come to mind – job description, training and education required, career outlook, and salary – but there are a number of other factors that may influence your decisions. To help identify your life-expectations lets explore some goals and identify those careers that match – or don't match – your financial expectations, consider this information a reality check.*

*Answer the 12 simple questions below as honestly as possible to see how much your lifestyle could cost.*



#### I. Where do you see yourself living?

- I will inherit my parents house or will live at home. (\$0)
- A modest townhouse away from town. (\$320,000)
- A condo in the city. (\$450,000)
- A median single-family home. (\$700,000)
- A house with oceanview. (\$1,500,000)
- Other.

**NEXT**

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<http://uhcc.hawaii.edu/workforce/lifestyle/mylife.php>



**UHCC System 2015-2021**

## Sort Through Careers that Meet Your Lifestyle or “Start Over”



**Your Life Will Cost...**

Your estimated life will cost: **\$3,652,000**  
(Years)

Your average household incomes needs to be: **\$91,300**  
(Years)

Your average salary (if there are two of you) needs to be: **\$45,650**  
(Years)

**START OVER**

STEM (Science, Technology, Engineering and Math)

Dentists, All Other Specialists	\$271K - \$368K (estimated salary)
Physicians and Surgeons, All Other	\$264K - \$358K (estimated salary)
Podiatrists	\$257K - \$404K (estimated salary)
Orthodontists	\$255K - \$424K (estimated salary)
Oral and Maxillofacial Surgeons	\$245K - \$416K (estimated salary)
Surgeons	\$235K - \$399K (estimated salary)
Anesthesiologists	\$228K - \$389K (estimated salary)
Obstetricians and Gynecologists	\$222K - \$379K (estimated salary)
Family and General Practitioners	\$205K - \$318K (estimated salary)

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**UHCC System 2015-2021**

## ISS Transfer Task Force

**Identify, prioritize, and implement strategies to increase UHCC transfers to UH four-year colleges:**

- Focus on top transfer programs from UHCCs to UHM, UHH, UHWO
- Evaluate programs with 300-level courses in Year 2
- Convene faculty groups to align math pathways from program to program
- Develop or revise transfer policies to ensure smooth and transparent transfer process
- Transfer with junior level standing in a program

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**UHCC  
System  
2015-2021**

## ISS Retention Task Force

**Establish standards of practice and a collective baseline of support for student's first year experience and usage of MySuccess.**

- **Examine existing practices across system in conjunction with national best practices to make recommendations about first year/transition experience.**
- **Explore ways to maximize system tools to support students throughout Pathway:**
  - **My Success Early Alert**
  - **My Success Intake Survey**
  - **Predictive Analytics**

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**UHCC  
System  
2015-2021**

## ISS Timeline of Events

### **Timeline:**

- **January-March 2018: Convene committee, identify goals, and enlist membership for teams to strategize implementation of goals**
- **April 2018: Interim report to SSC**
- **December 2018: Year end Report and goals for Year 2**
- **Four year representation on ISS committees**

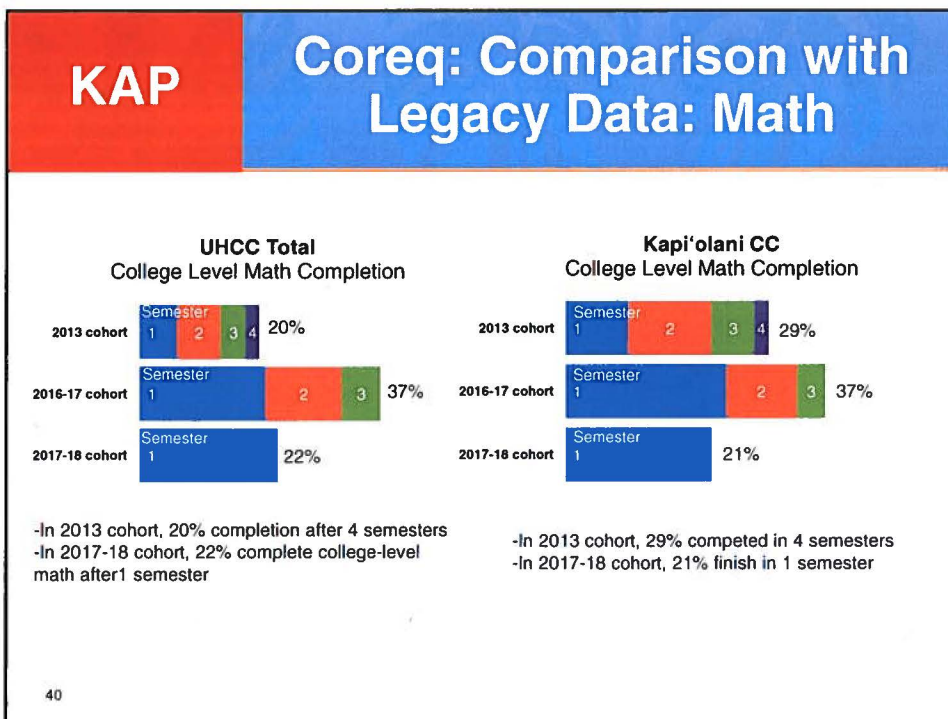
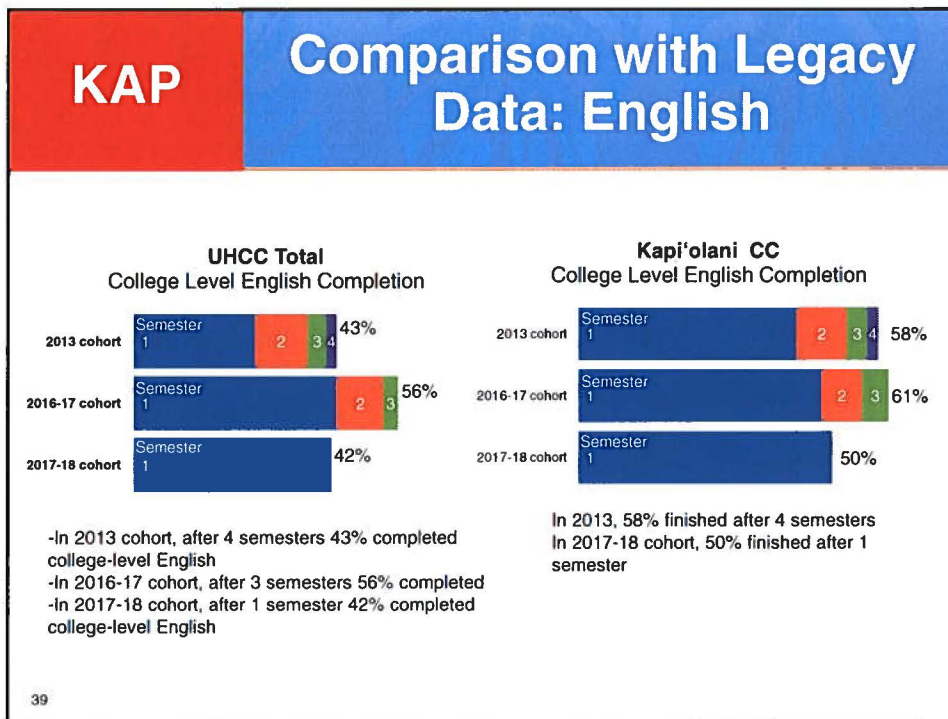
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***From the Strategic Plan:***

**“Analysis shows that community college students engage in a pattern of enrollment that includes moving between full- and part-time status, stopping out and re-enrolling, or dropping out in frustration at the lack of progress.... Two initiatives in this plan address the desire to reduce the student’s time-to-degree: Co-Requisite and other retention efforts...”**

**% of Students Taking English and Math in the First Year Upon Entry**

	English		Math	
	F16-SP17	F17	F16-SP17	F17
<b>UHCC Total</b>	82%	71%	71%	63%
<b>Kapi’olani CC</b>	84%	81%	76%	65%



KAP	Meeting Strategic Direction Goals					
	Percentage of Students One Level Below and Above Completing in 1 Semester					
	English			Math		
	Fall 2016	Spring 2017	Fall 2017	Fall 2016	Spring 2017	Fall 2017
UHCC Total	64%	61%	61%	57%	56%	50%
Kapi'olani CC	67%	59%	62%	60%	56%	38%

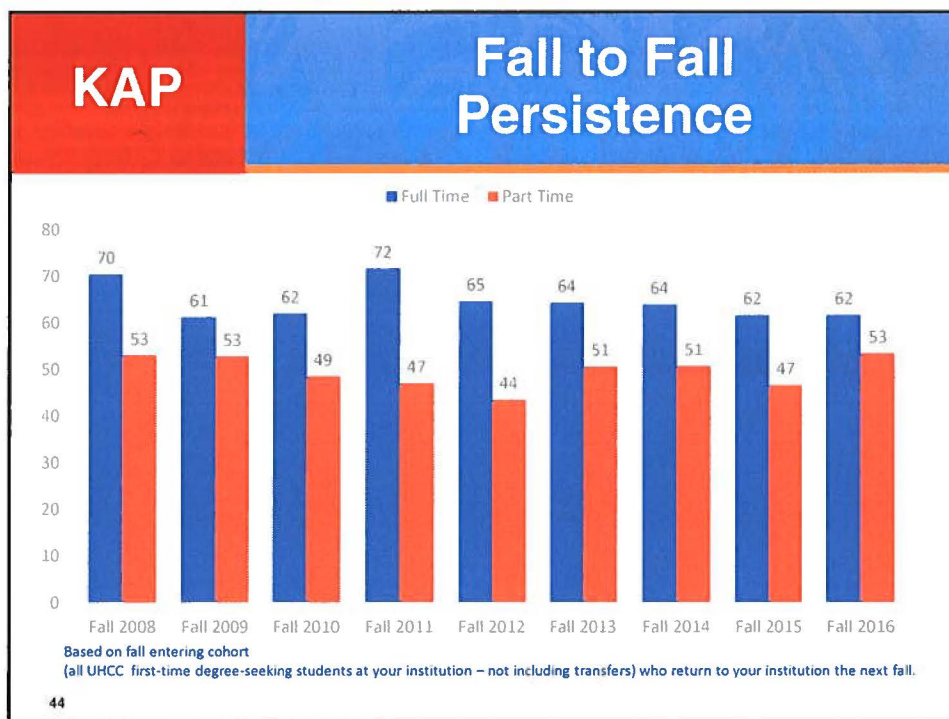
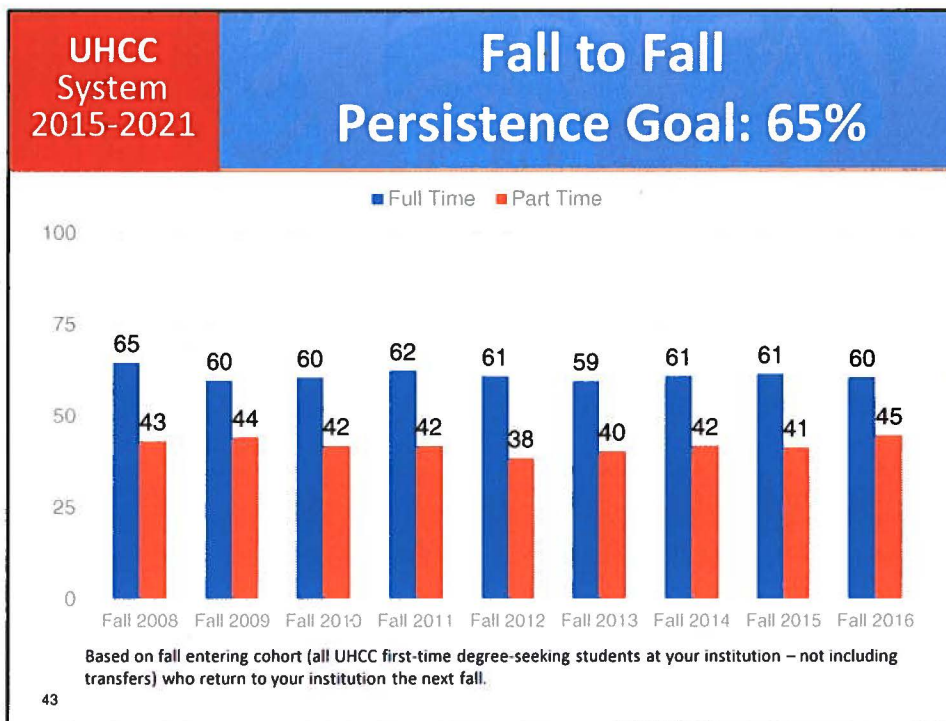
  

Percentage of Students Two Level Below Completing in 2 Semesters					
	English		Math		
	Fall 2016	Spring 2017	Fall 2016	Spring 2017	
UHCC Total	39%	34%	34%	30%	
Kapi'olani CC	56%	59%	26%	24%	

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KAP	Increase in Use of Alternative Measures			
	Percentage of Students with Only Compass/Accuplacer Placement Scores			
	English		Math	
	Fall 2016	Fall 2017	Fall 2016	Fall 2017
UHCC Total	48%	36%	55%	43%
Kapi'olani CC	23%	26%	40%	42%

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**UHCC System**  
2015-2021

# Castle Foundation Supports Student Success Council

- **New grant from Castle Foundation will help SSC to connect more intentionally to careers**
- **Grant will support linking academic pathways to high growth occupations**
- **Our sector convenings and sector mapping tool will help with this effort along with P-20 efforts**

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**UHCC System**  
2015-2021

# Delaware Model to Link Pathways and Careers

**Cisco Networking**  
PATHWAY DESCRIPTION

This Cisco Networking Academy program of study blends the content and experiences of computer networking and computer science to help students develop a well-rounded and adaptable skill base. The program prepares students for continuing education and careers in computer networking and computer science, as well as those that may require skills in both fields.

<p><b>Pathway Courses</b></p> <p>IT Essentials CCNA: Intro to Network+ CCNA: Routing &amp; Switching Essentials CCNA: Building Networks And one of the following: NSO Linux Essentials API Computer Science Principles AP Computer Science A</p>	<p><b>Early College Credit &amp; Certifications</b></p> <p>Advanced Standing at Del Tech 9 credits at Del Tech Linux Essentials Professional Development Certificate CompTIA A+ Cisco Certified Entry Networking Technician Cisco Certified Network Assistant Routing &amp; Switching</p>	<p><b>Work-Based Learning</b></p> <p>Hands-on Learning Industry-Aligned Projects Guest Speakers Career Panels Paid Internships</p>
<p><b>CERTIFICATE</b></p> <p>Annual Salary Range: <b>\$30,000 - \$55,000</b></p> <p>Telecommunications Equipment Installer AV Equipment Technician Del Tech</p>	<p><b>ASSOCIATE'S DEGREE</b></p> <p>Annual Salary Range: <b>\$25,000 - \$75,000</b></p> <p>Computer Network Specialist Broadcast Technician Del Tech</p>	<p><b>BACHELORS DEGREE</b></p> <p>Annual Salary Range: <b>\$62,000 - \$107,000</b></p> <p>Computer Network Architect Information Security Analyst Network Administrator University of Delaware Wilmington University Delaware State University</p>

**Where to find this Pathway:**

**NEW CASTLE**

- Hogson High School
- Howard High School
- Plymch High School

**Allied Health**  
PATHWAY DESCRIPTION

This program engages students in open-ended problem solving where they study essential facts, history, human anatomy and physiology. Students will acquire important skills necessary for healthcare professionals such as medical mathematics, communication, safety practices, legal responsibilities, and teamwork. Students will also develop technical skills such as performing a wound culture, measuring vital signs, collecting a sputum culture and performing a vital test. The program prepares students for a variety of careers in healthcare such as respiratory therapist, nurse, physical therapist, dental hygienist, and medical lab technician.

<p><b>Pathway Courses</b></p> <p>Fundamentals of Health Sciences Essentials of Health Careers Human Structure &amp; Function</p>	<p><b>Early College Credit &amp; Certifications</b></p> <p>Advanced Standing at DTCC 9 credits to DTCC Up to 6 additional credits at DTCC with summer program</p>	<p><b>Work-Based Learning</b></p> <p>Supervised Clinical Experience Summer Mentor Program Health Fairs Job Shadowing Paid Co-Ops</p>
<p><b>CERTIFICATE</b></p> <p>Annual Salary Range: <b>\$23,000 - \$59,000</b></p> <p>Medical Assistant EMT Vocational Nurse Dental Career Institute Yerkes Career Institute</p>	<p><b>ASSOCIATE'S DEGREE</b></p> <p>Annual Salary Range: <b>\$55,000 - \$75,000</b></p> <p>Dental Hygienist Medical Sonographer Delaware Tech</p>	<p><b>BACHELORS DEGREE</b></p> <p>Annual Salary Range: <b>\$65,000 - \$91,000</b></p> <p>Registered Nurse Physical Therapist Nutritionist University of Delaware Wilmington University</p>

**Where to find this Pathway:**

**NEW CASTLE**

- Accomac's High School
- Madison High School

**SUSSEX**

- Indian River High School
- DuPont Tech High School

**Ready to get started?**

Visit the website for more information:  
[DELAWAREPATHWAYS.ORG](http://DELAWAREPATHWAYS.ORG)

[f](#) [t](#) [in](#) [@](#)

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**UHCC  
System  
2015-2021**

## **Workforce: Design Academics with End in Mind**

### ***From the Strategic Plan:***

***“UH Community Colleges are an integral component of the workforce development in the state and a leader in identifying workforce needs and developing and delivering training programs to enable students to gain employment.”***

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**UHCC  
System  
2015-2021**

## **Sector Convenings: CEOs Tell Us What They Need**

**Convening  
Process  
Facilitated by  
the Chamber  
and by UH.  
Bringing the  
discussion into  
one room**



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**UHCC System 2015-2021**

## Sector Mapping Tool: Every Sector & Every Job in the State: By demand

Occupation	Count
% Computer Support Specialists	1,115
% Computer Systems Analysts	1,045
% Sales Representatives, Wholesale and Manufacturing, Except Scientific and Technical Products	947
% Network and Computer Systems Administrators	895
% Software Developers, Applications	743
% Biological Technicians	620
% Environmental Technicians, Including Hazardous Waste	520
% Computer Engineers	476
% Electrical Engineers	413
% Software Developers, Systems Software	372
% Mechanical Engineers, Except for Marine and Naval	372
% Architects, Except Landscape and Naval	372
% Computer Hardware Engineers	372
% Computer Network Architects	372
% Architectural and Civil Drafters	372
% Engineering Technicians, Except Drafters, All Other	372

**UHCC System 2015-2021**

## Clickable Map to Assess Demand by Counties & Districts

**Occupational Distribution** - Data related to the number of workers in each occupational classification within a metropolitan area. View all the occupations currently held by residence of a particular zip code or district.

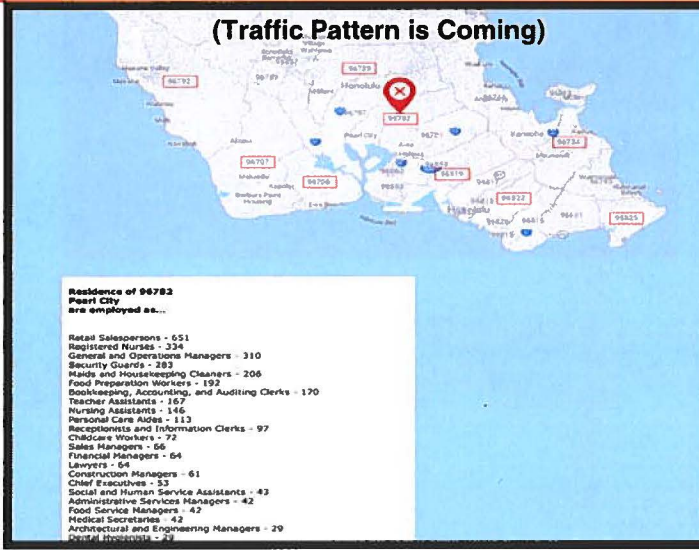
- By zip code
- By DOE districts (not working)
- By Congressional districts (not working)
- By Senate districts (not working)

**Occupational Allocation** - Data related to a particular occupation and where those workers live.

- By zip code

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2015-2021

### Job Mapping: Job Holders & Demand By Zip, DOE, Political Districts; Live Here But Work There



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## Sector Convening Breakthrough

INDUSTRY NEWS BANKING & FINANCIAL SERVICES SUBSIDIARY REPORT

### Hawaii's banking industry cooperates with UH to launch new workforce development program

July 14, 2017, 2:38pm EST

PACIFIC  
BUSINESS NEWS



<https://www.hawaii.edu/news/2017/07/24/new-banking-curriculum/>

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# Thank You



- For helping to shift our focus and work towards these issues on so many fronts
- Accelerating student success and completion
- By helping us become student ready colleges

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**Success is What Counts**

The Journey Continues



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