

Chancellor's Retreat Minutes
Victoria Ward Conference Room
August 12, 2005

Present: Don Bourassa, Director, PCATT; Gaynel Buxton, FSEC Chair (system); Diane Caulfield, Division Chair, Tech 2; Ralph Hiatt, Director PATC; Kyle Higa, Chair, Staff Senate Executive Council (SSEC); Bernadette Howard, Dean, Tech 2; Ken Kato, Vice-Chancellor Administrative Affairs; Sheryl Legaspi, Former SSEC Chair, Alan Lerchbacker, Coordinator Construction Academy; Sandy Matsui, Dean, Student Services; Chris Ann Moore, Chair, FSEC; Sharon Ota, Vice-Chancellor Academic Affairs; Ramsey Pedersen, Chancellor; Jim Poole, Former FSEC Chair; Jerry Saviano, Former FSEC Chair; Cynthia Smith, Accreditation Liaison; Eileen Torigoe, Personnel Officer

Announcements: Ramsey

Update on Building 2: First Insurance is taking care of everything

To honor Nick Harris' request, we will have a moment of silence at the Fall General College Meeting on August 18, 2005.

Workforce Development Issues and State Policy Drivers & DOE Pipeline Issues: Ramsey (see Handout)

Decline in average in the per capita income overtime. The average person in Hawaii is worse off today than they were 20 years ago. That's what all the economic data shows. It's a distribution of our economic assets and the relative size of our various sectors. The dominance of the service sector in terms of the hotels and tourism that is causing this disparate dysfunction within our economy which means as more money being made, Hawaii's people is getting less of it.

NGA Goal 1: We need to set a series of goals for the State. We should only be looking at putting money in higher paying jobs. We cannot count on the Department of Education and most of the other public educational institutions anymore.

Workforce & UH Role: Massive opportunities that are internationally driven & and businesses in Hawaii are realizing that. UH is being asked why we're not doing this.

NGA Goal 2: Trying to take whole workforce issue and capture it as a community college issue. Define the community college system as the primary workforce driver in the state of Hawaii in terms of our training capability and our responsibility. Problem is that we're not able to respond effectively due to our academic rules (i.e. flight training.) There is a push to entrepreneurship & partnering with industry/private sector. It is no longer our responsibility to pick up the bill for everything—not enough assets.

NGA Goal 3: We have to make it easier to connect with lower income students. How do we do contextual learning with career pathways and get people the basic skills they need? We would like to look at the processes of contextual learning. Don't think they're going to come in and do 3 semesters of math to get into your program—that's the very thing that drove them away from high school. Find a way to try to embed that and teach that.

NGA Goal 4: No discussion – see handout

NGA Goal 5: Increase the number of graduates by the year 2010 by 25%. Denver Community College has done this successfully (i.e. effective retention, mentors, connectors, walk students through, tutorial structures, peer groups, cohorts, federal money, effectively bridging 1st and 2nd semester.) Human capital cost of losing them is too great for the State of Hawaii to bear. 85% of the workforce that should be working by 2015 is there right now. By 2010, there will be a 21-million worker shortage.

Bernadette: Not enough workers to replace people.

Educational Pipeline Performance is something Ramsey has spent a lot of time on with the Department of Education. In terms of coordinated partnerships with Department of Education it is changing rapidly. ACT 51 shifted responsibilities from superintendent to principals. It didn't shift money. It shifted responsibility, accountability and outcomes. Over a period of time the central administration can be no more than 10% of the Department of Education budget. Another change is weighted-student formula—that looked at schools with the greatest degree of difficulties and problems in terms of the populations & decided that there's a weighted formula where a certain portion of the income of the school system can be shifted to those schools who have the greatest problem areas.

Ramsey: Do liberal arts instructors feel that their students are harder to teach now? Cynthia: Students are less focused due to jobs and families—socio-economic pressures.

Jerry: Students are the customers and we're the store mentality.

Chris Ann: Where does the transformation happen?

Ramsey: Have a university where economic drivers are those organizations that can make money and then we need to shift assets from those organizations from the base to those organizations that don't have that opportunity. Which means to maintain the liberal arts core and you fund it, while those organizations that can make cash, make cash. Take away the base ability & cash flow of organizations to do its startups and you cripple them.

Cynthia: Is this going to be an external force we have to answer to?

Ramsey: Yes, it's moved from Governor Lingle to a Governor Task Force on Economic Development. Group is setting educational resolutions. They are going to make serious recommendations to the governor as far as funding. We want to be able to tell this group what we want and not them tell us what they want. Competitive game for finite resources that should shift in terms of where we want to go.

NGA-Reso-Gov's Comm: Created by Lingle

Key Transition Points in the Education Pipeline

Ramsey: Trying to identify the underground economy

Student Pipeline 2002 Chart

3 years for a community college degree and 6 years for Manoa. Showed this data to the Governor and she put it into one of her speeches. Fundamental issue is curriculum and how the teacher integrates it—it's not an issue of nine school boards. Where can we jump into that? Ramsey is trying to make links between Department of Education line and Corporate line. (i.e. Construction Academy.) Tooling & supplies pipeline to get to the high schools. Ramsey discussed partnership with Pacific Resource Partnership where Kyle Chock is working with HCC.

Career Pathways is saying that there is a pathway between community college's, 4-year colleges & high schools. We have to have an integrated curriculum. Where is money available to build this? 1) Tech-Prep discussed with Dan Hull that if CORD is going to be involved it'll give us a leg up. CORD is sub-grantee. We did what we did with Cisco.

We're going to have to take responsibility that principals are given ACT 51 & UH autonomy and identify movers & shakers. There's another source of money from two different support groups: Small Learning Centers (High schools decentralize their curriculum.)

Mitch D'Olier & Kamehameha Schools formed a private, non-profit to help schools write grants for money relative to helping kids in lower socio-economic status. They are looking for college partners to be involved in the grants. Some monies will come out of Kamehameha Schools itself. First meeting was in June.

DOE realizes that there are not enough teachers to do this. Trying to contract people to come in and do it. There are union issues. Take total responsibility of adult education in community colleges. We're now merging some of these things with DOE. Will form smaller cluster organizations.

Kamehameha Schools is developing master plan and wants to create an entire community in Kakaako. Another new development is Kalihi and the high rises. Life Sciences & Technology movement in Kakaako. One big box bio-tech company bringing in 2500 jobs. \$2 Billion of development in Kakaako.

Military Dual Use

Committee that set a goal of \$1.5 million in developing services in Hawaii.

Super eight companies are asking Ramsey to create an environment where we can train IT people. How do we train IT people? Alan suggested doing it in a rainbow.

Next step is specialized curriculum. Incubators for small Hawaii corporations to build off of & push students back there. Next step is to provide classified training.

UH System Differentiation

How do you

Start funding requests PCR's

HPU/Phoenix/National will be competing w/UH

Bernadette: When these things come up, what does community college do?

Ramsey: Signed confidentiality agreements and the agreements are worth a million dollars. This group has to have some input for the decision-making. He has been asked to be the point man.

The Research Corporation is a mechanism that the University of Hawaii uses. RCUH has 2000 employees. Every major university in America has a RCUH. He has to try to find a way to bypass RCUH. He will have to go public.

Budgeting, Personnel, Business and Planning Procedures, and Facilities Issues

Honolulu Community College received money to fund only three (3) out of 16 different initiatives:

CENT (only received 50% of request)

Construction Academy

Student with Disabilities (received 100% of disability funds)

1st 956,000 (awarded 340,000 36%)

2nd 1,983,239 (awarded 340,000 17%)

Legislators come back asking for priority list. Campus Leaders Team made the recommendations.

Ken is currently working on the FY 2006 budget and will be forwarding it to the Deans.

Regular Payroll estimated over \$13,000,000

Lectureship budget is \$2,000,000 (includes apprenticeship costs)

Other payroll: insurance (prorated based on payroll) income tax, fiscal costs

RESOURCE: dollars & needs are not included

Come up with priorities to the campus; guidelines to meet accreditation needs/come up w/some kind of standards

Legislators can pass anything they want, but the governor can restrict.

We don't get much, but we do okay. Lots of work on the back end. The new executive assistant should be a valuable asset.

John Morton

Shared what he hopes to accomplish & what he doesn't want to do.

Does not want be our Chancellor. The role of Vice-President is not to run the operations of the seven community colleges. Each college has its own chancellor. The role is that a collective system does as good a job as possible within the UH system & it's mission to students.

Mission starts with a good portion of it in workforce development. In order to meet the needs of the workforce, we must recognize that most of those jobs are going to require just high school graduation. They will need some post-secondary education. However, it could be a certificate rather than a degree. The path to get that training is not at Manoa, it's through the community colleges. We still have a goal of getting students to Manoa.

Would love to make the community colleges experts in this area. Make it a place where both government & private sector come for training/guidance. We have been treated as one more vendor, not as a major state agency to provide this. Be able to deliver sector by sector in this economy.

Access for workforce needs is we still have the fundamental access mission. 71% of Native Hawaiian students are in the community colleges. We need more students who are currently underrepresented through the community colleges. If Manoa is short of Native Hawaiian students, then it's not their problem, it's OUR problem.

How do we make our mission happen through a variety of ways? We need to continue to meet that. There's all sorts of stuff out there to do that—there's not one answer. There's a need at a sophisticated level of how to improve teaching & learning. We're striving to keep it as an informed conversation as we can (between faculty & outside colleagues.)

How are we going to pay for this? This is a major job of the big Vice President job. Unlike Manoa, our tuition structure doesn't allow us to do it off our revenue by itself. We have to know where our dollars are flowing in. We want our tuition to stay subsidized. What can happen is dealing with the future & going forward. If Manoa gets 70% of general funds we don't want the next amount of incremental money be that same distribution. We want it reversed where the community college's get that percentage. We want new monies to be differentially favorable to the community colleges.

Another strategy is to look at other places where we have a different margin of economics (i.e. summer school). We can generate money to flow into the campus (higher tuition.) It may not be current students who enroll.

There are other revenue streams. There are training dollars—partners & contracts that we can have. We do want to see that this is all integrated. It's all about your business—your business of

educating students. University of Hawaii is a \$1,000,000,000 corporation managed by spreadsheets. We need the tools to have the common language, common reference points, common discussions to run the company. The state gave it to us in ACT 51. We need to learn to manage revenue & the flow of money.

We're making progress on accreditation issues. Board of Regents knows there will be a community college committee. We want the transactions to flow the same way. We want the Regents to have the context to understand what the community colleges are and what we do. Committee of six community college representatives to meet quarterly. 1st meeting: Where are we are; 2nd meeting: Money; 3rd meeting: Effectiveness; and 4th meeting: Resources.

UH Foundation is going to reinstate community college committee among the trustees. Wants to reestablish the community college as a focal point.

Vice President's job is to make sure that message stays on point. We're going to propose that we have a pool of money to address some of the program review issues.

Jerry: What about articulation?

John: The real questions and focus is now just about the courses, but how the student is treated. When the University of Hawaii wants our students, they will want our courses. Articulation will fall in place. The real issue is student transfer and articulation is a part of that. How students are treated in transferring from community colleges to Manoa. We have a resource management question, and students are kept out of a lot of the courses. Lessens their chance of their success. We want our students to be the most favored students when they transfer. Student grade point are also an issue. Community college students have to start from scratch because they haven't established a Manoa gpa.

Jerry: Will Mike Rota still be doing articulation?

John: We want to use the structures that are in place or being developed.

Cynthia: Are you ready to deal with age old problem of campuses competing against each other? Are you ready to enforce on campuses things?

John: We need to look at the issues as they impact us. Students are doing it for us. They're driving it by asking us questions & pointing out to us. There's lots of ways to enforce, some of it by narrowing the choices. Shouldn't the student be able to sign up for the same course/same course number no matter what campus? We need to look at these inconsistencies. Students are pointing these out to us.

Cynthia: It's also changing the culture and having all campuses accept student-centered services.

Bernadette: How close are we to completing the accreditation recommendations?

John: The goal is to get all of us off of warning status by next commission meeting in January. Some issues are system.

BUDGETING, PERSONNEL, BUSINESS AND PLANNING PROCEDURES AND FACILITIES ISSUES: POWERPOINT

Ken reported that we are overbudgeted. At the last legislative session, a bunch of vacant positions were taken away. The Vice-President's office was able to get back the community college positions, but not the vacant positions. He is concerned about nine (9) different positions. We need to fill them or give them to another campus or give them back to the legislature.

Positions are not included in our budget. Temporary positions are funding through general funds. Should we fill the vacant positions? Advertise these positions? How do we fill them? Do we fill it or give it up? Can we advertise BU 7 positions as non-tenured? His solution is to fill the positions in disciplines that have high enrollment. It will be useful for program review. If there is no program review, the enrollment will drive the hiring. If we lose the position, we lose it forever. The key is can we justify it?

**Ramsey: University of Hawaii was asked to strip it away everything that isn't really effective and wasn't utilized and then come back and request again through appropriate chambers. UHM lost hundreds of positions.

Ken: Mike Unebasami lobbied and got back all the community colleges' positions. However, he won't be able to do that again. He has used up all his favors.

Ramsey: At a later date, Sharon should talk about the instructional side whether or not we have the money to fill it. Let's look at the effectiveness of the temporaries and try to move them over since we're already spending money on these people. Are they valued? Are they are doing their work? Do we feel that they should be continued? I always think it's better to give people a shot at a real job instead of a temporary job.

Ken: We are requiring the deans & directors to fill new positions to fill out the critical forms. BU 7 positions can be changed easily from discipline to discipline. Ramsey has the authority. BU 1, 3, & 8 positions are very difficult to change because we have to go to the unions.

Ramsey: Looking at funding & filling formulas, it used to be that as soon as they had 5 sections, there would be a justification for a full-time position. A percentage of your instruction should be lectureship. Should end up with the percentage of our courses taught by lectureships that allow some level of flexibility and not justify based on having five sections and therefore that's an automatic full-time position when that's really quite tenuous if all you have are five sections. Another sort of justification for that would be also to look at the fact is this person the single anchor in this discipline? Do you need that kind of professional anchoring/expertise in the discipline that'll give you more than you'll get out of a lecturer?

Jerry: Would this be the kind of thing the “strategic planning committee” would vote or write a resolution to say move this position in program A to this program? That would be a pretty big step. It would step on different turfs. Not oppose to that. If the planning committee were willing to make those kinds of recommendations, would that be a weakness of the plan?

Ramsey: The purpose of this process is to get some sort of consensus on recognition being on actions.

Jerry: So in other words you’re saying is yes, that is the job of the planning committee.

Ramsey: I don’t know how you folks feel, but I think if we’re going to be looking at these things--on the one hand these things are pretty detailed things that maybe the COP might want to be involved in. In the long term, where these positions go is important to the campus as a whole.

Jerry: I’m in favor of the planning committee saying we’re making a recommendation to the Chancellor , whether or not the Chancellor accepts the recommendation is another thing. It would seem to me that if the division chair disagreed with that statement, the place to discuss that would not be at the CLT, but would be the division chair coming to the planning committee and saying this is why we should make this recommendation.

Cynthia: There’s a shift in culture. Programs can’t be competing with each other. Those that cry the loudest get what they want.

Jerry: Can’t see it happening.

Chris Ann: Need a strong facilitator and hopefully neutral to move the meeting along.

Ken: Need to show movement before next legislative session. It’s going to happen like this in the budgeting world. It’s going to happen really quick. Quick decisions have to be made sometimes. That’s the hardest thing.

Ramsey: Need to have the ads out by January. This is the basis for the decisions. I can’t go back to the legislature and ask for new stuff or ask for an extension. If we’re creating a planning council and we’re going to empower the planning council to serve on behalf of the institution, the individuals on the council have to take on the responsibility of making hard decisions, as a group coming to consensus on the recommendations of those decisions.

Chris Ann: Should be an agreement that both the majority and minority get to write up recommendations.

Ralph: In the budgetary process in taking it up with the legislators, is there an advantage to having lecturers over instructors?

Ken: In the short run, it’s cheaper to have lecturers; however, in the long run, as they move up in rank it gets more expensive.

Discussion between Jerry, Cynthia, Sharon & Ramsey regarding how you go about requesting for and hiring a position and what role does the planning council have in this process.

SUPPLEMENTAL BUDGET REQUEST: SEE HANDOUTS

Community Colleges' Priorities:

- 1) Electricity, water & sewer
- 2) Program improvement/accreditation/assessment
- 3) Rapid response fund

Campus Request:

- 1) Institutionalizing our assessment activities

CIP Request:

- 1) Design money to create a new building on the incinerator site
- 2) Repair roof of Hangar 111, estimated to cost \$1,000,000+
- 3) Update master plan. Ramsey wants to develop master plan for METC
- 4) Repair Bldg. 2-problems with spalling

Ramsey: FYI—we have a complex lease and ownership issue with the property out there that we're trying to solve. There are an awful lot of people who are coveting that property right now in terms of utilization. Sometime ago we made a commitment to the Polynesian Voyaging Society and that commitment was to bring them in and effectively save the Society by allowing them to do the maintenance operations out at METC. The University considers that as one of our primary calling cards. While doing that, we had significant discussions with people about the property in front in the creation of a multiple-use facility that would be the combination of PVS would create what they would call a canoe halau which would be a large open bay big enough to take two major canoes and put them side to side and do their own maintenance in there instead of up on our property. Along with that Ocean Hawaiian Project to take their core values and core in science and voyaging and create that into a curriculum. Merge that curriculum along with modern boatbuilding and maintenance technology to train people in our community to basically maintain their own sailing vessels & canoes within the Hawaiian community. Also throw in the scientific portion of it with Gopal in his marine biology and create a certificate that could be offered down the line in this. Jan is working on her Title III proposal and has a portion of this in her proposal. The idea would be that we could plan out the function. We have a tenant, College of Oceanering, National University. Leasing property from us. Have College of Oceanering share the costs. Trying to establish community-based education & training center around those ocean technologies and skills.

Ken: Our biggest problem right now is the timing. How can we do a xxx service budget in relation to program review? How can we justify doing a budget to meet accreditation standards? This agenda should be presented to the planning council. The planning council should also get involved in is equipment funds. We have to develop priorities on budget cuts. We're all taking budget cuts.

Update on Bldg. 2

Ken: At this present time, on the liability side, the University is in a good position. On the other side, the liability insurance will be covering most of the costs to give us temporary power.

Hoping to generate power by Wednesday. Does not mean that people will be able to get in the building. Many things we still have to do. We need to be sure we have an active fire alarm system. All the equipment has to be check before it's put on. Waiting for parts to come in.

Jim: Have we determined where the power will come from?

Ken: Transformers are damaged and will be replaced. Transformers are expensive.

Don: The conduits and panels have to be replaced. It'll take at least a month to get a transformer (ordering/manufacturing/shipping).

Bookstore: Will open Monday, 8:00 a.m. – 6:00 p.m. Not sure what level they will be operating on.

PACIFIC CENTER FOR ADVANCED TECHNOLOGY TRAINING: DON

Campus Role:

Circulated the current PCATT annual review. Copies will be made available.

We initially received \$1,000,000 as start up capital. \$1,000,000 has been put in the base budget every year after that so there is no need to go back to the legislature.

In terms of campus support: CENT, Commercial Arts, Drafting have been recipients. PCATT has supported the campus network with high-end equipment from CISCO and also use them as training tools.

Statewide function: 30% is given away to other campuses. Each campus needs to submit a proposal. The largest grant so far has been for \$100,000. Everybody gets something.

There are 25 CISCO academies throughout the State that teach networking, design, business industry training (i.e. Kauai Community College trains Pacific Missile Range).

PCATT's goal: proactive in teacher training (BYU, Heald, Japan, Ft. Shafter); more impact than any entity in the state; classes run \$1,000-\$2,000; statewide summit academy annually for high school teachers. The summit has been a wonderful public relations event.

PCATT's Policy and Oversight Board Membership:

Community College Representatives: Ramsey Pedersen, Mike Rota, Dan Ishii,

Private Sector: Kevin Hughes (HCC Almunus), John Agsalud, Yuke Nakashima

PCATT does a yearly program review as a way to justify PCATT's existence to the legislature. The program review is sent to key legislators. PCATT instructors are regularly evaluated and instructors evaluate PCATT. PCATT works hard at having top-notch teachers. Companies are asked to evaluate PCATT after they rent our facilities. All evaluations are shared with the staff. Customer satisfaction based. All data is kept and presented to the Board.

PCATT does all non-credit registration.

The whole idea of advanced training centers was started 15 years ago with an organization of 10 colleges—National Coalition of Advanced Technology Centers (NCATC). Today it has approximately 150 colleges strong, who are movers and shakers. Ramsey sits on the Presidents Council. PCATT uses NCATC for direction.

Previous report is on file at the library. Requested that the group not to copy or encourage anyone to copy goals and share with other campuses. We don't share what we are planning to do. The reality is that everyone wants to make money.

Don announces he is going to do this only about 119 days. PCATT has an outstanding staff. He does not, however, want to die being PCATT director.

NO QUESTIONS.

FINAL COMMENTS:

Eileen: Council has a bigger picture now.

Jim: Don't like meetings, but this one was a good one