

Title: Chancellor's Advisory Council Minutes
Place: Tamarind Room, 'Ōhelo Building – 220 Grille, Ohia Building
Date: Tuesday, January 28, 2014
Time: 2:30 p.m. to 4:30 p.m.

CAC Members: Maria Bautista, Esben Borsting, Kelli Brandvold, Susan Dik, Dave Evans, Regina Ewing, Bob Franco, Kalani Fujiwara, Brian Furuto, Helen Hamada, Mary Hattori, Carl Hefner, Colette Higgins, Krista Hiser, Carol Hoshiko, Ann Ishida-Ho, Sheila Kitamura, Salvatore Lanzilotti, Mona Lee, Gordon Man, Carol Masutani, Susan Murata, Christine Nadamoto, Nawa‘a Napoleon, Patricia O’Hagan, Joe Overton, Louise Pagotto, Sunyeen Pai, Trude Pang, Leon Richards, Charles Sasaki, Ron Takahashi, Joanne Whitaker, Chi Kuen (Annie) Wong, Dawn Zoni and Jeff Zuckernick.

Members Absent: Bob Franco, Christine Nadamoto and Louise Pagotto

Guests: None

1. Call to Order

The Chancellor stated that each person represents his or her area. Therefore, attendance is required.

2. Information/Reports (for Transmission):

a. Communications/Report from BOR/KCC Authorized Governance Orgs (AGOs)

1. ASKCC – Annie Wong/Kalani Fujiwara

Student Congress representative Jessica Lum stated that they are planning the spring at-large election in March 2014. A resolution was passed to proceed with the spring forum for campus discussion with the Chancellor for late February, to be scheduled through the Chancellor’s Office. The consensus by Student Congress members is they will not sponsor nor plan for this year’s student engagement banquet. After formal discussion, the Student Congress decided by consensus to be part of the Programs, Curriculum, Student Services Work Group, the Accreditation and Assessment Work Group and the Technology Work Group.

2. Faculty Senate – Susan Dik

The Faculty Senate’s first meeting was January 13 and their next meeting is February 3, 2014. They will host Faculty Forums on SLOs in February. The Student Success Center committee visited five California community colleges and two UH community colleges to gather information on their student success centers.

3. Kalāualani – Nawa‘a Napoleon

The first meeting was on January 24, 2014 and it was well attended with 15-20 people present. There are 1,677 Native Hawaiian (NH) students attending KCC. How does this number compare to the total number of NH?

- Year 2000, there were 401,162 NH in the U.S.
- Year 2010, there were 527,077 NH in the U.S.
- Year 2000, there were 239,655 NH in Hawai‘i
- Year 2010, there were 289,970 NH in Hawai‘i

Kapi‘olani CC has .31% of the total population of NH in the U.S. and .57% of the total population of NH in Hawai‘i. Though these numbers may seem small we have to

remember that we are looking at the total population of NH in an entire country compared to the 40 acres we have at Kapi'olani CC.

It is important to start identifying these 1,677 Native Hawaiians and learn their interests, when they started and where they are now.

4. Staff Council – Helen Hamada/Carol Masutani

The Staff Council is planning the program for the Staff Development Day on March 7, 2014. There are two confirmed speakers: Special Agent Eric Dean and U.S. Attorney General in Hawai'i Florence Nakakuni. Mr. Dean is responsible for overseeing counter intelligence and Ms. Nakakuni is the Attorney General for the Federal Government in Hawai'i.

Chancellor Richards stated that the Faculty Development Days were March 7 and 8, 2014 and the college wanted to encourage a staff professional development day on March 7th. The staff will need to register for the day and it will include civil service and UPW employees. APT workers have been invited to the faculty development events but can choose to attend the staff day.

There was a question about the copy center. The copy center is at full service now. However, if there is a big project, send printing jobs to Honolulu CC. They have been asked to provide services for the entire system.

b. Chancellor's Report - Leon

The new CAC members are Jeff Zuckernick, incoming chair for EMS; Krista Hiser, interim chair for Kahikoluamea; and Sunyeen Pai, Accreditation Liaison Officer. In addition, Trude Pang is incoming chair for BLT.

The Chancellor reported on "Moving Forward", strategies for 2013-2015 and updates on what is happening on campus. The college's strategic plan has six (6) strategic plan outcomes, 29 performance measures and eight (8) college-wide strategies to meet the performance measures for 2013-2015.

College-wide strategy 1: Increase overall college enrollment

One benchmark is to increase Native Hawaiian students by 5% per year and overall enrollment 2% per year. These benchmarks have already been met. However, enrollment has been declining since 2012. What should we do to grow enrollment? The Enrollment Management and Marketing Work Group will be assigned to tackle this issue convened by Mona Lee and Carol Hoshiko.

There was a recent signing of a Memorandum of Agreement between KCC and Pacific University through the Office of International Affairs. Pacific University agrees to offer large tuition grants to our students. In addition, Carol Hoshiko has been asked to create a design for the branding statement. David Evans and the Hospitality Department received a grant to market the area and their enrollment increased significantly. The college could adopt their strategies. We will have marketing efforts at the Farmer's Market. We will ask this work group to consider different options. 50% of the operating budget comes from tuition and fees. If enrollment continues to decline, it will adversely affect our budget.

College-wide Strategy II: Diversify, Improve, and Increase the College's Financial Aid Portfolio for Students.

Sheldon Tawata informs high school students that financial aid is available and our participation rate is increasing. Financial aid is being centralized at the UH system level.

College-wide Strategy III: Develop a New Ecology of Engaged Learning and Teaching for Retention, Persistence, and Success: This pertains to developmental reading, writing and math. The college shifted resources from college English and math to these remedial classes to move students into college-level classes. The Student Success Center Committee will look at our foundation courses, increasing tutoring in math and English. It is imperative that students complete math and English in their first year. Otherwise, students become discouraged and leave college. The Student Success Center Committee traveled to California and Hilo to study effective student success centers. The Programs, Curriculum and Student Services Work Group will look at student success. A possibility is to experiment with how the courses are offered. Can we offer four-week, six-week or eight-week courses to get students through them more expediently?

College-wide Strategy IV: Develop a new Ecology of Engaged Learning & Teaching for Degree & Certificate Completion and Transfer: This refers to increasing degree and certificate completion by 6% per year and increasing transfers to four-year institutions by 3% per year. By fall 2015, our goal was to graduate 885 students. In 2012, we graduated 987 students, which surpassed our goal. Our transferring student goal is 828 but in 2013 the number of students was 663. Reverse transfers in the Arts and Sciences area have increased. Reverse transfers are also being considered for ASNS students. The college has signed an agreement with UH Mānoa where KCC will get a faculty position for new media arts if our goals are met. In the Culinary Arts area, four-year degrees in culinology and institutional food services are being explored. HOST is considering a degree pathway for the four-year articulation agreement with West O'ahu downward to the high schools.

College-wide Strategy V: Diversity, Sustain, and Increase the College's Funding Portfolio and Revenue Streams: One of KCC's strengths is our success in grants. The goal was \$5.9 million, and in 2012, we reached \$7.6 million. However, with the declining enrollment and increasing expenses, the college may experience a revenue deficit. The Budget and Planning Work Group will wrestle with these budget issues and make suggestions for next year's budget. The increase in expenses is primarily coming from the faculty salary increases and a high utility bill for the entire system. There is a \$4 million overrun in utilities and this is only the halfway point in the year. There is a request for \$7 million from the Legislature to cover the salary increases. On the other hand, we have vacant positions. To fill the positions, we need the funds. If a vacant position is 2 years or older, the system office will take them away permanently. The Work Group will advise on what is the appropriate across the institution. Should we eliminate sabbaticals, cut back on release time for teaching equivalencies?

College-wide Strategies VI: Increase Financial, Technological & Physical Resources and Faculty/Staff Expertise: Our goal was to increase professional development funding 3% per year. The goal was \$955,000, and in 2012, it was \$1.3 million. We believe in professional development but there is a need to assess how the funds were used. The sources of the funds are some grants, Research Training and Revolving Funds (RTRF), tuition and fees and foundation resources. The Technology Work Group, with a recommendation from ACCJC, will need to revise the technology plan and assess the technology needs across the institution such as supporting distance education and faculty systems. Previously, there were \$1.5 million carryover funds in the Title III grant. The actual number is \$750,000.

College-wide Strategies VII: Strengthen Community Outreach and Partnerships
This involves the Office of Continuing Education and Training (OCET). The college is at the crossroads of reengineering continuing education to closely align with our current academic programs. Ann Ishida-Ho and Patricia O'Hagan have a collaborative partnership to offer state and national certification training.

College-wide Strategies VIII: Improve Ongoing Cycles of Integrated Research, Planning, Assessment, Evaluation, and Budgeting: The system has set aside \$5 million for performance-based budgeting. Colleges are rewarded funding for reaching their benchmarks. How do we allocate these funds? For our accreditation, there will be recommendations that the college will have to address in one year. When the accreditation team visited in 2012, they made nine recommendations. A team to follow-up on our progress was sent in 2013. The college has two years to meet the standards. If we don't meet the standards by this year, the college will be sanctioned. It is vital that we start collecting evidence now.

Patricia O'Hagan announced that the Department of Education (DOE) signed an agreement with KCC where we will develop a new practicum for preventative care for the public schools. This is a statewide agreement.

Ron Takahashi is also working with the DOE to produce nutritious food for the public schools at Leahi's kitchen using local produce. There is a possibility to produce 80,000 meals a day for the DOE using seconds and off grades that local farmers cannot sell to stores and would have to plow under. There will be no preservatives in the produce and it will be all locally grown products which is more nutritious than imported food from the west coast.

2014 is the year of undergraduate research. The four Arts and Sciences Department Chairs will produce a paper and sign it. It will include all the academic departments. We want the college to be recognized as an undergraduate research institution. It has already been taking place at the college for years and is an important educational tool. We are the only campus to do this.

3. Action Items – Discussion Topics:

a. CAC Work Groups based on the Strategic Plan, ARPDs and CPRs - Leon

The reason for the work groups is to provide opportunities for "purposeful dialogue and communication". Last year, Charles received feedback on the previous group, the Policy, Planning and Assessment Council (PPAC). The request from the members was to make the meetings more interactive. The PPAC was changed to the Chancellor's Advisory Council (CAC). The Work Groups have been established to look at issues through participatory governance. The membership of the CAC will be the Chancellor, Vice Chancellors, academic deans, dean of Office for College and Community Relations, Continuing Education director, CIP director, Department Chairs, Unit Heads, Title III Director, AGO representatives, CAAC representative, HR, Business Office and Auxiliary Services Heads, ALO, executive assistant and special assistant to the Chancellor and representatives for special initiatives and reports as appropriate.

There will be five meetings per year. The Work Groups will follow the Annual Integrated Program Review, Planning and Budget Allocation Cycle (The Cycle) and use the Cycle for budget implications. The Work Groups will work and interact with colleagues across the college as a way to inform the college on what is happening and to get their input.

The Chancellor and Administrative Staff will conduct listening tours to hear from the departments. The Chancellor asked Susan Dik, Chair of the Faculty Senate, to nominate faculty senate members to serve on Work Groups. We will be asking for staff, student and Native Hawaiian representatives as well, to look at the college's strategic institutional issues from across the college. There may be overlap of information, which could be helpful. If there are people who you feel should participate, work with Joanne Whitaker. A memo will be sent to them inviting them to participate. Possible questions for the Work Groups to consider were emailed before the meeting.

There was a concern that the work groups originally included CAC members solely and now the membership has expanded to faculty, staff and students. The CAC will remain the core group. However, for the research and dialogues, we want it to be as broad-based as possible. A suggestion was to keep the work groups to the CAC only and to bring people in when necessary. That way, the groups can be nimble and outcome-driven. Another question was whether these were ad hoc or disappearing committees. These committees are not disappearing and will meet depending on the needs of the committee.

Each Work Group will submit a report and summarize it during the CAC meetings. The CAC members will be doing the reporting but other members can be invited when appropriate. There was a question as to what the Work Groups were working toward. Accreditation, budget, planning, and technology are of high priority and will be at the forefront throughout the year.

There will be an administrator for each Work Group until the first meeting where they will break into groups and select a Chair. The administrator for the Technology Work Group will be Patricia O'Hagan; Enrollment Management and Marketing will be Mona Lee and Carol Hoshiko; Budget and Planning will be Brian Furuto and Ann Ishida-Ho; Accreditation and Assessment will be Louise Pagotto, Sunyeen Pai and Joanne Whitaker; Professional Faculty and Staff Development will be the new CTE Dean; and Program, Curriculum and Student Services will be Charles Sasaki. The Chancellor reminded the CAC to keep the campus-wide strategies and accreditation issues in mind.

CAC Accompanying Documents can be found on Quill (<http://quill.kcc.hawaii.edu/page/hom>), through the "Governance: Shared and Participatory" site (<http://quill.kcc.hawaii.edu/page/committees>), and logging-in to the "[Chancellor's Advisory Council \(CAC\) formerly known as Policy, Planning and Assessment Council \(PPAC\)](http://quill.kcc.hawaii.edu/page/ppac.html)" site (<http://quill.kcc.hawaii.edu/page/ppac.html>).

Submitted by Joanne Whitaker
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