MEMORANDUM

TO: Eric K. Martinson
           Chairperson, Board of Regents

VIA: M.R.C. Greenwood
           President

VIA: John Morton
           Vice President for Community Colleges

FROM: Manuel J. Cabral
           Chancellor

SUBJECT: Associate in Science (AS) in Management at Leeward Community College

SPECIFIC ACTION REQUESTED:
Approval by the Board of Regents (BOR) to stop out the Associate in Applied Science (AAS)
degree in Management and approve a new Associate in Science (AS) degree in Management
as an established program.

ADDITIONAL COST:
None

RECOMMENDED EFFECTIVE DATE:
Spring 2014

PURPOSE:
The purpose of this request is to stop out the existing Associate in Applied Science (AAS)
degree in Management and offer a new Associate in Science (AS) degree in Management. This
action will provide students with not only the necessary skills and competencies for gainful
employment, but also provide improved opportunities for transfer into baccalaureate programs.

This action was prompted by the recent Accrediting Commission for Community and Junior
Colleges' (ACCJC) letter to Chancellor Manuel Cabral dated February 11, 2013 reaffirming the
College's accreditation.   It contained a single recommendation: "The College needs to ensure
that the course requirements for any AAS degrees are consistent with the general education
philosophy as outlined in the college catalog, and in so doing, carefully consider the rigor of the
courses needed to fulfill the degree requirements."

The above recommendation resulted in an examination of all of the College's AAS degrees.
While the Management program was compliant with the ACCJC recommendation in that all of
its courses were at college level, the degree was still an AAS.

As stated in *UHCCP 5.203--Program Credentials: Degrees and Certificates*, the AAS degree is
designed as a terminal degree and is not intended for transfer to a four-year program. The AS
degree is for both employment preparation and transfer and thus the College requests the
change from AAS to the AS degree in order to provide greater transfer opportunities for

students. Additionally this request after all appropriate approvals, will result in all business related degrees offered at Leeward Community College (Accounting, Business Technology, Health Information Technology, and Management), to be designated as Associate in Science degrees. Since the AS program will replace the AAS program, the College is also requesting the AAS program be stopped out. This action will require no changes in the current Management curriculum.

BACKGROUND INFORMATION:
The AAS degree in Management at Leeward Community College was approved by the BOR in 1996. It currently has all of the elements of an AS degree as all of the general education courses within the program are at 100-level or higher and it includes a balance of liberal arts courses in English, Math, Natural Science, Social Science, and Arts & Humanities. All of the program's technical courses labeled as MGT and MKT are also college level and are numbered 100-level and above.

The statistics for the Management program are taken from the Annual Report of Program Data (ARPD). The program's continued growth can be seen in the following table over the past three years:

Indicator	09-10	10-11	11-12
Number of Majors	88	93	131
SSH in All Program Classes	2,229	2,223	2,724
Average Class Size	21.9	20.6	23.3
Fill Rate	75%	75%	80%
Total Number of Classes Taught	34	36	39
Number of Low-Enrolled (<10) Classes	1	2	1
FTE BOR Appointed Faculty	2	2	3
Successful Completion (Equivalent C or Higher)	66%	69%	71%
Unduplicated Degrees/Certificates Awarded	59	75	60
Total Degrees/Certificates Awarded	100	140	106

According to the ARPD reports for the past three years (2010–2012), the Management program has been rated "healthy" in regards to the efficiency indicator as the class sizes and fill rates have steadily improved. Additionally, the number of classes with enrollments below 10 students has been low.

The Management Program is also very well connected with industry and community and has addressed their needs in the following ways:

- A new Certificate of Completion in Travel Industry was developed and offered starting the fall 2011 semester. The certificate includes six courses of 16–19 credits and is designed for those that seek to achieve basic skills and knowledge that will prepare them to find employment in various segments of the hospitality and travel industry, with a focus on lodging.

- A new articulation agreement was reached in fall 2011 between Leeward's program in Management with the University of Hawaii West Oahu's (UHWO) Bachelor of Arts in Business Administration. This brings three of Leeward's Business Programs (Accounting, Business Technology, and Management) under an articulation agreement with UHWO.

- At the recent Management Program Advisory Committee meeting on May 10, 2013, there was unanimous support for the program to expand their Associate Management degree with specializations in Retail Management, Entrepreneurship, and Hospitality.

Given that the current AAS program is a long-term established program with a strong record of achievement, the College is requesting that AS program be granted established status at its onset.

ACTION RECOMMENDED:
Approval by the Board of Regents to stop out the Associate in Applied Science (AAS) degree in Management and approve a new Associate in Science (AS) degree in Management as an established program.

Attachment:
Leeward Community College's Established Program Proposal for new Associate in Science in Management

c: Executive Administrator and Secretary of the Board

UNIVERSITY *of* HAWAIʻI®

LEEWARD
COMMUNITY COLLEGE

Established Program Proposal for New Associate in Science in Management

Management

Associate in Science (AS)

Date of Proposal
Summer 2013

Proposed Date of Implementation
Spring 2014

TABLE OF CONTENTS

I.   Introduction

The Business Division at Leeward Community College (Leeward CC) is proposing to "stop out" the existing Associate in Applied Science (AAS) in Management and offer a new Associate in Science (AS) in Management. This action will provide students with not only the necessary skills and competencies for gainful employment, but also provide opportunities for transfer into baccalaureate programs.

The purpose of this request is to stop out the existing Associate in Applied Science (AAS) degree in Management and offer a new Associate in Science (AS) degree in Management. This action will provide students with not only the necessary skills and competencies for gainful employment, but also provide improved opportunities for transfer into baccalaureate programs.

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As stated in *UHCCP 5.203--Program Credentials: Degrees and Certificates*, the AAS degree is designed as a terminal degree and is not intended for transfer to a four-year program. The AS degree is for both employment preparation and transfer and thus the College requests the change from AAS to the AS degree in order to provide greater transfer opportunities for students. Additionally this request after all appropriate approvals, will result in all business related degrees offered at Leeward Community College (Accounting, Business Technology, Health Information Technology, and Management), to be designated as Associate in Science degrees. Since the AS program will replace the AAS program, the College is also requesting the AAS program be stopped out. This action will require no changes in the current Management curriculum.

II.   Program Objectives

The overall objective of the Management program is to prepare students for entry-level supervisory positions in a variety of organizations and provides continuing education for current supervisors and managers. The Management program provides training in the communication, problem-solving, and leadership skills necessary for success and advancement in today's workplace.

A. Program Learning Outcomes (PLOs)

Upon successful completion of the Management program, graduates will be able to:

1.   Handle general business operations that require basic math and computer skills.

2. Communicate effectively with customers and co-workers in an organizational setting.

3. Carry out basic management, accounting and marketing functions in a workplace environment.

4. Understand how to train, motivate, and supervise employees/associates to attain the goals of a business.

5. Establish and promote a collaborative work environment.

6. Work within the ethical, legal, and regulatory parameters on the industry.

7. Calculate, compile, and analyze financial records to make prudent business decisions.

8. Select, utilize and integrate appropriate current and emerging technologies to support business functions.

9. Use verbal, non-verbal, and written communication skill effectively in the business context.

10. Interact with internal and external customers in ways that effectively support the work to be accomplished and customer satisfaction.

11. Exhibit work behaviors that maximize the opportunity for continued employment and growth within an organization.

12. Assist in the design, implementation and continuous assessment of business strategies based on consumer needs and market changes.

III.   Relations to College Mission and University Strategic Plan

The Leeward CC 2008 - 2015 Strategic Plan is aligned with the University of Hawai'i Community College (UHCC) System and the University of Hawai'i (UH) System Strategic Plan.

A. Leeward CC Mission – 2012 - 2013 Catalog

At Leeward Community College, we work together to nurture and inspire all students. We help them attain their goals through high-quality liberal arts and career and technical education. We foster students to become responsible global citizens locally, nationally, and internationally. We advance the educational goals of all students with a special commitment to Native Hawaiians.

B. University of Hawai'i System Strategic Plan – 2008 - 2015

Native Hawaiian Educational Attainment

Educational Capital: The new AS in Management program is proposed for students on the Leeward Coast to be active participants in this program thus reaching low-income students in an underserved region.

Globally Competitive Workforce: Once the new AS in Management program is approved, meetings will be held with UH-West Oahu to update an existing articulation agreement that will lead Leeward CC students toward a Bachelor of Arts in Business Administration.

As evidenced in the Management program Learning Outcomes (PLOs), the program addresses the Leeward CC Institutional Learning Outcomes of Critical Thinking and Problem Solving; Written, Oral Communication, and Use of Technology; and Values, Citizenship, and Community.

The Management program will also provide an opportunity for adult learners (industry professionals) to return for a degree. Leeward CC in Spring 2012, conducted a Prior Learning Assessment (PLA) pilot program to provide an avenue for adult learners to earn a degree faster than traditional students. According to the Council on Adult and Experiential Learning (CAEL), "PLA students had better academic outcomes, particularly in terms of graduation rates and persistence, than other adult students. Many PLA students also shortened the time required to earn a degree, depending on the number of PLA credits earned."

The Achieving the Dream Challenge [http://www.achievingthedream.org/goal/challenge]:

> For the first time in U.S. history, the current generation of college-age Americans will be less educated than their parents' generation, yet our workplaces require higher-level skills than ever before. A healthy economy and democracy depend upon an educated citizenry, and increasingly, because of rapidly changing demographics and record levels of poverty, that means creating the conditions for more low-income students and students of color to attain postsecondary credentials.

> Community colleges are a vital component in returning the U.S. to its place as a global leader in higher education degree attainment; however, fewer than half of all students who enter community college with the goal of earning a certificate or degree have met their goal six years later. And those numbers are much worse for low-income students and students of color. More than just their hopes and dreams are at stake: the very foundation of our economy depends on increasing student success.

IV. Needs Assessment

According to the Occupational Information Network (O*NET) under the sponsorship of the US Department of Labor/Employment and Training Administration, First-Line Supervisors of Office and Administrative Support Workers are classified under the Broad Classification of Instructional Programs (CIP), 52.0204 – Office Management and Supervision.

Under this CIP code, there is a Standard Occupational Code (SOC) of job opportunities, 43-1011 – First-Line Supervisors of Office and Administrative Support Workers. *(http://www.onetonline.org/link/summary/43-1011.00)*.

Occupation Description: Directly supervise and coordinate the activities of clerical and administrative support workers.

Job prospects are very good nationally and in Hawaii. In addition to job growth, numerous openings will result from the need to replace.

State and National Trends

United States	Employment		Percent Change	Job Openings[1]
	2010	2020		
First-Line Supervisors of Office and Administrative Support Workers	1,424,400	1,627,800	+14%	58,440
Hawaii	Employment		Percent Change	Job Openings[1]
	2010	2020		
First-Line Supervisors of Office and Administrative Support Workers	7,043	7,889	+12%	270

[1]Job Openings refers to the average annual job openings due to growth and net replacement.

State and National Wages

Location	Pay Period	2012				
		10%	25%	Median	75%	90%
United States	Hourly	$14.67	$18.43	$23.72	$30.78	$38.41
	Yearly	$30,500	$38,300	$49,300	$64,000	$79,900
Hawaii	Hourly	$14.77	$18.15	$22.71	$28.70	$35.84
	Yearly	$30,700	$37,800	$47,200	$59,700	$74,500

V. Curriculum (Associate in Science Degree in Management – 60 credits)

First Semester (15 credits)		
Course Alpha/No.	Course Title	Credits
MGT 120	Principles of Management	3
MGT 121	Customer Service	3
BUS 120	Principles of Business	3
ENG 100	Composition I	3
SP 151	Personal and Public Speaking	3

Second Semester (15 credits)		
Course Alpha/No.	Course Title	Credits
MGT 122	Human Relations in Business	3
MKT 120	Marketing in a Global Economy	3
BUSN 188	Business Calculations	3

BUS 101	Business Computer Systems	3
ENG 209 or BUSN 242	Business Writing or Business Presentations	3

Third Semester
(15 credits)

Course Alpha/No.	Course Title	Credits
ACC 124 or ACC 201	College Accounting I or Financial Accounting	3
MGT 124	Human Resources Management	3
ECON 120 or ECON 130 or ECON 131	Introduction to Economics or Principles of Microeconomics or Principles of Macroeconomics	3
Natural Science Elective	Natural Science course (numbered 100 or higher)	3
Special Elective ***	See list of electives courses below	3

Fourth Semester
(15 credits)

Course Alpha/No.	Course Title	Credits
BLAW 200	Legal Environment of Business	3
BUSN 193C	Cooperative Education	2
BUSN 166	Professional Employment Preparation	1
Arts & Humanities Elective	Arts & Humanities course (numbered 100 or higher)	3
Special Elective ***	See list of electives courses below	3
MGT 200 or MGT 299	Integrated Topics in Management or Independent Study-Management	3

General Education Requirements

SP 151 - Personal and Public Speaking (3)
ENG 100 - Composition I (3)
Social Science Elective (3)
- ECON 120 - Introduction to Economics (3) or
- ECON 130 - Principles of Microeconomics (3) or
- ECON 131 - Principles of Macroeconomics (3)
Arts & Humanities Elective (3)
Natural Science Elective (3)

Special Electives (6) ***

The following courses are recommended:

PHIL 140 - Problem Solving (3)
IS 250H - Leadership Development (3)
COM 210H - Intercultural Communication (3)
MGT 125 - Starting a New Business (3)

FIN 150 - Personal Finance (3)
FIN 245 - Principles of Finance (3)
TIM 101 - Introduction to Travel Industry Management (3)
HSER 150 - Stress Management (3)
PSY 100 - Introduction to Psychology (3)
MKT 130 - Principles of Retailing (3)
PHIL 100 - Introduction to Philosophy (3)
PHIL 101 - Morals & Society (3)
SOC 250 - Community Forces in Hawai'i (3)

VI. Enrollment Projections

The following statistics below for the Management program are taken from the Annual Report of Program Data (ARPD) for 2009-2010, 2010-2011, and 2011-2012. The next three years are projected figures which reflect the program's continued growth:

Indicator	09-10 actual	10-11 actual	11-12 actual	12-13 forecasted	13-14 forecasted	14-15 forecasted
Number of Majors	88	93	131	158	165	175
SSH in All Program Classes	2,229	2,223	2,724	3,634	3,795	4,025
Average Class Size	21.9	20.6	23.3	24	25	26
Fill Rate	75%	75%	80%	82%	85%	86%
Total Number of Classes Taught	34	36	39	40	42	42
FTE BOR Appointed Faculty	2	2	3	3	3	3
Successful Completion (Equivalent C or Higher)	66%	69%	71%	74%	77%	80%
Unduplicated Degrees/Certificates Awarded	59	75	60	70	75	80
Total Degrees/Certificates Awarded	100	140	106	110	125	140

VII. Resources Required for Program Implementation

In the Academic Cost and Revenues Template on page 10, expenditures and revenues are projected for three years, Fall 2012 through Spring 2015; the rationale for the projections is provided below.

The **Headcount Enrollment (A)** and **Annual SSH (B)** is calculated based on 158, 165, and 175 students in 2012-2013, 2013-2014, and 2014-2015 respectively. SSH is calculated based on the projection that the program will continue to increase in enrollment.

Calculations of **Instructional Costs without Fringe (C)** are based on a teaching workload of 27 credits. Salary is based on 9-month faculty at one at the C3 (Assistant Professor) rank and two at the C2 (Instructor) rank.

Unique Program Costs (E) was calculated based upon an annual allocation for program supplies.

Revenues generated by **Tuition (G)** are based on the number of SSH multiplied by the applicable tuition; the tuition was based on the *Proposed Tuition Schedule* for the UHCC's. [http://www.hawaii.edu/offices/app/]

Instructional Cost with Fringe (K1) (see C).

The **Support Costs (L)** and **Total Campus Expenditure (N)** are from Leeward CC's page on the 2010-2011 UH Expenditures Report. [http://www.hawaii.edu/budget/expend.html]

The program used for **Comparable Cost/SSH (O)**, also taken from the above Expenditures Report, is Business Technologies.

VIII. Measures of Program Efficiency

As reflected in the 2011 – 2012 University of Hawai'i Community College Instructional Annual Report of Program Data (ARPD) below, the efficiency of the Management program was rated "Healthy" as the average class size improved to 23.3% and the fill rate increased to 80% over the previous year. The addition of a third full-time instructor also contributed to the healthy rating. The program continues to have very few low-enrolled classes of <10 students.

Efficiency Indicators	Program Year		
	09-10	10-11	11-12
Average Class Size	21.9	20.6	23.3
Fill Rate	75%	75%	80%
FTE BOR Appointed Faculty	2	2	3
Majors to FTE BOR Faculty	44	46.5	43.7
Majors to Analytic FTE Faculty	23.3	23.3	30.2
Analytic FTE Faculty	3.8	4	4.3
Overall Budget Allocation	$170,359	$234,477	$253,476
General Funded Allocation	$165,872	$234,477	$253,476
Special/Federal Allocation	$4,487	$0	$0
Cost per SSH	$76	$105	$93
# of Low-Enrolled Classes	1	2	1

IX. Measures of Program Effectiveness

As reflected in the 2011 – 2012 University of Hawai'i Community College Instructional Annual Report of Program Data (ARPD) below, the effectiveness of the Management program was rated "Cautionary" but the indicators continue to improve in course completion and in the number of transfers. In regards to the number of degrees and certificates awarded, the management faculty feels that this number will dramatically improve in 2012-2013 due to the implementation of several strategies to improve certificate and degree completions, such as academic advising and support by the faculty, program counselor, retention specialist, tutors, and peer mentors.

Effectiveness Indicators	Program Year		
	09-10	10-11	11-12
Successful Completion (C or Higher)	66%	69%	71%
Withdrawals (Grade = W)	57	38	66
Persistence (Fall to Spring)	66%	63%	61%
Unduplicated Degrees/Certificates Awarded	59	75	60
Degrees Awarded	6	7	8
Certificates of Achievement Awarded	0	0	0
Advanced Professional Certificates Awarded	0	0	0
Other Certificates Awarded	94	133	98
Transfers to UH 4-yr	2	6	10
Transfers with credential from program	0	3	1
Transfers without credential from program	2	3	9

X. Academic Cost and Revenue Template

The template on the following page reflects the costs and revenues for the Management program with actual data for 2009 – 2010, 2010 – 2011, and 2011 – 2012. Projected data are for years four, five, and six.

	A	B	C	D	E	F	G	H	I
1	Academic Cost and RevenueTemplate - New Program (adjust template for appropriate number of years) (Updated 06/12/12)								
3	ENTER VALUES IN YELLOW CELLS ONLY								
4	CAMPUS/Program			Leeward CC/Management - 7/13					
5				Provisional Years (2 yrs for Certificate, 3 yrs for Associate Degree, 6 yrs for Bachelor's Degree, 3 yrs for Masters Degree, 5 yrs for Doctoral Degree)					
6				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
7	ENTER ACADEMIC YEAR (i.e., 2011-2012)			2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
8	Students & SSH								
9		A. Headcount enrollment (Fall)		88	93	131	158	165	175
10		B. Annual SSH		2,229	2,223	2,724	3,634	3,795	4,025
12	Direct and Incremental Program Costs Without Fringe								
13		C. Instructional Cost without Fringe		$ 112,689	$ 109,451	$ 170,408	$ 171,912	$ 181,625	$ 187,074
14		C1. Number (FTE) of FT Faculty/Lecturers		2.00	2.00	3.00	3.00	3.00	3.00
15		C2. Number (FTE) of PT Lecturers							
16		D. Other Personnel Costs							
17		E. Unique Program Costs		$ 1,000	$ 1,000	$ 2,000	$ 2,500	$ 2,500	$ 2,500
18		F. Total Direct and Incremental Costs		$ 113,689	$ 110,451	$ 172,408	$ 174,412	$ 184,125	$ 189,574
20	Revenue								
21		G. Tuition		$ 176,091	$ 195,624	$ 264,228	$ 367,034	$ 402,270	$ 458,850
22		Tuition rate per credit		$ 79	$ 88	$ 97	$ 101	$ 106	$ 114
23		H. Other							
24		I. Total Revenue		$ 176,091	$ 195,624	$ 264,228	$ 367,034	$ 402,270	$ 458,850
26	J. Net Cost (Revenue)			-62,402	-85,173	-91,820	-192,622	-218,145	-269,276
30	Program Cost per SSH With Fringe								
31		K. Instructional Cost with Fringe/SSH		$ 68	$ 66	$ 84	$ 64	$ 65	$ 63
32		K1. Total Salary FT Faculty/Lecturers		$ 112,689	$ 109,451	$ 170,408	$ 171,912	$ 181,625	$ 187,074
33		K2. Cost Including Fringe of K1		$ 152,130	$ 147,759	$ 230,051	$ 232,081	$ 245,194	$ 252,550
34		K3. Total Salary PT Lecturers							
35		K4. Cost Including fringe of K3							
36		L. Support Cost/SSH		$ 149	$ 150	$ 150	$ 150	$ 150	$ 150
37		Non-Instructional Exp/SSH		$ 123	$ 123	$ 123	$ 123	$ 123	$ 123
38		System-wide Support/SSH		$ 26	$ 27	$ 27	$ 27	$ 27	$ 27
39		Organized Research/SSH							
40		M. Total Program Cost/SSH		$ 217	$ 216	$ 234	$ 214	$ 215	$ 213
41		N. Total Campus Expenditure/SSH		$ 299	$ 298	$ 298	$ 298	$ 298	$ 298
43	Instruction Cost with Fringe per SSH								
44		K. Instructional Cost/SSH		$ 68	$ 66	$ 84	$ 64	$ 65	$ 63
45		O. Comparable Cost/SSH		$ 137	$ 137	$ 137	$ 137	$ 137	$ 137
46		Program used for comparison.		Business Technologies (LeeCC)					
48	Reviewed by campus VC for Administrative Affairs:			_Mark Jane 7/8/13_					

Instructions

Please include an explanation of this template in your narrative.

A. Headcount Enrollment: Headcount enrollment of **majors** each Fall semester. Located at url: http://www.hawaii.edu/iro/maps.php?category=Enrollment are a subset of enrollment reported in IRO reports.

B. Annual SSH: Course Registration Report located at url: http://www.hawaii.edu/iro/maps.php?title=Course+Registration+Report Add the SSH for the Fa... SSH. This is all SSH taught by the program, including to non-majors. Adjust if majors are subset of SSH reported.

C. Instructional Cost **without** Fringe (automated calculation): Direct salary cost for all faculty and lecturers teaching in the program. *Formula for column D: =IF...

C1. Number of full time faculty and lecturers who are ≥.5 FTE.

C2. Number of part time lecturers who are <.5 FTE.

D. Other Personnel Cost: Salary cost (part or full time) for personnel supporting the program (APT, clerical lab support, advisor, etc.) This includes personnel p... program who may not be directly employed by the program and may include partial FTEs. Add negotiated collective bargaining increases and 4% per year fo...

E. Unique Program Cost: Costs specific to the program for equipment, supplies, insurance, etc. For provisional years, this would be actual cost. For establishe... using amortization for equipment and add 4% per year for inflation thereafter.

F. Total Direct and Incremental Cost: C + D + E *Formula for column D: =IF(OR(D13<>"",D16<>0,D17<>0),SUM(D13,D16,D17),"")

G. Tuition : Annual SSH X resident tuition rate/credit *Formula for column D: =IF(D10>0,D10*D22,"")

H. Other: Other sources of revenue including grants, program fees, etc. This should not include in-kind contributions unless the services or goods contributed ... the campus and included in Direct and Incremental Costs in this template.

I. Total Revenue: G + H *Formula for column D: =IF(OR(D21<>"",D23<>0),SUM(D21,D23),"")

J. Net Cost: F - I This is the net incremental cost of the program to the campus. A negative number here represents net revenue (i.e., revenue in excess of c... how this cost will be funded. *Formula for column D: =IF(AND(D18<>"",D24<>""),D18-D24,"")