University of Hawai'i Community Colleges
Executive Retreat
March 8, 2007
8:30 am – 4:00 pm
Maui Community College, The Leis Family Class Act Restaurant Private Dining Room

MINUTES

Present: Peggy Cha, Rockne Freitas, Angela Meixell, John Morton, Debbie Nakagawa , Michael Pecsok (LeeCC), Ramsey Pedersen, Leon Richards, Michael Rota, Clyde Sakamoto, Michael Unebasami

Guests: Vaughn Baker, Cheryl Chappell-Long, Carol Pang, Sandra Uyeno, flo wiger, Michael Yoshimura

I.   Meeting was called to order at 9:15 a.m.

II.   Human Resources – Unebasami/Uyeno

         A. Anticipated Faculty Turnover

Unebasami distributed 2 lists of faculty eligible to retire within the next 2 years (on 7/1/07 and 7/1/08) sorted by campus and by discipline for UHCC campuses. A faculty was considered eligible to retire with either 10 service years/age 62 or 30 service years/age 55. Retirement numbers could be higher as it takes DOE teachers two years to attain tenure and there are more opportunities in the DOE and some faculty may be in the age range to retire even though they do not have the minimum years of service. DOE is closing schools but CC does not allow or consider DOE teaching experience. Need to develop a program to increase the faculty pool in 2-3 years.

The VPCC Office and Chancellors plan to conduct analysis and develop strategies and incentives to lessen the impact and incentives that can be offered. A Faculty Turnover Task Force is being formed and will include Chancellors Richards/KapCC, Meixell/WinCC, Freitas/HawCC, UHCC CTE Director Pang, and UHCC HR Director Uyeno. Nominations for faculty from HonCC, KauCC, LeeCC, and MauCC to ensure representation from each CC campus will be solicited soon. The task force will develop a plan to address various issues related to the anticipated faculty turnover.

Factors/Issues and suggestions affecting the hire and retention of faculty as well as other staff/administrators include: housing (land for housing may be available at HonCC, lower housing costs, multi-purpose housing for faculty and student, partner with financial institutions to offer reasonable rates for housing, create subsidy program); entry hiring level of faculty (eliminate instructor and hire at assistant professor level) but new faculty may earn more than existing faculty; offer mentoring and internship programs; review available resources and needs within the CC system; review role of student services; determine curriculum design; determine technology/equipment support; offer graduate student stipends and tuition waivers; consider impact of high demand areas (nursing, math and sciences, etc.); need to meet EEO/AA guidelines and

target areas to meet needs; hire qualified individuals, pay to enroll in Master's degree while providing a reduced workload/time off to complete degree on a timely basis; actively recruit on mainland; use clearinghouse data and focus recruitment to bring people back to Hawai'i; determine new industries and focus areas; offer more distance education classes; offer baccalaureate degrees in targeted areas; develop contract training; partner with DOE/county governments; address needs of existing faculty and to attract new faculty; consider neighbor island vs. O'ahu factors; offer spousal job placement; recruit retired mainland CC faculty; provisions for cost of living, assist with finding schools/child care for potential faculty's children, and assist with other logistical matters; offer counseling, mentoring program for faculty; review MQ which is more stringent than mainland counterparts (may have to allow more equivalencies but must ensure consistency to preclude another campus from rejecting equivalencies); and recruit retirees.

B. Faculty Recruitment

Draft UHCCP Selection of Internal CC or UH System Faculty Members was distributed for comments. Policy allows appointment of an existing CC/UH faculty member selected through the competitive recruitment process at their current rank. There was discussion and agreement that faculty will not be given the option of retaining their current rank. This will be stated in policy but not in the ad. Need to clarify reconstruction process and will solicit comments then finalize policy.

C. Faculty Salary Schedule.

Proposed UHCC Faculty salary schedules effective 8/1/07 and 8/1/08 and DOE salary schedule for SY 2007 were distributed. Anticipated mass retirement will result in major salary saving as new hires will be paid less than retiring faculty. Chancellors approved the 8/1/07 salary schedule which reflects a 9% increase.

D. Delegation of Authority

In October 2006, the BOR amended BORP Section 9-14 relating to personnel and compensation policies of executives. BOR delegated additional authority to the President for executive personnel as well as authority to approve all personnel actions to the President except for those specifically retained. Draft delegation of authority for personnel actions is being circulated. Based on this, the VPCC has more authority than UHM, UHH, and UHWO Chancellors because the VPCC is President's designee. If an action is not listed and reserved for BOR, President, or President's designee, then the Chancellor has authority.

The CC system currently requires VPCC'S approval for designation of high demand disciplines, waiver of MQ for appointments, and promotion and tenure criteria and procedures to maintain consistency. Specific guidelines and UHCCP will be developed and issued based on the approved delegation of authority for personnel actions. Also, the UH System map of authority will be updated.

To ensure that key policies and procedures are consistent among campuses, UHCCP will be developed as appropriate; intent is not to create another layer for authority for

selected actions. Chancellors are responsible for most transactional decisions. Only unusual and rare approval such as approving APT band C/D designations will be centrally reviewed and approved at the VPCC level. APT compensation is currently under discussion. Also, need to determine if campus has authority for student assistant classification.

E. Department/Division Chair Stipends

Traditionally, instructional department/division chairs received assigned time or stipends for performing administrative duties. Stipends are provided for summer work but not included in the CCCM 2500 Department/Division Chairs. Although Chancellors have the authority to approve stipends for positions not "stipendable" (under CCCM 2500), e.g., librarians and media center heads, it appears that to be applied inconsistently. There was discussion on how to have consistency between campuses. Recommendation to have system guidelines to ensure consistency. Stipend should reflect the higher level administration work. Assigned time is to perform the additional workload. If position was recruited as 'Head Librarian', then should not receive a stipend. If assigned to be a head librarian after hired, then should receive stipend.

Comments included: add program review to division/department chair responsibilities, use assigned time formula, determination if a division/department chair is 9- vs. 11-month should remain a campus decision, should department/division chairs vs. media center coordinator/librarian be appointed for life or specified period of time, department/division chairs are selected by faculty and make personnel decisions while division chairs perform other functions and by contract receive stipends, should all these positions be treated the same, assigned time vs. stipend – difference between administrative and teaching workload, eligible for stipend if not in job description, and each campus should be able to implement based on their circumstances. Goal is to have more common practice, stipends cannot be given based solely on title as duties/scope differ, and should be granted consistently. CCCM 2500 Department/Division Chairs policy will be updated, incorporating collective bargaining guidelines.

F. Summer Workload

Draft UHCCP Summer Workload for Instructional Faculty was discussed and reflects the consensus of the systemwide Deans. Comments included: how to determine if overload vs. part of regular workload, what constitutes workload during summer/full teaching assignment for 11-month faculty. Proposal is based on faculty teaching 15 credits over 15 week period (average 1 credit per week). Therefore, summer workload should not exceed 12 credits over a 12-week period.

G. Reorganization

Previously, the BOR Office decided when a reorganization required BOR approval or not. Chancellors agreed that the VPCC Office will decide if reorganization is to be forward to BOR for approval; will continue the review, consultation process (internal and external with union, and current level of support due to width/breadth of experience at

the VPCC level but approval of reorganization should be delegated to the respective Chancellor. This will be codified in the UHCCP.

III.	Assessment of UHCC System Structure

Accreditors require written report due on 10/07 regarding the UHCC effectiveness of the reorganization implemented in June 2005. To meet this deadline, need BOR approval at its 9/07 meeting. Need to establish an assessment process as a system and to develop policies to clarify and provide guidelines. The effectiveness of the implementation and delivery is of primary importance vs. organizational structure. A systematic process incorporating common elements and approach to review each campus' chancellor's office is needed. It was recommended that Chappell-Long review effectiveness of existing administrative and organizational functions and structures, e.g., communication, management, etc. Should consider Best Practices, e.g., Baldridge processes. Chappell-Long to report at 4/4/07 CCCC mtg.

IV.	Program Review Outcomes Presentation

ACCJC/WASC requested each campus submit a special annual report to include SLO on a per course level, potential substantive changes, distance learning, off-campus sites by 4/16/07. A more comprehensive annual report is needed to enable ACCJC/WASC to meet U.S. Department of Education requirements to track changes and trends at institutions on various issues between comprehensive visits. Morton will check with ACCJC/WASC on the request for an extension of the deadline due to the complexity and increased reporting requirements.

Meeting with campus ALO and Chappell-Long will be convened to review/define each question to determine an appropriate response/standard. Instructions, templates and timelines were sent to campus IR. Goal is to submit the program review outcomes to the October 2007 BOR meeting.

Chappell-Long said that the CCL-National CC Benchmark Project provides the CC with opportunities to report outcome and effectiveness data, receive reports of benchmarks, and compare their data with those of other institutions. The initial annual subscription per college will be funded by the CC Program Improvement Fund to ensure consistency and obtain comparative data in critical performance areas.

V.	Achieving Synergy Within The System - System And Campus Functions, Lead Campuses, Communication, Program Distribution, Etc.

Current lead campus for UHCC initiatives/programs: HonCC - PCATT, KapCC - CIP, HonCC - Construction Academy, KapCC - International, MauCC - Rural Development Grant, HonCC - early childhood education (LeeCC is developing ECE program), KapCC - Radiology tech program (each island determines their needs; this is an expensive program due to equipment needs). Definition of lead campus varies from initiative to initiative. Involves coordination/cooperation, reporting requirement, Terminology – partnership vs. lead campus

Issues to be addressed: Is expense scalable, use existing vs. new facilities, assist with start up until campus can develop economies of scale to operate on their own, specialize to ensure economies of scale, consider demand and source of demand, need effective use of resources, may use mainland source but situation may take too long to develop (Cisco), and technology shifts too quickly. Should there be separate vs. consolidated programs for culinary arts (Legislature questioned need for separate culinary programs) and automotive.

Nursing – factors to be considered include: quality, ability to fund program, personnel/ facilities costs, cost differences for KapCC vs. LeeCC, establish as branch campus program until can stand alone and then budget at new campus, and conduct detailed study to prevent over production based on demand/cycles.

Steps to address issues: provides an opportunity to review/anticipate economy direction due to impending faculty retirement, begin updating UHCC Strategic Plan before Fall 2007 (9/07) and will develop a multi-year timeline, need to think strategically about distance ed, develop resource management strategy for distance ed course such as campus assigned/rotated by semester, develop benchmark – data points, and outsourcing remedial/development education.

VI.   What's on Your Mind?

    A. Electricity

Unebasami discussed the distribution of the FY 2007 electricity reserves of $118,308 that were initially withheld to address possible shortfalls and to conduct a review of actual rates to meet rate variations. The reserve allocation was based on a percentage of actual KWH. All campus $/KWH projections are less than the actual based on cost per KWH (current consumption). It was suggested that the reserves be used to hire an alternate energy consultant to conduct an audit and recommend alternate methods to generate energy, e.g., photovoltaic panels, wind, etc. HonCC, KapCC, KauCC, LeeCC, and WinCC agreed to use their reserves for the energy consultant for their respective campuses. However, HawCC and MauCC requested that their reserves be returned to their campuses.

    B. FB 2007-09 Budget

Unebasami shared that the House version of the budget H.B. 500, H.D.: 1) Operating includes FY 2008 51.25 $6.9M and FY 2009 102.25 $11.4M (all tiers 1 and 2 requests while HawCC has some tier 3 requests included), positions vacant more than 5 years -- 10.75 position counts only -- recommended to be deleted; and 2) CIP included WinCC library/learning resources facility, MauCC science facility, LeeCC Wai'anae Education Center, KauCC/MauCC/LeeCC Nursing portables, and capital renewal and deferred maintenance for various CC campus. The Governor released funds for several CIP projects. The collective effort of responding to legislative request for information is one of the factors attributed to our success in obtaining funding.

C. Student Recruitment Agents

Richards reported that the International Education Committee is discussing the current use of agents to recruit students by some campuses. While student agents are not usually compensated, it appears that some campuses are paying external parties for student recruitment. A UH policy that addresses the practice of using a service contract vs. paying a commission based on tuition is non-existent. To ensure consistency, need to establish a policy that is applicable to credit vs. non-credit students. An ACCJC policy on oversees students does not specifically address this issue. Richards will collect recruitment information from NAFSA, AFSA, ACCJC/WASC, CCID, and ACIIE.

D. Faculty Classification Plan (FCP)

Morton shared that LeeCC Faculty Senate passed a resolution requesting a joint FCP Task Force that includes representation from various constituency groups. The charge of the FCP Task Force is to research, revised, and draft a new FCP within the context of the UHPA/BOR agreement. The FCP defines work and evaluation is included in the Tenure and Promotion procedures. Expectations for non-teaching faculty will also be included. Chancellors agreed to proceed with formation of FCP Task Force. Task Force will include Chancellors Cha/KauCC and Sakamoto/MauCC, UPHA representatives, and faculty from HonCC and KapCC

E. Achieving the Dream Initiative

Rota requested that each campus complete and submit proposal information and narrative. Also, need the Pukoa Council campus representative from each CC campus to serve on the Achieving the Dream Core Leadership team.

VII.   Next Meeting – April 4, 2007, Dole Street Conference Room

VIII.   Meeting adjourned at 3:55 pm.

Submitted by Debbie Nakagawa