

**UNIVERSITY OF HAWAI'I MAUI COLLEGE
UNIVERSITY OF HAWAII CENTER, MAUI
PROGRAM REVIEW**

Assessment Period:
School Year 2016-2017
July 1, 2016 - October 30, 2017

Prepared by: Sunny Cabello, Instructor
Submitted: March 1, 2018

I. REPORT SUMMARY

The University of Hawai'i Center, Maui ("UH Center") at University of Hawai'i Maui College ("UHMC") is a Board of Regents instituted program (RP 5.215) that facilitates intercampus cooperation and serves as a receive site and community point-of-contact for bachelors and graduate degrees and certificates.

Mission

The mission of the UH Center is to provide Maui County residents access to a selection of bachelor and graduate degrees.

Vision

The UH Center vision is to enrich the lives of Maui County residents by offering local access to bachelor's and graduate degrees that increase the educational capital of the state. It is the aim of the UH Center to increase the number of students participating in and completing degree programs, particularly Native Hawaiians, low-income students, and those from underserved regions.

UH Center programs and services are provided by staff employed by UHMC and funded by the University of Hawai'i system. UH Center facilities and equipment provide a permanent university presence in communities that otherwise lack access to programs offered on university campuses.

Quality of UH Center programming is measured by: the number of high-demand degrees offered through the facilitation of UH Center, the number of classified, unduplicated students headcount, and the number of graduates per academic year.

These indicators guide UH Center Program Learning Outcomes (PLOs) in its alignment with University of Hawai'i (UH) system, UH Community Colleges, and UHMC strategic plans.

II. UNIVERSITY OF HAWAII CENTER, MAUI PROGRAM

A. Program Services

Locally, UH Center is the institutional unit responsible for facilitating cooperation and partnering with external bachelor's and graduate programs. In addition to needs assessment and planning responsibilities, UH Center provides a broad range of support services (e.g. local point-of-contact for pre-admissions advising; classroom scheduling; publicity and recruitment; library, proctoring, web and video conferencing services).

UH Center does not confer credits or degrees, but provides support services for the delivery of accredited bachelor's and graduate programs to Maui County sites. After program commitments are obtained, the UH Center provides local support services to sustain students in these programs.

We strive for program offerings that:

- are comparable to residential, on-campus programs in cost and are accessible county-wide
- are comparable in quality to UH on-campus programs
- use innovative delivery methods and a curricular design geared toward meeting the needs of non-traditional students
- build inter-institutional partnerships comparable to University Centers across the nation

B. UH Center Administration, Faculty, and Staff

Staffing of UH Center has been unstable. The UH Center director had been tasked with overseeing two additional programs - the Office of Continuing Education and Training (OCET) and the Maui Language Institute (MLI); in addition, the UH Center secretary time was used to support the UH Center Director's new efforts. The Learning Community Coordinator, though hired December 2016, had been refocused to work on the MLI program and other efforts from January 2017 through December 2017.

Currently, the UH Center comprises of 1.00 FTE core staff, and 4.50 FTE distributed staff working in their respective functional units (see *Table 1*).

Distributed Staff

Distributed staff are faculty and staff members that are being paid through the UH Center, but are serving other departments on campus to support UH Center initiatives. Current distributed staff are working in MLI, OCET, Counseling, and at the UHMC Molokai Education Center.

UH Center is currently going through a reorganization to improve alignment with campus and system strategic goals. Through this reorganization, the Director and Secretary position will be repurposed and redescribed to manage not only the UH Center, but also MLI and OCET. Once the reorganization is confirmed, the Director and the Secretary positions will be transferred out of UH Center. UH Center distributed staff will then be reduced to 2.25 FTE positions, and a

0.25 FTE casual hire position.

Table 1. UH Center core and distributed faculty and staff listing.

Position / Title / FTE	Functional Unit(s)	Credentials and Qualifications
Core Staff (1.00 FTE):		
Faculty, Learning Community Coordinator, 1.00 FTE	UH Center	MBA
Distributed Staff (4.50 FTE):		
Managerial/Executive, Director, 1.00 FTE	UH Center, OCET, MLI	MBA; 30 years UH service
APT, Academic and Instructional Support, 1.00 FTE	UH Center; MLI	3 years UH Service
Civil Service, Secretary, 1.00 FTE <i>Vacant. In recruitment</i>	UH Center, OCET, MLI	Casual hires in the interim until recruitment is completed
Faculty, Counselor, 1.00 FTE	Counseling	MS College Counseling
APT, Molokai Support, 0.25 FTE	UH Center, UHMC Molokai Education Center	BA, MHRM in progress
APT, Learning Center Proctor, 0.25 FTE	<i>Learning Center Casual Hire</i>	AA minimum, bachelor's preferred

C. Collaboration Group

UH Center's collaboration group is comprised of internal stakeholders who meet regularly to create value in the UH Center program by providing insights on improving innovation, student and program services, and efficiency while leveraging internal networks and technologies for effective interactions in physical and virtual spaces.

Collaboration group members include representatives from UH Center, UHMC (Media, Counseling), and UH Mānoa (Outreach College, College of Education, School of Nursing and Dental Hygiene).

D. Facilities and Equipment

UH Center is located in the Laulima building on the UHMC campus and operates out of Room 215. Services are offered for 40 hours-per-week in person and 24/7 through online services such as the UH Center website.

UH Center currently has three dedicated classrooms: Laulima 102, Laulima 108, and Laulima 214. Laulima 108 and 214 include polycom systems to broadcast or receive streaming classroom instruction. Laulima 108 doubles as a computer classroom for programs that require computer terminals during classroom instruction.

III. QUANTITATIVE INDICATORS FOR ANNUAL REVIEW

A. Degrees Offered

Distance learning provides students with access to certificates and/or degrees that they would not otherwise have. The UH Center facilitates the offering of these certificates and degrees through various technologies including online, via interactive video (HITS or polycom), face-to-face, and hybrid (a combination of the two).

Currently, students residing on Maui island have access to three bachelor degrees offered by UH Maui College. Degrees facilitated by UH Center allow students residing on Molokai and Lānaʻi (and other rural areas on Maui island) the opportunity to continue beyond on the associate degrees offered through distance learning. In addition, UH Center facilitated degrees and certificates provide the community with higher education options that would otherwise not be offered without having to leave Maui County.

There are a total of 47 degrees and/or certificates currently facilitated by UH Center: 5 certificate programs, 19 bachelor degrees, 2 post-baccalaureate certificates, 5 graduate certificate programs, 14 master degrees, and 2 doctoral degrees.

Degrees and certificates are offered by UH Mānoa, UH West Oʻahu, UH Hilo, and Oregon State University.

See *Table 2* for a listing of degrees and certificates.

Table 2. List of UH Center facilitated programs sorted by degree level.

Certificate Programs	
Subject	Offering Campus
Disaster Preparedness and Emergency Management (DPEM)	UH West O'ahu
Health Care Administration (HCAD)	UH West O'ahu
Peace Studies	UH Mānoa
Risk Management and Insurance (RMI)	UH West O'ahu
Substance Abuse and Addiction Studies (CSAAS)	UH West O'ahu
Bachelor Degree Programs	
Subject	Offering Campus
Agriculture	Oregon State University
Business Administration, Accounting	UH West O'ahu
Business Administration, General Business Administration	UH West O'ahu
Business Administration, Hospitality and Tourism	UH West O'ahu
Business Administration, Marketing	UH West O'ahu
Education, Elementary Education	UH Mānoa
Education, Early Childhood & SPED	UH Mānoa
Hawai'i Statewide Nursing Consortium	UH Mānoa
Interdisciplinary Studies	UH Mānoa
Nursing, Registered Nursing (RN) to Bachelor of Science in Nursing (BSN)	UH Hilo
Nursing, BSN	UH Mānoa
Public Administration, Disaster Preparedness and Emergency Management	UH West O'ahu
Public Administration, General Public Administration	UH West O'ahu
Public Administration, Health Care Administration	UH West O'ahu
Public Administration, Justice Administration	UH West O'ahu
Social Sciences, Early Childhood Education	UH West O'ahu
Social Sciences, Political Science	UH West O'ahu
Social Sciences, Psychology	UH West O'ahu
Social Work, BSW	UH Mānoa
Post-Baccalaureate Programs	
Subject	Offering Campus
Post-Baccalaureate Certificate in Secondary Education	UH Mānoa
Post-Baccalaureate Certificate in Special Education	UH Mānoa
Graduate Certificate Programs	
Subject	Offering Campus
Certificate in Learning Design and Technology for Teachers (TeachTech)	UH Mānoa
Certificate in Online Learning and Teaching (COLT)	UH Mānoa
Disability and Diversity Studies Certificate	UH Mānoa
Curriculum Studies (Literacy Specialist PK-12)	UH Mānoa
Kahuawaiola Indigenous Teacher Education Program	UH Hilo
Master Degree Programs	
Subject	Offering Campus
Advanced Population Health Nursing	UH Mānoa
MA, Indigenous Language and Culture Education	UH Hilo
MA, Counseling Psychology	UH Hilo
MBA, Executive MBA	UH Mānoa
MBA, Healthcare Management	UH Mānoa
MEd, Curriculum Studies: Literacy Specialist	UH Mānoa
MEd, Curriculum Studies: Middle and Secondary Level	UH Mānoa
MEd, Education	UH Hilo
MEd, Special Education	UH Mānoa
MEd and MLIS, Dual Degree	UH Mānoa
MHRM, Human Resources Management	UH Mānoa
MLIS, Library & Information Science	UH Mānoa
MS, Kinesiology and Rehabilitation Science: Rehabilitation Counselor Ed	UH Mānoa
MSW, Social Work	UH Mānoa
Doctoral Degree Programs	
Subject	Offering Campus
Nursing	UH Mānoa
DNP, Nursing	UH Hilo

Occupational Demand

The “best job opportunities” in Maui County can be found in *table 3*. The data, retrieved from the Department of Labor and Industrial Relations shows the demand for occupations requiring a bachelor degree or higher. Among these occupations are business, nursing, and social services, all with median annual wages over \$38,651. Degrees facilitated by UH Center largely fall in these three major categories.

The UH Center offers access to many of the four-year and graduate degree programs needed by Maui County residents to meet educational requirements for jobs requiring bachelor’s or higher preparation.

Table 3. Maui County’s best job opportunities, published August 2017.

Occupation	Annual Openings & Growth Rate	Median Annual Wage
Bachelor’s Degree or Higher		
General & Operations Managers	50 1.0%	\$77,740
Registered Nurses	30 0.9%	\$90,490
Accountants & Auditors	20 1.1%	\$56,780
Medical & Health Services Managers	10 3.1%	\$51,100
Substance Abuse & Behavioral Disorder Counselors	10 2.7%	\$45,940
Clinical, Counseling, & School Psychologists	10 2.7%	not available
Cost Estimators	10 1.7%	\$56,290
Sales Managers	10 1.0%	\$59,500

Retrieved from the Department of Labor and Industrial Relations Research and Statistics Office (www.hiwi.org).

Prepared by the Research & Statistics Office, Department of Labor & Industrial Relations.

Data sources:

*Median Annual Wage in 2016 - Occupational Employment Statistics Survey, <https://www.hiwi.org> Annual Openings and Growth Rate up to the year 2024 - Long-term Projections, <https://www.hiwi.org> Detailed Work Activities, Skills, Knowledge: - O*NET Online, <http://www.onetonline.org>*

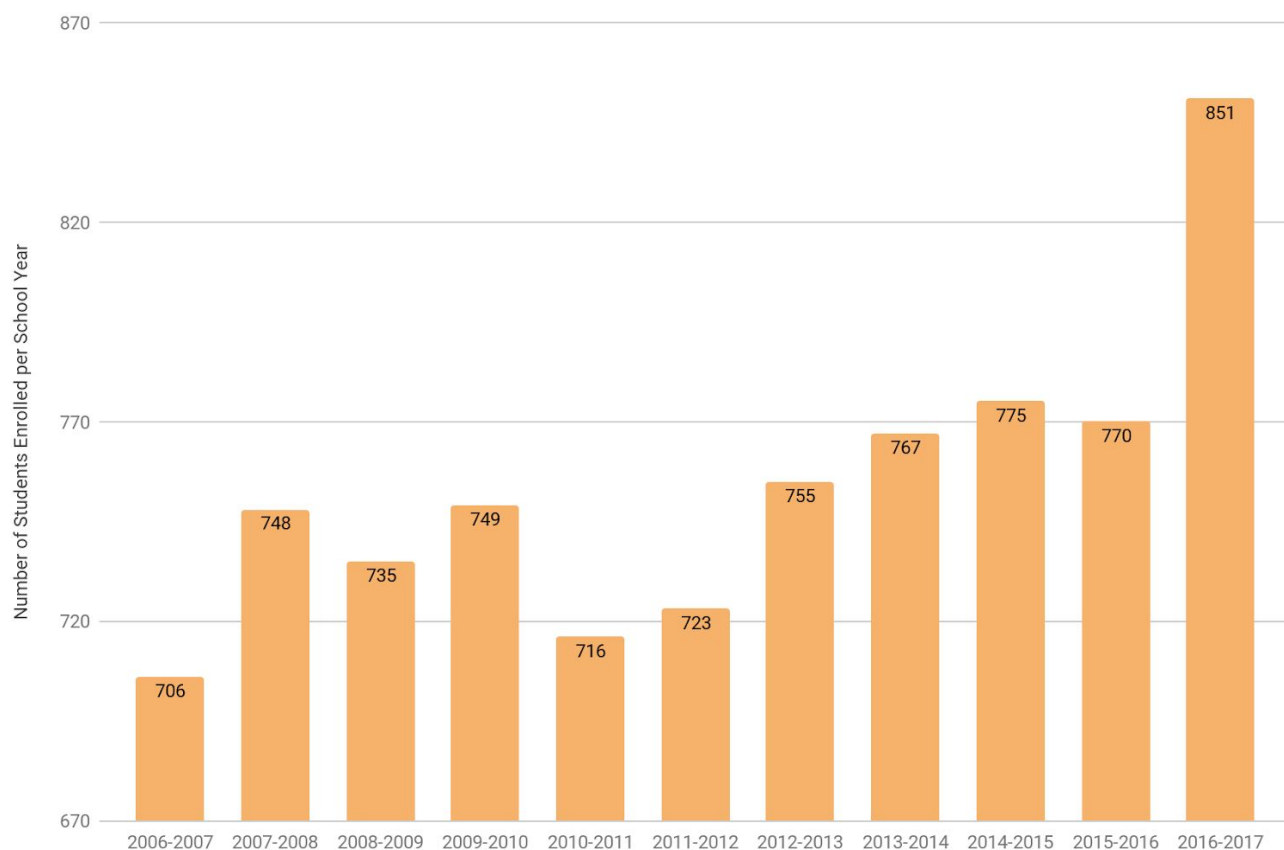
Training and Work Experience - U.S. Bureau of Labor Statistics, <http://www.bls.gov>

This workforce product was funded by a grant awarded by the U.S. Department of Labor’s Employment and Training Administration. The product was created by the recipient and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.

B. Enrollment

The number of students living in Maui County have increased 10.5% since the 2015-2016 school year (*figure 1*). The UH Center includes classified students living in Maui County (Maui island, Molokai, and Lānaʻi) who are taking distance education course at UH Mānoa, UH Hilo, and UH West Oʻahu.

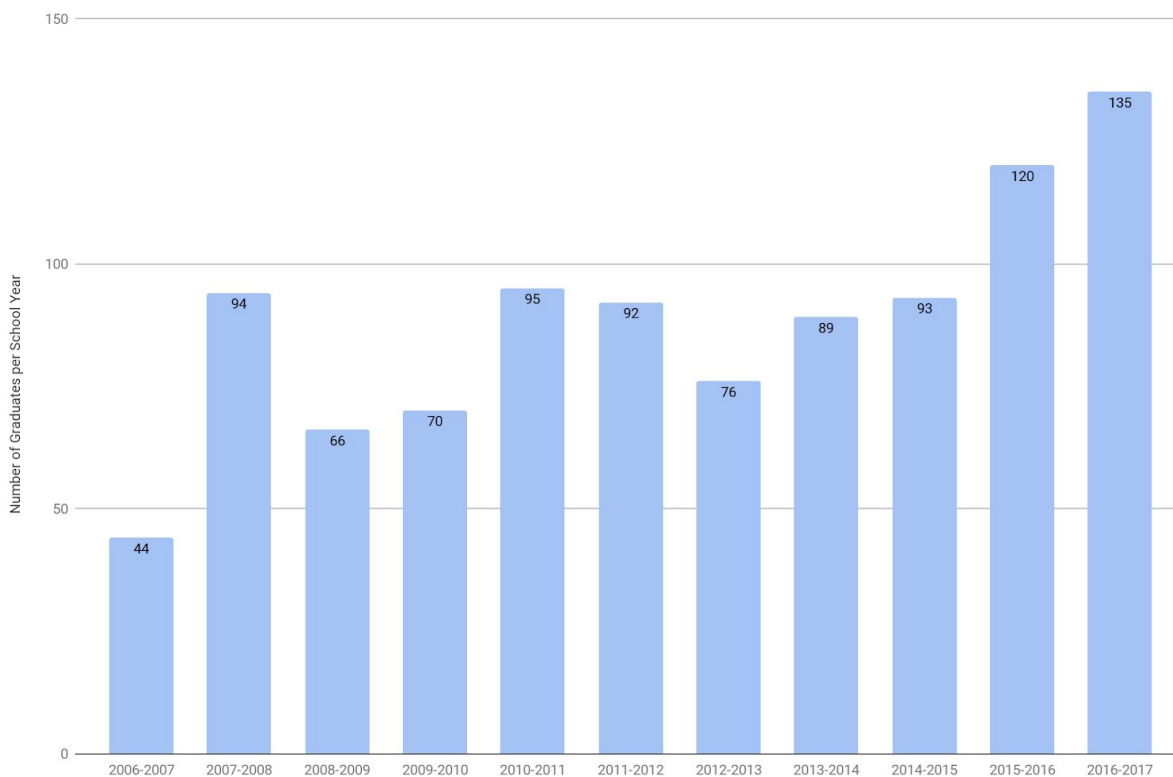
Figure 1. Total classified, unduplicated student enrollment, by school year, for Maui County students attending distance education classes at UH Mānoa, UH Hilo, and UH West Oʻahu since 2006-2007 school year.



C. Number of Degrees and Certificates Awarded

Student graduation from University of Hawaii distance education programs increased 12.50% from the 2015-2016 school year (see *figure 2*).

Figure 2. Total UH Center student graduates since 2006-2007 school year.



IV. PROGRAM ANALYSIS

A. Program Learning Outcomes (PLOs)

UH Center PLOs were developed with the objective of prospective students having knowledge and awareness to contact the UH Center for:

- information on which bachelor's and graduate level distance learning programs are available through the UH system,
- assistance with entrance applications and class registration,
- pre-advising services, and
- assistance with needs for library, testing, and other support services.

In addition, UH Center PLOs address UH sister campus needs to offer distance education programming to students in Maui county. UH programs can contact the UH Center for:

- promoting distance learning programs to the Maui County community,
- recruitment of students into distance learning programs,
- assistance with support services such as unofficial pre-advising, proctoring, and facilitating student-campus information, and
- provide facilities for face-to-face and/or technology enhanced classrooms whereby students can receive instruction by instructors who travel or broadcast from originating campuses to a university center.

B. Alignment

UH Center PLOs and priorities are aligned with University of Hawai'i system (*Table 4*) University of Hawai'i Community Colleges (*Table 5*), and University of Hawai'i Maui College (*Table 6*) strategic directions. Discussions regarding assessment objectives and metrics are ongoing in regular staff and collaboration group meetings. The collaboration group continue to evaluate and assess the relevance of PLOs, metrics, and action strategies.

Table 4. Alignment with UH Strategic Directions 2015-2021 Action Strategies:

UH Strategic Directions 2015-2021	UH Center PLOs	UH Center Action Strategies
<p>Hawai'i Graduation Initiative (HGI) Action Strategy 2: Implement structural improvements that promote persistence to attain a degree and timely completion.</p> <p>Tactic: Establish pathways for all degree programs, including transfer pathways from the community colleges.</p>	<p>Information on which bachelor's and graduate level distance learning programs are available through the UH system,</p>	<p>Expand the UH Center collaboration group to include stakeholders from each program represented by UH Center.</p> <p>Create an advisory committee.</p> <p>Facilitate articulation agreements with sister campus programs. Create a repository of articulation agreements.</p> <p>Continue offering bachelor and graduate degrees at Kahului campus; and extend offerings to UH Maui College outreach sites.</p>

<p>HGI Action Strategy 4: Solidify the foundations for UH West O'ahu, and Hawai'i CC at Palamanui, our "startup" campuses, and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations they serve.</p> <p>Tactic: Develop complementary academic and strategic plans that promote ... statewide online and distance learning programs, and development of strong University Centers.</p>	<p>Assistance with entrance applications and class registration,</p>	<p>Plan for opportunities (e.g. learning communities, student areas, tutoring, computer lab, etc.) that allow UH Center students to network and access support services as a means of increasing persistence and retention.</p>
<p>High Performance Mission-Driven System (HPMS) Action Strategy 2: Increase opportunity and success for students and overall cost-effectiveness by leveraging academic resources and capabilities across the system.</p> <p>Tactic: Expand student-centered distance and online learning to create more educational opportunities through the use of technology and by leveraging University Centers on all islands.</p>	<p>Assistance with needs for library, testing, and other support services.</p> <p>Provide facilities for face-to-face and/or technology enhanced classrooms whereby students can receive instruction by instructors who travel or broadcast from originating campuses to a university center.</p>	<p>Work with UH System offices to improve statewide collaboration and planning for distance learning programs and support services.</p> <p>Improve outreach to UH and UHMC campus programs by increasing awareness of UH Center programs and services.</p> <p>Improve facilities tracking through the creation of a shared google document.</p> <p>Continue replacement of outdated equipment and equipment beyond economical repair. Details in section IV.D.</p> <p>Continue working with UH System offices to obtain system-wide access to data regarding distance learning students at our site to improve our tracking and student support efforts.</p>

Table 5. Alignment with UH Community Colleges Strategic Directions 2015-2021:

UH Community Colleges Strategic Directions 2015-2021	UH Center PLOs	UH Center Action Strategies
<p>Use of guided pathways to graduation and transfer: Need pathways designed for declared majors, undecided students, students with transfer goals, and part-time students.</p> <p>Use of technology to expand offerings and improve processes.</p>	<p>Information on which bachelor's and graduate level distance learning programs are available through the UH system, assistance with entrance applications and class registration, pre-advising services.</p>	<p>Continue working with instructional units and counseling department to improve the student transfer rate into UH Center facilitated programs.</p>
<p>From 2008-2015 Strategic Plan:</p> <p>Strategic Outcome: Globally Competitive Workforce. Address critical shortages and prepare students for effective engagement and leadership in a global environment.</p>	<p>Promoting distance learning programs to the Maui County community.</p>	<p>Improve student tracking through the creation of a shared google document.</p> <p>Develop curriculum to prepare students to learn through distance learning modalities.</p> <p>Develop stronger connections to Maui County businesses by working with HR departments, hotels, and State agencies.</p>
<p>Performance measures: Increase by 3% per year the number of degrees awarded, and/or transfers to UH baccalaureate programs that lead to occupations where there is a demonstrated state of Hawai'i shortage of qualified workers, or where the average annual wage is at or above the U.S. average (2006=\$38,651).</p>	<p>Promoting distance learning programs to the Maui County community.</p>	<p>Improve evaluation of economic and workforce climate in Maui County. Begin an evaluation plan to determine workforce climate and needs in Maui County.</p>

Table 6. Alignment with University of Hawai'i Maui College Strategic Directions 2015-2021:

UH Maui College Strategic Directions 2015-2021	UH Center PLOs	UH Center Action Strategies
<p>Quality of Learning Goal: To encourage and maintain high-quality learning across the institution.</p> <p>Objective 1.e: Expand educational options for students through external partnerships that advance the College's mission.</p>	<p>Provide facilities for face-to-face and/or technology enhanced classrooms whereby students can receive instruction by instructors who travel or broadcast from originating campuses to a university center.</p>	<p>Develop more resources and sources of information for current UH Center students.</p> <p>Update workshops and presentations to better target audience; continue coordinating with other UH Center and Educational Centers to scale marketing and programming.</p>
<p>Hawai'i Papa o Ke Ao Goal: To empower Native Hawaiians, the Indigenous People of Hawai'i, by creating a model Indigenous-Serving institution of higher education that perpetuates cultural traditions, language, history, and values to promote student success, leadership, development, and well-being of 'ohana (family) and community.</p> <p>Objective 2.d: Build community connections and collaborations with all UH system campuses, and Native Hawaiian agencies, organizations and programs.</p>	<p>Information on which bachelor's and graduate level distance learning programs are available through the UH system, assistance with entrance applications and class registration, pre-advising services, and assistance with needs for library, testing, and other support services.</p> <p>Promoting distance learning programs to the Maui County community, recruitment of students into distance learning programs.</p>	<p>Continue the number of public and campus-based information tables.</p> <p>Revise and make improvements to website; expand social media reach by integrating with website and other media outlets.</p>
<p>Community Needs and Workforce Development (CNWD) Goal: To prepare students to meet current and emerging community and workforce needs and opportunities.</p> <p>Objective 1: Continuous evidence-based understanding of community and workforce needs and opportunities.</p>	<p>Information on which bachelor's and graduate level distance learning programs are available through the UH system..</p>	<p>Work with campus and OCET faculty to come up with strategies on evaluating community and workforce needs and opportunities.</p> <p>Actively participate on the Community Needs and Workforce Development committee.</p>
<p>CNWD (Cont.)</p> <p>Objective 2: Credit and non-credit curriculum that are connected with relevant community and economic needs.</p>	<p>Information on which bachelor's and graduate level distance learning programs are available through the UH system, assistance with entrance applications and class registration, pre-advising services, and assistance with needs for library, testing, and</p>	<p>Work with OCET to extend their programming to UHMC Education Centers.</p>

	other support services.	
CNWD (Cont.) Objective 4.b: Collaborate with other agencies for promotion of higher education throughout the community.	Promoting distance learning programs to the Maui County community.	Survey local agencies and employers regarding educational qualifications and address their needs through degree or certificate offerings.

The high level of inter-campus coordination necessary to institutionalize common inter-campus metrics and routinize regular data collection is not yet in place. Regardless, as our previous comprehensive program reviews illustrate, we continue to request assistance with systemic data collection from UH Maui College, UH System and partner campus representatives.

We continue to support the Oregon State University (OSU) Degree Partnership Agreement in effect and are stalled on the implementation of a joint financial aid and registration processes between our campuses. Data exchange between OSU's and UH student information systems is pending action in various UH offices and the monitoring of student status has been conducted manually in the interim.

C. Marketing and Branding Activities

We continued to produce UH Center print materials and to expand our online presence. With the redesign of the current website, a new branding palette is being developed that will be applied to marketing materials moving forward.

For the 2017-18 year, the UH Center will continue with the following activities:

- web and newspaper print advertising (e.g. EdVenture)
- informational meetings and community events
- print brochure and flyer distributions
- recruiting tables
- social media presence (e.g. Facebook, Twitter, LinkedIn, YouTube, Google+)

D. Equipment, Facilities and Technical Support

Replacement and upgrade of equipment and facilities had been completed in the 2014-2015 school year. Next anticipated replacement and upgrade is expected in the 2018-2019 school year.

In an effort to improve physical learning spaces, UH Center initiated classroom renovations and enhancements in the Laulima building. Resources and funds from UH Center budgets were used for the following enhancements and improvements:

1. **Office Spaces:** Work with OCET and UH Center to coordinate office spaces to allow for

intuitive flow throughout the building. OCET offices lined along one corridor, UH Center and MLI offices along the other. This made finding relevant staff easy for students.

- a. Relocation and moving of staff office spaces on the second floor of the Laulima building. All program offices were moved to the second floor. This included the MLI office relocation from Laulima 109 to the second floor.
 - b. Improved office space usage. Some offices were used sparingly, therefore a reorganization of the offices was necessary to maximize limited space resources. Staff were moved to align with program affiliations. Staff who use their offices sparingly were consolidated.
 - c. Apprenticeship offices (Laulima 104 conference room and two offices) were moved to Laulima second floor offices. Laulima 104 is in the process of being converted into a polycom classroom space to accommodate the increasing need for distance education modalities for UH Center and OCET courses.
2. **Classroom Spaces:** Working with OCET and MLI to enhance efficient use of classroom space in Laulima building. With increase in courses offered through OCET, and the increase in demand for distance learning options for UH Center facilitated programs, UH Center and OCET staff are working together to find solutions to maximize space usage in Laulima building.
 - a. **Refurbishing Classrooms:** Laulima 105 kitchen was refurbished and converted into a CDL simulator room for OCET. UH Center used resources to convert previously unused and non-functional kitchen space into a training space for a state-of-the-art CDL training simulator.
 - b. **Laptop cart for non-computer classroom:** UH Center facilitated the purchase of a laptop cart for a non-computer classroom to accommodate the increasing need for computer labs on campus.
3. **Building Flow:** Improved areas for traffic flow including the removal of tables and chairs that cluttered the front, and added signage for emergency exits and location of restrooms.
4. **UH Center and MLI Student Service Center:** Installed a central service center where UH Center and MLI students may obtain information about respective programs. Having a centralized system allows for students to access information from a single source. Student assistants working in the Service Center have knowledge about UH Center and

MLI, and limited knowledge about OCET and the main UHMC campus.

Areas for Equipment, Facilities, and Technical Improvement

UH Center plans to expand program services. In addition to servicing UH Mānoa, UH Hilo, and UH West Oʻahu, UH Center’s goal is to bring OCET programs and courses to UHMC Education Centers via distance learning technologies. To do this, UH Center will need adequate facilities on campus and at UHMC Ed Centers. UH Center will be collaborating with OCET to physically prepare classrooms to accommodate and facilitate distance learning modalities. This will require:

1. **Integration of innovative distance learning technologies.** UH Center will facilitate effective, efficient, and reasonable technologies to bring programs to communities where the brick-and-mortar programming is not feasible.
2. **Upgrade of Classroom Equipment.** Collaborate with IT in upgrading classroom equipment. With new equipment comes the benefit of improved performance and equipment effectiveness, more efficient use of energy, consolidation of older equipment, additional features, and most importantly having the equipment function consistently without breaking down.
3. **Improvement in classroom setup.** Create a learning space that is conducive to distance learning modalities and can serve as a traditional classroom for in-person classes. Include technical enhancements and upgrades to classrooms heavily used for distance learning programs and classes.
4. **Improvement in student services.** Create a student service space where students can easily connect with teachers and counselors for tutoring or advising sessions. Provide spaces and technologies for programs to provide services (beyond classroom learning) to students.

E. Intercampus Partnerships

UH Center continued a joint commencement ceremony, integrating both UH Maui College graduates and those graduating from programs facilitated through UH Center. UH Center also continues to facilitate the OSU BS General Agriculture Degree Partnership program.

V. PROGRAM SUMMARY

A. Analysis of Unit

Instability and reduction in staffing levels have impacted student and program responsiveness reducing UH Center program effectiveness throughout the duration of this evaluation period. Interaction and promotion to students and sister campuses had decreased; however, despite this decrease, UH Center has increased its online presence.

With the restructuring of the UH Center, core functions will change. In the upcoming school year, UH center will work to identify these core functions and determine levels of stakeholder satisfaction.

B. Strength: Access to locally available programs

UH Center continues to lead the UH system in terms of the number of programs facilitated (47 programs), the numbers of continuing students served, and the number of credentials awarded.

UH Center consistently provides the Maui community with local access to otherwise unavailable programs. By addressing these community needs, UH Center supports workforce development with degrees not offered by UHMC but are in demand by residents and employers.

C. Weakness: Brand recognition and program awareness

Gains have been made and work continues on marketing and branding activities; however, UH Center does not have a strong, ubiquitous brand recognition.

In addition, there is confusion among students and UH programs as to who is conferring degrees. UH Center does not confer degrees.

One way UH Center is addressing this weakness has been through the creation of a central office located in Laulima 215 where students can obtain information about UH Center, programs available through distance education, pre-advising services, and services offered through home campuses. By having a physical presence on campus, students can have a place to gather information and ask questions about programs and services, or meet with advisors.

D. Resource Sufficiency

UH Center continues to have a stable budget to support the costs of personnel, equipment, material and supplies, and facilities. Funds have been used to stabilize classroom environments and learning spaces in the Laulima building. Basic operational support activities, marketing, recruitment, and urgent equipment replacement activities are planned and budgeted for the 2017-2018 school year. University of Hawai'i leadership has committed to supporting student persistence through the UH Center. However, external funds will be sought to build and expand student and program services to outreach sites including Molokai, Lāna`i, Hāna, and Lahainā.

E. Program Action Strategies

UH Center will work with stakeholders to assist in reaching UH Center goals and executing action plan strategies outlined in this document. UH Center will begin the initiative to improve and refine services; to increase awareness of distance learning opportunities in Maui County; and to assist in the improvement of transfer rates from UH Maui College by the next program review.