Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)
Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by March 15, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “Second Level Review.” For example: SOEST – Second Level Review.

Department/School/College: Outreach College

The department would fall under which of the following Vice Chancellor’s offices?

- [X] Academic Affairs
- [ ] Research and Graduate Education
- [ ] Student Services
- [ ] Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

- Harriet Abe, Head of Credit Programs
- Judy Ensing, Head of International Programs
- Lei Wakayama, Faculty Senate representative
- Lup Tong, Head of Computer Services
- Nena Horn, Registrar, Student Services
- Pamela Fujita-Stark, Head of Non-Credit Programs
- Paula Tanji, Head of Creative Services
- Paulette Feeney, Faculty Union representative
- Rod Sakuma, Acting Head of Business Office
- Tim Slaughter, Head of Community Services
- Yvonne Yamashita, Head of Conference Center
## Administrative Unit (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials and the summary matrix rubric score forms, to the next level of review.

<table>
<thead>
<tr>
<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/Restructure/Merge/Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
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<tbody>
<tr>
<td>CC1Conference Center (Preference 1)</td>
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<td>CC1Conference Center (Preference 2)</td>
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<td>CSP1Statewide Cultural Extension</td>
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<td>CSP2World Perform (Preference 1)</td>
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<td>CSP3Summer Lectures</td>
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<td>NC1General Education</td>
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<td>NC2Business Professional Develop</td>
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<td>NC3Pacific New Media</td>
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<td>JYM1John Young Museum</td>
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<td>IP1Nihon University</td>
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<td>IP3Internatl Seminars</td>
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<td>IP5NICE at Night</td>
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<td>IP6NICE 3 Weeks</td>
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<td>IP7NICE 10 Weeks</td>
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<td>CR1Distance Learning</td>
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Brief Summary (no more than 2 pages)

Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

I. Background of Outreach College: Outreach College (OC) is the product of the merger of the College of Continuing Education and Community Service (CCECS) and Summer Sessions (SS) in 1998. Program departments are Credit Programs (includes Summer Sessions), Conference Center, Noncredit (includes Pacific New Media), International Programs, and Community Services Programs. Support units are Office of the Dean, Business Office, Computer Services, Student Services, and Creative Services/Marketing. Five administrative positions were reduced to two: Dean and Associate Dean, both interim for the past 7 years.

The mission of OC is to “extend the resources of the University of Hawaii and its Manoa campus by providing access to quality lifelong learning opportunities, including public service activities, to the citizens of the entire State as well as to national and international communities” (Functional Statement updated 2006). The strategy of OC is to be entrepreneurial in approach while meeting the educational needs in the community through strong collaboration with and support of Manoa’s academic units.

II. Implementation of the Prioritization Process: The Prioritization Process was a means to evaluate all of our units, program departments as well as support units, assessing where our strengths lie and where we can do better. Preliminary to the First Level Review, the advisory committee composed of all department heads and representatives to UHPA and Faculty Senate came to a consensus on the following priorities for the College, from highest to lowest: Centrality/Alignment (Manoa vision and our College mission), Quality/Integrity, External Demand, Cost/Revenue, Internal Demand, Specialized Niche, and Critical Mass. Then, each department weighted all of the rubric scores for each of its programs according to this scale and used that information to place its programs in the Prioritization Summary matrix. The support units did not have rubric scores to work with but were asked to complete a summary matrix for their functions/services.

At the Second Level Review, the deans examined the department matrices and their program scores. Overall, we felt that the departments met the challenge of evaluating their programs and functions, assessing both strengths and areas for improvement. We recognized that trying to fit all that we do into one common rubric was impossible; we both develop curriculum and develop programs around existing curriculum. This resulted in the use of multiple rubrics even within departments and a large number of NA responses.

It should be noted that, in keeping with our charge to be entrepreneurial, all of our departments have targeted many of their programs for growth/investment of resources, resources that will become available due to reorganization/restructuring and even downsizing of other programs. We will accomplish the restructuring of tagged programs by working with our departments to shift functions, better define responsibilities, and even consolidate departments to make more efficient use of existing resources. We aim to enable programs to position themselves for growth since most of the factors inhibiting growth are within our control. Therefore, since we are primarily self-support, we will make the necessary adjustments internally, as has been our practice, to effect these changes.
will not request additional general funds nor reduce the amount of revenue returned to academic units. Rather, we will look for ways to increase our efficiency and ultimately, increase our services and our revenue return to the Manoa campus.

III. Supportive Information: Although Outreach College shares much in common with the Manoa academic departments, especially in our insistence on academic excellence in all of our programs and activities as well as adherence to our mission, the College is unique in several critical ways:

Outreach College is 96% self-sufficient. Our challenge is to balance our outreach mission with the need to be entrepreneurial. To this end, we collaborate with academic departments and units in designing and supporting academic programs to meet market demands. We see potential for growth in our Noncredit Programs which have already identified sustainability as a focus area, developing courses in keeping with increased public interest in this area and involving key people on campus and in the community in planning activities. Noncredit staff are also looking to develop courses specifically for retirees. Summer Sessions continues to be a revenue stream for 16 other academic colleges. Already, plans include development of a Freshman Summer Start program, to revisit our marketing plan, and to develop more summer institutes in collaboration with academic departments. With the increasing acceptance of technology as a viable mode of course delivery, distance learning has been tagged for growth in our Credit Programs along with the Evening/Weekend Program (EWP). Growing the EWP is in keeping with our recognition that transitional students, e.g., veterans, former college students who never finished their degree, unemployed people seeking a career change, have unique needs that we can meet. As a result of focus group sessions, we have established a fund at UHF to provide financial assistance to these potential students and are looking to provide specific services for them. Not only have our International Programs enjoyed a long-standing connection with Japan, but are increasingly focused on attracting international students from other parts of Asia, such as Korea and China, as well as Europe and Latin America.

Outreach College participates in revenue-sharing. Seventy percent of tuition surplus earned during the Summer Sessions is returned to the colleges offering credit courses and to the administration. A similar distribution has been in effect for other credit programs while the noncredit and conference activities also share revenue with their sponsors. The portion of tuition designated for return to the colleges/departments/programs helps to subsidize their current outreach efforts and to start new programs. In one fiscal year, OC oversees 500 general, special, revolving, and federal accounts and processes 250 financial arrangements with sponsors. In FY 2008, we collected $18.8M in revenue, processed over $10M in expenditures and returned over $8M to sponsors.

Outreach College meets the educational needs in the community through strong collaboration with and support of Manoa’s academic units and their faculty. The state has identified three shortage areas: teachers, nurses and social workers. We will continue to provide administrative support to the outreach programs of the College of Education, School of Nursing and Dental Health, and School of Social Work. Not only are students in the Art Department and the Academy for Creative Media (ACM) invited to use the Pacific New Media (PNM) computer lab but ACM grants their students credit for taking specified PNM classes. Our Conference Center works with faculty from the History Department to offer symposia.

Outreach College targets nontraditional students who cannot attend regular day classes. These students include working adults, those seeking professional development in specific areas, international students interested in English language instruction, ethnic music enthusiasts, etc. Our student/participant-base is as varied as our program offerings which are delivered in the evenings and weekends, on neighbor islands and Pacific Basin, and through the use of distance technology.

One of Outreach College’s strengths rests in our ability to be flexible in customizing courses/programs. Credit courses are scheduled into four accelerated terms in the Evening/Weekend Program to accommodate working adults; other credit programs enjoy flexible schedules but always within accreditation requirements. Professional development courses meet on the weekends and evenings in various off-campus locations and in varying time frames to suit their constituents. Our International Programs includes a custom-designed programs division that arranges English language programs according to the needs of the sponsoring institution as well as seminars for special interest groups, e.g., athletic trainers, and students of social work, health and alternative medicine.

Much of Outreach College’s entrepreneurial activities support our public service activities. Collaboration exists between the Political Science Department and OC in running the Legislative Intern Program, a project for which we receive no funds but pay intern stipends. Our Student Services unit provides academic advising and action for Manoa (day school) unclassified undergraduates. The annual Urasenke Seminar which we sponsor has brought tea masters from around the world to this campus, benefiting Manoa through endowed chairs and other donations. Our continued support of the John Young Museum provides a scholarship fund that benefits day school students. Our Community Services Programs are largely dependent upon grants and endowments which often do not cover operational and overhead expenses. Yet, OC supports these programs because of the important need they fill on this campus and in the community.

Outreach College includes support services critical to the implementation of its programs. Although there may seem to be similar support units on campus, the OC support units service different student groups and are an integral part of the College. Support unit staff work closely with program staff on a daily basis, working toward the mutual goal of offering the best possible classes, programs and services to the campus and community. Given that we are in close proximity and share intellectual consensus, we can be flexible in our program offerings. Outsourcing the functions that these support units provide to the College would be detrimental to our programs, making them difficult if not impossible to develop and deliver, and would have an adverse effect on the quality of our programs, service to students and service to the academic units with whom we collaborate.
Outreach College departments and support units used this Prioritization Process to self-evaluate. As a result, we have come to appreciate all that we do and our hard-working staff but have also identified areas in which we can improve. We look forward to the coming days when we can actually implement changes to further our mission. We also look forward to permanent leadership for Outreach College.

Please note:
1. Program codes used in the summary matrix
   - CC  Conference Center
   - CSP  Community Services Programs
   - NC  Noncredit
   - JYM  John Young Museum
   - IP  International Programs
   - CR  Credit Programs

2. The matrices for the support units were not included in this summary since the functions/services they provide are integral to the programs. However, they will be used to pinpoint potential areas for improvement as we work on internal adjustments.