



ANNUAL
REPORT OF PROGRAM DATA
2021



UNIVERSITY of HAWAII*
KAUA'I
COMMUNITY COLLEGE

2021 Kaua'i Community College
ARPD Program: Business

1. Program or Unit Description

The Associate in Science Business degree will prepare students for entry-level positions in

business, industry, and non-profit organizations. The program is designed for students who seek to gain a solid foundation of the basic business concepts and skills necessary to contribute and create solutions in today's business environment. Upon successful completion of this program, students will acquire the knowledge and skills to apply management, marketing, and accounting concepts to improve operational performance in a business setting. This degree can help an individual jump-start a career in business or prepare them for transfer to a four-year institution.

The Business Program, which is fully online, targets multiple student populations that include: High school students in a dual credit Business Pathway, High School Graduates, Working Adults, returning non-traditional students, and Furloughed or Displaced workers.

2. Analysis of the Program/Unit

The BUS Program ARPD URL is:

<https://uhcc.hawaii.edu/varpd/index.php?y=2021&c=KAU&t=CTE&p=2373>

The Overall Program Health is HEALTHY.

Below is a description and discussion of the demand, efficiency, effectiveness, and overall health categories. Trends over the past three years in each of these categories will be presented as well as an analysis as to what factors (internal or external) may have contributed to the program or unit health categories.

Demand – This category has remained Healthy for the past four years.

There is high demand as there are over one-and-a-half times the amount of New and Replacement Positions (County Prorated) (91) than there are current majors (68). Number of majors continues to grow from the Program's inception in 2014. It should be noted that we have Business Majors who are already in the workforce as well as off-island Business Majors. As we emerge from the Pandemic, it is anticipated that there will be more positions becoming available.

The economy locally is re-opening and there is high demand for the types of positions that students can attain through the Business courses. In searching online job sites and the Kauai County American Job Center database, there are over 260 postings for related Business CIP and SOC code positions. Positions range from line level to supervisory positions and illustrate that there are many opportunities for employment on Kauai.

and through informal communications with small business owners and operators, courses being offered through the Business Program are relevant and provide the learning outcomes that address industry demands. There has been extensive effort (i.e. school career days, college fairs, presentations for professional organizations, promotion at community and college events) on behalf of the Program faculty to promote the program to all of the targeted market segments.

The number of Business Program Majors increased 61% from 45 to 68 students in AY 2021. The BUS Program now has the most majors of any of the Programs within the Business Education Division and has more Majors than any of the CTE programs at KauCC.

Full-time students increased by 10% to 47% from AY 2020. This can be explained by 1) The pandemic shifting people to take more classes while unemployed and 2) The BUS Program moving to a totally online, asynchronous delivery, which allows students to take more classes without having to be on campus physically. As people return to work and with the cost of living being high and the anticipated growth of the working adult market, we may see more Part-time students once again. By taking the Program 100% online, asynchronous, we will provide these learner groups access to education at times that are convenient for their schedules.

SSH for Program Majors increased over 100% (714) from AY2020. SSH Non-Majors increased as well by roughly 12% (735). Total SSH in All Program Courses is 1,449, an increase of 51% over AY 2020. **This is the highest total for any Program within the Business Education Division and all CTE Programs at KauCC.**

It should be noted that over **50% of BUS Majors are Native Hawaiian.**

Efficiency – The BUS Program was rated as Progressing in AY 2021.

Average class size increased by 30% over AY 2020 from 13 to 17 students, while the Program offered more classes (28).

Fill Rates increased 16% to 72.9%. It is notable that fill rates would have been over 90% if we did not offer additional sections of courses (ENT 125, ENT 130, ENT 150, MGT 122, ICS 101) that filled during the Early Registration Periods for both fall and spring. In order to increase our class sizes, we need to attract new target markets (i.e. working adults and off-island students). With enrollments and fill rates showing growth in AY 2021, it's likely that moving the BUS Program 100% online improved these efficiency rates.

Analytic FTE Faculty for the past three years has been 3.0. The BUS Program only has 1.0 FTE. This is the main reason for this category's Cautionary, and now, Progressing rating.

Effectiveness – This category was rated as Healthy.

AY 2021 marked the first year that the BUS Program reached double digits for Unduplicated Degrees/Certificates Awarded with 11, while 28 total Degrees and Certificates were awarded.

Successful Completion increased by 6% (82%), while Withdrawals decreased by 40% (14). Persistence Fall to Spring and Fall to Fall increased by 3% and 5% respectively over AY 2020. While the number of BUS Majors transferring to UH system decreased from AY 2020, **the number of Native Hawaiians earning a Degree or Certificate increased eight-fold in AY 2021.**

The BUS Program exceeded its Perkins Indicators by 127% for Technical Skills Attainment and by 52% for Completion.

Business Program Strengths and Areas to Improve - Based on this analysis, the following can be noted as Program strengths:

- There is substantiated industry demand with positions for graduates to enter.
- Enrollment in BUS Program courses continues to increase.
- Business courses are popular with non-Business Majors (SSH Non-Majors in Program Classes up 12% from 654 in AY 2019-20 to 735 in AY 2020-21)..
- Degrees and Certificates awarded continues to increase.
- Distance education continues to show strong demand for students on Kauai, within the state of Hawaii, and those students within the UH system living on the US Mainland.
- The Program continues to send transfer students to UH system.

Improvement can be made in the following areas:

- Course fill rates can be increased, but if there continues to be demand, we should offer courses to assist students from across the UH system attain their educational goals.
- Fall-to-spring persistence rate (67%) and fall-to-fall persistence rate (45%) can work to be improved, but with the labor and employment markets that way they are and with the economy still emerging from the pandemic it may be more likely to see students entering and exiting the Program as opposed to continuously staying enrolled.
- Majors to FTE BOR Appointed Faculty have increased over the last three AYs (40, 42, and 68) and Analytic FTE Faculty has been at 3. However, FTE BOR Appointed Faculty has remained at 1.

As discussed earlier, the major shift within the BUS Program in AY 2021 was the migration to a 100% online, asynchronous method of delivery. This decision is supported by these data and was amplified fortuitously with the Pandemic.

[insert ARPD data table, if available; else, insert unit or program specific data used for review]

3. Program Student Learning Outcomes or Unit/Service Outcomes

Below are the Business Program Learning Outcomes:

1. Develop critical thinking and interpersonal skills applicable to real-world problems
2. Utilize creativity and logical strategies and techniques to solve complex business issues
3. Implement and apply current technical solutions to business activities, systems, and processes
4. Apply foundational management principles to the functions of planning, organizing, coordinating, and decision making to business operations
5. Demonstrate fundamental knowledge of business and technical skills to support lifelong professional development

In the last AY, the BUS Program assessed its PSLOs internally and externally through the following methods:

- Aligning all CSLOs to PSLOs. Following the 5-year course review schedule, the BUS Program conducted all of its course assessments for the period. All course assessments were approved by the Assessment and Curriculum Committees.
- Conducting “closing the loop” assessments for all BUS courses taught in the fall and spring. Alignment with meeting PSLOs was between 95-100% for all courses.
- Soliciting feedback from the BUS Advisory Board at the annual meeting in spring 2019.
- Student course evaluations for all BUS courses contain questions that address alignment to PSLOs. PSLO alignment rated 4.8 out of 5.0 for all courses.
- Supervisor Assessments and Evaluations for all students completing the BUS 293 Business Coop course received grades of A. This shows that students are able to put theory into practice as well as showing that the PSLOs are relevant to attaining gainful employment.

Through these methods, the program was able to determine that PSLOs were still applicable to the Program’s mission. 100% of the students completing BUS course CSLOs at the benchmark of 70% were meeting PSLOs.

As the institution moves from assessing individual CSLOs to PSLOs, the BUS Program developed and submitted a 5-year PSLO Assessment Plan, which went into effect in fall 2018. Strategies include:

Strategies for Program Assessment:

1. Student Surveys
 - a. Course evaluation survey PSLO-linked questions
 - b. Continuing student end-of-semester survey
 - c. Graduating student exit survey
2. Industry Assessments
 - a. BUS 293 Learning Objective Evaluation Forms
 - b. Business Program student employer survey
 - c. Business Advisory Board Bi-Annual PSLO Review
3. 5-Year Course Reviews
 - a. Review CSLOs, CLSO-PSLO alignment, PSLO-ISLO alignment

PSLO Closing the Loop:

In specifically assessing Strategy 1a, the table below states how students rated various courses in how well they met the PSLOs

PSLO	BUS 120	BUS 190	BUS 293	ENT 125	ENT 130	MGT 120	MGT 122	MKT 120	MKT 130
1	4.46	5.00	5.00	4.33	4.67	4.60	4.78	4.55	4.67
2	4.49	4.93	5.00	4.31	4.84	4.67	4.56	4.47	4.67
3	4.43	4.68	4.88	4.30	4.84	4.68	4.45	4.60	4.67
4	4.49	4.75	5.00	4.30	4.84	4.74	4.50	4.54	4.50
5	4.34	4.36	4.88	4.30	4.67	4.61	4.56	4.45	4.67

The outcomes would illustrate that students would Agree/Strongly Agree that the course content and assessments prepare them to meet the PSLOs. In addition to the ratings, student comments show that the assessments used to address the CSLOs make an impact as well.

In order to assess Strategy 2a and see if the BUS Program is preparing the students to be successful in the work world, students completing the BUS 293 course are required to have their supervisor complete an evaluation form. This form asks the supervisor to assign a final letter grade in two areas; the Job Oriented Learning Objectives/Project and the Overall Work Performance. Over the past three years, 20 students have completed this course. Below are the percentages of the ratings provided by the supervisors:

Supervisor Rating of Job Oriented Learning Objective/Project:

- Full Accomplishment (A) - **93%**
- Above Average Accomplishment (B) - **7%**

- Average Accomplishment (C) – **0%**
- Below Average Accomplishment (D) – **0%**
- No Accomplishment (F) – **0%**

Overall Rating of Student's Work Performance

- Excellent (A) - **95%**
- Good (B) - **5%**
- Average (C) – **0%**
- Below Average (D) – **0%**
- Unsatisfactory (F) – **0%**

This industry feedback confirms that the course content and assessment that is implemented across the BUS Program is practical and prepares the student with the skills and knowledge to transition successfully into the workforce.

One last tool that the Business Education Division has implemented to make the transition from assessing CSLOs to assessing PSLOs is the Closing the Loop (CTL) form. This form allows the faculty member to link CSLOs to PLSOs, note the attainment rates of students, and allow space for making adjustments or adaptations to any element of the course. This addresses assessing Strategy 3a.

Based on current results and feedback, the BUS Program will continue to implement its established Assessment Plan.

4. Action Plan

The combination of actions taken in the last AY showed significant positive impact on the Demand, Effectiveness, and Efficiency measured within the APRD. By taking the BUS Program 100% online, asynchronous, we have been able to reach traditional students, while increasing our reach to working adults and learners from across the state and beyond. We are taking steps to have the BUS Program listed on the UH site for distance learning programs to expand our promotional efforts nationwide and internationally.

Both Major and Non-major students continue to take more courses and this increases the tuition revenue that KauCC generates and decreases the time to completion for the A.S. Degree and Certificates.

Qualified, experienced, and caring faculty has led to direct increases in retention rates and it is imperative that investments be made in securing and providing continuous professional development to build the team needed to maintain and grow the BUS Program.

The BUS Program stated ten goals in the previous APRU. In looking into AY 2022, the Program intends to keep working to achieve these goals. Below are the goals and results based on the stated activity(ies) as well as the strategy to continue to meet the goals set forth.

It should be noted that due to the lack of a clear vision for direction of the campus and with the uncertainty as to where the UH system is going with it's One UH policy and the UHCC System Office looking into consolidation of programs, it is difficult to make any concrete goals and action plans.

Goal 1: Review and streamline course programming so that students can get the courses they need to graduate on time.

Activity: Offer courses through DL delivery to meet the needs of all student learner groups. Run courses that would be considered "low-enrolled" based on current KauCC policy.

Result: Maintain at least ten Unduplicated Degrees/Certificates Awarded annually.

Closing the Loop: Reached the goal in AY 2021 and continue to work with BED Program Advisor to ensure that BUS Majors have the courses they need to attain their Degree and Certificates.

Goal 2: Actively engage students within Project Wai`ale`ale and serve as host during their orientations and campus events. By developing relationships with NH students, the BUS Program can attract them.

Activity: Host orientations for incoming students and provide Program representatives with Bus Program updates.

Results: Over 45% of KauCC BUS Program Majors are Native Hawaiian. **Closing the Loop:** Over 50% of BUS Majors were NH in AY 2021. Continue to be in dialogue with Project Wai`ale`ale staff to promote the BUS Program to students of NH ancestry.

Goal 3: Inform students of articulation agreement with UHWO and benefits of their distance education offerings.

Activity: Announce to students when UHWO representatives are on campus and have consultations with graduating A.S. Degree students as to the next steps towards matriculation.

Results: Continue to ensure students transfer to UH 4-year institutes.

Closing the Loop: Will continue to monitor BUS Major's education goals and make sure that they are aware of the articulation opportunities within UH System, particularly with UHWO.

Goal 4: Streamline, align, and schedule courses effectively to increase degree attainment to increase fall to spring and fall-to-fall retention rates.

Activity: Offer a laddering course sequence, communicate and collaborate with BED counselor to ensure students can access courses needed. Move BUS Program to 100% online. **Results:** Reduce barriers to completion and increase access to adult learners in the workforce.

Closing the Loop: Revised BUS Program PAR to align courses for each semester to ensure clear pathway to achieving Degree and Certificate completion within the stated timeframes.

Goal 5: Increase DE learning opportunities for students.

Activity: Offer additional courses DL, asynchronous. Collaborate with other BUS Programs across the UHCC system to provide continuing paths for students to complete coursework towards their certificates and degrees.

Results: 100% of the BUS courses will be offered online, asynchronous for AY 2022. **Closing the Loop:** Monitor enrollment for each of the courses and see where additional demand may be coming from to generate additional tuition and fees revenues.

Goal 6: Engage business faculty with professional development around enhancing DE. Allocate portions of Program budget for PD activities and encourage lecturers to participate in PD opportunities on campus

Activity: Schedule all BUS faculty to be DL re-certified by fall 2022. Offer funding to support BUS faculty PD by attending a national conference.

Results: Four new BUS Lecturers and one continuing Lecturer have all been DL certified by KauCC DL Committee.

Closing the Loop: Have allocated professional development funds within the BUS Program operational budget for BUS faculty to attend virtual and face-to-face workshops around DL.

Goal 7: Utilize on-line and OER texts to reduce costs for students.

Activity: Seek out sources to reduce textbook costs and integrate OER materials for all BUS courses.

Results: 90 % of BUS courses have now reduced or removed text book costs for students.

Closing the Loop: Seek out OER materials for the existing 10% of BUS courses currently using e-books.

Goal 8: Offer BUS 120, ENT 125, and ICS as part of Early College Program at Kauai High Schools.

Activity: Offered ENT 125 for the first time at Kapaa High School. Continue to engage with Waimea High School to offer BUS Program courses. Will Pilot ICS 101 through P-20 Grant program.

Results: Enrollments have increased and will need to begin tracking matriculation from these high schools to KauCC.

Closing the Loop: Will monitor enrollments and outcomes for all BUS EC courses.

Goal 9: Actively promote the existing Program to the various business and professional associations on Kaua'i.

Activity: Provide Program updates to BUS Advisory Board, attend professional association meetings, and write articles and press releases to show case the Program.

Results: The BUS Program is well-known on Kauai, within the UHCC system and have been featured in Forbes Magazine.

Closing the Loop: Have requested from Administration opportunities to attend industry functions and activities to promote the BUS Program.

Goal 10: Actively seek out future opportunities to recruit international students from Pacific Island nations.

Activity: Continue to build upon the relationships and agreements established with Otago Polytechnic in Dunedin, NZ. Work with the Title III grant on future faculty and student exchanges.

Results: Increase the number of KauCC AS BUS Degree awardees to matriculate to OP to attain Bachelors Degree, while initiating 1-2 students coming from OP to KauCC for a smester exchange.

Closing the Loop: As boarders reopen, will utilize resources from KauCC Title III grant to reconnect and continue discussions with OP around articulation for additional programs.

Date for initial Comprehensive Program Review:

BUS Program received BOR approval to move from Provisional to Permanent status fall 2019. Initial CPR will be done in 2023.

5. Resource Implications

The BUS Program is requesting **1.0 FTE** Instructor position, beginning fall of 2022. This request is estimated to cost **\$100,000.00** per year. The reason for this request is:

1. Majors to FTE BOR Appointed Faculty is at 68. (Healthy ratio is 15-35) 2.

Analytic FTE for the past four years has been more than 1.0.

3. Since moving to 100% online delivery BUS Majors have increased to 68 in fall 2020.

4. Number of SSH hours in Program Classes has increased dramatically for both Majors and Non-Majors.

5. Increased demand from Kapaa High School for BUS courses for Early College and requests to offer additional EC courses from UH system from three courses to five, which will impact roughly 125 additional students.

6. BUS Lecturers currently teaching an average of 21.0 – 27.0 credits per semester. 7. Current FTE faculty member, has been assigned a teaching overload for the past three AYs.

ARPD Program: Business

8. Overall Industry demand is high for BUS Program completers. In a survey of graduates in 2019, 100% of students earning either a Business Degree or Certificate were employed within their field of study.
9. As BUS Program has gone to 100% online, there is a commitment to have faculty presence on campus during regular business hours, extended weeknight hours, and weekend hours to accommodate on-island students who seek the face-to-face connection with faculty.
10. The Business Education Division has lost 2.0 FTE due to retirements and the hiring freeze. This decrease negatively impacts the Division's opportunity to grow and reposition itself to meet the needs of our community.