

MEMORANDUM

DATE: March 12, 2021

TO: Erika Lacro
Vice President for Community Colleges
University of Hawai'i

SUBJECT: PHASE II RECOMMENDATION MEMO

Cross-College Group Process

Phase I

Creative Media (CM) programs were requested to meet, consider, and pose recommendations for consolidation and alignment opportunities. However, for broadly participative dialogue and input, eight faculty members from all CM-related programs across six UHCCs, along with the Founder and Director of ACM, Chris Lee, and Chief Academic Officer of ACM and VP for Student Affairs Emeritus, Doris Ching, participated in dialogue to inform the notes and recommendations presented here. VCAA Harriss (KauCC) and Dean Wilson (HawCC) were assigned as facilitators for these meetings. Two meetings occurred at 9:00 AM-11:00 AM on 28 October 2020, and 8:00 AM-10:00 AM on 03 November 2020 (a holiday). Note the brief timeline, short notice, and busy teaching schedules did not yet allow for more frequent or extended, deeper dialogues necessary to sufficiently explore the options, though some opportunities have been identified and some already implemented.

Faculty Participants

HawCC: Meidor Hu, meidor@hawaii.edu
HonCC: MELE: John Vierra, johnnav@hawaii.edu
KapCC: Adam Moura, adam.k.moura@hawaii.edu
KapCC: Sarah Bremser, sem@hawaii.edu
KauCC: Stephen Watkins, watkinss@hawaii.edu
LeeCC: Irwin Yamamoto, iyamamot@hawaii.edu
LeeCC: Robert Hochstein, hochstei@hawaii.edu
UHMC: Brian Kohne, bkhone@hawaii.edu

Phase II

The provisional CM programs at HawCC, KauCC, and UHMC met on 26 February 2021, from 10:00 AM-11:00 AM with facilitators VCAA Harriss (KauCC) and Dean Wilson (HawCC) and were joined by the Founder and Director of ACM, Chris Lee, and Chief Academic Officer of ACM and VP for Student Affairs Emeritus, Doris Ching. During this meeting the three provisional programs continued dialogue around VPCC Plan #3 directed dialogue for examining consolidation of related programs, streamlining

degree options; and/or stop out of low enrolled programs towards an overall systemwide CM strategy.

Faculty Participants

HawCC: Meidor Hu, meidor@hawaii.edu

KauCC: Stephen Watkins, watkinss@hawaii.edu

UHMC: Brian Kohne, bkhone@hawaii.edu

The larger Creative Media group of programs met on 05 March 2021, from 2:00 PM-4:00 PM with facilitator Dean Wilson (HawCC) and they were joined by Doris Ching. VCAA Harriss was facilitating the Early Childhood Education Group during this time and could not attend this meeting. The full group, including Chris Lee and Doris Ching, met again on 11 March 2021, from 4:00 PM-5:00 PM to summarize work completed and finalize this memo.

Faculty Participants

HawCC: Meidor Hu, meidor@hawaii.edu

HonCC: MELE: John Vierra, johnav@hawaii.edu

KapCC: Adam Moura, adam.k.moura@hawaii.edu

KapCC: Sarah Bremser, sem@hawaii.edu

KauCC: Stephen Watkins, watkinss@hawaii.edu

LeeCC: Irwin Yamamoto, iyamamot@hawaii.edu

LeeCC: Robert Hochstein, hochstei@hawaii.edu

UHMC: Brian Kohne, bkohne@hawaii.edu

Summary

The CM Cross-College Team met to consider the VPCC's [*Planning for FY 2022 and Beyond*](#) iteration #3. In particular the plan directs provisional CM programs to examine consolidating related programs, streamlining degree options, and/or stopping out low enrolled programs. Though Plan #3 indicates that the OVPCC will coordinate a forum to discuss a systemwide CM strategy, this team preferred to continue collaborative work towards optimizing these programs in the interim. Here an update is provided on Phase I program optimization actions that have already been taken, Phase I areas that remain for further collaborative optimization and exploration are noted, and Phase II recommendations for program optimizations are additionally proposed herein.

Phase II recommendations include:

- sharing courses to increase enrollments and save on costs;
- elimination of consistently low-enrolled courses;
- stop-outs, reductions (terminations), and streamlining of eight certificates;
- identification of 11 courses suitable for online delivery which present further opportunities for course sharing;
- alignment, substitutions, and cross listing CRNs;
- resource sharing with UHH,
- aligning with other UHCC Curriculum Sharing Models,

- perseverance towards established status for the three provisional programs, and
- KapCC is interested in a potential lead role in the specialty areas of Animation, Motion Graphics, and Web and Graphic Design (though continued discussions with LeeCC will need to occur) as well as a role for satellite curricula.

Data, Trends, and Other Noteworthy Items

Increasing Enrollments

The number of students enrolling into the provisional CM programs at HawCC, KauCC, and UHMC has increased appreciably over the last five years and this is especially noteworthy as this trend contrasts to many other college programs that have plateaued or decreased in their enrollments (Table 1).

Table 1. Declared Creative Media majors from 2015-2021.

	2015-16	2016-17	2017-18	2018-19	2019-2020	2020-2021
Hawai'i CC	--	22	38	51	61	46
Kaua'i CC	2	26	26	40	55	62
UH Maui College	--	8	38	51	59	49

Completers

The percentage of part time students on the three provisional programs has ranged from 33%-47% at HawCC, 50%-63% at KauCC, and 27%-44% at UHMC. Based on that trend, as anticipated, the number of graduates is increasing proportionally within acceptable community college graduation rates and in accordance with slower velocity to degree completion (3-6 years). Though program data seemed less impressive a few years ago, it is anticipated that these programs will maintain enrollment levels and begin to produce sufficient graduates to merit established status. Thus, these provisional programs are indefatigably committed to the success efforts and perseverance necessary to earn established status.

Workforce Demand

Evidence of the importance and vitality of CM programs for the state are found in workforce demand. New and replacement positions within the state and counties show healthy demand. For many years, Hawai'i movie and TV industries are and have been consistent, high-paying, and reliable employers of LeeCC TVPRO graduates. More industry projects are coming into the state of Hawai'i (particularly O'ahu and Maui) during the pandemic as a result of responsible management and consequently safer conditions here. This local industry has been able to thrive during covid offering a viable alternative to tourist-based dependence.

According to *Hawai'i's Film and Television Industry Metrics*, "Only two creative industry groups, 1) cultural activities and 2) film, TV, video production and distribution registered as high performing base-growth industries for the 2008-2018 period" (State of Hawai'i DBEDT HCI [Hawai'i's Creative Industries Update Report](#), May 2020, p. vii). In 2019, Hawai'i's film and television industry generated \$405 million in direct production expenditures and \$43.7 million in tax revenues. This translates to an estimated \$707 million in overall economic activity for the state, generating an average of 3,303 jobs annually ([Hawai'i's Creative Industries Update Report](#), May 2020, p. ii).

Recommendations and Program Optimization Actions

First there is a summary of program optimization actions noted on Phase I along with areas that had been identified by the group for further exploration of collaborations, cost savings, alignment, and efficiencies. As dialogues and collaborations have continued, the Phase II recommendations are provided.

Phase I Program Optimization Actions Taken

- Swept position at HawCC;
- Sharing/loaning of equipment and resources between proximal campuses;
- Reduced sections taught by lecturers;
- Expanding relevant online offerings in service to student needs;
- Minimizing low-enrolled courses;
- Transfer of appropriate costs to students;
- Reduction of software licensing costs through Open Source software (KauCC);
- Capitalizing on alternative funding sources/grants and industry collaborations;
- Elimination of low interest areas (Internet Publishing LeeCC); and
- Established pathways and articulations.

Phase I Areas for Further Exploring Collaborations, Cost Savings, Alignment, and Efficiencies Such As:

- Sharing classes across campuses with distance learning options;
- Co-teaching courses across campuses;
- Reducing program or course options;
- Using Tablet Apps (KapCC) to reduce program costs;
- Sharing expensive production resources, faculty, and programs across the rail connected campuses of UHWO and LeeCC as a collaborative means to a professionally trained, local workforce required by Hawai'i's expanding video and movie industries; and
- Examining possible program merger/consolidations (LeeCC Animation/Motion Graphics to KapCC NMA and DMED/TVPR).

Phase II Recommendations and Program Optimizations

Cost Savings, Aligning, and Streamlining Across the Provisional CM Programs

Sharing Courses to Increase Enrollments and Save on Costs

Prior to each term, the provisional CM programs (HawCC, KauCC, and UHMC) have begun to communicate to identify common courses that are not consistently offered across campuses due to low enrollment. As a result of this collaboration, students now enroll in classes offered at different campuses to stay on track with their academic goals. Common courses include ART 207D (Intermediate Digital Photography) and CM 190 (Intro to 3D animation).

KauCC

Elimination of Consistently Low Enrolled Courses

KauCC currently offers the following intermediate-level CM courses which are often low-enrolled and unique to the campus:

- CM 171 - Intermediate Event Technology (Audio/Visual)
- CM 191 - Intermediate 3D Animation
- ART 225 - Intermediate Graphic Design
- CM 181 - Intermediate Website Technology

Since adequate time and resources will not be available to raise enrollment to the level needed to fill these courses, they could be eliminated.

Reduce Seven Certificates of Competence into Two Certificates of Achievement

KauCC currently offers seven (7) Certificates of Competence. With the elimination of the intermediate-level courses listed above, certificates could be reduced to two (2) by combining the following intro-level courses. This action would reduce lecturer costs, eliminate most low-enrolled courses, and better align KauCC's certificates with traditional certificates offered at other campuses.

Table 2. Streamlined shift from seven KauCC Certificates of Competence into only two Certificates of Achievement.

CA - Music, Video, Photography, Audio/Visual	CA - Web, Writing, Graphics, Animation
CM 110 - Intro to Music Production	CM 180 - Intro to Website Technology
CM 120 - Intro to Video Production	CM 156 - Writing for Media (Script/Screenplay, Song/Lyrics, Print)
ART 107D - Intro to Photography	ART 125 - Intro to Graphic Design
CM 170 - Intro to Event Technology (Audio/Visual)	CM 190 - Intro to 3D Animation
If these changes are made, however, enrollment and graduate employment may be reduced because the CM program will no longer offer intermediate lessons and hands-on practice that matches industry needs.	

Courses Suitable for Online Delivery

At KauCC, the following courses which are required for a CM degree could be taught online with minimal impact to the program. It is strongly recommended, however, that faculty members who teach the courses listed below are first consulted to determine the best mode of delivery for their students:

ART 101 - Intro to Visual Arts
ART 113 - Intro to Drawing
ETRO 101 - Intro to Electronics
ICS 101 - Digital Tools in Information World
ENG 100 - English
Natural Environment
Social Environment
ART 125 - Intro to Graphic Design (If taught using Open Source software)
ART 225 - Intermediate Graphic Design (If taught using Open Source software)
CM 181 - Intermediate Website Technology
CM 190 - Intro to 3D Animation (If taught using Maya)
CM 191 - Intermediate 3D Animation (If taught using Maya)
ENT 125 - Entrepreneurship
Cultural Environment
Mathematics

KauCC and UHMC conduct extensive hands-on project work that serves their students and local communities. These efforts often involve students from various CM courses. For example, at KauCC students from multiple courses work together each term to complete programs for local non-profit organizations. Music production students create soundtracks, graphics students create social media ads, and photography students take stills while video students plan, record, and edit the final video programs. These collaborative projects require hands-on work between faculty members, students, and the local community. The Satellite Delivery Model may prevent this project work from occurring due to the need for extensive local coordination and support.

Additionally, ART 112 (Intro to Digital Arts) should be taught by each campus. This course is a vital pipeline for each CM program and a prerequisite for all CM core courses. ART 112 provides foundational lessons which reduce ramp-up time in the courses that follow. ART 112 gives students first-time exposure to various focus areas and career paths and introduces students to the faculty members who teach core courses in the program. Initial trials where instructors from other campuses taught ART 112 resulted in lower enrollment, poor project completion, and both higher course withdrawal and failure rates.

HawCC

Stop-out Low Enrolled Certificates of Competence

HawCC will stop-out the DMA Certificate of Competence due to decreasing enrollment as students opting to major in the CM AS degree. The program will stop the admit and recruitment of students for the DMA CO starting Fall 2021.

Courses Suitable for Online Delivery for the CM AS degree

Common classes across campuses that are part of the HawCC CM program which can be taught online and be taken at other CM programs:

ART 101 - Intro to Visual Arts
ART 112 - Intro to Digital Arts
ART 113 - Intro to Drawing
ART 107D - Intro to Digital Photography
ART 125 - Intro to Graphic Design
ART 126 - 3D Computer Graphics (CM 190 - Intro to 3D Animation)
ART 209 - Image in Motion Studio (CM 120 - Intro to Video Production)
ART 225 - Intermediate Graphic Design (CM 225 -Intermediate Graphic Design)
ART 257 - Motion Graphic Design (CM 175 - Motion Graphics & Animation)
ENT 125 - Entrepreneurship
ICS 101 - Digital Tools in Information World

Alignment, Substitutions, and Cross Listing CRNs

There are similar courses across campuses that have different ALPHAS/Numbers: CM 190 (Intro to 3D Animation), for example, is ART 126 at HawCC. There may be a lot of substituting (sub/waivers) across campuses. We will need to align these courses in the transfer database so that they will transfer across campuses. In scheduling shared courses between the three CM programs, we can follow the system's online AA degree as an example: listing cross-campus-listed CRNs to allow seats to be saved at each campus. This effort on our part could be easier for students rather than leaving students to the additional efforts and obstacles necessary for taking a class at another college. Additionally, this effort means that the course appears in each college's course listing.

Resource Sharing Potential with UHH

The CM program at HawCC had one full time faculty member assigned to the program. Unfortunately, with COVID-19, that position has been swept from the college. Because of shared physical space with UHH it makes sense for our program to also work toward sharing classes and lecturers with UHH as well, especially for the hands-on, face-to-face courses.

UHMC

UHMC serves Moloka'i and Lana'i students, ACM Maui will aim to continue offering distance alternatives long after the pandemic recedes. In Fall 2021, UHMC moves into year two of this new CM program. Curriculum is largely shared across degrees, with reliance on ICS courses to flesh out the Web Development path, as a foundation and preparation for students seeking a future in gaming and animation. The challenge in

year two is to establish the sustainable rhythm/schedule and support the intermediate offerings for the first time. Monies have been raised with UH foundation and if necessary, these funds are utilized towards running several classes which might be under-enrolled. With a decreased lecturer budget, we are working on sharing common courses with sister CM programs at KauCC and HawCC.

UHMC has established an effective bridge from our high schools to UHWO, and two of our 2020 graduates were named students of the month there, an honor awarded by their peers. UHWO as a destination is an important component in how we market to the high school students, where the idea that one can earn a BA without leaving the island is highly appealing for recruitment. With a tremendous uptick in TV and motion picture production happening in real time, our UHMC students are poised to pursue those opportunities. Next year, likely summer 2022, the Program Coordinator may shoot an indie comedy and could employ 10-15 students in responsible positions, and as a result of the training the students will have received this next year. This employment of students can only happen if students get essential hands-on experience here on UHMC.

UHMC are lean and mean by design, effective and well positioned for the communities and feeder schools we serve. And as articulated, we are in communication with other programs to share distance options to the extent the needs are common, and the delivery is practical. Our 2+2 with UHWO is a powerful marketing play, and our curriculum feeds into theirs perfectly. This, also by design. We are Academy for Creative Media Maui.

KapCC

Kapi'olani's New Media Arts (NMA) Program faculty are interested in addressing ACM Chief Academic Officer Doris Ching's suggestion of taking the lead in its specialty areas (Animation/Motion Graphics and Web/Graphic Design), and examining the development of Satellite curricula (as per the UHCC Curriculum Sharing document) for the specialty areas of its four full-time faculty members.

NMA has recently updated their ARPD with CIP/SOC codes that will serve CM programs system-wide. NMA continues to evaluate metrics across the system to optimize resources and reduce existing redundancies.