The Academic Services units have worked collaboratively in the past several years to insure support for the college plans remains strong.

**Strengths and Weaknesses**

Reviewing our internal strengths and weaknesses, there are a few areas that deserve mention. All of the six Academic Services units, which include Educational Media Center (EMC), Innovation Center for Teaching and Learning (ICTL), Information Technology Group (ITG), Learning Resource Center (LRC), Library, and Theatre, are staffed by highly skilled, dedicated, and professional faculty and staff. The units are known for their strong service orientation and their commitment to improving student success through a variety of support services. All of the units have also demonstrated their interest in learning new technologies and implementing technology when appropriate to improve service delivery. In addition, the Learning Resource Center has expanded our tutoring programs in response to campus initiatives and strategic plan outcomes.

The primary weakness for all Academic Services units is the lack of personnel support through staff positions and student help. Since fall 2006, enrollments have increased by 38%. While instruction has been able to increase the number of class offerings by hiring lecturers, support services have not had the funding or positions to increase their capacity. Faculty and staff continue to provide quality services, but we are reaching a tipping point. Faculty and staff are working longer hours and experiencing higher stress. There is a need for campus support of our services through the increased funding of additional staff positions and student workers.

Other weaknesses for Academic Services include information security and network infrastructure in the IT Group. With the planned expansion to the UH-West O‘ahu campus and added capabilities to the network, our current infrastructure is in need of upgrading. Finally, the need for professional development in all units continues to be high. In particular, technology staff requires ongoing training on new technologies and current practices. It has been difficult for faculty and staff to participate in professional development due to a lack of funding and an inability to take time off from work.

**Opportunities and Threats**

Opportunities and threats relate to external forces on the Academic Services units. For opportunities, the Academic Services units have shown a great ability to create partnerships with the local community, professional performance groups, and local and mainland community colleges through grants. These opportunities have developed for almost all of the units. In addition, the IT Group has the opportunity to take a lead role in several IT system wide projects.

And on a broad scale, the system strategic plan and initiatives present opportunities for academic services to support the college plans. With a focus on distance education, professional development, Developmental Education classes, STEM initiatives, and workforce development programs, the Academic Services units all have a role to play in supporting the college plans to achieve their goals.
Finally, the planned rail stop may open opportunities for attendance at the theatre events and open new doors for the campus to engage the surrounding community.

In the area of threats, the biggest threat to Academic Services is in the area of information security. This is a threat which could impact the entire campus, and it needs to be addressed in the coming year. In addition, there has been a reliance on grant support for additional funding. There is an expectation that some of the current grants will not be renewed, and we have not yet identified how to continue services dependent on the grants.

**College Plan 2009-2010: Implemented/Not Implemented and Results**

From the college plan, the primary priority item that was implemented is the increase in professional development funds for the campus. In August 2010, the Travel Grant Program form application and the Conference Dollars application form were merged into one form. New policies and procedures were implemented because of the new funding source (Tuition & Fees funds instead of UH Foundation funds). There have been some procedural changes made that are inconvenient, but necessary in order to use the TFSF funds. As a result, for the Academic Year 2010-2011, to date, we have received 50% more travel applications and awarded 100% more travel funds to 187% more faculty/staff than previous years.

For conference/workshop registration fees, we have awarded more funds for this program to fewer applicants.

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Number of applications</th>
<th>Amount awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 2010 to Jan 2011</td>
<td>10</td>
<td>$1,927.90</td>
</tr>
<tr>
<td>Aug 2009 to Jan 2010</td>
<td>21</td>
<td>$1,201.00</td>
</tr>
</tbody>
</table>

Another priority that was partially funded is the equipment replacement for Smart classrooms. Due to limited funding, 17 Smart classroom computers were replaced with new models. These rooms are the first and second generation Smart classrooms, and they still need an additional $170,000 in funding to completely upgrade the rooms to the standard of the third generation rooms.

Priority items that were not funded are mainly related to personnel requests. The APT Electronic Tech Assistant position and APT Specialist for ICTL are two items that are expected to have a negative impact on services provided to the campus if they cannot be funded through campus resources.

**Planning List from 2009-2010: Implemented/Not Implemented and Results**

Implementing and training for Elluminate conferencing software was a planning list item that has begun implementation. The software has been used in a number of classes for conferencing with students and lecture presentation. Early results show positive reviews.
The increase in professional development funds was also on our planning list, and this item was implemented with good results since August 2010. We also had the equipment replacement for Smart classrooms on our planning list. Due to limited funding, 17 Smart classroom computers were replaced.

One planning list item has been the need for increased funding for writing consultants. Due to the campus Developmental Education initiative, additional funding has been provided for Dev Ed students who receive writing support. This funding has not been institutionalized and may not continue in future years without permanent campus support.

In the area of planning items not implemented, the items of greatest impact are lack of student worker funding, lack of assigned time for faculty to work on unit initiatives, and lack of funding for ongoing library and IT resource needs. For each of these items, the impact is similar. Academic Services will continue to provide services to the campus; however, with increased demand for services, some units are experiencing delayed implementation of projects, longer wait times for students, and an overall decrease in quality of services provided to the campus.

**Other Initiatives**

Student learning outcomes have been developed in all units. Assessment of SLOs continues, and this year all SLOs will be re-evaluated for their effectiveness. Surveys indicate a high level of satisfaction with Academic Services units’ performance as well as reported high levels of effectiveness for professional development programs. In addition, students who receive tutoring support continue to demonstrate a higher level of success and persistence in their classes than students who do not receive tutoring support.

Tactical plans have been developed and continue to be implemented as funding allows.

Communication between areas, divisions, and programs remains strong. The Academic Services units are active in collaborating with other areas on campus and developing initiatives to address their concerns. Many of the issues brought up in this section of the APR revolve around the need for technology and technology training. While the Academic Services units have plans to address the need for training and support, without additional funding and positions, there is a limit to the amount of training and support that can be provided on an annual basis.

**Planning List for 2010-2011**

We continue to request for funding for furniture and equipment in the Learning Commons as we should begin construction on this project in 2011. After that, the **top priority** in the Academic Services planning list is **personnel**. Requests include: APT Electronics Technician Assistant to meet the demand for AV support services and directly support the TV Pro and Digital Media programs; APT Specialist for the ICTL to support increased demand for professional development programs; two APT Computer Lab Manager positions that are currently temporary and supporting increased demand for test center and computer lab services; APT Voice-over IP Technician to support new implementation of VOIP on campus as well as expand support services for the network; and an APT Assistant Technical Director position to meet increased demand for services at the Theatre.
In addition, there is a high priority request for student worker funding for tutoring support. With strong emphasis on increasing success in Developmental Education classes as well as sharp focus on enhancing STEM programs, our tutoring support programs have seen an increase in number of students receiving tutoring support through individual tutoring sessions, class workshops, and in-lab tutoring programs.

And finally, we have a high priority request for student worker funding for all support units. Academic Services units are all experiencing high demand for services due to large enrollment increases as well as an emphasis on student success initiatives which often utilize our support services. Many services currently offered can best be staffed with student help. Increased funding is needed in the areas of Distance Education, Library, and the LRC. An additional issue is the hiring freeze for clerical staff which magnifies the need for student worker funding.

Please see our planning list for a complete listing of needs for Academic Services.

Response to Student Services and Administrative Services APR
We identified two items in the Student Services planning list that could be considered Academic Services issues. We see the Banner/IT Specialist position as a position for the OPPA due to the need for interaction with other Banner users in that office. Web support can be handled by current IT staff. We would like more information about IT needs in Student Services in order to better address them. The Digital Records Conversion project has been discussed as a system initiative for digitizing records. We are not certain about the current status of this system discussion. Additionally, the Copy Center has the ability to digitize any paper records now with a high speed scanner. If additional information is needed, please contact Ron Felipe.

We also identified two items in the Administrative Services planning list that fell within Academic Services purview. There is a request for Professional Development/Travel funding. The Academic Services APR includes a request for continued funding of professional development at an increased level. In addition, we are recommending a process for requesting more data regarding the need for professional development and its impact on the campus. Finally, there was a request for IT equipment. We currently have a replacement plan for faculty/staff computers. The current administrative copier has scanning functionality though we understand there is a convenience factor to desktop scanners. Current IT budgeting process does not include these types of purchases.

Summary
In conclusion, data would suggest that Academic Services support units are providing quality services to the campus with stable funding. Increased demands for services continue to be met due to our professional, dedicated faculty and staff. We continue to request additional positions and student help as our current personnel are stretched thin. The growth of the campus has been remarkable, and the support services are in need of support themselves.

Special thanks to the Academic Services Annual Program Review contributors: Leanne Chun, Justin Itoh, Beth Kupper-Herr, Cindy Martin, Therese Nakadomari, Joe Patti, Ralph Toyama, Penny Uyehara