

UNIVERSITY OF HAWAI'I – WEST O'AHU

ACADEMIC PLAN 2008-2015

Prepared by the

Academic Development Planning Committee

AY 2007-2008

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ACADEMIC PLANNING AND STRUCTURE

Previous Academic Planning at UH–West O’ahu

The UH-West O’ahu Academic Development Plan 2004-2010 was guided by the assumption that the campus would remain an upper division institution for the foreseeable future. The establishment of UH-West O’ahu as a four-year baccalaureate institution with its first freshman class enrolled during the Fall of 2007 has made this planning assumption obsolete. The present document is a revision of the 2004-2010 academic plan that considers the issues associated UH-West O’ahu as a comprehensive four-year university.

Nearly all of the planning initiatives identified in the previous UH-West O’ahu academic plan have either been initiated, surpassed original planning goals or become absolute due to the changed academic status of the campus. For example, the two major 2004-2010 academic initiatives of developing concentrations in Respiratory Therapy and Early Childhood Education have been achieved with the establishment of these programs and the hire of associated faculty. The proposal to hire a single faculty in Hawaiian Pacific Studies has been surpassed with the hire of two full-time tenure track positions in this area. The proposal to explore the development of a K-6 education credential has been surpassed with the hire of three Education faculty, the development of a primary education credential and current efforts directed at the implementation of a secondary education credential. Proposals to explore the development of certificates in Applied Forensic Anthropology and Financial Economics have been surpassed. The Applied Forensic Anthropology certificate has been established with students enrolled since the

Fall of 2006. Economics will be hiring a Financial Economist and changing the emphasis of its program to include Finance in place of offering a certificate.

The academic support proposals identified in the 2004-2010 plan have either been accomplished or surpassed. Academic support positions have been added in Academic Affairs, Student Services and Information Technology. In particular, additional positions have been allocated for recruitment and marketing, career services, faculty secretary services and faculty information technology support. Library staffing has been stable but there have been substantial increases in on-line library resources since the previous plan identified this as an area for development. Additional development of the library and new academic support needs that have recently emerged will be addressed in the present document. The Bachelors of Applied Science degree, planning for programs to satisfy workforce development needs (Information Technology and Education) and the expansion of distributed education at UH-West O'ahu are areas identified in the 2004-2010 document that require continued planning.

The transition of UH-West O'ahu to a four year comprehensive university has required the rapid: 1) development of lower division course offerings to complement the established upper division concentrations; 2) adoption of a general education curriculum; and 3) addition of new faculty to deliver these lower division and general education offerings. Some of these new faculty hires represent disciplines not previously accommodated by UH-West O'ahu's divisional structure (i.e., math and science) and raise issues about how the campus will be academically organized in the future. Emerging programs in Education and Health Care Administration, as well as new programs that are being planned to satisfy workforce development needs (i.e., nursing

and Information Technology) also pose challenges for the established divisional structure of the campus.

Current UH-West O'ahu Academic Organization and Programs

The UH-West O'ahu houses its academic programs in three divisions that include Humanities, Social Sciences and Professional Studies. Within these three divisions, students earn one of four Bachelor of Arts Degrees in Business Administration, Humanities, Public Administration or Social Sciences.

All degree seeking students must complete the newly adopted general education Hallmarks developed at UH Manoa. The general education hallmarks require the completion of 31 credits with 12 credits of foundation (i.e., 3 credits writing, 3 credits symbolic reasoning, 6 credits in multicultural/global studies) and 23 credits of diversification (i.e., 6 credits arts, humanities, literature; 6 credits in social science; 7 credits in biological/physical science with one lab). In addition to satisfying these general education requirements, students must complete a senior capstone course and core requirements associated with their respective BA degree.

Although students may earn only one of four BA degrees, they focus their study within a degree on a specific academic discipline called a concentration. Currently, there are 14 academic concentration offered at UH-West O'ahu. The concentrations in the BA in Business Administration include: (1) Accounting and (2) General Business Administration. Concentrations in the BA in Humanities include: (3) Hawaiian-Pacific Studies, (4) History, (5) English and (6) Philosophy. Students earning a BA in Public Administration can concentrate in: (7) General Public Administration or (8) Justice Administration. Concentrations in the BA in Social Sciences include: (9) Anthropology,

(10) Economics, (11) Political Science, (12) Psychology, (13) Sociology and the recently added concentration in (14) Early Childhood Education.

UH-West O'ahu also offers five academic certificates that can be taken alone or in conjunction with a degree program. Within the Social Science Division, students can earn certificates in (1) Substance Abuse and Addictions Studies or (2) Applied Forensic Anthropology. The professional Studies Division offers certificates in (3) Disaster Preparedness and Emergency Management and (4) Health Care Administration. The science faculty currently housed within the Humanities division offer a certificate in (5) Interdisciplinary Environmental Studies.

The Professional Studies Division offers its concentrations in Accounting and General Business Administration to neighbor island populations through a combination of on-line and interactive television (i.e., HITS) delivery technologies. The Public Administration concentrations (General Public Administration, Justice Administration) are currently available via on-line distributed learning technologies. The Social Science Division offers a Bachelors of Applied Social Science (BASS) program and the concentration in ECE to neighbor island student populations using primarily on-line technology. The subject certificates in Substance Abuse and Addictions Studies; Disaster Preparedness and Emergency Management; and Health Care Administrations are also available through on-line distributed education technology.

The Social Science concentration in ECE started enrolling students in the Fall of 2006 and established a precedent for housing Education faculty in the Social Science Division. Enrollment for a new BA in Elementary Education began during the Fall of 2007 with three additional Education faculty housed within the Social Science Division.

Currently, the Social Science Division houses five Education faculty (two ECE and three Elementary Education) with searches on-going for additional faculty in Education.

Offering a four-year curriculum required the immediate hire of Math and Science faculty to offer courses that satisfy the lower division general education requirements. Three Math and Science faculty were hired during the Fall of 2007 and have been housed in the Humanities Division. The Humanities Division currently houses four Math and Science faculty (one Math, two Chemistry and two Biology)

ACADEMIC PLANNING PROCESSES

Academic Planning Activities

During the Fall of 2007, the acting Interim Vice-Chancellor constituted an Academic Development Planning Committee (ADC) to address the academic issues associated with transitioning UH-West O'ahu to a 4-year comprehensive university. The committee was composed of the Faculty Senate Chair (also serving as Chair of the ADC), the three Division Chairs (Humanities, Professional Studies, and Social Sciences), the Head Librarian, and faculty representatives from emerging disciplines (Health Care Administration, Education, Math and Science, and Applied Forensics). As its first action, the ADC organized a series of speakers to inform the faculty about the workforce training needs of the state and the educational needs of the University of Hawai'i system (Appendix A).

Based on information provided by the speaker series, faculty solicitation and input from the senior UH-West O'ahu administration, the ADC developed priorities to guide planning for the campus. The identified planning priorities were presented at the

November 16, 2007 Faculty Senate and included: 1) needs for transitioning to a 4-year comprehensive university, 2) the Liberal Arts mission of the institution, 3) workforce development, 4) providing accessible education, 5) enrollment growth, and 6) faculty for small concentrations. Next the faculty of UH-West O'ahu were provided with a model for projecting growth in established UH-West O'ahu disciplines (Appendix B). This projection model was based on an operational plan developed for legislative approval of the permanent UH-West O'ahu campus that estimated faculty and enrollment growth to 2015 (Appendix C). The faculty were instructed to use the projection model and the planning priorities to develop academic plans to 2015 for their respective disciplinary areas. Faculty were also encouraged to develop plans for new programs that aligned with the identified planning priorities.

The present document addresses only permanent faculty personnel resources associated with the development and support of established and new academic programs. Faculty personnel requests in the faculty generated academic plans exceeded the total faculty projected for the campus in the operational plan. The ADC used the planning priorities to cut the faculty personnel requests identified in the academic plans until they aligned with the operational plan. The aligned faculty personnel requests were presented at March 7, 2008 meeting of the Faculty Senate (Appendix D).

It is important to note that hiring for the faculty positions identified in the present document depends upon receiving legislative approval for the planned positions in future years and student demand created by anticipated enrollment growth. It remains unclear how much enrollments in the respective UH-West O'ahu academic programs will increase with the growth projected for the campus overall. Contingent upon the

instructional demands that emerge in the future, it may be necessary to add additional faculty over those already planned for specific academic programs. Conversely, faculty positions planned for areas that fail to realize anticipated growth may need to be re-allocated to areas of greater demand.

After alignment of the requested and projected faculty counts, the Divisions Chairs were provided with an outline of the content to be included in the completed academic plan and tasked with writing Divisional plans. The Chair of the ADC combined the Divisional plans into a single Academic Plan for the campus. The final version of the present document was presented at the May 2, 2008 meeting of the UH-West O'ahu Faculty Senate.

Concentration and Certificate Enrollment Data

Data on recent student enrollments (i.e., from 2001 to 2007) in the different established academic programs at UH-West O'ahu are presented in the present planning document. The procedures used to count concentration and certificate program enrollments have historically been a source of controversy at UH-West O'ahu. For purposes of reporting enrollment data to the UH-System, students enrolled in two UH-West O'ahu programs at once (ex., Sociology and Anthropology) within the same degree (ex., BA in Social Science) are only counted once, with the count applied to one concentration or the other. The concentration that receives the count is the discipline that the student first declared as their concentration of study.

This enrollment counting procedure is a product of the UH-West O'ahu academic structure in which students study concentrations within a common degree instead of "majoring" in different disciplinary degrees that do not share credit. The UH-System

only counts students enrolled in separate degree programs and does not recognize separate concentrations within a common degree. Although it is true that students studying two concentrations in the same degree share “core” credit, a substantial number of discipline specific credits do not overlap and create instructional demand. For the purpose of academic planning, this instructional demand needs to be taken into account. In turn, the enrollment numbers presented reflect all the students studying a concentration, regardless of whether it was their first or second declared concentration of study. This procedure will also be applied to counting enrollments in certificate programs by combining students who are earning a certificate alone or in combination with another academic credential.

ACADEMIC SUPPORT SERVICES

Library and Academic Computing

Current Library Functions

The current UH-West O’ahu library is staffed by two librarians, one library technician, and student assistants, and is open 59 hours per week when school is in session. There are some 27,400 books and 1,333 videos in the collections. In addition there are approximately 32,000 full-text books available online through the Ebrary collection. The library subscribes to 44 print serials and has full-text access to another 20,000 serials online through the Hawai‘i Library Consortium EBSCO host databases joint purchase plan, LexisNexis, and other databases. Altogether, there are 63,000+ unique (unduplicated title count) resources available online.

The library acquires, organizes, maintains, and retrieves recorded information, both print and non-print, in fields pertinent to the programs of UH West O‘ahu. In addition it offers effective and timely access to information in electronic databases (commercial, non-commercial, and government) and library catalogs throughout the world. The library is the home of academic support for the campus and also provides audiovisual and academic computing services to the UH-West O‘ahu community.

The library staff have two broad functions, public services and technical services. Public services librarians perform activities and operations that bring the staff into regular direct contact with their users, including circulation and reserve, reference, online services, information literacy and bibliographic instruction, serials assistance, government documents, and interlibrary loan/document delivery. Technical services operations are concerned with the acquisition, organization (bibliographic control), physical processing, and maintenance of library collections. Technical processing is performed “behind the scenes.”

The Head Librarian at UH-West O‘ahu also directs Academic Computing services for the campus. Academic Computing is staffed by two Information Technology Specialists and student assistants, and provides software and hardware support for faculty computing while managing a computer lab with 18 stations. The lab is equipped with multimedia computers, laser printers, a scanner, and local area network and Internet access for student, faculty, and staff use. In addition there is an Instructional Media Lab for course and classroom material development with color printing and Real media (.rm) streaming video production and reformatting capabilities.

Library Support of Distributed Learning

Both the Library and Academic Computing support distributed learning at UH-West O'ahu, a method of instruction and learning designed to overcome barriers of time and space by allowing students to study in their own homes or at local facilities using materials available electronically. Communication with the instructor is normally by e-mail, chat, telephone, or conferencing. Ninety one totally online or WebCT-enhanced courses were offered during FY2006-2007. These 91 classes were offered by 34 faculty members, instructors, or lecturers. During FY2007-2008 the number of online classes using WebCT or LauLima being offered totally online or to enhance an in-person or HITS class is 118. These 118 classes are being taught by 43 instructors.

The library supports distributed learning by providing online catalogs and databases, electronic reference service, online tutorials, electronic document delivery service, and the promotion of information literacy. Academic Computing supports distance learning through training and help desk activities. Thirteen training workshops were offered over the fall 2006 and spring 2007 semesters while some 745 requests for assistance relating to online teaching were answered.

Plans for Library Development

Both the library and academic computing will undergo considerable change when the library moves to Kapolei in 2010. Both areas will face increased workloads due to increasing numbers of students, increasing numbers of faculty, and an increase in the number of hours when facilities are open. The planned library personnel presented here only address permanent faculty specialist Librarian positions. Additional non-faculty support, technical, and information technology personnel have been planned for library development but are beyond the scope of the present document. One technical services

librarian and two public service Librarians are planned for Fall 2009 to build capacity and prepare for the transition to Kapolei. An additional public service Librarian is planned for 2010 to provide services when the new library opens.

Learning Resource Center

The UH-West O'ahu "Writing Center" has historically provided assistance to students who require help in completing course related writing assignments. In recent years the Writing Center has added tutoring in Statistics for students who need help in completing this Professional Studies and Social Science academic requirement. The center is directed by full time temporary English instructor with student help who provide peer assistance in writing and statistics. This long standing arrangement has become inadequate to cope with the addition of freshman and sophomore classes, math general education requirements, and lower division composition requirements.

A more comprehensive Learning Resource Center is envisioned to provide more tutoring and remedial services in writing, mathematics and other disciplines as necessary. The Learning Resource Center will be staffed by a permanent Director who will design a wider range of remedial services that align with emerging academic programs and requirements. Both the Math and English faculty have expressed an interest in taking a more active role in providing remedial services for students who struggle with writing and mathematical competence. As science and technical programs and requirement emerge with the growth of the UH-West O'ahu campus, remedial services will need to be designed to address student learning needs in these areas.

DIVISIONAL ACADEMIC PLANS

Humanities

Plans for Established Humanities Concentrations

There are currently four Humanities concentrations (English, Hawaiian-Pacific Studies, History, and Philosophy) and an attached subunit (Math and Science) housed within the Humanities Division at UH-West O'ahu. The Humanities concentrations require 6 credits of upper division Humanities Basic courses (i.e., 2 of 4 course offerings in Western traditions, Eastern traditions and Hawaiian-Pacific traditions), 21 credits of concentration specific course work (English, Hawaiian-Pacific Studies, History or Philosophy), 6 credits in one additional Humanities concentration, and a 3 credit senior capstone course (Senior Project or Practicum). Table 1 presents the Fall end-of-term enrollments for the different Humanities concentrations from 2001 through 2007. The Humanities concentrations are currently staffed with 10 faculty, and Math and Science has four faculty members. Seven of these 14 faculty members (50%) began at UH – West O'ahu in Fall 2007. The faculty staffing for the Humanities concentrations as of Spring 2007 is presented in Table 2.

The four Math and Science faculty housed in the Humanities Division since Fall 2007 offer General Education courses to the newly established freshman and sophomore classes. One of these faculty (a Biologist) had been housed within the Social Science Division, and both established and directed the certificate program in Environmental Studies. Fall end-of-term Enrollments in the Environmental Studies certificate are also

presented in Table 1. The Math and Science faculty have their own Chair, hold independent meetings, make initial academic decisions regarding math and science, but report to the Humanities Division Chair for feedback on issues with divisional and campus-wide repercussions. At present, the Math and Science faculty function as a semi-autonomous subunit within the Humanities Division.

Table 1. Fall end-of-term enrollments in Humanities concentrations and the Environmental Studies certificate program from 2001 to 2007.

Program	2001	2002	2003	2004	2005	2006	2007
English	25	26	17	20	22	17	17
HPST *	17	12	9	16	15	18	17
History	34	34	34	38	38	33	38
Philosophy	6	7	8	11	13	13	7
Environmental Studies **	-	-	1	1	1	1	2

* Hawaiian-Pacific Studies stopped enrolling students from 2001 to 2002

** The Environmental Studies certificate began enrolling student in the Fall of 2003

In planning for the needs of a growing four-year comprehensive university, the Humanities Division must address: 1) delivering lower division General Education courses that will have sizable enrollments (English 100 and 200 composition requirements, remedial English courses; similar required and remedial Math courses; History 151/152), 2) anticipating instructional demands posed by increasing enrollments, 3) expanding current programs to 4-year curriculums (changing requirements, offering new lower division courses, transitioning selected concentrations to independent BA degrees), 4) having selected concentrations (English, Math/Science) deliver courses that serve the requirements of other disciplines, 5) the problem of Philosophy being a single faculty concentration (a cause of intellectual isolation and a hindrance to the development

of disciplinary breadth; see Final Capacity Review Report of the WASC Preparatory Review Team to the UH-West O’ahu, June 2003), 6) developing new programs that align with the identified academic planning priorities, and 7) developing a divisional organization that accommodates Math and Science.

Each Humanities concentration is currently developing 4-year program curriculums within a shared Humanities requirement framework that emphasizes interdisciplinary study, multiculturalism and writing skills. The Humanities faculty plan to submit these 4-year concentration requirements to the UH-West O’ahu Curriculum Committee in early Fall 2008. All of the Humanities concentrations have planned to add between one and three faculty over the next seven years in anticipation of the instructional demands posed by growing enrollments within concentrations, delivering courses that satisfy General Education requirements, expansion to 4-year curriculums, and service to other disciplines (Table 2).

Table 2. Current (bold) and planned full-time tenure track faculty positions by academic year for different established and planned Humanities programs.

Program	Current	08-09	09-10	10-11	11-12	12-13	13-14	14-15	Totals
English	3			1	1		1		6
HPST	3			1		1			5
History	2	1			1				4
Philosophy	1				1				2
Fine Arts				2					2
Language				1	1	1			3

English. English currently has three full-time permanent faculty members and one temporary Instructor with two of these permanent faculty hired in Fall 2007. Enrollments in the English concentration have ranged between 17-25 students between 2001 and 2007. The English faculty at UH-West O’ahu have historically directed the

campus Writing Center, administered the writing placement exam, and delivered the upper division writing skills course (Humanities 310) for students across all the academic Divisions. All UH West O'ahu students starting Fall 2008 will be required to take English 100 and 200, and some will have to complete courses in remedial composition. Taken together, the English faculty will have a sizable General Education course load, including concerns with remedial courses and tutoring in the planned Learning Resources Center. The English faculty will also deliver a few courses required by students earning Education credentials. Finally, the English faculty have to plan for having sufficient instructional resources to address future enrollment growth in their own discipline.

Three additional English faculty are planned for 2010, 2011 and 2013 to primarily meet the rising General Education demand for remedial English, English 100, and English 200. These planned faculty will also provide additional instructional resources for delivering courses needed by the emerging Education program and anticipated enrollment growth in the English program.

Hawaiian-Pacific Studies. The Hawaiian-Pacific Studies (HPST) concentration had no permanent faculty and stopped enrolling students between 2001 and 2002. A permanent faculty was hired in 2003, and enrollments ranged 15-18 during the period from Fall 2004 to Fall 2007. There were 17 students in Fall 2007 when the two new HPST faculty started. With three HPST faculty, the program can now adequately cover a wide range of courses for traditional and contemporary times in the Pacific and Hawai'i. The HPST concentration has the highest near-future growth potential for students of all the Humanities concentrations, given UH-System goals and UH Manoa and UH Hilo

Hawaiian Studies enrollment patterns. Recruitment from the West O'ahu region to increase enrollment in the HPST concentration is now a major priority.

The HPST faculty have been offering Hawaiian language courses since the Fall of 2007, and plan to have a language track in the program when the 4-year requirements are finalized (2 years of Hawaiian or a Pacific Islander language). Hawaiian language will likely be a program requirement for all HPST students in the future. The HPST faculty plan to develop a series of at least 6 courses in Hawaiian language (HPST 101, 102, 201, 202, 301 and 302). These courses will need to be offered in sequence with the introductory courses (101, 102) offered on a continuing basis. Further, Hawaiian language offerings will need to be frequent and scheduled to address the needs of both continuing and introductory students. One faculty member is planned for 2010 to help develop the Hawaiian language program. The HPST program also plans to develop an arts program within HPST. It is now offering art history and starting to offer hula (performing arts and history). Another faculty member with expertise in the visual arts is planned for 2012 to staff the HPST arts program.

History. The concentration in History currently has 2 full-time faculty members and the largest enrollment of any Humanities concentration (ranging 33-38 from 2001-2007). It is currently delivering one of the key General Education Global/Multi-Cultural Foundation course sequences (History 151/152) that commonly has high enrollments across the UH-System. A third faculty member is being hired in Fall 2008, to help deliver these General Education courses and offer courses for students in the History concentration. An additional historian is planned for the Fall of 2011 to meet an

anticipated growing demand for the History 151/152 General Education courses and accommodate enrollment growth in the History concentration.

Philosophy. Philosophy is currently the only Humanities concentration with a single permanent faculty member. Having only a single faculty in Philosophy creates intellectual isolation and inhibits development of the discipline. Enrollments in the Philosophy concentration have ranged from 6-13 between 2001 and 2007. The current faculty member who was hired in Fall 2006 is modifying the concentration and beginning to offer “Ethics” and “Oral” designated courses that are needed to satisfy General Education requirements. Philosophy courses in Law and Religion are also being developed to enable students interested in those careers to have access to relevant offerings. An additional Philosophy faculty is planned for hire during the Fall of 2011 to alleviate intellectual isolation and deliver program courses.

Plans for New Humanities Programs

Consistent with the Liberal Arts mission of the UH-West O’ahu campus and the priorities developed for the present academic planning process, the Humanities faculty plan to develop new programs in Fine Arts and Language. These programs will add important breadth to the campuses’ current Humanities offerings, and Fine Arts offerings will satisfy General Education Diversification in Arts requirements.

Language programs. The Humanities faculty would like to see a 6 credit exposure to a non-English language (or English as a second language) ultimately become a campus-wide graduation requirement. The development of language as a UH-West O’ahu graduation requirement is in preliminary stages and will require an extensive campus-wide discussion. The development of non-English language programs (i.e., in

addition to Hawaiian and Pacific languages in Hawaiian-Pacific Studies) is viewed as necessary, however, regardless of whether non-English language becomes a graduation requirement. It is proposed to develop these language programs by hiring a faculty in a dominant Asian language (e.g., Chinese or Japanese) in 2010 with an additional faculty in a dominant European language (e.g., Spanish with its widespread existence in the Americas) for 2011. These faculty will deliver language courses and serve as consultants for the development of Asian and European language programs at UH-West O'ahu. A third language faculty is planned for 2013 and will be hired based on the faculty resource needs that emerge as the Asian and European language programs develop in the future.

Fine Arts. For the Fine Arts program, the Humanities faculty propose hiring two faculty in 2010, a generalist in visual arts and another generalist in performing arts. These faculty will offer courses and develop a Fine Arts program at UH-West O'ahu. It is anticipated that this program would become a new concentration within the Humanities Division.

Plans for Math and Science

The Math and Science subunit has four full-time faculty with one in Math, two in Biology, and one in Chemistry. Three of these faculty were hired in the Fall of 2007 to deliver required General Education courses (several Math courses, as well as Chemistry, Biology and Physics courses). Math is proposing to increase the Math offerings in Fall 2009 to meet anticipated growing demands for remedial and General Education Math. The Math and Science subunit is also proposing to increase Math and Science course offerings in Fall 2010 (when the new Kapolei campus and its labs are planned to be

ready) to support the Secondary Education and Health Care Administration programs which will have Math and Science course requirements.

These courses will also provide opportunities for students who are thinking about entering health fields (i.e., nursing) to fulfill some of the lower division requirements for these professions. These expanded Math and Science offerings are planned to include Chemistry 151/152 (Chemistry for Nurses), Chemistry 161/162 (Chemistry for Chemistry Majors), Biology 171/172 (Biology for Biology Majors), Biology 141/142 (Human Anatomy and Physiology), and Math (Pre-calculus). Thus, for 2010 it is proposed to hire three additional faculty members with one in Chemistry, one in Biology, and one in Math. The Math position would also assist in growing General Education Math concerns.

Table 3. Current and planned full-time tenure track faculty positions by academic year for different Math and Science disciplines and programs.

Program	Current	08-09	09-10	10-11	11-12	12-13	13-14	14-15	Totals
Biology	2			1			1		3
Chemistry	1			1					2
Ecology					1				1
Geology					1				1
Math	1		1	1			1		4
Physics					1				1
Physical Sci.								1	1

Environmental Science. The Math and Science faculty are planning to develop a new Bachelor of Arts in Environmental Science to begin enrolling students in the Fall of 2012 and replace the existing certificate in Environmental Studies. This degree will provide workforce development training for state residents seeking employment as

wildlife biologists, fishery biologists, endangered species professionals, resource managers, environmental educators, and environmental planners (i.e., Environmental Impact Statement preparation) in state and federal government agencies, non-profit organizations, and private industry. This degree program will be interdisciplinary, with course work required in Science and Math (Biology, Chemistry, Physics, Geology, Math) but also Economics, Environmental Ethics, Environmental Law, Anthropology, Sociology, and Public Administration.

The UH-West O'ahu Environmental Science program will be similar to the BA in Environmental Science that currently exists at the University of Washington at Tacoma. The planned faculty for Math and Science identified above will contribute to the development and delivery of the Environmental Science degree at UH-West O'ahu. Planned lower division Environmental Science requirements in Geology, Physics, and Ecology, however, will require additional permanent faculty. Two faculty in Geology and Ecology are planned for 2011 with a third Physical Science generalist planned for 2014. By 2014, Math and Science will have a total of 14 faculty with four in Math, and 10 in other science disciplines.

Plans for Distributed Education in Humanities

The Humanities faculty have played a relatively minimal role in offering courses via distributed learning technologies. English has consistently offered Humanities 310 on-line, and will continue to offer this course, in its English 200 form. In recent years, some Humanities faculty have experimented with distributed learning (streaming video), hybrid classes (combined in-person and on-line course delivery), on-line courses, and HITS courses. At present the Humanities faculty plan to emphasize the development in-

person courses and programs. However, as General Education distance learning concerns arise for Math and English, these will be addressed.

Plans for Humanities Divisional Reorganization

The Humanities faculty plan to transition from offering concentrations within a single degree to awarding selected discipline specific BA degrees (i.e., English, HPST, and History). The lower division curriculums currently being developed for the Humanities concentration will have credit totals equivalent to majors to ease the transition from concentrations to degrees in the future. It is anticipated that Humanities will phase out some of the current concentrations and replace them with independent degrees in three to five years. This change in degree structure will require the establishment of discipline specific Departments within the Humanities Division.

It is anticipated that the current Math and Science subunit within the Humanities Division will form an independent division by the Fall of 2012, when their BA in Environmental Science is planned to begin. The establishment of this additional academic Division is deemed necessary because the academic goals and priorities of the Math and Science faculty are substantially different from the faculty in the Humanities. The BA in Environmental Studies will be the first degree offered within the planned Division for the Math and Science faculty.

Professional Studies

Plans for Established Professional Studies Programs

The Accounting and General Business Administration concentrations offered under the BA in Business Administration require 18 credits of upper division core course

work, a 3 credit senior capstone (one of three senior capstone courses), 12 credits of upper division concentration specific course work (i.e., Accounting or Business Administration), and 6 credits of lower division Economics. The General Public Administration and Justice Administration concentrations offered under the BA in Public Administration require 21 credits of upper division core course work, a 3 credit senior capstone (one of two capstone courses), 12 credits of upper division concentration specific course work (i.e., General Public Administration or Justice Administration), and a 3 credit Social Science restricted elective.

Table 4. Fall end-of-term enrollment in Professional Studies concentrations and certificate programs from 2001 to 2007.

Program	2001	2002	2003	2004	2005	2006	2007
Accounting	104	108	108	97	114	105	119
General Bus. Administration	115	135	136	131	177	161	167
General Public Administration	45	48	48	52	64	55	65
Justice Administration	71	83	87	77	66	62	64
Disaster (DPEM)*	-	-	22	18	31	22	25
Health Care Administration**	12	10	4	3	1	0	14

* The Disaster Preparedness and Emergency Management certificate started enrollment in Fall 2003

** The Health Care Administration Certificate was stopped out in 2004 and reinstated in 2007

During the 2006-2007 academic year one permanent faculty was hired to develop a program in Health Care Administration. A distributed learning certificate program in Health Care Administration was initiated during the Spring of 2007 with a new concentration Health Care Administration under the BA in Public Administration planned

to start during the Fall of 2008. Table 4 presents the Fall end-of-term enrollment for the different Professional Studies concentrations and certificate programs from 2001 through 2007.

Table 5. Current (bold) and planned full-time tenure track faculty by academic year for different existing and proposed Professional Studies programs.

Program	Current	08-09	09-10	10-11	11-12	12-13	13-14	14-15	Totals
Accounting	1	1			2				4
General Bus. Administration	3	1							4
Marketing	0			1					1
Management	0			1					1
General Public Administration	1			1	1			1	4
Security Administration	0			1					1
Justice Administration	2				1		1		4
Disaster (DPEM)	0			1		1			2
Health Care Administration	1			1		1			3

In planning for the needs of a growing four-year comprehensive university, the Professional Studies Division must: 1) anticipate instructional demands posed by increasing enrollments, 2) develop and deliver lower division curriculums, 3) attain sufficient faculty resources to adequately deliver its current programs, and 4) develop new programs to meet anticipated workforce training needs. The established Professional studies concentrations have planned to add between two and four faculty over the next seven years in anticipation of the instructional demands posed by enrollment growth, the delivery of lower division courses, and new program development (Table 5). To address

the needs of the newly added freshman and sophomore classes at UH-West O'ahu, introductory courses have been developed for the Disaster Preparedness and Emergency Management, Health Care Administration, and Justice Administration programs. Introductory course work is currently being planned for Public Administration.

Accounting. The UH – West O'ahu Accounting program served 119 in-person and distributed learning students during the Fall of 2007. These students were taught by one full-time permanent faculty member and one full-time temporary faculty member. Students in the Accounting concentration complete required course work in Financial and Managerial Accounting to acquire the necessary skills to competently function in contemporary business environments. Elective course work provides additional training in auditing, taxation, accounting information systems, and governmental accounting. An additional Accounting faculty will be added in the Fall of 2008 to address the immediate instructional needs of the Accounting concentration. Two additional full-time permanent faculty in Accounting are planned for 2011 to meet anticipated enrollment growth.

General Business Administration. The concentration in General Business Administration served 167 students with three permanent full time faculty during the Fall of 2007. An additional Business faculty with expertise in information systems and statistics is planned for the Fall of 2008 to provide academic support to both the Accounting and General Business Administration concentrations. This new faculty will deliver two of the core requirements for students earning the BA in Business Administration (Management Information Systems and Statistics for Decision Making). This faculty is also planned to contribute to the development of a new concentration in Management (see Planning for New Business Administration Programs below).

General Public Administration. During the Fall of 2007 the General Public Administration program at UH-West O'ahu was delivered to 65 in-person and distributed learning students with a single permanent faculty. Three permanent faculty positions are planned to address the staffing, enrollment growth and the curricular needs of the General Public Administration program at UH-West O'ahu. A Public Administration faculty with expertise in "government writing" will be hired during the Fall of 2010 to provide students with discipline specific skills in writing. This faculty hire will also contribute to the development of lower division course work in the program. An additional Public Administration faculty with expertise in "public administration information technology" is planned for the Fall of 2011 to develop courses on the information technologies used in contemporary public administration. A final Public Administration faculty with expertise in "non-governmental organizations and non-profit administration" is planned for hire during the Fall of 2014.

Disaster Preparedness and Emergency Management. Employment opportunities in the growing fields of Disaster Management and Homeland Security have created student demand for the Certificate in Disaster Preparedness and Emergency Management (DPEM). To address this educational need, the Public Administration faculty plan to transition the DPEM certificate into a concentration within the BA in Public Administration. A new permanent Public Administration faculty is planned for the Fall of 2010 to deliver courses in the current certificate program and contribute to the development of a new concentration in DPEM to begin in the Fall of 2011. An additional

Public Administration faculty is planned for the Fall of 2011 to assist in delivery of the planned DPEM concentration.

Plans for New Business Administration Programs

The Accounting and Business Administration concentrations enroll approximately one-third of the UH-West O'ahu student body. Recent economic projections for the state of Hawai'i indicate that the demand for business training will increase by 15% during the present academic planning period (Workforce Development Council 2008, Office of the Governor, p. 19). In anticipation of the enrollment growth projected for the permanent UH-West O'ahu campus the business faculty plan to develop new concentrations in Management and Marketing. These concentrations will be delivered under the BA in Business Administration and provide UH-West O'ahu students with additional training options in business.

Management. Graduates of the UH-West O'ahu Management concentration will be prepared to practice effective and efficient management skills in diverse organizational environments. Students are expected to demonstrate learning in different areas of business and human resource management; business research; accounting; finance; business related technologies; marketing; and economics. Students will also learn to act ethically and think critically in ways that can be applied to the current global workplace. The Business Management concentration will begin enrollment during the Fall of 2010. This planned starting date for the Management program will coincide with the hire of a Management faculty who will contribute to the delivery of the program.

Marketing. The planned Marketing concentration will be developed by requiring a collection of existing courses already offered by the UH-West O'ahu Business faculty.

Graduates of the planned Marketing program will be prepared to identify and describe business opportunities within global, domestic, and electronic markets and to influence marketing strategies in alignment with diverse organizational goals. They will also be prepared to identify, describe, and apply the roles, functions, and processes of public relations in business. The Marketing concentration is planned to begin enrollment during the Fall of 2009. A Marketing faculty will be hired during the fall of 2010 to assist in the delivery of the Marketing concentration.

Plans for New Public Administration Programs

Health Care Administration. The Health Care Administration (HCA) program currently exists as an 18 credit distributed certificate program. The UH-West O'ahu HCA faculty is working to develop the existing certificate program into a concentration under the BA in Public Administration. The starting date for enrollment in the new HCA concentration is planned for the Fall of 2008. To meet anticipated enrollment growth in this HCA concentration, a HCA faculty "generalist" is planned for hire during the Fall of 2010. An additional HCA faculty with expertise in "long-term care" is planned for hire during the following academic year (Fall 2012). Contingent upon enrollment growth, the concentration in HCA will be transitioned into a new Bachelors degree within the Professional Studies Division (Bachelor of Arts in Health Care Administration, BHCA) by 2013. The establishment of a new BHCA degree will permit the development of concentrations that focus on specialized areas within the HCA field. The administration of long-term health care is an emerging state workforce need that is planned for delivery as a concentration under the BHCA.

Criminal Justice. To adequately address the current complexity of the Justice Administration field, the Justice Administration faculty plan to transition the current concentration in Justice Administration into a separate Bachelor of Arts in Criminal Justice. As with the separate degree planned for HCA (BHCA), a degree in Criminal Justice would allow the development of concentrations that address different specialty areas within Justice Administration. The new degree in Criminal Justice is planned to begin during the Fall of 2013 and will include the existing concentration in Justice Administration and eventually additional concentrations in Security Administration and Criminal Justice Policy.

Security Administration Certificate. Security Administration has been identified by the Public Administration faculty as an emerging workforce need. A recent study has identified security administration as an area that will need to be addressed by a wide array of organizations in the future and is the fastest growing part of the Criminal Justice system (<http://www.lewisu.edu/academics/security/>). "The average rate of growth in private security employment was 2.3 percent from 1900 to 2000, higher than the annual 1.2 percent rate of growth for the entire U.S. workforce as projected by the U.S. Bureau of Labor Statistics." In addition, "The terrorist bombings of 9/11...shocked America and the world and caused renewed attention to the need for improved methods of security and a renewed commitment to ensuring public and private safety" (Dempsey, J. H. (2008). *Introduction to Private Security*. Belmont, CA: Thomson/Wadsworth Publishing).

A faculty in Security Administration is planned for hire during the Fall of 2010 to develop an 18 credit certificate program in Security Administration. This faculty will also contribute to the delivery of the certificate in Security Administration via distributed

learning technologies. Through the development of the Security Administration Certificate, UH-West O'ahu will provide training that the business community can apply to increasing security. The proposed Security Administration Certificate will be the only one of its kind in Hawai'i and will service organizations in both public and private sectors. This certificate can be integrated into Criminal Justice or completed as a separate program. The planned Security Administration Certificate is based on the similar program John Jay University and several other model programs in the US. Contingent upon enrollment growth, this certificate may be developed into a concentration under the BA in Public Administration or within the new BA in Criminal Justice Management.

Plans for Distributed Professional Studies Programs

The Professional Studies Division has been a leader in distributed course delivery at UH-West O'ahu. Table 6 presents Fall end-of-term enrollments in distributed Professional Studies concentrations and certificate programs. The Business faculty began offering in-person distributed courses to students on Kauai in 1981. This program has since adopted a combination of interactive television (HITS) and on-line technologies to deliver the BA in Business Administration (i.e., Accounting and General Business Administration concentrations) to students on Kauai, Lanai, Maui, Molokai and Hawai'i. The Business faculty are planning to offer the new BA in Business Administration concentrations in Marketing and Management via distance when those programs begin enrolling students in 2009 and 2010, respectively.

The Public Administration certificates programs (DPEM, HCA) are currently available through on-line distributed learning technologies to students on Kauai, Lanai, Maui, Molokai and Hawai'i. All of the current and planned academic programs in

Public, Justice and Health Care Administration (i.e. General Public Administration, Justice Administration, BHCA, Criminal Justice, and Security Administration) are planned to be available on-line in the future.

Table 6. Fall end-of-term enrollment in Professional Studies concentrations and certificate programs delivered via distributed technologies from 2001 to 2007.

Program	2001	2002	2003	2004	2005	2006	2007
Accounting	27	26	24	23	35	36	39
General Bus. Administration	30	46	48	38	52	41	34
Disaster (DPEM)*	-	-	-	-	-	-	2
Health Care Administration*	-	-	-	-	-	-	5

*DPEM and Health Care Administrations were first offered via distance in Fall 2007

The use of limited HITS slots within the UH-system to deliver academic programs poses a potential constraint on the expansion distributed Professional Studies programs. For example, courses delivered via HITS must be scheduled at particular times (i.e., evenings) to provide access to working students because HITS is a synchronous (i.e., student and instructor must be available at the same time to interact) distributed learning technology. In contrast, on-line learning technologies are asynchronous (i.e., student can access the course lessons and ask questions electronically at any time) and do not require access to limited HITS slots within the UH-system.

Although it may be pedagogically necessary to have live interaction with an instructor via HITS for some distributed courses, the Professional Studies Division plans to use on-line technology as much as possible for the distributed delivery of existing and planned programs. Several current permanent Professional Studies faculty have been

burdened by having to repeatedly deliver distributed courses over their scheduled 9 credit semester teaching load. This practice of “overload” teaching has been necessary to insure instructional quality, and meet both in-person and distributed instructional demands. In turn, all new faculty planned for the Professional Studies Division will be expected to deliver some of their course load on-line. These new faculty are also expected to alleviate the need for permanent faculty to regularly offer overload courses.

Plans for Professional Studies Divisional Reorganization

For the present planning period (i.e., to 2015), the Professional Studies Division will continue to offer academic concentrations and certificates under small number of Bachelor of Arts degrees. In addition to Accounting and General Business Administration, new concentrations in Business Management and Marketing are planned for delivery under the BA in Business Administration. Contingent upon enrollment growth the current concentrations offered under the BA in Public Administration will become independent BA degrees within the Professional Studies Division.

The HCA certificate is planned to first become a concentration under the BA in Public Administration by the Fall of 2008, and then an independent Bachelor of Arts degree within the Professional Studies Division by the Fall of 2013. Further, once the BHCA degree is established, additional health care concentrations that meet workforce training needs are planned (ex., Long-term Care). As with HCA, the concentration in Justice Administration is planned to become a BA in Criminal Justice within the Professional Studies Division by the Fall of 2013. Further, the planned certificate in Security Administration is planned to be offered as a concentration within the proposed BA in Criminal Justice. In concert with the establishment of these new HCA and

Criminal Justice degrees and concentrations, the DPEM certificate will be transitioned into a concentration under the long-standing BA in Public Administration.

Social Sciences

Plans for Established Social Science Concentrations

The long standing Social Science concentrations at UH-West O'ahu (Anthropology, Economics, Political Science, Psychology and Sociology) require 6 credits of upper division core course work (Philosophy of the Social Sciences and Applied Statistics), a 3 credit methods requirement, 9 credits in an outside Social Science (complementary Social Science requirement), 18 credits of upper division concentration specific course work, and a senior capstone course. Early childhood Education (ECE) was established as a new Social Science concentration in the Fall of 2006 but has different degree requirements than the other concentrations. For example, in addition to the Social Science core, the methods requirement, the complementary requirement and the 18 credits in upper division content course work; ECE requires 12 credits in four different Social Science areas (i.e., restricted elective requirement) and a two semester 6 credit senior capstone. Further, all upper division content courses in ECE have lower division ECE pre-requisites which typically prevent students in other Social Science concentrations from using ECE as a complementary area without an instructor over-ride.

In planning for the needs of a growing four-year comprehensive university, the Social Science Division is faced with: 1) anticipating instructional demands posed by increasing enrollments; 2) developing and delivering lower division curriculums; 3) offering courses that serve the requirements of other disciplines and the newly adopted

general education requirements; 4) alleviating intellectual isolation in single permanent faculty concentrations; 5) developing new programs that align with the identified academic planning priorities; and 6) developing a divisional organization that accommodates Education.

Table 7. Fall end-of-term enrollment in Social Science concentrations and certificate programs from 2001 to 2007.

Program	2001	2002	2003	2004	2005	2006	2007
Anthropology	18	20	17	12	16	17	20
ECE*	-	-	-	-	-	37	38
Economics	14	16	11	8	19	14	10
Political Sci.	33	30	31	27	19	13	11
Psychology	178	185	185	188	167	154	147
Sociology	45	64	59	69	55	50	49
Forensics*	-	-	-	-	-	7	15
Substance Abuse	59	75	61	54	57	43	36

* The ECE concentration and the Applied Forensic Anthropology certificate began enrolling students in the Fall of 2006

Table 7 presents the Fall end-of-term enrollment for the different Social Science concentrations and certificate programs from 2001 through 2007. All of the established concentrations have planned to add between one and five faculty over the next seven years in anticipation of the instructional demands posed by growing enrollments, lower division and general education requirements, program development and service to other disciplines (Table 8). These planned faculty positions are also intended to fulfill the instructional needs of the established (Applied Forensic Anthropology, Substance Abuse and Addiction Studies) and planned (Women's Studies via Political Science) Social Science certificate programs. The new Anthropology faculty members will also work toward the accreditation of the Certificate in Applied Forensic Anthropology, offered by the American Academy of Forensic Sciences.

Prior to the Fall of 2004, the Anthropology, Economics and Political Science concentrations were delivered with a single permanent faculty in each area. A 2003 WASC (Western Association of Schools and Colleges) capacity review raised concerns about the degree to which these faculty could represent the academic breadth of their disciplines and experienced intellectual isolation (Final Capacity Review Report of the WASC Preparatory Review Team to the UH-West O’ahu, June 2003). During the 2004-2005 academic year, Anthropology and Political Science each received a single full time non-tenure track instructor to alleviate this intellectual isolation. Economics received approval to hire an additional tenure track faculty for Fall of 2008. In addition to meeting increased instructional demands, the planned tenure track faculty positions for Anthropology, Economics and Political Science are intended as a permanent remedy for the long standing intellectual isolation experienced by the faculty in these disciplines.

Table 8. Current (bold) and planned full-time tenure track faculty positions by academic year for different existing and proposed Social Science programs.

Program	Current	08-09	09-10	10-11	11-12	12-13	13-14	14-15	Totals
Anthropology/ Applied Forensics	1			1	1				3
ECE	2				1				3
Economics	1	1			1				3
Political Sci./ Women’s Studies	1				1	1			3
Psychology/ SAAS	4			1	2			2	9
Social Work	0	1	1	1					3
Sociology	3			1	1				5

Prior to transitioning to a four-year curriculum, the core course work for a BA in Social Science consisted of 6 credits of 300 level course work that included Applied Statistics, and The Philosophy of the Social Sciences. Historically, the 300 level quantitative Methods and Techniques of the Social Sciences course was also a Social Science core requirement. In recent years the Social Science concentrations have been making incremental moves towards offering independent degrees as opposed to concentrations within a single Social Science degree. The first step in this transition has involved the development of concentration specific methods requirements. For example, Psychology has developed a 200 level quantitative Research Methods in Psychology course; Anthropology and Political Science have adopted a 300 level qualitative methods course (i.e., Fieldwork and Qualitative Methods); Sociology requires the established Methods and Techniques of the Social Sciences course; and Economics permits either the established quantitative methods or an advanced statistics course for its methods requirement.

To provide a developmental progression in course content across a four-year curriculum, the Social Science statistics requirement has been moved to a 200 level offering and made a pre-requisite for the quantitative methods courses (Research Methods in Psychology, Methods and Techniques of the Social Sciences). Further, all of the Social Science concentrations have developed 100 level introductory courses for their respective disciplines. Some of the Social Science concentrations have also developed 200 level disciplinary content courses, or modified prior 300 level offerings for delivery at the 200 level. These non-introductory content courses are intended to provide an

academic foundation for upper division course work in the respective Social Science concentrations.

Plans for New Social Science Programs

Social Work Training. The Social Science Division has identified undergraduate training in Social Work as an area that is currently not well served by the UH-System and likely to realize growth if developed at UH-West O'ahu. Since 2001, there have been 160 estimated annual vacancies that could be filled by individuals with a Bachelor's of Social Work (BSW) degree (Johnsrud, 2007 Educational Needs of the State from The UH Perspective; see Appendix E). In 2006, UH Manoa graduated only three students with BSW degrees while Brigham Young University – Hawai'i and Hawai'i Pacific University graduated 33 and 21 students respectively. Further, during 2006 UH Manoa graduated 73 Masters level Social Work students (Hawai'i State Department of Labor and Industrial Relations). Combined, these data suggest that UH-West O'ahu could offer a successful undergraduate program in Social Work and fulfill an important workforce need for the state of Hawai'i.

To meet this identified academic need, UH-West O'ahu has planned to hire an initial Social Work faculty during the 08-09 academic year. This first Social Work faculty will serve as a consultant to design a BSW for UH-West O'ahu and oversee the hire of two additional Social Work faculty in each of the two following academic years (Table 8). Contingent upon growth in the planned undergraduate Social Work program it may be feasible to consider Social Work as one of a small number of UH-West O'ahu programs that might offer graduate training in the future. Currently, UH-West O'ahu has Sociology faculty who have expressed an interest in developing a Masters of Social Work

program. To justify offering another UH-System Masters of Social work degree, the program would need to draw sufficient numbers of students who would not otherwise attend Manoa's existing program to avoid duplication of services.

Masters of Counseling and Guidance. The Masters of Counseling and Guidance program at UH Manoa has recently stopped enrolling students. As a consequence there is currently no opportunity for residents of Hawai'i to receive a graduate credential in Academic Counseling within the UH-System. The Psychology faculty have identified the development of a Masters of Counseling and Guidance as an academic need of the state that can be fulfilled by UH-West O'ahu Psychology program. The psychology faculty currently have one member with expertise in Educational Psychology and are working to fill a vacancy with a Psychologist who has expertise in Counseling Psychology. Further, the psychology faculty plan to use one of the two positions planned for 2011 to recruit a psychologist with expertise in Counseling and Guidance. This faculty will be used to assist in developing a Masters of Counseling and Guidance program for delivery by the Fall of 2014.

Finance. The Economics program at UH-West O'ahu plans to expand its curriculum to include a track in Finance to provide students with better skills that can be applied to work upon graduation. To fulfill this objective, the additional Economics faculty planned for 2008-2009 will be required to have expertise in Finance. While some courses for this Finance track have already been developed and taught, formal modifications to the Economics program are expected to occur in Fall 2009. To reflect this change in emphasis, the Economics concentration will change its name to Economics and Finance.

Certificate Program in Women's Studies. The Political Science faculty plan to develop an interdisciplinary 18 credit subject certificate in Women's Studies to begin during the 2008-2009 academic year. Twelve of the 18 credits will be from courses already offered at UH-West O'ahu with two new Women's Studies courses (6 credits) to be developed specifically for the certificate. This certificate is consistent with the liberal arts and interdisciplinary missions of the UH-West O'ahu campus. Further, this certificate may enhance the careers of students in the emerging UH-West O'ahu Education, Nursing, and Social Work programs by increasing awareness of women's issues associated with these professions.

Plans for Distributed Social Science Programs

The Bachelor of Arts in Social Sciences – Applied Track (BASS) degree and certificate in Substance Abuse and Addictions Studies (SAAS) are a distributed learning programs offered to students on Kauai, Lanai, Maui, Molokai and Hawai'i. Table 9 presents Fall end-of-term enrollments in these distributed Social Science academic programs from 2001-2007.

The BASS program has different academic requirements than the in-person Social Science concentrations. Students complete 9 credits in each of three different study themes that include Human Development, Health and Healing; Culture and Environment; and Economy and Society. All students in the BASS program also complete a senior practicum. This curriculum structure was developed to provide neighbor island students access to a BA in Social Science at a time when UH-West O'ahu did not have the resources to offer any of the intact Social Science concentrations on-line.

Table 9. Fall end-of-term enrollment in the distributed Bachelors of Applied Social Science (BASS) and certificate in Substance Abuse and Addictions Studies (SAAS) from 2001 to 2007.

Program	2001	2002	2003	2004	2005	2006	2007
BASS	36	44	56	69	63	66	50
SAAS	25	26	33	30	24	20	15

The varied combinations of courses from different Social Science disciplines that students can select to complete their BASS degree has posed an unresolved challenge to the development of program level learning outcomes and assessment. Further, since initiating the BASS program there has been strong demand among Oahu students for any excess BASS seats not taken up by neighbor island students who are given priority enrollment. To align in-person and distance Social Science curriculums and provide greater on-line course access to Oahu populations, the Social Science Division is planning to end the BASS program by the Fall of 2010 and begin offering the intact Social Science concentrations on-line.

Political Science plans to offer sufficient courses on-line by the Fall of 2008 for students to complete the concentration in three years. The Psychology and Anthropology faculty are working to offer their concentrations in an on-line format by 2009 and 2010, respectively. New faculty planned for all the Social Science concentrations will be expected to contribute to the delivery of their respective disciplines in an on-line format. These on-line versions of the concentration will be delivered with just enough courses for neighbor island students to complete a given concentration in a three year cycle. This schedule of on-line offerings is intended to provide greater access to on-line courses for Oahu students while still maintaining a demand for in-person instruction.

Plans for Social Science Divisional Reorganization

For the present planning period, the concentrations of Anthropology, Economics, Political Science, Psychology and Sociology plan to continue offering concentrations within a single Social Science BA housed in a Social Science Division. The present concentration degree structure of shared core and complementary course work permits the existence of small enrolled but essential Social Science programs. Contingent upon realizing sufficient enrollment growth, however, the Social Science concentrations are prepared to move towards establishing separate degrees within discipline specific departments that would still be housed within a Social Science Division.

To accommodate the established ECE, Elementary Education and planned Secondary Education programs, a separate Division of Education will be established during the Fall of 2008. Until the current ECE program can complete modification of its curriculum to offer a Bachelors in ECE within the Education Division, it will remain a Social Science concentration. Modifications to the ECE program are planned to be complete by the Fall of 2010, at which time the current ECE concentration will be phased out and replaced by a new Bachelors in ECE. The Elementary and Secondary Education programs will be housed in the new Division of Education beginning in the Fall of 2008.

Education

The development of Education programs at UH-West O'ahu is in response to the serious shortage of highly qualified teachers in the State of Hawai'i (see Appendix F). Each year the Hawai'i Department of Education must recruit a minimum of 400 teachers from the mainland to fill vacated positions. Further, many in-service teachers in the state

require access to credit bearing courses for professional development to meet No Child Left Behind legislative mandates. The demand for accessible teacher education programs on Central and Leeward Oahu, and the Waianae Coast is very real; meeting this need is in keeping with the UH West O`ahu's strategic plan and anticipated enrollment growth for the Kapolei campus. In the spring of 2006, Senator Norman Sakamoto, Chair of the Hawai`i State Legislative Education Committee, requested an 8-year plan (2007-2015) for teacher education program development that would ultimately graduate 300 new teachers per year by 2015.

Approximately 900 Education students will need to be enrolled at various points in their programs of study to graduate 300 teachers in a single academic year. An estimated 35 full-time, tenure-track faculty will be needed to staff these programs, using the basic formula for faculty loads (9 credits per semester) and course offerings that range from one to three sections per subject area per semester. The Academic Development Planning committee adjusted the numbers of faculty requested for academic programs, to bring anticipated faculty staffing needs into alignment with the UH-West O`ahu operational plan (see the Academic Planning Process section above). Twenty-Seven (27) full-time, tenure-track education faculty received committee approval, with gradual hiring (3-5 faculty per year) to take place between 2009 and 2015 (Table 10). As Education programs develop at UH-West O`ahu, this faculty staffing plan will need to be assessed and adjusted as necessary to assure the delivery of high quality programs that meet the accreditation standards of the Hawai`i Teacher Standards Board (HTSB) and the National Council for the Accreditation of Teacher Education (NCATE).

Table 10. Current (bold) and planned full-time tenure track faculty positions by academic year for different existing and proposed K-12 and Early Childhood Education programs.

Program	Current	08-09	09-10	10-11	11-12	12-13	13-14	14-15	Totals
K-12	3	4	3	4	5	4	4	3	27
ECE	2				1				1

Plans for Established Education Programs

During the Fall of 2006, Early Childhood Education (ECE) began enrolling students in its ECE concentration within the BA in Social Science degree. This program was designed to articulate students with Associate degrees in ECE at the Honolulu, Kauai, Maui and Hilo Community College campuses. This concentration was also designed as a distributed learning program (i.e., on-line and distant in-person instruction) to provide access for these distant student populations. Although not a Social Science concentration, the Elementary Education (K-6) baccalaureate degree (B.Ed) program began delivery of courses in Fall 2007, with temporary housing of the education faculty in the Social Science Division. By fall 2008 it is anticipated that a separate Division of Education will be created to include all teacher education and early childhood education faculty, staff, and programs, pre-K-12.

Early Childhood Education Plans. Currently, two faculty staff the ECE concentration within the BA of Social Sciences degree. The ECE faculty plan to develop the current Social Science ECE concentration into a degree that will be housed within the planned Division of Education (see Plans for a Division of Education below). The process for establishing the Bachelors degree in Early Childhood Education is planned to be complete by the Fall of 2010. The current Social Science ECE concentration will be phased out upon establishing the Bachelors of ECE within the Division of Education.

Elementary Education Plans. Three tenure-track Elementary Education faculty and two part-time instructors are currently teaching, supervising, and advising 60 undergraduates who have declared Elementary Education as their major. This professional degree program targets underrepresented populations, such as native Hawaiians and Filipinos, and prepares highly qualified teachers who will return to their Central, Leeward, and Waianae Coast communities as fully licensed teachers. Since 2007 the Education faculty have been engaged in a continuous search for four (4) full time faculty, to staff required courses in Social Studies, Science, English as a Second Language, as well as one Field Experience Coordinator who will support the Division's Professional Development School initiatives.

Plans for New Education Programs

In addition to ECE and Elementary Education, the Education faculty plan to develop programs in Middle-level, Secondary, and Special Education. Start-up time frames for these proposed programs are as follows: 1) Fall 2010 - Middle-level and Secondary Math, Science, Social Studies, and English; 2) Fall 2011 - Special Education (K-12) and Pre-K-3 licensure; 3) Fall 2012 - Master's in Curriculum & Instruction. Middle-level (5-9) and Secondary (7-12) education program proposals are currently in development and will be submitted to the Hawai'i Teacher Standards Board (HTSB) in May 2008. Upon approval by the HTSB and the UH Board of Regents in the Fall of 2008, recruitment of faculty and students will begin in earnest.

Over 2000 of Hawai'i's K-12 classroom teachers were identified as not highly qualified, based on the No Child Left Behind legislative mandates. This latter group of teachers is in need of professional development in the context of credit-bearing university

courses that will move them toward licensure. The Master's program in Curriculum & Instruction is planned to address the professional development needs of these in-service teachers.

Plans for Distributed Programs in Education

Currently, the new B.Ed. in Elementary Education program is delivered on the UH-West O'ahu Pearl City campus and at the temporary classrooms in Kapolei (i.e., at Island Pacific Academy). In order to make the program more flexible and accessible to students State-wide, the faculty plans a gradual development of both online, hybrid, and/or HITS-delivered courses. For example, in summer 2008 the required course, EDEE 415, "Educating Special Needs Students" will be offered online for the first time. Once the in-person elementary program has become fully established, distributed courses will be added to achieve distance delivery of the program by 2015.

Plans for a Division of Education

Effective Fall 2008, the UH-West O'ahu Division of Education will become an official academic structure, housing the campuses newest degree program, the Bachelor of Education (B.Ed) in Elementary Education, K-6. Both elementary and early childhood education faculty will be members of the Division of Education. Early childhood faculty will have dual membership in both the Division of Education and the Division of Social Sciences until the Bachelors of ECE is established. The Social Science Division has explicitly stated that it will not support dual Divisional membership by ECE faculty or the Social Science concentration in ECE once the Bachelors in ECE is established within the planned Division of Education. The future of direction of the articulated ECE program currently attached to the BA in Social Sciences is being studied by the ECE

faculty. The long-term vision for the development of teacher education at UH-West O'ahu encompasses the establishment of a School of Education that will house 4-year undergraduate programs in Elementary, Middle-level, Secondary, Special, Early Childhood Education, as well as a Master's in Curriculum & Instruction.

Center for Labor Education and Research

Charged by state law (HRS §304-1601) with providing credit and non-credit Labor Studies courses, the Center for Labor Education & Research (CLEAR) has been offering non-credit Labor Studies workshops and seminars since 1976. These courses are delivered with four full-time permanent faculty Specialists. Current classes range from one day (6 hour) to multi-night or weekend programs that run as long as 32 hours in the following areas: Labor Contract Administration; Labor Law; Leadership Skills; and Labor History. These courses are offered to the public in regular Fall and Spring semester sequences and by special arrangement with a sponsoring organization. On average, these courses enroll 500 students from many different labor organizations each year, and neighbor island populations.

Plans for a Certificate in Labor Studies

Hawai'i is the most highly unionized State in the nation, with 24.2% of the state workforce (i.e., 135,000 workers) represented by 65 different union locals. Many, if not most, Human Resource Management Programs are focused on non-union employment relations. The CLEAR faculty plan to expand their traditional non-credit curriculum into a new 18 credit Certificate in Labor Studies to address the need for training in labor relations and collective bargaining in unionized working environments.

The proposed Labor Studies Certificate program is a "professional, career-related, and applied field," as described in the UH-West O'ahu Mission statement. The curriculum will focus on the needs of labor and management professionals dedicated to collective bargaining. It is designed to serve State and regional needs as articulated by the State legislature in HRS §304-1601. Further, the CLEAR faculty are committed to providing access to the certificate to residents throughout the State of Hawai'i through partnerships with the UH Community Colleges and course delivery via distributed education technologies.

The program will be interdisciplinary with course requirements from existing UH-West O'ahu offerings in Public Administration, Psychology and Sociology. The CLEAR faculty plan to begin enrolling students in the Certificate in Labor Studies by the Fall of 2011. Initially, the certificate will be delivered by a combination CLEAR and UH-West O'ahu faculty from other Divisions. One additional faculty with expertise in Labor Law is planned for 2014 to meet anticipated enrollment growth in the program.

NEW ACADEMIC PROGRAMS

Nursing and Information Technology

In addition to the programs identified above, the Academic Development Committee has identified Nursing and Information Technology as new academic areas to be developed at UH-West O'ahu. Offering baccalaureate programs in both Nursing and Information Technology is consistent with the UH-West O'ahu Mission of "serving professional career-related and applied fields based on state and regional needs", the

enrollment growth and workforce development priorities identified by the ADC and UH-System Strategic Plan Update (2008).

Between 2002 and 2006, nursing vacancies were nearly twice the number of nursing graduates from the UH-System (Hawai'i State Department of Labor and Industrial Relation, 2006). Projections of annual Nursing vacancies and UH-System Nursing graduates prepared for the UH-System strategic plan (2008), suggest that this disparity in graduates to vacancies will continue through 2017 (see Appendix F). Further, the six nursing programs within the UH-System turned away 542 qualified nursing applicants in the 2005-2006 academic year alone (Hawai'i State Center for Nursing, 2006).

The shortage of graduates with a BS in Information Technology (IT) has also been well documented. For example, it is estimated that there have been 297 annual vacancies in IT jobs since 2001 with only 117-208 Bachelors level graduates from the UH-System during the same period (Johnsrud, 2007, Educational Needs of the State from the UH Perspective). As with nursing, projections of annual IT vacancies and Bachelor's level UH-system IT graduates prepared for the UH-System Strategic Plan (see Appendix F); suggest that this disparity in IT jobs to graduates will also continue through 2017.

The Hawai'i State Department of Labor and Industrial Relations has identified "Computer Systems Analysts" as one of the top 50 occupations in greatest demand in the State of Hawai'i. Faculty resources have been planned by the ADC to staff the development of these planned programs (Table 11).

Plans for Nursing

The development of a Bachelor of Science in Nursing will require facilities and equipment that are currently not addressed in plans for the development of the first phase of the permanent Kapolei campus. Contingent upon receiving funding for the necessary physical resources, the first Nursing faculty is planned for the Fall of 2011. This initial hire will develop the nursing program, complete the program proposal for Board of Regents approval, plan for national accreditation, and initiate the process for receiving approval for the program from the Hawai‘i State Board of Nursing. The second hire in 2012 will focus on the development of the high fidelity simulation laboratory necessary for nursing programs. The Nursing program will require approximately two years of initial preparation and planning before enrolling the first students, after which two additional faculty per year will be hired for the rest of the present planning period. It is expected that additional Nursing faculty resources will be required beyond the period covered by this academic plan (2015) to adequately staff the program.

Table 11. Full-time tenure track faculty positions planned by academic year for Nursing and Information Technology program development.

Discipline	08-09	09-10	10-11	11-12	12-13	13-14	14-15	Totals
Nursing				1	1	2	2	6
Information Technology			1	1	1			3

Plans for Information Technology

The initial Information Technology faculty planned for 2010 will identify a direction for the program that best meets the workforce needs of the state and builds upon

the information technology programs at the University of Hawai'i Community Colleges. In addition, this position will initiate curriculum development and direct the subsequent faculty hire planned for 2011. The program will be an applied program building on the information technology programs that are offered at the University of Hawai'i Community Colleges. Students who complete an Associate of Science degree in Information Technology and who seek a bachelor's degree find that there is no program within the UH-System with an applied IT focus. The computer science programs at other baccalaureate institutions are more theoretical in focus and many of the community college course credits do not apply to the bachelor's degree. It is expected that the BS in Information Technology will begin enrolling students in 2011 with an additional faculty planned for 2012 to adequately staff the program.

SUMMARY

During the Fall of 2007, the acting Interim Vice-Chancellor constituted an Academic Development Planning Committee (ADC) to address the academic issues associated with transitioning UH-West O'ahu to a 4-year comprehensive university. The committee was composed of the Faculty Senate Chair (also serving as Chair of the ADC), the three Division Chairs (Humanities, Professional Studies, and Social Sciences), the Head Librarian, and faculty representatives from emerging disciplines (Health Care, Education, Math and Science, and Applied Forensics).

The ADC organized a speaker series during the Fall of 2007 to inform planning and developed planning priorities to guide the planning process. Academic plans for existing and new academic programs through 2015 were solicited from the UH-West

O'ahu faculty. Personnel requests to staff the academic plans generated by the faculty were informed and constrained by an existing campus operational plan that projected student enrollment and faculty staffing through the present planning period. The present document addresses only permanent faculty personnel resources associated with the development and support of established and new academic programs. The following briefly summarizes the academic planning initiatives that were developed for Academic Support Services; the Divisions of Humanities, Professional Studies and Social Science; Education; CLEAR; and new academic programs in Nursing and Information Technology.

Academic Support Services

The library provides critical information resources to students and faculty for research, teaching and scholarship. Academic computing support to the students and faculty are also directed by the library. The library plays a critical role in the support of distributed learning through the direction of academic computing support and by providing on-line information resources. Three additional Librarians are planned by 2010 to build capacity and staff the new library for the permanent UH-West O'ahu Campus in Kapolei.

A Learning Resource Center is planned to replace the current UH-West O'ahu Writing Center. The new Learning Resource Center will have a permanent Director who will oversee more comprehensive tutoring and remedial services in composition, mathematics and other disciplines as necessary. Permanent faculty in English and Mathematics are envisioned as playing a more active role in providing professionalized remedial and tutoring services, and organizing student help to deliver services to peers.

Humanities Division

The Humanities concentrations (English, Hawaiian-Pacific Studies, History, and Philosophy) have planned to add between one and three faculty to development offerings in existing concentrations, deliver lower division curriculums, address anticipated growth, alleviate intellectual isolation in Philosophy, and deliver courses that serve General Education requirements and other disciplines. New programs and faculty staffing are planned for Fine Arts, and Asian and European languages. Selected Humanities concentrations (English, HPST, and History) have been identified for possible development into independent disciplinary degrees in the future.

The Math and Science faculty, currently housed in the Humanities Division, function as a semi-autonomous subunit. Between one and three new Math and Science faculty are planned to deliver General Education requirements and courses that serve other disciplines. The Math and Science faculty plan to transition the current Certificate in Environmental Studies into a Bachelor's degree in Environmental Science. Further, the Math and Science faculty plan to form their own Division within the campus academic structure in the near future. Humanities and Math and Science courses that satisfy General Education requirements and serve other disciplines are planned for distributed delivery as necessary.

Professional Studies Division

The Professional Studies Division plans to add between one and three new faculty in different academic areas to develop offerings in existing concentrations, deliver lower division curriculums, address anticipated growth and develop new programs. New concentrations are planned for Marketing, Management, Security Administration,

Disaster Preparedness and Emergency Management and Health Care Administration. Further, selected concentrations have been identified for possible development into independent Bachelor's Degree programs (Health Care Administration and Criminal Justice) within the Professional Studies Division. All existing and planned programs within the Professional Studies Division are planned to be available via distributed learning technologies.

Social Science Division

The Social Science Division plans to add between one and five new faculty in different academic areas to develop offerings in existing concentrations, deliver lower division curriculums, address anticipated growth, alleviate intellectual isolation in single permanent faculty concentrations, and develop new programs. The concentration in Economics is planning to add training in Finance and a new concentrations is planned for Social Work. The Social Science Division is also planning a certificate program in Women's Studies and will explore the feasibility of developing Masters level programs in Social Work, and Counseling and Guidance. The current distributed learning BASS program is planned to be phased out as the individual Social Science concentration are planned for on-line delivery in coming years.

The Education faculty (ECE and Elementary) currently housed in the Social Science Division are planning a new Division of Education for the very near future. The current Social Science concentration in ECE will be phased out as a new Bachelor's level degree in ECE is developed and housed in the planned Division of Education.

Education

The Education faculty have been delivering courses for the Bachelors of Education in Elementary Education since the Fall of 2007. In addition to the development of a new Bachelors of Education in ECE, the Education faculty have planned for 27 faculty to staff new Education programs in Middle-level Education, Secondary Education (Math, Science, Social Studies, and English, Special Education (K-12), Pre-K-3 licensure, and a Master's in Curriculum & Instruction. These programs are intended to address state-wide teacher shortages, provide professional development to in-service teacher and address the No Child Left Behind legislative mandates. Further, these programs are planned for distributed delivery to provide access to neighbor island student populations.

Center for Labor Education and Research

Charged by state law (HRS §304-1601) with providing credit and non-credit Labor Studies courses, the Center for Labor Education & Research (CLEAR) has been offering non-credit Labor Studies workshops and seminars since 1976. The CLEAR faculty plan to expand their traditional non-credit curriculum into a new 18 credit Certificate in Labor Studies to address the need for training in labor relations and collective bargaining in unionized working environments. One additional CLEAR faculty is planned in future years to deliver courses for the Certificate in Labor Studies.

Nursing and Information Technology

The ADC has identified Nursing and Information Technology as new academic areas to be developed at UH-West O'ahu. These programs reflect important workforce development initiatives that are aligned with available data on the workforce needs of the

state and the educational priorities of the UH-System. The ADC has planned for six and three new faculty personnel in Nursing and Information Technology, respectively, to develop and staff these new academic programs at UH-West O'ahu.

Appendix A

(Fall 2007 UH West Oahu Academic Development Speaker Series)

Educational Needs of the State from the UH Perspective

Friday, September 21st 2007

1:30-3:00 pm, UH-West O'ahu, Room E-103

Dr. Linda Johnsrud, Vice-President of Academic Planning and Policy, UH-System

Future of State and Global Workforce Needs

Friday September 28th 2007

11:30-1:00 pm UH-West O'ahu, Room E-103

Ann Yamamoto, Executive Director of the Hawai'i Workforce Development Council

Alex McGehee, Executive Vice-President of Enterprise Honolulu

Dr. Joshua Cooper, Adjunct Professor of Political Science

Program and Curriculum Development

Friday October 5th 2007

12:30-2:00 pm, UH-West O'ahu, Room E-103

Dr. Flo Wiger, UH-System Office

Dr. Philip Castille, Vice-Chancellor of Academic Affairs, UH Hilo

Appendix B
(Faculty Staffing Projection Model)

Projecting growth for the concentration in Blalalogy

1. There are 50 Blalalogy students as of Fall 07 and 938 students enrolled at UHWO with 1 full time Blalalogy faculty (FTE). This comes to 5.3% of the student body concentrating in Blalalogy.

2. The campus growth projections (to be provided at Senate 11/16), project the following growth in UHWO enrollment.

Year	UHWO Enrollment
08/09	1200
09/10	1500
10/11	2125

3. Calculate 5.3% of the student body for the projected growth of Blalalogy for the three years. The assumption of Blalalogy maintaining constant percentage of the student body is likely inflated but we need to project based on something.

Year	UHWO Enrollment	Blalalogy Enrollment
08/09	1200	63.6
09/10	1500	79.5
10/11	2125	112.6

4. Assume each student takes 7 semester hours of Blalalogy and calculate the student semester hours (SSH) in Blalalogy for each academic year. Determining the 7 semester hours is a crap shoot but we know that they're not going to take all their credits in Blalalogy every semester and that less than half of their credits overall (of the 120 for a degree) will be in concentration.

Year	UHWO Enrollment	Blalalogy Enrollment	Blalalogy SSH
08/09	1200	63.6	445.2
09/10	1500	79.5	556.5
10/11	2125	112.6	788.2

5. With each faculty teaching 9 credits per semester at a 1:25 ratio, a single faculty can teach 9X25 semester hours or 225 semester hours. Divide the student semester hours by the semester hours a faculty can teach to determine how many FTE Blalalogy will need. Blalalogy will need 3.5 – 1 (current FTE) or 2.5 new FTE faculty by 2011

Year	UHWO Enrollment	Blalalogy Enrollment	Blalalogy SSH	FTE
08/09	1200	63.6	445.2	2 (1.97)
09/10	1500	79.5	556.5	2.5
10/11	2125	112.6	788.2	3.5

Appendix C

(UH-West O'ahu Operational Plan)

RESOURCES	Projected FY 06-07	Projected FY 07-08	Projected FY 08-09	Projected FY 09-10	Projected FY 10-11	Projected FY 11-12	Projected FY 12-13	Projected FY 13-14	Projected FY 14-15
Tuition Revenues									
Resident/Non-Resident %	100/0	100/0	100/0	95/5	95/5	95/5	90/10	90/10	90/10
Fall Headcount	866	1,050	1,200	1,500	2,125	2,750	3,000	3,250	3,500
SSHs = 8.6/student, 10/std F07	7,448	10,500	12,000	15,000	21,250	27,500	30,000	32,500	35,000
Annual SSHs = x 2 semesters	14,895	21,000	24,000	30,000	42,500	55,000	60,000	65,000	70,000
Res Tuition Rate/Cr	114	134	154	174	194	214	214	214	214
Total Res Tuition Revenue	1,698,030	2,814,000	3,696,000	4,959,000	7,832,750	11,181,500	11,556,000	12,519,000	13,482,000
Non-Res Tuition Rate/Cr	366	424	482	540	598	656	656	656	656
Total Non-Res Tuition Revenue	-	-	-	810,000	1,270,750	1,804,000	3,936,000	4,264,000	4,592,000
Total Tuition Revenue	1,698,030	2,814,000	3,696,000	5,769,000	9,103,500	12,985,500	15,492,000	16,783,000	18,074,000
Less: Scholar.=15%/20% prior yr rev	(197,683)	(254,705)	(422,100)	(739,200)	(991,800)	(1,566,550)	(2,236,300)	(2,311,200)	(2,503,800)
Less: Fac CB 1%,3%,3%	(22,594)	(83,454)	(184,169)	(184,169)	(184,169)	(184,169)	(184,169)	(184,169)	(184,169)
Less: Banner	(88,665)	(88,665)	(88,665)	(88,665)	(21,963)	-	-	-	-
Less: Risk Mgt	(10,683)	(10,683)	(10,683)	(10,683)	(10,683)	(10,683)	(10,683)	(10,683)	(10,683)
Net Total Tuition Revenues	1,378,405	2,376,493	2,990,383	4,746,283	7,894,885	11,224,098	13,060,848	14,276,948	15,375,348
Incremental increase									
from Prior Year	50,287	998,088	613,890	1,755,900	3,148,602	3,329,213	1,836,750	1,216,100	1,098,400
General Fund									
Allocation	4,204,791	4,204,791	5,720,579	7,834,119	8,834,119	9,834,119	10,834,119	11,834,119	12,834,119
Executive Budget Request Tiers 1&2			1,515,788	704,060					
Additional Supplemental Request Tier 3				1,409,480					
Additional Requirements				1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total General Fund	4,204,791	5,720,579	7,834,119	8,834,119	9,834,119	10,834,119	11,834,119	12,834,119	13,834,119
TOTAL RESOURCES	5,583,196	8,097,072	10,824,502	13,580,402	17,729,004	22,058,217	24,894,967	27,111,067	29,209,467

Appendix D

(Faculty Staffing Plans from 2008 to 2015)

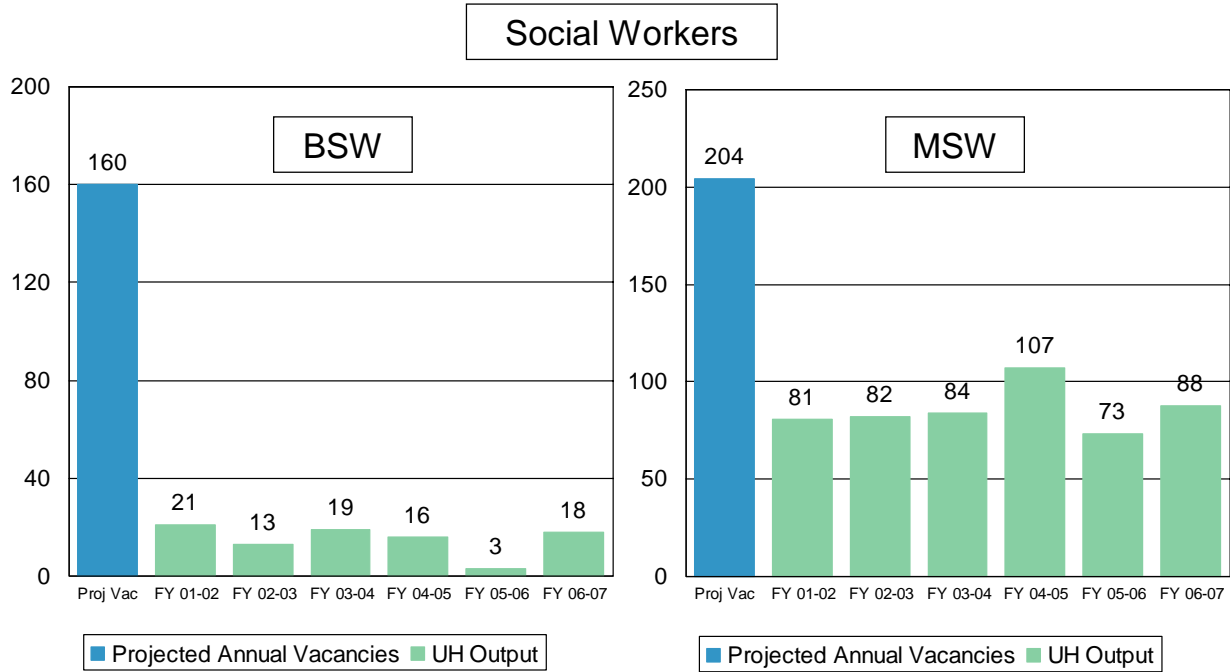
Summary of Academic Staffing Plans 2008-2015

Area/Discipline	Current Staffing	08-09	09-10	10-11	11-12	12-13	13-14	14-15	Totals
Professional Studies:									
- Accounting	1	1			2				4
- Business	3	1							4
- Marketing	0			1					1
- Management	0			1					1
- Pub Administration	1			1	1			1	4
- Security	0			1					1
- Justice Administration	2				1		1		4
- Disaster	0			1		1			2
- Health Care Administration	1			1	1				3
Humanities:									
- English	3			1	1		1		6
- HPST	3			1		1			5
- History	2	1			1				4
- Philosophy	1			1					2
- Language	0			1	1	1			3
- Fine Arts	0			2					2
Math/Science:									
- Biology	2			1			1		4
- Chemistry	1			1					2
- Ecology	0				1				1
- Geology	0				1				1
- Math	1		1	1			1		4
- Physics	0				1				1
- Physical Science	0							1	1
Social Science:									
- Anthropology/Forensics	1			1	1				3
- Early Childhood Ed.	2				1				3
- Economics	1	1			1				3
- Political Science	1				1	1			3
- Psychology	4			1	2			2	9
- Social Work (BSW)	0	1	1	1					3
- Sociology	3			1	1				5
- Women's Studies	0								0
Education:									
- Education (Pre k-12)	3	4	3	4	5	4	4	3	30
CLEAR:									
- Labor Certificate	4							1	5
Undetermined:									
- BS in IT	0			1	1	1			3
- BS Nursing	0				1	1	2	2	6
Library Services									
- Librarians	2		3	1					6
Faculty Specialists									
- Administrative Support	1								1
Current and Planned Faculty Staffing summed across Area/Discipline	43	9	8	25	25	10	10	10	140
Faculty Staffing Projected on the Operational Plan		9	8	25	25	10	10	10	140

Appendix E

(UH-System Strategic Planning Data on Social Work)

Projected Annual Vacancies in Shortage Areas Statewide, 2006–17 and Total UH Output, 2002–07



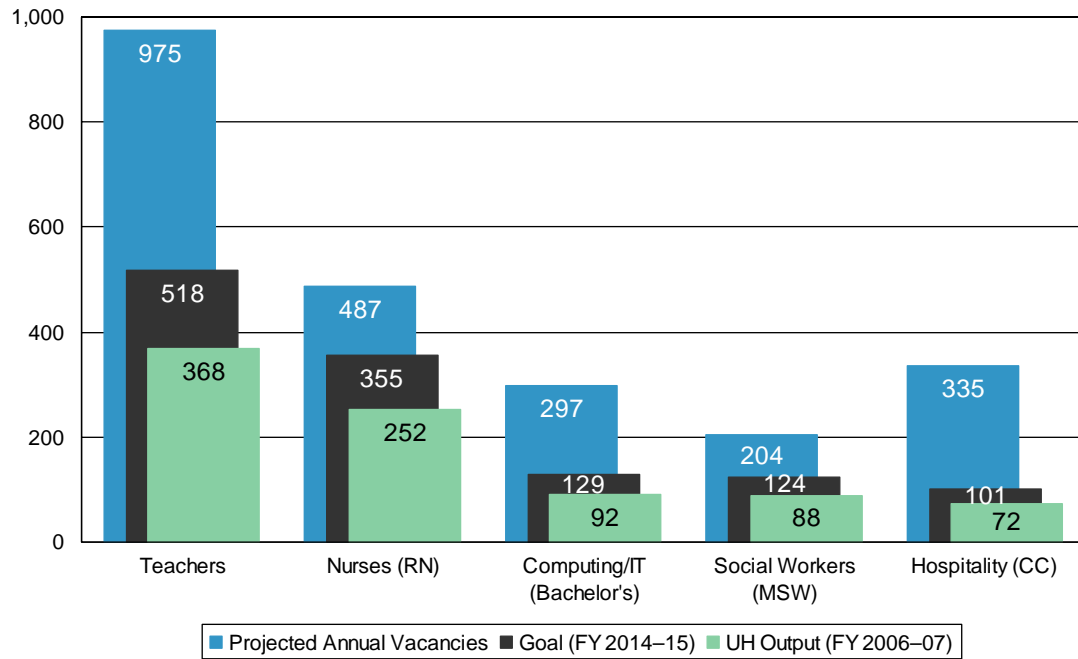
APP Apr 2008

Source: Economic Modeling Specialist Inc (EMSI), April 2007; MAPS Degrees & Certificates Earned, FY 2002–06.

Appendix F

(UH-System Strategic Planning Data on Education,
Nursing and Information Technology)

**Projected Annual Vacancies in Shortage Areas Statewide, 2006–17
and Total UH Output, 2006–07**
GOAL: INCREASE 5% PER YEAR



Source: Economic Modeling Specialist Inc (EMSI), April 2007;
UH Institutional Research Office.

APP Mar 2008