1. Executive Summary

Overview
Leeward Community College (Leeward CC) Academic Services is comprised of six areas which serve students, employees, other units on the campus, and the community. The six main units are: The Learning Commons (Library, Learning Resource Center, and Writing Center), Disability Services (KI), Educational Media Center, Information Technology, Innovation Center for Teaching and Learning, and Theatre. There are 12 faculty, 15.5 Administrative Professional Technical (APT) staff, 4 civil service, and an Executive (EM) who serve in Academic Services.

The mission statement for the unit is “Academic Services provides comprehensive programs, resources, spaces and events that support and enrich our students, faculty, staff and community.”

Library Programs, Technology Resources, Testing Services, and Tutoring Services currently submit Annual Report of Program Data (ARPD) reports to the University of Hawai‘i Community Colleges (UHCC) (https://uhcc.hawaii.edu/varpd). The remaining areas submit ARPDs to be included in the Leeward CC’s Planning Reports (http://www.leeward.hawaii.edu/planning-reports).

Academic Services have and continue to demonstrate incredible resilience and commitment as shown by their responsive service during the COVID-19 pandemic. The units quickly pivoted - providing laptops to students, faculty, and staff so they could work/study from home, developed and implemented professional development programs to respond to faculty and staff needs, and provided remote services in all support areas.

Reduction in personnel resulting from the pandemic will affect Academic Services ability to sustain the quality and quantity of support services in key areas. This will be particularly evident as services transition to post-COVID activities and the units uncover new ways to support teaching and learning.

All Academic Service areas have clearly identified their need for a new website that is current, professional, and well-designed to engage their client base and meet their units’ mission. This need has surfaced repeatedly over the years and the gap was more glaring during COVID-19 when units needed the ability to quickly update their websites to communicate with their clients. All units need to have the control to independently update their sites and keep the content fresh and relevant.

Library Programs
The Library has continued to serve all Leeward students at the Pearl City campus, Wai‘anae Moku Education Center, and online courses and programs. The Library mission statement is “the Leeward Community College Library provides an information-rich, learner-centered environment fostering discovery, critical thinking, and innovation in support of academic achievement, student success, and lifelong learning.”

Some of the key findings include:

- Number of students attending library sessions has been declining over the last two years.
Demand for circulation of resources has increased with usage of library e-resources seeing steady yearly growth.

Reference questions for librarians has declined.

High student and faculty satisfaction with services.

The UHCC Libraries Common Student Learning Outcome measured by the successful completion of the Information Literacy Exam showed a high (93.5%) successful completion overcoming the previous year’s dip (80.2%).

In 2020, the biggest challenge for the Library as a result of the COVID-19 pandemic was the sudden pivot to online learning and the subsequent shutting of the Library’s doors from March 2020 until the Fall 2020 semester. During this period the Library and Learning Commons facilities and collections were not open to students and faculty. Service hours (phone and online requests) were reduced by 34% due to health and safety limits placed on on-site staffing. As soon as the doors closed, the Library pivoted to an online-only service model which entailed the development of new services to facilitate continued access to resources. These new online services included digital scanning of course reserves and other materials, online article request service, emergency laptop loan service, and book paging services. The Library also quickly implemented many changes to the physical library in response to pandemic-related health and safety measures.

Looking forward, the Library plans to review the Information Literacy Program, redevelop the website, and indigenize the Library Program.

**Technology Resources**

**Information Technology**
The Information Technology Group (ITG) continues to strive to provide quality and easy to use computing and network access to the students, faculty, and staff in support of instructional, research, service, and academic support. The ITG mission is “to assist the community college in achieving its goals of technological excellence by providing and maintaining an integrated information technology system that effectively supports the Community College's administrative and academic functions.” ITG is comprised of three units: User Support Services, Server Administration, and Networking. These units work collaboratively to deliver the highest possible quality customer service, support, and assistance.

Some of the key findings include:

- Extremely high customer satisfaction with User Support Services (Help Desk) year after year.
- Students continue to need access to computer technology supported by the College Computing Labs.
- ITG completed a significant milestone this year by improving network security, server infrastructure, replacing aging hardware, and adding redundancy.
ITG is critical to the campus as it continues to expand and replace existing technology to remain up-to-date. In order to meet the needs of the campus, the right amount of support and funding is necessary to provide a reliable, and secure technology-enhanced learning experience. ITG plans to continue many of the initiatives they currently have started such as improving the network infrastructure and increasing network security. It is also clear that facilities to support the unit is needed in the form of a campus location for both server administration and networking to be co-located and permanent storage space for computer equipment.

**Educational Media Center**
The Educational Media Center (EMC) serves faculty, lecturers, staff, administrators, students, and the University community. The EMC mission “inspires, facilitates, and supports teaching and learning using technology.” The EMC is comprised of four distinct service units: Educational Technology, Video Production, Audio Visual Services, and Copy Center.

Some of the key findings include:

- The Educational Technology unit experienced overwhelming demand for services resulting from the shift of instruction to distanced-delivered courses due to the COVID-19 pandemic. Workshop demand increased 2.5 times over last year. Satisfaction with the quality of services remained extremely high. This occurred at the same time the unit experienced a reduction in two full-time faculty positions. Despite the limited personnel, the unit was able to respond and serve the campus’ immediate needs.

- The Video Production unit also experienced overwhelming demand for production with classes shifting to hybrid and online modalities as a result of the pandemic. This occurred at the same time that the unit experienced uncertainty with the HENC grant funding, thereby reducing staffing by two positions. Even with only a single video production personnel and two student help, the video production unit quickly responded to and increased production from last year and received extremely high customer satisfaction.

During the COVID-19 pandemic, most courses have transitioned to hybrid or completely online. The unit anticipates that many faculty will continue in the online modality once campus classrooms open again, thus the unit will continue to experience high demand for services. Also, the requirements of the University of Hawai’i Voluntary Resolution Agreement has placed a tremendous workload burden on the unit to produce all materials in accessible formats.

**Testing Services**
The Test Center is part of the Information Technology Group (ITG) and provides proctoring services to all students enrolled in the University of Hawai’i (UH) Distance Learning and non-UH affiliated campuses. Specifically, the unit proctors Leeward CC on-site course make-up exams, Accuplacer placement testing, and Public Safety Department testing. The Testing Center’s mission statement is “to assist Leeward Community College in achieving its goals of technological
superiority by effectively supporting its administrative and academic functions through our Test Center services.”

Some of the key findings include:

- By closing the Testing Center physical location in March 2020, the number of test sessions dropped drastically.
- High level of customer satisfaction year after year.

Leeward CC’s Test Center is unique in the UHCC system in that the staff is not dedicated to testing services. In addition to test proctoring, the same staff also provides information technology user support services to Pearl City and Wai’anae Moku through the Help Desk. The staff also manages nine instructional College Computing Labs on the Pearl City campus.

The unit anticipates that distance learning is here to stay with the physical classroom not being the primary place to learn in the future. Therefore, they will need to adjust the Testing Center to respond to the new needs.

**Tutoring Services**

Tutoring Services are provided by three different units at Leeward – Learning Resource Center (LRC), Writing Center (WC), and Math Lab. LRC and WC are included in Academic Services and are physically located within the Learning Commons. The Math Lab is included as part of the Math & Science Division.

In general, the evidence collected shows that the students who use tutoring are more successful in the course than those enrolled in the same course who did not use tutoring.

**Learning Resource Center**

The main service offered by the LRC is peer-to-peer content tutoring. Content tutoring is offered for a variety of science, language, and business courses, primarily in-person. The mission of the LRC is to “help students succeed in their courses; help students become better learners; help students at all levels of ability and preparation; provide LRC student employees with opportunities for personal and professional development; provide students with comfortable, supportive, and attractive learning environment; assist faculty by providing supplemental teaching materials and support services.”

Some of the key findings include:

- Extremely high customer satisfaction this year.
- Since Fall 2018, the LRC oversight has been coordinated by different individuals each year, making it difficult to collect consistent data and conduct a deep analysis.

As with the other units, the impact of the COVID-19 pandemic moved LRC services to remote online platforms in Spring 2020. While transitioning to a 100% online tutoring environment created disruption and necessary re-envisioning of some services, opportunities in LRC staff communication were discovered and enhanced.
Writing Center
The Writing Center (WC) assists students with writing assignments for any Leeward CC class and also with scholarship essays and college success skills. The WC’s target student population is all students taking Leeward CC courses. The WC’s mission is: “We believe all writers can benefit from having an interested and supportive audience for their ideas, drafts, questions, and plans. We work collaboratively with you to help you develop your writing, reading, and college success skills and confidence. Our goal is to help you realize and recognize your strengths and learn how to use those strengths to succeed.”

Some of the key findings include:

- For the last five years, students who used tutoring attained greater course success on average than those who did not.
- Students found working with Writing Center staff contributed to understanding of and engagement with the course material discussed.

The academic year 2019-2020 brought two major changes to the Writing Center’s operations: (1) in Summer/Fall 2019, the Writing Center coordinator was on sabbatical and (2) in Spring 2020, the COVID-19 pandemic. As the other units did, the WC pivoted to providing all services remotely. The unit plans to explore new methods of responding to needs with a focus on identifying areas of need created by the current post-COVID online instruction modality.

Disability Services
The Kako‘o ‘Ike Program (KI), serves Leeward CC students with learning, physical, and psychiatric disabilities. The mission of KI is to ensure that all students with disabilities can freely and actively participate in college life.

Some of the key findings include:

- Prior to COVID-19, there were more students and those students required more support as compared to previous years.
- A 23% reduction in the number of students registering for KI services this year.
- Historically it was challenging to find student notetakers. KI purchased Sonocent Audio Notetaker which has proved a successful alternative to student notetakers.

In Spring 2019, KI implemented an electronic workflow system. It allows students to self-identify by filling out an online form. By automating the processes, students, instructors, and the KI staff can track accommodations and notifications. This system played an integral role in allowing the unit to pivot to remote delivery as a result of the COVID-19 pandemic.

During the pandemic, the unit has been conducting initial intakes, meetings, and proctoring exams virtually through Zoom. When the pandemic hit, the KI staff personally reached out to all active KI students (approximately 160 students) to connect with the students and offer services. During the check-in based on the discussion, adjustments to accommodations were made.
Innovation Center for Teaching and Learning

The Innovation Center for Teaching and Learning (ICTL) provides strong support, stability, and growth for the professional development programs impacting Leeward CC and UH System. The mission of ICTL is to “support student success by providing Leeward’s faculty and staff with opportunities for innovation, professional growth, collaboration, and excellence.”

Some of the key findings include:

- ICTL continued to provide opportunities for community building among employees
- Varied leadership growth opportunities were afforded to various employee groups. The quality of the leadership experience and skills learned were highly rated and valued by participants.
- High demand for timely workshops that addressed teaching and learning and other workplace skill building.

ICTL prides itself on being inclusive, encouraging innovation by all employee groups, and being responsive to professional development suggestions that address employee needs. The unit experienced a permanent reduction in a half-time APT staff and elimination of release time for program coordinators. This may affect the ability to sustain the current level of professional development support and consistency and continuation of certain programs.

Theatre

The Leeward Theatre is the only major arts presenter and arts education center in the Leeward and Central Oahu communities. The mission of Leeward Theatre is “to facilitate cultural dialogue by presenting and developing the work of local, national, and international artists and sponsoring educational and community performances.” They are advocates for the cultural sustainability of our community, with a special commitment to local artists and Native Hawaiian culture. Theatre programming is broken down into three areas: Campus Events, Leeward Presents, and Rental Events.

Some of the key findings include:

- Leeward Theatre has a long history of high-quality programming and community engagement. However, the renovation closure and COVID-19 pandemic will make it difficult to rebound to pre-renovation levels from AY 2015-16. It will require the unit to reestablish itself as a prominent place for arts and culture in the region.
- All campus and revenue generating events were discontinued from March 2020, and will likely continue until the end of FY 2021.

Prior to the Theatre closure due to COVID-19, the Theatre produced successful rental events. Attendance for Leeward Presents and Campus Events were expected to ramp-up as demand for the newly renovated space seemed high. Looking forward, post-pandemic, as demand for the Theatre facilities increases, it will be necessary to strike a balance between the three service areas.
Summary
COVID-19 has been a tremendous disruption for everyone. It has changed and will continue to influence the way we serve students, faculty, staff, and our community. The Academic Services areas, like many areas on campus, pivoted quickly to meet the immediate demand of the campus in response to the pandemic. Most areas closed their physical doors, keeping their hours of service, but pivoting to online-delivery. While some areas already had technology and processes in place and were able to quickly provide remote services, others had to develop new methods and ways of communicating to provide access to resources and services. While some units experienced unprecedented demand for services, others suffered a drastic reduction with one or two areas shutting down completely. Through it all, based on the data gathered in AY 2019-2020, all areas continued to provide quality services, receiving high customer satisfaction with services offered. The units have also made changes to physical spaces in response to pandemic-related health and safety measures.

All areas are planning their future services. The quick adoption of distance learning shifted all of us into adopting online learning environments and technology. We believe this will persist post-pandemic, permanently changing the way we work and provide services. The pandemic disrupted life and learning as we knew it, but it gives us a unique opportunity to welcome new ways of teaching and learning (pedagogy/andragogy), new technologies to support learning, and new ways of connecting to each other and our students.

Resources Needed
See Academic Services Resource Request List