

Substantive Change Proposal

Certificate of Achievement in Veterinary Assisting – Maui Cohort Distance
Education Program and Off-Campus Site Program at UH Maui College

Windward Community College

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Description and Rational of the Maui CAVETA Cohort Distance Education Program (Maui CAVETA Cohort)

Launched in 2009, Windward CC's [Certificate of Achievement in Veterinary Assisting](#) (CAVETA) is the only program of its kind in the State of Hawaii. The program was initially created with a combination of extramural and state funds and is now financially self-sustaining. The CAVETA is consistently one of the College's best enrolled programs and its students succeed at a very high rate: the CAVETA boasts a 90 percent course completion rate. Additionally, 60 percent of students complete the program on-time – a remarkable achievement given the relatively low levels of math and English preparation of most community college students. CAVETA has strong industry support and nearly all graduates have secured relevant employment.

One of the ten campuses in the University of Hawaii (UH) System, Windward CC is directed by the four guiding principles stipulated in the [University of Hawaii Strategic Directions, 2015-2021](#) document. Goal One calls on UH campuses to, “increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students and those from underserved regions and populations, and preparing them for success in the workforce and their communities. Both Maui and the Windward region of the island of Oahu are considered “underserved regions” by the UH System.

Windward Community College, (Windward CC) Kaneohe, Oahu, Hawaii is, therefore, submitting a Substantive Change request to establish “an Additional Location Geographically Apart from the Main Campus at which the Institution offers at least 50 percent of an Educational Program,” of which 50 percent or more of said program is delivered via distance learning (DL.) Windward CC's Certificate of Achievement in Veterinary Assisting (CAVETA) will be delivered in a “hybrid” instructional format blending online instruction and face-to-face meetings at the University of Hawaii – Maui College (UH Maui College), with more than 50 percent of the program online. Courses for the Maui CAVETA Cohort will begin in January 2016. The 12-month program will be offered over the spring 2016 semester, summer 2016 term, and fall 2016 semester.

The College's effort to deliver the CAVETA to students on the island of Maui is driven specifically by employer requests for suitably trained personnel. The University of Hawaii – Maui College, (UH Maui College) 310 W. Kaahumanu Avenue, Kahului, HI 96732 is located approximately 100 miles from Windward CC (Kaneohe, HI 96744.) Geographically separated from the island of Oahu by several hundred miles of ocean with no access to affordable inter-island “commute” options, students and employers on Maui have no access to a program equivalent to Windward CC's CAVETA. The “commute” between the islands of Maui and Oahu is arduous and expensive – requiring a long drive to the Honolulu International Airport followed by a \$200 inter-island flight to Kahului, Maui. No other transportation alternatives are available between Oahu and Maui.

Multiple sources of evidence were consulted in order to determine a need for the Maui CAVETA Cohort Program:

- There are 45 active Veterinarians on the island of Maui. Site visits and meetings with several of these Veterinarians confirmed an ongoing need for properly trained Veterinary Assistants on Maui. For several years now, the [Maui Humane Society](#) (MHS) has reported having several openings for [Veterinary Assistants](#) which have gone unfilled due to a lack of qualified personnel. A large banner has been posted prominently along Maui's busiest highway to encourage qualified individuals to apply for work at MHS. Some Maui clinics are recruiting Veterinary Assistants from the continental U.S. while others are paying several thousand dollars per year to train current employees through Veterinary Assisting distance learning programs delivered by institutions located on the continental U.S.
- Windward CC's vettech@hawaii.edu email account has consistently received the highest level of interest from potential students on Maui. The number of inquiries received from prospective students living in Maui is exceeded only by contacts from Oahu residents.
- The Bureau of Labor Statistics reports that employment for [Veterinary Assistants](#) is expected to grow at a rate of approximately 10 percent between 2012 and 2022. (Note that as an emerging professional field in Hawaii, the Department of Labor and Industrial Relations (DLIR) does not currently provide growth or demand statistics for this profession.)

Current employer needs on Maui may be immediately satisfied by one or two graduating classes. WCC intends to offer a cohort on Maui in 2016 and possibly again in three years. The distance-delivered program on Maui will serve as a pilot for proposed future cohorts on the islands of Hawaii (Big Island) and Kauai in partnership with Hawaii Community College, the University of Hawaii – Hilo, and/or Kauai Community College. Future Substantive Change requests to fully serve these emergent needs on other islands may be submitted to ACCJC in the future.

The Maui CAVETA Cohort

The Maui CAVETA Cohort is a “stackable” credential in which the entire one-year program of study may be applied towards the two-year, 70-credit [American Veterinary Medical Association](#) (AVMA)-accredited [Associate of Science in Veterinary Technology](#). At this time, there are no plans to offer the full Veterinary Technology degree on Maui. Students that complete the Maui CAVETA Cohort may, however, apply for competitive admission to the Associate of Science program offered on-campus at Windward CC.

The Maui CAVETA Cohort Distance Education Cohort curricula will be identical across all program sites. It will not require new courses or curriculum. All courses are already developed and have been offered. The courses, number of credits, workload, and course outcomes will be the same regardless of the mode of delivery.

The College is currently working to support the revision of the delivery mode for the courses which have not previously been offered in a format other than face-to-face. All distance-delivered courses have the same SLOs as courses taught through the traditional on-campus mode of delivery. Course delivery methods have been determined by following established best practices and by utilizing knowledge gained from the formative and summative assessment of student learning outcomes at the course and program level in the traditional, on-campus CAVETA.

Maui CAVETA students will complete their coursework through a “hybrid” delivery system in which online instruction is complemented by intensive in-person course meetings held at the UH Maui College campus. CAVETA students will be Windward CC students. CAVETA instruction will be provided by Windward CC faculty. The Certificates will be conferred by Windward CC. Faculty for satellite programs are recruited, hired, and evaluated using the same procedures and qualifications as the faculty teaching at the main campus. Course and program learning outcomes and program health indicators are monitored and reviewed annually and the program is modified as part of an overall commitment to programmatic and institutional improvement.

The CAVETA program is part of the Natural Sciences Department at Windward CC and is grouped with other disciplines as part of Division II. The hierarchy of communication is as listed below:

Program Director: Jenny Kelly, DVM
Department Chair: Ross Langston, PhD
Dean of Academic Affairs, Division II: Charles Sasaki
Vice Chancellor for Academic Affairs: Ardis Eschenberg, PhD
Chancellor: Doug Dykstra
University of Hawaii President: David Lassner, PhD

The Certificate of Achievement in Veterinary Assisting (CAVETA) is a one-year program composed of 31 credits of coursework. Ten credits of the CAVETA (courses marked with the asterisk*) may be completed at any regionally-accredited institution offering equivalent coursework. Maui CAVETA students will be encouraged to complete equivalent courses on-site at UH Maui College.

In order to earn the CAVETA, students will complete:

Animal Sciences Core Courses (15 credits):
ANSC 140: Introduction to Veterinary Technology (3)
ANSC 142: Anatomy and Physiology of Domestic Animals (3)
ANSC 142L: Anatomy of Domestic Animals Laboratory (1)
ANSC 151: Clinical Laboratory Techniques (3)
ANSC 151L: Clinical Laboratory Techniques Laboratory (1)
ANSC 152: Companion Animal Diseases & Nutrition (3)

ANSC 152L: Companion Animal Nursing (1)

Related Professional Skills (6 credits):

ANSC 191: Veterinary Office and Computer Skills (3)

MATH 101: Mathematics for Veterinary Assisting (3)

General Education (10 credits):

ENG 100: Expository Writing* (3)

HLTH 125: Medical Terminology* (1)

PSY 100: Survey of Psychology* (3)

SP 151: Personal and Public Speech* (3)

Delivery of these courses will occur as follows:

Online Course Supplemented by One Face-to Face Course Meeting at UH Maui College

ANSC 140: Introduction to Veterinary Technology (3)

ANSC 142: Anatomy and Physiology of Domestic Animals (3)

ANSC 151: Clinical Laboratory Techniques (3)

ANSC 152: Companion Animal Diseases & Nutrition (3)

BUSN 191: Veterinary Office and Computer Skills (3)

Online Course Supplemented by Two Face-to Face Course Meetings at UH Maui College

ANSC 142L: Anatomy of Domestic Animals Laboratory (1)

Online Course Supplemented by Four Face-to Face Course Meetings at UH Maui College

ANSC 151L: Clinical Laboratory Techniques Laboratory (1)

Course Delivered at UH Maui College (supplemented by online curricula)

ANSC 152L: Companion Animal Nursing (1)

Completely Online

MATH 101: Mathematics for Veterinary Assisting (3)

Courses Which May be Taken at UH Maui College or Other Accredited Institution Either Face-to-Face or via Distance Delivery

ENG 100: Expository Writing (3)

HLTH 125: Medical Terminology (1)

PSY 100: Survey of Psychology (3)

SP 151: Personal and Public Speech (3)

Maui CAVETA program outcomes follow standards which are identical to the on-campus CAVETA.

After completing the program, students will be able to:

- Effectively communicate with clients and veterinary staff.
- Perform routine business transactions and maintain patient and facility records.
- Ensure the safety of patients, clients, and staff and maintain compliance with regulatory agencies.
- Identify common breeds of companion animals, list their nutritional requirements and husbandry needs, and describe the anatomy and functions of major body systems.
- Assist with physical exams and obtain patient histories.
- Perform routine nursing procedures including first-aid, wound-management, and administration of medications and vaccines.
- Develop a working knowledge of common companion animal diseases and their medical treatments.
- Collect biological samples and perform diagnostic laboratory tests.

Student Learning Outcomes (SLOs) are initially submitted at the time the course is proposed to the [Curriculum Committee](#). Upon submission to this committee, the SLOs are reviewed by the campus-as-a-whole on the online Discussion Board. Course SLOs are reviewed for appropriateness, accessibility, and other related factors for a given course without regard to the modality of instruction. Thus, students completing a given course will achieve the same outcomes whether it is taught online, off-site, or through face-to-face interaction. Courses are assessed for SLO achievement on a 5-year rotating schedule at Windward CC, in which 20 percent of courses are assessed per department per year. Online sections of courses follow this schedule in the same manner that traditional courses do. Achievement of SLOs in online courses can, therefore, be evaluated to the same level of rigor as in traditional courses and, indeed, compared with the corresponding traditional courses. Because the assessment of outcomes in these courses is integrated with outcomes assessment across the institution, the Commission can be assured the outcomes expressed in a DL course meet the same rigor as those of traditional courses and that both will be assessed at the same time.

SLOs for DL courses are assessed using Windward CC's online [Assessment Form](#) (login required). The assessment form is filled out by the instructor, reviewed by the department and the program before going to an all-campus discussion. Results of the all-campus discussion are taken to the [Planning and Budget Council](#) by the Director of Planning and Program Evaluation as evidence supporting the various budget asks from the department.

Description of the Maui CAVETA Distance Learning Cohort Program Planning Process

The Maui CAVETA Cohort is a pilot program which may serve as a model for possible statewide delivery including expansion to the islands of Hawaii (Big Island) and Kauai. The CAVETA is visualized as a three-year rotational cohort, with students on each island completing

the degree in twelve months. Such programmatic action would necessarily require a future Substantive Change request.

Maui cohort CAVETA students will be registered as full-fledged Windward CC students. Each will be assigned to the Maui CAVETA Cohort Coordinator who will serve as their ambassador for concerns and to ensure connectedness with the larger Windward CC academic community.

Administration, faculty, and staff at both Windward CC and UH Maui College have demonstrated an openness and willingness to collaborate to ensure that the Maui CAVETA Cohort is a success. Regular meetings and a significant amount of email and phone communication between personnel at Windward CC and UH Maui College have taken place since July 2015. The monthly meeting of the UH Council of Chief Academic Affairs Officers, Community College Academic Affairs Administrators, and Career and Technical Education Deans has provided three additional channels for regular and ongoing communication between personnel representing both institutions.

The Veterinary Technology Advisory Board meets twice a year to discuss the progress and direction of the Veterinary Assisting and Veterinary Technology programs and to offer suggestions for advancement and improvement. It is composed of members of the local veterinary community including veterinarians, technicians, and practice managers, faculty, current students, and program graduates. The Board offers unique solutions to program challenges and links the program to the broader professional community.

Additionally, a smaller, site-specific Veterinary Technology Advisory Committee for Maui has been assembled to provide specific feedback on program needs on Maui. This Committee's inaugural meeting took place on 10/15/15 and was led by the Maui CAVETA Cohort Site Coordinator. Attendees included representatives from the Maui Humane Society, Central Maui Animal Clinic, and others representing the Maui veterinary professional community. The Windward CC Dean of Academic Affairs for Division II and key UH Maui College personnel were also in attendance.

Maui-based CAVETA personnel will continue to participate in regular program and department meetings. All Maui CAVETA Cohort teaching faculty will be members of governance groups at Windward CC and may participate in departmental and division meetings. This arrangement ensures a full integration of the distance learning program into the larger on-campus CAVETA.

Windward CC's [cyclical planning process](#) includes annual assessments by each of the academic departments and campus programs. Every year, the current assessment timeline has each department assessing twenty percent of its active courses using course-level assessment tools to promote continuous improvement. Some have a relatively short-term annual cycle, and some are strategic in nature having a longer cycle of five to twenty years. These combined activities support Standards I.B.1-7, II.A.2, II.A.4, II.B.2, III.C.1-C.2, III.D.1-D.3, IV.A.1, IV.A.5, and IV.B.1.

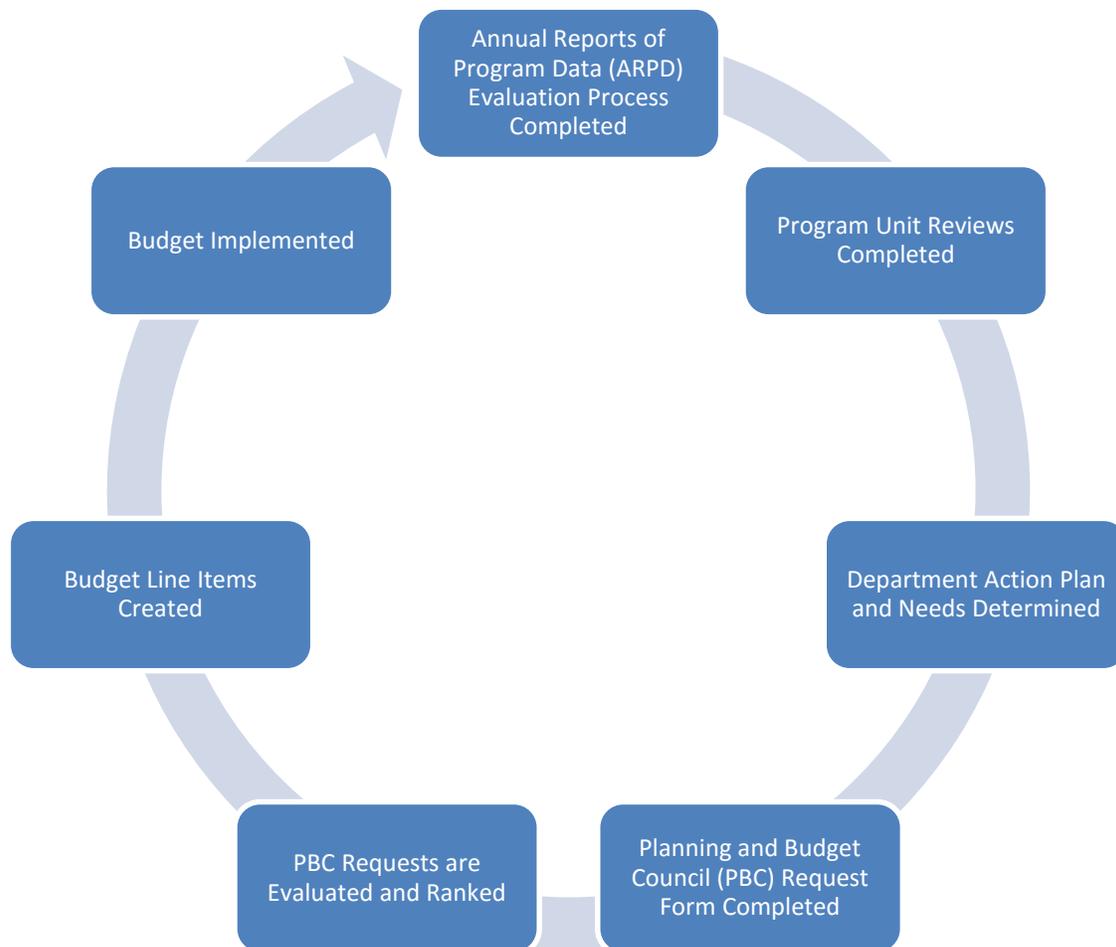
Short-term planning includes:

- Annual updates to the [Windward CC Catalog](#)
- [Annual Reports of Program Data \(ARPD\)](#), [Annual SLO Assessments](#) (requires login), [Annual Committee Reports](#);
- [Annual Departmental Reports](#) and [Annual Unit Assessments](#) that are required to develop program review annual updates;
- [Annual budget development and approval](#);
- [Annual resource allocation](#) for ongoing programmatic needs and one-time projects; and,
- Other annual planning activities.

Long-term strategic planning includes:

- [The Strategic Plan](#), [Chancellor's Vision Statement](#), and [Facilities Master Plan](#);
- Departmental and Unit planning that is long-term in nature, but also feeds into the annual planning cycle;
- An analysis of success in addressing goals, such as the [Strategic Plan Goals](#);
- An evaluation of existing programs as required for a comprehensive [5-Year Program Review](#); and
- An [overall evaluation](#) of the college planning process itself.

The primary documents reviewed by the Planning and Budget Council to determine budgetary requests are the Strategic Plan, the Annual Departmental Reports, which include the Annual SLO Assessments; the Annual Unit Assessments for Non-Instructional Units; and, the Annual Reports of Program Data for Workforce Development Programs. The diagram which follows shows the workflow that culminates in the Planning and Budget Council's recommendations to the Chancellor. The Maui-based CAVETA will utilize this process in its planning endeavors.



Evidence that the Institution has Analyzed and Provided for Adequate Human, Physical, Technology, and Financial Resources and Processes Necessary to Initiate, Maintain, and Monitor the Maui CAVETA Distance Learning Cohort Program and to Assure that the Activities Undertaken are Accomplished with Acceptable Quality

The CAVETA Maui Cohort is fully prepared to offer courses in January 2016. The following are some of the major benchmarks already achieved in preparation for the full launch of the program:

- The full Maui CAVETA Cohort curriculum has been developed. Courses are being adapted for delivery in hybrid mode whereby one or more sessions of each course will be delivered on site using space provided at no cost by the UH Maui College. Classroom and laboratory facilities to be used at UH Maui College have been identified and scheduled for Windward CC Maui CAVETA Cohort use.

- Funding has been committed to offer this program. Regular faculty salaries are being supplemented by \$130,510 in Perkins grant funds to be used to defray transportation costs and related expenses for Windward CC faculty to travel to and from Maui to provide direct instruction and offer program support.
- The full complement of Windward CC Veterinary faculty have been hired for the Maui CAVETA Cohort. This includes the identification and appointment of a Maui CAVETA Cohort Coordinator who is working from the Windward CC campus on a 0.8 FTE assignment. A Maui-based Site Coordinator has also been hired to provide logistical support and to provide direct instruction for the program. Liaisons at UH Maui College have been identified for institutional and Academic Affairs leadership, STEM department, counseling, library and other related student services.
- A Memorandum of Understanding between Windward Community College and University of Hawaii – Maui College has been signed and executed by the two college Chancellors. Details are provided in Section 7 below.
- The Maui Humane Society ([MHS](#)) has agreed to serve as a key partner for the Maui CAVETA Cohort at no cost to the College. This partnership between MHS and Windward CC allows the Maui CAVETA Cohort to offer a Maui internship site where students will gain skills to further increase their competitiveness for job placement. Students will also complete components of their Maui CAVETA Cohort courses in MHS' expansive facilities under the supervision of a Maui CAVETA Cohort faculty member, Veterinary Technician, and/or Veterinarian.

Qualified staff will provide leadership to the Maui CAVETA, including:

- Due to the uniqueness of the subject matter, the **Program Director** is responsible for all aspects of the program. However, these responsibilities are shared with other Animal Science faculty and members of the Windward CC administration. Working with the Academic Dean, Vice Chancellor of Academic Affairs, and Veterinary Technology Advisory Board, the Director ensures that the program meets both student and workforce needs. The Director and the Dean are jointly responsible for the hiring and evaluation of adjunct faculty. The Program Director works with members of the Windward CC administration, including the Fiscal Officer to determine annual budget needs. Facilities matters are jointly overseen by the Program Director, Dean, and Vice Chancellor of Administrative Services in collaboration with partners at UHMC. Curriculum changes are reviewed by the Natural Sciences Department, Curriculum Committee, and Faculty Senate. The Program Director earned the Doctorate in Veterinary Medicine at Purdue University.
- The **Program Director as well as the Natural Sciences Department Chair** will serve as a core Animal Sciences faculty for the Maui CAVETA Cohort. He will provide instruction in online and in-person formats. Their inclusion in program instruction will further ensure consistency between sites and will further integrate Maui CAVETA

Cohort students into the overall fabric of the Veterinary Studies program at Windward CC. The Department Chair earned the Ph.D. in Zoology and subsequently completed an online Veterinary Assistant certificate at San Juan College.

- The **Program Director, Dean of Academic Affairs, and Vice Chancellor for Academic Affairs** are responsible for the Veterinary Assisting curriculum on the Windward CC campus including the Maui CAVETA Cohort. The Program Director earned a Doctorate in Veterinary Medicine at Purdue University before taking on roles of increasing responsibility in direct services, curriculum, program evaluation, and operations in a university-based Veterinary program as well as in private practice. The Dean of Academic Affairs and the Vice Chancellor for Academic Affairs possess over 30 years of combined professional experience administering instructional, student services, and diversity programs in institutions of higher education.
- **Animal Science faculty** (full-time and part-time Lecturers) that will contribute to the Maui CAVETA Cohort have earned academic credentials and possess professional experience which meets or exceeds established minimum qualifications for a faculty position in Animal Sciences in the UH System.
- To support the operations of the Maui CAVETA Cohort, one faculty member is spending 0.8 of her time and workload to serve as **Maui CAVETA Cohort Coordinator**. The Maui Cohort Coordinator works in concert with the Program Director and serves as the primary point person for student services on Maui. She also manages relationships with UH Maui College personnel and provides overall management for the Maui CAVETA site. She will travel between Windward CC and the Maui site at UH Maui College to ensure smooth operations for Maui cohort students and faculty. The Maui Cohort Coordinator is also a Certified Veterinary Technician.
- **Lecturers and full-time faculty** will be evaluated following the normal and usual evaluation procedures. Lecturers at “Step A” are evaluated by peers twice a year and submit self-evaluation documents in April of each year reflecting upon peer and student evaluations. Full-time faculty are evaluated following standard assessment procedures which call for the regular submission of Contract Renewal documents and/or Tenure & Promotion dossiers on a contractually-specified cycle. These documents also require evaluations by peers, students, and self. Decisions about continued employment are made from these documents. Ongoing and regular informal feedback will be provided by the Dean and Department Chair.

Maui CAVETA Cohort students will have access to the full range of student support services that are typically provided to Windward CC on-campus CAVETA students. Services for Maui students will be provided through a combination of online and email communication and via services delivered in-person and on-site in Maui. Services will span the full lifecycle of the student experience – ranging from outreach & recruitment through completion & placement – and will be provided principally by Windward CC faculty with support provided by identified colleagues at UH Maui College. UH Maui College student support personnel have been engaged

in program planning from this cohort's earliest conception and have offered support specifically around outreach, on-campus support services, and industry relations. As a result of the commitment of our Maui-based UHMC colleagues, Maui CAVETA students will actually have access to a *higher level of services* than students enrolled in the conventional WCC-based CAVETA.

Support services and learning resources to be provided to Maui CAVETA Cohort students include:

- **Recruitment and outreach** services will be principally provided by Windward CC's designated Maui CAVETA Cohort Coordinator. Supplemental services will be provided by UH Maui College-based Counselors and student support services personnel. An informational website has content and web hosting managed by and from Windward CC. In addition, website links to re/direct students to Windward CC have been provided from multiple points on the [UH Maui College](#) and [University Center Maui](#) websites.
- An **information session** will be held for prospective students. This session will provide an overview of the program, its mission and outcomes, the required courses, and other pertinent program information. The information session will be delivered in-person at UH Maui College by Windward CC personnel in collaboration with Maui-based staff. As is true for the on-campus CAVETA, participation in the Maui CAVETA Cohort will be allowed on a first-come, first-served basis.
- **Advising and registration services** – Students will submit application materials to the Maui Cohort Coordinator for processing. Registration and advising is conducted online and students will be able to register for Maui CAVETA Cohort courses through the usual myuh.hawaii.edu registration portal. Advising will be conducted with students via an in-person orientation session to be offered at UH Maui College as well as via skype, phone, and email. Additional academic advising services are also available via the myuh.hawaii.edu student success tool. A Counselor at UHMC has been identified as the lead contact for the Maui CAVETA Cohort and maintains regular and ongoing communication with Windward CC Veterinary Studies faculty and staff.
- **Books and Materials** – Students will purchase books and required materials through the Windward CC bookstore. Students may pick up their books in person on the Windward CC campus. The Windward CC bookstore also provides a service whereby students pay a nominal fee to have books shipped directly to their home. Maui CAVETA Cohort students may also purchase required textbooks through amazon.com. This option may also allow for free or reduced price shipping to the student's residence.
- **Advising** for student success – Early in the Maui CAVETA Cohort, students enrolled in Animal Science (ANSC) 140, Introduction to Veterinary Technology, will be provided with essential tools and knowledge to ensure their success. Key lessons related to program outcomes, completion requirements, and employment prospects will be provided

to students. The ANSC 140 course will be instructed by the Maui CAVETA Cohort Coordinator.

- **Tutoring** – [Brainfuse](#) is an online tutoring service available at no-cost to all University of Hawaii Community College (UHCC) students through a contract purchased by the UHCCs. Brainfuse is accessed through the student’s myuh.hawaii.edu account and provides access to online (synchronous and asynchronous) tutoring on a 24-7 basis. Tutoring is provided in subjects such as
 - Math & Statistics
 - English Composition
 - Biology
 - Chemistry
 - Anatomy & Physiology
 - Business & Accounting

- **Facilities** – UHMC has committed a dual purpose classroom suitable for lecture and laboratory course instruction. The classroom is located in the Ulu Building, the longtime home of UH Maui College’s STEM program. The classroom is over 1,000 square feet in size and is more than sufficient to meet program needs. The classroom is adjacent to a 400 square foot storage room which will be kept locked. Keys will be provided to WCC faculty by UH Maui College. The room also includes adequate workspace for faculty to consult with students.

- **Animals and Supervision** – In the traditional on-campus CAVETA, Oahu-based CAVETA students complete a portion of their studies at the [Hawaiian Humane Society](#)’s facility in Honolulu. The Maui Humane Society ([MHS](#)) has collaborated with Windward CC to establish a similar arrangement which will prove mutually-beneficial to both Windward CC and MHS. Windward CC will utilize MHS facilities at no-cost including a conference room (450 square feet including tables and seating for 16,) cat examination room (120 square feet including 11 cage banks,) and dog examination room (170 square feet including scale, microscope, and computer) for on-site lecture and laboratory instruction under the supervision of Windward CC faculty and MHS personnel. At MHS, students will work with stray, surrendered, and abandoned animals, conduct select medical procedures and diagnostics, and learn to maintain sanitary and proper conditions for animals. CAVETA students will be fully covered by Windward CC’s professional liability insurance.

- **Library** – Students have full use of the library resources at each institution in which they are currently enrolled. A high level of collaboration between Windward CC and colleagues at UH Maui College has been further supported by an ongoing agreement for library services across UH System campuses which allows students to maintain full and ongoing access to library collections at all [UH System libraries](#). The [UH Maui College Library](#) is open for 54 hours per week and includes over 150,000 books and materials available to students. Students may consult Windward CC databases via the College’s

[Library](#) website, and UH Maui College resources from that campus' library website. The libraries on both campuses provide access to databases that contain scholarly articles in veterinary science journals (*Science Direct, Agricola, Academic Search Complete*) at a level appropriate for the program. Windward CC has acquired a collection of full-text veterinary science reference books through a major electronic library database ([ebrary](#)) that are accessible to Maui cohort CAVETA students. Additional library resources including textbooks in Veterinary Sciences have been purchased and will be placed on reserve in the UH Maui College library. Public libraries offer circulation privileges to state residents as well. The nearest [public library](#) in Kahului is just ½ mile from the UH Maui College campus and offers an addition 40 hours of week of services.

- The [Veterinary Technology Advisory Board](#) meets twice a year to discuss the progress and direction of the Veterinary Assisting and Veterinary Technology programs and to offer suggestions for advancement and improvement. It is composed of members of the local veterinary community including veterinarians, technicians, and practice managers, faculty, current students, and program graduates. The Board offers unique solutions to program challenges and links the program to the broader professional community.
- Additionally, a smaller, site-specific **Veterinary Assisting Advisory Committee for Maui** has been assembled to provide specific feedback on program needs on Maui. This Committee's inaugural meeting will take place on 10/15/15. Attendees included representatives from the Maui Humane Society, Central Maui Animal Clinic, and others representing the Maui veterinary professional community. The meeting will be led by the Maui CAVETA Cohort Coordinator and Windward CC Dean of Academic Affairs for Division II. Key UH Maui College personnel will also attend.
- **Job placement services** will be provided by Windward CC-based CAVETA personnel. Jobs are posted on a social media site managed by WCC CAVETA. The Veterinary Technology Advisory Board for Maui is expected to serve as an additional point of information about job opportunities in Maui County.

As a Distance Learning program, the Maui CAVETA Cohort will draw upon proven technologies which the College already owns to support the delivery of instruction and to enhance student learning. The Maui CAVETA Cohort will utilize a number of software and online platforms including:

- Course materials (powerpoint lectures, lecture handouts, study guides, and weekly quizzes) for each course will be posted on Lulima, a web interface based on the Sakai platform, an open-source, java-based web-learning environment. This platform also supports class discussion boards, which have been shown to increase the level of engagement in online classes.
- Pre-recorded Lectures for these courses have been prepared using two methods: 1) video recording face-to-face lectures and superimposing the video and audio footage over powerpoint slides and 2) using [Adobe Captivate](#). Adobe Captivate is an interactive e-

learning environment that allows instructors to create narrated lectures that may include audio and video files and allow the inclusion of interactive assessments. These assessments support standard question types (MC, matching, fill-in-the-blank) but additionally allow for the inclusion of sequence questions (e.g., where students sort the steps in a physiological process from first to last) and "hot spot" questions where students are required to click on the correct anatomical structure on a picture or diagram. This type of learning platform is already used by several well-respected online programs including the [San Juan College's AVMA-accredited Veterinary Technology Program](#).

- In addition to viewing the pre-recorded lectures (#2), students in each course will be required to "attend" a number of live lectures for each course hosted using [Blackboard](#). The blackboard platform allows for live interaction of students with the instructor as well as other students in the class. Students will be required to collaborate with one another to complete class projects (e.g., presentations on animal diseases and creation client education materials) and present their results to others in the class using the blackboard platform. Finally, students in each course will meet with instructor periodically during the semester at pre-scheduled meetings at UH Maui College.

Windward CC's CAVETA operates with a combination of state-allocated general funds, student fees, and occasional external grants. Funding for the Maui CAVETA Cohort will be defrayed through the normal collection of tuition and fees. An additional \$130,510 of funds awarded to Windward CC from UHCC-administered Carl D. Perkins Vocational and Technical Education Act of 2006 ([Perkins IV](#)) funds – the principal source of federal funding to states for the improvement of secondary and postsecondary career and technical education programs. These Perkins funds will cover airfare, transportation, lodging, meals & incidental expense costs for Windward CC Maui CAVETA Cohort faculty to travel to Maui to deliver the in-person portions of required coursework.

The CAVETA financial plan indicates that the Maui cohort will operate at a near break-even level – an anomaly for often expensive-to-operate Career and Technical Education (CTE) program fields such as health sciences and animal sciences. Funds to support the program will come from tuition and fees, professional fees, college general funds, and a generous multi-year allocation of Perkins funds in support of statewide CTE efforts.

Tuition: Resident (<i># of credits x \$120</i>)	31 x \$120 \$3,720
Tuition: Non-Resident (<i># of credits x \$328</i>)	31 x \$328 \$10,168

<i>WCC Student Fees (activity, publications); Professional Fees; Textbooks; Uniform and Stethoscope</i>	\$1490
Total Costs for Program: Resident	\$5,210
Total Costs for Program: Non-Resident	\$11,658

The chart above indicates that student costs for the program are estimated at \$5,210 for residents and \$11,658 for non-residents. This is comparable to other certificate programs at University of Hawaii institutions. Note that as a year-round academic program, summer tuition for the CAVETA is charged at the regular fall/spring per credit rate.

EXPENSES	SPRING	SUMMER	FALL (a)
Faculty & Lecturer (salaries)			
ANSC 140 (Lecturer A)	4287		
ANSC 142 (3 FT TEs)	7778		
ANSC 142L (Lecturer A)	1429		
ANSC 151 (Lecturer A)			4458
ANSC 151L (Lecturer A)			1486
ANSC 152 (Lecturer A)		4287	
ANSC 152L (Lecturer A)		1429	
ANSC 191 (Lecturer A)	4287		
MATH 101 (Lecturer B)		5151	
Faculty & Lecturer (fringe)	8083.24	4940.14	2702.14
Needs assessment & program analysis	4000		
Hybrid/curriculum development	10000		
Cohort Coordinator (salary)	16875	11250	16875
Cohort Coordinator (fringe)	7671.38	5114.25	7671.38
Travel	4000	2650	2650
Materials/Supplies	5000	5435	5435
TOTAL			154,944.53

(a) Budget includes expenses for cohort coordinator salary/fringe, faculty travel, & supplies anticipated to be offset by a renewal of the multi-year Perkins grant awarded to WCC

REVENUE	SPRING	SUMMER	FALL (b)
Tuition (20 students)	24000	16800	9600
Fees (20 students)	2000	2000	2000
Perkins Grant:			
Needs assessment & program analysis	4000	0	0
Hybrid/curriculum development	10000	0	0
Cohort Coordinator (salary)	16875	11250	16875
Cohort Coordinator (fringe)	7671.38	5114.25	7671.38
Travel	4000	2650	2650
Materials/Supplies	5000	5435	5435
TOTAL			161,027.01

(b) Budget includes additional funding anticipated from the renewal of a multi-year Perkins grant awarded to WCC

The financial plan for the Maui CAVETA Cohort, detailed in the chart above, assumes a cohort enrollment of 20 state resident students who will contribute approximately \$50,400 in tuition and \$6,000 in fees. Program calculations also include the Spring/Summer/Fall portion of the \$130,510 Perkins grant funds awarded to WCC for the Maui CAVETA Cohort – all of which will be spent to support costs needed to adapt and offer this program in Maui.

At 20 students, the program is anticipated to operate with a small surplus which will be reinvested into the expenses needed for future cohorts. A smaller enrollment will result in less revenue. Moreover, revenue calculations are *conservative* as they are based only on the 21 credits of Veterinary sciences coursework taught by WCC Maui CAVETA Cohort faculty. In reality, students will need to earn 31 credits to graduate with the CAVETA, including 10 credits of General Education courses. General Education courses such as these are high enrollment, low cost. While we anticipate that students will enroll for such credits at UHMC, students that enroll at WCC for the 10 credits of General Education may yield *additional revenue* above and beyond what has been identified in the above-mentioned financial plan.

To formalize the arrangements made between Windward CC and UH Maui College, a Memorandum of Understanding (MOU) was signed by the Chancellors of Windward CC and UH Maui College in September 2015. The MOU is comprehensive in nature and clarifies roles and responsibilities for various aspects of the project. It identifies the specific contributions that each institution will make to ensure an equivalent learning experience for Maui CAVETA Cohort students. Key components of the MOU are listed below.

In support of the Maui CAVETA Cohort, Windward CC agrees to provide:

- All teaching faculty and all instruction
- Comprehensive student services
- Consumables including slides, pipettes, syringes, leashes, muzzles, etc.
- Dissecting instruments
- Up to 20 microscopes
- A full set of all required Veterinary Assisting textbooks

In support of the Maui CAVETA, UH Maui College agrees to provide:

- A point of contact for interested UH Maui College students
- Suitable classroom space for lecture and laboratory instruction including non-permeable chairs, lab benches, fume hood, water/sink/plumbing, etc.
- Access to autoclave
- Classroom computer teaching station
- Wireless network and library access for students and faculty
- Skeletal models
- Locked storage room
- UHMC student ID cards

Evidence that Windward CC has Received All Necessary Internal or External Approvals

Approvals for Substantive Change requests are reviewed by the UH Council of Chief Academic Officers. This body is composed of the Vice Chancellors of Academic Affairs representing the ten campuses of the UH System under the leadership of the UH System Vice President for Academic Affairs. This body reviewed and endorsed Windward CC's Substantive Change proposal for a Maui CAVETA cohort at its regular meeting on September 30, 2015.

Evidence that Each of the Eligibility Requirement (ERs) will be Fulfilled Specifically Related to the Maui Distance CAVETA Cohort Program

Offering the CAVETA Maui Cohort program will not change Windward Community College's compliance with ACCJC's Eligibility Requirements. The following is a point by point explanation of this initiative's relationship with **Eligibility Requirements**:

1. Authority

Windward CC will continue to be a unit of the UH System, authorized to grant degrees and certificates by the University of Hawaii Board of Regents ([UH BOR](#)).

2. Mission

The addition of the CAVETA Maui Cohort program does not change the [College's mission](#) or the UH System or UHCC System [missions](#). In fact, offering more distance learning and off-site classes is part of the College's mission to expand access to the extended community beyond the Windward Coast of Oahu.

3. Governing Board

The UH BOR continues to be responsible for the operation of Windward CC and UH Maui College. All previous accreditation visits for all institutions in the System have affirmed the Board as the appropriate, independent policy-making body for the System.

4. Chief Executive Officer

The addition of the CAVETA Maui Cohort program has not altered the position of the Chancellors of either Windward CC or UH Maui College as Chief Executive Officer. In point of fact, both Chancellors have spearheaded the development of these online and off-site classes.

5. Administrative Capacity

The addition of the CAVETA Maui Cohort has added some additional duties for current staff at both colleges, and necessitated the hiring of some new staff. Current staffing is adequate in size and expertise to take those duties.

6. Operational Status

Both Windward CC and UH Maui College are fully functioning and currently granting degrees. A Memorandum of Understanding was executed by the Chancellors of both institutions specifically in support of the Maui CAVETA cohort.

7. Degrees

Completion of the CAVETA Maui Cohort Program will result in a Certificate of Achievement from Windward CC in Veterinary Assisting.

8. Educational Programs

The College offers only the Associate in Arts (A.A.) in Liberal Arts, A.A. in Hawaiian Studies, Associate in Science (A.S.) in Natural Sciences, A.S. in Natural Sciences, A.S.

in Veterinary Technology, Certificate of Achievement (C.A.) in Agripharmatech, C.A. in Veterinary Assisting, five Academic Subject Certificates, and eight Certificates of Competence. More information on these programs may be found at https://windward.hawaii.edu/Academics/Degrees_Certificates.php

UH Maui College offers three Bachelor of Applied Science degrees, 12 Associate in Applied Science degrees, six A.S. degrees, two A.A. degrees, and 11 certificate programs. More information on these programs may be found at <http://maui.hawaii.edu/programs-of-study/>

9. Academic Credit

The CAVETA Maui Cohort program courses will have the same SLOs and will have similar if not exact student work assignments as their counterparts in traditional modes. Academic credit will only be attached to courses that meet the College's high standards.

10. Student Learning and Achievement

Student Learning Outcomes (SLOs) for every class and program are published in the [Windward CC Catalog](#). In addition, faculty publish SLOs for individual courses in the course [syllabus](#). Regular and systematic assessment guarantees that students who complete classes and/or programs that include the CAVETA Maui Cohort classes achieve the published outcomes.

11. General Education

The CAVETA requires completion of 10 credits of General Education courses: English 100: Expository Writing (3 credits,) Health 125: Medical Terminology (1,) Psychology 100: Survey of Psychology (3,) and Speech 151: Personal and Public Speech (3.) These courses may be completed at any accredited institution offering an equivalent curriculum. The courses are relevant to the CAVETA program and are required for graduation.

12. Academic Freedom

Academic Freedom is guaranteed by the University of Hawaii Professional Assembly (UHPA) [contract](#) between the UH System and the faculty.

13. Faculty

Online and off-site faculty are appointed by the same process as faculty teaching traditional classes, and must meet the same standards.

14. Student Services

Windward CC's Veterinary Studies Director and Maui CAVETA Coordinator along with the online and off-site faculty and UH Maui College counselor dedicated to the program will support all aspects of student learning and development. Students may contact advisors and counselors online by Skype or by telephone.

15. Admissions

Windward CC is an open admissions community college. If a student living on Maui is interested in the CAVETA Maui Cohort, they must:

- Email vetadec@hawaii.edu with their full name, address, and ask to view the required [online information session](#). Information session topics include:
 - [Tuition](#)
 - [Program costs](#)
 - Prerequisites
 - Courses
 - Internships
 - Uniforms
 - Program procedures
- Complete an assessment to verify that they have viewed the online information session. A link will be sent via email.
- Complete and submit the VETA program information session confirmation form to the Windward CC Registrar's Office.
- Once the confirmation form is processed, register for classes.

16. Information and Learning Resources

Library and other learning resources are available to all students, although books and documents that are checked out online from Windward CC must be physically picked up at the UH Maui College library as requested via Interlibrary Loan. Students in the CAVETA Cohort program have full access to books and periodicals at the UH Maui College library. Librarians at UH Maui College are available at the off-campus site, and librarians from Windward CC are available online and by SKYPE or telephone to offer advice and guidance to DL and off-site students.

17. Financial Resources

The financial plan indicates that the Maui cohort will operate at a near break-even level – an anomaly for often expensive-to-operate Career and Technical Education (CTE) program fields such as health sciences and animal sciences. Funds to support the program will come from tuition and fees, professional fees, college general funds, and a

generous multi-year allocation of Perkins funds in support of statewide CTE efforts. Dedicated financial resources include:

- Student costs for the program are estimated at \$5,210 for residents and \$11,658 for non-residents. This is comparable to other certificate programs at University of Hawaii institutions.
- The Maui CAVETA is currently staffed by a dedicated 0.8 FTE Maui CAVETA cohort coordinator, plus two lecturers (0.6 FTE) and part of the workload of two tenured faculty (0.3 FTE.) Recurring Institutional costs for the program include instructional costs (\$40,459), Faculty Travel (\$8,400), and supplies costs (\$3,000).
- The Maui CAVETA cohort coordinator (0.8 FTE or \$42,000) is currently funded through a Perkins CTE grant. Total recurring costs are estimated at \$51,859 excluding coordinator time.

Given a cohort of 20 students, the Maui CAVETA would collect approximately \$50,400 in tuition and \$6,000 in fees. And while tuition and fees revenues are not directed back to specific academic programs of study, such revenue supports overall institutional operations including facilities, utilities, salaries, and benefits which are of direct service to the CAVETA. Other essential resources available to support the Maui CAVETA include a 3,000 SF animal shelter (Maui Humane Society) and approximately \$500,000 in durable equipment and supplies which are more than adequate to meet program needs.

18. Financial Accountability

The College's regular audits have not indicated any fiscal issues.

19. Institutional Planning and Evaluation

As noted in this document, adding a substantial DL and off-site dimension to the College's Schedule of Classes grew out of the very open planning and budgeting process between UH Maui College and Windward CC. The expansion of academic programs to the Neighbor Islands have been included as part of the [planning and reporting processes](#) of both the Academic Affairs Office and the Veterinary Assisting program, and reflects the Windward CC mission of expanding beyond the Windward Oahu geographic area. The UH System, furthermore, encourages the provision of academic opportunities to geographic regions which are educationally "underserved" including Maui and all of the neighbor islands.

20. Public Information

The College's two major public information documents are a [Catalog](#), which is published in hard copy and also made available online, and a semester-by-semester [Schedule of Classes](#) available online. Demand for the published documents continues to decline precipitously, and their value *vis-a-vis* the online versions are being reevaluated. All of the information specified by the Commission is provided in the Catalog, including updates on fees, degree information, calendars, and learning resources. Distance learning and off-site instruction information is available in the annual Schedule of Courses.

21. Relations with ACCJC

Windward CC assures the Commission that it adheres to the eligibility requirements and accreditation standards and policies of the Commission, and that its communications with the Commission are accurate and timely. The College will comply with Commission requests, directives, decisions and policies, and will make complete, accurate, and honest disclosure.

Evidence that Each Accreditation Standard will be Fulfilled Specifically Related to the Maui Distance CAVETA Cohort Program and that All Relevant Commission Policies are Addressed

Commission Policies

WCC is committed to assuring that DL classes “have the same quality, accountability, and focus on student outcomes” as traditional classes. To that end, the College has responded to each of the Policy Elements from p. 44-50 of the June 2013 ACCJC “Distance Education & Correspondence Education Manual” as follows:

Policy Element 1: Development, implementation, and evaluation of all courses and programs, including those offered via distance education...must take place within the institution's total educational mission.

All courses offered through distance learning (DL) are courses that already existed as traditional lecture or lab courses. Faculty who wish to revise a current course so that it may be offered in a DL mode must first receive approval from the department, the appropriate Dean, and the Vice Chancellor for Academic Affairs. Because courses offered through DL are not new courses, but merely existing courses taught through a new mode, they need not be reviewed or approved by the College's Curriculum Committee. These courses meet the same Student Learning Outcomes and level of rigor as their counterparts delivered through traditional modality.

Policy Element 2: Institutions are expected to control development, implementation, and evaluation of all courses and programs offered in their names, including those offered via distance education.

The College's Maui CAVETA Director, Veterinary Studies faculty and staff, the Vice Chancellor of Academic Affairs, and Dean of Division II have taken on the role of ensuring that all Maui CAVETA Cohort instructors::

- Include appropriate methods for assessing SLOs;
- Understand the strengths and weaknesses of Lualaba, the UH System's course management system;
- Can access and use appropriately online and off-campus site resources and technologies for supporting lessons;
- Know best practices for online instruction; and,
- Can use the institution's online class assessment form or eCafe, the online assessment tool used in face to face classes to evaluate classes.

In addition to providing solid training in online learning pedagogy, Windward CC is also stringent in the selection of faculty for teaching online courses. The faculty who have developed DL courses for Windward CC have all been either full time faculty or long-term lecturers at the College. All classes have been taught initially by the faculty who developed them.

The Maui CAVETA Director facilitates the evaluation of online courses. She ensures that instructors receive results from the institutional online class assessment form. Instructors receive eCafe results directly. As with traditional classes, such assessments are used in contract renewals, tenure/promotion decisions, and continued hire of lecturers.

Policy Element 3: Institutions are expected to have clearly defined and appropriate student learning outcomes for all courses and programs, including those delivered through distance education.

Because the teaching mode for DL courses has been adapted from already existing courses, all courses offered through DL have the same SLOs as courses taught through traditional modes. SLOs for DL courses are assessed on the same schedule as SLOs for traditional courses.

Policy Element 4: Institutions are expected to provide the resources and structure needed to accomplish these outcomes.

WCC has provided substantial resources to faculty to develop the online courses for the Maui CAVETA Cohort. As noted in Policy Element 2 above, program faculty have been prepared to

teach effectively online. Additionally, monies from a grant administered by UH Maui College were distributed to Windward CC to transfer the content of the CAVETA courses delivered in face-to-face mode at Windward CC into online courses. Furthermore, all Windward CC faculty teaching in the Maui CAVETA Cohort have previously taught the courses they will be teaching at Windward CC, and as mentioned in Policy Element 2 are current Windward CC faculty and staff.

A UH Maui College Counselor has been chosen to act as the liaison between the Maui CAVETA Cohort Director and Coordinator and student support services as outlined above have been established to assure that Maui VETA Cohort students have access to services that are comparable to Windward CC CAVETA students.

Policy Element 5: Institutions are expected to demonstrate that their students achieve these outcomes through application of rigorous assessment.

Student Learning Outcomes (SLOs) are initially submitted at the time the course is proposed to the Curriculum Committee. Upon submission to this committee, the SLO's are reviewed by the campus on the Discussion Board. The results of this review are then shared with the Curriculum Committee. Course SLO's are reviewed for appropriateness, accessibility, and other related factors for a given course without regard to the modality of instruction. Thus, students completing a given course will achieve the same outcomes whether it is taught online or through face to face interaction.

Courses are assessed for SLO achievement on a 5-year rotating schedule at Windward CC, in which 20 percent of courses are assessed per department per year. Online sections of courses follow this schedule in the same manner that traditional courses do. Achievement of SLO's in online courses can, therefore, be evaluated to the same level of rigor as in traditional courses and, indeed, compared with the corresponding traditional courses.

Policy Element 6: Institutions are expected to provide the ACCJC reasons to believe that these outcomes will continue to be accomplished.

Because the assessment of outcomes in the Maui CAVETA Cohort courses is integrated with outcomes assessment across the institution, the Commission can be assured the outcomes expressed in a Maui CAVETA Cohort DL course meet the same rigor as those of traditional courses and that both will be assessed at the same time.

Policy Element 7: Institutions are expected to provide the ACCJC advance notice of intent to initiate a new delivery mode, such as distance education or correspondence education, through the Substantive Change process.

The College has previously sent this Substantive Change to the Commission for review and comment, thus notifying the Commission that a review of this Substantive Change should go before the appropriate Commission committee on November 4, 2015.

Policy Element 8: Institutions are expected to provide the ACCJC advance notice of intent to offer a program in which 50% or more of the courses are via distance education...through the Substantive Change process.

This document is notification to the Commission that previously face-to-face CAVETA courses are being converted to DL courses to be delivered to the Maui CAVETA Cohort in January 2016.

Policy Element 9: Institutions...have processes in place through with the institution establishes that the student who registers in a distance education course or program is the same person who participates every time

WCC adheres to the standard UHCC System requirement that all classes use Lulima as the course platform. All colleges in the UH System use the same process to authenticate students enrolled in courses.

First, students must use their UH ID and password to access a Lulima Site. Students must also be part of a course in order to access any materials in that course. They are only added to the site if they are registered or if an instructor manually adds them. The sites are as secure as any password-protected part of the UH system and the sites themselves are as secure as physical classrooms. Second, at the discretion of the instructor, assessments in online classes can be proctored. This allows an additional authentication of students because they must produce photo ID and take their classes in a secure environment. Additionally, all students must have a secure, unique log-in and password to enter Lulima. Therefore, only the person who registers for the class can log into the system.

Standards

Windward CC is fully accredited by the Accrediting Commission on Community and Junior Colleges ([ACCJC](#)). UH Maui College is fully accredited by the Western Association of Schools and Colleges ([WASC](#)). Windward CC's compliance with all ACCJC Policies and Standard requirements are as follows:

Standard I: Mission, Academic Quality and Institutional Effectiveness, and Integrity.

Distance learning is integral to the College's mission of bringing learning opportunities to all of its service area, including areas beyond the Windward side of Oahu. The College will continue to maintain institutional integrity in offering and assessing such classes to assure that it will continue to respond to its mission effectively.

Additionally, all courses offered through distance learning (DL) and at off-site locations (OSL) are courses that already existed as traditional lecture or lab courses at Windward CC. Faculty who wish to revise a current course so that it may be offered in a DL mode or OSL must first receive approval from the department, the appropriate Dean, and the Vice Chancellor for Academic Affairs. Because courses offered through DL and/or OSL are not new courses, but merely existing courses taught through a new mode, they need not be reviewed or approved by the College's [Curriculum Committee](#). These courses meet the same Student Learning Outcomes (SLOs) and level of rigor as their counterparts delivered through traditional modality.

Standard II: Student Learning Programs and Support Services

The Maui CAVETA Cohort courses will continue to exhibit a high level of rigor and integrity. Because the DL classes are adapted from the traditional face-to-face class versions of the same class, and include the same SLOs and the same program learning outcomes, the difference should not be in the rigor of the class, but only in the mode of instruction. The College genuinely believes that it is utilizing a delivery system that is appropriate to the needs of the Maui CAVETA Cohort students and that has been proven effective by a multitude of institutions nationwide (II.A.1.b.)

The quality of the proposed online classes will be assured through regular assessment using the College's current, rigorous assessment process. Maui CAVETA Cohort faculty have access to eCafe, the UH online course evaluation system used for all UH classes, or a student evaluation of online courses devised by the Windward CC Distance Learning Committee (see Online Learning Report for 2009-2010, pgs.7-14). Additionally, course, program learning outcomes, and SLO assessments are carried out as they are in all classes.

Windward CC faculty have made their syllabi and course outlines available online and many faculty encourage their students to contact them online (via Twitter, Email, or other online options). Thus, students enrolling in traditional classes already have an introduction to working through classes online, and faculty are accustomed to making key information available online.

The Windward CC Catalog and annual Schedule of Courses are both available online. Maui CAVETA Cohort students may register online, pay for classes online and apply for graduation online.

Windward CC has met with employers and UH Maui College personnel to ensure that student needs are addressed in the operation of the Maui CAVETA Cohort. The College has invested significant faculty time and energies in ensuring that an equivalent educational experience is provided to Maui CAVETA students through the full cycle of a student's experience.

In an effort to identify and fully anticipate Maui cohort student service needs, a decision was made to replicate all services available to Windward CC on-campus CAVETA students on the island of Maui.

Maui CAVETA Cohort students will be expected to work towards the fulfillment of American Veterinary Medical Association's (AVMA) [Essential and Recommended Skills List](#). The AVMA Skills List highlights the skills which are needed to perform adequately as a Veterinary Technician. While the Maui CAVETA Cohort is offering the one-year Certificate of Achievement in Veterinary Assisting and not the two-year Veterinary Technician curriculum, the first-year CAVETA curriculum mirrors the first year of the Veterinary Technician program. To ensure a high level of professional skills and full employability, Maui CAVETA Cohort students would be expected to work towards achievement of the Skills List as well.

In addition to providing solid training in online learning and off-site pedagogy, Windward CC is also stringent in the selection of faculty for teaching online courses. The faculty who have developed DL and off-site courses for the College have all been either full time faculty or long-term lecturers. All classes have been taught initially by the faculty who developed them.

The College's Director of Veterinary Technology in collaboration with the Department Chair of Natural Sciences and Dean of Academic Affairs for Division II will be ensuring that DL and OSL instructors:

- Include appropriate methods for assessing SLOs
- Understand the strengths and weaknesses of [Laulima](#), the UH System's course management system
- Can access and use appropriately online sites and technologies and OSL resources for supporting lessons
- Know best practices for online instruction
- Can use the institution's online class [assessment form](#) (p.9) or [eCafe](#), the online assessment tool used in face to face classes

The Director of Veterinary Technology and the Department Chair of Natural Sciences facilitate the evaluation of online courses. The Committee ensures that instructors receive results from the institutional online class assessment form. Instructors receive eCafe results directly. As with traditional classes, such assessments are used in contract renewals, tenure/promotion decisions, and continued hire of lecturers.

Services to Maui Cohort CAVETA students will be provided by both Windward CC and the UH Maui College. UH Maui College administration, faculty, and staff have eagerly supported this venture and have come to view the Maui cohort as part of a larger effort to enhance the economic viability of the island of Maui. Some services will be provided to CAVETA students on both campuses. The level of services available to Maui CAVETA students will actually *exceed* that which is provided to regular Windward CC-based CAVETA students.

The Maui CAVETA Cohort will be led by the following college personnel on Oahu and Maui:

- A Windward CC faculty member in Animal Science and Certified Veterinary Technician, has been appointed as Maui Cohort Coordinator with 0.8 of her load dedicated to the distance program. The Cohort Coordinator works in concert with the Program Director and serves as the primary point person for student services. She also manages relationships with UH Maui College personnel and provides overall management for the Maui CAVETA site.
- UH Maui College Counselor has been tapped to serve as the UH Maui College Coordinator for student services. She will refer inquiries received to the Maui CAVETA site coordinator and will provide counseling and advising services for the General Education portion of the CAVETA. The counselor will serve as UH Maui College-based liaison to Windward CC-based CAVETA faculty.
- A Registered Veterinary Technician at Central Maui Animal Clinic has been hired as part-time Instructional Coordinator for the Maui CAVETA site. She brings a wealth of experience to the Windward CC CAVETA having worked in the Veterinary field on Maui since 2001. She will supervise clinical experiences on Maui and provide laboratory instruction for Maui cohort CAVETA students.
- Lecturers have been identified to teach in the Maui CAVETA. These individuals possess credentials which meet or exceed established WCC Minimum Qualifications for courses including individuals with degrees including a Doctorate in Veterinary Medicine, a Ph.D. in Zoology, and a Registered Veterinary Technician.
- Regular program review is conducted through the ongoing assessment of course and program SLOs. Course assessments are completed on a 5-Year cycle for every course taught by a department at the College. Program assessments are conducted annually through the UHCC Annual Report of Program Data (ARPD.) The ARPD assesses program strength through quantitative indicators reporting demand, efficiency, and effectiveness. The ARPD also documents the process and results of program SLOs assessments and develops specific data-driven plans for improvement. The Maui CAVETA Cohort will be included in all of the aforementioned outcomes assessments.
- Student achievement for Maui CAVETA Cohort students will also be tracked through formative and summative assessments. Student progress will be monitored by the Maui Cohort Coordinator as well as by instructional faculty. Efforts will be made to ensure that Maui CAVETA Cohort students are guided towards program completion by

combining the full complement of support services available from Windward CC at a distance with services provided on Maui by colleagues at UH Maui College. Additionally, summative reports will be compiled to document the graduation and employment placement rates of Maui students, particularly in comparison to other Windward CC-based CAVETA students.

Standard III: Resources

From the beginning of the CAVETA program, Windward CC has ensured the qualifications of faculty by utilizing faculty who were certified in the field. These faculty were utilized to develop the online, off-site courses that will comprise the CAVETA on Maui. Thus, the faculty are not only well versed in a given subject, but have experience with the given course. Many of the faculty members who initially stepped forward to develop and teach the CAVETA online/off-site courses have had previous experience teaching online. All of the faculty were and are prepared to learn how to work online within the College's Lulima delivery system or off-site working with the [University Center](#) at UH Maui College.

Windward CC adheres to the standard UHCC System requirement that all classes use the Sakai-based "Lulima" online learning tool as the primary course platform. All colleges in the UH System use the same process to authenticate students enrolled in courses. First, students must use their UH ID and password to access Lulima. Students must also be part of a course in order to access any materials in that course. They are only added to the site if they are registered or if an instructor manually adds them. The sites are as secure as any password-protected part of the UH System and the sites themselves are as secure as physical classrooms. Second, at the discretion of the instructor, assessments in online classes can be proctored. This allows an additional authentication of students because they must produce photo ID and take their classes in a secure environment. Additionally, all students must have a secure, unique log-in and password to enter Lulima. Therefore, only the person who registers for the class can log into the system.

As mentioned above, the budget established for the Maui CAVETA Cohort is very conservative. The program should run at a surplus based on tuition and fees alone. However, if the resources do disappear, the College will discontinue any unsupported, large scale DL instruction initiative to the Neighbor Islands until such resources are recaptured.

Standard IV: Leadership and Governance

The College has in place the necessary governance and leadership infrastructure and processes to ensure effective oversight and leadership of the CAVETA Maui Cohort program. The Vice Chancellor for Academic Affairs is the administrative leader for this initiative. The Dean of Academic Affairs for Division II is responsible for oversight of all issues related to quality of distance education/off-site offerings including ensuring appropriate curriculum review of

courses, scheduling, implementation of assessment activities, and ensuring alignment with system distance education committees, policies and activities.

Weblinks

About Windward Community College

https://windward.hawaii.edu/About_WCC/

Accrediting Commission on Community and Junior Colleges

<http://www.accjc.org/>

Adobe Captivate Webpage

<http://www.adobe.com/products/captivate.html>

Agreement between the UH Professional Assembly and the UH Board of Regents, July 2009-
June 2015

<http://1gyy0p31bywk3kl09732jggr.wpengine.netdna-cdn.com/wp-content/uploads/legacy/uha-bor-contract/100129-2009-2015-agreement-for-website.pdf>

American Veterinary Association Webpage

<https://www.avma.org/Pages/home.aspx>

American Veterinary Association Essential Skills List

<https://www.avma.org/ProfessionalDevelopment/Education/Accreditation/Programs/Pages/cvtea-pp-appendix-i.aspx>

Animal Science (ANSC) 151 Syllabus

<https://windward.hawaii.edu/Courses/ANSC151/>

Annual Report of Program Data Analysis Preview, Liberal Arts, Revised 2014/1/13 ([Archived Copy](#))

https://windward.hawaii.edu/ir/PBCouncil/2013/Units/Instruction/Academic%20Affairs/ARPD%20Liberal%20Arts%20Revised_1-13-14.pdf

Associate of Science in Veterinary Technology

https://windward.hawaii.edu/Veterinary_Studies/index.php

Blackboard Webpage

<http://www.blackboard.com/>

Brainfuse Online Tutoring Program

<https://windward.hawaii.edu/Brainfuse/>

Certificate of Achievement in Veterinary Assisting
http://windward.hawaii.edu/academics/veterinary_assisting_ca/

eCafe
<http://www.hawaii.edu/ecafe/>

Hawaiian Humane Society Webpage
<http://hawaiianhumane.org/>

Hawaiian Studies Course Assessment ([Archived Copy](#))
<http://iroppe.windward.hawaii.edu/assessment/>

Language Arts Annual Department Report 2013-2014
http://windward.hawaii.edu/ir/PBCouncil/2014/Units/Academic%20Affairs/Language%20Arts/Language%20Arts%20Departmental%20Annual%20Report_11-10-14_EIB_Final.pdf or
https://windward.hawaii.edu/ir/PBCouncil/2014/Units/Academic%20Affairs/Language%20Arts/Language%20Arts%20Departmental%20Annual%20Report_11-10-14_EIB_Final.pdf

Maui Humane Society Webpage
<http://www.hawaiihumanesociety.org>

Maui Humane Society Employment Opportunities
<http://www.mauihumanesociety.org/content/503d4ee628d79/Employment.html>

Office of the Chancellor Five-Year Program Review
<https://windward.hawaii.edu/ir/PBCouncil/2012/Units/ChancellorOffice/Chancellors%20Office%202007-2011%20Assessment.pdf>

Online Learning Report (pg. 9-14)
https://windward.hawaii.edu/Assessment/Documents/2010/2010_Online_Learning_Report.pdf

Plan Review Use for a Five Year Master Plan for the University of Hawaii Windward Community College (Master Plan)
<http://windward.hawaii.edu/Documents/Planning/1992/PlanReviewUseMasterPlan.PDF>

Public Libraries – Kahului
<http://library.public-libraries.org/Hawaii/Kahului/KahuluiPublicLibrary.html>

Planning and Budget Council Self-Assessment 2013
http://windward.hawaii.edu/ir/PBCouncil/Assessment%20Surveys/PBC%20Assessment%20Survey_2013.pdf or

https://windward.hawaii.edu/ir/PBCouncil/Assessment%20Surveys/PBC%20Assessment%20Survey_2013.pdf

Planning and Budget Council Webpage

<https://windward.hawaii.edu/ir/PBCouncil/PlanningBudgetMenu.php>

San Juan College, Veterinary Technology Distance Learning Program

<http://www.sanjuacollege.edu/pages/3433.asp>

Strategic Plan Action Outcomes ([Archived Copy](#))

<http://windward.hawaii.edu/ir/Planning/Plans/Strategic/StrategicPlan12-8-08.pdf> or

<https://windward.hawaii.edu/ir/Planning/Plans/Strategic/StrategicPlan12-8-08.pdf>

Tactical Targets for WCC in Pursuit of Strategic Plan Goals to 2015 and Beyond (Chancellor's Vision Statement)

https://windward.hawaii.edu/ir/PBCouncil/2011/VisionPBCDraft2_1-31-12.pdf

United States Department of Education, The Carl D. Perkins Vocational and Technical Education Act, Public Law 105-332

<http://www2.ed.gov/offices/OVAE/CTE/perkins.html>

United States Department of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook

<http://www.bls.gov/ooh/healthcare/veterinary-assistants-and-laboratory-animal-caretakers.htm>

University of Hawaii and University of Hawaii Community College Mission Statements

http://uhcc.hawaii.edu/OVPCC/strategic_planning/mission.php

University of Hawaii Board of Regents Homepage

<https://www.hawaii.edu/offices/bor/>

University of Hawaii System Libraries homepage

<http://www.hawaii.edu/libraries/>

University of Hawaii, Maui College Webpage

<http://maui.hawaii.edu/>

University of Hawaii, Maui College Degrees and Programs Webpage

<http://maui.hawaii.edu/programs-of-study/>

University of Hawaii, Maui College Library Webpage

<http://maui.hawaii.edu/library/>

University of Hawaii, Maui College University Center Webpage
<http://uctrmaui.hawaii.edu/>

University of Hawaii Strategic Directions
[http://www.hawaii.edu/strategic directions/](http://www.hawaii.edu/strategic%20directions/)

Western Association of Schools and Colleges
<http://www.wascsenior.org/>

Windward CC Assessment Form (login required)
<http://iroppe.windward.hawaii.edu/assessment/>

Windward CC Career and Community Education Annual Assessment
<https://windward.hawaii.edu/ir/PBCouncil/2014/Units/OCCE/Annual%20Report%202013%20-%202014%20Continuing%20Education%20and%20Facilities%20Use%20Annual%20Report%201-26-15.pdf>

Windward CC Course Catalog 2015-2017
https://windward.hawaii.edu/Catalogs_Schedules/WCC_Catalog_2015-2017.pdf or
https://windward.hawaii.edu/Catalogs_Schedules/WCC_Catalog_current.pdf

Windward CC Curriculum Committee End of Year Report 2014/04/28
http://windward.hawaii.edu/Documents/Committees/Curriculum/2014/Curriculum_2013-2014_Final_Report.pdf

Windward CC Curriculum Committee Webpage
<https://windward.hawaii.edu/Committees/Curriculum/index.php>

Windward CC Degrees and Programs Listing
https://windward.hawaii.edu/Academics/Degrees_Certificates.php

Windward CC Laulima Webpage
<https://windward.hawaii.edu/Technology/Laulima.php>

Windward CC Library Homepage
<http://library.wcc.hawaii.edu/home>

Windward CC Library About ebrary
<http://library.wcc.hawaii.edu/ebrary>

Windward CC Maui CAVETA Cohort Online Information Session
<http://files.wcc.hawaii.edu/caricod/vetainfosessionmaui/>

Windward CC Maui Cohort Estimated Program Costs

https://windward.hawaii.edu/veterinary_studies/maui/faq.php#11

Windward CC Online Schedule of Classes

<https://windward.hawaii.edu/Classes/index.php?year=2015&semester=Fall&list=All>

Windward CC Operational Expenditure Plans

<http://windward.hawaii.edu/Budget/Documents.php>

Windward CC Operational Expenditure Plans FY 2012

https://windward.hawaii.edu/documents/budget/2012/OEP_MASTER_FY_2012-13.pdf

Windward CC Policy 4.4: Program Review

http://windward.hawaii.edu/Policies/4_4_program_review.pdf

Windward CC Strategic Plan Outcomes and Measures 2014

http://windward.hawaii.edu/ir/PBCouncil/2014/Documents/WIN_CC_2014_Actuals.pdf

Windward CC Veterinary Technology Advisory Board

https://windward.hawaii.edu/Committees/Vet_Advisory/

Windward CC Veterinary Technology Email

<mailto:vettech@hawaii.edu>