Substantive Change Proposal

Certificate of Achievement in Veterinary Assisting
Hawai‘i Island Distance Education Cohort Program and Off-Campus Site Program at Hawai‘i Community College – West Hawai‘i (Pālamanui) Campus

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New Campus or Additional Location (ACCJC Substantive Change, 3.3.2) and 50 percent or more of a program offered via Distance (3.3.7)

Windward Community College, (Windward CC) Kāne‘ohe, O‘ahu, Hawai‘i is submitting a Substantive Change request as required 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 Hawai‘i Community College’s West Hawai‘i (Pālamanui) University Center Campus in Kailua-Kona on Hawai‘i Island (also known colloquially as the “Big Island”). This report documents the ways that the institution will ensure an equivalent learning experience for Hawai‘i Island CAVETA cohort students and demonstrates our institutional capacity to lead this program.

As one of ten campuses in the University of Hawai‘i (UH) System, Windward CC is guided by the four guiding principles stipulated in the University of Hawai‘i 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 the entire island of Hawai‘i and the Windward region of the island of O‘ahu are considered underserved regions by the UH System.

Launched in 2009, Windward CC’s Certificate of Achievement in Veterinary Assisting (CAVETA) is the only program of its kind in the state of Hawai‘i. 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.

The College’s effort to deliver the CAVETA to students on the Hawai‘i Island is driven specifically by employer requests for suitably trained personnel. Geographically separated from the island of O‘ahu by 170 miles of ocean with no access to affordable inter-island “commute” options, students and employers on Hawai‘i Island have no access to a program equivalent to Windward CC’s CAVETA. The proposed partnership between Hawai‘i CC and Windward CC will allow the CAVETA program to be offered to the geographically remote and educationally underserved Hawai‘i Island.
Given the modest number of veterinary clinics on Hawai‘i Island (fewer than 20), local workforce needs are likely to be immediately satisfied by one or two graduating classes. Windward CC intends to offer a cohort on the Hawai‘i Island in the 2017-18 academic year and possibly again in three years. The distance-delivered CAVETA program on Maui offered in 2016 served as the pilot site for the proposed cohort on Hawai‘i Island. The Maui cohort was offered in collaboration with the University of Hawai‘i Maui College and was approved through a separate, previously approved Substantive Change document upon which this Substantive Change request is based.

1. Projected date of the start of operations at the additional location

Courses for the Pālamanui Cohort of the Certificate of Achievement in Veterinary Assisting (Pālamanui CAVETA) will begin in Summer 2017. The twelve-month program will be offered during the 2017-18 academic year.

2. Address and distance from main campus; transportation available for students

The Hawai‘i Community College Pālamanui Campus, (Pālamanui) 73-4225 Ane Keohokālole Hwy, Kailua-Kona, HI 96740 is located approximately 170 miles from Windward CC (Kāne‘ohe, HI 96744.) The “commute” between the islands of Hawai‘i and O‘ahu is arduous and expensive – requiring a long drive to the Honolulu International Airport followed by a $200 inter-island flight to Kona or Hilo on Hawai‘i Island. No other transportation alternatives are available between O‘ahu and Hawai‘i Island.

3. Evidence of need for the additional location; description of how outcomes of the new location will be assessed

Multiple sources of evidence were consulted in order to determine a need for the Certificate of Achievement in Veterinary Assisting on the Hawai‘i Island:

- There approximately 14 clinics and 25 active Veterinarians on the Hawai‘i Island. Site visits and meetings with several of these veterinarians confirmed an ongoing need for properly trained veterinary assistants.
- Windward CC’s vettech@Hawaii.edu email account has consistently received a high level of interest from potential students on the Hawai‘i Island.
- 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 Hawai‘i, the Department of Labor and Industrial Relations (DLIR) does not currently provide growth or demand statistics for this profession.)
- Learning Outcomes for the proposed Hawai‘i Island CAVETA Cohort will be assessed with embedded outcomes assessments in program classes and program assessments.
The Certificate of Achievement in Veterinary Assisting (CAVETA) is a one-year program composed of 31 credits of coursework. 10 credits of the CAVETA (courses marked with the asterisk*) may be completed at any regionally-accredited institution offering equivalent coursework. Pālamanui CAVETA students will be encouraged to complete equivalent courses on-site at Hawai‘i Community College - Pālamanui.

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 153: Companion Animal Diseases & Nutrition (3)
- ANSC 153L: 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)

The CAVETA 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 AS Veterinary Technology degree on Hawai‘i Island. Students that complete the CAVETA may, however, apply for competitive admission to the Associate of Science program offered on-campus at Windward CC.

Hawai‘i Island CAVETA program outcomes follow standards that 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.

4. Evidence that the institution will maintain sufficient control of the location to guarantee that it meets Eligibility Requirements, Accreditation Standards, and Commission policies

Windward CC and Hawai‘i CC are fully accredited by the Accrediting Commission on Community and Junior Colleges (ACCJC). Windward CC’s compliance with all requirements are as follows:

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

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 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, or other course evaluation form developed and used by the UH System to evaluate the courses taught.

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 Hawai‘i Island CAVETA Cohort also draws upon proven technologies that the College already owns to support the delivery of instruction and to enhance student learning. Course materials (powerpoint lectures, lecture handouts, study guides, and weekly quizzes) for each course are posted on Laulima, 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. Each class also uses Blackboard Collaborate, an educational web conferencing platform, which allows students and instructors to interact in “real-time.” This platform is used to hold periodic study sessions and course lectures and keep students informed of course tasks and deadlines. The instructors also utilize a web-based polling system (doodle polls) to select online meeting times that are convenient for all students.

Windward CC’s Veterinary Technology Program Director and the designated Hawai‘i Island CAVETA Coordinator along with the online and off-site faculty and Pālamanui counselor are dedicated to the program support all aspects of student learning and development. Students may contact advisors and counselors online, by Blackboard, Skype, or by telephone.

Hawai‘i Island CAVETA cohort students will learn how to use Laulima through the Laulima Support for Students page. Here students can find answers to frequently asked questions about Laulima as well as a brief introduction to Laulima and tutorials on how to use the system. Furthermore, Windward CC provides students training on taking classes online through its online learning page. Here students are given a general orientation to online learning, including self-assessments from other colleges; Laulima learning guides; and, technology guides, including how to set up UH user accounts. Students have access to these resources at any time prior to or during their program. In addition, the Hawai‘i Island CAVETA cohort Program Coordinator will meet with the students at the Pālamanui campus during the first week of class to discuss tips on succeeding in the program. During this meeting, the Coordinator hosts a group session on
Laulima, with students using their laptops, explaining the organization of each course as well as the schedule for face-to-face labs. Students will also login to Laulima and the Coordinator will discuss how to open the lectures online and the various course tools available on each page. Additionally, the Coordinator will meet the class again at the Hawai‘i Island Humane Society to discuss requirements for working with animals, standard operating procedures of the shelter, the CAVETA program’s student handbook, bite policy, dress code, and class rules when handling live animals.

Moreover, to ensure that students enrolled in the Hawai‘i Island CAVETA cohort receive adequate training in essential hands-on skills (e.g., identification of anatomical structures, animal restraint, venipuncture, etc.) most labs are held using a face-to-face format. These lab classes are taught either by a Pālamanui-based faculty, or Windward CC faculty who would travel to the Hawai‘i Island for 2-3 days each month. Just like Windward CC’s face-to-face program, all labs are taught by credentialed veterinarians or technicians.

In addition, the College has purchased additional instructional materials (anatomical models, cadavers, animal skeletons, and clinical supplies) and library references so that the learning experience is identical to that of the labs taught on the Windward CC campus. Many of these labs will be taught on the Pālamanui campus (e.g., ANSC 142L) whereas others are held at local animal shelters, sanctuaries, or veterinary clinics. These off-campus learning experiences ensure that the students gain valuable training and experience working with live animals in a clinical setting.

As with Windward CC’s on-campus program, all animal use by the Hawai‘i Island CAVETA Cohort is overseen by the University of Hawai‘i’s Institutional Animal Care and Use Committee (IACUC). This stringent oversight ensures that all animal patients are treated humanely and that the program is compliant with United States Department of Agriculture (USDA) regulations.

The Program Director of Veterinary Technology and the Department Chair of Natural Sciences will facilitate the evaluation of online courses and ensure that instructors receive results from the institutional online class assessment form. Instructors will receive eCafe or other designated UH course evaluation results directly. As with traditional classes, such assessments will be used in contract renewals, tenure/promotion decisions, and continued hire of lecturers.

Student Learning Outcomes (SLOs) for program courses 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-as-a-whole via an online Discussion Board. 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,
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. SLO achievement will 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 discussions 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.

Support Services are discussed in detail below.

Standard III: Resources

From the beginning of the CAVETA program, Windward CC has ensured the qualifications of faculty by utilizing faculty who hold industry-recognized credentials (CVT, RVT, or DVM). These faculty were utilized to develop the online- and onsite courses that comprise the CAVETA program. 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 also had previous experience teaching online. All program faculty have been trained in the use of the College’s Sakai-based “Laulima” course delivery system and will be briefed on the resources available through the University Center at Pālamanui by the Hawai‘i Island CAVETA Cohort coordinator.

Windward CC adheres to the standard UHCC System requirement that all classes use the Sakai-based “Laulima” 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 Laulima. 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 via approved campus testing centers. This allows an additional level of authentication of students because they must produce photo ID and
take their exams in a secure environment. Additionally, all students must have a secure, unique log-in and password to enter Laulima. Therefore, only the person who registers for the class can log into the system.

*Physical Resources will be discussed in detail below.*

**Standard IV: Leadership and Governance**

The College has in place the necessary governance, leadership infrastructure, and processes to ensure effective oversight and leadership of the Hawaiʻi Island CAVETA Cohort program. The Vice Chancellor of Academic Affairs is the administrative leader for this initiative. The Dean of Academic Affairs for Division I and Academic Support is responsible for oversight of all issues related to the quality of distance education/off-site offerings. The Dean of Academic Affairs for Division II will oversee the faculty and staff offering the Hawaiʻi Island CAVETA cohort including ensuring appropriate curriculum review of courses, course scheduling, implementation of assessment activities, and ensuring alignment with system distance education committees, policies and activities.

Further, offering the Hawaiʻi Island CAVETA cohort program will not change Windward CCs 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 Hawaiʻi Board of Regents (UH BOR).

2. **Mission**

The addition of the Hawaiʻi Island CAVETA cohort Hawaiʻi Island CAVETA 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 Oʻahu.

3. **Governing Board**

The UH BOR continues to be responsible for the operation of Windward CC, Hawaiʻi CC, and the Hawaiʻi CC-administered University Center at Pālamanui. 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 Hawai‘i Island CAVETA cohort program will not alter the position of the Chancellors of either Windward CC or Hawai‘i CC as Chief Executive Officers. In point of fact, both Chancellors have spearheaded the development of these online and off-site classes, as has the Director of the University Center at Pālamanui.

5. Administrative Capacity

The addition of the Hawai‘i Island CAVETA Cohort has added some additional duties for current staff at both colleges and has necessitated the hiring of some new staff. Current staffing is adequate in size and expertise to accomplish those duties.

6. Operational Status

Both Windward CC and Hawai‘i CC are fully functional and currently granting degrees. A Memorandum of Understanding was executed by the Chancellors of both institutions specifically in support of the Hawai‘i Island CAVETA cohort.

7. Degrees

Completion of the Hawai‘i Island CAVETA cohort program will result in a Certificate of Achievement in Veterinary Assisting, which will be granted from Windward CC.

8. Educational Programs

Windward CC 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

Hawai‘i CC offers, 14 Associate in Applied Science degrees, nine A.S. degrees, four A.A. degrees, and 28 certificate programs. More information on these programs may be found at http://Hawaii.Hawaii.edu/programs-of-study

9. Academic Credit

The Hawai‘i Island CAVETA cohort program courses will have the same SLOs and will have similar 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 Hawai‘i Island CAVETA 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 General Education classes are relevant to the CAVETA program and are required for graduation.

12. Academic Freedom

Academic Freedom is guaranteed by the University of Hawai‘i 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 thus must meet the same standards.

14. Student Services

Windward CC’s Veterinary Studies Director and Hawai‘i Island CAVETA Cohort Coordinator, along with the online and off-site faculty, as well as Hawai‘i CC and Pālamanui counselors 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 the Hawai‘i Island is interested in the Hawai‘i Island CAVETA cohort, they must:

- Email vetadec@Hawaii.edu with their full name, address, and ask to attend 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 attended 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.
- Declare a major in Veterinary Assisting
- 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 Pālamanui library as requested via Interlibrary Loan. Students in the Hawai‘i Island CAVETA Cohort program have full access to books and periodicals at the Pālamanui and Hawai‘i CC libraries. Librarians at Pālamanui are available at the off-campus site, and librarians from Windward CC, UH Hilo, and Hawai‘i 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 Hawai‘i Island CAVETA 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 Hawaiʻi institutions.

• The Hawaiʻi Island CAVETA cohort program is currently staffed by a dedicated 0.8 FTE Hawaiʻi Island 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 Hawaiʻi Island 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 Hawaiʻi Island CAVETA would collect approximately $50,400 in tuition and $4,000 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 Hawaiʻi Island CAVETA. Other essential resources available to support the Hawaiʻi Island CAVETA include a 3,000 square foot animal shelter (Hawaiʻi Island 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 Hawaiʻi CC, Pālamanui, and Windward CC. The expansion of academic programs to the Neighbor Islands has 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 Oʻahu geographic area. The UH System, furthermore, encourages the provision of academic opportunities to geographic regions which are educationally “underserved” including the Hawaiʻi Island 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 hardcopy 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.

5. Evidence of official approval by the governing board

The Certificate of Achievement in Veterinary Assisting was approved by the University of Hawai’i’s Board of Regents in April 2009. The program of study to be implemented on Hawai‘i Island is identical to that which was approved by the Board of Regents and is the same as what is currently offered on the Windward CC campus and was offered for the Maui CAVETA cohort. The Maui CAVETA cohort program was reviewed and endorsed by the by the UH Council of Chief Academic Officers on September 30, 2015.

6. Evidence that the location will be ready to begin operation at the time of the substantive change approval

The Hawai‘i Island CAVETA cohort program is fully prepared to offer courses beginning in Summer 2017. The following are some of the major benchmarks already achieved in preparation for the full launch of the program:

- The CAVETA curriculum has been fully developed and adapted to an online or hybrid format. Classroom- and laboratory facilities to be used at Pālamanui have been identified and scheduled for Windward CC CAVETA use.

- Funding has been committed to offer this program. Regular faculty salaries are being supplemented by $130,000 in Perkins grant funds to be used to defray transportation costs and related expenses for Windward CC faculty to travel to and from the Hawai‘i Island to provide direct instruction and offer program support.

- The full complement of Windward CC Veterinary faculty have been hired for the Hawai‘i Island Cohort. This includes a Hawai‘i Island Cohort Coordinator, who is working from the Windward CC campus on a 0.8 FTE assignment. A Pālamanui-based Site Coordinator will also been hired to provide logistical support and to provide direct instruction for the program. Liaisons at Pālamanui 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 Hawai‘i CC – Pālamanui Campus has been signed and executed by the two college Chancellors and Pālamanui University Center Director. Details are provided in Section 7 below.

Windward CC is in the process of establishing a partnership with the Hawai‘i Island Humane Society (HIHS). This partnership between HIHS and Windward CC allows the CAVETA to offer a Hawai‘i Island internship site where students may volunteer in order to gain skills to further increase their competitiveness for job placement. Students may also complete components of their CAVETA courses in HIHS’ facilities under the supervision of a CAVETA faculty member, Veterinary Technician, and/or Veterinarian. Details of the collaboration with Hawai‘i Island Humane Society are provided in Section 9 below, Animals and Supervision.

As a Distance Learning program, the Hawai‘i Island CAVETA cohort will draw upon proven technologies which the College already owns to support the delivery of instruction and to enhance student learning. The Hawai‘i Island CAVETA 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 Laulima, 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.

- Prerecorded 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 (multiple choice, 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 Collaborate. 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 Pālamanui.

7. Evidence of sufficient fiscal, physical, and technology resources to support and sustain the additional location and an analysis of fiscal impact on the institution's budget

Windward CC’s CAVETA operates with a combination of state-allocated general funds, student fees, and occasional external grants. Funding for the Hawai‘i Island CAVETA cohort will be defrayed through the normal collection of tuition and fees. An additional $130,000 of funds was awarded to Windward CC from UHCC-administered Carl D. Perkins Vocational and Technical Education Act of 2006 (Perkins IV). These Perkins funds will cover airfare, transportation, lodging, meals & incidental expense costs for Windward CC CAVETA faculty who travel to Hawai‘i Island to deliver the in-person portions of required coursework.

The CAVETA financial plan indicates that the Hawai‘i Island 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.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition: Resident (# of credits x $120)</td>
<td>31 x $120</td>
</tr>
<tr>
<td></td>
<td>$3,720</td>
</tr>
<tr>
<td>Tuition: Non-Resident (# of credits x $328)</td>
<td>31 x $328</td>
</tr>
<tr>
<td></td>
<td>$10,168</td>
</tr>
<tr>
<td>WCC Student Fees (activity, publications); Professional Fees; Textbooks; Uniform and Stethoscope</td>
<td>$1490</td>
</tr>
<tr>
<td>Total Per Program: Resident</td>
<td>$5,210</td>
</tr>
<tr>
<td>Total Per Program: Non-Resident</td>
<td>$11,658</td>
</tr>
</tbody>
</table>
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 Hawai‘i institutions.

<table>
<thead>
<tr>
<th>EXPENSES (by course)</th>
<th>SPRING</th>
<th>SUMMER</th>
<th>FALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANSC 140</td>
<td>$4,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANSC 142</td>
<td>$7,778</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANSC 142L</td>
<td>$6,481</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANSC 151</td>
<td></td>
<td>$4,200</td>
<td></td>
</tr>
<tr>
<td>ANSC 151L</td>
<td></td>
<td>$3,500</td>
<td></td>
</tr>
<tr>
<td>ANSC 152</td>
<td></td>
<td>$4,200</td>
<td></td>
</tr>
<tr>
<td>ANSC 152L</td>
<td></td>
<td>$1,400</td>
<td></td>
</tr>
<tr>
<td>ANSC 191</td>
<td>$4,200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The financial plan for the Hawai‘i Island CAVETA program, detailed in the chart above, assumes a cohort enrollment of 20 state resident students. Under these circumstances, the Hawai‘i Island CAVETA would collect approximately $50,400 in tuition and $6,000 in fees and would, therefore, operate with a small surplus. Notably, the CAVETA financial plan is **conservative** in its revenue targets; revenue figures are based only on the 21 credits of Veterinary sciences coursework taught by Windward CC CAVETA faculty. In reality, students will need to earn 31 credits to graduate with the CAVETA, including 10 credits of General Education courses. We anticipate that the bulk of these students will enroll in such courses at Hawai‘i CC - Pālamanui, Hawai‘i CC, or Windward CC. Liberal Arts courses such as these are high enrollment, low cost. Enrollment in these 10 credits of General Education courses will yield additional revenue above and beyond what has been identified in the financial plan above.

<table>
<thead>
<tr>
<th>EXPENSES (by course)</th>
<th>Spring</th>
<th>Summer</th>
<th>Fall</th>
</tr>
</thead>
<tbody>
<tr>
<td>MATH 101</td>
<td>$4,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Instructor Costs</em></td>
<td>$22,659</td>
<td>$10,100</td>
<td>$7,700</td>
</tr>
<tr>
<td><em>Travel Costs</em></td>
<td>$3,500</td>
<td>$1,400</td>
<td>$3,500</td>
</tr>
<tr>
<td><em>Supplies</em></td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$27,159</td>
<td>$12,500</td>
<td>$12,200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>SPRING</th>
<th>SUMMER</th>
<th>FALL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Revenue (20 students)</td>
<td>$24,000</td>
<td>$16,800</td>
<td>$9,600</td>
</tr>
<tr>
<td>Program Fees (20 students)</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$26,000</td>
<td>$18,800</td>
<td>$11,600</td>
</tr>
</tbody>
</table>
To formalize the arrangements made between Windward CC, the University Center at Pālamanui, and Hawaiʻi CC, a Memorandum of Understanding (MOU) was signed by the Chancellors of Windward CC and Hawaiʻi CC and the Director of the Pālamanui campus in December 2016. 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 Hawaiʻi Island CAVETA students. Key components of the MOU are listed below.

In support of the Hawaiʻi Island CAVETA, Windward CC agrees to provide:

- All teaching faculty and all curriculum
- 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 Hawaiʻi Island CAVETA Cohort program, Hawaiʻi CC and Pālamanui agree to provide:

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

8. Description of how the college will identify and evaluate specific needs for services and resources of students at the additional location

The CAVETA is a “stackable” credential in which the entire 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 the Hawaiʻi Island. Students that complete the CAVETA certificate may, however, apply for competitive admission to the Associate of Science program offered on-campus at Windward CC.

Hawaiʻi Island CAVETA Cohort students will be expected to demonstrate proficiency in select skills included in the 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 Hawai‘i Island cohort is offering the one-year Certificate of Achievement in Veterinary Assisting and not the two-year Veterinary Technician curriculum, the CAVETA curriculum mirrors the first year of the Veterinary Technician program. To ensure a high level of professional skills and full employability, Hawai‘i Island CAVETA cohort students will be expected to work towards achievement of the AVMA skills included in CAVETA classes.

Windward CC has met with employers and Hawai‘i CC Pālamanui personnel to ensure that student needs are addressed in the operation of this program. The College has invested significant faculty time and energy in ensuring that an equivalent educational experience is provided to the Hawai‘i Island CAVETA cohort students through the full cycle of a student’s experience.

In an effort to identify and fully anticipate Hawai‘i Island CAVETA cohort student services needs, a decision was made to duplicate all services available to Windward CC on-campus CAVETA students on Hawai‘i Island. Services are detailed below as well as in the MOU enacted between Windward CC, Hawai‘i CC, and the Pālamanui campus and include outreach, recruitment, orientation, counseling, advising, and registration services.

9. Description of support services and learning resources available at the location

Hawai‘i Island 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 Hawai‘i Island students will be provided through a combination of online and email communication and via services delivered in-person and on-site at Pālamanui. Services will span the full lifecycle of the student experience – ranging from outreach and recruitment through completion and placement – and will be provided principally by Windward CC faculty with support provided by identified colleagues at Pālamanui and Hawai‘i CC. Pālamanui 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 Hawai‘i Island-based colleagues, Hawai‘i Island 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 Hawai‘i Island CAVETA Cohort students include:

- **Recruitment and outreach** services will be principally provided by Windward CC’s designated CAVETA Cohort Coordinator. Supplemental services will be provided by Pālamanui-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 at multiple points on the Hawai‘i CC [University Center at Pālamanui](#) 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 Pālamanui by Windward CC personnel in collaboration with Pālamanui-based staff. As is true for the on-campus CAVETA program, participation in the Hawai‘i Island CAVETA Cohort will be allowed on a first-come, first-served basis.

Advising and registration services – Students will submit application materials to the Hawai‘i Island Cohort Coordinator for processing. Registration and advising is conducted online and students will be able to register for Hawai‘i Island CAVETA 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 Pālamanui 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 Pālamanui has been identified as the lead contact for the Hawai‘i Island 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 or pay a nominal fee to have books shipped directly to their home. Hawai‘i Island CAVETA Cohort students may also purchase required textbooks through amazon.com. This option will likely allow for free or reduced price shipping directly to the student’s residence. Advising for student success – Early in the CAVETA program, students enrolled in Animal Science (ANSC) 140, Introduction to Veterinary Technology, will be provided with essential tools and knowledge to ensure their success in the Hawai‘i Island CAVETA Cohort. Key lessons related to program outcomes, program requirements, and employment prospects will be provided to students. The ANSC 140 course will be instructed by the Hawai‘i Island CAVETA Cohort Coordinator.

Tutoring – Brainfuse is an online tutoring service available at no-cost to all University of Hawai‘i 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 – Pālamanui has committed a brand-new science classroom suitable for lecture and laboratory course instruction. The classroom is located in the Science and Math Building. The classroom is approximately 1,000 square feet in size and is more than sufficient to meet program needs. The classroom is adjacent to a 200-square foot storage and laboratory “prep” room which includes storage cabinets which lock. Keys will be provided to Windward CC faculty by the Pālamanui campus. The classroom opens onto an outdoor covered lanai space for faculty to consult with students and other classrooms will be made available for student/faculty meetings when not scheduled for other instructional activities.

Animals and Supervision – In the traditional on-campus CAVETA program, Oʻahu-based CAVETA students complete a portion of their studies at the Hawaiʻi Island Humane Society’s facility just one mile away. The Hawaiʻi Island Humane Society (HIHS) has tentatively agreed to collaborate with Windward CC to establish an arrangement which will prove mutually-beneficial to both Windward CC and HIHS. Windward CC plans to utilize HIHS animals at no-cost and 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 will 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 Hawaiʻi CC, and Pālamanui 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 Pālamanui Library is open for approximately 40 hours per week and includes access to a small collection of books and materials as well as access to the full collection of the joint UH Hilo/Hawaiʻi CC library located in Hilo. Students may consult Windward CC databases via the College’s Library website, and UH System resources from the Pālamanui 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: login required) that are accessible to Hawaiʻi Island CAVETA cohort students. Additional library resources including textbooks in Veterinary Sciences have been purchased and will be placed on reserve in the Pālamanui library. Public libraries offer circulation privileges to state residents as well.
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. In addition, its membership also includes WCC faculty, current students, and program graduates. The Board offers informed solutions to program challenges and links the program to the broader professional community.

Additionally, a smaller, cohort-specific Hawaiʻi Island Veterinary Assisting Advisory Committee has been created to obtain specific feedback on industry, program, and educational/training needs on Hawaiʻi Island. This Committee’s initial meeting took place on September 29, 2016, and was led by the Hawaiʻi Island CAVETA Cohort Coordinator. Attendees included representatives from Windward CC, the Pālamanui campus, as well as veterinarians and veterinary technicians from the Hawaiʻi Island veterinary community.

Job placement services will be provided by Windward CC-based CAVETA personnel. Jobs are posted on a social media site managed by the Windward CC CAVETA program. The Hawaiʻi Island Veterinary Assisting Advisory Committee is expected to serve as an additional point of contact for students and graduates wishing to pursue job opportunities on Hawaiʻi Island.

10. Description of how students will access services and resources if students are to rely on those services and resources from the main campus

Services to Hawaiʻi Island CAVETA cohort students will be provided by Windward CC, Hawaiʻi CC, and staff based at the Pālamanui campus. Hawaiʻi CC and Pālamanui administration, faculty, and staff have eagerly supported this venture and have come to view the Hawaiʻi Island CAVETA Cohort as part of a larger effort to enhance the economic and educational viability of Hawaiʻi Island. Some services will be provided to CAVETA students on both campuses. Thus, the level of services available to Hawaiʻi Island CAVETA Cohort students will actually exceed that which is provided to the typical Windward CC-based CAVETA student.

The CAVETA will be led by the following college personnel on Oʻahu and the Hawaiʻi Island:

- A Windward CC faculty member in Animal Science who is also a Certified Veterinary Technician, has been appointed as Hawaiʻi Island CAVETA 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 Pālamanui personnel and provides overall
management for the Hawai‘i Island CAVETA site. This individual also served in a similar role for the CAVETA Cohort offered on the island of Maui in 2016.

- A Hawai‘i CC Pālamanui Counselor has been tapped to serve as the Pālamanui lead for student services. She will refer inquiries received to the Hawai‘i Island CAVETA Cohort Coordinator and will provide counseling and advising services for the General Education portion of the CAVETA. The counselor will serve as the Pālamanui-based liaison to Windward CC-based CAVETA faculty.

- WCC intends on hiring a Credentialed Veterinary Technician as a part-time instructor and Instructional Coordinator specifically for the Hawai‘i Island CAVETA. This person will be based in Kona on Hawai‘i Island and will supervise clinical experiences on Hawai‘i Island. With proper credentials, this individual may also provide credit-bearing laboratory instruction for Hawai‘i Island cohort CAVETA students.

- Faculty and Lecturers have been identified to teach each of the courses included in the Hawai‘i Island CAVETA cohort. These individuals possess credentials which meet or exceed those established by Windward CC. All course instructors have industry-recognized credentials (DVM, CVT, or RVT) which also meet or exceed MQs for teaching CTE courses at the community college level.

11. Evidence of sufficient and qualified staff at the location, and description of processes for hiring and evaluating such staff

Veterinary Assisting program curricula will be identical across all program sites. The courses, number of credits, workload, and course outcomes will be the same regardless of the mode of delivery. Hawai‘i Island CAVETA cohort 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 Pālamanui campus. CAVETA students will be Windward CC students, and all core classes (those with the “ANSC” alpha) will be provided by Windward CC faculty. Once completed, the Certificates will be conferred on graduates by Windward CC.

The University of Hawai‘i Community Colleges has established Minimum Qualifications for all credit disciplines. Windward CC adheres to these Minimum Qualification requirements. Additionally, faculty for satellite programs are recruited, hired, and evaluated using the same procedures and Minimum Qualifications as the faculty teaching at the main campus. Faculty and staff are experienced in supporting course and program learning outcomes assessment and have reviewed and evaluated program health indicators as part of an overall commitment to programmatic and institutional improvement.
The Veterinary Assisting program is organizationally part of the Natural Sciences Department at Windward CC. Natural Sciences is grouped along with other disciplinary areas as part of “Division II.” The organizational hierarchy is as listed below:

- Hawaiʻi Island CAVETA Cohort Coordinator: Dani Carico, CVT
- Veterinary Technology Program Director: Jenny Kelly, DVM
- Department Chair, Natural Sciences: David Krupp, PhD
- Dean of Academic Affairs, Division II: Charles Sasaki
- Vice Chancellor of Academic Affairs: Ardis Eschenberg, PhD
- Chancellor: Doug Dykstra
- University of Hawaiʻi President: David Lassner, PhD

Qualified staff will provide leadership to the Hawaiʻi Island CAVETA Cohort, 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 Dean of Academic Affairs, Vice Chancellor of Academic Affairs, and Veterinary Technology Advisory Board, the Director ensures that the program meets both student and workforce needs. The Program 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. Curriculum changes are reviewed by the Natural Sciences Department, Curriculum Committee, and Faculty Senate. The Program Director holds a Doctorate in Veterinary Medicine from Purdue University and a Masters of Veterinary Science from the University of Saskatchewan.

- **Animal Science faculty** (full-time and part-time) that will contribute to the Hawaiʻi Island 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 University of Hawaiʻi System. Faculty will provide instruction in online and in-person formats. Their inclusion in program instruction will further ensure consistency between sites and will further integrate Hawaiʻi Island CAVETA Cohort students into the overall fabric of the broader Veterinary Studies program at Windward CC.

- 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 Hawaiʻi cohort site. 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.

➢ To support the operations of the Hawai‘i Island CAVETA cohort, one faculty member is spending 0.8 of her time and workload to serve as Hawai‘i Island CAVETA Cohort Coordinator. The Hawai‘i Island CAVETA Cohort Coordinator works in concert with the Program Director and serves as the primary point person for student services. She also manages relationships with Pālamanui campus and Hawai‘i CC personnel and provides overall management for the Hawai‘i Island CAVETA site. She will travel between Windward CC and Pālamanui to ensure smooth operations for Hawai‘i Island cohort students and program faculty. The Hawai‘i Island CAVETA Cohort Coordinator is a Certified Veterinary Technician with over 10 years’ experience in the veterinary field. She managed the 2016 CAVETA Cohort on the island of Maui and has received substantial training in distance education and associated learning technologies.

➢ Lecturers and full-time faculty will be evaluated following the normal and usual evaluation procedures. Lecturers at “Step A” are evaluated by peers once a year and submit self-evaluation documents in April of each year reflecting upon peer and student evaluations. Lecturers at “Step B” and “Step C” are also observed and evaluated at regular intervals. Full-time faculty are evaluated following standard assessment procedures which call for the regular submission of Contract Renewal documents and/or Tenure and 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. Formal training and ongoing and regular informal feedback will be provided by the Dean of Academic Affairs and Department Chair.

12. Description of the process for creating and revising curriculum for the location

The Hawai‘i Island CAVETA Cohort will not require new courses or curriculum. All courses are already developed and have been assessed on a regular basis. All courses have been offered in a “hybrid” or entirely online distance education format. Distance-delivered courses have the same SLOs as courses taught through the traditional on-campus mode of delivery. Course delivery techniques have been adapted for distance delivery 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 as well as the Maui Island CAVETA Cohort.
Delivery of courses will occur as follows:

Online Course Supplemented by One Face-to Face Course Meeting at Pālamanui
ANSC 140: Introduction to Veterinary Technology (3)
ANSC 142: Anatomy and Physiology of Domestic Animals (3)
ANSC 151: Clinical Laboratory Techniques (3)
ANSC 153: Companion Animal Nursing & Nutrition (3)
BUSN 191: Veterinary Office and Computer Skills (3)

Online Courses Supplemented by six Face-to Face Course Meetings at Pālamanui
ANSC 142L: Anatomy of Domestic Animals Laboratory (1)
ANSC 151L: Clinical Laboratory Techniques Laboratory (1)

Course Delivered at Pālamanui (supplemented by online curricula)
ANSC 153L: Companion Animal Nursing (1)

Fully Online Course
MATH 101: Mathematics for Veterinary Assisting (3)

Courses Which May be Taken on Hawai‘i Island at Hawai‘i CC Pālamanui, Hawai‘i CC (Hilo), or Online
ENG 100: Expository Writing (3)
HLTH 125: Medical Terminology (1)
PSY 100: Survey of Psychology (3)
SP 151: Personal and Public Speech (3)

13. Description of how programs at the location will be evaluated, including student achievement and assessment of student learning outcomes (SLOs)

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 though the UHCC Annual Report of Program Data (ARPD.) The ARPD assesses program strengths 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 Hawai‘i Island CAVETA Cohort will be included in all of the aforementioned outcomes assessments.

Student achievement for Hawai‘i Island CAVETA Cohort students will also be tracked through formative and summative assessments. Student progress will be monitored by the Hawai‘i Island Cohort Coordinator as well as by instructional faculty. Efforts will be made to ensure that Hawai‘i Island complement of support services available from Windward CC at a distance with services provided at Pālamanui by colleagues at Hawai‘i CC. Additionally, summative reports will be compiled to document the graduation and employment placement rates of Hawai‘i Island students, particularly in comparison to other Windward CC-based CAVETA students.
14. Description of the involvement of staff and students at the additional location in institutional planning and decision-making, and their connectedness with the main campus

The Hawai‘i Island CAVETA cohort is the second distance-delivered CAVETA program to be offered by Windward CC. The CAVETA is visualized as a three-year rotational cohort to be offered on the island of Maui (2016), on Hawai‘i Island (2017), and possibly on Kaua‘i at a future date. Students on the neighbor islands would be able to complete the certificate in twelve months. If the program is expanded to the island of Kauai, such action would necessarily require an additional Substantive Change request.

Hawai‘i Island CAVETA Cohort students will be registered as full-fledged Windward CC students. Each will be assigned to the Island 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 Hawai‘i CC Pālamanui have demonstrated an openness and willingness to collaborate to ensure that the Hawai‘i Island CAVETA Cohort is a success. Regular meetings and a significant amount of email and phone communication between personnel at Windward CC, Hawai‘i CC, and the Pālamanui campus have taken place since August 2016. The monthly meeting of the UH Council of Chief Academic Affairs Officers, Community College Academic Affairs Administrators, and Career and Technical Education Deans Council have 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, cohort-specific Hawai‘i Island Veterinary Assisting Advisory Committee was assembled to provide specific feedback on industry, program, and educational/training needs. This Committee includes representatives from all CAVETA campuses as well as veterinarians and veterinary technicians and serves as the primary vehicle through which Windward CC maintains positive relationships with employers and the Hawai‘i Island veterinary community.

Windward CC faculty teaching for the Hawai‘i Island CAVETA Cohort will continue to participate in regular program and department meetings. All Pālamanui CAVETA teaching faculty will be provided opportunities to engage in activities and meetings at Windward CC and may participate in departmental and division meetings. This arrangement ensures a full integration of the Hawai‘i Island CAVETA Cohort with the larger on-campus CAVETA.
The science laboratory instructional technician based at Pālamanui has been engaged in program planning. She will be flown to the main Windward CC campus in March 2017 to learn best practices in laboratory management and to have first-hand experience with typical activities which occur in the Veterinary Assisting classroom.

Windward CC’s cyclical planning process includes annual assessments by each of the academic departments and campus programs. Every year, the current assessment timeline requires that each department assess twenty percent of its active courses using course-level assessment tools in order 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.

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 asks 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 below shows the workflow that culminates in the Planning and Budget Council’s recommendations to the Chancellor. The Hawai‘i Island CAVETA will utilize this process in its planning endeavors.
Draft Documents are reviewed by constituency groups and third party reviewers.

Through a survey, PBC members anonymously rank PBC Forms using a rubric, which is used by Chancellor to allocate funds.

Revised documents submitted to Planning and Budget Council via the web.

Planning and Budget Council Members review documents as evidence for PBC Form Request.

Department Chair/Unit Head presents each PBC Form to all members at PBC meeting.

Windward CC looks forward to offering its second off-campus Certificate of Achievement in Veterinary Assisting. The design and structure of the Hawai‘i Island CAVETA Cohort builds on the strengths of Windward CC’s on-campus CAVETA and is augmented by the direct support of Hawai‘i CC and Pālamanui campus administration, faculty, and staff.
APPENDIX A: Catalog and Weblinks


American Veterinary Medical Association.  https://www.avma.org/Pages/home.aspx

American Veterinary Association.  Veterinary Technology Student Essential and Recommended Skills List.  
https://www.avma.org/ProfessionalDevelopment/Education/Accreditation/Programs/Pages/cvtea-pp-appendix-i.aspx

ANSC 151: Clinical Laboratory Techniques Syllabaus.  
https://windward.hawaii.edu/Courses/ANSC151/


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


Dykstra, Doug.  Tactical Targets for Windward Community College in Pursuit of Strategic Plan Goals to 2015 and Beyond.  


Hawai`i Community College at Palamanui.  http://hawaii.hawaii.edu/palamanui/

Hawai`i Community College at Palamanui Library and Learning Center.  
http://hawaii.hawaii.edu/palamanui/learning-resources/#info


Hawai`i Island Veterinary Assisting Email:  vettech@Hawaii.edu
Hawai`i Island Veterinary Assisting Program Costs.
https://windward.hawaii.edu/veterinary_studies/vetadec/hawaii/faq.php#11

Hawai`i Island Veterinary Assisting Tuition.
https://windward.hawaii.edu/veterinary_studies/vetadec/hawaii/faq.php#11


Laulima Student Frequently Asked Questions.
https://laulima.hawaii.edu/portal/site/gateway/page/83b830e4-c4e8-4956-802c-d15534187267

Laulima Student Orientation.
https://www.hawaii.edu/Technology/Laulima.php

Laulima Student Tutorials.  https://laulima.hawaii.edu/portal/site/gateway/page/83b830e4-c4e8-4956-802c-d15534187267

Laulima Support for Students.  https://laulima.hawaii.edu/portal/site/gateway/page/83b830e4-c4e8-4956-802c-d15534187267


Planning and Budget Council.  https://windward.hawaii.edu/Committees/Planning_Budget/

Planning and Budget Council Summary Page.
https://windward.hawaii.edu/Committees/Planning_Budget/PlanningBudgetAgingMenu.php


San Juan College Veterinary Technology Program.  https://www.sanjuancollege.edu/school-of-trades-and-technology/programs/veterinary-technology/

Student Orientation to Online Learning.  https://windward.hawaii.edu/online/Orientation.php

Technology on Campus.  https://windward.hawaii.edu/Technology/index.php


University of Hawaiʻi Board of Regents. [https://www.hawaii.edu/offices/bor/](https://www.hawaii.edu/offices/bor/)


University of Hawaiʻi’s Institutional Animal Care and Use Committee. [https://www.hawaii.edu/researchcompliance/](https://www.hawaii.edu/researchcompliance/)


*University of Hawaiʻi, Strategic Directions, 2015-2021.* [http://blog.hawaii.edu/strategicdirections/](http://blog.hawaii.edu/strategicdirections/)

University of Hawaiʻi Testing Centers. [http://www.hawaii.edu/dl/testcenters](http://www.hawaii.edu/dl/testcenters)


Windward Community College Associate in Science in Veterinary Technology. [https://windward.hawaii.edu/Veterinary_Studies/index.php](https://windward.hawaii.edu/Veterinary_Studies/index.php)


*Windward Community College Catalog, 2015-2017:* [https://windward.hawaii.edu/Catalogs_Schedules/WCC_Catalog_current.pdf](https://windward.hawaii.edu/Catalogs_Schedules/WCC_Catalog_current.pdf)
Windward Community College Certificate in Veterinary Technology:  
[https://windward.hawaii.edu/Veterinary_Studies/index.php](https://windward.hawaii.edu/Veterinary_Studies/index.php)

Windward Community College Curriculum Committee home page.  


Windward Community College Library:  Home.  [http://library.wcc.hawaii.edu/home](http://library.wcc.hawaii.edu/home)

Windward Community College Mission Statement.  [https://windward.hawaii.edu/About_WCC/](https://windward.hawaii.edu/About_WCC/)

Windward Community College Online Learning.  [https://windward.hawaii.edu/online/](https://windward.hawaii.edu/online/)

Windward Community College Operational Expenditure Plan 2012-2013.  

Windward Community College Planning and Budget Council Survey. 2013.  

Windward Community College Policy 4.4:  Program Review.  
[http://windward.hawaii.edu/Policies/4_4_program_review.pdf](http://windward.hawaii.edu/Policies/4_4_program_review.pdf)


Windward Community College Schedule of Classes, Fall 2017.  
[https://windward.hawaii.edu/Classes/index.php?year=2017&semester=Fall&list=All](https://windward.hawaii.edu/Classes/index.php?year=2017&semester=Fall&list=All)

[https://windward.hawaii.edu/Planning/plans/strategic/strategicplan12-8-08.pdf](https://windward.hawaii.edu/Planning/plans/strategic/strategicplan12-8-08.pdf)

Windward Community College Veterinary Assisting Distance Education Program.  
[https://windward.hawaii.edu/veterinary_studies/vetadec/](https://windward.hawaii.edu/veterinary_studies/vetadec/)

Windward Community College Veterinary Technology Advising Board.  
[https://windward.hawaii.edu/Committees/Vet_Advisory/](https://windward.hawaii.edu/Committees/Vet_Advisory/)