Date: March 9, 2020

To: Cathy Sandeen, Chancellor

From: John Stalvey, Interim Provost *John RA Stalvey*

Cc: Denise Runge, Dean, Community & Technical College
Heather Corriere, Assistant Professor, Computer Information and Office Systems, Kodiak College
Betty Walters, Interim Director, Kodiak College
Susan Kalina, Vice Provost for Academic Affairs
Claudia Lampman, Vice Provost for Student Success

Re: **AY20 Expedited Program Review Findings – Office Foundations OEC and Office Support OEC**

I have reviewed the dean's findings and the completed Expedited Program Review Template for the Office Foundations OEC and Office Support OEC. The Provost's Office did not receive an Optional Program Response Form from the program.

Recommendations

My recommendation is to accept the decision and recommendations of the dean with the commentary that the request to the Board of Regents should be to delete after admissions have been suspended and the teach out has been completed. Demand for this program has declined, so enrollment is low, with no majors in 2019, and few graduates, none in 2018 or 2019. The cost of instruction is high and there is excess capacity in the courses. The institution cannot sustain this program. Students interested in this field of study will have access to a similar program offered at UAF.

Decision

Recommend Deletion

Date: February 12, 2020

To: John Stalvey, Interim Provost

From: Denise Runge, Dean

Cc: Betty Walters, Interim Director, Kodiak College

Re: AY20 Expedited Program Review Findings

Program/s in this review: Office Foundations/Office Support (OEC)

Specialized accrediting agency (if applicable): none

Campuses where the program is delivered: Kodiak College

Members of the program review committee:

- Heather Corriere, Assistant Professor, Kodiak College

Centrality of Program Mission and Supporting Role   The Office Foundations and Office Support OECs align well with the mission of UAA, CTC, and of the Kodiak College campus. The program prepares students for office occupations in a very wide array of industries. Department of Labor data suggest that demand for these positions remains very strong in Alaska, with more than 750 job openings annually and an average wage of $42,450. Specific courses within the programs are frequently taken by students in other programs such as business and other fields that require proficiency with computer software and information literacy.

Program Demand (including service to other programs), Efficiency, and Productivity Demand for the program has been small and declining during the review period. Originally offered at multiple campuses, the Kodiak OECs are the only ones that remain within UAA. In 2018 and 2019, Kodiak College had no graduates of the programs. In 2018 Kodiak College had two majors pursuing the OEC, but there were none in 2019. Looking only at the Kodiak College CIOS courses and their Instructional Productivity, student credit hours per full time equivalent faculty (SCH/FTEF) in 2019 was 136.9. Tuition per credit hour was $133.5 and cost per credit hour was $728.4, with an average class size of only 4.7. The program is offered fully online, so there are no apparent barriers that could be artificially lowering enrollment. Overall the program is experiencing low and declining enrollment and high costs, with excess capacity.

Program Quality, Improvement and Student Success   The program faculty have been engaged in revision of the assessment plan, since the program formerly was coordinated across multiple campuses and is now offered only at Kodiak. Recent changes include increased interaction between (online) students and the faculty member via virtual meetings and increased use of video content in the courses. Student pass rates are acceptable and understandable,

given that about two-thirds of enrolled students in these courses are taking them only to gain the skills, not as part of the OEC.

Program Duplication / Distinctiveness   The Kodiak College Office Foundations and Office Support programs are the only ones remaining at UAA. There is a similar program at UAF; the Administrative Assistant OEC offers some of the same courses, but largely is comprised of general education (not GER) and a keyboarding and office procedures course.

Commendations and Recommendations   Commendations: The program is commended for its online delivery as a means of expanding access. Recommendations: The program should assess the options for delivering this content in non-credit workshops, and/or as sponsored courses with groups of students.

Decision   *Suspension, with intent to Delete, of both OECs;* While decisions relative to the program are made, admissions to the program are suspended.

Submission date: 1/31/2020

Program/s in this review: Office Foundations OEC, Office Support OEC

Specialized accrediting agency (if applicable): N/A

Campuses where the program is delivered: Kodiak

Members of the program review committee:

Heather Corriere, Assistant Professor CIOS, KOC

1. **Centrality of Program Mission and Supporting Role (700 words or less)**

   The CIOS Program offers instruction for administrative assistants and office workers in two stackable OECs of 16 credits each. The Office Foundations OEC focuses on proficiency in keyboarding, 10-key operation, and customer service. This OEC builds aptitude in word processing, spreadsheets, databases, email, and presentations. Office-specific skills like filing, organization, communication, and time-management are addressed in the Office Support OEC. The CIOS OECs are fully available online.

   Most recently updated in 2012, the CIOS program requires 16 credits in each OEC to give students access to financial aid. Besides increasing the number of credits, the program was improved to be more flexible with an eye toward changing technology. For example, the OECs now recognize students may already have basic computer knowledge. Basic keyboarding, and foundational computing skills are considered "basic skills courses" and are not a required part of the OEC, although they are still offered.

   According to the U.S. Bureau of Labor Statistics, Alaska has one of the highest concentrations of administrative assistant jobs in the nation (21 jobs per thousand). The mean annual wage for this job category is $42,450 (hourly ~ $20) this is higher than the national mean of $35,760, (hourly ~ $17).

   UA Career Coach reports 785 job openings annually for administrative assistants at an average salary of $41,191. Monthly job postings have consistently increased since 2016. This is *counter* to the information from the US Bureau of Labor Statistics which predicts a slow decline of one to three percent over 10 years compared to other professions.

   Digital literacy is imperative in nearly every profession. MacPherson, 2019 reports that 90% of the workforce will require basic computer skills in the next five years. Heitin, 2016 defines basic computer skills and digital literacy as the ability to use a computer to find, consume, create and communicate digital content. This is the definition of digital literacy referenced in this report.

   The CIOS program offers courses that can be a gateway to higher education. A higher percentage of adults who lack digital literacy have lower educational attainment according to Mamedova and Powlowski 2018, 53% of adults who are not digitally literate have a high school diploma. At UAA the CIOS courses fill a gap in aiding students who are not yet ready for college courses, most of which have a computer-based component. The typically one-credit, skills-focused CIOS courses can help a student prepare for other classes by providing a lower-stakes environment to increase digital literacy.

   The Workforce Partnership, 2017 advises that administrative assistants are considered "middle-skills" employees, those that need training beyond high school, but not a bachelor's degree. That training should include "courses in word processing and office procedures" according to the U.S. Bureau of Labor Statistics, US. Students who are already in the workplace can use CIOS courses to become more effective employees.

A recent study by Udemy and reported by Bessen in 2014, an online training company, reports that employees know they are missing technical skills. Notably, the ability to incorporate new software, 33%, Financial skills including Excel, 9%, and administrative skills, 6.5%. Mamedova and Pawlowski report a U.S. Department of Education study which found that 30% of semi-skilled white-collar workers, including administrative assistants, are not digitally literate. [In that study digital literacy was at a *much lower level* than the "basic skills" defined above. Digital literacy was simply the ability to navigate a computer using a mouse to complete six straightforward tasks.]

Classes in the CIOS program are valuable for students in other programs. When a student needs one or two credits to make their full-time schedules, there are several skills-focused, one-credit options to choose from each semester. The courses that are most popular are Keyboarding, Spreadsheets, Presentations and Business Communications.

Many employees want their employers to pay for training and the majority of employers are willing to do this as detailed by Bessen in 2014. Investigations by Frost in 2019 found that training can address weaknesses and increase employee confidence and satisfaction. The CIOS program has partnered with the Kodiak Area Native Association and Cook Inlet Tribal Council (through Mat-Su) to offer courses and training within the past 3 years.

2. **Program Demand (including service to other programs), Efficiency, and Productivity (7-year trend; 1400 words or less)**

The CIOS Program has experienced attrition in faculty so that there remains one faculty teaching these classes at UAA after the Fall 2019 semester. Due to this the number of classes offered and the associated number of faculty are in a downward trend. Essentially, program cuts have already occurred. The OEC awards average 10 annually for the last 5 years.

Credits per degree average 36 with a high of 54 (2013) and a low of 11.8 (2017).

Program enrollment averages 23.6 students with a high of 42 in 2014 and a low of 5 in 2019.

Pass rates average 69% with a high of 77% in 2013 and a low of 56% in 2019. This compares to an average of 75% for all UAA distance courses Due to the smaller classes sizes in the 1-credit classes the course pass rates for CIOS classes appear less than they average pass rate for distance classes. In practice, students typically either 1) complete the class with an A or B, or 2) never start the class at all. The instructors for the classes contact students weekly throughout the semester. There are no 300-499 level courses in the OECs.

Regarding internal demand for CIOS courses, 33% enroll in major, 66% enroll out of major. This is similar to 100-299 level courses at CTC where the rates are 34.24% in major, 65.76 out of major. Note that many students who take CIOS classes are non-degree seeking or they take basic computer classes to gain technological skills. Additionally, the one-credit classes can allow student to fill a less than full time schedule and achieve 12-credit "full-time" status without having to add an additional three credit class.

Concerning instructional productivity, the single faculty teaches up to six credits of CIS classes per semester, manages a computer lab, heads the Kodiak College website committee, and runs the non-credit community education program at Kodiak College. The CIOS program and courses are a small portion of the workload. Average enrollment per full time equivalent faculty is 83.

CIOS classes average 1.3 credits per class. They are not traditional three credit classes. Kodiak College averages about 12-15 students per 3-credit class, so 3-5 students in a 1-credit class is on par with an average class size of 5.2.

Cost per student credit hour averages under 300, with the exception of an increase in 2019 to 540. This could reflect the buyout of the Mat-Su faculty who was not rehired full time in Fall of 2019. Similar UAA courses average 227.

3. **Program Quality, Improvement and Student Success (1500 words or less)**

> The CIOS program gives students skills to succeed in other areas. These courses focus on skills, are generally one credit, and are all offered online. They are typically self-paced. These classes have traditionally been taught with fewer students, and the instructor often carries more than the customary number of credit hours.

> - The number of instructors has reduced dramatically and in Kodiak, where the program is now housed, the remaining faculty typically teaches 3 to 6 credits of CIS classes in addition to CIOS courses.
> - This faculty member has participated in Quality Matters trainings for many years and has been a QM Master Reviewer.
> - When the program was revised in 2012 the curriculum was constructed so that courses can continually be updated to reflect the most current software available.

Program assessment

> 2019-2020 will be the first year the program will be assessed only at Kodiak College. This gives a greater degree of control over the data and collection. A new course sequence has been devised to allow for the CIOS program being housed at one campus.
> Changes that have taken place due to program assessment:
> - Increased inclusion of video content
> - Increased interaction with students via online meetings and email

High impact practices

> An internship CIOS A295 is a required part of the Office Support OEC. In the program, students are encouraged to use their skills to support volunteer organizations.
> Capstones are incorporated in CIOS A276A and independent project.

Student Support and advising

> Advising takes place on campus for Kodiak students and via phone, Zoom or Collaborate Ultra for students based in other communities.

> Students who complete the CIOS courses recommend them to others and say they would take the classes again.
> > "I have enjoyed this course immensely. Excel has always intimidated me and Ms. Corriere was able to explain all of the material so that anyone could understand it. I have had many questions and some problems, and she is always prompt in her responses to my questions. She has made extra effort to explain difficult concepts and approaches the teaching of this course with her primary goal being to help all students understand the material and succeed. I appreciate all of her help and would like to take CIOS 135 Part II."

> > "I liked that there were samples of the finished product so we could see what we are trying to attempt."

4. **Program Duplication / Distinctiveness (300 words or less)**

> Kodiak College is the only UAA campus to offer an OEC for office workers. There is no similar program on any other UAA campus. UAS does not currently anything similar (University of Alaska, Southeast, 2019). UAF has a similar OEC: Administrative Assistant in their Applied Business Department (University of Alaska, Fairbanks, 2020).

> At UAA the CIOS program has been greatly reduced in the last 7 years from having a presence at all UAA campuses, to being only offered at Kodiak College. In my experience this program is sustainable with about 5-7 graduates a year across the state. Advertisement and coordination with advisors on other campuses is critical.

Some duplication may be justified for courses in basic computer skills where online classes are not appropriate. Course sharing is a great idea in theory. The current Kodiak College faculty has attempted this, but although verbal agreements between faculty have been made, ultimately there were no changes made in the classes offered. In the current climate course sharing is difficult. It needs to be encouraged throughout UAA.

5. **Summary Analysis (500 words or less)**

The CIOS program has a solid curriculum and can help current administrative assistants become more efficient and help those looking for a job to be more competitive in the hiring process. The program also offers courses that are valuable to students in other programs. The biggest challenges with the program now only being on one campus is getting the word out to potential students and employers.

Ideas going forward:
- Advertisement to the Anchorage bowl and large employers across Alaska.
- Connect with academic advisors and student services at all UAA and UAS campuses to let them know about the online CIOS program.
- Work with UAF to streamline offerings between campuses.