

Planning Context

University of Hawaii System Framework

The updating of the College's Strategic Plan for 2008-2015 began in October of 2007 as UH system planning was achieving consensus on five new Strategic Outcomes that had been at the forefront of the earlier "Second Decade Project." At the same time and into the spring and summer of 2008, the UH Community Colleges were articulating and calibrating measurable Action Outcomes in relation to the "Achieving the Dream" ~~project~~ **initiative** and preparing students to meet critical workforce shortages in a diversifying Hawai'i economy.

As the UH and UHCC frameworks were being refined, the College began formal meetings with campus representatives from a wide range of academic and support units, as well as the Faculty Senate, Staff Council, and Student Congress. To facilitate maximum participation, meetings were scheduled on back-to-back Wednesday and Thursday evenings, once per month, in February, March, April, and May. Four subcommittees were formed:

- 1) Strategic Plan Group A focused on the framing documents for the updated plan, that is, the Mission, Vision, Values, Planning Context, and Functional Statements, and on the integration of Planning Agenda Items from the College's 2006 ACCJC/WASC Self Study as well recommendations from the Accreditation Report from January, 2007.
- 2) Strategic Plan Group B focused on Strategic Outcome 1, Native Hawaiian Educational Attainment and Strategic Outcome 2, Hawaii's Educational Capital.
- 3) Strategic Plan Group C focused on Strategic Outcome 3, Economic Contribution and Strategic Outcome 4, Globally Competitive.
- 4) Strategic Plan Group D focused on Strategic Outcome 5, Resources and Stewardship.

Community stakeholders began receiving electronic drafts of the updated plan in February and joined the face-to-face phase of the planning process in March. Throughout the spring semester, participants were informed that the College was building on the UH and UHCC frameworks, that there was a new emphasis on measurable outcomes and that these outcomes would drive UH system requests in the 2009, 2011, and 2013 biennium budgets as well as supplemental budgets to the Hawai'i State Legislature. Further, participants were aware that the updated strategic plan would guide three--year tactical planning by the College's academic programs and support units for 2008-2011 and 2012-2015.

In summer 2008, further refining and formatting of the updated plan continued. Group A convened in early July to complete the integration of accreditation related items and to review suggested formatting changes. In late July, the administrative staff met to review the following set of planning documents:

Draft July 14, 2008

- 1) Planning Context
- 2) Functional Statement
- 3) Revised Mission Statement
- 4) Revised Values and Vision Statement
- 5) Five Strategic Outcomes
- 6) Action Outcomes and Objective aligned with Strategic Outcomes
- 7) Campus Strategies aligned with Action Outcomes and Objectives

In early August, the updated plan was the focus of an all day administrative retreat. Based on these discussions, a new draft was prepared and shared with the Policy, Planning, and Assessment Council (PPAC), the wider campus at breakout sessions during the General Faculty and Staff reception on August 21, and with the Student Congress on XXXX. In late August the newly updated plan was shared again with community stakeholders, who were asked to provide constructive criticism and input. In September the four subcommittees reviewed and finalized an updated draft that was submitted to the governance bodies in mid-September for their review and formal approval.

Accreditation

The planning process described above included an intentional integration of accreditation planning agenda items and recommendations. This integration had been highlighted in the 2006 self study process and in numerous presentations to the PPAC and enables a comprehensive approach to planning that guides the College to be simultaneously accountable, in measurable ways, to Hawai'i's public and to our institutional accrediting body.

National Considerations

The College is nationally recognized for learning-centered innovation and student engagement and for integrating innovation into its institutional mission and functions. From 2005-2008, specific recognition was garnered for innovations in integrated international education, service-learning, learning outcomes assessment, and science, technology, engineering, and math (STEM). National research-based best practices inform these initiatives and their ongoing improvement. The College's national role, as well as its unique strengths within the UH system, resulted in the refining of our Strategic Outcome 4. Our campus position is that students, faculty, staff, and the institution itself need to be "globally competitive," and, equally important, they need to be "globally competent and collaborative." Our 20 years of national work and research strongly substantiates this position and our Strategic Outcome 4 now reads, "Globally Competent, Competitive, and Collaborative." By simultaneously broadening and deepening this outcome, we position the College to further achieve ambitious multicultural and international learning outcomes, and diversify its future funding portfolio.

Campus Strategies

Draft July 14, 2008

To achieve the five Strategic Outcomes, ~~more than 60~~ campus strategies were identified in the spring 2008 planning process. Many of these strategies were derived from existing academic and support unit tactical plans for 2007-2010. Members of Strategic Plan Group A chose to maintain the alignment of these specific campus strategies with the five outcomes in order to facilitate the next round of tactical planning.

Beyond these specific strategies, a set of seven Institution-wide Strategies will need to be pursued in a collaborative and coherent manner if measurable strategic and action outcomes and objectives are to be achieved:

- 1) ~~• Focusing on enhanced student engagement and success through Holistic college-wide eEnrollment mManagement; (The central focus of 2007-2010 Tactical Planning) academic clusters, academies and pathways; Kahikoluamea and Achieving the Dream; and distance education~~
- 2) ~~A Kahikoluamea and Achieving the Dream (Tactical Plan for 2008-2011)~~
- 3) ~~• Providing a Faculty dDevelopment of for eEngaged cCurriculum and pPedagogy, and sStaff dDevelopment of for sStudent sSupport sServices (CELTT Tactical Plan 2008-2011, Student Learning Outcomes Assessment)~~
- 4) ~~• Developing wWorkforce development training for to meeting Hawai'i's critical shortages and support a diversified to diversify the economy, including Science, Technology, Engineering, and Math (Liberal Arts and Career Program Tactical Plans)~~
- 5) ~~• Championing diversity in local, regional, national, and global learning (Integrated International Education and Globalization update)~~
- 6) ~~• Sustaining and growing campus resources, including technology and facilities (Long Range Development Planning);~~
- 7) ~~• Diversifying the College's Funding Portfolio (Executive Management Tactical Plan)~~

Formatted: Bullets and Numbering

In conclusion, the planning context for this update is framed by UH System Outcomes, UHCC Action Outcomes and Objectives, as well as by the accreditation process and national considerations of research-based best practice. Campus strategies identified in this update need to frame the next round of program and unit tactical plans and drive long-range developmental planning into the future. A diversified funding portfolio will be needed to achieve these ambitious outcomes.

Internal and External Environmental Scan

To Be Determined