

## **CAMPUS STRATEGIES**

### **STRATEGIC OUTCOME 1**

1.1.A Create learning environments based on Hawaiian values that foster community and student engagement and allow for the changing needs and expectations of students, faculty and staff.

1.1.B Develop and improve strategies, programs and technologies that will increase the College going rate of Native Hawaiians

1.1.C Research and identify educational needs of Native Hawaiians in their homes and communities.

1.1.D Improve outreach to Native Hawaiian students, families and communities by developing better communication technologies and appropriate distance learning courses and pedagogies.

1.1.E Partner with Native Hawaiian community based organizations to cultivate and guide Native Hawaiian students in achieving their academic goals.

1.1.F Recruit and retain Native Hawaiian faculty, staff and administrators to reflect more closely the populations we serve.

1.2.A Make the financial aid process more accessible to low-income communities by providing financial aid assistance through schools and community based organizations.

1.2.B Continue to explore and develop other financial aid opportunities.

1.3.A Implement and fund assessment systems that provide data and information that can be used to evaluate and improve the effectiveness of Kahikoluamea programs and services.

1.3.B Promote collaborative efforts with other departments and programs to improve seamless and efficient movement of students from the remedial and developmental level to readiness for college-level work.

1.3.C Strengthen the recruitment, training, and development of instructors, counselors, and support staff that have an interest in, and commitment to, under-prepared college students.

1.3.D Meet student needs through flexible and innovative strategies to optimize student learning and success

1.4.A Create a campus-wide Second Year Experience program that provides a positive experience for Native Hawaiian students who have successfully completed 24 or more credits as they prepare to transfer to baccalaureate institutions or move into careers.

1.4.B Develop, implement, and evaluate strategies to improve success rates in 21<sup>st</sup> century career programs.

1.4.C Strengthen learning outcomes assessment and its use for improvement.

1.4.D Maximize opportunities for students to complete general education requirements at their home campuses, and to enroll and transfer among campuses to achieve their goals in a timely manner.

### **STRATEGIC OUTCOME 2**

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- 2.1.A Provide, maintain and make visible fully accessible student support services to promote improved student success rates and satisfaction.
- 2.1.B Develop collaborative strategies such as providing tutors and mentors through the service learning emphasis that will increase the college going rate of public high school graduates.
- 2.1.C Promote open access from the diverse communities we serve, and mutual respect among people from different backgrounds and heritages.
- 2.1.D Strengthen basic skills assessment for all incoming students that will allow them to make quality educational and career decisions.
- 2.1.E Ensure quality of teaching, increasing productivity and increased learning centered behavior.
- 2.1.F Create appropriate articulation agreements with UH system campuses and evaluate the feasibility of offering off-site classes.
- 2.1.G Provide active, rich and safe learning opportunities and environment that promotes engagement of students, faculty/staff and the outside community in learning and experiential activities that increase success in courses, and attainment of certificates/degrees and career Campus Strategies.
- 2.1.H Continue to support recruitment and retention of students, staff and faculty in the STEM programs.
- 2.2.A Make the financial aid process more accessible to low income communities by providing financial aid assistance through schools and community based organizations.
- 2.2.B Identify resource needs and potential sources of support.
- 2.2.C Continue to explore and develop other financial aid opportunities to assist diverse students in funding their higher education.
- 2.3.A Support the recruitment, training, and retention of instructors, counselors, and support staff that have an interest in and commitment to under-prepared college students.
- 2.3.B Implement and fund assessment systems that provide data and information that can be used to evaluate and improve the effectiveness of Kahikoluamea programs and services.
- 2.3.C Promote collaborative efforts with other departments and programs to improve seamless and efficient movement of students from the remedial and developmental level to readiness for college-level work.
- 2.4.A Develop, implement, and evaluate strategies to improve success rates in 21<sup>st</sup> century career programs.
- 2.4.B Strengthen learning outcomes assessment and its use for improvement.
- 2.4.C Maximize opportunities for students to complete general education requirements at their home campuses, and to enroll and transfer among campuses to achieve their goals in a timely manner.
- 2.4.D Increase student competency and proficiency in information literacy.

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2.4.E Offer services that fit students' needs, as determined by assessment at entry and upon leaving.

2.4.F Increase the number and improve the quality of alternative delivery classes: online classes; hybrid classes, team-taught classes and learning communities.

2.4.G Improve campus outreach to immigrant students and families at primary feeder high schools, offer college prep courses at feeder high schools and/or community centers.

2.4.H Offer Learning Communities, ACE clusters, and sections of ESOL courses for immigrant students

2.4.I Establish the Immigrant Student Services Center. Develop and fund .5 FTE faculty/.5 FTE advisor position, and a counseling/outreach faculty position.

2.5.G Develop comprehensive online career services to provide students with the resources to achieve their educational and professional goals.

2.5.H Promote team teaching and resource sharing across campuses, and support combined WEB CT classes and Virtual Learning Communities.

2.6.A Increase emphasis through CELTT on faculty development for improved active and collaborative learning, faculty-student interaction, academic challenge and student effort.

2.6.B Increased collaboration across educational support units and academic programs to improve support for learners.

### ***SUMMARY OF PLANNING AGENDAS Std 2***

- Continue to use student outcomes data to ensure higher success rates for Holomua students in Arts and Sciences and Career programs (II.A.1.a, p. 162).
- Continue to develop and implement the assessment of student learning outcomes for the majority of programs (II.A.1.c, p. 174).
- ~~Continue discussions and planning for the development of an online curriculum review process (II.A.2, p. 179 and IV.A.2.b, p. 426).~~
- Continue to work with departments and units to fully integrate learning outcomes assessment as a goal in 2007-2010 Tactical Plans (II.A.2.f, p. 199).
- ~~Continue to develop and improve a Learning Outcomes Assessment Committee website for faculty and staff to learn more about writing and assessing student learning outcomes (II.A.2.f, p. 199).~~
- ~~Continue to develop and assess workshops for assisting faculty in identifying, articulating, and measuring learning outcomes in all courses and programs (II.A.2.i, p. 203).~~
- ~~Continue to develop and implement e-portfolios for programs that wish to use these tools for assessment of program and student outcomes (II.A.3.b, p. 210).~~
- ~~Continue to consolidate General Education outcomes for the College and the AA, ATS, and AS degrees and to align these consolidated outcomes with the ACCJC General Education guidelines and the University of Hawai'i.~~

~~i at Mānoa General Education core requirements (II.A.3.b, p. 212).~~

- Explore development of a Service-Learning General Education Requirement and develop a mechanism to verify that students have developed a willingness to assume civic responsibility roles after leaving the College (II.A.3.c, p. 212).
- ~~Monitor changes in enrollment of international and transfer students, as well as the number of new degrees and certificates offered (II.A.6.a, p. 218).~~
- ~~Improve transcript evaluation services to ensure that timely evaluations are completed (II.A.6.a, p. 218).~~
- Continue to develop, update, and improve the existing inter-college articulation database (II.A.6.a, p. 218).
- Establish formal review procedures for the Student Conduct Code so that the code is reviewed and improved regularly (II.A.7.b, p. 225).
- ~~Establish a consistent and continuous process of identifying and assessing student learning outcomes in courses and programs, including the Student Services Unit (II.B.4, p. 256).~~
- Continue to use Community College Survey of Student Engagement data to improve the quality of the student experience (IIC.1.c, p. 272).

### **STRATEGIC OUTCOME 3**

3.1.A Support the personnel needed in the Grants Development Office and grants administration in the Business Office, as well as periodic faculty assigned time for their research, planning and development efforts, and staff development. Integrate Grants Development into budgeting for program improvement efforts.

3.1.B\_ Develop and sustain strong partnerships with local business, industry, community leaders, and national higher educational organizations.

### **STRATEGIC OUTCOME 4**

4.1A Develop student-centered learning and teaching resources and technology to ensure superior academic achievement and career training, increase employment opportunities, facilitate learner access; ensure students graduate in a timely manner with knowledge, skills, attitudes, and experiences to enable them to be socially responsible and economically productive members of the community.

4.1.B Improve enrollment management, especially student recruitment, enrollment growth, and retention.

4.1.C Strengthen two-way connections between workforce needs in Hawaii and course and program offerings at the College.

4.1.D Strengthen workforce development relationships with UHM, UHWO, and UH Hilo to explore 2+2 degree partnerships.

4.1.E Increase by # per year the number of individuals enrolled in non-credit certificate programs that lead to occupations where there is a demonstrated state of Hawai'i shortage of qualified workers, and where the average income is at or above the U.S. average.

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4.2.A Work with employers to offer incentives to employees to pursue credit and non-credit certificates and degrees that will strengthen their job performance.

4.2.B Improve planning, marketing and implementation of continuing education programs to the community.

4.3.A Create and maintain mutually beneficial partnerships that anticipate and address changing educational needs, advances in industry and changes in the communities we serve.

4.3.B Develop synergies within existing programs so that degree completion leads to employment in emerging fields identified as innovative and knowledge-intensive opportunities.

4.3.C Develop comprehensive tutoring, mentoring, and student leadership programs to support improved student learning in all programs.

4.3.D Renovate existing classrooms and build additional labs, centers, and classrooms to support engaging pedagogies such as peer mentoring, community engagement, technology integration, and undergraduate research for enhanced learning in selected areas of excellence (STEM, Integrated International Education, Service-Learning) and career programs.

4.4.A\_ Develop new international education courses and modules for infusion into existing courses and develop more international education courses for distance delivery.

4.4.B Develop more international partnerships, including contract training, that provide exchange and research opportunities for faculty and additional non-state revenue for the College.

4.5.A Research student interests in study abroad. Improve and expand current study abroad programs. Convey study abroad opportunities through new student orientation and gateway courses in Asian, Pacific and International studies.

4.5.B Increase support for Service-Learning, including a general funded, permanent, Service-Learning Outreach Coordinator, to plan, coordinate, and assess indigenous, multicultural and international service and learning opportunities for students.

4.5.C Develop local and national partnerships for fund development.

4.5.D Research student interests in study abroad. Improve and expand current study abroad programs. Convey study abroad opportunities through new student orientation and gateway courses in Asian, Pacific and International studies.

4.5.E Increase support for Service-Learning, including a general funded, permanent, Service-Learning Outreach Coordinator, to plan, coordinate, and assess indigenous, multicultural and international service and learning opportunities for students.

4.5.F Develop local and national partnerships for fund development.

#### **STRATEGIC OUTCOME 5**

**5.1 Invest more in professional development. Recruit, retain, renew, and support a qualified, effective, and diverse student population, staff, and faculty, and promote leadership among them.**

5.1.A ~~Increase the number of tenure-track faculty and staff positions in relation to areas of demonstrated need, enrollment, and growth. Reallocate vacant positions based on program need, enrollment, and growth.~~

5.1.B ~~Offer and maintain competitive salaries based on market demand, institutional need and comparable institutions. Increase and maintain faculty and staff salaries to be competitive with comparable institutions.~~

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5.1.C ~~Acquire resources and~~Provide expanded opportunities to ~~the~~ students, staff and faculty for professional and leadership development. tie to College initiatives and areas of demonstrated need.

~~5.1.D Pursue opportunities to develop students, staff and faculty as leaders in their respective fields, areas of expertise, and areas of interest.~~

5.1.E Promote, encourage and reward successful innovation in teaching, scholarly research, extramural funding, and entrepreneurial activities. see strategy re 1% for SSA

5.1.F Improve administrative processes so that faculty and staff are paid on time, guided through procedures, and treated with respect. MOVE??

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5.1.G Ensure equity of workload to prevent "burnout" and reduce faculty and staff turnover. eh? what % of turnover, workload is contractual, is "burnout" working without compensation? what is equity? working more than 40 hours/week? one person working harder than someone else during that 40 hours? [not prof development]

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5.1.H ~~Promote~~ Promote diversity among ~~students,~~ staff and faculty through compliance with EEO/AA guidelines.

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5.1.I ~~Improve communication and governance processes and conveyance of accurate and timely information. require minutes of governance group meetings be posted within 7 work days~~ MOVE?

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## 5.2 Reduce Deferred Maintenance from \$30,453,000 (2007) to \$XXX in 2015.

Right now, the campus is expending funds to address urgent health and safety needs and other compliance issues.

Devlop a campuswide process to prioritize maintenance projects based on optimizing the use of facilities to meet program needs

~~5.2.A Plan new construction and expansion based upon identified unit or program need.~~

~~5.2.B Upgrade and maintain facilities to ensure superior academic achievement, improve functionality of space, and promote pride in our work environment.~~

~~5.2.C Optimize and diversify the use of existing facilities and grounds through partnerships with other campuses, and within departments and programs.~~

~~5.2.D Partner with external businesses and organizations to establish onsite/nearby satellite facilities.~~

~~5.2.E Support the commitment to reduce energy consumption, promote comprehensive recycling programs, and implement the use of renewable energy sources.~~ 5.8

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~~5.2.F Enhance the campus where student activities and events can be held in a supportive and attractive atmosphere.~~

~~5.2.G Comply with ADA regulations to ensure equal access for all.~~

~~5.2.H Explore all possibilities for improving parking access to our campus.~~

**5.3 Increase non-state revenues by 3-17 percent per year, from \$25,037,516 (2007) to \$34,467,822 in 2015.**

5.3.A Increase tuition and fees revenue through holistic enrollment management, including increasing the high school going rate, increasing enrollment by returning adult learners and students from underserved regions, and their retention, persistence, and degree completion.

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5.3.B Improve revenue generation from coordinated continuing education efforts.

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5.3.C Maintain and improve summer session revenue generation.

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5.3.D Strengthen efforts to develop local and national private donors through the UH Foundation Office on campus. ~~measurable outcomes?? MOVE?? not part of the \$25m~~

**5.4 Promote sustainability by reducing annual KWH/gross square feet consumed by 1 percent per year, from 20.12 (2007) to 18.75 in 2015.**

5.4.A Use the LEED standards as a guide when planning ~~new construction~~, renovation, upgrading, and performing maintenance on facilities.

5.4.B ~~Comprehensively s~~Support recycling, energy saving, and environmental sustainability initiatives on campus and in the community.

**5.5 Reduce annual consumption of water from 4,104,500 gallons (2007) to 3,316,366 gallons (2015).**

**5.6 Increase number of courses, programs and initiatives that teach sustainable thinking and use pedagogies that support sustainability from XXXX in 2009 to XXXX in 2015.**

**5.7 Upgrade and maintain facilities and plan new construction through consideration of aesthetic and experiential quality (see research by Carl Jennings).**

**5.8 Use appropriate technologies to support instruction and academic pursuits, support student and administrative services, and enhance communication.**

5.8.A Increase security and expand data capacity through managed network systems. ~~what does this mean?? also related to 5.9.I~~

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~~5.5.B Expand information technology infrastructures that support disability access.~~

5.8.C Increase courses and programs available to students through online, and other distance learning modes of delivery.

- Enrollment (7,638 students in FY 11, 7,838 in FY 13 and 8,050 in FY 15)
- Enrollment of students from underserved areas (1,205 students in FY 11, 1,279 in FY 13 and 1,537 in FY 15)
- Degrees awarded in high-wage fields (329 degrees/certificates awarded in FY 11, 349 in FY 13, 370 in FY 15)

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270 more distance-delivered courses will need to be added to the College's offerings, or roughly 100 in each of the next 3 biennia

~~5.5.D Create and implement a plan to ensure distance learning students have access to support programs and services, including admissions, financial aid, academic advising, placement, and counseling.~~

5.5.E Increase access to campus and system-wide library resources.

~~5.5.F Establish a campus-wide classroom upgrade plan that utilizes the latest technology to provide engaging learning environments.~~

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~~5.5.G Invest in activities, courses, and programs that produce engaging content, contextual learning, and encourage collaboration. MOVE to prof dev~~

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~~5.5.H Invest resources to provide technical support to students who are experiencing difficulty using required technology.~~

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~~5.8\* Create and implement a technology plan that includes comprehensive policies and procedures for distance education, support for students, classroom upgrades, replacement schedule, support for disability services (this item includes 5.8.B, D, F, H, I~~

~~5.5.I Implement a campus-wide computer replacement program that meets program goals.~~

5.8.J Implement effective planning processes to achieve Action Outcomes and Objectives and consolidate institutional databases for efficient planning and management. what institutional databases?

5.8.K Develop and implement assessment of student learning outcomes for the majority of academic programs. this seems out of place here.

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**5.9 Promote the highest standards for learning through collaboration, innovation, responsible resource development and management.**

**ePortfolios for all program assessment**

all of these are nebulous, not specific and not measurable. What to do? Leave them as goals?

5.9.A Develop ~~student~~learning-centered ~~learning and~~-teaching resources to ensure superior academic achievement.

5.9.B Expand partnerships and take tangible steps to provide a smooth transition for students through a seamless integration of K-12 and college learning experiences. (American Diploma Project, Perkins articulation). Complete articulation and assessment of ART 112, BUS 100, HOST etc. How about Kuilei?

5.9.C Develop partnerships and relationships to develop and share learning resources beyond state and national boundaries. I don't know what this one means



5.9.D Strengthen 21st century career programs and workforce retraining efforts. Establish and fund faculty internships??

5.9.E Support the development and evaluation of learning materials through a balance of sound pedagogy and innovation. the faculty proposed this? That some outside entity would assess their materials?

5.9.F Develop a system of qualitative and quantitative evaluation methods to provide data which contribute to course, programmatic, and campus decisions. Establish ePortfolios for all program assessments

5.9.G Support faculty-driven innovation in learning outcomes assessment. see previous item

5.9.H Analyze on a consistent basis administrative workflow processes, and modify when necessary. Unless we sway something concrete, this doesn't mean anything.

5.9.I Enlist measures to improve the security and health of our campus and people. Unless we sway something concrete, this doesn't mean anything.

5.9.J ~~Expand resources and revenues through grants, private sector partnerships, and entrepreneurial activities.~~ already in Goal 3

5.9.K Exercise sound fiscal policy and diversify revenue sources to promote stability in changing economic conditions. do we need to say this?

5.9.L Encourage responsible risk-taking, reward innovation, and invest in research-based best practices. Evaluate Contract Renewal, tenure, and promotion applications based on faculty engagement in learning-centered pedagogy or support services.

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### ***SUMMARY OF PLANNING AGENDAS Std 1***

- ~~Continue to use recommendations from the Budget Execution Task Force to strengthen budgetary alignment with planning, evaluation, and improvement, and sound fiscal management. (I.B.6, p. 142).~~
- Continue to develop and improve institutional research, program review, and assessment (I.B.7, p. 148).

### ***SUMMARY OF PLANNING AGENDAS Std 2***

- Establish a 3-year replacement and maintenance plan for all computer hardware and software coordinated by the library, CELTT and other units. (II.C.1.d, p. 275)
- ~~Continue to improve campus system budgeting formulas for all units of the College (II.C.1.e, p. 277).~~

### ***SUMMARY OF PLANNING AGENDAS Std 3***

- Continue to update, formalize, and streamline hiring processes at the College (III.A.1.a, p. 287).

- Fill vacancies in the Human Resources Office and the Business Office (III.A.2, p 298).
- ~~Continue to develop student learning outcomes and evaluation methods compatible with realistic achievement and to align these outcomes with faculty roles and responsibilities (III.A.1.e, p. 272).~~
- Continue to review and improve the Student Feedback Survey Form for improvement of instruction (III.A.1.c, p. 292).
- ~~Broadly disseminate new university policy on faculty ethics (III.A.1.d, p. 294).~~
- ~~Continue to improve communication between the Center for Excellence in Learning, Teaching, and Technology and the Staff Council to strengthen professional development opportunities for staff members (III.A.5.a, p. 312).~~
- Improve position descriptions to better address changing needs in the Business Office, Human Resources Office, Student Services Center, Center for Excellence in Learning, Teaching, and Technology, Library and Learning Resources, and Auxiliary Services (III.A.3, p.298 and III.A.6, p. 315).
- Continue to seek space in Waikīkī to serve as an appropriate office and training center to serve the training needs of the hotel and restaurant industry (III.B.1.a, p. 335).
- Continue to seek funding to address the College parking problem and for a multipurpose facility on campus (III.B.1.a, p. 335).
- Continue to complete necessary repairs to all buildings and lighting (III.B.1.b, p. 340).
- Continue to investigate the process of acquiring the Makapu‘u parcel (III.B.2.a, p. 342).
- ~~Continue to request funds for updating the College’s Long Range Development Plan (III.B.2.a, p. 342).~~
- Continue to promote interdisciplinary collaborations and development of assessment processes in writing, thinking and reasoning, Service Learning, quantitative reasoning, information technology, Holomua, educational assisting, and teacher preparation (III.C.1.d, p. 370).
- Continue to strengthen and increase learning resources and tutorial services for developmental and all students through a variety of methods including in-place and online technology (III.C.1.a, p. 359).
- ~~Continue to use recommendations from the Budget Execution Task Force Report, to improve comprehensive human, physical, and technology resource planning, use, and assessment (III.B.2.b, p. 346; III.C.1.e, p. 367; III.D.2.b, p. 383).~~
- ~~Respond to the recommendations in the LERN report and assess the impact of changes (III.D.1.b, p. 377).~~

#### ***SUMMARY OF PLANNING AGENDAS Std 4***

- Continue to develop electronic capabilities and training to convey information in a timely and accurate manner (IV.A.1, p. 407).
- Continue to provide an increasing number of faculty and staff with development opportunities focusing on UH System Portal applications (IV.A.1,

p. 407).

- Continue to update the Department Chair Handbook (IV.A.2.a, p. 422).
- Encourage greater involvement in budget dialogues and provide timely, accurate and accessible budget data to the academic departments (IV.A.2.a, p. 422).
- [Improve communication and governance processes and conveyance of accurate and timely information \(IV.A.2.a, p. 422\).](#)
- Encourage and work with students to update the Student Congress Charter (IV.A.2.a, p. 422).
- Continue to clarify and strengthen the roles and responsibilities of the Policy, Planning, and Assessment Council and improve communication of issues discussed and actions taken. (IV.A.3, p. 430).
- ~~Develop department chair evaluation instrument after pilot testing (IV.A.5, p. 434).~~
- Continue to collaborate with UH leadership and the Board of Regents to monitor and evaluate the changing relationship between the University and the State of Hawaii (IV.B.1.a, p. 437).
- Continue to collaborate with UH leadership to support improvements in the orientation, development and self evaluation of Board of Regents members (IV.B.1.f and g, p. 445).
- Finalize the College Reorganization Plan. Update position descriptions. Submit for approval by the University of Hawai'i Board of Regents. Recruit to fill positions (IV.B.2.a, p. 451).
- Collaborate with UHCC leadership to refine the functional responsibilities of the system and disseminate these responsibilities to the public (IV.B.3.a, p.459).
- Collaborate with UHCC leadership to develop methods for evaluating the UHCC system (IV.B.3.b, p. 460).
- Collaborate with UHCC leadership to develop policies and procedures for allocating resources based upon program review and improvement (IV.B.3.c, p. 463).