THE FOLLOWING CAMPUSWIDE STRATEGIES CUT ACROSS ALL SIX STRATEGIC OUTCOMES AND SUPPORT THE ACHIEVEMENT OF NUMEROUS PERFORMANCE MEASURES.

1) Manage and Grow Enrollment Strategically
2) Diversify, Improve and Increase the College’s Financial Aid Portfolio for Students
3) Develop a New Ecology of Learning and Teaching for Retention and Persistence
4) Develop a New Ecology of Learning and Teaching for Degree and certificate Completion and Transfer
5) Diversify, Sustain, and Increase the College’s Funding Portfolio and Revenue Streams
6) Increase Financial, Technological, and Physical Resources and Faculty and Staff Expertise
7) Strengthen Community Outreach and Partnerships

Potential Strategies for Implementation by Academic and Support Units

To Achieve Performance Measures A.1 and B.1
A.1.A Research and identify educational needs of Native Hawaiians in their homes and communities.
A.1.B, B.1.A Increase the college going rate of Native Hawaiian and all students, improve outreach to Native Hawaiian and all students, families and communities by developing better communication technologies and appropriate distance learning courses and pedagogies.
A.1.C Partner with Native Hawaiian community based organizations to cultivate, guide, and support Native Hawaiian students in achieving their academic goals.
A.1.D Strengthen collaboration with indigenous-serving institutions and programs nationally, regionally, and globally.
B.1.B Increase by one every two years the number of programs that can be completed by students in underserved regions by distance learning.
B.1.C Improve campus outreach to multilingual (immigrant) students and families at primary feeder high schools and offer college preparatory courses at feeder high schools and/or community centers.

To Achieve Performance Measures A.2 and B.2
A.2.A, B.2.A Make the financial aid process more accessible to low-income communities by providing financial aid assistance through schools and community based organizations.
A.2.B, B.2.B Continue to explore and develop other financial aid and scholarship opportunities.

To Achieve Performance Measures A.3 and B.3
A.3.A, B.3.A Support the recruitment, training, retention, and development of instructors, counselors, and support staff that have a strong commitment to under-prepared Native Hawaiian and all college students.
A.3.B 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.
A.3.C, B.3.B Implement and fund assessment systems that provide data and information that can be used to evaluate and improve the effectiveness of Kahikoluama programs and services.
A.3.D, B.3.C Create Pathway Academies to promote collaborative efforts with other departments and programs to improve seamless and efficient movement of students from college-readiness to college level courses in general education and 21st Century Career programs.
B.3.D Promote collaborative efforts with other departments and programs to improve seamless and efficient movement of students from the developmental level to readiness for college-level work.

To Achieve Performance Measures A.4 and B.4
A.4.B, B.4.B Develop comprehensive online counseling services to provide Native Hawaiian and all students with the resources to achieve their educational and professional goals.
A.4.C, B.4.C Strengthen basic skills assessment for incoming Native Hawaiian and all students that will allow them to make quality educational and career decisions.
A.4.D, B.4.D Support Native Hawaiian and all students’ needs and aspirations, as determined by entry and exit assessments, through personal learning plans, electronic portfolios, and other flexible and innovative Pathways strategies.
A.4.E Develop the Kahikoluama Center as a high context learning environment shaped by Hawaiian cultural values and artistic expression.
A.4.F Strengthen recruitment and retention of Native Hawaiian students, staff and faculty in STEM programs.
A.4.H, B.4.H Identify program level learning outcomes and align courses with these outcomes. Assess program level student learning outcomes, evaluate results and implement improvements.
A.4.I, B.4.I Develop, evaluate, and improve 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.
A.4.L Maximize opportunities for Native Hawaiian and all students to complete general education requirements at their home campuses, and enroll and transfer among campuses.
A.4.M, B.4.M Promote team teaching and resource sharing across campuses, and support combined Lauhina web classes and Virtual Learning Communities
A.4.N, B.4.N Evaluate the feasibility of offering classes for Native Hawaiian and all students in off-campus locations and, if feasible, increase these offerings annually.
B.4.0 Provide, maintain and make visible fully accessible multi-lingual (immigrant) student support services, including language access as required under State Office of Language Access (OLA) guidelines, by establishing and staffing the Multilingual (Immigrant) Student Services Center.
B.4.P Support retention, persistence, and success of multilingual (immigrant) students through Learning Communities, ACE clusters, Service-Learning, and sections of ESOL courses.

To Achieve Performance Measure B.5
B.5.A Increase the number and improve the quality of alternative delivery classes: online classes; hybrid classes, team-taught classes and learning communities.
B.5.B Develop distance learning programs and strategies to under-served students in the Pacific Islands.

To Achieve Performance Measure B.6
B.6.A Deliver CCSSE-specific faculty development through CELTT.
B.6.B Increase emphasis through CELTT on faculty development for improved active and collaborative learning, faculty-student interaction, academic challenge and student effort.

To Achieve Performance Measure C.1
C.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.
C.1.B Implement strategies to support grants development in targeted program areas and in grants administration.
C.1.C Perform periodic evaluation to assess the need to realign college staff and resources to effectively integrate extramural funded projects.
C.1.D Develop and sustain strong partnerships with local business, industry, community leaders, and national higher educational organizations.
C.1.E Establish partnerships and relationships to develop and share learning resources beyond state and national boundaries.
C.1.F Anticipate and address 21st century career programs and workforce retraining needs.
C.1.G Expand partnerships and provide a smooth transition for students through a seamless integration of K-12 and college.

To Achieve Performance Measure D.1
D.1.A Improve enrollment management, especially student recruitment, enrollment growth, and retention.
D.1.B Develop strong and coherent partnerships with K-12 teachers, schools, and state government for Native Hawaiian and all student success in STEM and other knowledge-intensive fields.
D.1.C Strengthen two-way connections between workforce needs in Hawai‘i and course and program offerings at the College.
D.1.C Strengthen workforce development relationships with UHM, UHWO, and UH Hilo to explore 2+2 degree partnerships.

To Achieve Performance Measure D.2
D.2.A Identify, market, implement, assess, evaluate and improve continuing education offerings that prepare students to meet critical workforce shortages and for a diversified, knowledge-intensive economy.
D.2.B Identify, market, implement, assess, evaluate and improve continuing education offerings that promote personal development.
D.2.C Work with employers to offer incentives to employees to pursue continuing education certificates and degrees that will strengthen their job performance.

To Achieve Performance Measure D.3
D.3.A Work with employers to offer incentives to employees to pursue credit and continuing education certificates and degrees that will strengthen their job performance.

To Achieve Performance Measure D.4
D.4.A Develop synergies within existing programs so that degree completion leads to employment in emerging fields identified as innovative and knowledge-intensive opportunities.
D.4.B Develop comprehensive tutoring, mentoring, and student leadership programs to support improved student learning in all programs.
D.4.C 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.
D.4.D In conjunction with Long Range Development Planning develop facilities that support STEM integration, innovation, and undergraduate research to advance a knowledge-intensive workforce and economy.

To Achieve Performance Measure D.5
D.5.A Develop student-centered learning and teaching resources and technologies to ensure superior academic achievement and equipped students with the academic preparation needed to succeed in a baccalaureate STEM degree program.
D.5.B Provide support service including career counseling or transfer support programs such as Kaʻieʻie.

To Achieve Performance Measure D.6
D.6.A Strengthen campus support for students pursuing the Hawaiian, Asian, and International Studies Academic Subject Certificates. Link completion of these certificates to transfer and study abroad opportunities.
D.6.B Conduct research on 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.
D.6.C Develop new international education courses and modules for infusion into existing courses and develop more international education courses for distance delivery.
D.6.D Develop more international partnerships, including contract training, that provides exchange and research opportunities for faculty and additional non-state revenue for the College.
D.6.E Develop local and national partnerships for fund development.

To Achieve Performance Measure D.7
D.7.A Identify a permanent location and staffing for the Service-Learning Office and support student leadership.

To Achieve Performance Measure D.8
D.8.A Support the work of Honda International Center in recruitment and retention. Further develop an academic, suggested and community environment that promotes cross-cultural interaction, language learning, and service.

To Achieve Performance Measure D.9
D.9.A Support the development of additional teacher preparation courses and their integration into Arts and Sciences.
D.9.C Strengthen transfer agreements with the Colleges of Education at UH Manoa and Hawaii-Pacific University and the School of Education at Chaminade University.

To Achieve Performance Measure D.10
D.10.A Create and maintain mutually beneficial partnerships that anticipate and address changing educational needs, advances in industry and changes in the communities we serve.
To Achieve Performance Measure E.1
E.1.A Recruit and retain Native Hawaiian faculty, staff and administrators to reflect more closely the populations we serve.
E.1.C Identify a Vice-chancellor for Continuing Ed and Community Relations to oversee program development.
E.1.D Increase Continuing Education gross revenue by 10% annually. Increase profitability to 30%.
E.1.E Support the development, implementation, evaluation, and improvement of learning materials and pedagogies based on research-based best practice.
E.1.F Promote, encourage and reward successful innovation in teaching, scholarly research, extramural funding, and entrepreneurial activities.

To Achieve Performance Measure E.2
E.2.A Increase courses and programs available to students through online, and other distance learning methods.
E.2.B Invest in activities, courses, and programs that produce engaging content and encourage collaboration.

To Achieve Performance Measure F.1
F.1.A Plan new construction and expansion based upon identified unit or programmatic need.
F.1.B Upgrade and maintain facilities to ensure superior academic achievement, improve functionality of space, and promote pride in our work environment.
F.1.C Use the LEED standards as a guide when planning new construction, upgrading, and performing maintenance on facilities.
F.1.D Partner with external businesses and organizations to establish onsite/nearby satellite facilities.
F.1.E In collaboration with community stakeholders implement a Long Range Development Plan.

To Achieve Performance Measure F.2
F.2.A Increase security and expand data capacity through managed network systems.
F.2.B 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.
F.2.C Increase access to Suggested and system-wide library resources.
F.2.D Invest resources to provide technology support to students.
F.2.E Expand information technology infrastructure that support disability access.
F.2.F Implement a Suggested-wide classroom upgrade plan that utilizes the latest technology to provide engaging learning environments.
F.2.G Implement a Suggested-wide computer replacement program that meets program goals.
F.2.H Consolidate institutional data for efficient planning and management.

To Achieve Performance Measure F.3
F.3.A Optimize and diversify the use of existing facilities and grounds through partnerships with other campuses, and within departments and programs.
F.3.B Support the commitment to reduce energy consumption, promote comprehensive recycling programs, and implement the use of renewable energy sources.

To Achieve Performance Measure F.4
F.4.A Develop student-centered learning and teaching resources to ensure superior academic achievement in the arts and sciences of sustainability.

To Achieve Performance Measure F.5
F.5.A Expand resources and revenues through grants, private sector partnerships, and entrepreneurial activities.
F.5.B Exercise sound financial policy and diversify revenue sources to promote stability in changing economic conditions.