Kapi'olani Community College  
University of Hawai‘i  
Strategic Plan, 2008 – 2015  

PLANNING GROUP C  

STRATEGIC OUTCOME 3  
Economic Contribution  

To contribute to the state’s economy and provide a solid return on its investment in higher education through research and training.  

ACTION OUTCOMES  

3.1 Increase by 3% per year the number of graduates in programs, or students who transfer to baccalaureate programs, that lead to occupations where the average income is at or above the U.S. average.  

3.1.1 Provide student housing arrangements to support local, national and international enrollment. (2003-2010 SPG 6.2.G)  
3.1.2 Provide and support campus-specific and UH-wide library and other learning resources and electronic information services to enhance student learning in all academic programs and locations. (2003-2010 SPG 6.4.C)  

3.2 Contribute to the development of a high-skilled, high-waged workforce through the establishment of new education and training programs that lead to employment in emerging fields identified as innovative and knowledge-intensive opportunities (e.g. the Hawaii State DBED&T).  

3.2.1 Enhance the quality of learning, expand learning opportunities, and address changing campus and community needs. (2003-2010 SPG 6.2.A)  
3.2.2 Anticipate and address the need for 21st century career programs in biotechnology, long-term health care, new media arts, and information technology. (2003-2010 SPG 6.4.E)  

Objective 3  
Develop new degree programs (Associate, 3 year, and Baccalaureate) to meet the changing educational needs of our communities, with initial emphasis on a four year degree in Advanced Culinary Education.  

Action Strategies  

A. Solicit responses from a consortium of working partners from business, community, and education to ensure that any new degree is relevant and timely.  
B. Develop new degrees based on relevant, exemplary models at other institutions.  
C. Eliminate barriers between training programs and degree programs internal and external to the University system.  
D. Streamline curriculum approval and articulation processes.  
E. Create time-flexible application, registration, and advising procedures.
F. Offer alternate methods of delivery of credit and non-credit instructional modules.

G. Offer instruction in multiple calendar formats (accelerated, open-entry, open-exit, short-term, modularized, condensed).

H. Award credit for competencies demonstrated through portfolios validating life experiences.

Objective 4 Partner with other UH campuses to plan and develop four-year degree programs, with initial emphasis on the health sciences, visual arts, and technology.

Action Strategies

A. Identify demand for four-year programs in health and technology.

B. Review program models at other institutions.

C. Evaluate job-related upper division skills needed for the workforce.

D. Identify faculty members with appropriate upper division skills and qualifications.

E. Establish a working relationship with UHM, UHWO, and UH Hilo to explore 2+2 degree partnerships.

F. Develop, disseminate and revise curriculum models.

G. Identify resource needs and potential sources of support.

Objective 5 Provide timely and relevant high quality short-term education and training to meet emerging economic opportunities. Promote seamless articulation between long-term and short-term education and training programs.

Action Strategies

A. Monitor community, state, national, and global economic forces and their effect on the workforce.

B. Continue to meet the needs of health care in the state by the development of programs that provide educational and training pathways for existing and emerging health care professions. Develop a Long-term Care resource center to provide education, training and informational services to address critical health care needs within the state.

C. Develop career-laddered certificate programs to entry level workers and advanced health care skills training for the health care industry.

D. Offer associate to baccalaureate degree programs in selected health programs in partnership with baccalaureate granting institutions.

E. Network and interface with other state agencies.

F. Develop institutional research capacity to anticipate and address new training needs.

G. Revise current A.S. degree competencies to align them with new job skills profiles.

H. Assess the effectiveness of existing advisory committees.

I. Investigate means of awarding credit for components of credit courses that may have been taken as non-credit offerings.

Objective 6 Develop a center for applied technology in workforce development to provide education and training on the applications of technology in hospitality, business, health services, biotechnology, biological and sport sciences, teaching, journalism, new media arts, communications and film careers.
Action Strategies

A. Encourage interdisciplinary collaborations in developing applied technology programs integrating the biological sciences, biotechnology, exercise and sport science, and environmental sciences.

Encourage interdisciplinary collaborations in developing applied technology programs integrating information technology, ebusiness, new media arts, journalism/communications, and telecommunications (in non-credit and credit).

STRATEGIC OUTCOME 4  Globally Competitive Workforce

Address critical workforce shortages and prepare students (undergraduate, graduate, and professional) to be leaders in a globally competitive economy.

ACTIONS OUTCOMES

4.1 Increase by # per year the number of degrees awarded, and/or transfers to UH baccalaureate 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.

4.1.1 Optimize and diversify uses of existing facilities and grounds, perhaps in partnership with community organizations or other campuses. (2003-2010 SPG 6.2.F)

4.1.2 Effectively use physical and human resources to promote and support quality learning experiences for the traditional and nontraditional student on or off campus or through distance and online delivery. (2003-2010 SPG 6.4.A)

4.1.3 Anticipate and address ever-increasing re-training needs in the local workforce through expanded programs in business, new media arts, information technology, health sciences, culinary, hospitality, new media arts, and legal assisting. (2003-2010 SPG 6.4.G)

4.1.4 Establish partnerships and other relationships to develop and share learning and teaching resources and experiences beyond state and national boundaries. (2003-2010 SPG 6.4.D)

Objective 2 Promote open access from the diverse communities we serve and mutual respect among people from different backgrounds and heritages.

Action Strategies

A. Recruit and retain students, faculty, staff and administrators from under-represented groups, thus reflecting more closely the populations we serve.

B. Develop co-curricular strategies that foster ‘ohana in campus life.

C. Establish communication on diversity initiatives among emphasis coordinators, department chairs, faculty senators, administrators and counselors.

D. Collaborate with ethnically-based community organizations.

E. Support service learning’s cross-cultural and intergenerational service in the community.

F. Support initiatives to involve international students in campus and classroom activities that enable them to share their cultures and language with local students (e.g., the International Cafe).

G. Continue to explore and develop other financial aid opportunities to assist diverse students in funding their higher education.
Objective 1   Create and sustain mutually beneficial partnerships to further develop the Culinary Institute of the Pacific statewide with construction of state-of-the-art facilities funded through both local and external resources.

Action Strategies

A. Sustain and further develop strong partnerships with local business, industry, community leaders and educational organizations.
B. Catalogue, summarize, and analyze resources of the college (human resources, physical resources, and areas of selective excellence).
C. Develop a consistent corporate image (offerings, quality, pricing, advertising, contracting).
D. Build and sustain a reputation as a reliable partner.
E. Seek external funding through federal and foundation programs.
F. Seek external contract training opportunities with international institutional partners.
G. Seek external funding through international development agencies and programs.

Objective 2   Create and sustain mutually beneficial partnerships to further develop the "Hawai‘i Center for Hospitality and Tourism Education and Training." This Center will support and direct the integration of credit degree programs in hotel and restaurant operations and travel and tourism; non-credit programs through Interpret Hawai‘i and the Waikiki Lifelong Learning Center; and applied language and culture studies.

Action Strategies

A. Create partnerships to develop either an on-campus hotel or an off-campus hotel in Waikiki or on the UH West O‘ahu campus. This hotel will provide students with experiential learning opportunities in hotel and restaurant operations, exercise and sport science, business and travel, and provide housing for students and professional development colleagues.
B. Create partnerships to further develop the on-campus travel agency to increase experiential learning opportunities for our students and meet the travel needs of students, faculty, staff, and members of the community.
C. Develop a comprehensive visitor industry training program in Hawaiian history, culture and language through Interpret Hawai‘i.
D. Create partnerships in Asia, the Pacific and the Americas, to develop education and training institutes in hospitality, tourism and English as a Second Language.
E. Develop marketing materials to heighten local and regional awareness of training and educational opportunities at the Center.
F. Relocate the Waikiki Lifelong Learning Center to a larger, more accessible and comfortable setting.
G. Create non-credit offerings that meet the needs of industry and further enhance the reputation of the Center.
H. Strengthen articulation agreements with Travel Industry Management programs at UH Manoa, Hawai‘i Pacific University and other regional institutions.
I. Develop clear program benchmarks, student learning outcomes, and assessment processes, with an emphasis on student-constructed learning and portfolio development.
Objective 3  Strengthen KCC as a leading institution in developing Intercultural and International curricula and programs, with an emphasis on Hawai'i as a bridge between Asia, the Pacific Islands, the Americas, and the world.

Action Strategies

A. Enrich the curriculum with an intercultural emphasis on Hawai'i, the Pacific Islands, Asia, the Americas, and the world.

B. Advance the Integrated International Education and Globalization program (IIEG) by developing curriculum and learning outcomes assessment focusing on:
   1) The cultures, languages, histories of indigenous and multicultural Hawai'i
   2) The cultures, languages, histories of Oceania and Asia
   3) Contemporary interactions between nations, states, territories and indigenous peoples
   4) Evolving globalization
   5) Social and civic responsibility locally, nationally and globally

C. Become a major site for the development of instructional resources and languages of Hawai'i, Oceania and Asia by implementing the Hawaiian and Foreign Language Strategic Plan.

D. Develop and promote the teaching of English, Japanese, Korean, Chinese, Filipino, and Spanish, as a second language within teacher preparation, locally, nationally and internationally.

E. Promote Hawaiian, Pacific Island and Asian Literature and Art through the Koa Gallery.

F. Support a study abroad program for local students and establish a budgetary line item to fund such a program.

G. Provide leadership and cultural sensitivity in the exporting of community college model programs and services to both developed and developing nations.

H. Create and promote community college faculty and staff development opportunities in international settings.

I. Collaborate with the School of Hawaiian, Asian Studies and Pacific Studies, and The Center for Hawaiian Studies, and newly emerging UH Centers, for example, the Center for Globalization Studies, and the Center for Public Policy, in leveraging resources to strengthen programs.

J. Collaborate with the East-West Center and strengthen mutually beneficial partnerships with highly regarded institutions, businesses, and entrepreneurs in the Asia-Pacific region.

K. Formalize exchange protocols with institutions of higher education in Polynesia, Oceania, Australia, and Asia.

L. Develop faculty opportunities through the Pacific Resources for Education and Learning organization and the Pacific Post-secondary Education Council.

4.2 Contribute to meeting the State's incumbent worker education goal by increasing enrollment of 24-49 years old in credit programs by 500 per year.

1 From the UH System Strategic Plan, forwarded to the Board of Regents on May 3, 2002.
4.2.1 Support active student learning in the classroom and online. (2003-2010 SPG 5.1.G)

4.2.2 Continue to identify students with leadership potential and encourage them to participate in student activities, and actively engage them in meaningful learning experiences. (2003-2010 SPG 6.1.F)

4.2.3 Expand partnerships to provide a smooth transition of students through the education system from a seamless integration of K-12 and college, to movement into and returning from the workforce. (2003-2010 SPG 6.4.C)

4.2.4 Anticipate and address the need to train increased numbers of displaced workers. (2003-2010 SPG 6.4.G)

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

4.3.1 Provide a secure campus environment. (2003-2010 SPG 6.1.G)

4.3.2 Encourage learning partnership with institutions and community groups. (2003-2010 SPG 6.2.I)

4.3.3 Create and maintain mutually beneficial partnerships that anticipate and address changing educational needs, advances in industry and changes in the communities we serve. (2003-2010 SPG 6.5.F)