GROUP D Strategic Outcome 5 – Resources and Stewardship (03/12/08 EDITED)
To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all of the university’s resources for a sustainable future.

UHCC Action Outcome 1 Recruit, renew, and retain a qualified, effective, and diverse faculty, staff, and leadership.

Goal 1 To Invest in People: Professionals in a Learning Organization

Objective 1 Redefine faculty and staff roles to promote the scholarship of teaching and promote careers of professional development.

Action Strategies

1.1 Increase the number of tenure track positions in areas of demonstrated need.
1.2 Support faculty-driven innovation in learning outcomes assessment.
1.3 Increase the number of staff positions in relation to enrollment and resource growth.
1.4 Increase staff salaries to be competitive with comparable institutions.
1.5 Develop a comprehensive staff development program driven by the College’s strategic plan.
1.6 Make professional development available to all faculty and staff by setting aside up to three percent of salary base for professional development opportunities.
1.7 Acquire sufficient resources to allow faculty and staff expanded opportunities for research, curriculum development, student advising, and college service.
1.8 Improve administrative processes so that faculty and staff are paid on time, treated with respect, and not bogged down in excessive red tape.
1.9 Support the faculty and staff role in both the affective and academic development of all students.
1.10 Promote, encourage and reward successful entrepreneurial activities.
1.11 Reduce faculty and staff liability through the establishment of a legal ombudsman.

UHCC Action Outcome 2 Maintain and improve campuses’ physical facilities.

Goal 2 To Invest in the Learning Environment

Objective 1 Develop a student-friendly campus environment that encourages and enables students to be health-conscious and civic minded, and to value themselves, the community, civility and active participation.

Action Strategies

1.1 Enhance the campus where student activities and events can be held in a supportive and attractive atmosphere.
1.2 Promote KCC as a venue for a variety of co-curricular entertainment, recreational, and sports activities relevant and accessible to diverse student populations thus promoting a sense of community and outlets for stress reduction.
1.3 Design and develop a Hawaiian cultural center.
1.4 Create a venue for student input in the development of the campus environment.
1.5 Identify students with leadership potential and encourage them to participate in leadership activities, and actively engage them in meaningful learning experiences.
1.6 Explore all possibilities for improving parking access to our campus.

Objective 2 Develop a flexible infrastructure that adapts and responds to a complex and changing environment, and addresses the needs of a diverse and dynamic student population with an increasing number of international and non-resident students, as well as students with disabilities.
Action Strategies

2.1 Address changing campus and community needs through enhancement in the quality of learning, and expanded learning opportunities.

2.2 Optimize and diversify uses of existing facilities and grounds, in partnership with community organizations or other campuses.

2.3 Maintain and upgrade facilities to world-class status.

2.4 Ensure equal access for all students with particular attention paid to compliance with ADA regulations.

2.5 Partner with businesses to establish onsite/nearby satellite facilities to offer credit and continuing education skills upgrading opportunities and professional development.

2.6 Provide adequate student-housing arrangements to support local, national and international enrollment.

2.7 Provide adequate and environmentally sound transportation services to any newly established facility while addressing student and community concerns.

2.8 Create new venues for local and global visual and performing arts, international guests, cultural artifacts, and global presentations and interactions.

2.9 Plan for expansion and new construction based upon identified unit or programmatic need.

UHCC Action Outcome 3 Use appropriate technologies for communication, instruction and academic, student and administrative support service.

Goal 3 Expand on existing and develop new information and technology infrastructures to enhance student learning and its outcomes.

Need an Objective Statement Here

Action Strategies

3.1 Fund a first-rate information technology infrastructure, including support for disability access to information and technology.

3.2 Increase access to student learning and teaching resources on demand through fault tolerant systems anytime, anyplace.

3.3 Increase the means for creating learning communities without boundaries.

3.4 Develop a campus-specific and UH-wide student information system that provides student information services accessible to students, administrators, staff, and faculty.

3.5 Develop an integrated, efficient, and secure communication and data management system which supports the activities and information resources of the campus internally and across the UH system.

3.6 Consolidate institutional databases for efficient planning and management of resources and services.

Objective 2 Develop student-centered learning and teaching resources and approaches to ensure superior academic achievement and career training, anticipate and address changing economic and social conditions, and provide access to all who seek these College resources.

Action Strategies

2.1 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.

2.2 Expand partnerships and take tangible steps to provide a smooth transition for students through a seamless integration of K-12 and college.

2.3 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.

2.4 Establish partnerships and other relationships to develop and share learning and teaching resources and experiences beyond state and national boundaries.

2.5 Anticipate and address 21st century career programs and workforce retraining needs.
Objective 3  Develop and ensure the highest standards and best practices in matters of human resources, finance, and management to promote student learning and access, support diverse academic and training programs, and respond creatively to change.

Action Strategies

3.1 Recruit and retain qualified faculty and staff through appropriate compensation, a supportive workplace environment, and adequate resources to function at optimal levels.

3.2 Promote diversity among faculty, staff, and students.

3.3 Exercise sound fiscal policy and diversify financial resources and revenue sources to promote stability in changing economic conditions.

3.4 Support the development and evaluation of learning materials through a balance of sound pedagogy and innovation.

3.5 Expand external resources and revenues through grants and private sector partnerships.

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

3.7 Analyze on a consistent basis the workflow process and prioritize and restructure appropriately the administrative, staff, instructor, and counselor positions and functions to sustain excellence in all aspects of the College.

3.8 Develop a system of qualitative and quantitative evaluation to provide data which contribute to course, programmatic, and campus decisions.

3.9 Maximize the use of campus facilities through planned maintenance and equipment upgrade.

Objective 4  Create an environment that is safe and healthy promoting the endeavors of a higher education institution.

Action Strategies

4.1 Enlist measures to improve the security of our campus.

4.2 Establish and disseminate a campus emergency plan.

4.3 Increase the use of equipment and plan facility design intended to maximize productivity by reducing fatigue, discomfort, and injury.

Goal 4 To Contribute as an Equal Partner to UH System Resource Development and Stewardship in Support of Student Learning

Objective 1  To build an effective constituency that converts community support for the University of Hawaii into public and private revenue streams that support achievement of strategic plan goals.

Action Strategies

1.1 Develop a competitive marketing plan.

1.2 Develop, fund, and execute a comprehensive, integrated marketing communications campaign for the UH system in the state of Hawaii and an appropriate marketing plan for areas outside the state.

1.3 Improve support for the marketing efforts undertaken by individual UH system campuses and programs, including financial and human resources.

1.4 Develop a transparent policy on the appropriate allocation of financial resources among students, legislative appropriations, the UH Foundation, and extramural sources.

1.5 Develop a coherent pricing and funding model for distance learning and allocate funds based on the shared priorities of the system.

1.6 Develop and implement campus sustainability plans that will lead to the careful stewardship of natural and man-made resources, saving of revenue, and enhancement of the campus experience; serve as a model for the state.

1.7 Pursue aggressive fundraising in support of University priorities.

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1 Adapted from the UH System Strategic Plan. Objectives and Action Strategies from same.
Objective 2 To allocate and manage resources to achieve continuing improvement in organization, people, and processes to secure competitive advantage.

Action Strategies

2.1 Conduct a comprehensive review and redesign of administrative and student support processes that leverages information technology and best practices to improve efficiency and effectiveness.

2.2 Encourage risk-taking, reward innovation, and invest in change.

2.3 Develop a culture of evidence for monitoring and improving University functions and providing public accountability.