


**Hawai'i Honolulu Kapi'olani Kaua'i Leeward Maui Windward**



**UNIVERSITY  
of HAWAII\***  
COMMUNITY COLLEGES

**University of Hawai'i Community Colleges  
Strategic Planning Council**

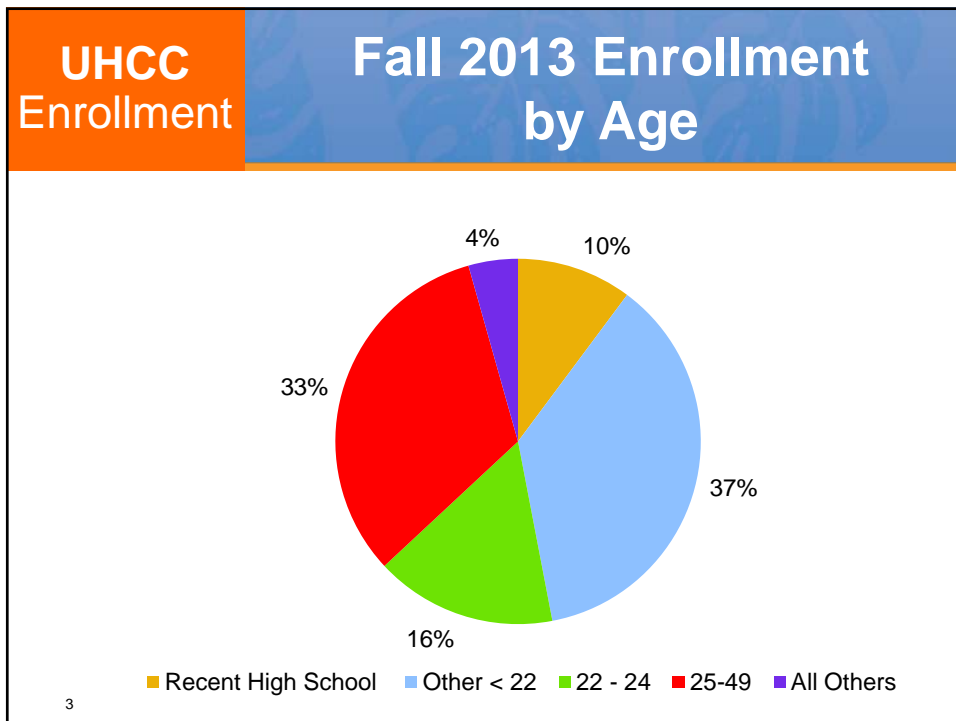
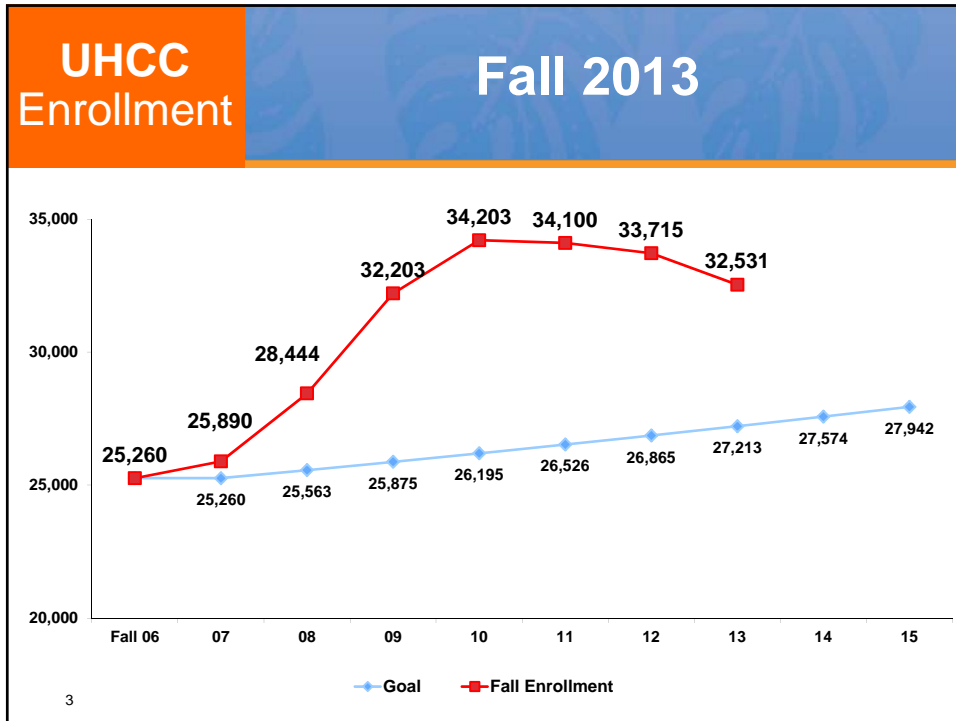
September 12, 2014

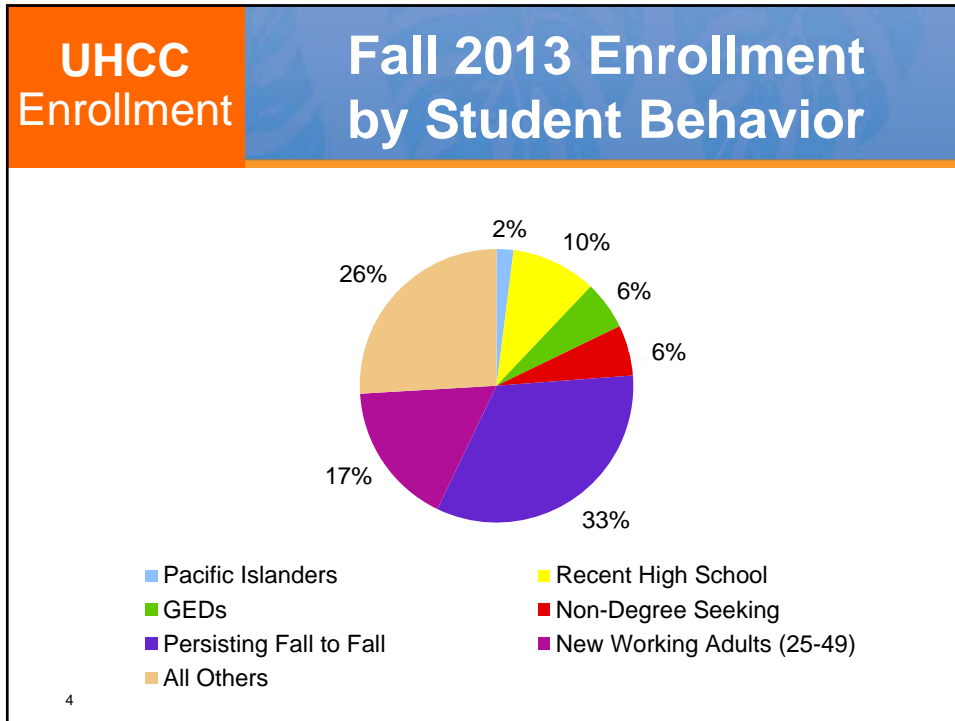
John Morton, Vice President for Community Colleges

## **UH Community Colleges Strategic Directions 2015 - 2021**

- **Setting metrics and targets for**
  - **Enrollment**
  - **Performance Outcomes Funding**
  - **Other Desired Strategic Outcomes**
- **Agreeing on weights for performance funding**
- **Establishing working groups in support of strategic outcomes**
- **Agreeing on allocation of innovation funds**

1





- ### UHCC Enrollment | 2021 Participation Targets (+14,867)
- **Enroll more DOE recent high school graduates (3,230 more)**
  - **Enroll more 25-49 year old working adults (4,198 more)**
  - **Enroll more GED Recipients (1,284 more)**
  - **Enroll more Pacific Islanders (540 more)**
  - **Increase fall to fall persistence to 65% (5,615 more)**
- Targets are mutually exclusive
- 5

|   |  |
|---|--|
| <b>UHCC Enrollment</b>  | <b>Participation Target Recent High School Grads</b> |
| <ul style="list-style-type: none"> <li>● <b>Current public and private school going rates should remain constant</b></li> <li>● <b>Hawai'i DOE plans to increase their college going rate from 54% to 65%</b></li> <li>● <b>UHCC target is to capture 80% of DOE's projected increase (+ 821 students)</b></li> <li>● <b>College targets based on individual DOE high school projections</b></li> </ul> |  |
| 6   |  |

|   |                                       |             |             |             |             |             |             |             |
|---|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>UHCC Enrollment</b>  | <b>Recent High School Grad Target</b> |             |             |             |             |             |             |             |
|   | <b>Fall 2013</b>                      | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> |
| HAW   | 398                                   |             | 455         | 494         | 558         | 641         | 743         | 856         |
| HON   | 406                                   |             | 429         | 440         | 455         | 476         | 501         | 530         |
| KAP   | 747                                   |             | 809         | 853         | 911         | 997         | 1,096       | 1,210       |
| KAU   | 210                                   |             | 210         | 230         | 258         | 295         | 338         | 390         |
| LEE   | 894                                   |             | 1,015       | 1,137       | 1,319       | 1,569       | 1,875       | 2,223       |
| MAU   | 415                                   |             | 444         | 479         | 534         | 610         | 698         | 802         |
| WIN   | 244                                   |             | 320         | 342         | 374         | 420         | 472         | 533         |
| UHCC  | 3,314                                 |             | 3,682       | 3,975       | 4,409       | 5,008       | 5,723       | 6,544       |
| +3,230  |                                       |             | +368        | +293        | +434        | +599        | +715        | +821        |
| * Based on number of public graduates in area; private remaining flat |                                       |             |             |             |             |             |             |             |
| 7   |                                       |             |             |             |             |             |             |             |

| <b>UHCC<br/>Enrollment</b>   | <b>Recent High School<br/>Grads Tactics</b> |
|--|---|
| <ul style="list-style-type: none"><li>● <b>Early recruitment modeled on <i>GEAR UP</i> successes</b></li><li>● <b>Expand dual enrollment programs such as <i>Running Start, Jump Start, or similar efforts</i></b></li><li>● <b>Move remediation to 12<sup>th</sup> grade</b></li><li>● <b>Other?</b></li></ul> <p data-bbox="386 940 402 961">8</p> |   |

| <b>UHCC<br/>Enrollment</b>   | <b>Participation Target<br/>Pacific Islanders</b> |
|--|---|
| <ul style="list-style-type: none"><li>● <b>Currently not at population parity. Resident Pacific Islanders are 4% of population; 2% of CC enrollment</b></li><li>● <b>Not targeting non-resident Pacific Islanders</b></li><li>● <b>English may not be first language</b></li><li>● <b>Many may be recent immigrants</b></li></ul> <p data-bbox="386 1812 402 1833">9</p> |   |

| <b>UHCC Enrollment</b> |                  | <b>Participation Target Pacific Islanders</b> |             |             |             |             |             |             |
|------------------------|------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|
|                        | <b>Fall 2013</b> | <b>2014</b>                                   | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> |
| HAW                    | 118              |   | 120         | 122         | 124         | 126         | 128         | 130         |
| HON                    | 161              |   | 167         | 173         | 179         | 186         | 193         | 199         |
| KAP                    | 150              |   | 153         | 156         | 159         | 162         | 165         | 167         |
| KAU                    | 24               |   | 25          | 26          | 27          | 28          | 29          | 30          |
| LEE                    | 191              |   | 243         | 295         | 347         | 399         | 451         | 503         |
| MAU                    | 69               |   | 78          | 87          | 96          | 105         | 114         | 122         |
| WIN                    | 48               |   | 65          | 82          | 99          | 116         | 133         | 150         |
| UHCC                   | 761              |   | 851         | 941         | 1,031       | 1,122       | 1,213       | 1,301       |
|                        |                  |   |             |             |             |             |             | +540        |

10

- | <b>UHCC Enrollment</b> |  | <b>Pacific Islanders Tactics</b>   |
|------------------------|--|--|
|                        |  | <ul style="list-style-type: none"> <li>● <b>Use UH Manoa <i>Student Equity, Excellence, and Diversity (SEED)</i> staff as resources for recruitment/retention</b></li> <li>● <b>Use peer mentors from both resident and non-resident Pacific Islanders</b></li> <li>● <b>Use community groups as recruitment partners</b></li> <li>● <b>Leverage our <i>Pacific Postsecondary Education Council (PPEC)</i> connections</b></li> <li>● <b>Other?</b></li> </ul> |
- 11

|  |  |
|--|--|
| <b>UHCC Enrollment</b>   | <b>Participation Target Working Adults</b> |
| <ul style="list-style-type: none"> <li>● Targeting working adult population age 25 to 49</li> <li>● Goal is to reach 4% of Hawai'i working adult age population (currently 2.27%)</li> <li>● Not all will be degree seeking</li> <li>● Most will be part-time</li> </ul> |  |
| 12   |  |

|  |  |             |             |             |             |             |             |             |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>UHCC Enrollment</b>                       | <b>Participation Target Working Adults</b> |             |             |             |             |             |             |             |
|  | <b>Fall 2013</b>                           | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> |
| HAW  | 1,197                                      |             | 1,499       | 1,799       | 2,099       | 2,399       | 2,699       | 2,999       |
| HON  | 1,579                                      |             | 1,646       | 1,804       | 1,962       | 2,119       | 2,277       | 2,429       |
| KAP  | 2,648                                      |             | 3,006       | 3,294       | 3,582       | 3,871       | 4,159       | 4,436       |
| KAU  | 465  |             | 554         | 645         | 732         | 823         | 913         | 1,003       |
| LEE  | 2,239                                      |             | 2,685       | 2,943       | 3,200       | 3,458       | 3,716       | 3,963       |
| MAU  | 1,527                                      |             | 1,713       | 1,896       | 2,074       | 2,257       | 2,441       | 2,625       |
| WIN  | 938  |             | 1,039       | 1,139       | 1,239       | 1,339       | 1,438       | 1,534       |
| UHCC   | 11,404*                                    |             | 12,142      | 13,520      | 14,888      | 16,266      | 17,335      | 18,900      |
|  |  |             |             |             |             |             |             | +7,496      |
| * Includes students from other target groups |  |             |             |             |             |             |             |             |
| 13   |  |             |             |             |             |             |             |             |

|  |                               |
|--|-------------------------------|
| <b>UHCC<br/>Enrollment</b>   | <b>Working Adults Tactics</b> |
| <ul style="list-style-type: none"><li>● Cohort-Based Programs</li><li>● Community-Based Programs</li><li>● Workplace-Based Programs</li><li>● Distance Education</li><li>● Prior Learning Experience Credit</li><li>● Other?</li></ul> <p>14</p> |                               |

|   |  |
|---|--|
| <b>UHCC<br/>Enrollment</b>  | <b>Participation Target<br/>GED Recipients</b> |
| <ul style="list-style-type: none"><li>● Population includes both adults without a high school diploma and recent high school dropouts</li><li>● Goal is to increase enrollment by 3% per year</li><li>● DOE adult schools are our target partner</li><li>● Will likely need both remedial and student support</li></ul> <p>15</p> |  |



| UHCC Enrollment |           | Participation Target GED Recipients |       |       |       |       |       |       |
|-----------------|-----------|-------------------------------------|-------|-------|-------|-------|-------|-------|
|                 | Fall 2013 | 2014                                | 2015  | 2016  | 2017  | 2018  | 2019  | 2020  |
| HAW             | 112       |                                     | 117   | 119   | 121   | 124   | 126   | 129   |
| HON             | 163       |                                     | 170   | 173   | 176   | 180   | 184   | 187   |
| KAP             | 178       |                                     | 185   | 189   | 193   | 197   | 200   | 204   |
| KAU             | 90        |                                     | 94    | 96    | 97    | 99    | 101   | 103   |
| LEE             | 160       |                                     | 166   | 170   | 173   | 177   | 180   | 184   |
| MAU             | 292       |                                     | 304   | 310   | 316   | 322   | 329   | 335   |
| WIN             | 124       |                                     | 129   | 132   | 134   | 137   | 140   | 142   |
| UHCC            | 1,119     |                                     | 1,164 | 1,187 | 1,211 | 1,235 | 1,260 | 1,285 |
|                 |           |                                     |       |       |       |       |       | +166  |

16

- | UHCC Enrollment   |  | GED Recipients Tactics |
|---|--|------------------------|
| <ul style="list-style-type: none"> <li>● Contextualized learning (e.g., <i>iCan</i>) which leads to GED success</li> <li>● Primarily taught in the DOE adult schools</li> <li>● May have college- or community-based programs as well</li> <li>● Programs targeting <i>Supplemental Nutrition Assistance Program (SNAP)</i>, <i>Temporary Assistance for Needy Families (TANF)</i>, or <i>Department of Labor Industrial Relations (DLIR)</i> recipients</li> <li>● Other?</li> </ul> |  |                        |
- 17

| UHCC Enrollment    |           | Projected Overall Enrollment 2021 |       |        |       |        |       |       |
|--------------------|-----------|-----------------------------------|-------|--------|-------|--------|-------|-------|
| Fall               | UHCC 2013 | HAW +                             | HON + | KAP +  | KAU + | LEE +  | MAU + | WIN + |
| Persistence (f-f)  | 10,868    | 779                               | 773   | 1282   | 256   | 1189   | 857   | 479   |
| High School        | 3,283     | 458                               | 124   | 463    | 180   | 1329   | 387   | 289   |
| GEDs               | 1,877     | 129                               | 187   | 204    | 103   | 184    | 335   | 142   |
| New Working Adults | 5,526     | 901                               | 425   | 894    | 269   | 862    | 549   | 298   |
| Pacific Islanders  | 761       | 12                                | 38    | 17     | 6     | 312    | 53    | 102   |
| All others *       | 10,216    | 861                               | 1264  | 3009   | 445   | 2617   | 1019  | 1001  |
| Fall 2013          | 32,531    | 3406                              | 4368  | 8376   | 1530  | 7976   | 4076  | 2799  |
| Total Target       | 14,867    | 2279                              | 1547  | 2860   | 814   | 3876   | 2181  | 1310  |
| 2021 UHCC          | 47,398    | 5,685                             | 5,915 | 11,236 | 2,344 | 11,852 | 6,257 | 4,109 |

•e.g.. Home Campus Other, Non- Degree Seeking, returners not persisters.  
 •No projected growth

18

| UHCC Enrollment   |  | Other Enrollment Considerations |  |
|---|--|---------------------------------|--|
| <ul style="list-style-type: none"> <li>● <b>Need a strategic enrollment management system that tracks and predicts student enrollment behavior in a timely manner</b></li> <li>● <b>Need to coordinate college recruitment/enrollment plans and practices with marketing plans and practices</b></li> <li>● <b>Expanding international student recruitment</b></li> <li>● <b>On-line programs for active duty military</b></li> </ul> |  |                                 |  |

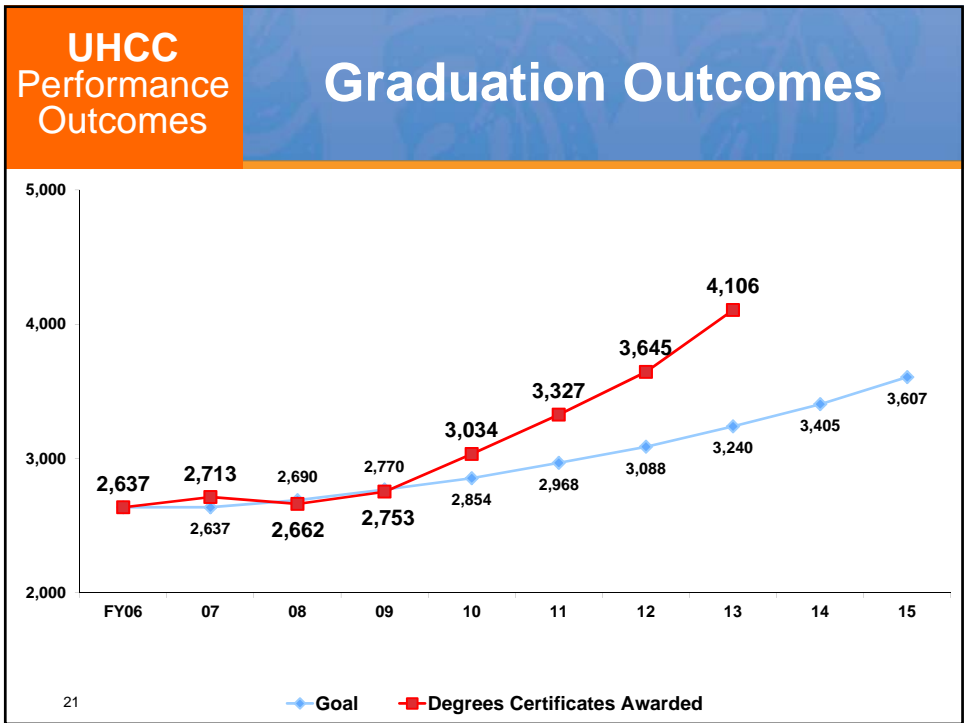
19

**UHCC**  
 Performance  
 Outcomes

## Performance Funded Outcomes

- **Degrees and Certificates Achievement (CA) Awarded**
- **Degrees and CA Awarded to Native Hawaiians**
- **Degrees and CA awarded in STEM**
- **Degrees and CA awarded to Pell Recipients**
- **Annual Transfers to UH 4-yr programs**

20



**UHCC**  
 Performance  
 Outcomes

## Graduation Outcomes

- **Reset starting point to 2013/2014**
- **Continue to measure both Associate and CA awarded**
- **Set the target for Associate graduates to match the P-20 “55% by 2025” goal**
- **College targets are tied to population characteristics**
- **CA projected to grow by 4% per year compounded**

22

**UHCC**  
 Performance  
 Outcomes

## Graduation Outcomes

### Degrees Awarded

| Fall | 2013  | 2014  | 2015  | 2016  | 2017  | 2018  | 2019  | 2020  |
|------|-------|-------|-------|-------|-------|-------|-------|-------|
| HAW  | 464   | 492   | 521   | 553   | 586   | 621   | 658   | 698   |
| HON  | 471   | 499   | 529   | 561   | 595   | 630   | 668   | 708   |
| KAP  | 972   | 1,030 | 1,092 | 1,158 | 1,227 | 1,301 | 1,379 | 1,462 |
| KAU  | 150   | 159   | 169   | 179   | 189   | 201   | 213   | 226   |
| LEE  | 687   | 728   | 772   | 808   | 867   | 919   | 975   | 1,033 |
| MAU  | 414   | 439   | 465   | 493   | 523   | 554   | 587   | 623   |
| WIN  | 187   | 198   | 210   | 223   | 236   | 250   | 265   | 281   |
| UHCC | 3,345 | 3,545 | 3,758 | 3,984 | 4,223 | 4,476 | 4,745 | 5,031 |
|      |       | +200  | +213  | +225  | +238  | +252  | +268  | +286  |

UHCC System Target -- 1,686 additional degrees

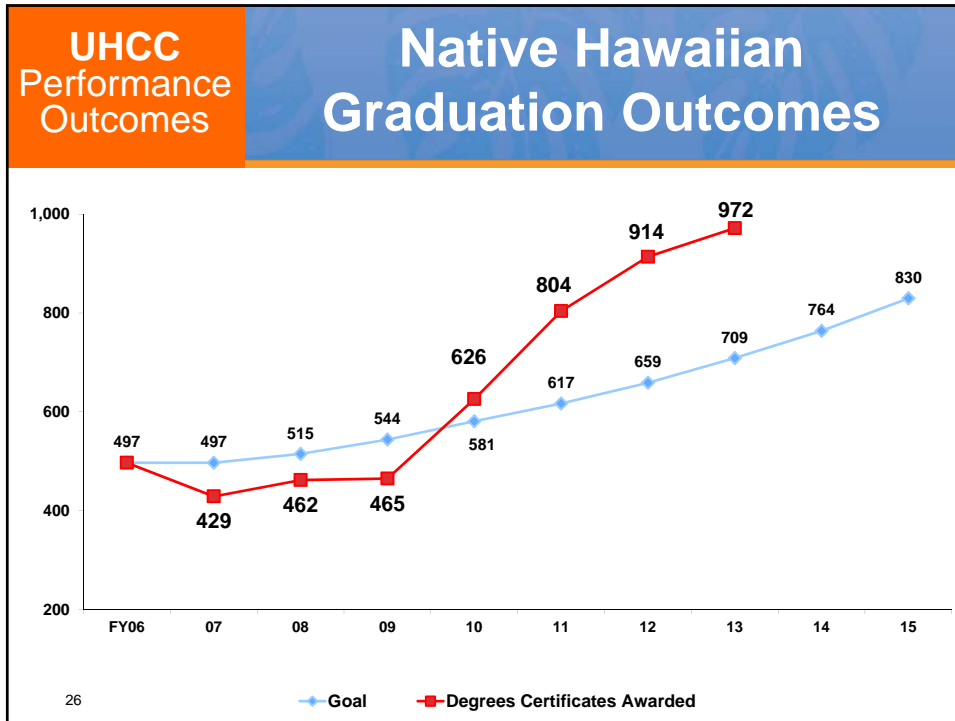
23

| <b>UHCC<br/>Performance<br/>Outcomes</b> |             | <b>Graduation Outcomes<br/>Degrees and Certificates</b> |             |             |             |             |             |             |  |
|--|-------------|---|-------------|-------------|-------------|-------------|-------------|-------------|--|
| <b>Fall</b>                              | <b>2013</b> | <b>2014</b>   | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> |  |
| HAW                                      | 552         | 584   | 616         | 652         | 689         | 728         | 769         | 814         |  |
| HON                                      | 551         | 582   | 616         | 651         | 689         | 727         | 769         | 813         |  |
| KAP                                      | 1,193       | 1,260   | 1,331       | 1,407       | 1,486       | 1,570       | 1,659       | 1,753       |  |
| KAU                                      | 216         | 228   | 240         | 253         | 266         | 281         | 297         | 313         |  |
| LEE                                      | 770         | 814   | 862         | 901         | 964         | 1,020       | 1,080       | 1,142       |  |
| MAU                                      | 601         | 633   | 667         | 703         | 742         | 782         | 824         | 869         |  |
| WIN                                      | 223         | 235   | 249         | 263         | 278         | 294         | 311         | 328         |  |
| UHCC                                     | 4,106       | 4,336   | 4,581       | 4,831       | 5,113       | 5,402       | 5,708       | 6,032       |  |
|  |             | +230  | +245        | +250        | +282        | +289        | +306        | +324        |  |

24

| <b>UHCC<br/>Performance<br/>Outcomes</b>   |  | <b>Graduation Outcomes<br/>Tactics</b> |  |
|--|--|--|--|
| <ul style="list-style-type: none"> <li>● <b>Pathway-based advising and registration</b></li> <li>● <b>Improvements in both success and time reduction for developmental education</b></li> <li>● <b>Improvements in student support and academic support, including monitoring and intrusive advising</b></li> <li>● <b>Financial aid incentives to graduate</b></li> <li>● <b>Other?</b></li> </ul> |  |  |  |

25



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- UHCC Performance Outcomes** **Native Hawaiian Graduation Outcomes**
- **Reset starting point to 2013/2014**
  - **Increase Native Hawaiian graduates to match overall graduation goals of system**
  - **Include eliminating any graduation “gap” for Native Hawaiian students**
  - **College targets are tied to population and enrollment characteristics**
- 27

| UHCC Performance Outcomes | Native Hawaiian Graduation Gap |                                      |                               |
|---------------------------|--------------------------------|--------------------------------------|-------------------------------|
|                           | U.S. Census                    | Native Hawaiian Fall 2013 Enrollment | Native Hawaiian Degrees & CAs |
| HAW                       | 33%                            | 41%                                  | <b>*38%</b>                   |
| HON                       | 18%                            | 26%                                  | <b>*25%</b>                   |
| KAP                       | 13%                            | 18%                                  | <b>*12%</b>                   |
| KAU                       | 22%                            | 31%                                  | <b>*18%</b>                   |
| LEE                       | 24%                            | 27%                                  | <b>*25%</b>                   |
| MAU                       | 24%                            | 32%                                  | <b>*26%</b>                   |
| WIN                       | 33%                            | 47%                                  | <b>*39%</b>                   |
| UHCC                      | 21%                            | 28%                                  | <b>*23%</b>                   |

28 \*Did not achieve goal

| UHCC Performance Outcomes   | Native Hawaiian Graduation Outcomes |     |      |     |      |      |     |
|---|-------------------------------------|-----|------|-----|------|------|-----|
| <ul style="list-style-type: none"> <li>To meet targets, Native Hawaiian graduations will increase at all colleges.</li> </ul> |                                     |     |      |     |      |      |     |
|   | HAW                                 | HON | KAP  | KAU | LEE  | MAU  | WIN |
| FY 2014   | 210                                 | 136 | 149  | 39  | 194  | 156  | 88  |
| FY 2021   | 334                                 | 211 | 316  | 97  | 308  | 278  | 152 |
| increase  | +124                                | +75 | +167 | +58 | +114 | +122 | +64 |

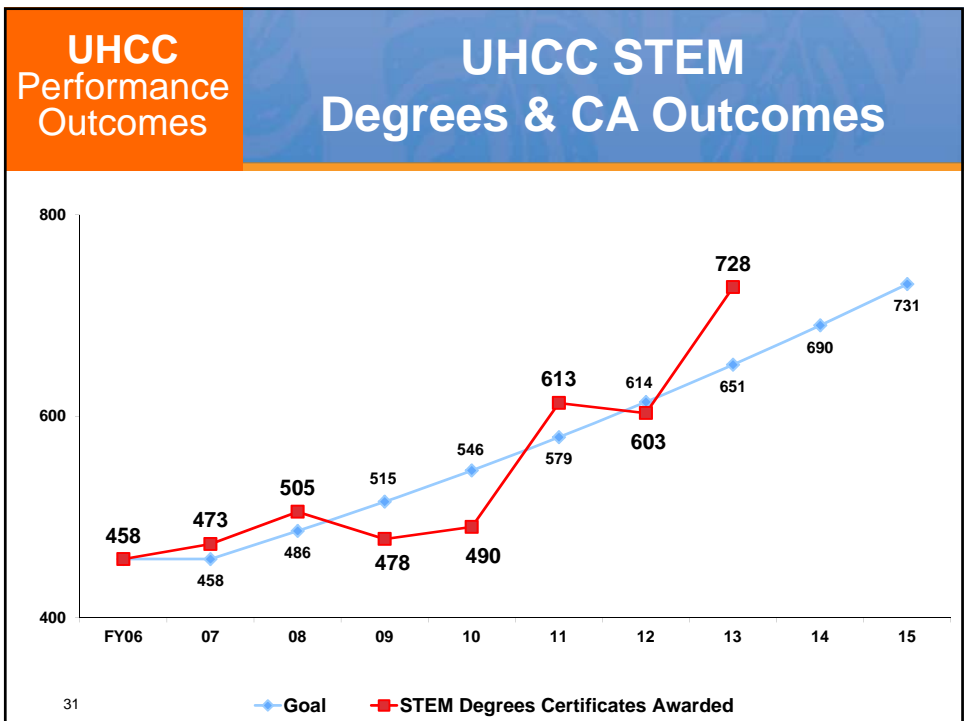
29

UHCC  
Performance  
Outcomes

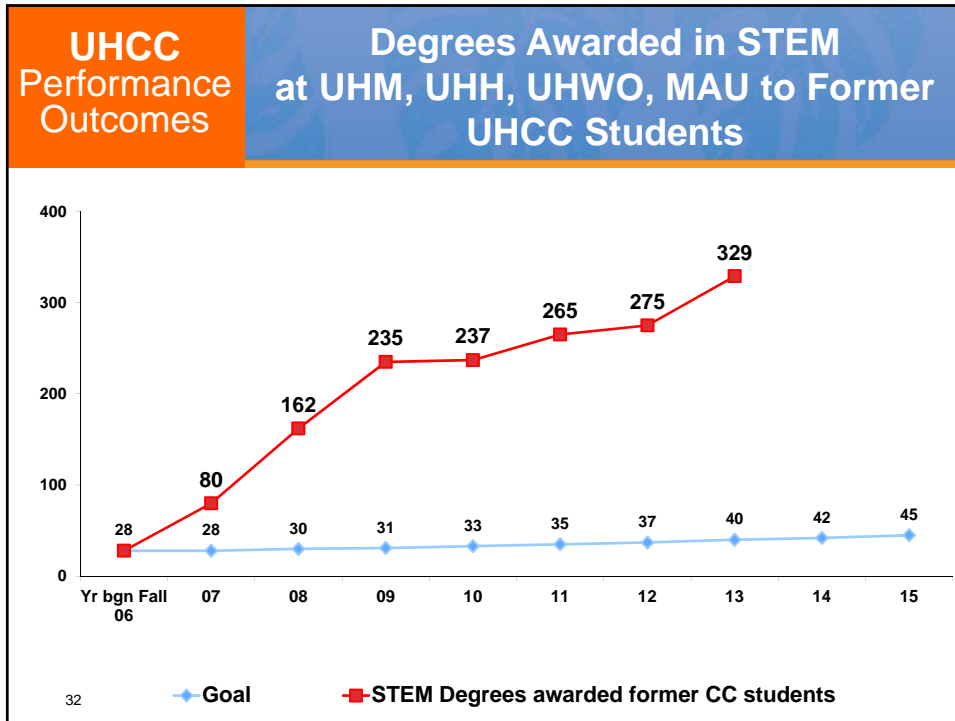
Native Hawaiian  
Graduation Tactics

- Apply same tactics as with overall student population
- Expand culture and community-based recruitment/retention strategies
- Build relationships with immersion charter schools
- Other?

30





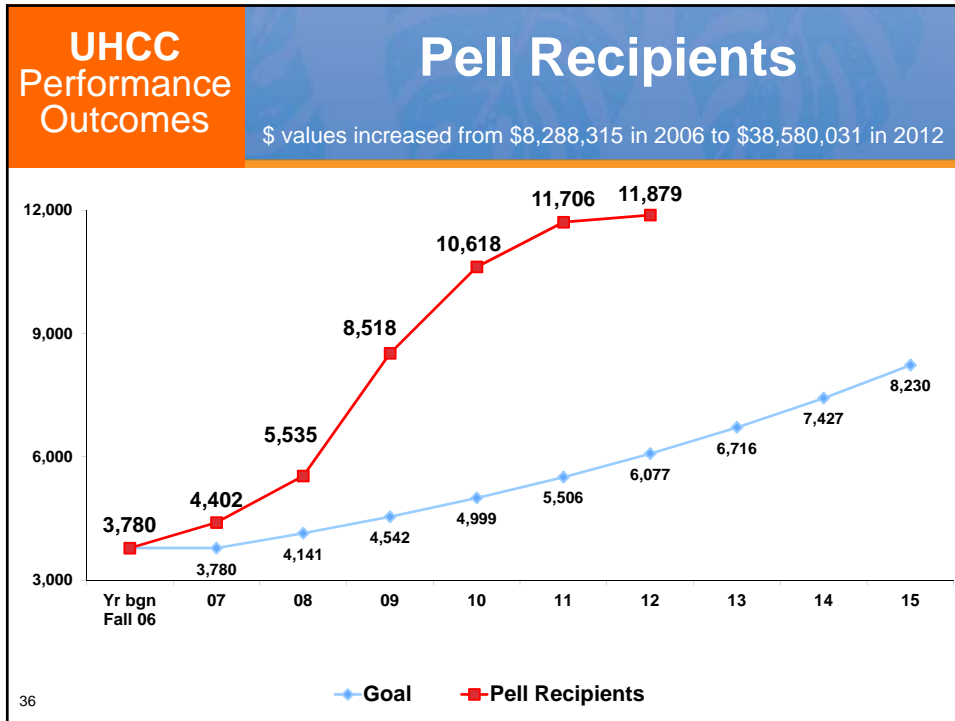


- UHCC Performance Outcomes** **STEM Degrees & CA Outcome**
- **Reset starting point to 2013/2014**
  - **Create a new measure that includes both UHCC & UH baccalaureate graduates**
  - **Growth rate target for both UHCC & UH baccalaureate graduates is 4% per year compounded**
  - **Use new UH definition of STEM degrees**
- 33

| UHCC Performance Outcomes |     | STEM Graduation Outcomes |     |     |     |     |     |
|---------------------------|-----|--------------------------|-----|-----|-----|-----|-----|
| UHCC Awarded              | HAW | HON                      | KAP | KAU | LEE | MAU | WIN |
| FY 2014                   | 64  | 60                       | 300 | 60  | 29  | 146 | 53  |
| FY 2021                   | 96  | 90                       | 451 | 90  | 44  | 220 | 80  |
| UH 4-Yr Awarded           | HAW | HON                      | KAP | KAU | LEE | MAU | WIN |
| FY 2014                   | 32  | 50                       | 153 | 19  | 105 | 33  | 31  |
| FY 2021                   | 48  | 75                       | 230 | 29  | 158 | 50  | 47  |
| STEM Target               | 144 | 165                      | 681 | 119 | 201 | 269 | 126 |

34

- | UHCC Performance Outcomes   |  | STEM Graduation Tactics |  |  |  |  |  |
|---|--|-------------------------|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>● <b>Summer bridge and other STEM recruitment strategies, including strengthening math skills</b></li> <li>● <b>STEM pathway development to baccalaureate programs</b></li> <li>● <b>New STEM program development</b></li> <li>● <b>Cross-college STEM courses and programs</b></li> <li>● <b>Undergraduate research</b></li> <li>● <b>Other?</b></li> </ul> |  |                         |  |  |  |  |  |
- 35



- ### UHCC Performance Outcomes Pell Degrees & Certificates Outcomes
- **Change metric to Pell graduates instead of Pell participation**
  - **Reset to 2014 baseline**
  - **Graduation targets should mirror college graduation targets**
  - **Graduation gaps should be eliminated**
- 37

**UHCC**  
 Performance  
 Outcomes

Pell Graduation Outcomes

|         | HAW      | HON      | KAP      | KAU | LEE      | MAU | WIN      |
|---------|----------|----------|----------|-----|----------|-----|----------|
| FY 2014 | 474      | 278      | 669      | 126 | 573      | 416 | 198      |
| FY 2021 | 447      | 268      | 543      | 131 | 411      | 452 | 174      |
|         | maintain | maintain | maintain | +5  | maintain | +36 | maintain |

**Preliminary Data - Awaiting final from IRAO**

38

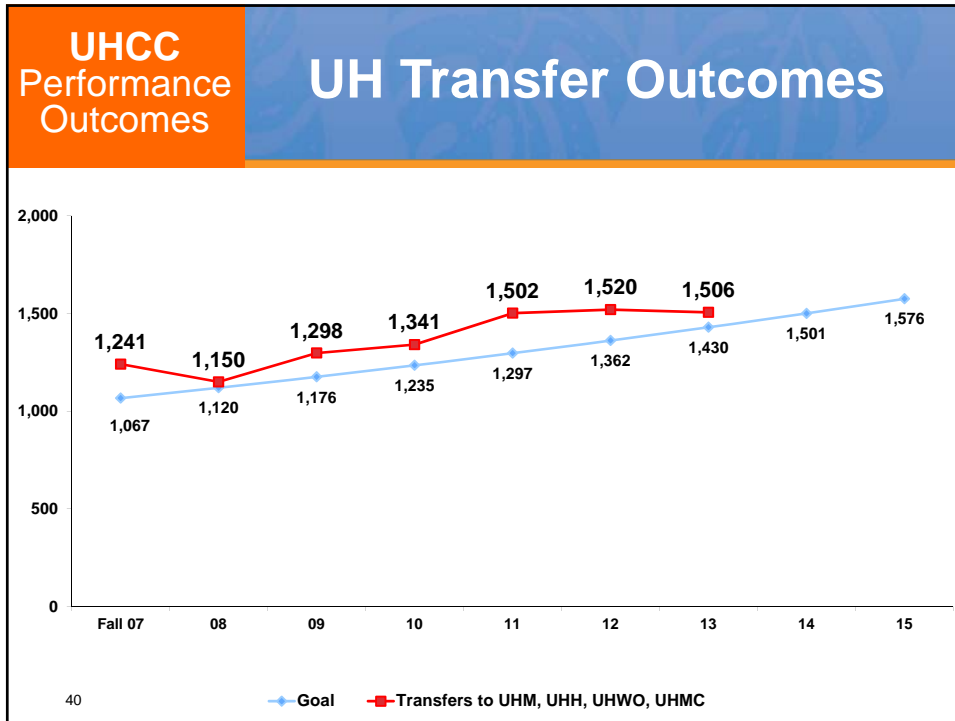
**UHCC**  
 Performance  
 Outcomes

Pell Graduation Tactics

- **Similar tactics as for overall student graduation**
- **Expanded financial aid**
- **Expanded financial counseling, especially student loan management**
- **Other?**

39



- ### UHCC Performance Outcomes
- ## UH 4-Year Transfer Outcomes
- **Change metric to annual measure instead of Fall measure**
  - **Reset to 2013/2014 baseline**
  - **Increase number of transfers by 6% per year compounded**
  - **Track but do not allocate performance funding for non-UH transfers**
- 41

| UHCC Performance Outcomes |      | UH 4-yr Transfer Outcomes |      |     |      |      |     |
|---------------------------|------|---------------------------|------|-----|------|------|-----|
| Fall & Spring             | HAW  | HON                       | KAP  | KAU | LEE  | MAU  | WIN |
| 2013-2014                 | 277  | 281                       | 704  | 78  | 697  | 269  | 229 |
| 2020-2021                 | 393  | 399                       | 999  | 111 | 989  | 382  | 315 |
| increase                  | +116 | +118                      | +295 | +33 | +292 | +113 | +93 |

42

| UHCC Performance Outcomes  |  | UH Transfer Tactics |  |  |  |  |  |
|--|--|---------------------|--|--|--|--|--|
| <ul style="list-style-type: none"> <li>● <b>Develop clear UHCC to UH baccalaureate pathways</b></li> <li>● <b>Expand Ka'ie'ie and other transfer initiatives</b></li> <li>● <b>Develop cross-college and distance education courses in support of transfer</b></li> <li>● <b>Develop financial aid support for transfer students</b></li> <li>● <b>Other?</b></li> </ul> |  |                     |  |  |  |  |  |

43

**UHCC**  
 Performance  
 Outcomes

## Performance Weights

| Outcome  | Weight |
|--|--------|
| Degrees and Certificates Achievement Awarded                     | 35%    |
| Degrees and Certificates Achievement Awarded to Native Hawaiians | 10%    |
| Degrees and Certificates Achievement Awarded in STEM             | 5%     |
| Degrees and Certificates Achievement Awarded Pell Recipients     | 10%    |
| Annual Transfers to UH 4-yr programs                             | 40%    |

44

**UHCC**  
 Other  
 Outcomes

## Outcomes Without Performance Funding

- **Close the success gaps**
- **Improve time to degree**
- **Improve student readiness for college programs**
- **Build a better workforce development system**
- **Implement Papa o Ke Ao**
- **Sustainability**

45

| UHCC<br>Other<br>Outcomes   | Non-performance Funded<br>Outcomes |
|---|------------------------------------|
| <ul style="list-style-type: none"> <li>● <b>Achieve 21<sup>st</sup> Century facilities</b></li> <li>● <b>Develop effective distance learning and other modern pedagogies like flipped classrooms</b></li> <li>● <b>Increase revenue from non-state and non-tuition sources</b></li> <li>● <b>Improve efficiency and cost effectiveness</b></li> </ul> |                                    |

46

| UHCC<br>Other<br>Outcomes  | Eliminating Success Gaps |
|--|--------------------------|
| <ul style="list-style-type: none"> <li>● <b>Focusing on the following target populations</b> <ul style="list-style-type: none"> <li>● <b>Native Hawaiian</b></li> <li>● <b>Filipino</b></li> <li>● <b>Pacific Islander</b></li> <li>● <b>Pell recipients</b></li> </ul> </li> <li>● <b>Focusing on the following outcomes</b> <ul style="list-style-type: none"> <li>● <b>Graduation</b></li> <li>● <b>UH 4-yr Transfer</b></li> <li>● <b>STEM graduation</b></li> </ul> </li> </ul> |                          |

47



| UHCC<br>Other<br>Outcomes |                | Eliminating Native<br>Hawaiian Success Gaps |                         |                          |                    |
|---------------------------|----------------|---|-------------------------|--------------------------|--------------------|
|                           | U.S.<br>Census | Fall 2013<br>Enrollment                     | All<br>Degrees<br>& CAs | STEM<br>Degrees<br>& CAs | Transfer<br>UH 4yr |
| HAW                       | 33%            | 41%   | *38%                    | *29%                     | *37%               |
| HON                       | 18%            | 26%   | *25%                    | *25%                     | *22%               |
| KAP                       | 13%            | 18%   | *12%                    | *16%                     | *16%               |
| KAU                       | 22%            | 31%   | *18%                    | *6%                      | *27%               |
| LEE                       | 24%            | 27%   | *25%                    | *11%                     | *26%               |
| MAU                       | 24%            | 32%   | *26%                    | *18%                     | 36%                |
| WIN                       | 33%            | 47%   | *39%                    | *29%                     | *44%               |
| UHCC                      | 21%            | 28%   | *23%                    | *17%                     | *26%               |

48 \*Did not achieve goal

| UHCC<br>Other<br>Outcomes |                | Eliminating Filipino<br>Success Gaps |                         |                          |                    |
|---------------------------|----------------|--------------------------------------|-------------------------|--------------------------|--------------------|
|                           | U.S.<br>Census | Fall 2013<br>Enrollment              | All<br>Degrees<br>& CAs | STEM<br>Degrees<br>& CAs | Transfer<br>UH 4yr |
| HAW                       | 10%            | 10%                                  | 11%                     | 11%                      | *6%                |
| HON                       | 13%            | 21%                                  | 21%                     | 40%                      | 21%                |
| KAP                       | 3%             | 13%                                  | 12%                     | 15%                      | *10%               |
| KAU                       | 21%            | *18%                                 | 38%                     | 51%                      | 19%                |
| LEE                       | 22%            | 22%                                  | *19%                    | *17%                     | *18%               |
| MAU                       | 15%            | 20%                                  | 22%                     | *18%                     | *14%               |
| WIN                       | 5%             | 5%                                   | *3%                     | 8%                       | *3%                |
| UHCC                      | 15%            | 16%                                  | 18%                     | 19%                      | *13%               |

49 \*Did not achieve goal

| UHCC<br>Other<br>Outcomes |                | Eliminating Pacific Islander<br>Success Gaps |                         |                          |                    |
|---------------------------|----------------|--|-------------------------|--------------------------|--------------------|
|                           | U.S.<br>Census | Fall 2013<br>Enrollment                      | All<br>Degrees<br>& CAs | STEM<br>Degrees<br>& CAs | Transfer<br>UH 4yr |
| HAW                       | 4%             | *3%  | *2%                     | *2%                      | *1%                |
| HON                       | 4%             | 4%   | *2%                     | *0%                      | *3%                |
| KAP                       | 1%             | 2%   | *1%                     | *2%                      | 2%                 |
| KAU                       | 1%             | 2%   | 2%                      | *0%                      | *1%                |
| LEE                       | 6%             | *2%  | 2%                      | *0%                      | *1%                |
| MAU                       | 3%             | *2%  | *1%                     | *0%                      | *0%                |
| WIN                       | 5%             | *2%  | *1%                     | *0%                      | *2%                |
| UHCC                      | 4%             | *2%  | 2%                      | *1%                      | 2%                 |

50 \*Did not achieve goal

| UHCC<br>Other<br>Outcomes |                                 | Eliminating Pell Recipient<br>Success Gaps |                                       |                    |
|---------------------------|---------------------------------|--|---------------------------------------|--------------------|
|                           | Fall 2013<br>Enrollment<br>Pell | All Degrees<br>& CAs<br>2013-2014          | STEM<br>Degrees<br>& CAs<br>2013-2014 | Transfer<br>UH 4yr |
| HAW                       | 55%                             | 70%  | 75%                                   | 66%                |
| HON                       | 33%                             | 40%  | *37%                                  | 46%                |
| KAP                       | 31%                             | 43%  | 41%                                   | 38%                |
| KAU                       | 47%                             | 60%  | 68%                                   | 54%                |
| LEE                       | 36%                             | 50%  | 59%                                   | 40%                |
| MAU                       | 52%                             | 61%  | 66%                                   | 52%                |
| WIN                       | 53%                             | 53%  | 45%                                   | 56%                |
| UHCC                      | 41%                             | 51%  | 52%                                   | 45%                |

51 \*Did not achieve goal

**UHCC**  
Other  
Outcomes

Improving Time to Degree

- **On average, 14% of the UHCC IPEDS first-time, full-time, degree-seeking students complete a degree or CA within three years (150%)**

| HAW | HON | KAP | KAU | LEE | MAU | WIN |
|-----|-----|-----|-----|-----|-----|-----|
| 19% | 13% | 15% | 16% | 12% | 14% | 12% |

Fall 2007 Entering Cohort

52

**UHCC**  
Other  
Outcomes

Improving Time to Degree

- **The Association of Public Land-grant Universities (APLU), Student Achievement Measures (SAM) shows that by extending the time to six years (300%) significantly more students are graduated and/or transfer**

|           | HAW | HON | KAP | KAU | LEE | MAU | WIN |
|-----------|-----|-----|-----|-----|-----|-----|-----|
| Full Time | 66% | 71% | 78% | 77% | 74% | 76% | 70% |
| Part Time | 67% | 68% | 77% | 76% | 63% | 67% | 64% |

Fall 2010 Entering Cohort

53

**UHCC  
Other  
Outcomes**

## Improving Time to Degree Fall to Fall Persistence

| Fall 2012 Entering Cohort | HAW | HON | KAP | KAU | LEE | MAU | WIN |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|
| Native Hawaiian           | 40% | 46% | 49% | 55% | 52% | 38% | 49% |
| Filipino                  | 61% | 64% | 66% | 51% | 66% | 66% | 57% |
| Pacific Islander          | 43% | 35% | 38% | 40% | 30% | 44% | 29% |
| All Others                | 53% | 49% | 55% | 51% | 52% | 47% | 57% |

| Fall 2012 Entering Cohort | HAW | HON | KAP | KAU | LEE | MAU | WIN |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|
| Pell Recipients           | 45% | 48% | 55% | 56% | 47% | 45% | 49% |

54

**UHCC  
Other  
Outcomes**

## Time to Degree Student Flow (First Year Success)

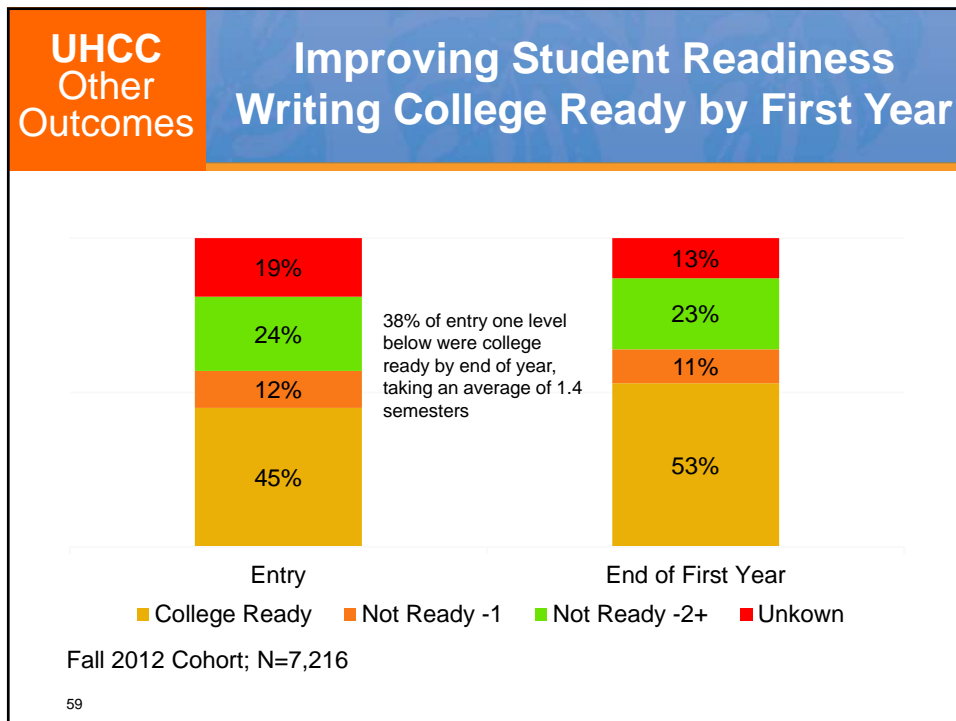
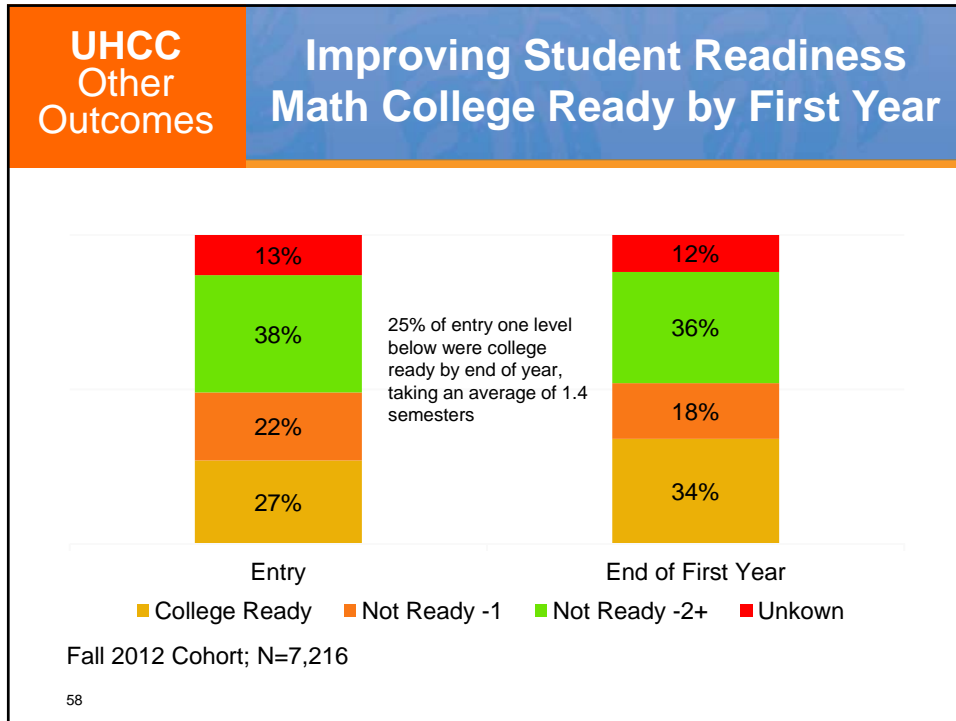
| Group            | Earned CA or higher and Left Education | Transferred UHCC | Persisted same institution | Disappeared |
|------------------|--|------------------|----------------------------|-------------|
| Native Hawaiian  | 1%                                     | 1%               | 44%                        | 51%         |
| Pacific Islander | 1%                                     | 0%               | 36%                        | 62%         |
| Filipino         | 1%                                     | 1%               | 61%                        | 34%         |
| All Others       | 1%                                     | 1%               | 49%                        | 45%         |

■ Earned CA or higher and Left Education     ■ Transferred UH 4 Yr  
■ Transferred UHCC     ■ Persisted same institution  
■ Disappeared

55

| <b>UHCC<br/>Other<br/>Outcomes</b>  | <b>Improving<br/>Time to Degree Tactics</b> |
|---|---|
| <ul style="list-style-type: none"><li>● <b>Early registration for continuing students focusing on progress toward degree</b></li><li>● <b>Intensive, barrier-reducing support system such as Wai'ale'ale and using community resources</b></li><li>● <b>Aggressive programs to re-engage students who leave with some college credits and without credential</b></li><li>● <b>Year-round programs</b></li><li>● <b>Other?</b></li></ul> <p data-bbox="391 940 410 957">56</p> |   |

| <b>UHCC<br/>Other<br/>Outcomes</b>   | <b>Improving Student<br/>Readiness</b> |
|--|--|
| <ul style="list-style-type: none"><li>● <b>Developmental education remains a significant barrier to student achievement</b></li><li>● <b>Need to reduce the time spent in developmental education level classes</b></li><li>● <b>Metric needs to change from success in a developmental education class to success in moving students through college-level programs</b></li></ul> <p data-bbox="391 1816 410 1833">57</p> |  |



|   |   |
|---|---|
| <b>UHCC</b><br>Other<br>Outcomes  | <b>Improving Student<br/>         Readiness Tactics</b> |
| <ul style="list-style-type: none"> <li>● <b>Move to scale with known success strategies</b></li> <li>● <b>Use more robust, flexible, and multiple measures of placement</b></li> <li>● <b>Use strategies to reduce time to degree such as high school-based remediation, summer boot camp, supplemental instruction, accelerated learning, etc.</b></li> <li>● <b>Other?</b></li> </ul> <p>60</p> |   |

|   |   |
|---|---|
| <b>UH</b><br>Other<br>Outcomes  | <b>Implementing<br/>         Papa o Ke Ao</b> |
| <ul style="list-style-type: none"> <li>● <b>UH Goal is to be a model, indigenous-serving institution</b></li> <li>● <b>Complements the Native Hawaiian student success agenda</b></li> <li>● <b>Adds focus on</b> <ul style="list-style-type: none"> <li>● <b>Leadership development</b></li> <li>● <b>Community engagement</b></li> <li>● <b>Hawaiian language and culture parity</b></li> </ul> </li> </ul> <p>61</p> |   |

|   |  |
|---|--|
| <b>UHCC</b><br>Other<br>Outcomes  | <h2>Implementing<br/>Papa o Ke Ao</h2> |
| <ul style="list-style-type: none"> <li>● UH metrics focus on number of Native Hawaiian employees</li> <li>● UH metrics focus on enrollments in Native Hawaiian related courses</li> <li>● Do we want other metrics?</li> <li>● What specific tactics should we pursue?</li> </ul> <p>62</p> |  |

|  |                         |
|--|-------------------------|
| <b>UHCC</b><br>Other<br>Outcomes   | <h2>Sustainability</h2> |
| <ul style="list-style-type: none"> <li>● Goal is to develop sustainability in a variety of areas           <ul style="list-style-type: none"> <li>● Electricity and other utility usage and generation</li> <li>● Curriculum and program</li> <li>● college practices on recycling and reuse</li> <li>● Modeling sustainable practices and providing leadership to community and businesses</li> </ul> </li> <li>● Desire to engage students in the process</li> </ul> <p>63</p> |                         |



|  |                       |
|--|-----------------------|
| <b>UHCC</b><br>Other<br>Outcomes   | <b>Sustainability</b> |
| <ul style="list-style-type: none"><li>● <b>UH is proposing two metrics - kilowatt and water usage reduction</b></li><li>● <b>Do we want other metrics?</b></li></ul> <p>64</p> |                       |

|   |   |
|---|---|
| <b>UHCC</b><br>Other<br>Outcomes  | <b>21<sup>st</sup> Century Facilities</b> |
| <ul style="list-style-type: none"><li>● <b>Primary goal is to eliminate deferred maintenance backlog</b></li><li>● <b>Additional goal to ensure that facilities are designed to meet the teaching and laboratory needs for 21<sup>st</sup> Century</b></li><li>● <b>Additional goal to ensure that equipment is appropriate for 21<sup>st</sup> Century work and teaching</b></li></ul> <p>65</p> |   |

|   |   |
|---|---|
| <b>UHCC</b><br>Other<br>Outcomes  | <b>21<sup>st</sup> Century Facilities</b> |
| <ul style="list-style-type: none"><li>● UH metric is reduction in deferred maintenance</li><li>● UHCC has a three-year plan to eliminate the backlog</li><li>● Do we want additional metrics?</li><li>● What makes a space or piece of equipment 21<sup>st</sup> Century?</li></ul> <p>66</p> |   |

|  |   |
|--|---|
| <b>UHCC</b><br>Other<br>Outcomes   | <b>Distance Education &amp; New Teaching Technologies</b> |
| <ul style="list-style-type: none"><li>● Distance Education needs to become strategic for both program and course delivery</li><li>● Digital technologies enable flipped classrooms, simulations, multi-location interaction</li><li>● Open Educational Resources (OER) can replace textbooks and reduce the cost of education</li><li>● Effective use of these technologies requires professional development, innovation, support, and a solid infrastructure</li></ul> <p>67</p> |   |

|   |   |
|---|---|
| <b>UHCC<br/>Other<br/>Outcomes</b>  | <b>Distance Education &amp; New<br/>Teaching Technologies</b> |
| <ul style="list-style-type: none"> <li>● <b>What metrics should we use?</b> <ul style="list-style-type: none"> <li>● <b>Metrics related to implementation of distance education and other digital learning</b></li> <li>● <b>Metrics related to student learning</b></li> <li>● <b>Metrics related to conversion to OER</b></li> </ul> </li> <li>● <b>What tactics should we use?</b> <ul style="list-style-type: none"> <li>● <b>Training and certification for faculty</b></li> <li>● <b>Student support improvements</b></li> <li>● <b>Innovation and experimentation</b></li> </ul> </li> </ul> |   |
| 68  |   |

|   |   |
|---|---|
| <b>UHCC<br/>Other<br/>Outcomes</b>  | <b>Increased Revenue from<br/>Non-Traditional Sources</b> |
| <ul style="list-style-type: none"> <li>● <b>State's ability to pay is decreasing</b></li> <li>● <b>Tuition cannot keep rising</b></li> <li>● <b>Other sources</b> <ul style="list-style-type: none"> <li>● <b>Grants and contracts</b></li> <li>● <b>Non-credit courses and programs</b></li> <li>● <b>Private fundraising</b></li> <li>● <b>Public/private partnerships</b></li> </ul> </li> </ul> |   |
| 69  |   |

|  |   |
|--|---|
| <b>UHCC<br/>Other<br/>Outcomes</b>   | <b>Increased Revenue from<br/>Non-Traditional Sources</b> |
| <ul style="list-style-type: none"><li>● <b>Do we set targets based on revenue growth by type by college? Should the growth be in \$ or in % increases?</b></li><li>● <b>What tactics do we need to use to reach those targets?</b></li></ul> <p data-bbox="391 940 412 957">70</p> |   |

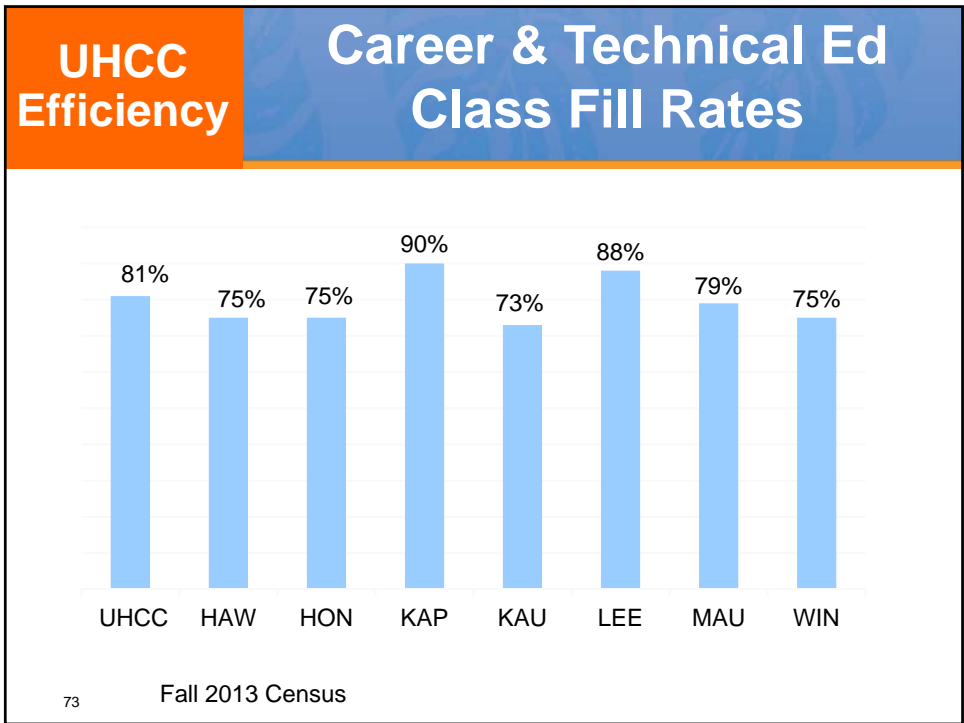
|   |  |
|---|--|
| <b>UHCC<br/>Other<br/>Outcomes</b>  | <b>Efficiency and Cost<br/>Effectiveness</b> |
| <ul style="list-style-type: none"><li>● <b>UH Community Colleges have an operating budget of \$220M. A 10% efficiency savings would generate \$22M in new money for programs and support</b></li><li>● <b>Goal is to increase efficiency using technology without reducing the quality or level of service to colleges and their constituencies</b></li></ul> <p data-bbox="391 1812 412 1829">71</p> |  |

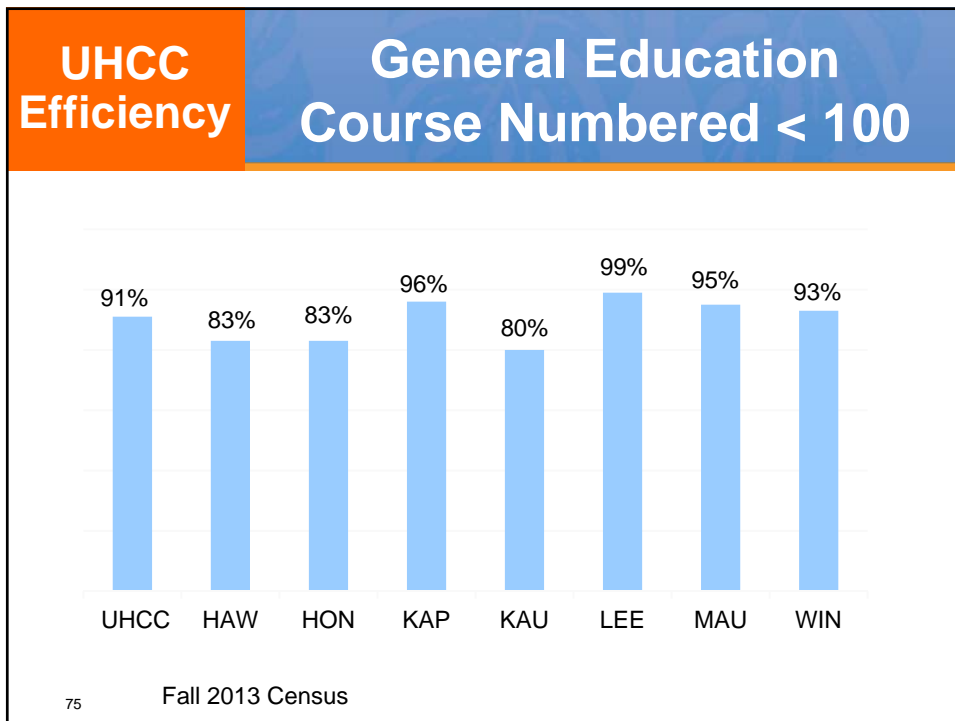
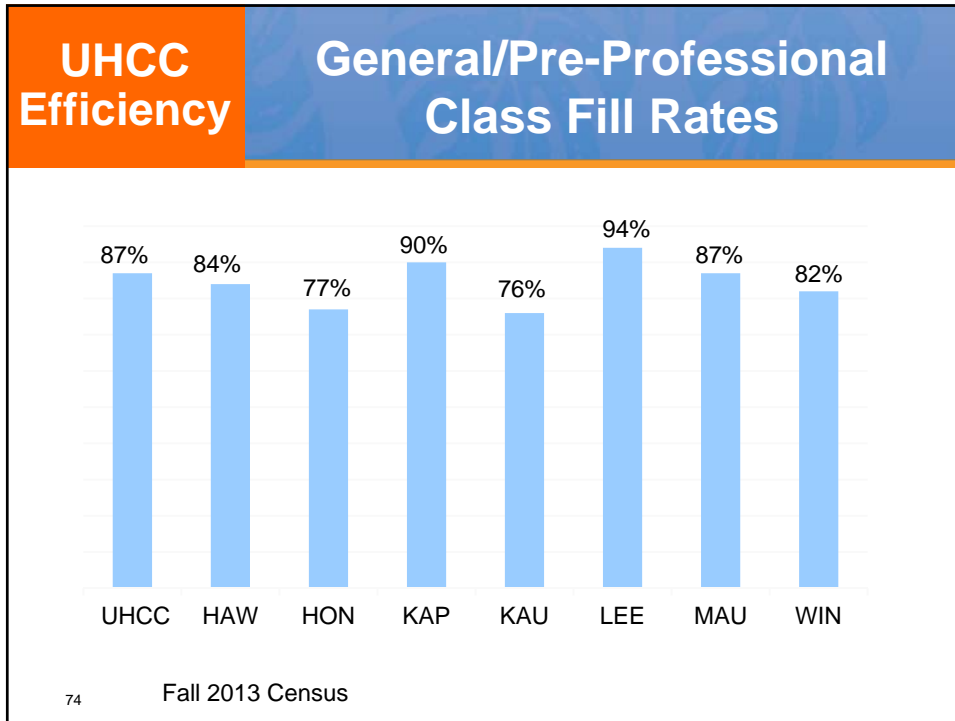
UHCC  
Other  
Outcomes

Efficiency and Cost  
Effectiveness

- **UH metrics focus on**
  - Classroom utilization
  - Faculty/student ratios
  - Staffing levels
- **Do we want different metrics?**
- **How do we identify opportunities for efficiency?**
- **How do we measure the effectiveness in the cost-effectiveness equation?**

72



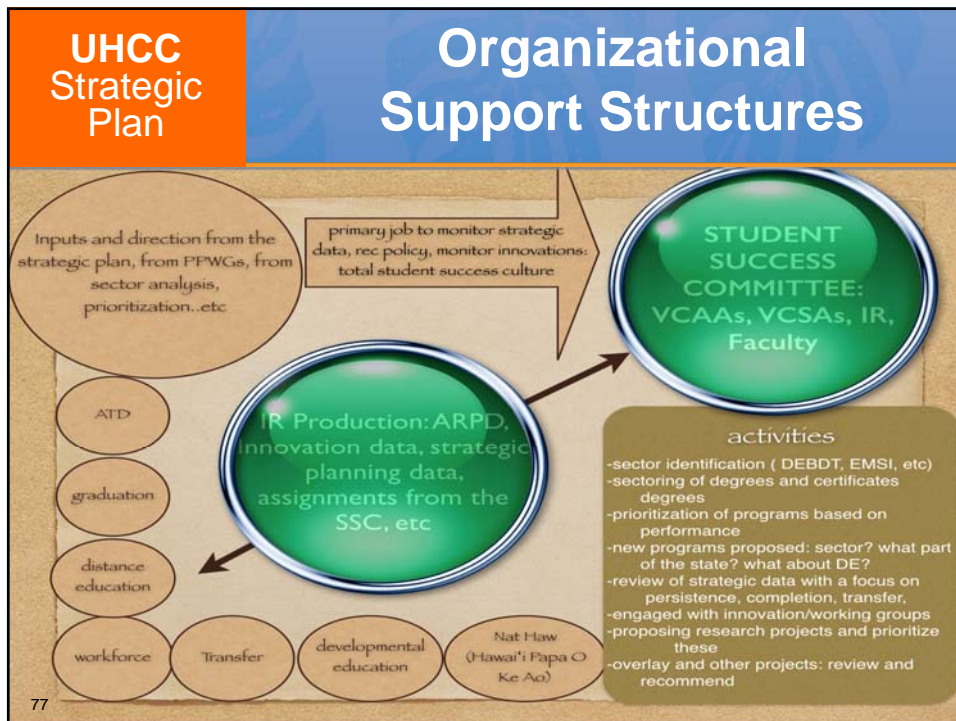


UHCC  
Strategic  
Plan

Organizational  
Support Structures

- **Need to have inter-college involvement in moving the system to success on the plan**
- **Need involvement from academic leadership, both management and faculty**

76



| UHCC<br>Strategic<br>Plan                          | Innovation Funding |                    |
|--|--------------------|--------------------|
| Innovation Group                                   |                    | Innovation Funding |
| Graduation   |                    | \$150,000          |
| Transfer   |                    | \$150,000          |
| Developmental Education                            |                    | \$150,000          |
| Distance Learning & Teaching Technology            |                    | \$150,000          |
| Papa o Ke Ao                                       |                    | \$150,000          |
| Pacific Islander                                   |                    | \$100,000          |
| Financial Aid                                      |                    | \$100,000          |
| Achieving the Dream and Hawai'i Strategy Institute |                    | \$300,000          |
| Other Strategic Innovations                        |                    | \$250,000          |

78



Success is What Counts

The Journey Continues



**UNIVERSITY  
of HAWAII\***  
COMMUNITY COLLEGES