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UNIVERSITY of HAWAI'I®
HAWAI'I
COMMUNITY COLLEGE

Hawai'i Community College Strategic Directions

2015-2021

UH Strategic Directions 2015-2021
UHCC Strategic Directions 2015-2021

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Preface

This year marks the 75th Anniversary of Hawai‘i Community College. Since its beginning in 1941 as the Hawai‘i Vocational School, the college has provided access to higher education opportunities, trained a skilled workforce and supported economic development of Hawai‘i County. Throughout its transformation from a vocational school to a robust tertiary institution with full service campuses in both Hilo and at Pālamanui in West Hawai‘i, Hawai‘i Community College continues to respond to the higher education needs of Hawai‘i Island communities. The Strategic Directions 2015-2021 Plan will guide the college for the next six years to achieve its vision of producing lifelong learners who are productive and engaged citizens capable of meeting the complex challenges of a global community.

The Strategic Directions 2015-2021 plan was developed with input from the Hawai‘i Community College Kauhale and embraces the college’s Hawai‘i Papa O Ke Ao plan to ensure active support for the participation of Native Hawaiians at the University and supports vigorous programs of study and support for the Hawaiian language, history, and culture, including increasing the number of Native Hawaiians who successfully complete a college degree and transfer to a four year institution. In addition, a new focus on the success of Filipino and Pacific Islands students is a part of the plan.

The plan includes bold and innovative tactics to achieve the outcomes set to measure the college’s success. We can work together to achieve this for our students and the college.

‘A‘ohe hana nui ke alu ‘ia.
No task is too big when done together by all.
Pukui, 142

Hawai‘i Graduation Initiative (HGI)

Goal: Increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions and populations, and preparing them for success in the workforce and their communities.

***HGI Action Strategy 1*:**
Strengthen the pipeline from K–12 to the university to improve college readiness and increase college attendance.

Tactics

- Engage Hawai‘i Island K–12 students, parents, and public and private schools early and often to promote and prepare for college readiness.
- Emphasize pipeline and college readiness initiatives for Native Hawaiians, rural communities, and low-income and under-represented groups.
- Align K-12 and college curricula.
- Promote data sharing as appropriate to inform strategies.
- Institutionalize early college and “bridge” programs.
- Utilize multiple measures including Smarter Balance and ACT scores for college placement.
- Expand outreach services and support to facilitate the completion of college admissions and financial aid applications.
- Continue to offer summer enrichment programs for elementary and middle school students on the campus as a recruitment activity.
- Promote STEM-related activities on the campus by partnering with PCATT and other organizations for K-12 students.

***HGI Action Strategy 2*:**
Implement structural improvements that promote persistence to attain a degree and timely completion.

Tactics

- Establish pathways for all degree programs, including transfer pathways from the community colleges.
- Strengthen developmental education initiatives that increase preparation, improve placement methods, and reduce time spent in developmental education.
- Utilize Summer Term to promote college readiness and degree completion.
- Reduce gaps in college completion for Native Hawaiians and low-income and under-represented groups.
- Transition from a course-based to a curriculum-pathway-based registration system.
- Schedule courses to facilitate timely degree completion.

- Strengthen and align financial aid resources, policies, and practices for increased access and completion.
- Improve and stabilize student support services, especially for priority targets: Native Hawaiians, Filipinos, Pacific Islanders, Veterans, Adult Learners, and Part-Time Students.
- Strengthen and align assessment, program/unit review, data collection, and data analyses processes to support improved teaching and learning, accreditation, and governance and planning.
- Provide enhanced professional development to improve teaching and learning.
- Support the permanent status and expansion of the Associate of Arts in Hawaiian Studies and Associate of Science, Natural Science degrees.
- Continue to embed Hawaiian practices throughout the college.
- Develop plan to normalize Hawaiian language throughout the college.
- Develop plan to provide liberal arts and Hawaiian studies degrees utilizing Hawaiian language immersion.
- Provide funding for permanent hire of grant-funded personnel.

***HGI Action Strategy 3*:**
Anticipate and align curricula with community and workforce needs.

Tactics

- Utilize current State and Hawai‘i Island information about workforce, employment, and salaries from the Department of Labor and Industrial Relations, Economic Modeling Specialist International, and other sources.
- Follow up with graduates and employers regarding Hawai‘i CC students’ preparation for the workforce and community.
- Engage systematically with community-based groups to inform program offerings and curricula.
- Develop new programs that are responsive to Hawai‘i Island’s community needs.
- Seek Employer and industry input throughout the Hawai‘i Island community to anticipate and align community and workforce needs through non-credit training.
- Explore non-credit to credit pathways.
- Develop hiring policies that encourage the hiring of qualified Native Hawaiian and Hawai‘i Island-resident faculty and staff.
- Develop minimum and desirable qualifications for all positions that request that the applicant demonstrate an understanding of Hawai‘i Island communities and diverse cultures, particularly Native Hawaiians.
- Provide learning opportunities for faculty and staff to learn Hawaiian language and culture.

- Develop more robust orientation for new employees, including Hawaiian language and culture.
- Develop weekend and evening programs for working adults to continue and complete a college degree.

***HGI Action Strategy 4*:**
Solidify the foundations for Hawai‘i CC at Pālamanui, our newest campus, and establish large-scale student support services for Native Hawaiians, low-income students, and the under-represented populations served.

Tactics

- Secure UH Foundation position to coordinate advancement efforts for Hawai‘i CC and Hawai‘i CC Pālamanui.
- Create capital development plans for facilities that support expected enrollment growth and campus academic and strategic plans.
- Develop academic programs that meet the needs of the West Hawai‘i community.
- Increase the baccalaureate and advanced degree offerings at UH West Hawai‘i Center to complement Hawai‘i CC programs and meet the needs of the West Hawai‘i community as a gateway to the other University of Hawai‘i institutions.
- Develop financial and operational plans that support the expected rapid increases in enrollment as the Pālamanui community embraces its new campus.
- Increase the capacity of the Hawaiian Studies program to provide courses for the AA-HWST degree at Pālamanui, online and through the early-college program.

Productivity and Efficiency Measures for Hawai‘i Graduation Initiative (HGI)

- Number of degrees and certificates
    - Graduation outcomes – Degrees and Certificates
    - Native Hawaiian Graduation – Degrees and Certificates

- Graduation rates, graduation and transfer rates (IPEDS 100% and 150%, APLU-SAM)
    - Graduation Pell Recipients
    - Pell Graduation – Degrees and Certificates
    - Annual Transfers

- Enrollment to degree gap for Native Hawaiian students
    - Eliminating Native Hawaiian Success Gaps
    - Eliminating Filipino Success Gaps
    - Eliminating Pacific Island Success Gaps

- Enrollment to degree gap for Pell students
    - Eliminating Pell Recipient Success Gaps

- Average unmet need of resident students

- Average total debt per undergraduate completer

- Tuition and fees as a percent of median household income

- Improving Time to Degree
    - On average, 33% of UHCC IPEDS (first-time, full-time, degree seeking) students complete Degree or CA or transfer within three years (150%)
    - Goal is to reach 60% overall

- Improving Time to Degree First Year Success-Full-Time
    - Full Time (12+ credits in entering fall) Students earning 20 credits in first year

- Improving Time to Degree First Year Success-Part-Time
    - Part-time students (6-11 credits in entering fall earning 12 credits in first year

- Improving Time to Degree Completing Math & English
    - 75% of students testing at 1 level below college ready will successfully complete their college level English and/or math course within 1 semester
    - 70% of students testing at 2 or more levels below college ready will successfully complete their college-level English or math course within 1 year
    - Current Status Math
    - Current Status Writing

- Number of job placements after completion of non-credit training (internal measure)

- Number of non-credit to credit pathway programs

Hawai‘i Innovation Initiative (HII or HI2)

Goal: Create more high-quality jobs and diversify Hawai‘i's economy by leading the development of a $1 billion innovation, research, education, and training enterprise that addresses the challenges and opportunities faced by Hawai‘i and the world.

***HI2 Action Strategy 1*:**
Sustain and advance the UH research enterprise.

Tactics

- Increase STEM programs and opportunities for research for faculty and students.
- Empower current UH faculty by identifying and removing administrative and policy barriers that impede research efficiencies and effectiveness.
- Develop a STEM program based on Hawaiian knowledge systems.

***HI2 Action Strategy 2*:**
Advance innovation and entrepreneurship within UH and the community.

Tactics

- Integrate entrepreneurship and innovation throughout the Hawai‘i CC educational experience for students by strengthening credit and non-credit education, internships, employment opportunities, and extra-curricular/co-curricular activities in partnership with the community and businesses.
- Strengthen existing partnerships and form new ones to enhance high quality job creation on Hawai‘i Island by enhancing meaningful collaborations with state agencies, incubators and accelerators, national and international agencies, and collaborators.
- Improve communication within the State and beyond regarding the value of Hawai‘i CC and its critical roles in Hawai‘i Island’s economic development and job creation.
- Continue membership in the National Association of Community College Entrepreneurship (NACCE) with a team of credit and non-credit faculty learning best practices that focus on cultivating an entrepreneurship culture on campus and in the community.
- Develop a campus plan for entrepreneurship.

HI2 Action Strategy 3:
Continue to support programs that suit Hawai‘i Island’s location and environment as well as address critical gaps.

- Ocean and climate sciences
- Astronomy
- Health and wellness
- Digital/creative media
- Cybersecurity
- Sustainable agriculture
- Energy
- Data intensive science and engineering initiative to support all research sectors

Tactics:

- Strengthen existing partnerships and form new ones to enhance high quality job creation in Hawai‘i.
- Capitalize on being a member of the PCATT Consortium by participating in statewide training.
- Work closely with employers to increase the qualified and skilled workforce base.
- Increase enrollment in non-credit and short-term training in areas where there is a demonstrated State of Hawai‘i shortage of qualified workers, where the average wage is at or above the US average.
- Collaborate with Chambers, industry, or government agencies to conduct market needs assessment/validation of needed training that contributes to workforce and economic development.
- Obtain accurate information about workforce and employment insight from data gathered from the Department of Labor, UHERO, and EMSI.
- Continue to offer English language training for non-native-speaking residents.
- Develop two new non-credit programs by the end of FY16 that are responsive to the community needs.
- Track job placement for training for jobs where there is a demonstrated shortage.

Productivity and Efficiency Measures for Hawai‘i Innovation Initiative (HI2)

- Number of invention disclosures, patents, licenses, and start-up companies and jobs

- Total extramural funds

- Number of STEM degrees
    - Degrees & CA Awarded in STEM
    - STEM Graduates UHCC + UH 4 Year

- Understanding Workforce Needs and Educational Opportunities
    - UHCC will develop “Sector Visualization Tool” with ability to:
        - Display Hawai‘i’s top 10 sectors/sub sectors
        - Cascade jobs vertically. Filter and arrange for top salaries, degree attainment, etc.
        - Visualize educational pathways from DOE to CCs to UH 4 years
        - See program opportunities and concerns

- Understanding Job Placement: Evolve Current Info to Access Value Impact

21st Century Facilities (21CF) - Modern Teaching and Learning Environments

Goal: Eliminate the university's deferred maintenance backlog and modernize facilities and campus environments to be safe, sustainable, and supportive of modern practices in teaching, learning, and research.

***21CF Action Strategy 1*:**
Adopt model policies and practices for development and management of UH buildings and campuses.

Tactics

- Support and work with UH System to advocate for Hawai'i CC and Hawai'i CC-Pālamanui facility needs.
- Seek external opportunities and grants that will provide new construction and renovation funding, i.e., Title III Renovation Grants.
- Provide Hawaiian names for buildings and gathering spaces.

***21CF Action Strategy 2*:**
Improve the sustainability and resource conservation of the built environment including facilities and grounds by reducing energy consumption, greenhouse gas production, water use, and waste production.

Tactics

- Integrate sustainability goals in the strategic and other plans.
- Continue to explore and implement cost-savings strategies and sustainable practices.
- Support UHCC energy conservation and energy consumption goals.
- Support sustainable initiatives such as recycling of paper, plastic, glass, and food-waste materials.

***21CF Action Strategy 3*:**
Provide safe, healthy, and discrimination-free environments for teaching, learning, and scholarship for students, employees, and visitors.

Tactics

- Collaborate with UH System to understand and comply with Title IX and Violence Against Women Act (VAWA) guidance and apply best practices in promoting safety and response to incidents.
- Update system-wide and campus policies and guidelines to ensure compliance and promote safety and security.
- Ensure availability and accessibility of high-quality confidential resources for victims.
- Provide appropriate safety and awareness education for responsible officials and all students and employees.
- Ensure that clear and useful information is readily available when needed.

- Participate in the Modern Facilities Task Force.

Productivity and Efficiency Measures for 2lst Century Facilities (21CF)

- Deferred maintenance
- Electricity purchased per gross square foot
- Gallons of water purchased per gross square foot
- Number of criminal offenses on campus

High Performance Mission-Driven System (HPMS)

Goal: Through cost-effective, transparent, and accountable practices, ensure financial viability and sustainability to ensure UH's ability to provide a diverse student body throughout Hawai'i with affordable access to a superb higher education experience in support of the institutional mission of the university, which includes commitments to being a foremost indigenous-serving university and advancing sustainability.

***HPMS Action Strategy 1*:**
Employ best practices in management, administration, and operations.

Tactics

- Implement practices to advance efficiency, transparency, and accountability.
- Create effective and efficient organizational structures that leverage the advantages of centralization and decentralization to maximize efficiency and responsiveness to internal and external stakeholders.
- Maximize efficient use of facilities and classrooms.
- Effectively use metrics throughout the system to advance goals and objectives.
- Increase transparency in budgeting and expenditures through improved reporting practices.
- Increase utilization of available software and database such as Destiny One, STAR, STARFISH, KFS, Curriculum Central, and Laulima.
- Continue participation in professional and leadership development for Hawai'i CC faculty and staff.
- Accelerate alternative revenue strategies.
- Adopt strategies that eliminate cost as a barrier to education.
- Implement sustainable initiatives such as electronic, paper-free record keeping.

***HPMS Action Strategy 2*:**
Increase opportunity and success for students and overall cost-effectiveness by leveraging academic resources and capabilities across the system.

Tactics

- Expand student-centered distance and on-line learning to create more educational opportunities through use of technology and by leveraging University Centers on Hawai‘i Island.
- Develop degrees and certificates, including with distance delivery, as part of integrated pathways for students enrolled at Hawai‘i CC and across the UH system.
- Promote stronger and more comprehensive transfer and articulation policies that are student-centered, transparent, and well-communicated in order to support student mobility and success throughout the system.
- Promote mission differentiation through the review of academic offerings to identify unnecessary duplication and opportunities for improved collaboration.
- Nurture instructional innovations and institutionalize high impact educational practices.
- Collaborate on shared services to improve operating efficiencies and effectiveness in student support services.
- Provide support services to students in facilities closer to their classes in order to increase successful interaction with counselors and staff.

***HPMS Action Strategy 3*:**
UH aspires to be the world's foremost indigenous serving university and embraces its unique responsibilities to the indigenous people of Hawai‘i and to Hawai‘i's indigenous language and culture. To fulfill this responsibility, the university ensures active support for the participation of Native Hawaiians and supports vigorous programs of study and support for the Hawaiian language, history, and culture. In addition to the Native Hawaiian student success agenda within the Hawai‘i Graduation Initiative, the following tactics align with the thematic areas set forth in *Hawai‘i Papa O Ke Ao*, UH's plan for a model indigenous-serving university.

Tactics

- Continue to integrate Ha‘akūmalae Hawaiian Protocol in Hawai‘i CC activities to impart a Hawaiian sense of place on campus.
- Continue to integrate placed-based learning and partnerships on Hawai‘i Island.
- Continue to develop learning strategies and programs that promote Native Hawaiian indigenous learning, history, and language.
- Provide opportunities for leadership development for Native Hawaiian faculty, staff, and students.
- Support implementation of Hawai‘i Papa O Ke Ao.
- Develop and support a Native Hawaiian Student Center.

***HPMS Action Strategy 4*:**
UH will be a global leader in the integration of sustainability in its teaching, research, operations, and service. The university must embrace both indigenous practitioners and global experts to advance Hawai‘i’s stewardship and use of energy, food, water, land, and sea for the well-being of the State and the world.

Tactics

- Integrate sustainability across the curriculum.
- Develop academic programs in sustainability sciences collaboratively throughout the system.
- Support research and service around issues of sustainability.
- Incorporate sustainability practices, including those derived from indigenous wisdom, throughout the university.
- Encourage alternate modes of transportation.
- Support Hawai‘i Island and the State’s local food economy.
- Develop programs to nurture leadership skills for faculty, staff and students, particularly Native Hawaiians.

***HPMS Action Strategy 5*:**
Diversify resource base beyond state appropriations and tuition to support public higher education in Hawai‘i.

Tactics

- Execute successful fundraising campaigns to provide additional support for students, faculty, facilities, priorities, and programs.
- Collaborate with IEC to recruit and enroll international students, including through partnerships that advance revenue goals, as well as the educational benefits to Hawai‘i students of a globally-diverse student body.
- Develop an International Education Office.
- Ensure that international students receive English language support, housing support, and advising and assistance with transitioning and adapting to a new environment.

Productivity and Efficiency Measures for High Performance Mission-Driven System (HPMS)

- Education and related expenditures per completion
- SSH/instructional faculty FTE
- FTE Students/FTE staff (non-instructional, non-EM) ratios
- FTE Students/FTE Executive/Managerial ratios

- Number of programs with low number of graduates per year
- Classroom utilization
- Number of Native Hawaiian employees and graduate assistants (faculty/staff/administrators)
- Student enrollment in Native Hawaiian courses in language and culture (unduplicated count)
- Number of international undergraduate students enrolled in credit courses
- Number of degrees in Health, Education, and Agriculture

Enrollment

- High School Graduates
- GED Recipients
- Pacific Islanders
- Working Age (25-44) Adults
- International Students
- Improving Time to Degree Fall to Fall Persistence to 65%
- Potential Enrollment