STRATEGIC PLAN

2008-2015

Endorsed by the
HCC College Planning Council
May 8, 2009
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Native Hawaiian Educational Attainment
Hawaii’s Educational Capital

B: Functions as a Seamless State System

A Globally Competitive Workforce
Promote System Articulation

C: Promote Workforce and Economic Development

A solid return on State’s investment in higher education
Promote Workforce Development

D: Develop our Human Resources: Recruitment/Retention/Renewal

Recognize and invest in human resources

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I. PHILOSOPHY AND MISSION

PHILOSOPHY

The University of Hawai‘i Community Colleges as a unit has a philosophy and set of core values which influence and guide the fundamental decisions, attitudes, and behavior of its members. These core values are to be communicated throughout all sectors of the Community Colleges, practiced daily by faculty, staff, and administrators, and fulfilled without compromise in their application. These core values will continue to provide the cohesion, consistency, and inspiration for Community College educators to serve our students and communities:

Focus on Access - We are the “Open Door” to higher education for all members of the community who can benefit from such opportunities. To provide that access, we must be affordable, adaptable and flexible.

Focus on Community - We are responsive to the needs of our unique communities, and we are partners in defining and answering those needs. We are of our communities, not just in them.

Focus on Learning and Teaching - We are student-centered, building communities one life at a time. We meet the students where they are. We are innovative in delivery method, innovative in supporting non-traditional students, and accountable for student outcomes.

Focus on Workforce and Economic Development - We are active partners with industry, secondary and elementary education, and community agencies in developing a well-trained, effective workforce for the state and promoting economic development.

MISSION: UNIVERSITY OF HAWAII COMMUNITY COLLEGE SYSTEM

The UH Community Colleges enable the University of Hawai‘i system to meet its mission mandate of putting postsecondary education within the reach of every resident who wants and can benefit from it. As open-door, low-tuition institutions, they offer state residents access through seven degree-granting campuses, affiliated outreach centers, and a flexible, short-term, workforce training center.

Opportunity is afforded those who can benefit and either have completed high school or are 18 years of age. For some, community college classes are the first step toward a baccalaureate or postgraduate degree; for others, they provide training or retraining in

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1 UHCC Strategic Plan 2002-2010; September 2002
skills tailored to Hawai‘i’s job market. The nature and extent of the opportunity provided by the UH Community Colleges are conditioned by the desire, commitment, and preparation that prospective students bring to their postsecondary education endeavors.

The instructional, scholarship, and service missions of the Community Colleges are inseparable. Presenting knowledge through effective teaching is a special strength. This requires scholarship that focuses on the instructional enterprise, ensuring that students are prepared for advanced baccalaureate work, employment, and/or job upgrading. Achieving this outcome, while providing for students’ personal enrichment, is the fundamental service mission of the UH Community Colleges.

The array of academic, technical, and occupational subjects offered by the University of Hawai‘i Community College system of campuses is comprehensive. The system offers liberal arts and sciences instruction leading to baccalaureate degrees, career and occupational programs, developmental academic instruction, continuing education, public and community service programming, workforce development training, and related support services. In addition, as part of the larger University of Hawai‘i system, the Community Colleges facilitate the planning, scheduling, and delivery of baccalaureate and graduate degree programs throughout the state.²

MISSION: HONOLULU COMMUNITY COLLEGE

<Under Review>

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² University of Hawai‘i Board of Regents; November 1996.
II. STRATEGIC OUTCOMES AND PERFORMANCE MEASURES 2008-2015

GOAL A: Promote Learning & Teaching for Student Success

The Community Colleges will focus on student success by being learning colleges, providing access to quality programs which are affordable, adaptable, flexible, and responsive to the changing needs of students and their communities.

STRATEGIC OUTCOMES:

Native Hawaiian Educational Attainment

Position the University of Hawai‘i as one of the world’s foremost indigenous-serving universities by supporting the access and success of Native Hawaiians.

Performance Measures

a. Increase Native Hawaiian enrollment by 3% per year to 935 students by 2015.

b. Promote low-income Native Hawaiian student success and graduation by increasing: the overall financial aid participation by 7% per year to 310 students, and the total amount of financial aid disbursed to $868,000 by 2015.

c. Increase the number of Native Hawaiian students enrolled in a developmental intervention that successfully complete at least one course in the developmental sequence within their first academic year by 3% per year to 65 in English and 70 in mathematics by 2015.

d. Increase the number of Native Hawaiian students who successfully progress and graduate, or transfer to baccalaureate institutions by 6-9% per year to 225 by 2015, while maintaining the percentage of transfers who achieve a first year GPA of 2.0 or higher at the transfer institution.
Hawaii’s Educational Capital

Increase the educational capital of the state by increasing the participation and completion of students, particularly low-income students and those from underserved regions

Performance Measures

a. Increase credit enrollment by 1% per year to 4,500 students by 2015.

b. Promote low-income student success and graduation by increasing the Pell Grant participation by 14% per year to 1,455 students (39% of those eligible to participate), and the total annual amount of Pell Grant aid disbursed to $2,851,130 by 2015.

c. Increase the number of students enrolled in a developmental intervention that successfully complete at least one course in the developmental sequence within their first academic year by 3% per year to 260 in English and 335 in mathematics by 2015.

d. Increase active learning opportunities to a level that results in an increase in the CCSSE Benchmark percentile rank for Active and Collaborative Learning benchmark to the 80th percentile of peer institutions by 2015.

e. Increase academic and student support services to a level that results in an increase in the CCSSE Benchmark percentile rank for Support for Learners benchmark to the 80th percentile of peer institutions by 2015.

f. Increase the number of students who successfully progress and graduate, or transfer to baccalaureate institutions by 3-6% per year to 1,025 by 2015, while maintaining the percentage of transfers who achieve a first year GPA of 2.0 or higher at the transfer institution.

GOAL B: Functions as a Seamless State System

The UH System will function seamlessly when student learning becomes the core of the mission, and when students who demonstrate adequate preparation, regardless of their education level or where they are currently enrolled, are able to take courses from any program or campus that meets their educational interests. As a seamless system, we will function collaboratively, foster collegiality, and respect the diversity of each campus.
STRATEGIC OUTCOMES:

A GLOBALLY COMPETITIVE WORKFORCE

Address critical workforce shortages and prepare students for effective engagement and leadership in a global environment.

Performance Measures

a. Increase 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, or where the average annual wage is at or above the U.S. average (2006=$38,651) by 3% per year to 665 by 2015.

b. Work closely with employers to create a better understanding of their requirements for a qualified workforce as well as develop increased opportunities for internships and eventual employment by our program graduates.

c. Contribute to meeting the State’s incumbent worker education goal by increasing enrollment of 25-49 years old in credit programs by 2% per year to 1,670 by 2015.

d. Increase the annual degrees/certificates awarded in Science Technology, Engineering, and Math (STEM) fields by 6% per year to 135 by 2015.

e. Increase by 3% 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, and where the average wage is at or above the U.S. average. ($38,651 YR2006).

f. Increase the number of international students by 3% per year to 65 by 2015.

A SEAMLESS SYSTEM

Contribute to the continued development of a seamless education system that meets the state’s evolving demand for a qualified workforce by actively working with high schools and colleges to increase the number of students who successfully move from high school to college and into high skilled, high wage jobs within the state.

Performance Measures
a. Create specific articulated pathways between selected high schools and the College designed to smooth the transition between the two institutions as well as improve the educational preparation of recent high school graduates who enroll in the college.

b. Create specific articulated pathways between the college and baccalaureate granting institutions by increasing the number of specific program-to-program articulation agreements.

c. Work closely with employers to create a better understanding of their requirements for a qualified workforce as well as develop increased opportunities for internships and eventual employment by our program graduates.

**GOAL C: Promote Workforce and Economic Development**

To promote workforce and economic development by responding quickly with education and training programs to meet changing workforce requirements, by developing strategic partnerships with selected businesses and training providers, and by offering degrees in response to demonstrated market demands.

**STRATEGIC OUTCOMES:**

**Economic Contribution to the State**

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

**Performance Measure**

a. Increase the level of extramural fund support expended (E&E) by 3% per year to $2.2M by 2015.

**Promote Workforce Development**

Respond to the evolving workforce needs of the various communities served by Honolulu Community College.

**Performance Measures**

a. Refining and improving the alignment between our program offerings, curricula, and enrollment, and the external demand.
b. Increase the number and diversity of programs offered to or in underserved regions by increasing the number and types of programs that can be completed through distance learning technologies.

**GOAL D: Develop our Human Resources: Recruitment/Retention/Renewal**

*To sustain and enhance a skilled, knowledgeable and productive workforce, committed to the delivery of high quality education and service.*

**STRATEGIC OUTCOME:**

Develop our Human Resources

Recognize and invest in human resources as the key to success and provide them with an inspiring work environment.

**Performance Measures**

a. Recruit, renew, and retain a qualified, effective, and diverse faculty, staff, and leadership.

b. Support faculty and staff professional growth and educational opportunities to be better prepared to respond to anticipated employee turnover by.

   i. Instituting a campus professional development initiative that prepares individuals to move into positions of increasing responsibility.

   ii. Publishing a web-based mandatory campus and departmental orientation program for all new Honolulu Community College employees.

   iii. Increasing annual expenditures on professional and staff development to $450,000 by 2015.

**GOAL E: Develop Sustainable Infrastructure for Student Learning**

*Promote effective learning through a continuing commitment to the maintenance and improvement of the campus physical environment and through*
the application of new technologies to better serve traditional and non-traditional students.

STRATEGIC OUTCOME:

Resources and Stewardship

Acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all of the College’s resources, for a sustainable future.

Performance Measures

a. Build and/or acquire appropriate facilities to deliver educational programs and services, and identify repairs and maintenance requirements to properly maintain existing facilities.

b. Increase operational efficiency by: increasing the average class size to the average of the UHCC system (CTE = 18; GPP = 23) by 2015, and reducing redundant infrastructure and services.

c. Increase non-state revenue annual expenditures to $13M by 2015.

d. Reduce the Annual KWH/Gross Sq. Ft consumed per year to 8.42 by 2015.

e. Develop an Information Technology Plan that is integrated with the established college planning and resource allocation processes, and is designed to meet the evolving needs of learning, teaching, college-wide communications, research, and operational systems, including elements to assure:
   i. Delivery of technology services, professional support, facilities, hardware, and software designed to enhance the operation and effectiveness of the college;
   ii. Provision of adequate training in the effective application of its information technology to students and personnel;
   iii. The acquisition, maintenance, and upgrade or replacement of the technology infrastructure and equipment to meet evolving college needs;
   iv. The distribution and utilization of technology resources to support the development, maintenance, and enhancement of the colleges’ programs and services.
f. Develop and sustain an institutional environment that promotes transparency, and a culture of evidence that links institutional assessment, planning, resource acquisition, and resource allocation as measured by faculty and staff responses on the Community College Inventory.

Policies and Procedures

Create and publish campus policies and document campus operational practices.

Performance Measures

a. Create and publish as appropriate, HCC specific policies that will serve as a guide to practice in administrative and academic areas.

b. Expand the web-based handbook which details standard operating procedures in a number of critical areas, including: Strategic Planning, budget development, etc.

c. Design and produce regular reports that facilitate the tracking of student progress (including graduates, leavers, and those who transfer to another educational institution); assess the attainment of student learning outcomes; program expenditures; and report institutional progress in meeting strategic goals.

Communication and Accountability

Building on our resources and strengths, heighten the visibility within our community and accountability to the public.

Performance Measures

a. Refine and implement a strategic marketing plan.

b. Develop a detailed enrollment management plan based on statistical data that will establish a foundation for targeted recruitment and retention strategies.

c. Publish an annual report that highlights the campus accomplishments and progress toward meeting the goals of the HCC Strategic Plan
III. RESOURCE REQUIREMENTS

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IV. APPENDICES

A. HCC Planning Context; January 2009

B.