Strategic Outcomes and Performance Measures 2015-2022

Goal A: Student Success
Honolulu Community College is a Student Centered - Student Focused learning environment. The success of our students in their courses, their semesters, and their academic journey is our primary focus. The utilization of key metrics and measures help the college gauge healthy behaviors that lead to success and identify barriers that cause students to fall off course, whether enrolled in a credit or non-credit program. If more students are successful into future semesters, enrollment increases, while holding all other factors constant.

- Implement Papa o ke Ao
  - Support a Hawaiian sense of place
  - Work as a model indigenous-serving institution
  - Advance Hawaiian Language and culture
- Educational Attainment and Success Gaps
  - Increase success and graduation of students that begin in developmental education
  - Increase persistence to 65%
  - Increase degrees and certificates and transfers
    - Improve time to degree
    - Improve number of full-time versus part-time students
    - Improve Hawaiian success
    - Create curricular pathways to encourage articulation and transfer
  - Create learning strategies around student characteristics
    - Part-time student strategies
    - Learning strategies for Hawaiians and other underserved populations
    - Standardize and collaborate student support services
  - STEM education
    - Improve course offerings and student success rates
    - Identify workforce skills gaps and create programs appropriate for HonCC in STEM, digital media, sustainability cybersecurity, and/or data intensive science and engineering
  - Improve Pell Grant participation and success
- Accountability
  - Publish regular metrics and outcomes to determine success
  - Create an annual stakeholder report on effectiveness, including education and related expenditures per completion, student / staff ratios, SSH / instructional faculty FTE, Students / EM ratios
Goal B: Enrollment
As enrollment trends change, the college must optimize relationships between higher education, high schools and adult schools to create pathways that generate enrollment. Persistence also plays a key role in enrollment management.

- Increase the high school going rate
- Increase K-12 pipeline
  - Create pathways for high schools student through Running Start, Jump Start, and Early College
- Engage the adult population: 24-49 year olds, GED recipients, and working adults
- Focus on enrollment of underserved populations, Hawaiians and Pacific Islanders
- Optimize international recruitment
- Improve course offerings and availability
  - Through effective scheduling of fall, spring, summer and evening options
  - Expand online offerings
  - Refine and improve alignment between program offerings, curricula, and enrollment, and the external demand

Goal C: Training and Workforce Development
Just as important as academic credit programs, are the training and short-term training offered by the college. Particular attention should be paid to workforce shortages and skill gaps to ensure the most robust training offerings.

- Establish strategic partnerships with the workforce
  - Work closely with employers to increase a qualified and skilled workforce through
  - Develop non-credit credential programs to credit pathways
  - Respond to training needs through effective use of facilities and scheduling
  - Increase apprenticeship programs and offerings where needed
  - Increase enrollment in non-credit and short-term training in areas where there is demonstrated state of Hawaii shortages of qualified workers, where the average wage is at or above the U.S. average.
- Community partnerships
  - Develop strategic curricular initiatives in response to community needs
  - Engage community based advisory groups
Goal D: Campus Community

In order to deliver a rigorous academic environment that fosters student success, the college community that services, teaches, and supports students must be healthy and innovative.

- Provide a safe and secure environment for faculty, staff, and students
  - Implement mandatory Title IX and VAWA policies, guidelines and training to support the community of employees and students
  - Provide safety and awareness education for employees and students
  - Ensure availability and accessibility of resources for victims

- A healthy community of professionals
  - Create environments that support faculty and staff professional growth and educational opportunities
  - Recruit, renew, and retain a qualified, effective, and diverse employees
  - Expand an online handbook of policies and procedures
  - Develop and sustain an institutional environment that promotes transparency, and a culture of evidence that links institutional assessment, planning, resource acquisition, and allocation.

- Support a leadership team that focuses on the use of best practices in management, through training, communication, and feedback
  - Provide professional development and grow talent from within the organization
  - Develop Hawaiians for leadership roles

Goal E: Infrastructure, Sustainability, & Technology

- Create a sustainable environment for all constituents of the campus
  - Develop a Campus Sustainability plan to include:
    - College practices on recycling and reusing
    - Electricity and other utility usage
    - Modeling sustainable practices
    - Improve sustainability of campus grounds by tracking, reporting, and minimizing greenhouse gas emissions
  
  - Foster 21st Century Facilities plan to include:
    - Elimination of deferred maintenance
    - Ensure facilities are designed to meet teaching and laboratory learning
    - Equipment
    - New technology in online learning and campus networks
  
  - Efficiency and Cost Effectiveness
    - Reduce the annual KWH/gross sq. ft. consumed per year
    - Increase operational efficiency by increasing class size
- Reduce the annual gallons of water / gross sq. ft.
- Increase amount of energy generated from renewable sources

- Fiscal Sustainability
  - Increase non-state revenue expenditures
  - Increase revenue from non-traditional sources