

Leeward CC Strategic Plan Update 2008-2015

(rev. 4-16-09)

A Few Introductory Notes

In this document, we specify the GOALS of the UH System, the GOALS of the UHCC System, the Strategic Outcomes, the Performance Measures, and the Leeward CC Strategies.

The Leeward CC Strategies briefly describe what we are going to do to achieve the results described in the Performance Measures. The Leeward CC Strategies are labeled with letters and numbers designating the GOAL, Strategic Outcome, and Performance Measure.

For example, B.2.a identifies

GOAL/Strategic Outcome	B
Performance Measure	2
Leeward CC Strategy	b

For the first GOAL (A. Promote Learning & Teaching for Student Success), however, the Strategic Outcome is split into two components—A. Native Hawaiian Educational Attainment and B. Hawaii’s Educational Capital—so the label contains an additional letter to specify which Strategic Outcome component is being referenced.

GOAL/Strategic Outcome	A
Strategic Outcome / Performance Measure	A2
Leeward CC Strategy	c

The numbers in square brackets [] after each performance measure refer to the table in the Excel workbook containing the relevant performance measure values.

For example, [1.1] refers to the table which contains data related to “Native Hawaiian Educational Attainment: Increase Native Hawaiian Enrollment by 3% Per Year.” [1.2] refers to the table “Native Hawaiian Educational Attainment: Increase Financial Aid Participation/Award - Native Hawaiian.”

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GOAL A: Educational Effectiveness and Student Success
(UH System Strategic Plan 2002-2010)

GOAL A: Promote Learning & Teaching for Student Success
(UHCC System Strategic Plan 2002-2010)

STRATEGIC OUTCOMES:

- A. **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

- A1. Increase Native Hawaiian enrollment by 3% per year (1,129 students by 2015) particularly in regions that are underserved. [1.1]

Leeward CC Strategies

- a. Develop recruitment strategies that target Native Hawaiian students in order to increase enrollment. (A.A1.a)
- b. Increase College's presence within Native Hawaiian community. (A.A1.b)
- c. Increase number of educational options that meet the needs of the Native Hawaiian community. (A.A1.c)

- A2. Promote low-income Native Hawaiian student success and graduation by increasing: the overall financial aid participation rate by 1-13% per year to 370 students, the total amount of financial aid disbursed to \$840,270, and the number of aid recipients making satisfactory financial aid progress by 2015. [1.2]

Leeward CC Strategies

- a. Sustain and explore partnerships with Native Hawaiian focused institutions, groups, and community leaders to increase Native Hawaiian student financial aid awareness and participation. (A.A2.a)
- b. Identify and reduce the "roadblocks" that prevent Native Hawaiian students from receiving financial aid. (A.A2.b)
- c. Explore new technologies that will assist Native Hawaiian students in applying for financial aid. (A.A2.c)

- A3. Increase the number and percent of Native Hawaiian students enrolled in developmental intervention that successfully complete at least one course in the developmental sequence within their first academic year thus making progress towards degree applicable instruction. [1.3]

Leeward CC Strategies

- a. Sustain and develop support services for Native Hawaiian students to facilitate their success in developmental courses. (A.A3.a)
- b. Explore alternative methods of instruction for developmental courses. (A.A3.b)
- c. Develop alternative pathways for developmental courses to prepare students for college level instruction. (A.A3.c)
- d. Unify developmental instruction by coordinating the English, Math, and Study Skills components as well as support services. (A.A3.d)

- A4. Increase by 6-9% per year the number of Native Hawaiian students who successfully progress and graduate, or transfer to baccalaureate institutions, while maintaining the percentage of transfers who achieve a first year GPA of 2.0 or higher at the transfer institution. [1.4]

Leeward CC Strategies

- a. Increase Native Hawaiian student awareness and use of campus support services to facilitate student engagement, progress, graduation, and transfer. (A.A4.a)
- b. Increase Native Hawaiian student awareness of traditional and non-traditional career opportunities. (A.A4.b)
- c. Develop non-traditional learning environments to support Native Hawaiian students. (A.A4.c)
- d. Develop a comprehensive intervention strategy for Native Hawaiian students on academic warning and unsatisfactory academic progress. (A.A4.d)

- B. **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

- B1. Increase enrollment to 6,363 students by 2015, particularly in regions and with groups who are underserved. [2.1]

Leeward CC Strategies

- a. Develop comprehensive recruitment strategies to increase enrollment, with emphasis on under-served regions and groups. (A.B1.a)
- b. Increase College's presence within community. (A.B1.b)
- c. Increase number of educational options that meet the needs of the community. (A.B1.c)

- B2. Promote low-income student success and graduation by increasing the Pell Grant participation rate to 38% by 2015; the total annual amount of Pell Grant disbursed to \$4,142,298, and the number of aid recipients making financial aid satisfactory progress. [2.2]

Leeward CC Strategies

- a. Sustain and explore partnerships with focused institutions, groups, and community leaders to increase student financial aid awareness and participation. (A.B2.a)
- b. Identify and remove the "roadblocks" that prevent students from receiving financial aid. (A.B2.b)
- c. Explore new technologies to assist students in applying for financial aid. (A.B2.c)

- B3. Increase the number and percent of students enrolled in developmental intervention that successfully complete at least one course in the developmental sequence within their first academic year thus making progress towards degree applicable instruction. [2.3]

Leeward CC Strategies

- a. Sustain and develop support services to facilitate student success in developmental courses. (A.B3.a)
- b. Explore alternative methods of instruction for developmental courses. (A.B3.b)
- c. Develop alternative pathways for developmental courses to prepare students for college level instruction. (A.B3.c)
- d. Unify developmental instruction by coordinating the English, Math, and Study Skills components as well as support services. (A.B3.d)

- B4. Increase CCSSE Benchmark percentile rank for Active and Collaborative Learning benchmark to among the top performing institutions.

Leeward CC Strategies

- a. Additional strategies may be needed if current strategies do not address Active and Collaborative Learning CCSSE benchmark. (A.B4.a)

- B5. Increase by 3% per year the number of students who successfully progress and graduate, or transfer to baccalaureate institutions, while maintaining the percentage of transfers who achieve a first year GPA of 2.0 or higher at the transfer institution. [2.4]

Leeward CC Strategies

- a. Increase student awareness and use of campus support services to facilitate student engagement, progress, graduation, and transfer. (A.B5.a)
- b. Develop non-traditional learning environments to support students. (A.B5.b)
- c. Develop a comprehensive intervention strategy for students on academic warning and unsatisfactory academic progress. (A.B5.c)

GOAL B: A Learning, Research, and Service Network
(UH Strategic Plan 2002-2010)

GOAL B: Functions as a Seamless State System
(UHCC Strategic Plan 2002-2010)

STRATEGIC OUTCOME: Globally Competitive Workforce (UH/UHCC Strategic Outcomes and Performance Measures, 2008-2015):

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

Performance Measures

1. Increase by 3% per year 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). [4.1]

Leeward CC Strategies

- a. Implement student information system to track student progress for their entire career in the UH system. (B.1.a)
- b. Articulate associate degrees with baccalaureate programs in shortage areas at UH and other 4-year campuses to shorten time to degree. (B.1.b)
- c. Increase the number of students earning degrees or certificates by developing an advising model that closely monitors student academic progress and facilitates student access to advising information and assistance. (B.1.c)
- d. Market and recruit for programs that target occupations in identified shortage areas. (B.1.d)

2. Contribute to meeting the State's incumbent worker education goal by increasing enrollment of 25-49 years old in credit programs by 3% per year. [4.2]

Leeward CC Strategies

- a. Develop and market programs that target the incumbent worker. (B.2.a)
- b. Modify the traditional structure and delivery of programs to accommodate the full-time employed adult student and that shortens student time to degree. (B.2.b)
- c. Devise a job placement system that puts the student in touch with employment opportunities related to the degree and/or certificate earned. (B.2.c)

3. Increase by 6% per year degrees/certificates awarded in Science Technology, Engineering, and Math (STEM) fields. [4.3]

Leeward CC Strategies

- a. Develop degrees and/or certificates conferred in STEM fields. (B.3.a)
- b. Articulate associate degrees and/or certificates with baccalaureate programs in STEM fields at UH and other 4-year campuses to shorten time to degree. (B.3.b)
- c. Enhance partnerships with high schools to attract students interested in STEM fields. (B.3.c)
- d. Increase the number of students earning degrees or certificates in STEM fields by developing an advising model that closely monitors student academic progress and facilitates student access to advising information and assistance. (B.3.d)

4. 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). [4.4]

Leeward CC Strategies

- a. Identify occupations where there is a demonstrated state of Hawai'i shortage of qualified workers and where the average income is at or above the U.S. average. (B.4.a)
- b. In consultation with business and industry in the shortage areas, create short-term training programs that will meet employer needs. (B.4.b)
- c. Devise a job placement service that puts the student in touch with employment opportunities related to the certificate earned. (B.4.c)

5. Increase International student enrollment by 3% per year. [4.5]

Leeward CC Strategies

- a. Additional strategies may be needed if current strategies do not address International student enrollment. (B.5.a)

**GOAL C: A Model Local, Regional, and Global University
(UH System Strategic Plan 2002-2010)**

**GOAL C: Promote Workforce and Economic Development
(UHCC System Strategic Plan 2002-2010)**

STRATEGIC OUTCOME: Economic Contribution (UH/UHCC Strategic Outcomes and Performance Measures, 2008-2015):

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

Performance Measure

1. Increase by 3% per year the level of extramural fund support expended (E&E). [3.1]

Leeward CC Strategies

- a. Create and provide resources for a Grant Manager position to coordinate and support all grant activities. (C.1.a)
- b. Identify areas that would generate extramural funds. (C.1.b)
- c. Implement strategies to increase targeted extramural funds. (C.1.d)
- d. Develop partnerships with business and industry. (C.1.e)

**GOAL D: Investment in Faculty, Staff, Students, and Their Environment
(UH System Strategic Plan 2002-2010)**

**GOAL D: Develop our Human Resources: Recruitment/ Retention/Renewal
(UHCC System Strategic Plan 2002-2010)**

STRATEGIC OUTCOME: Hawai'i's Educational Capital/Resources and Stewardship
(UH/UHCC Strategic Outcomes and Performance Measures, 2008-2015):

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

Performance Measures

1. Recruit, renew, and retain a qualified, effective, and diverse faculty, staff, and leadership. [5.1]

Leeward CC Strategies

- a. Develop and implement strategies to increase faculty and staff recruitment and retention enhancement efforts in order to address the anticipated challenges associated with future shortages of qualified personnel. (D.1.a)
- b. Increase funding dedicated to professional development for faculty, lecturers, staff, and administration. (D.1.b)
- c. Increase the number of faculty, lecturers, staff, and administrators engaged in professional development programs and activities. (D.1.c)

2. Increase the number and diversity of programs offered to or in underserved regions by increasing the number and types of programs by at least one program every two years that can be completed through distance learning technologies. [2.5]

Leeward CC Strategies

- a. Identify instructional/training programs in underserved regions where there is a workforce need, and can be delivered via distance education. (D.2.a)
- b. Establish policies that allow the campus to develop courses for distance instructional/training programs (leading to a degree or certificate) that the college "owns" and can be taught by multiple faculty members. (D.2.b)
- c. Provide resources to develop or modify student support services that specifically address the needs of the DE student. Develop partnership with high schools and other community organizations to use distance education resources. (D.2.c)

3. Increase CCSSE Benchmark percentile rank for Support for Learners benchmark to among the top performing institutions. Research shows that services that target, support, and assist students with academic and career planning, academic skill development, and other issues affect both learning and retention.

Leeward CC Strategies

- a. Additional strategies may be needed if current strategies do not address Support for Learners CCSSE benchmark. (D.3.a)

GOAL E: Resources and Stewardship
(UH System Strategic Plan 2002-2010)

GOAL E: Develop Sustainable Infrastructure for Student Learning
(UHCC System Strategic Plan 2002-2010)

STRATEGIC OUTCOME: Resources and Stewardship (UH/UHCC Strategic Outcomes and Performance Measures, 2008-2015):

- E. Acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all of the University's resources, for a sustainable future.

Performance Measures

1. Build and/or acquire appropriate facilities to deliver educational programs and services in underserved regions of the State, and identify repairs and maintenance requirements to properly maintain the facilities. [5.2]

Leeward CC Strategies

- a. Create and adequately fund an environmentally sustainable, preventive maintenance program to include all campus infrastructure and facilities. (E.1.a)
- b. Acquire the available resources necessary to deliver educational programs and services to the underserved regions of the Leeward CC service area, with particular attention on securing a permanent facility for Leeward CC-Wai'anae. (E.1.b)

2. Increase non-state revenue streams by 3-17% per year. [5.3]

Leeward CC Strategies

- a. Identify areas that would generate long-term revenue streams. (E.2.a)
- b. Implement strategies to increase targeted revenue streams. (E.2.b)

3. Promote sustainability by making more efficient use of existing resources. [5.4]

Leeward CC Strategies

- a. Create and adequately fund an environmentally sustainable, preventive maintenance program to include all campus infrastructure and facilities. (E.3.a)
- b. Reduce electrical consumption through alternative energy applications and efficiency. (E.3.b)
- c. Develop and implement campus wide recycling program. (E.3.c)
- d. Develop and implement strategies to maximize use of all campus utilities and services. (E.3.d)
- e. Develop and implement strategies to increase the efficiency and effectiveness of the current communication infrastructure and to facilitate integration of new technologies. (E.3.e)
- f. Develop and implement a technology renewal program to improve operational capabilities and respond to changing technologies and informational needs. (E.3.f)

4. Develop and sustain an institutional environment that promotes transparency, and a culture of evidence that links institutional assessment, planning, resource acquisition, and resource allocation. [5.5]

Leeward CC Strategies

- a. Provide resources for the Office of Planning, Policy, and Assessment to support enhanced campus efforts in the areas of data collection, analysis, accreditation, program review, and assessment activities for budget, policy, and planning purposes. (E.4.a)
- b. Develop and implement an annual operating allocation budget process that links, tracks, and monitors 1) annual program review and assessment planning processes, 2) biennial and supplemental budget processes, and 3) UH, UHCC, and LCC strategic planning priorities. (E.4.b)
- c. Develop and implement a Capital Improvement Program (CIP) and Repair and Maintenance (R&M) budget planning process that links, tracks, and monitors annual program review and assessment activities with biennial budget request priorities. (E.4.c)