



LEEWARD COMMUNITY COLLEGE

STRATEGIC PLAN

2023-2029



UNIVERSITY of HAWAII[®]
LEEWARD COMMUNITY COLLEGE

Ke Kulanui Kaiāulu o 'Ewa

Our 'Āina: Restoring Our Connection

'O ka 'anae o Kuhia-Loko
'O ka limu o Kuhia-waho
'O ka pa'akai o Ninauele
'O ka nehu pala o ka Muliwai
'O ka niu kūkahi o Hape
'O ka lū'au o Mokaalina
'O ka wai o Ka'aimalū
Pupupu i ka 'awa o Kalāhikiola
Aia ho'i hā, ua 'Āina.

The mullet are at Kuhia-loko,
The seaweed is at Kuhia-waho,
The salt is at Ninauele,
The nehu pala are at Muliwai
The lone coconut tree stands at Hape,
The taro leaves are at Mokaalika,
The water is at Kaaimalu,
The awa is gathered at Kalahikiola.
Behold the land.

~ As recounted by Mekanikeoe in his travels to Waiawa

Source: Ka Oiaio, He Mo'olelo Ka'ao o Lauka'ie'ie, 10 Mei 1895 ('ao'ao 1)



Welina Mai Kākou!

We, at Leeward Community College, extend our deepest respect for the land on which we inhabit. Our main campus is located within the ahupua'a of Waiawa in the moku of 'Ewa along the shoreline of Ke Awalau o Pu'uloa, on the island of O'ahu. We have two satellite campuses located in the ahupua'a of Lualualei and Wai'anae Uka, both in the moku of Wai'anae.

We remember there was a time when one could look from Hauapu'u (a hill right next to our main campus) and see thousands of acres of natural resources - fishponds 100+ acres in size, seaweed, salt, coconut, taro, awa, and fresh water springs - being cared for in order to sustain our people. **We remember** there was a time when in Lualualei Valley, within which our Wai'anae Moku Center stands, fresh water springs ran freely and a bounty of delicious food grew from some of the most fertile soils on the island. Thus, these lands were renowned by kūpuna as 'Āina Ho'okū'ono'ono, *the prosperous lands of Lualualei*.

The duality of names between flora and fauna in the ocean and mountains, and between people and their 'aumākua, shows how deeply the people living throughout the Leeward region understood, respected, and cherished their 'āina. This relationship is powerfully demonstrated in the tales of Ka'ahupāhau and Kahi'ukā, the 'aumākua manō (shark guardians), and the people of 'Ewa. The people cared for their 'aumākua and in turn, Ka'ahupāhau fiercely protected her people from any harm.

One of our Native Hawaiian faculty members, Christopher "Poki" Pokipala, shared at the start of our year and a half long designing process, "When you think of Strategic Planning, think of it in terms of mālama 'āina. What are the steps we need to take to grow the best food to feed our students?" In restoring our 'āina waiwai as the foundation for planning and decision-making, we will take the steps we need to provide a bounty of sustenance and protection for our students during these unprecedented times.



Alahula Pu'uloa, he alahele na Ka'ahupāhau

Everywhere in Pu'uloa is the trail of Ka'ahupāhau

Like Ka'ahupāhau, we looked at all of the external forces impacting our communities and sought to understand everything we could about our campus (see “Developing Our Strategic Plan”). As you will see in our Strategic Plan, to sustain and protect our students, we will uplift our employees, provide them with the resources needed to serve our students in multiple modalities, restore our connection with our 'āina, and increase access for our most underrepresented students to opportunities for earning livable wages in Hawai'i.

The stories of Mauiakalana and Hi'iakaikapoliopole on the Wai'ānae Coast are also foundational to this plan. Like Maui, who snared the sun from Pu'u Heleakalā and discovered fire in Ulehawa, we wove innovation all throughout the tactics of our plan. Furthermore, like the transformation Hi'iaka

experienced at the summit of Pōhākea as she watched her beloved 'ōhi'a forest in Puna being destroyed by fire, our goals in this plan ultimately aim to empower our students in furthering their kuleana in protecting all that they love.

Lastly, mirroring the multiplicity of meaning in the names “Waiawa” and “Lualualei,” we designed our strategic plan to have multiple meanings. In addition to reflecting what we have learned from our 'āina, this plan reflects our mission and vision as well as key principles important to us: equity and sustainability.

In aspiring to be the leading indigenous serving institution in the world, this is our commitment to never forget the story of our 'āina and to use this knowledge to guide our path forward. With love for our 'āina and love for our students, we are ready to do this important work. Mahalo nui to our Leeward CC faculty for beginning the journey of reclaiming the stories that were forgotten.



I ho'ohihi nō ho'i au na'u nō ho'i 'oe

I greatly admire you and you are mine

'O ko'u kuleana pa'a nō ia

You are mine bound firmly to me forever

He 'ike haole,

When meeting a stranger

E lūlū lima ke aloha ē

I extend my hand in the greeting of love.

~last lines of Hālau Wai'ānae (Mele Oli)

Source: Nona Beamer Collection Vol. II

Our Mission (Ke Ala Nu‘ukia)

At Leeward Community College, we mālama all students and affirm our special commitment to Native Hawaiians. We transform the lives of our students through high quality, accessible, and affordable education.

Ma ke Kulanui Kaiāulu o ‘Ewa a me Wai‘anae, mālama mākou i nā haumāna a pau a kūpa‘a mau nō ho‘i i nā ‘ōiwi o Hawai‘i. Ho‘ololi mākou i ke ola o nā haumāna ma o ka ho‘ona‘auao kilohana, ke ala e hiki ai i ka ho‘ona‘auao, a me ka ho‘ona‘auao makepono.

Our Vision (Ka ‘Ōlelo Nu‘ukia)

We aspire to be the leading indigenous-serving community college dedicated to inclusion, innovation, and our Hawaiian sense of place.

Kia mākou e kū ma ke ‘ano he kulanui kaiāulu ka‘ika‘ina kāko‘o ‘ōiwi e kūpa‘a ana i ka lōkahi, ka mana‘ohou, a me ke kuleana o ke aloha ‘āina.



Developing Our Strategic Plan

In January 2022, the Chancellor appointed a Project Coordinator and four teams to coordinate a one-and-a-half year process of learning, reflection, capacity-building, and planning. The goals were to revise our mission and vision and create a new Strategic Plan.

In spring 2022, a Mission & Vision Review committee investigated what characterizes a good mission and vision and reviewed comments from 90+ employees and students. The committee worked through multiple versions of the vision and mission to arrive at final draft statements in April 2022.

To collect ideas for the plan, a Facilitation Team looked at the past five years of campus survey data. They also collected feedback from 135 employees and students via focus groups, online platforms, and

surveys. Additionally, a Cultural Research team spent six weeks researching the history of our ‘āina.

From spring to fall 2022, a Strategic Planning Design Team organized the information gathered via two rounds of drafting. Ninety-three employees and 111 students informed a third draft. The new mission and vision and Strategic Plan were reviewed by 31 community members in a series of five Zoom focus groups.

In spring 2023, a Strategic Working Group finalized the plan based on key criteria. The plan and planning process was then shared to the campus via presentations and email. The plan was recommended for approval by all governance groups in May 2023 with a final iteration presented to the campus by the Chancellor at the fall 2023 Convocation.

Our Findings

We distilled the input collected from the campus community into two guiding principles and four pillars. Our guiding principles are broadly defined in order to be widely applicable.

Guiding Principles

- 1. Equity:** We will identify barriers to success and dismantle them, and foster an inclusive learning environment.
- 2. Sustainability:** In accordance with [EP 4.202](#), we will focus on serving the needs of the present without jeopardizing the needs of the future.

Pillars

There are four pillars that form the heart of this plan. Each pillar has a set of tactics and goals.

- **Student Success**
- **Thriving Employees**
- **High Quality Physical & Digital Resources**
- **Native Hawaiian Place of Learning**

Pillar: Student Success

Provide a strong foundation for underrepresented students to attain economic mobility in Hawai'i.

Campus Goals

Goal 1: Increase representation of underrepresented students in non-credit and credit programs.

Goal 2: Increase the number of underrepresented students transferring to other UH/UHCC campuses.

Goal 3: Increase the number of underrepresented students earning a livable wage in Hawai'i.

Campus Tactics

- Strengthen alignment of outcomes in our courses, programs, and service areas with lifelong learning and workforce needs, including innovation and entrepreneurship. Increase the number of students and services that meet these outcomes.
- Create a shared college definition of equity. Collect data on equity gaps to inform our work.
- Provide the infrastructure and support (e.g., more flexible courses, programs, and services) needed by underrepresented students.
- Increase enrollment in and grow our Workforce Development and Career & Technical Education (CTE) programs.

Pillar: Thriving Employees

Cultivate a work environment that supports and empowers employees to perform at the highest level.

Campus Goals

Goal 1: Increase employee satisfaction with the work environment.

Campus Tactics

- Create a culture of care and appreciation.
- Modernize and improve processes to support healthier workloads.
- Create more flexible opportunities for all employees to engage and develop professionally.
- Provide more opportunities for mentorship and leadership.

Pillar: High Quality Physical and Digital Resources

Improve environments needed to effectively service and educate our students in multiple modalities.

Campus Goals

Goal 1: Increase employee satisfaction with the work environment.

Goal 2: Increase student engagement and satisfaction with the college website, courses, key services, and facilities.

Campus Tactics

- Create a Technology Strategy to innovatively support high-quality online and in person experiences.
- Create a Facilities Strategy to innovatively support our mission and vision.

Pillar: Native Hawaiian Place of Learning

Create a visible and celebrated connection to the ‘āina for the betterment of Hawai‘i’s indigenous people and all campus community members.

Campus Goals

Goal 1: Increase Native Hawaiian employee and student satisfaction with the campus experience.

Goal 2: Increase Hawaiian sense of place among employees and students.

Goal 3: Increase the representation and retention of Native Hawaiian employees.

Goal 4: Increase Native Hawaiian student representation, transfer, and earning power in Hawai‘i.

Campus Tactics

- Create a plan for a Native Hawaiian Place of Learning.
- Implement practices and programs to increase Native Hawaiian employee representation and retention.
- Integrate the history, language, and culture of our ‘āina (Waiawa and Lualualei ahupua‘a) into the student and employee experience in order to inform their work.

Special Thanks to Our Colleagues

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