

EXECUTIVE SUMMARY

Honolulu Community College -

“Meeting the Mission: The Strategic Plan of Honolulu Community College 2003 - 2010”

BACKGROUND AND PROCESS

The current Honolulu Community College (HonCC) strategic plan resulted from two planning periods. From Fall 2001 to Fall 2002, the HonCC community actively participated in creating and then revising the campus strategic plan. The plan was linked to themes and priorities identified in the UH system and UHCC system strategic plans. The process involved input from individuals and departments/institutional groups through Internet posting of evolving drafts, incorporation of email and hard copy revisions, targeted meetings with key leadership groups, and open campus meetings and discussions.

In Fall 2003, to prepare for Board of Regents’ review of individual college plans, HonCC undertook an accelerated process of revision of the strategic plan. This included targeted meetings of leadership groups, administrators updating and eliminating redundancy and irrelevant/unrealistic goals, email and Internet sharing of drafts and revisions, and open campus meetings to ensure opportunity for debate and input. The final draft that emerged from this college wide process was given to administration for final review and budgeting information.

MAJOR EMPHASES AND DIRECTIONS

The HonCC Strategic Plan is founded on the stated mission and core values of the College, made explicit in the preface. The College structured its strategic action goals under the five themes identified in the 2002-2010 UHCC Strategic Plan.

- § Promote Learning and Teaching for Student Success
- § Function as a Seamless State System
- § Promote Workforce and Economic Development
- § Develop Our Human Resources: Recruitment, Retention, and Renewal
- § Develop an Effective, Efficient, and Sustainable Infrastructure to Support Student Learning

In addition, the College community identified institutional priorities underlying specific strategic activities. The Strategic Plan reflects the:

- § Need for effective communication, transparency of information and processes, and meaningful inclusion of the entire college community in decision-making
- § Need to more actively and consistently integrate assessment into decision-making and systematize ongoing program improvement.

These are the same themes emphasized in the 2002 WASC standards for accreditation

Strategic Goals and Activities

The following is a brief outline of important directions and goals framing strategic plan actions.

I. Promote Learning and Teaching for Student Success

- A. Ensure necessary support services to students - strengthening tutoring, remedial education, and other academic support service
- B. Increase effectiveness in retention and recruitment strategies
- C. Expand access and diversity of students by strengthening/expanding:
distance education program, evening program, off-campus program, international affairs and development, Native Hawaiian students program
- D. Expand program development and offerings and promote continued curriculum revision

II. Function as a Seamless State System

- A. Work for more effective and student-centered articulation and transfer process in UH system
- B. Continue improvements in use of the systemwide Student Information System
- C. Expand relationships with DOE programs and students (i.e. Running Start)

III. Promote Workforce and Economic Development

- A. Develop new programs/curriculum targeted towards state employment needs for degrees and short-term training (i.e. PACT, PCATT, CENT, COSM)
- B. Develop institutional support for internships, job placement, and tracking of graduates/alumni
- C. Continue involvement in community planning and development activities (i.e. Kalihi Technology Corridor, Construction Academy)
- D. Increase international partnerships and agreements to provide training and degree programs

IV. Develop Human Resources: Recruitment, Retention, and Renewal

- A. Improve work life of faculty
 - 1. raise salaries
 - 2. address reduction in teaching load
 - 3. increase opportunities for professional development
- B. Improve work life of staff
 - 1. promote greater and more meaningful staff inclusion in decision making
 - 2. improve processes of evaluation and professional development

V. Develop an Effective, Efficient, and Sustainable Infrastructure

- A. Improve level of technical support for faculty/staff/students in terms of equipment, technical support staff, and training
- B. Continue improvement and upgrading of distance education infrastructure
- C. Secure necessary funding and cycles for equipment replacement to ensure program currency
- D. Ensure necessary marketing efforts to enhance financial resources
- E. Provide necessary technical, equipment/supplies and personnel support for academic support services units
- F. Expand and cultivate new sources of revenue generation
- G. Improve and upgrade physical facilities with underlying priorities: safety and health; disabilities access; space for program growth