Honolulu Community College
Sustainability Strategic Plan 2021-2026
# TABLE OF CONTENTS

I. **Introduction**

II. **Relevant Policies and Plans**
   1. Policies
   2. Plans

III. **Objectives and Goals.**
   1. Strategic Objective – Sustainability Curriculum
      - Curriculum Goal 1
      - Curriculum Goal 2
      - Curriculum Goal 3
      - Curriculum Goal 4
      - Curriculum Goal 5
      - Curriculum Goal 6
      - Curriculum Goal 7
   2. Strategic Objective - Sustainable Operations
      - Operations Goal 1
      - Operations Goal 2
      - Operations Goal 3
      - Operations Goal 4
      - Operations Goal 5
      - Operations Goal 6
   3. Strategic Objective – Community Engagement
      - Community Engagement Goal 1
      - Community Engagement Goal 2
   4. Strategic Objective – Cultural Connections
      - Cultural Connections Goal 1
      - Cultural Connections Goal 2
      - Cultural Connections Goal 3
      - Cultural Connections Goal 5
   5. Strategic Objective – Communication
      - Communication Goal 1
      - Communication Goal 2
   6. Strategic Objective – Responses to Budget Reductions
      - Budget Goal 1
      - Budget Goal 2
      - Budget Goal 3
   7. Strategic Objective – Governance
      - Governance Goal 1.
      - Governance Goal 2.
      - Governance Goal 3.
I. Introduction

Honolulu Community College is one of seven Community Colleges which are all part of the University of Hawaii'i System. The main campus is a short distance from the heart of Honolulu with other facilities near Honolulu International Airport and Sand Island. Honolulu Community College offers two-year degrees and certificates with a strong general education “core”. Degrees and certificates are offered in 23 academic fields, including Career and Technical Education (CTE) programs, Associate in Science and Associate in Applied Science, Academic Subject Certificates in Psychology, Asian Studies and Sustainability, as well as liberal arts transfer and degree pathways. Honolulu CC is educating and training a citizenry and workforce needed by the State of Hawaii'i and the integration of sustainability in College curriculum, degrees as well as operations is critical to fulfilling that mission.

The College benefits from its institutional commitment to its kuleana as an indigenous-serving institution by honoring and integrating Hawaiian culture and place based learning in the campus curriculum and culture. Campus sustainability initiatives are enriched by active involvement in and knowledge shared by the faculty, staff, and students who are part of Nā Papa Hawai'i (Hawaiian Studies classes) and Hulili Ke Kukui (student support).

The State of Hawaii'i, University of Hawaii'i Board of Regents, and University of Hawaii'i System have all issued institutional sustainability policies and plans (see below). To ensure Honolulu Community College can support and be in compliance with these plans, the Sustainability Committee has created and approved this Sustainability Strategic Plan. This plan explicitly states the College’s strategic goals, intended steps, and timelines to promote continued progress in integrating sustainability in college curriculum as well as in campus operations, campus culture, and community engagement activities.

Over the past five years, the campus has made impressive strides in institutionalizing sustainability as a key part of the campus. These achievements include:

- Establishing a campus Sustainability Coordinator (or Coordinators) to facilitate sustainability initiatives.
- Creating an S Designation program- that certifies courses as Sustainability Related and Sustainability Focused
- Creating an Academic Subject Certificate in Sustainability
- Creating a campus-wide Sustainability Committee that carries out numerous campus initiatives
- In partnership with Johnson Controls Inc., implementing two phases of a campus renovation plan which has brought the campus close to its goal of zero emissions.
Plan Organization

The plan is based on seven strategic objectives:

- Curriculum - Nā Ha‘awina
- Sustainable Operations - Nā Hana Ho‘omalu Mauō
- Community Engagement - Nā Hana Kaiaulu
- Cultural Engagement - Nā Hana ‘Ike Hawai‘i
- Communication - Nā Ala Ka‘a‘ike
- Responses to Budget Reductions - Nā Pane I Ka Hōʻemi Mo‘ohelu Kālā
- Governance - Ke Alaka‘ina

II. Relevant Policies and Plans

1. Policies

   BOR Policy 4.208 – Sustainability Policy

   UH Executive Policy 4.202 – System Sustainability

2. Plans

   State of Hawai‘i

   Hawai‘i 2050 Sustainability Task Force State of Hawai‘i January 2008

   Hawai‘i Statewide Sustainability Program

   University of Hawai‘i System

   University of Hawai‘i Strategic Directions, 2015–2021

   HPMS Action Strategy 4:
   UH will be a global leader in the integration of sustainability in its teaching, research, operations and service. The university must embrace both indigenous practitioners and global experts to advance Hawai‘i’s stewardship and use of energy, food, water, land and sea for the well-being of the state and the world.

   University of Hawai‘i Community Colleges Strategic Directions 2015 – 2021

   Section: Modern Teaching and Learning Environments:


   HonCC Educational and Strategic Plan, 2016 – 2021

   Goal E: Infrastructure, Sustainability and Technology (p. 13)
III. Objectives and Goals.

1. Strategic Objective – Sustainability Curriculum

ʻAʻohe pau ka ʻike i ka hālau hoʻokahi.
All knowledge is not taught in the same school.
One can learn from many sources. (ʻŌlelo Noʻeau 203, Pukui)

Honolulu Community College offers sustainability related and sustainability focused educational curriculum which promotes student knowledge about sustainability issues and professional opportunities. The HonCC campus includes opportunities for students and faculty to conduct sustainability related research and service learning, in particular, in support of the Academic Subject Certificate in Sustainability. These efforts include the incorporation of indigenous knowledge as well as core concepts defined by the System Sustainability Office.

These system core concepts are:

1. Sustainable Economics
2. Ecosystem Services
3. Ecological Footprint
4. Sustainable Materials Management
5. Climate Change: Mitigation, Adaptation, and Resilience
6. Sustainable Community Food Systems
7. Equity
8. Traditional Ecological Knowledge

The campus has an S Designation program which includes certifying and offering S-focused and S-related courses. The campus received approval for an Academic Subject Certificate in Sustainability which includes a capstone project entailing research, service learning, or internships. Campus organizations that support and oversee curriculum initiatives include the Sustainability Committee, the Sustainability Designation Review Committee, and the STEM Working Group.

Existing projects and capacity resources with grants focused on research emphasis include Hālau Ola Honua, PEEC, and research projects such as activities on Mt. Kaʻala. Numerous community partnerships and projects such as Mokauea Island and Lo‘i Kalo Park restoration efforts provide faculty, staff, and students hands-on volunteer experiences in sustainability and indigenous-focused environmental stewardship. Other campus programs that also promote indigenous knowledge include Hoʻāla Hou, Kūkalaʻula, and Kūkalahale, while campus events related to sustainability education include the HCC Sustainability Showcase and the STEM Symposium. There is a continuing effort to grow the campus sustainability curriculum through the development of Living Labs, integrating S designation and possibly certificate options in CTE programs, and expanding campus capacity through the efforts of a grant funded VISTA representative (AY 2021).
Curriculum Goal 1

Set and meet target growth in the number of certified S Designated courses and formalize process to recertify and ensure currency in sustainability related courses

Steps to be Taken
➢ Identify possible courses and degree programs where S designation courses can be developed.
➢ Support faculty involvement and development of classes through focused efforts by the Sustainability Designation Review Committee (SDRC) and Faculty Development committees.
➢ Establish systematic method for assessing S Designation courses and responding to assessment findings.
➢ Establish a recertification process and timetable.

Timeline
➢ Recertification process and Timetable established: Spring 2021
➢ Course and Program inventory: Fall 2021
➢ Assessment process established: Fall 2021
➢ Faculty Development Options: ongoing

Outcomes
➢ Increase availability of S Designation options for students to expand the number of HonCC graduates who have sustainability as an integral part of their academic experience.
➢ Increase relevance of program curriculum in preparing students for future professional demands.
➢ Increase HonCC visibility and reputation as a campus with a commitment to and focus on sustainability.

Curriculum Goal 2

Increase the number of students receiving the ASC certificate

Steps to be Taken
➢ Track number of students interested in and receiving an ASC in Sustainability.
➢ Compare the number of students in comparable UH system certificate programs.
➢ Develop and publicize a range of student capstone options and experiences e.g. service learning, internships, community volunteer experiences etc.
➢ Create and implement outreach strategies to promote this certificate.

Timeline
➢ Ongoing
Outcomes
➢ Increase partnerships between HonCC and community groups.
➢ Increase service learning engagement for students.
➢ More faculty offering S Focused courses in support of the certificate.
➢ Students are better prepared for professions requiring sustainability knowledge.

Curriculum Goal 3
Institutionalize and promote environmental service learning and volunteer opportunities for credit.

Steps to be Taken
➢ Work with community organizations to establish partnerships enabling students to access internships and volunteer opportunities.
➢ Create a community partners database to facilitate students fulfilling ASC capstone requirements.
➢ Complete curriculum processes to enable credits earned for service learning carried out.

Timeline
➢ Creation of community partnerships and database: Spring 2022
➢ Promote student involvement in community service opportunities: Ongoing

Outcomes
➢ Increased number of students completing an ASC in Sustainability.
➢ Improved community presence and relations.
➢ Expanded pathways to fulfill credit requirements.
➢ Exposing students to a broader range of job opportunities.

Curriculum Goal 4
Ensure alignment and formalize articulation agreements with environmental and sustainability related degree and certificate programs in University of Hawai’i system

Steps to be Taken
➢ Inventory and document existing sustainability programs and certificates ➢ Identify points of contact at institutions and develop collegial partnerships ➢ Work through curriculum processes to formalize transfer and articulation relationships.

Timeline
➢ Research existing programs: Fall 2021
➢ Establish transfer and articulation agreements with existing programs: Spring 2023
➢ Maintain and update articulation and transfer pathways as new programs emerge: Ongoing
Outcomes
➢ Increased number of students graduating from UH campuses with sustainability related degrees and certificates in sustainability related areas.
➢ Increased enrollment and retention of HonCC students in related departments.

Curriculum Goal 5
Creation of certificates in sustainability in CTE programs

Steps to be Taken
➢ Research industry demands and changes in required knowledge and certifications related to environmental issues.
➢ Inventory CTE programs which are currently incorporating sustainability into the curriculum.
➢ Research and identify useful models in certificate and degree programs at other institutions (UH and continent)
➢ Meet program faculty to discuss possible curriculum changes and creation of certificate options.
➢ Implement curriculum revisions and approvals to create certificate pathways for students.

Timeline
➢ Research activities: Spring 2022
➢ Discuss with program faculty: Spring 2022
➢ Create new curriculum and certificate programs: Fall 2023

Outcomes
➢ Increased number of students graduating with certificate and degrees in CTE programs.
➢ Increased recruitment and enrollment in programs with relevant and competitive offerings.
➢ Ensuring alignment between CTE programs and industry standards.
➢ Graduating students with needed skills and awareness in sustainability areas.

Curriculum Goal 6
Expand and systematize support resources for instructors to integrate sustainability in their curriculum.

Steps to be Taken
➢ Preserve and continually update existing resources in archived repository to include resources shared via email and recorded as Zoom presentations.
➢ Create a standing Sustainability Curriculum Sub-Committee to maintain and update resource bank of materials, working in conjunction with Sustainability co-chair.
➢ Establish a permanent working relationship with Faculty Development to ensure annual sessions related to teaching about sustainability.
➢ Expand reach of campus professional sessions to other campuses and peers (via Zoom)
Timeline
➢ Creation of resource bank: Fall 2021
➢ Creation of standing committee: Fall 2021
➢ Workshops: ongoing

Outcomes
➢ Increased number of faculty integrating sustainability topics in their curriculum.
➢ Increased collegial relations and connections to faculty on other campuses.
➢ Increased number of students learning about relevant and necessary environmental topics.

Curriculum Goal 7
Create interdisciplinary curriculum emphasizing sustainability through team teaching and/or interdisciplinary pedagogy.

Steps to be Taken
➢ Conduct a survey to determine faculty interested and relevant disciplines where team-teaching would apply.
➢ Research and share useful models from other institutions.
➢ Recruit, train and provide professional development support to interested faculty.
➢ Complete curriculum actions necessary.

Timeline
➢ Research applicable models: Fall 2021
➢ Inventory and recruitment of interested faculty: Fall 2021
➢ Professional development activities: Spring 2022
➢ Curriculum actions: Spring 2022
➢ Offering first classes: Spring 2023

Outcomes
➢ Enriched curriculum offerings for students.
➢ Increased enrollment and retention due to engaging pedagogy and relevant topics, and cohort support in interdisciplinary offerings.
➢ Increased peer to peer exchanges and sharing.
2. Strategic Objective - Sustainable Operations

*Kīkī kōʻele huli a mahi.*
An uncultivated patch awaiting all workers.  
A big project. (*ʻŌlelo Noʻeau 1798, Pukui*)

The campus has made great progress in adopting new practices, integrating new equipment and improving infrastructure to reduce emissions and caps resource consumption. The University of Hawaiʻi system has established several goals related to facilities and operations that HonCC goals are in alignment with. HonCC’s goals will also fully support the achievement of the system sustainability goals. ([See Executive Policy 4202](#))

**Honolulu Community College Operational Goals:**

**Operations Goal 1**

*Institutionalize reporting of identified campus measures for energy use and emissions generated as part of system STAR reports.*

**Steps to be taken**

- VISTA, Sustainability Coordinators, and Facilities Manager work to identify existing measures
- Identify additional areas where measures can be systematically gathered and shared.
- Create institutionalized processes and timeline(s) for periodic recording and publishing reports of campus energy use and emissions to the UH system, AASHE STARS reports, the campus community and the public via the campus website.

**Timeline**

- Measuring processes identified: Fall 2021
- First report generated: Spring 2022

**Outcomes**

- Annual reports shared with the UH Office of Sustainability, campus administration, campus community, and published on campus Sustainability website.
- Reduced energy use and emissions through Identification and implementation of initiatives.

**Operations Goal 2**

*Reach Zero Waste level in electricity consumption through conservation and infrastructure improvements.*
Steps to be taken

- Continue implementation of Phase II improvements in conjunction with Johnson Controls.
- Receive periodic updates through Sustainability Committee meetings, General College Meetings, and campus Sustainability website.

Timeline

- Based on appropriation and distribution of future funding.

Outcomes

- Reduced campus electricity output and emissions.
- Campus energy needs are increasingly supplied by alternative energy sources.
- Increased awareness by campus and community of campus progress and improvements.

Operations Goal 3

Reduce amount of materials going into the waste stream through reduction in consumption, and increased recycling and composting

Steps to be taken

- Establish baseline measures for campus waste stream generation and costs for waste removal.
- Create and implement a plan for sorting and removing redeemable recyclables. Responsible parties include campus Facilities manager and employees, Sustainable Committee members, Sustainability Student Club as well as other interested student clubs, and campus volunteers.
- Expand the number of recycling bins across the campus with funding gained from recycling money generated.
- Implement plans to reduce campus use of: cardboard; office paper; water; food waste on campus through collaboration between Sustainability committees and HonCC facilities manager.
- Establish and implement a food policy for all food vendors coming to campus to include requirements for composting, reduction or elimination of plastic use, and recycling.
- Create campus capacity to compost campus green waste as well as pre-sale food waste from campus food vendors.

Timeline

- Establish baseline measures for campus paper use, cardboard use, water use, and food waste: Spring 2022
- Create plans for reduction of waste stream items: Fall 2022
- Draft food vendor requirements document: Spring 2022
- Implement plans: Spring 2023
- Measure to demonstrate reduction: ongoing
Outcomes
➢ Demonstrated reduction in levels of waste leaving campus.
➢ Demonstrated reduction in plastic use and waste on campus.
➢ Established campus composting processes and reduction in food waste generated.
➢ Increased number of recycling bins and established process for sorting and removing recyclable cans and bottles from campus.

Operations Goal 4
Develop, publicize and implement Landscape Inventory and Campus Tree Policy

Steps to be taken
➢ Carry out campus landscape inventory to include trees, paying special attention to identification of native plants, coordinated by Sustainability Committee.
➢ Create a map of plants on campus to be protected and/or replaced when needed. Information gathered by Sustainability committee members, Native Hawaiian programs, agriculture department staff, and campus volunteers in coordinator with Facilities manager.
➢ Publish maps for campus and public.
➢ Draft plan to protect campus trees, establishing criteria and justifications for cutting them down, plans for what is done for wood and requirements to replace trees on campus. Sustainability committee members will draft in consultation with VCAS and Facilities Manager.
➢ Submit plans to campus and administration for feedback. Conduct town hall meetings to discuss. Final plans approved by the Chancellor.

Timeline
➢ Inventories completed: Spring 2022
➢ Plans developed and approved: Fall 2022
➢ Inventories and plans published: Fall 2022

Outcomes
➢ Issued and posted Campus Tree Policy.
➢ Compiled and posted list of Landscape Inventory.
➢ Increased campus and community awareness and appreciation of native plants and trees.
➢ Expanded sustainable practices in care and maintenance of campus plants and trees.

Operations Goal 5
Complete process of swapping out old water fountains with bottle refilling stations

Steps to be taken
➢ Continue to replace old water fountains with bottle refilling stations as older versions need repairs. Carried out under leadership of campus Facilities Manager.
Timeline
➢ Based on available funds and timing of breakdown of current water fountains.

Outcomes
➢ All old style water fountains are replaced by bottle fillers.

Operations Goal 6
Implement HonCC sustainable purchasing policy

Steps to be taken
➢ Submit an existing draft plan for revision, review and approval by the Sustainability Committee.
➢ Submit revised draft plan to all impacted parties (e.g. Business Office staff, secretaries) for review, comments, and revisions.
➢ Conduct Town Hall meetings for campus discussion and input.
➢ Submit revised draft plan to administration for review, comments, revisions and approval.
➢ Publicize the plan.

Timeline
➢ Sustainability Committee review: Fall 2021
➢ Review by involved personnel, campus feedback and administration: Spring 2022
➢ Publication and implementation of plan: Fall 2022

Outcomes
➢ Increased purchasing of environmentally responsible products.
➢ Reduced waste, packaging and environmental impacts from campus consumption.
➢ Increased awareness by the campus community for consumption impacts.

3. Strategic Objective – Community Engagement

ʻUmia ka hanu! Hoʻokāhi ka umauma ke kīpoʻohiwi i ke kīpoʻohiwi.
Hold the breath! Walk abreast, shoulder to shoulder.

Be of one accord, as in exerting every effort to lift a heavy weight to the shoulder and to keep together in carrying it along. (ʻŌlelo Noʻeau 2876, Pukui)

Enhancing community engagement means organizing and publicizing activities that promote community involvement in campus events and projects and provide opportunities for the campus to engage with the community. Key to accomplishing this is utilizing and increasing the campus’s social media presence to foster more community connections. College faculty, staff and students can contribute to community projects as well as be role models and consultants in support of community sustainability efforts.

A guiding principle of the campus’s community engagement emphasis is applying principles of the ahupua’a system. With proper management of the ahupua’a, the needs of Kapālama
ahupua'a inhabitants can be met. Everyone has access to resources they need to live well. What they cannot make or get themselves, they get from others through exchange. Building community connections, especially within our Kapālama ahupua'a, will foster greater awareness in our community that everyone - individuals, families, communities, businesses and government, and Honolulu Community College – has responsibilities to achieve a sustainable Hawai'i.

Community Engagement Goal 1

Promote campus community use and support of local businesses and providers.

Steps to be taken
➢ Inventory and publish list of local businesses and services.
➢ Include local providers in campus events e.g. Hoʻolaule’a, Career Fairs etc.
➢ Inventory local community service opportunities e.g. other Māla, restoration projects.

Timeline:
➢ Inventory of community resources and possible partners: Fall - Spring 2022
➢ Publicize local community services, providers and contacts: Spring 2022

Outcomes:
➢ Increased awareness and support of community businesses and local providers of needed services.
➢ Increased campus support of community needs and increased campus visibility and presence.
➢ Increased networking and awareness of potential employment opportunities for students.

Community Engagement Goal 2

Serve as a source of sustainability information for the community.

Steps to be taken
➢ Create a social media presence where information can be shared (e.g. YouTube channel or focused Facebook page).
➢ Create ‘How To’ and other informational videos and promote to community members, elderly populations, interested local groups, reflecting HonCC faculty expertise in sustainability topics e.g. creation of the māla, home gardening, growing herbs and food, sustainable lifestyle tips etc.
➢ Share presentations open to the community in person or via Zoom.

Timeline:
➢ Creation of platform to sharing with community: Fall 2021
➢ Creation of how-to videos and presentation of Zoom/live session: Fall 2022 12
Outcomes:
➢ Promotion of HonCC faculty expertise.
➢ Promotion of HonCC commitment to sustainability and to the community.
➢ Increased sustainable awareness and practices by campus and community members.
➢ Increasing cultural gardening practices across our ahupua’a.

4. Strategic Objective – Cultural Connections
Honolulu Community College is committed to promoting awareness of and respect for Hawaiian culture and indigenous wisdom. The alignment of sustainability goals and objectives of cultural and place-based learning is manifest in many ways. A key strategic goal is to create a sustainable living and learning environment that honors traditional Hawaiian cultural foundations and environmental topics that are infused with awareness of Hawaiian culture, traditions and values in teaching, learning and service opportunities.

Cultural Connections Goal 1
Reinforce Hawaiian traditional values by integrating concepts, vocabulary and insights in the sustainability plan
➢ Mana’o’i’o (Faith, Respect for Nature)
➢ Kapu and Noa (Sacred and Profane)
➢ ‘Ike (Knowledge)
➢ ‘Āina (The Living Earth)
➢ Lōkahi (Unitv. Balance. Harmony)
➢ Mālama (Caring)
(see link)

Steps to be taken
➢ Determine which traditional values can be matched with each category and/or goal.
➢ Use Hawaiian vocabulary to convey Hawaiian traditional values throughout the plan (mālama, lōkahi, ‘āina, ‘ike, kapu and noa, mana’o’i’o).
➢ Have the document checked and validated by Kupu Ka Wai Council for accuracy and integrity.

Timeline
➢ Update category and/or goals: Spring 2021

Outcomes
➢ Raised awareness of Hawaiian vocabulary and cultural values.
➢ Increased and visible commitment of the campus to infusing Hawaiian wisdom and cultural values such as aloha ‘āina/mālama ‘āina in campus culture and operations.
Cultural Connections Goal 2

**Promote workshops offered by Kūkalahale Professional Learning grant**

**Steps to be taken**
- Incorporate publicizing cultural workshops and activities in weekly sustainability messages and publicize on Sustainability website.
- Increase cross-over use of faculty with Hawaiian cultural expertise in sustainability workshops and vice versa.

**Timeline**
- Integrate Hawaiian cultural events in sustainability events publicity: Fall 2021
- Start offering cross topic workshops: Spring 2022

**Outcomes**
- Create a partnership/support network with the Kūkalahale Professional Learning grant group.
- Increased attendance at events.
- Foster greater awareness of Hawaiian cultural values across the campus.

Cultural Connections Goal 3

**Create a new S-designation category incorporating indigenous sustainability practices**

**Steps to be taken**
- Investigate models or examples of indigenous based certificate and degree programs in Hawai‘i and on the continent.
- Research and list suggested resources of ways to include indigenous practices.
- Organize and offer faculty development events providing opportunities for faculty to learn how to incorporate indigenous practices in their curriculum (e.g. Hawaiian words, practices, ideas, etc.).

**Timeline**
- Research academic models: Fall 2021
- Create instruction resource bank: Spring 2022
- Faculty Development Events: start Spring 2022 and ongoing

**Outcomes**
- Educate the campus community on ‘ōlelo Hawai‘i as well as Hawaiian concepts and values.
- Increase enrollment and retention by offering courses that address student interests.
- Increase opportunities for students to pursue specialized degrees that address their interest in sustainability issues and Hawaiian culture.
Cultural Connections Goal 4

**Increase opportunities and sponsor events that build cross-cultural involvement in sustainability awareness and commitment.**

**Steps to be taken**
- Coordinate efforts of the Sustainability Committee and the Kupu Kawai Council.
- Coordinate efforts of Sustainability Committee efforts and Hawaiian Center initiatives.
- Increase involvement of Sustainability Committee members in Mālama ʻĀina Days and Māla Working Days e.g. have a section in the Māla for Sustainability Committee and/or S-Designation classes to work on and maintain.
- Organize events emphasizing working with native plants on campus and in the community.
- Create small scale ‘sustainability awareness’ days a few times a year or semester that integrate sustainability and Hawaiian values topics etc. tables on the mall with interactive and informative exhibits.

**Timeline**
- Increase communication and coordination discussions between Hawaiian Studies leaders and Sustainability Committee members: Fall 2021
- Increase participation by Sustainability Committee members in Hawaiian Center and Studies activities: ongoing
- Showcase events on the Mall: Fall 2022

**Outcomes**
- Increased campus community members’ connection to the land (mālama ʻāina).
- Move the visible culture of working together (hana lima).
- Increased campus members’ faith in and respect for nature (manaʻoʻiʻo).
- Expanded opportunities for meaningful community service and learning.
- Intensified student engagement in learning about the environment and Hawaiian culture.
- Increase participation by all members of campus in activities organized by Hawaiian Center and grant leaders.

5. Strategic Objective – Communication

Hoʻomoe wai kāhi ke kāoʻo.

*Let all travel together like water flowing in one direction.* (ʻŌlelo Noʻeau 1102, Pukui)

- Underlying several goals for the College is maximining communications technologies and tools to build stronger community efforts on campus, as well as community links.
Communication Goal 1

Promote campus sustainability measures and initiatives through all campus communication venues.

Steps
➢ Expand use of existing Instagram account by establishing clear protocols, management and oversight.
➢ Establish a YouTube channel dedicated to HonCC sustainability projects and achievements.
➢ Share information from weekly Friday message with the broader community.

Timeline
➢ Instagram protocols and establishing YouTube Channel: Fall 2021
➢ Sharing Friday message information to the community via webpage: Fall 2021

Outcomes
➢ Increased sustainability knowledge and awareness on campus as well as the broader community.
➢ Increased awareness of HonCC faculty expertise and involvement.

Communication Goal 2

Identify and expand on ways to communicate sustainability information and resources to students.

Steps
➢ Utilize communication venues such as YouTube to share content and resources from S-designated classes.
➢ Organize the end of semester ‘Sustainability in the Classroom Showcase’ where students and faculty from S-designated classes share what they learned including student projects.

Timeline
➢ Create a campus YouTube channel: Fall 2021
➢ Organize the first Sustainability in the Classroom Showcase: Fall 2022

Outcome
➢ Cultivate student interest in S-designated classes, the Academic Subject Certificate, as well as encouraging student discussions on sustainability in classes and student clubs.
➢ Expand faculty interest and involvement in S-Designation program.
6. Strategic Objective – Responses to Budget Reductions

He po‘i na kai uli, kai koʻo,‘a‘ohe hina pūkoʻa.  
*Though the sea be deep and rough, the coral rock remains standing.* Said of one who remains calm in the face of difficulty. (*ʻŌlelo Noʻeau 905, Pukui*)

Honolulu Community College is facing a future where budget restrictions are projected for several semesters. In response to these, the campus needs to identify ways to increase student enrollment and retention.

**Budget Goal 1**

*Increase campus competitiveness by attracting and retaining students through emphasis on OER in courses to reduce student costs.*

**Steps to be taken**
- Sustainability Committee works with campus OER leaders to provide and update resources and training sessions.
- Sustainability Committee works with Faculty Development leadership to conduct sessions and direct professional development monies in support of OER development (e.g. conferences, webinars etc.).
- Sustainability Committee members work with campus OER and technical support leaders to ensure technological support for OER efforts.

**Timeline**
- Establish communications with OER, Faculty Development and technical support leaders: Fall 2021
- Conduct trainings and establish campus resources: Spring 2022 and ongoing

**Outcomes**
- Increased number of campus courses using OER resources.

**Budget Goal 2**

*Increase systematized efforts to help students with food security issues to help with retention.***

**Steps to be taken**
- Inventory current campus efforts and model programs on other UH system campuses.
- Create a standing Sustainability sub-committee to work on this project.
- Coordinate with existing efforts through Student Life and Development and look into broadening to campus wide ‘Basic Needs’ committee. The charge of this/these committees would be increasing student awareness and use of community resources for free and reduced cost food.
- Develop a permanent program for informing and aiding students to increase food security.
➢ Implement ways to publicize community support possibilities and sources to HonCC students.

**Timeline**

➢ Research and inventory: Fall 2021  
➢ Create committee infrastructure: Spring 2022  
➢ Have established resources and information share with students: Spring - Fall 2022

**Outcomes**

➢ Demonstrable increase in number of students aided.  
➢ Creation of strong community partnerships.  
➢ Increased awareness of student needs.

**Budget Goal 3**

Create a system for campus members to step into sustainability leadership and coordination roles (if classes are cancelled, create a list of tasks and roles interested parties can step into for assigned time).

**Steps to be taken**

➢ Use Strategic Plan to map out goals and tasks each semester.  
➢ Sustainability Coordinators work with Division Chairs and affected faculty when classes are cancelled and if assigned time is a possibility, identify strategic plan goals pursued for that semester.  
➢ Create a system for reporting assigned time achievements and completed goals.

**Timeline**

➢ Strategic Plan completed: Spring 2021  
➢ Sustainability Co-Chairs communicate with Division Chairs at the start of each semester to make clear this possibility: Ongoing

**Outcomes**

➢ Faculty with cancelled classes directed to meaningful assigned time activities. ➢ More faculty are aware of sustainability issues, impacting their interactions with students. ➢ More strategic plan goals achieved.
7. Strategic Objective – Governance

Ho'okāhi ka ‘ilau like ‘ana.

_Wield the paddles together._

_Work together. (‘Ōlelo No‘eau 1068, Pukui)_

The campus has institutionalized a Sustainability Committee as well as established the position of Sustainability Coordinator (or co-Coordinators.) For several years, the position of Coordinator was supported with release time (suspended during current budget crisis).

Governance Goal 1.

**Create a handbook for Sustainability Committee Chair(s), Coordinator(s), and sub committees Chairs to ensure continuity and rapid start to the academic year.**

**Steps to be taken**
- Compile all existing documents, minutes, reports from past years.
- Archive and post as permanent record.
- Ensure updating each year.

**Timeline:**
- Fall 2021; then ongoing

**Outcomes:**
- Ensured consistency and institutional memory with change in committee chairs and sub chairs.

Governance Goal 2.

**Institute cycle for strategic plan review and revision.**

**Steps to be taken**
- Write up the planned process and timeline for updating the strategic plan.
- Get approval through the Sustainability Committee.
- Post up on the intranet as an archived record.
- Include in the Sustainability Committee handbook.

**Timeline:**
- Fall 2021

**Outcomes:**
- Ensured timely revision and standardized process for inclusive process to revise strategic plan.

Governance Goal 3.
Establish an Office of Sustainability

Steps to be taken
➢ Research models of Sustainability Offices/leadership systems on other campuses.
➢ Identify and justify personnel needed.
➢ Create an annual budget for sustainability activities on campus.

Timeline
➢ Fall 2024

Outcomes
➢ Ensure achievement of Strategic plan goals.
➢ Ensure continuation of progress and momentum on several initiatives. ➢ Raise visibility of Honolulu Community College as a campus dedicated to sustainability values and achievements.

He aliʻi ka ʻāina, he kauā ke kanaka.
The land is chief, man is but a servant.
(ʻŌlelo Noʻeau 531, Pukui)