Kapiʻolani Community College
University of Hawaiʻi
Strategic Plan: Mission, Vision, Values, and Commitments 2015-2021

Ala Nuʻukia - Mission Statement:

He puka hāmama ko Kapiʻolani Kula Nui Kaiāulu, no nā ʻano kaiāulu like ʻole e hiki aku i ka pahuhopu ʻimi naʻauao, ʻimi ʻoihana, a hoʻolaulā ʻike. Na ka Nuʻukia like, ka lawena like, me ka ʻōlelo paʻa i ka hana me ka lima, ke aʻo, a me ka hoʻokō e alakaʻi i ke Kula Nui. A ma o ia mea i loaʻa ai nā palapala aʻo kilohana, nā kēkelē mua puka kilohana, me nā polokalamu hoʻīli kula kilohana e hoʻomākaukau i nā haumāna no ka mua he lako.

Kapiʻolani Community College provides students from Hawaiʻi's diverse communities open access to higher education opportunities in pursuit of academic, career, and lifelong learning goals. The College, guided by shared vision and values, and commitment to **student success** through engagement, learning, and achievement, offers high quality certificate, associate degree, and transfer programs that prepare students for productive futures.

ʻŌlelo Nuʻukia - Vision Statement:

He keu nō ʻo Kapiʻolani Kula Nui Kaiāulu ʻo nā Kula Nui Kākoʻo ʻŌiwi a i loko nō o ka loli mau o nēia honua nei, na kā lākou haumāna puka e hoʻoikaika i ke kaiāulu o ko Hawaiʻi mau kaiāulu like ʻole.

Kapiʻolani Community College is a leading indigenous serving institution whose graduates strengthen the social, economic and sustainable advancement of Hawaiʻi's diverse communities in an evolving global community.

Values Statement:

Kapiʻolani Community College enacts the following values:
Kūpono: Practicing honesty and integrity with clarity in all relationships.
Kuleana: Sharing a common responsibility to support the future of our students, college, community, land, and sea.
Kūloaʻa: Ensuring that the needs of our students are met with support and service.
Kūlia: Creating meaningful curricula and learning experiences that serve as a foundation for all to stand and move forward.

Kapiʻolani Commitments – Outcome 1: Graduation

- ➢ Continue development of STAR, student registration interface, and guided pathways to completion and transfer.
- ➢ Increase availability of information on mobile devices.
- ➢ Improve data system for planning and management and with DOE.
- ➢ Develop predictive analytics for student success.
- ➢ Participate in UHCC innovation fund to achieve strategic outcomes ($1.25 million/year) related to Strategic Plan-Reducing Time to Degree Initiatives and Hawaiʻi Strategy Institutes.

Kapi'olani Commitments – Outcome 2: Innovation

- Develop sector visualization to display top employment sectors with salaries and degree attainment.
- Develop a tracking system to fully understand employer needs, apprenticeship, internship, clinical, and graduate placements, graduate earnings and advancement, and needs for further education and training.
- Build better workforce development system through credit and continuing education programs.
- Develop Native Hawaiians for leadership roles at the College and in the community.
- Advance the use and understanding of the Hawaiian language and culture.
- Develop community partnerships locally and globally that advance the college's indigenous serving goals.
- Develop baselines and benchmarks for 'āina-based and for place-based learning, undergraduate research, and teacher preparation.
- Improve enrollment management systems.
- Eliminate cost as a barrier to education.
- Continue to increase Pell grant participation.
- Increase private fund raising for needs based aid.
- Implement Open Educational Resources (OER) to replace most textbooks.

Kapi'olani Commitments – Outcome 3: Enrollment Growth

- Invest in outreach to high schools, GED programs, Native Hawaiian and Pacific Islander community partnerships.
- Integrate recruitment of working age adults into overall workforce development system.
- Target outreach strategies to innovative programs.
- Focus on campus-based re-enrollment strategies.

Kapi'olani Commitments – Outcome 4: Modern, Sustainable, Teaching and Learning Environments

- In conjunction with the Long Range Development Plan, impart a Hawaiian sense of place on campuses through landscaping, signage and gathering spaces to enable social and cultural sustainability of campus communities.
- Improve financial management systems.
- Reduce deferred maintenance backlog.
- Implement campus technology plan and develop a system of planned equipment replacement.
- In conjunction with the Long Range Development Plan, serve as role models and consultants to the community on sustainability.
- In conjunction with the campus Long Range Development Plan, design, develop, and build an on-campus training hotel that in addition to providing essential lodging, culinary, meeting and conference services, will serve as a catalyst to foster interdisciplinary collaboration with programs such as: Hawaiian Studies, Information Technology, Accounting, Marketing, and Massage Therapy.
- In collaboration with Lē'ahi Hospital and their Master Plan, develop a Kūpuna Clinical Teaching Hospital for Health Academic Programs.

> In conjunction with the Long Range Development Plan, participate in Modern Facilities Task Force to:
>> 1) Define optimal design and learning elements for 21st century, 3rd decade educational infrastructure;
>> 2) Establish goals for state-of-the art, digitally enabled, labs, classrooms, offices, and centers to support community engagement and partnerships across the state.

Strategic Plan: Outcomes and Performance Measures, 2015-2021
(*= KCC Specific Measure)

Outcome 1 Hawai'i Graduation Initiative: Focus on Student Success

Baseline numbers are actuals from FY 2014. All Outcome 1 measures are from UHCC Strategic Directions, 2015-2021 (October, 2015). **The UHCC system is allocating $6.5 million in FY 17 toward measures 1A through 1E. The UH system is allocating $2 million in FY 17 toward measures 1A through 1E and measure 1J.**

UHCC and UH Performance Funding Measures

(A) Increase annual CA and degree completion by 5% from 1,513 to 2,129.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	1335						
Goal	1589	1668	1751	1839	1931	2028	**2129**

(B) Increase annual Native Hawaiian CA and degree completion by 5% from 234 to 329.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	189						
Goal	246	258	271	284	299	314	**329**

(C) Increase annual certificate and degree completion by Pell grant recipients by 5% from 509 to 716.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	470						
Goal	534	561	589	619	650	682	**716**

(D) Increase annual UH and non-UH 4-year transfer by 6% from 1,196 to 1,798.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	1,246						
Goal	1,267	1,343	1,424	1,510	1,600	1,696	**1,798**

(E) Increase annual STEM certificate and degree completers at KCC and UH 4-year by 5% from 166 to 243.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	234						
Goal	174	183	192	202	212	222	**234**

(F)*   Invest performance funding in staff and faculty development to improve research-based impact practices and currency in their field.

Gap Closing Measures – Selected groups, compared with their percent of enrollment
** STEM at KCC and former KCC students at UH 4 year for measures G, H, I, and J.

(G)   Close Native Hawaiian success gaps in percent of all and STEM degrees and certificates, and 4-year transfer.

Year	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)	2021(%)
Enrollment	**16**						
Degree and Certificate Completion	14						
STEM Degree Completion**	14						
Transfer	14						

(H)   Close Filipino success gaps in in percent of all and STEM degrees and certificates, and 4-year transfer.

Year	2015 (%)	2016(%)	2017(%)	2018(%)	2019(%)	2020(%)	2021(%)
Enrollment	**13**						
Degree and Certificate Completion	13						
STEM Degree Completion**	7						
Transfer	11						

(I)   Close Pacific Islander success gaps in percent of all and STEM degrees and certificates, and 4-year transfer.

Year	2015 (%)	2016(%)	2017(%)	2018(%)	2019(%)	2020(%)	2021(%)
Enrollment	**2**						
Degree and Certificate Completion	1						
STEM Degree Completion**	1						
Transfer	2						

(II)   Close Pell Recipient success gaps in all and STEM degrees and certificates, and 4-year transfer.

Year	2015(%)	2016(%)	2017(%)	2018(%)	2019(%)	2020(%)	2021(%)
Enrollment	41						

Degree and Certificate Completion	40						
STEM Degree Completion*	48						
Transfer	45						

(J)　　Improve the 3-year time to certificate and degree completion and transfer rate for first-time, full-time, degree seeking students from 37 to 50 percent. **{IPEDS. UH Performance Funding Measure}**

Year	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**
Actual	37.8%						
Goal	41.1%	42.5%	43.9%	45.3%	46.8%	48.4%	**50%**

(K)　　Increase the percentage of first year, full-time students who complete 20 credits in first year from 43 to 65 percent.

Year	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**
Actual							
Goal	46%	49%	52%	55%	58%	61%	**65%**

(L)　　Increase the percentage of first year, part-time students who complete 12 credits in their first year from 35 to 65 percent.

Year	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**
Actual							
Goal	39%	43%	47%	51%	55%	60%	**65%**

(M)　　For students testing at one level below college ready, 75% will complete a college level English and/or math course within one semester. (will this be tracked in fall only or fall and spring?)(will the success rate stay at 75% over the entire strategic plan period?)

Year	**Fall 2016**	**Fall 2017**	**Fall 2018**	**2019**	**2020**	**2021**	**2021**
Actual							
Goal	75%	75%	75%	75%	75%	75%	75%

(N)　　For students testing at 2 or more levels below college ready, 70% will complete a college level English and/or math course within one year. (will this be tracked in spring only or in spring and fall? Will the success rate stay at 70% over the entire strategic plan period?)

Year	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
Actual						
Goal	70%	70%	70%	70%	70%	70%

Outcome 2 Hawai'i Innovation Initiative: Productive Futures for Students, Faculty, and Staff

Measures A, C, F, G, H, J, are tracked via most recent ARPD data period.

(A)*   Increase annual CTE (non-CA) certificate completion by 3% annually from 551 to 677.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	693						
Goal	568	585	602	620	639	658	677

(B)*   Improve distance education course success rates to 75%.

(C)*   Increase the number of annual completers of the Advanced Professional Certificate in Hospitality and Tourism from 0 to 28.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	0						
Goal	4	8	12	16	20	24	28

(D)*   Expand the use of locally produced food products to help create food security within the islands. Upon the availability of locally-sourced food products, have 30% of food consumed in the College's culinary instructional programs and 20% of the College's commercial food service operations from local sources.

(E)*   By the completion of Phase III of the Culinary Institute of the Pacific (CIP), 87 students who are provided instruction at the CIP facilities will annually complete their certificates or degrees.

(F)*   Receive National Security Administration designation as a 2-year Center for Academic Excellence in Cybersecurity, develop new Certificate of Competence in Cybersecurity within the AS in Information Technology, and have 100 students complete this certificate by 2021.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	0						
Goal	0	0	20	40	60	80	100

(G)*   Increase the annual number of students participating in the ASNS degree by 6% from 356 to 535.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	391						
Goal	377	400	424	49	476	505	535

(H)*   Increase the annual number of ASNS students transferring to UH 4-year campuses by 6% from 42 to 64.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	46						
Goal	45	47	50	53	56	60	64

(I)*   Increase the annual number of students completing ASNS undergraduate research experiences and research internships by 10% from 70 to 136.

Year	2015	2016	2017	2018	2019	2020	2021
Actual							
Goal	77	85	93	102	113	124	136

(J)*   Increase the annual number of students completing the ASNS degree by 10% from 30 to 60.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	58						
Goal	33	36	40	44	48	53	60

(K)*   Increase the number of professionally trained Hawaiʻi DOE School Health Aides from 40 to 120.

(L)*   Implement *Healthy Campus 2020* initiatives to decrease the percentage of personnel reporting problems with diabetes from 5% to 3%, high blood pressure from 22% to 15%, and high cholesterol from 30% to 20%, and improve other health indicators for students, staff and faculty.

(M)*   Increase annual number of students completing service learning assignments from 700 to 900.

Year	2015	2016	2017	2018	2019	2020	2021
Actual							
Goal	726	753	781	809	839	871	900

(N)*   Increase the number of sustainability designated course sections from 27 to 60 and develop "Pathways to UH 4-year Campuses."

Year	2015	2016	2017	2018	2019	2020	2021
Actual	26	44					
Goal	32	37	42	47	52	57	60

(O)*   Implement the KELA model and improve results on CCSSE Benchmarks (2016-administration completed, 2018, and 2020).

(P)*   Implement the KELA model and complete two cycles of program learning assessment (2016, 2019) and report on two cycles of course learning assessment (2016, 2021).

(Q)*   Increase external grants from $5 million baseline in 2015 through effective project dissemination and building federal and foundation networks, UH system collaboration, and local partnerships.

Outcome 3 Grow Enrollment: Improve Re-enrollment and Outreach

(A)*   Increase fall-to-spring re-enrollment to 80% by spring 2021.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	75.2%	75.2					
Goal	75.2%	76.0%	76.8%	77.6%	78.4%	79.2%	80.0%

(B)   Increase fall-to-fall re-enrollment to 65% by fall 2021.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	58.9%						
Goal	58.9%	59.9%	60.9%	62.0%	63.0%	64.0%	65.0%

(C)*   Increase annual Native Hawaiian enrollment by 5% from 1318 to 1854.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	1318						
Goal	1384	1453	1526	1602	1682	1766	1854

(D)*   Increase annual dual enrollment (high school & KCC) by 5% from 141 to 200.

Year	2015	2016	2017	2018	2019	2020	2021
Actual							
Goal	148	155	163	171	180	189	**200**

(E)   Increase annual enrollment from feeder high schools by 2% from 794 to 894.

Year	2015	2016	2017	2018	2019	2020	2021
Actual							
Goal	794	810	826	843	859	877	**894**

(F)   Increase annual enrollment of working age adults by 5% from 2,548 to 3,740.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	2548						
Goal	2691	2841	3000	3169	3346	3533	**3740**

(G)   Increase annual enrollment of GED completers by 2% from 309 to 355.

Year	2015	2016	2017	2018	2019	2020	2021
Actual							
Goal	315	321	328	334	341	348	**355**

(H)   Increase annual enrollment of Pacific Islander students by 3% from 123 to 167.

Year	2015	2016	2017	2018	2019	2020	2021
Actual	**140**						
Goal	128	133	138	144	150	156	**167**

(I)   Increase annual enrollment of international students (citizenship Non-US) by 3% from 892 to 1,097.

Year	2015	2016	2017	2018	2019	2020	2021
Actual							
Goal	919	946	975	1004	1034	1065	**1097**

Outcome 4 Modern, Sustainable Teaching and Learning Environments

(A)   Adopt aggressive energy conservation and co-generation goals to have UH carbon neutral by 2050.

(B)   Reach 30 percent reduction in energy usage per square foot compared to 2008 base and better incorporate sustainability practices into operations.

(C)   Generate 15 percent of energy through photovoltaic and other co-generation strategies. Invest energy cost savings in further energy savings.

(D)   By 2016, develop campus sustainability plans to include operations, curriculum, teaching and learning, Hawaiian culture, and community engagement. Assess progress on this plan in 2019.

(E)*   Develop the American College and University Presidents' Climate Action Plan in 2016.
Assess progress on this plan in 2019.