

# University of Hawai'i Community Colleges Strategic Plan 2015-2021



UNIVERSITY  
*of* HAWAII<sup>®</sup>  
COMMUNITY COLLEGES

## Kapi'olani Community College Spring 2015

John Morton, Vice President for Community Colleges

**KAP**  
Performance  
Funding

## Kapiolani CC Performance Funding FY 2015

Measure	Target	Actual	%	Weight	Amount
Degrees & Certificates	835	1,513	100%	35	\$431,314
Native Hawaiian Degrees & Certificates	96	234	100%	10	\$123,232
STEM Degrees & Certificates	319	300	72%	5	\$44,117
Pell Grant Recipients	1,540	1,934	100%	10	\$123,232
Transfers to UH 4 Year	440	451	100%	40	\$492,929
Total Allocation					\$1,214,824

## UHCC Planning Principles

- **Access should be universal without cost considerations**
- **Student success is first priority measured by:**
  - **Degrees, Certificates of Achievement, and Transfer**
  - **Quality of success in subsequent courses, workplace, and community**
  - **Quality programs with appropriate support and guidance**
- **UHCCs are an integral part of the State's workforce development and a leader in developing and delivering education for gainful employment**

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## UHCC Planning Principles

- **UHCCs have the opportunity and responsibility to create smooth and effective pathways from Hawai'i Department of Education (DOE) through UHCC to baccalaureate programs, and into employment**
- **UHCCs should be a model of a high-performing organization in terms of sustainability, business practices, and providing a modern teaching and learning environment**

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**UHCC**  
System  
2015-2021

## UHCC System Strategic Directions

- **Hawai'i Graduation Initiative**
- **Hawai'i Innovation Initiative**
- **Modern Teaching and Learning Environments**
- **High Performance Mission-Driven System**
- **Enrollment**

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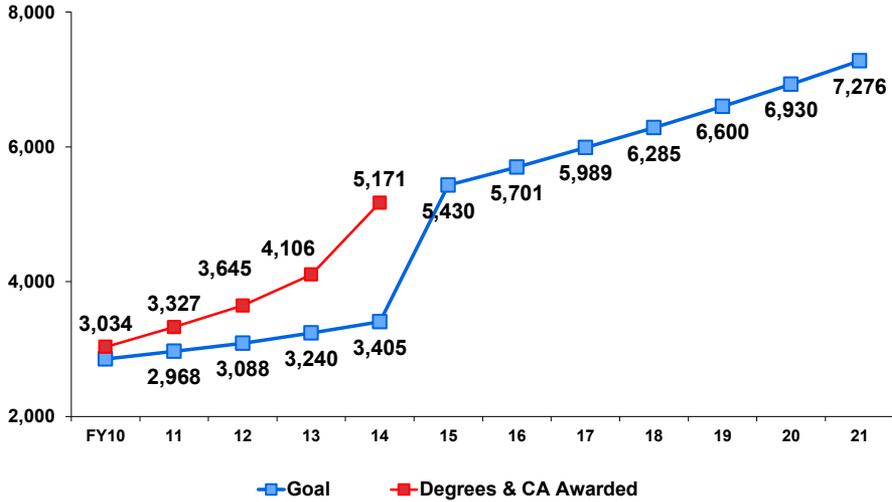
**UH**  
System  
2015-2021

## Strategic Directions

### Hawaii Graduation Initiative

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# UHCC Outcomes Graduation Outcomes Degrees and Certificates

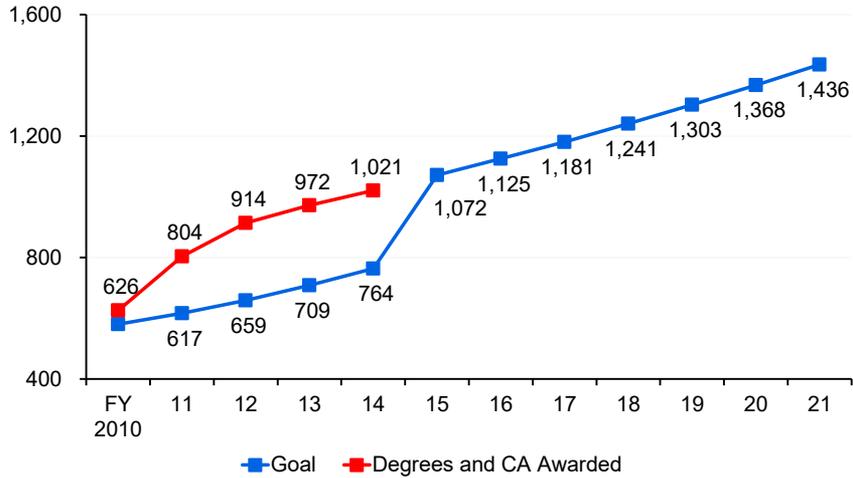


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# UHCC Outcomes Graduation Outcomes Degrees and Certificates

FY	2014	2015	2016	2017	2018	2019	2020	2021
HAW	669	702	738	774	813	854	897	941
HON	683	717	753	791	830	872	915	961
KAP	1,513	1,589	1,669	1,751	1,839	1,931	2,028	2,129
KAU	203	213	224	235	247	259	272	285
LEE	1,090	1,145	1,202	1,262	1,325	1,391	1,461	1,534
MAU	660	693	728	764	802	842	884	929
WIN								

# UHCC Outcomes Native Hawaiian Graduation Degrees and Certificates



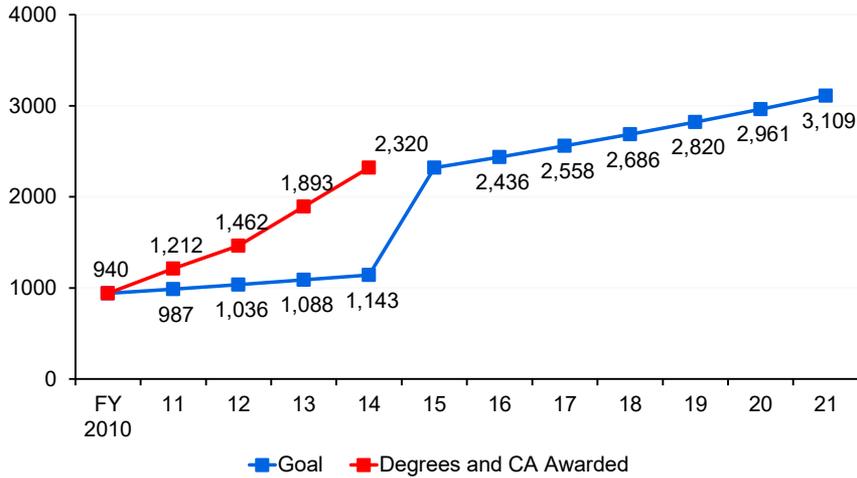
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# UHCC Outcomes Native Hawaiian Graduation Degrees and Certificates

FY	2014	2015	2016	2017	2018	2019	2020	2021
HAW	250	263	276	289	304	319	335	352
HON	189	198	208	219	230	241	253	266
KAP	234	246	258	271	284	299	314	329
KAU	49	51	54	57	60	63	66	69
LEE	253	266	279	293	308	323	339	356
MAU	167	175	184	193	203	213	224	235

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# UHCC Outcomes Graduation Pell Recipients

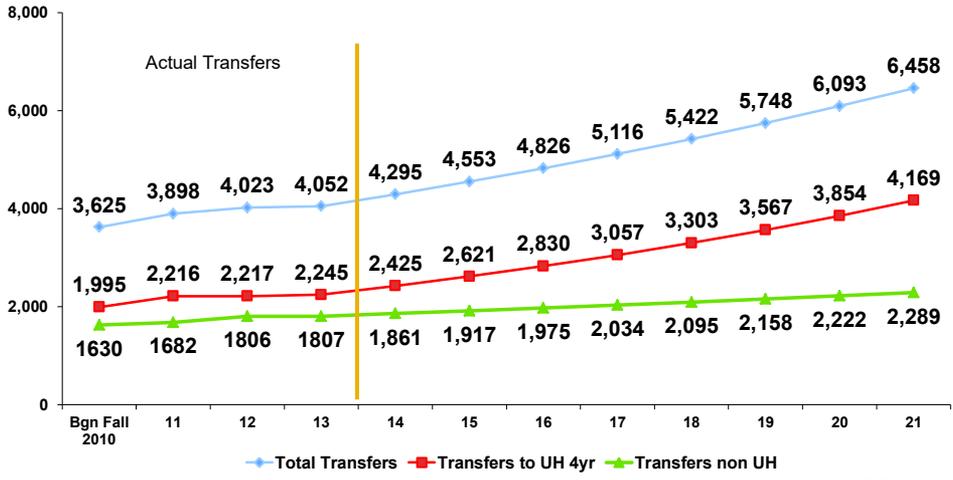


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# UHCC Outcomes Pell Graduation Degrees and Certificates

FY	2014	2015	2016	2017	2018	2019	2020	2021
HAW	435	457	480	504	529	555	583	612
HON	227	238	250	263	276	290	304	319
KAP	509	534	561	589	619	650	682	716
KAU	116	122	128	134	141	148	155	163
LEE	476	500	525	551	579	608	638	670
MAU	387	406	427	448	470	494	519	545
WIN								

# UHCC Outcomes Annual Transfers\*



12 \* unduplicated at UHCC level

# UHCC Outcomes Annual Transfers

	F2013 S2014	F2014 S2015	F2015 S2016	F2016 S2017	F2017 S2018	F2018 S2019	F2019 S2020	F2020 S2021	F2021 S2022
HAW	401	425	451	478	506	537	569	603	639
HON	500	530	562	596	631	669	709	752	797
KAP	1,128	1,196	1,267	1,343	1,424	1,510	1,600	1,696	1,798
KAU	164	174	184	195	207	219	233	247	261
LEE	1,257	1,332	1,412	1,497	1,587	1,682	1,783	1,890	2,003

## UHCC Closing the Gaps

# Eliminating Native Hawaiian Success Gaps

	U.S. Census	Fall 2014 Enrollment	All Degrees & CAs FY 2014	**STEM Degrees & CAs FY 2014	Transfer 4 Year
HAW	33%	43%	*37%	*26%	*34%
HON	18%	25%	28%	*19%	*22%
KAP	13%	17%	*15%	*10%	*15%
KAU	22%	31%	*24%	36%	*26%
LEE	24%	28%	*23%	*11%	*23%
MAU	24%	30%	*25%	*15%	36%
WIN	33%	42%	*38%	*27%	37%
UHCC	21%	35%	*25%		*24%

\*Did not achieve target  
\*\* STEM at UHCC & former UHCC students at UH 4 yr

## UHCC Closing the Gaps

# Eliminating Filipino Success Gaps

	U.S. Census	Fall 2014 Enrollment	All Degrees & CAs FY 2014	**STEM Degrees & CAs FY 2014	Transfer 4 Year
HAW	10%	10%	11%	*9%	*6%
HON	13%	22%	*19%	*20%	*20%
KAP	3%	13%	13%	*10%	*11%
KAU	21%	*19%	27%	21%	*13%
LEE	22%	23%	23%	29%	*19%
MAU	15%	20%	25%	26%	*12%
WIN	5%	5%	*4%	*0%	*3%
UHCC	15%	16%	17%	17%	*14%

\*Did not achieve target  
\*\* STEM at UHCC & former UHCC students at UH 4 yr

## UHCC Closing the Gaps

# Eliminating Pacific Islander Success Gaps

	U.S. Census	Fall 2014 Enrollment	All Degrees & CAs FY 2014	**STEM Degrees & CAs FY 2014	Transfer 4 Year
HAW	4%	*3%	*2%	*2%	*3%
HON	4%	*3%	*1%	*0%	12%
KAP	1%	2%	2%	2%	7%
KAU	1%	2%	*1%	*0%	5%
LEE	6%	*2%	*2%	*1%	10%
MAU	3%	*2%	*1%	*0%	5%
WIN	5%	*2%	*1%	*0%	*3%
UHCC	4% *Did not achieve target	*3%	*2% ** STEM at UHCC & former UHCC students at UH	*1%	8% 4 yr

## UHCC Closing the Gaps

# Eliminating Pell Recipient Success Gaps

	Fall of FY 2014 Enrollment Pell	All Degrees & CA FY 2014	**STEM Degrees & CA FY 2014	Transfer 4 Year
HAW	64%	67%	*58%	*48%
HON	40%	*33%	*28%	*28%
KAP	39%	*38%	*38%	*27%
KAU	54%	57%	*33%	*30%
LEE	43%	44%	*40%	*27%
MAU	60%	*59%	*40%	*31%
WIN	60%	*48%	*43%	*38%
UHCC	48% *Did not achieve target	*47%	*38% ** STEM at UHCC & former UHCC students at UH	*30%

**UHCC**  
Other  
Outcomes

## Improving Time to Degree

- On average, 33% of the UHCC IPEDS (first-time, full-time, degree-seeking) students complete a Degree or CA or transfer within three years (150%)
- Goal to reach 60% overall

	HAW	HON	KAP	KAU	LEE	MAU	WIN	UHCC
Graduates	21%	15%	20%	18%	14%	17%	13%	17%
Transfers	13%	21%	17%	14%	18%	10%	17%	16%
Overall	34%	36%	37%	32%	32%	Fall 2011 IPEDS FT Cohort		27% 30%
								33%

**KAP**  
Other  
Outcomes

## Improving Time to Degree: First Year Success – Full-Time

**Full-Time (12+ credits in entering fall) students earning 20 credits in first year:**

KAP	2013	2014	2015	2016	2017	2018	2019	2020	2021
FT in Fall	932	932	932	932	932	932	932	932	932
% Earning 20 Credits	43%	43%	43%	46%	49%	53%	57%	60%	65%
	402	401	401	429	457	494	531	559	606

**KAP  
Other  
Outcomes**
**Improving Time to Degree:  
First Year Success – Part-Time**

**Part-time students (6-11 credits in entering fall)  
earning 12 credits in first year:**

KAP	2013	2014	2015	2016	2017	2018	2019	2020	2021
PT in Fall	484	484	484	484	484	484	484	484	484
% Earning 12 Credits	35%	35%	39%	44%	49%	54%	58%	61%	65%
Students	170	170	189	213	237	261	281	295	315

**UHCC  
System  
2015-2021**
**Improving Time to Degree**

## Completing Math & English

- **75% of students testing at 1 level below college ready will successfully complete their college-level English and/or math course within 1 semester**
- **70% of students testing at 2 or more levels below college ready will successfully complete their college-level English or math course within 1 year**

<b>UHCC Other Outcomes</b>	<b>Current Status Math</b>						
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	HAW	HON	KAP	KAU	LEE	MAU	WIN
One Level below College Level	474	204	251	135	240	195	58
College Ready in one semester	8% (37)	14% (28)	15% (37)	33% (44)	34% (82)	28% (54)	41% (24)
College Ready in two semesters	7% (32)	12% (25)	18% (44)	12% (16)	11% (26)	9% (18)	10% (6)
<b>Fall 2013 AtD Entering Cohort</b>							

<b>UHCC Other Outcomes</b>	<b>Current Status Writing</b>						
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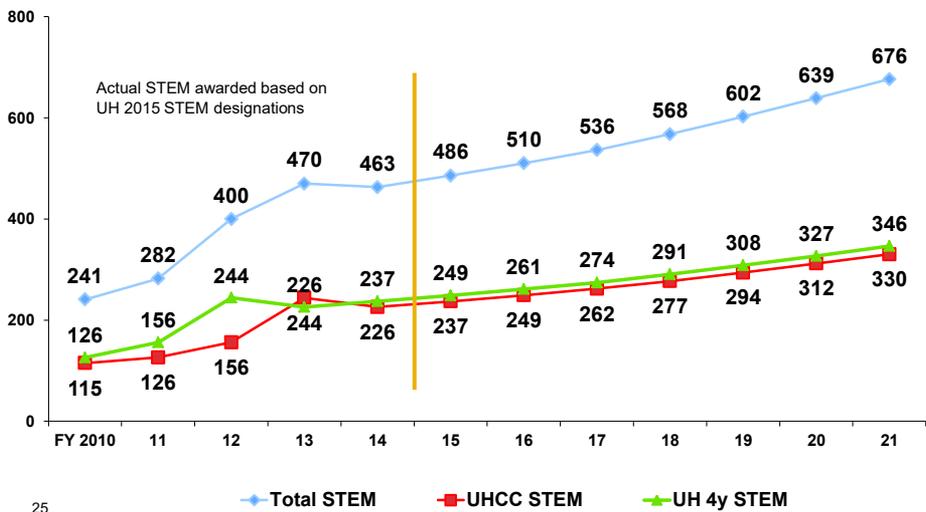
	HAW	HON	KAP	KAU	LEE	MAU	WIN
One Level below College Level	245	231	256	97	467	193	109
College Ready in one semester	37% (90)	59% (137)	55% (141)	44% (43)	44% (207)	54% (104)	44% (48)
College Ready in two semesters	10% (24)	9% (20)	12% (30)	8% (8)	14% (65)	6% (12)	13% (14)
<b>Fall 2013 AtD Entering Cohort</b>							

**UHCC System 2015-2021** **Strategic Directions**

**Hawai'i Innovation Initiative**

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**UHCC Innovation Outcomes** **Degrees & CA Awarded in STEM**



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**UHCC  
System  
2015-2021**

## STEM Graduates UHCC + UH 4 Year

	FY 14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
HAW	47	49	52	54	58	61	65	69
HON	99	104	109	115	121	129	136	145
KAP	166	174	183	192	204	216	229	243
KAU	14	15	15	16	17	18	19	20
LEE	91	96	100	105	112	118	125	133
MAU	47	49	52	54	58	61	65	69
WIN	26	27	29	30	32	34	36	38
UHCC* <b>Unduplicated</b>	463	486	510	536	568	<b>UH 2015 STEM designations</b>		
						602	639	676

**UHCC  
System  
2015-2021**

## Strategic Directions

**We...“will develop a tracking system to fully understand employer needs, graduate placement, graduate earnings and advancement, and needs for further education and training.”**

*...from UHCC Strategic Plan*

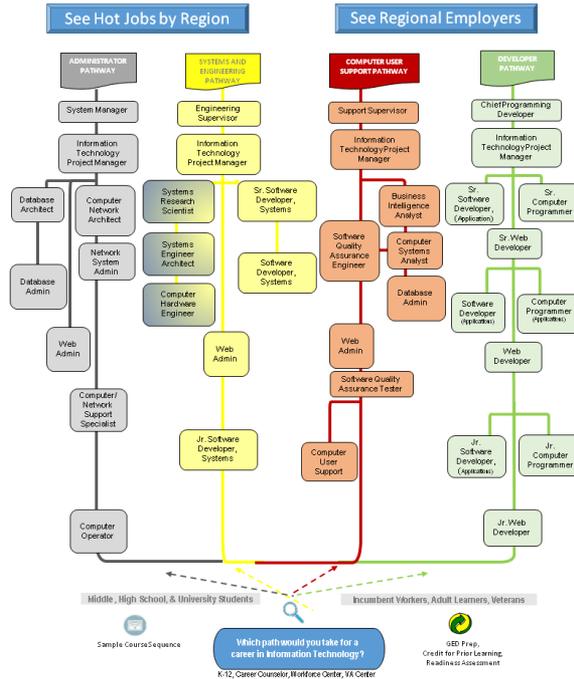
# UHCC System 2015-2021 Understanding Workforce Needs and Educational Opportunities

## UHCC will develop “Sector Visualization Tool” with ability to:

- Display Hawai‘i’s top 10 sectors/sub sectors
- Cascade jobs vertically. Filter and arrange for top salaries, degree attainment, etc.
- Visualize educational pathways from DOE to CCs to UH 4 years
- See program opportunities and concerns

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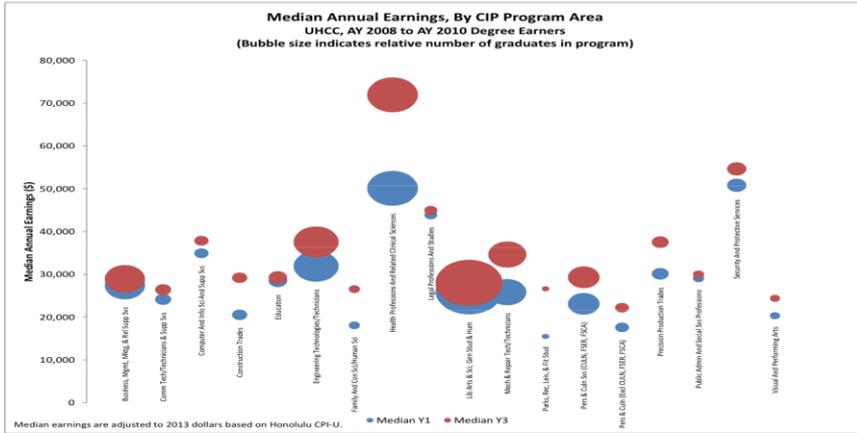
Colorado’s Information Technology (IT) “Hot Jobs” Map



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# UHCC System 2015-2021

## Understanding Job Placement: Evolve Current Info to Assess Value Impact



Labor data shows UHCC graduates filling positions in the market place but does not show specific occupation, or if employment is in field of study.

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# UHCC System 2015-2021

## Strategic Directions

### Modern Teaching and Learning Environment

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## Strategic Directions Sustainability

- **Adopt aggressive energy conservation and co-generation goals so UH would become carbon neutral by 2050;**
- **Expand use of locally produced food products to help create food sustainability within the islands;**
- **Develop instructional and research programs focused on sustainability issues;**
- **Better incorporate sustainability practices into operations; and**
- **Serve as role models and consultants to the community on sustainability.**

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## Sustainability Planning

- **By January 2016, all campuses integrate their sustainability goals into campus strategic plans, long-range development plans, and curriculum development.**
- **By 2021, UHCC System will:**
  - **Reach 30% reduction in energy usage per square foot compared to 2008 base year**
  - **Generate 15% of its energy through photovoltaic and other co-generation strategies**
  - **Have 25% of food consumed in UHCC culinary programs and food service facilities from local sources**

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## Strategic Directions Facilities and Fiscal

- UHCC's current deferred maintenance backlog will be reduced to no more than 10% of UHCC System's required Capital Renewal budget by 2017.
- Once reduced to target level, deferred maintenance backlog will never exceed 10% of required Capital Renewal budget.
- Plan commits to using *Kuali* to help develop system of planned equipment replacement, similar to building maintenance plan, accounting for expected life of equipment, cost of replacement, and systemwide budget for capital equipment replacement.

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## Strategic Directions Facilities-Teaching-Learning

- Launch Modern Facilities Task Force to define optimal design and learning elements for 21<sup>st</sup> Century educational infrastructures.
- Propose goals for state-of-the-art labs, classrooms, and other facilities that digitally enable UHCC facilities (at high speed levels) and support community and partners across the State.

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**UH**  
System  
2015-2021

## Strategic Directions

# High Performance Mission-Driven System

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System  
2015-2021

## High Performance Mission-Driven System

**UHCCs will identify and change processes and structures that potentially impede:**

- **Student progress,**
- **Student success, or**
- **Keep UHCCs from creating responsive and efficient decision-making structures and policies.**

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**UHCC  
System  
2015-2021**

## **High Performance Mission-Driven System**

### **COST**

- **Eliminate cost as barrier to education:**
  - Continue to increase Pell grant distribution
  - Accelerate alternative revenue strategies
  - Use current annual grant acquisition average (5-year average is \$35M) as baseline; need to determine percent increase per year to 2021;
  - Increase private fundraising for need-based aid.
- **Implement Open Educational Resources (OER) to replace most textbooks by 2021**

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**UHCC  
System  
2015-2021**

## **High Performance New Systems for Student and Business Management**

- **Continued development of STAR: student pathways, student registration interface**
- **Info for students on mobile devices**
- **Improved data systems for planning and management, including data exchange with DOE**
- **Improved analytic capability using predictive analytics for student success**
- **Improved financial management**
- **Improved enrollment management systems**

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**UHCC**  
System  
2015-2021

## Hawai'i Papa O Ke Ao

- **Codify in UHCC policy relationship between VPCC and Hawaiian governance to include implementation of Hawai'i Papa O Ke Ao recommendations**
- **Native Hawaiian advisory council with 2 representatives from each college - one from college Pūko'a Council and one from college Native Hawaiian Council**
- **Council will meet with VPCC to assess/advise on Native Hawaiian and model indigenous serving institution issues**

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System  
2015-2021

## Modernized Technology Requires New Practices

**With focus on cutting-edge educational practices aided by technology, need:**

- **Professional development and perhaps certification of faculty especially regarding practice of totally online education**
- **Students also require proper introduction to educational technologies and support for maximizing their learning experiences**

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## UHCC Enrollment

# UHCC System Strategic Direction

## Enrollment

- High School Graduates
- GED Recipients
- Pacific Islanders
- Working Age Adults
- International Students
- Student Persistence

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## UHCC Enrollment

# High School Graduates Target

	Baseline*	2015	2016	2017	2018	2019	2020	2021
HAW	440	474	509	541	575	607	640	666
HON	429	436	443	453	463	471	479	486
KAP	794	806	815	827	836	849	856	866
KAU	204	209	215	221	228	234	241	245
LEE	965	1,045	1,097	1,150	1,195	1,243	1,290	1,329
MAU	430	455	481	506	529	550	570	590
WIN	245	261	277	293	307	318	328	339

\* Based on past 3 year average. Growth from DOE increase to 65% of graduates

**UHCC  
Enrollment**
**GED Recipients Target**

	2014	2015	2016	2017	2018	2019	2020	2021
HAW	210	214	218	223	227	232	236	241
HON	260	265	271	276	281	287	293	299
KAP	309	315	321	328	334	341	348	355
KAU	100	102	104	106	108	110	113	115
LEE	375	383	390	398	406	414	422	431
MAU	314	320	327	333	340	347	354	361
<sup>44</sup> WIN	211	215	220	224	228	233	238 <sup>2% per year</sup>	242

**UHCC  
Enrollment**
**Pacific Islanders Target**

	Fall 2014	2015	2016	2017	2018	2019	2020	2021
HAW	103	120	120	122	124	126	128	130
HON	133	167	167	173	179	186	193	199
KAP	123	153	153	156	159	162	165	167
KAU	29	25	25	26	27	28	29	30
LEE	170	243	243	295	347	399	451	503
MAU	70	78	78	87	96	105	114	122

Growth calculated to reach 4% of population by 2021

**UHCC  
Enrollment**
**Working Age (25-44) Adults  
Target\***

	2014	2015	2016	2017	2018	2019	2020	2021
HAW	983	1,134	1,265	1,395	1,526	1,635	1,657	1,744
HON	1,371	1,494	1,590	1,685	1,828	1,924	2,019	2,115
KAP	2,293	2,542	2,727	2,911	3,187	3,372	3,556	3,740
KAU	416	446	479	512	561	594	627	661
LEE	1,965	2,120	2,298	2,477	2,744	2,923	3,101	3,280

**UHCC  
Enrollment**
**International Students  
Targets**

Fall and Spring	2014 2015	2015 2016	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	Growth
HAW	51	53	54	56	57	59	61	63	3%
HON	40	41	42	44	45	46	48	49	?
KAP	869	895	922	950	978	1,007	1,038	1,069	?
KAU	10	11	12	13	15	16	18	19	10%
LEE	118	122	125	129	133	137	141	145	3%
MAU	52	54	55	57	59	60	62	64	3%
WIN	6	6	6	7	7	7	7	7	3%

# KAP Other Outcomes

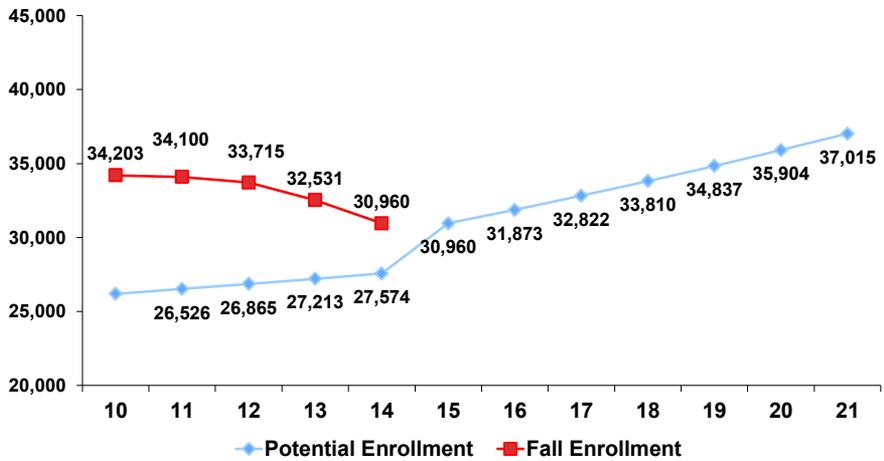
## Improving Time to Degree Fall to Fall Persistence to 65%

KAP	2013	2014	2015	2016	2017	2018	2019	2020	2021
All Persisters	834	834	848	880	911	943	974	1,005	1,021
Native Hawaiian	129	129	136	145	151	160	172	184	192
Filipinos	112	112	113	115	115	117	117	119	121
Pacific Islanders	14	14	19	21	24	26	28	30	31
PELL									

Estimate used for AtD 2014. Entering Cohort remaining 24. Assistant and persisters to 65%.

# UHCC 2010 - 2021

## Potential Enrollment



- **Strategic Planning Council**
- **Student Success Council**
- **Performance Funding**
- **Innovation Funding**
- **Achieving the Dream and Other National Organizations**

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**UHCCs will continue to provide \$6.5M in performance funding to colleges based on their degree of attainment of selected goals.**

### **Metrics and Associated Weights**

<b>Outcome</b>	<b>Weight</b>
Degrees & Certificates Achievement Awarded	<b>35%</b>
Degrees & Certificates Achievement Awarded to Native Hawaiians	<b>10%</b>
Degrees & Certificates Achievement Awarded in STEM	<b>10%</b>
Degrees & Certificates Achievement Awarded Pell Recipients	<b>10%</b>

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**UHCC  
System  
2015-2021**

## Strategic Directions Implementing the Plan

### Innovation Funding

- **\$1.25M per year will be made available for innovation and implementation activities associated with UHCC Strategic Plan, Achieving the Dream participation, and Hawai'i Strategy Institute.**
- **Allocations and broad purposes of these funds will be established annually based on recommendations of Strategic Planning Council with input from Student Success Council.**

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**Success is What Counts**

The Journey Continues



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