

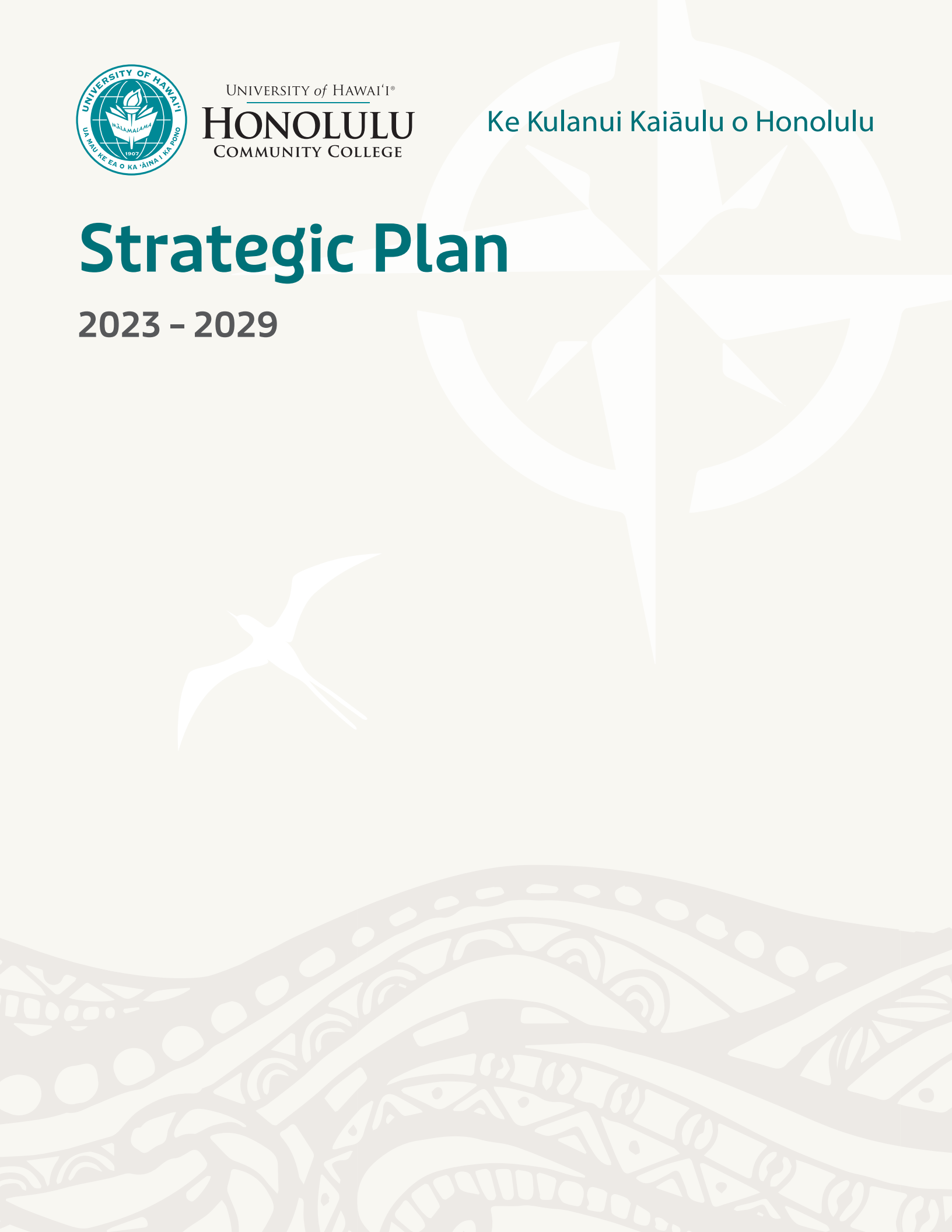


UNIVERSITY of HAWAII®  
**HONOLULU**  
COMMUNITY COLLEGE

Ke Kulanui Kaiāulu o Honolulu

# Strategic Plan

2023 - 2029



# CHANCELLOR'S MESSAGE

## 2023-2029 STRATEGIC PLAN

The Honolulu Community College Strategic Plan, 2023-29, is a guiding document outlining the priorities of the college over the next six years. It largely aligns with the University of Hawai'i Strategic Plan, adopted in November 2022, which focuses on the role of the state's only higher education system in providing opportunity and hope for every resident of Hawai'i. The plan capitalizes on our important role within the University of Hawai'i System and embraces what sets HonCC apart. Hallmark attributes include our location in the urban core of Honolulu, our vibrant liberal arts programs, unique career and technical education programs, and our unwavering dedication to providing students with real-world opportunities that bridge the gap between classroom theory and practical application, all leading to future careers. These are shining examples of what allows HonCC to be a premier provider to those who wish to attain postsecondary education.

Through a comprehensive and participatory process, the college has determined that student success, grounded in Native Hawaiian values, that lead to a living-wage career, through care for our campus 'ohana and overall well-being, was our vision for overall success as an institution of higher learning. As a college, we firmly believe that all students have the potential to complete their postsecondary education and to thrive in our community, and it is our responsibility to provide them with the necessary support and resources to achieve their goals. Together, we can further elevate HonCC to prepare our graduates to be contributors and leaders in Hawai'i's workforce and Hawai'i's future.

Mahalo for your interest in our Honolulu Community College Strategic Plan, 2023-29.

With Aloha,

A handwritten signature in black ink, appearing to read "Karen C. Lee". The signature is fluid and cursive, written on a light blue circular stamp.

Karen C. Lee, Ed.D.  
Chancellor



# *Table of Contents*

1. Chancellor’s Message	1
2. Table of Contents	2
3. Mission Statement and Core Values	3
4. Goals of Honolulu Community College	4
Goal 1: To increase student success and completion	5
Goal 2: To increase career and workforce readiness for students and graduates for today and the future	6
Goal 3: To become a Native Hawaiian-centered institution	7
Goal 4: To support a healthy and thriving campus community	8
5. HonCC Planning Process	9
6. Purpose of the Strategic Plan	10

# MISSION STATEMENT AND CORE VALUES



UNIVERSITY of HAWAII®

**HONOLULU**  
COMMUNITY COLLEGE

## Honolulu Community College's Mission Statement

Honolulu Community College provides accessible educational opportunities through an engaging learning environment that values academic excellence and personal growth of all students, with a kuleana (responsibility) to Native Hawaiians and our community, through career, liberal arts, technology, transfer, and professional training programs. (Originally approved in 2016)

## Core Values

### Student Centered Success

To offer a supportive, high quality learning environment that guides students through their college pathway to become contributing members and leaders of our community.

### Industry & Community Partnerships

To foster educational partnerships with state-registered apprenticeship programs, local industries, and other organizations to create diverse academic and training opportunities.

### Native Hawaiian/Indigenous Values & Culture

To support the Native Hawaiian community and its language, history, and culture.

### Sustainability

To create a culture of social responsibility around the conservation of resources and creating a foundation for environmental stewardship.

### Diversity & Equity

To maintain an equitable multicultural environment where all aspects of diversity are appreciated and respected.



UNIVERSITY  
of HAWAII®  
SYSTEM

## University of Hawai'i System's Mission Statement

With a focus on creating a healthy and thriving future for all, the University of Hawai'i provides broad educational opportunity as the higher education destination of choice in the Pacific that nurtures the personal success, leadership capacity and positive engagement of every resident of Hawai'i. It achieves global impact by enriching the fundamental knowledge of humankind through engagement in world-class research, scholarship and service that promotes the welfare and sustainability of Hawai'i's people and environment. Woven through all it does is an appreciation of and commitment to indigenous Hawaiian people, culture, values and wisdom.

# GOALS OF HONOLULU COMMUNITY COLLEGE

As the only public higher education system in the State of Hawai'i, the University of Hawai'i System holds a unique place to increase the educational capital of the state, through a grounding in Hawaiian values, ensuring a bright and vibrant future for all current and new residents. Honolulu Community College (HonCC) has an integral role in that future, educating students with relevant and timely knowledge, skills, and information so that they are ready for their careers and meeting workforce needs in Hawai'i. To fulfill its mission, HonCC has identified four main goals on which the college will focus over the next six years.

## GOAL 1

**To increase student success and completion**

## GOAL 2

**To increase career and workforce readiness for students and graduates for today and the future**

## GOAL 3

**To become a Native Hawaiian-centered institution**

## GOAL 4

**To support a healthy and thriving campus community**

## GOAL 1

# To increase student success and completion

HonCC plays a critical role in providing all students with affordable and accessible post-secondary education through an open admissions policy, a large variety of program offerings, and access to relatively low tuition and high financial assistance. With an increasing percentage of jobs in Hawai'i requiring some post-secondary education credential, HonCC strives to increase the numbers of graduates and credential-holders in order to produce more workforce-ready alumni.

To increase student success and completion of certificates, degrees, and other credentials, the college has implemented a number of strategies. Among those, HonCC offers comprehensive academic and career advising and support services to help students navigate various educational programs and make informed decisions about career goals. The college also provides financial assistance and scholarship opportunities to alleviate financial barriers that may prevent students from completing their programs. Additionally, HonCC partners with the three University of Hawai'i campuses and other four-year colleges to create clear pathways for students to transfer and earn their bachelor's degrees. By implementing these and other strategies, HonCC helps students achieve their educational goals and increase their chances of success in the workforce.



## OBJECTIVES

- To increase enrollment, both for credit-seeking and non-credit/continuing education students, at the college
- To increase the number of students graduating with degrees and certificates
- To increase the number of students completing credentials and outcomes in non-credit/continuing education
- To increase the number of students successfully transferring to baccalaureate institutions (both in and out of the UH system)

## EXAMPLES OF ACTIONS

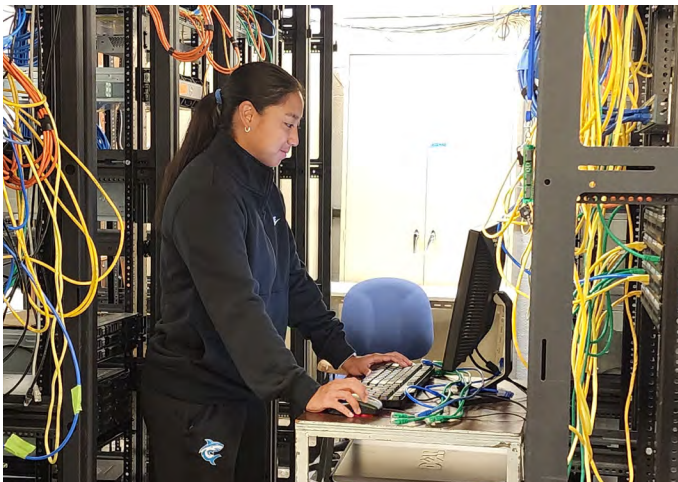
- Provide innovative, personalized, and caring teaching and student support services
- Establish an educational environment that builds a sense of belonging and values building relationships amongst students and with faculty and staff
- Encourage community involvement, both on and off campus
- Promote fundraising and grant opportunities to provide more monetary support for students in financial need



## GOAL 2

# To increase career and workforce readiness for students and graduates for today and the future

In response to today's rapidly changing workforce expectations, HonCC strives to prepare students not just for jobs, but also for successful careers, long-term professional success and contributions to a civil society. To increase career readiness for students and graduates, HonCC has developed partnerships with local businesses and industries through advisory boards to align programs and curriculum with the needs of the workforce. The partnerships may extend to offering internships/work-based learning options, job shadowing opportunities, and other educational opportunities that provide students with practical skills and hands-on experience. Additionally, career counseling and support services help students develop resumes, build professional networks, prepare for job interviews, and more. HonCC also aspires to create a culture of lifelong learning and professional development by offering continuing education programs and other opportunities for alumni to stay engaged and up-to-date in their fields. These strategies help students and graduates achieve their career goals and contribute to a strong and vibrant workforce.



### OBJECTIVES

- To increase job placement of students and graduates
- To establish metrics to determine job placement for non-credit participants
- To place completers into job opportunities with clear, defined career paths

### EXAMPLES OF ACTIONS

- Develop industry advisory boards for every academic program
- Increase number of work-based and professional opportunities for students
- Increase opportunities for all students to gain professional/"soft" skills before completion
- Build non-credit to credit pathways for more students to gain credit credentials
- Encourage more career development opportunities
- Utilize alumni networks to develop career possibilities for students

## GOAL 3

# To become a Native Hawaiian-centered institution

Becoming a Native Hawaiian-centered institution is a perpetual goal that encompasses every aspect of the campus community at HonCC. It stretches beyond an obligation to improve achievements for Native Hawaiian students. Rather, it constitutes a shift in daily practices to become an institution that embraces Native Hawaiian values in all aspects of campus life and creates a sense of place and belonging for all who attend or work at HonCC.

To that end, HonCC has built and continues to build strong relationships with Native Hawaiian communities and leaders and engages in culturally responsive practices that respect and honor the values and traditions of Native Hawaiians. HonCC also has recruitment strategies to identify and welcome Native Hawaiian students who may be interested in pursuing higher education. Once enrolled, academic and support services are offered to Native Hawaiian students, such as tutoring, mentoring, counseling, and cultural programs through the campus Hawaiian Center. HonCC endeavors to build a welcoming and inclusive campus environment that celebrates the diversity of all students, including those of Native Hawaiian descent. Furthermore, through U.S. Department of Education Title III grants, faculty and staff are engaged in culture and place-based development programs aimed at infusing Native Hawaiian culture and values into daily practices.



## OBJECTIVES

- To close achievement gaps for Native Hawaiian students
- To increase degrees and certificates for Native Hawaiian students
- To create a culture that prioritizes Native Hawaiian values in all aspects of campus life
- To emphasize a Native Hawaiian sense of place and belonging for students, faculty, and staff

## EXAMPLES OF ACTIONS

- Build capacity for all faculty and students to integrate 'ike Hawai'i and 'Ōlelo Hawai'i (Hawaiian knowledge and language) into their teaching and daily practices
- Promote widespread participation in Native Hawaiian culture and place-based activities that enhance professional development
- Actively recruit Native Hawaiian personnel into available faculty, staff, and administrative positions



## GOAL 4

# To support a healthy and thriving campus community



HonCC strives to be an inspiring and environmentally sustainable learning environment where all students and employees feel grounded and supported. When students feel a sense of belonging, they are more likely to engage in class and campus activities, leading to higher retention rates and a greater likelihood of academic success. When faculty and staff feel a sense of belonging in the workplace, this in turn results in high-quality employee performance and greater on-the-job professional growth. For example, instructors who feel like they belong at HonCC are then able to better offer high-quality teaching, ensuring that students receive the knowledge and skills needed to succeed in their chosen fields. Similarly, a thriving campus community is well positioned to foster a culture of innovative practices, encouraging students to think creatively and find new and sustainable solutions to complex problems and encouraging employees to be courageous and resourceful in their daily work. Professional growth opportunities for students, faculty, staff, and administrators can help to build a culture of lifelong learning and promote ongoing improvement and innovation within the institution. By prioritizing these factors, HonCC can create a dynamic and supportive community that fosters success and growth for all its members.

## OBJECTIVES

- To increase the sense of belonging that our campus community feels towards HonCC
- To offer a high-quality teaching facility and effective learning environment for students entering a career or transferring to a baccalaureate institution
- To foster a culture of innovative practices in all areas of teaching, learning, and support
- To provide professional growth and development and educational opportunities for faculty, staff, and administrators

## EXAMPLES OF ACTIONS

- Recruit and build capacity for talented and innovative faculty and staff
- Provide accessible and relevant professional development opportunities for all personnel
- Expand faculty and staff's participation in campus life, such as committees, events, and interdepartmental collaborations
- Promote an intentional and healthy campus beautification plan
- Prioritize creating and modernizing facilities and gathering spaces for students, faculty, and staff
- Purchase cutting edge tools, supplies, and equipment to better prepare students for future workforce needs
- Continue to emphasize purposeful engagement of all students by employees to create a sense of belonging, including through communities of practice and caring teaching practices and services
- Ensure shared governance so that multiple voices inform changes on campus
- Integrate sustainability and sustainable practices into all aspects of campus operations, facilities, hiring, and programming



## PLANNING PROCESS

HonCC began its strategic planning process in December 2022 following the approval of the UH System Strategic Plan in November of 2022. The HonCC Planning and Institutional Effectiveness Council, as the governance council in charge of mid- and long-range planning, established the Strategic Planning Workgroup to begin the work.

The Workgroup reviewed and utilized the following sources to create a basis of information and feedback from which to draw:

- \* The Honolulu Community College Educational and Strategic Plan (2016-21)
- \* UH System’s Strategic Plan (2023-29), including its mission, vision, foundational principles, and imperatives
- \* Feedback gathered from the Spring 2023 HonCC General College Meeting
- \* Data sourced from the Spring 2023 HonCC Strategic Plan Internal Survey

Furthermore, the Workgroup gathered additional organized qualitative data from campus sources from the recent past. These sources include feedback and survey results from:

- Spring 2023 Survey: Strategic Plan goals (students, faculty, staff)
- Spring 2023 Focus Groups: HonCC General College Meeting (faculty and staff)

- Fall 2022 Focus Groups: HonCC General College Meeting (faculty and staff)
- 2022 Survey: Asynchronous Teaching (faculty)
- 2021 Focus group: International Week Forum (students)
- 2021 Focus group: “I Wish My College Knew” Panel (students)
- 2021 Survey: Student Cheating (faculty)
- 2020 Survey: Needs during the Covid pandemic (students and faculty)
- 2020 Survey: Purposeful Engagement (students, faculty, staff)
- 2020 Survey: Media (students)
- 2019 Activity: “If My Teacher Knew” (Post-its students)
- Fall 2018 Activity: General College Meeting (faculty and staff)
- 2018 Survey: Distance education by CARE office (faculty)
- 2017 Survey: ACCJC Standards (students, faculty, staff)

The Workgroup spent the Spring 2023 semester crafting and sharing a draft of the plan and gathering feedback from the HonCC governance councils and the greater campus community through meetings and town halls.

The 2023-2029 HonCC Strategic Plan was finalized in April 2023.

## PURPOSE OF THE STRATEGIC PLAN

A strategic plan is a roadmap that outlines the college’s long-term goals and objectives, as well as strategies and tactics needed to implement and achieve them. For HonCC, this strategic plan serves as a guide for its future growth and development, and helps ensure that the institution stays focused on its mission and vision.

The plan further helps identify key priorities, such as improving student outcomes, supporting Native Hawaiian values and culture, maintaining an environment of diversity and equity, among others. Based on these priorities, the college sets measurable goals and objectives that can be tracked and evaluated over the six-year plan.

The strategic plan additionally plays a role in effectively allocating financial, human, and physical resources, engaging stakeholders, and building a culture of continuous improvement. Thus, this plan is a critical tool to ensure the college remains innovative and responsive to students as well as higher education.

At HonCC, we intend for this plan to inform our path forward for the next six years. The plan will be carried out after transparent discussions with governance councils and relevant stakeholders, and decisions should be made with urgency, focused on improving outcomes for students.





UNIVERSITY of HAWAII®

# HONOLULU

COMMUNITY COLLEGE

874 Dillingham Blvd. Honolulu, HI 96817

PH @ (808) 845-9211

FAX @ (808) 845-9173

WEB @ [www.honolulu.hawaii.edu](http://www.honolulu.hawaii.edu)

Honolulu Community College is an Equal Opportunity/Affirmative Action Institution