

**University of Hawai'i System
Maui Community College
Strategic Plan
2003 – 2010**

The College Mission

Maui Community College is a learning-centered institution that provides affordable, high quality credit and non-credit educational opportunities to a diverse community of lifelong learners.

The Vision

We envision a world-class college that meets current and emerging Maui County education and training needs through innovative, high quality programs offered in stimulating learning environments. The College mission, goals, and actions will be guided by the Native Hawaiian reverence for the ahupua`a, a practice of sustaining and sharing diverse but finite resources for the benefit of all.

Functioning as a System

As we meet the educational and training needs of Maui County, we will be functioning as part of a comprehensive, seamless University of Hawai'i system made up of three baccalaureate institutions and seven colleges.

We will partner with each of these, The University of Hawai'i at Manoa, at Hilo, and at West Oahu, and the six colleges on Oahu, Kauai, and Hawai'i, to make equal access across the system a reality for all UH students.

We will collaborate in forming compatible system policies and procedures, making it possible for our students to attend whatever institution best suits their educational and personal needs.

We will be responsive to changing community and student needs, designing and delivering both credit and non-credit classes, programs, and services that meet current and emerging technological and educational challenges.

We will continuously improve and update facilities and technologies at our Education Centers in Hana and on Moloka'i and Lana'i, making sure that the education, training, and service needs of students in those outlying areas are recognized and met.

We will create our own unique identity and at the same time work collaboratively with others in the UH community to realize the benefits of an integrated system brand.

Commitments and Core Values

Overreaching commitments reflect the core values that bind Maui Community College faculty, staff, and students together and contribute to the realization of the College's vision and mission:

- **Aloha:** The Hawaiian concept of Aloha encompasses a respect for the history, traditions, and culture of Hawai'i and its indigenous people as well as a compassion and caring for the well-being of all people.
- **Collaboration and respect:** Education, training, applied research, and community service are enhanced by a shared use of available resources in an atmosphere of open communication, integrity, and mutual respect.
- **Academic freedom and intellectual rigor:** Faculty in all disciplines challenge their students and themselves to expand their knowledge, embrace intellectual challenges, and prepare for the future.
- **Institutional integrity and service:** A commitment to knowledge, evidence, ethics, responsibility, and truth guides institutional activities and development. A spirit of service infuses all college activities.
- **Access, affordability, and excellence:** The College is committed to offering open access to programs of the highest quality at an affordable cost.
- **Active Learning and discovery:** Learning opportunities that maximize active student engagement and lead to lifelong learning are valued and encouraged.
- **Diversity, fairness, and equity:** The College is committed to ensuring that all populations are represented equitably. Diversity is valued and embraced.
- **Leveraged technology:** Technology is used effectively to enhance instruction and learning and to expand access to educational opportunities through distance education.
- **Hawaiian Islands advantage:** The College is committed to achieving a global advantage by making use of Maui County's unique cultural and geographic attributes.
- **Innovation and empowerment:** The College is committed to a climate of innovation and empowerment, overcoming resource limitations and making continuous improvement in all aspects of its activities.

- **Accountability and fiscal integrity:** Taxpayers, donors, and students who support the College receive maximum value for time and resources invested.
- **Malama `aina sustainability:** The College supports the Hawaiian concept of Malama `aina—living in harmony with the land--through conservation, sustainable use, and enhancement of the environment.

College Goals

The energies and resources of the College will be focused on achieving five key strategic goals. These will be revisited and updated regularly in order to satisfy recommendations made by the Accrediting Commission for Community and Junior Colleges (ACCJC) and to meet the changing needs of the College and the community.

Goal 1

Educational Effectiveness and Student Success

Embrace a culture of excellence and performance as the hallmarks of effective student learning and success.

Objective 1:

Achieve a shared institutional culture that makes student learning and success the responsibility of all.

Action Strategies

1. Maintain all aspects of the College as a learning-centered institution.
2. Provide instructional methods, technologies, materials, facilities, and academic support services that accommodate students of varied learning styles, backgrounds, interests, and abilities.
3. Provide students with access to a seamless UH system with full articulation between all campuses.
4. Engage students in active learning.
5. Use technology to enhance student learning and the quality and efficiency of student service functions.
6. Expand student support, including counseling and academic support services, at Hana, Moloka`i, and Lana`i Education Centers.
7. Address the need for remedial and developmental programs.
8. Facilitate the faculty role as coach, mentor, and tutor.
9. Develop and support service learning and community service opportunities.
10. Implement a state-of-the-art student information system that supports a continuing relationship with students from recruitment to alumni status.
11. Complete instructional and academic support reorganization.

12. Provide full student support services, including advising, tutoring, counseling, and library services, that increase student retention and success in a learning-centered environment.
13. Create seamless instructional and support services, offering academic intervention at the earliest indication that a student is experiencing difficulties.

Objective 2:

Achieve a shared institutional culture that treasures diversity and inclusion, honors collegiality, and continuously strives for exceptional performance.

Action Strategies

1. Create a learning environment where diversity is valued and embraced.
2. Support the well-being of each individual in an atmosphere of open communication, integrity, and mutual respect.
3. Value and encourage innovation, collaboration, and creativity.
4. Encourage excellence in faculty and staff performance by offering opportunities for professional growth and renewal.
5. Recognize experimentation and institutional transformation as an ongoing process.
6. Continue to recruit and retain a diverse faculty and staff.

Objective 3:

Develop and implement a comprehensive evaluation system for regular review of all educational and student service programs.

Action Strategies

1. Establish a comprehensive institutional effectiveness system that integrates assessment with planning, budgeting, and program implementation in a continuous improvement cycle.
2. Implement educational program review/assessment and learning outcomes to evaluate and improve student learning.
3. Evaluate curriculum to improve student learning.
4. Identify student learning goals established by instructional programs.
5. Identify and make public expected learning outcomes for degree and certificate programs.

Goal 2

A Learning, Applied Research, and Service Network

Engage in intellectual and educational activities that enable the county of Maui and the state of Hawai`i to flourish.

Objective 1

Support the county and state economy, workforce development, and improved access to lifetime education for all by building partnerships within the UH system and with other public and private educational, governmental, and business institutions.

Action Strategies

1. Foster and maintain a working partnership with the Department of Education that focuses on public education (P-20), teacher education, Hawaiian language and culture education, student preparation, and lifelong learning.
2. Expand training and workforce development programs, e.g. Dental Assisting, in coordination with county, state, and industry economic initiatives.
3. Include liberal arts education as the foundation for an educated community and a competent workforce.
4. Involve faculty in the development of an efficient articulation process based on trust among faculties and on student outcomes and competencies.
5. Maximize opportunities for students to enroll and transfer among campuses in order to achieve their educational objectives in a timely manner.
6. Maintain affordable, open door access to the College for Hawai`i residents.
7. Cooperate, as appropriate, with other higher education institutions to provide high quality educational services to the county and to the state through such programs as the University of Hawai`i Center, Maui.
8. Develop standards and criteria for awarding credit for learning outside of normal school organizations.
9. Support the collaboration of credit-non-credit offerings through coordination of resources and other strategies.
10. Facilitate dialogue and discussion with business and community partners to better serve workforce needs.
11. Determine the need for emerging specializations in the workplace; create partnerships between college and community representatives to address new program initiatives.
12. Reevaluate existing college programs to ascertain relevancy and effectiveness..
13. Seek external funding sources, e.g. National Science Foundation, to develop programs that promote economic diversification and high-end technology.
14. Partner with the community to identify educational and training needs and to determine how the College can best meet those needs.
15. Develop appropriate sustainable baccalaureate degrees.

Objective 2

Provide access for students, faculty, and staff to a first-class information technology infrastructure, support, and services that sustain and enhance instruction, applied research, and administrative services.

Action Strategies

1. Maintain and continuously fund basic technology infrastructure, training, and support that improve the efficiency and effectiveness of the entire college community.
2. Mainstream institutional response to distance learning and ensure that all professional development and support for technology enhanced teaching, learning, and student services are integrated to benefit campus-based instruction as well as distance learning.
3. Acquire needed equipment to meet the on-going technological needs of the college campuses on the three islands.
4. Support the request for increased staff in technology development and in academic support.
5. Become the primary provider of workforce development and technology training programs in Maui County and promote partnerships for the advancement of technology-based development.

Objective 3

Practice applied research for the discovery of knowledge.

Action Strategies

1. Promote applied research through collaboration across disciplines and among campuses.
2. Improve physical infrastructure by incorporating new facilities into the revision of the Master Plan, including a new science building; additional nursing, dental, and health classrooms and labs; and additional faculty offices.
3. Develop, implement, and support new applied research programs, including electronics engineering technology, computer engineering technology, PC-cluster technology, and biotechnology.
4. Provide faculty with professional development opportunities and technical skills to restructure science, math, engineering, and technology courses to meet emerging demands for trained workers.
5. Assist the DOE and the US Department of Education in the recruitment and retention of Native Hawaiian students majoring in science, math, engineering, and computer technology.

Goal 3

A Model Local, Regional, and Global College

Transform the profile of the College, positioning it as one of the world's foremost multicultural centers for island and indigenous studies.

Objective 1

Establish Maui Community College as a preferred educational and training destination for local, national, and international students.

Action Strategies

1. Identify and capitalize on strategic markets for profit-generating programs, e.g. short-term training.
2. Encourage interaction between international students and students from local ethnic groups.
3. Continue support for the study of diverse cultures and languages to support Hawai'i students who wish to explore their cultural roots.
4. Expand on- and off-campus intercultural and education abroad opportunities.
5. Facilitate worldwide networking and intercultural exchanges involving faculty, visiting scholars, administrative staff, and students.
6. Establish and continue partnerships with international education institutions.
7. Strengthen the recruitment of international students in both credit and non-credit programs.
8. Develop partnerships with private companies to address student housing needs.
9. Support the ongoing development of facilities and infrastructure at Hana and on Moloka'i and Lana'i.
10. Provide academic support services to promote student retention and academic success.

Objective 2

Strengthen the crucial role that the College performs for the indigenous people and general population of Maui County by actively preserving and perpetuating Hawaiian culture, language, and values.

Action Strategies

1. Provide positive support for the development, implementation, and improvement of programs and academic support services for Native Hawaiians.
2. Use the technological capabilities of the College to provide access to international conferences and workshops for indigenous peoples.
3. Facilitate informational workshops in Maui County communities.
4. Support full participation of Native Hawaiians in all matters of the College relative to the College's efforts on affirmative action and equal employment opportunities in its educational mission and as an employer.

5. Promote the use of the Hawaiian language at all MCC campuses, as appropriate and consistent with the Hawai`i State Constitution.
6. Increase funding and provide for the study, development, and research of the Hawaiian language, culture, and history at all MCC campuses, as consistent with the Hawai`i State Constitution.
7. Encourage Native Hawaiians to practice their language, culture, and traditions at all MCC campuses.
8. Plan and facilitate Native Hawaiian leadership development in partnership with community programs and businesses.

Goal 4

Investment in Faculty, Staff, Students, and Their Environment

Recognize and invest in human resources as the key to success and provide an inspiring work environment.

Objective 1:

Create a culture of excellence by recruiting, rewarding, and empowering faculty and staff and fostering a spirit of appreciation for all college employees.

Action Strategies

1. Establish competitive and equitable instructional, non-instructional, and academic support faculty and staff workloads that encompass teaching, scholarship, and service to the College and the community at large.
2. Improve employment and retirement benefits and raise faculty and staff salaries to competitive levels; ensure fair treatment of all employees.
3. Ensure that the College's teaching and service enterprises are supported by adequate levels of classified support staff and resources.
4. Encourage excellence in faculty and staff performance by continually offering opportunities for professional growth and renewal.
5. Facilitate faculty, staff, and student participation in collegial governance, including planning, assessment, and communication needs.
6. Promote wellness of faculty, staff, and students through education, health, and counseling services and policy guidance.
7. Offer opportunities for the development of administrative leadership skills.
8. Recognize and reward accomplishments of faculty and staff.
9. Develop mechanism to achieve the goal of decreasing instructional and academic support workloads while maintaining necessary and appropriate instructional offerings.
10. Seek additional resources to allow faculty and staff opportunities to work in areas of curriculum development, service learning, and support to students.
11. Support the development of a strong infrastructure, thereby allowing all faculty and staff the opportunity to better carry out their areas of responsibility.
12. Collaborate with other components of the UH system to develop more appropriate personnel and classification procedures.
13. Encourage entrepreneurship activities.

Objective 2

Create positive, healthful, resource-efficient, and sustainable physical environments on the campuses of the College.

Action Strategies

1. Maintain and improve campus structures and landscaping to ensure the safety of people who use them and to provide an attractive and nurturing learning and working environment.
2. Pursue the timely progress of facilities development and establish capital improvement priorities in accordance with the academic priorities of the University system.
3. Ensure that new construction and renovation projects maximize environment and economic sustainability principles with attention to the health and well-being of occupants.
4. Partner with the communities surrounding the campuses, adding vitality to both campus and community.

Goal 5

Resources and Stewardship

Acquire, allocate, and manage the resources needed to achieve success and exercise responsible stewardship over University assets.

Objective 1

Build an effective public and private constituency whose support provides revenue for the achievement and implementation of Strategic Plan goals.

Action Strategies

1. Develop and fund a competitive and fiscally sound enrollment management and marketing plan.
2. Develop a transparent policy on the appropriate allocation of financial responsibilities.
3. Reallocate resources as needed to ensure support for those programs deemed critical to the goals of Strategic Plan.
4. Develop and implement campus sustainability plans for the careful stewardship of natural and man-made resources, the saving of revenue, and the enhancement of the campus experience; serve as a model for the county and state.
5. Pursue fundraising strategies in support of college priorities.
6. Examine and modify current policies and practices that serve as barriers to student enrollment and retention.
7. Develop programs that respond to emerging markets and delivery systems that are responsive to current and prospective students.
8. Evaluate the appropriateness, adequacy, and effectiveness of student services and use the results of the evaluation as a basis for improvement.
9. Develop marketing, recruitment, and customer service strategies that are responsive to public demands and promote the College as a learning-centered institution.
10. Implement retention strategies that encourage continuous enrollment and promote academic success.

Objective 2

Allocate and manage resources to achieve continuing improvement in organization, people, and processes.

Action Strategies

1. Develop policy guidelines that ensure the implementation of assigned academic program responsibility consistent with functional responsibility and community needs.
2. Conduct a comprehensive review and redesign of administrative and student support processes; leverage information technology and best practices to improve efficiency and effectiveness.
3. Encourage risk-taking, reward innovation, and invest in change to reduce costs and paperwork and generate revenue.
4. Monitor and improve college functions and provide public accountability.
5. Leverage resources to attract government and private sector funding.
6. Improve both human resource and financial support for college marketing efforts.
7. Use management procedures and planning and budgeting processes that promote the economical, efficient, and effective use of resources.
8. Promote low cost access to learning through responsible management of fiscal resources such as tuition and fee revenues, student financial aid, and scholarships.