

2003--04, 2004-05 and 2005-06 Highlights and Details of Progress in Realizing the Goals of our MCC Strategic Plan 2003-10

The following goals, activities, and outcomes will be revisited and updated regularly in order to meet the changing needs of the College and the community as well as to satisfy recommendations made by the Accrediting Commission for Community and Junior Colleges (ACCJC) and expectations of the Senior Commission (ACSCU).

The 2003-04 responses are bolded and in yellow. The 2004-05 additional Priority Action Strategies and responses are italicized and in green. The 2005-06 Priority Action Strategies and other Outcomes are displayed in blue.

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

- **Maintain all aspects of the College as a learning-centered institution: provided each major college constituency (academic senate, student government, APT and Civil Service groups, Chancellor's Advisory Council) on- and off-campus with an orientation to "learning-centered" mission and rationale behind the statement.**
- **Provide instructional methods, technologies, materials, facilities, and academic support services that accommodate students of varied learning styles, backgrounds, interests, and abilities: funded math strategies planning project; introduced wireless, "tegrity" and video streaming facilities on campus; supported WEBCt faculty development sessions; provided faculty and administrative support for AAHE Assessment Conference participation, developed relationship with UH College of Education's Center for Disabilities to pursue additional resources Dr. Jane Jarrow provided faculty staff workshop on addressing and accommodating students with Learning Disabilities, Tribal College and University Program grant awarded to start a Native Hawaiian Science Technology Engineering and Math support system beginning with a math lab that will include Integrative Math Program and a Cognitive Tutor components. Developed rationale for Instructional Designer position priority (recently filled).**

- Provide students with access to a seamless UH system with full articulation between all campuses: **allocated administrative and faculty resources for participation in articulation discussions. University Council on Articulation data indicate that 99% of all courses have been articulated but a few are remaining to be reviewed for transfer to UH Manoa Vice Chancellor for Academic Affairs led discussions on policy change which clarified transfer requirements.**
- Engage students in active learning: **provided faculty with expanded “service learning” and cooperative education opportunities; conducted faculty workshops for assessment of active learning outcomes. Completed student learning outcomes for the majority of all college courses and have begun to include relevant noncredit courses as well. CCSSE again validated faculty challenging students, students interacting with content and faculty. CCSSE feedback continues to indicate faculty-student interaction above the national mean on all five criteria.**
- Use technology to enhance student learning and the quality and efficiency of student service functions: **funded Banner participation and MyUH portal development; provided Banner training to faculty on faculty use of MyUH portal and to high school counselors as they work with their early admit students Applied TCUP (two labs for STEM instruction), PCATT (credit/noncredit shared use), and RDP (for Skype and foreign language exchange) resources to replace four computer labs and install a lab at the West Maui Education Center; established an RDP-funded audio studio to permit music students to record and market CDs to augment resources for music program. Identified RDP and Perkins VocEd funds to upgrade Automotive Technology Program equipment to meet NATEF standards. Rural Utilities Services grant received for \$387,000 to create new curricula to expand and strengthen faculty to student interactions using cable tv, web, and lap technologies Website for Liko A’e Native Hawaiian Scholarship Program awarded over \$3 million and was recently refunded for \$3.9 million. Using Streaming Video Technology, Rural Development Project also designed and successfully tested about 1,000 fire-fighters to meet National Incident Management Certification standards required by Homeland Security. Nursing and Pharmacology courses have also applied streaming video to asynchronously deliver instruction.**
- Expand student support, including counseling and academic support services, at Hana, Molokai, and Lanai Education Centers: **extramural support for Outreach Education Centers available through grants with sustainable support strategies funding accessible through Rural Development Project resources. Po`okela Native Hawaiian student support program refunded and expanded. RDP resources continued to expand to amount to over \$6.3 million over the last two years. 2006 Legislative Session produced the most dramatic**

personnel and resource support (total of \$2.6 million) including outreach and learning outcomes/ program review services in the last twenty years.

- Address the need for remedial and developmental programs: (See references to comprehensive math development study.) 2005-07 biennium budget includes request for \$141,468 to strengthen the remedial and developmental English and math programs under workforce development. **Remedial positions funded by the legislature in the Learning Center beginning 2005-06 academic year. Both positions have been filled. A draft of a Math Development Plan being prepared by the math department and STEM Department Chair as a basis for determining needs and skill sets for new math faculty. Math Plan completed and currently under administrative review.**
- Facilitate the faculty role as coach, mentor, and tutor: **faculty academic advisement role under development as part of the Student Enrollment Management System ABIT and an increasing number of other faculty have been enlisted as academic advisors working with the Student Services Counseling staff. A newly established critical mass of faculty and student services personnel has formed to support student learning. Academic advisement role included in all new advertisements for new faculty positions.**
- Develop and support service learning and community service opportunities: (See “service learning” references).
- Implement a state-of-the-art student information system that supports a continuing relationship with students from recruitment to alumni status: (See Banner references).
- Complete instructional and academic support reorganization: **conceptual reorganization proposal for the instructional and academic support units completed and reviewed by the college. The official reorganization proposal is in development, to be forwarded for submission to UH Administration and BOR consideration in September ‘04. Further refinements continued with a revised approach to reorganization including departments that reflect discipline rather than former interdisciplinary relationships. New structure was implemented in Fall ‘05. Reorganization proposal presently being drafted for collective bargain consultation and subsequent presentation to the Board of Regents.**
- Provide full student support services, including advising, tutoring, counseling, and library services, that increase student retention and success in a learning-centered environment: **student educational management flow chart under design. Projected to be pilot-tested in Fall 2004. Four programs, HOST, AMT, BTEC, and Culinary, have implemented all components of the ed management program. A fifth program, Human Services, is slated to use the ed management system in fall 2006. An educational management template**

system continues to be piloted and refined. By regularly extracting information from the Banner student information system, the Excel-based template system allows program faculty and counselors to track the academic progress of each of their student majors for the purpose of academic advising, course scheduling for upcoming semesters, and tracking certificate and degree eligibility and completion for each student. While one template is organized to show all student majors and program courses, indicating courses completed, courses in progress, and courses for certificates and degrees, other templates allow for individual educational plans to be developed and populated for any certificate and degree programs that are being attempted by each individual student. Each template includes areas for advisor/faculty comments. Programs currently utilizing this template system are Culinary Arts (150 students), Business Technology (82) students, Hospitality & Tourism (169) students), and Automotive Technology (41 students). Allied Health and ABIT rely on their own tracking methods but ABIT is reviewing this system for possible implementation. Human Services and Accounting are also reviewing this system for possible implementation. In addition to faculty from these participating programs, the education management team includes faculty and staff from Counseling, Cooperative Education, Financial Aid, Library, Human Services, Language Arts, Science, and Institutional Research. The educational management team meets monthly to review progress and discuss related issues. A recommendation from the team for the establishment of a retention coordinator position has been approved by the College. It is anticipated that the retention coordinator position will be filled shortly. Online New Student Orientation developed and currently available. RDP –funded Information Retrieval online project to be implemented as part of library services.

- Create seamless instructional and support services, offering academic intervention at the earliest indication that a student is experiencing difficulties: workshops for facilitating faculty-student services professional collaboration on disabilities and Diffusing Difficult Situations provided. Filled Special Needs Counseling position. Student Services counseling reviewing plans to identify counseling, faculty, and staff assignments to support and track all students.

Objective 2:

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

Action Strategies

- Create a learning environment where diversity is valued and embraced: provided resources through Title III for Native Hawaiian Studies development, administering \$3 million USDE Native Hawaiian Scholarship grant, Po`okela, Ku`ina, Mohala Ka Ike, and other student support services for Hawaiians, supported Kabatak Filipino student organization development

with faculty support and Safe Zone workshops. FY 2005-07 Biennium Budget proposal to include funding request for two (2) instructors to support Hawaiian Studies. Co-curricular activities included Multicultural Day, Japanese Cultural Day, Hawaiian Cultural Day, Filipino Cultural Day, Stop the Hate workshop, Peace Club sponsored celebration in recognition of Martin Luther King. Regular FFD workshops for all faculty, staff, and administrators continuing. Three new tenure track Hawaiian Studies and Language faculty added in Fall '06.

- Support the well-being of each individual in an atmosphere of open communication, integrity, and mutual respect: developing meta-processes to focus on the importance of the content, character and direction of the dialogs under the leadership of the Strategic Plan Steering Committee; draft descriptions completed. Transparent processes formalized, implemented and adopted. Convened Leadership Connections Workshop to enlist campus leaders in shaping the institutional directions.
- Value and encourage innovation, collaboration, and creativity: extramural USDA, RDP and RTRF funding for culinary arts, webmaster/marketing, music, information retrieval and literacy, oral health care, and nursing provided. Continuing grant development based on faculty and staff ideas resulting in Rural Utilities Services \$387,000 grant. Largest County Grant ever secured for Nursing and Dental Assisting (\$500,000) to address community needs and opportunities. County resources obtained through collaboration with Mayor, County Council, faculty, students, administration, and Chancellor's Advisory Council. Self-Sustaining Campus Health Center constructed by Apprenticeship Program assistance, financed by RDP funds, fees for campus-required and flu prevention vaccines, and various health plan reimbursements.
- Encourage excellence in faculty and staff performance by offering opportunities for professional growth and renewal: secured staff and faculty development resources through MCC-UH Foundation, Ho'olaule'a, and RTRF funds. Continued MCC-UHF staff and faculty professional development support. Supported two sabbaticals and a professional leave as well as continued Foundation supported professional development program. Recognize experimentation and institutional transformation as an ongoing process: initiated but not yet systematically monitored or assessed. RDP, Rural Utilities Services and PEG Access funding secured for Streaming Video and Cable TV Establishment of the Sustainable Living Institute of Maui (SLIM) begun with two \$100,000 gifts. Internet TV capability developed. Streamed Video courses being reviewed for HOST program and future delivery to Earth University partner in Costa Rica. IXth Islands of the World Conference hosted last summer with plenary presentations available over the internet and a demonstration of holographic presentation occurring for the first time in Hawaii.

- Continue to recruit and retain a diverse faculty and staff: **Ongoing.**

Objective 3:

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

Action Strategies

- Establish a comprehensive institutional effectiveness system that integrates assessment with planning, budgeting, and program implementation in a continuous improvement cycle: **developed with first cycle completed. All but the Building Maintenance and Liberal Arts Program campus instructional as well as non-instructional departments have developed mission statements and are now on a continuous improvement goal-setting, implementation, assessment and refinement cycle. Administrative Services review completed with general assessment that the level of activity, if to be continued, will require added staff to support learning-related procurement and personnel actions to be completed on a timely basis. Student Services review advancing with considerable data analyzed with the conclusion that the focus of the data gathering needs to connect professional activities such as academic advising, counseling, orientation and student life with projected and actual outcomes. Admissions and records services review has yet to be fully submitted. Financial Aid appears to be dramatically improving with limited staff but strong, effective leadership. Enrollment management also instituted a tracking system and improved its process over the last year. Third cycle comprehensive program review and annual program reports completed. Program Summaries expected to be completed shortly.**
- Implement educational program review/assessment and learning outcomes to evaluate and improve student learning: **workshops on assessment provided to faculty; all learning outcomes for courses to be completed by next year, 60% reported by Assessment Coordinator as already completed. The assessment component of program review will be the focus for fall 2006. The UHCC system is also in the process of evaluating and refining the system-wide program review process and template. UHCC System-wide Program Review Policy established and approved. UHCC Institutional Research Cadre recommended a set of UHCC-System-wide criteria to a recently constructed UHCC Program Review Committee for review and refinement for ultimate UHCC system-wide adoption. MCC Chancellor, one of two CC Chancellors, serves on this Committee.**
- Evaluate curriculum to improve student learning: **continuing Community College Survey on Student Engagement for second year to inform faculty and institution on the characteristic of student learning successes and opportunities for improvement. Continuing comparatively positive feedback**

on all five CCSSE criteria related to student learning and engagement. Realigning Business-, Human Services and Construction-related programs for more effective feedback from the sectors served and more distinct program advisory committees.

- Identify student learning goals established by instructional programs: **Student Services design of computer-supported Individual Educational Plans (IEPs) underway; such IEPs to build on student DOE records wherever possible. Each Career and Technical Education Program has published updated information in brochures, catalog, and website on program goals. Assessment professional development activities supporting Student Learning Outcomes provided.**
- Identify and make public expected learning outcomes for degree and certificate programs: **all program and curricular information currently available on the web; however, access and ease to be improved by Webmaster Improvements continue and updates are more frequent reflecting changes in total learning environment. Project to align and publicize high school to college math curricula underway.**

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 University system and with other public and private educational, governmental, and business institutions.

Action Strategies

- 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: **State and District level partnerships exist with MCC-secured RDP funding for Vice-Principal Training; Praxis Pre-professional Skills Test available online through collaboration with UHM COE and Plato; and College-Work-Study/RDP financial aid strategy designed to support 75 Educational Assistants state-wide. Tech Prep and School-to-Work and other collaborative projects continuing. Increased the number of courses identified as meeting the criteria for Running Start from 27 to 62. MCC has additionally offered**

classes on the private Kamehameha High School campus and agreed to join the Lanai K-12 complex in becoming part of the site for reconstruction and co-location. Additionally, Upward Bound, RDP, Ku`ina, Ho`okahua, and other programs bridge high schools to college and have extended culinary and automotive training programs to Lanai, secured resources for Hana culinary interests as well.

- Expand training and workforce development programs, e.g. Dental Assisting, in coordination with county, state, and industry economic initiatives: **Dental Assistant, Educational Assistant, and Biotech Technician faculty positions requested of past State Supplemental and next Biennium Budget to complement Rural Development and Title III Funds that have started these programs** Funding received for all three positions through legislative support. In addition the College has obtained a County of Maui 500K grant to address the shortfall in nurses and has also included a Nursing initiative in its FB 07-09 Biennium Budget proposal. Plans for a Radiology Technician program supported by RDP funds will begin the program in Fall '07, an Electro-Optical Engineering Technology Program has been initially supported by the UH VP for Research at \$200,000 with another \$200,000 promised by the VP for CCs; Dental Hygiene AS Degree will also be considered upon the Dental Assisting Program stabilization. Baccalaureate program discussions are being supported by the Mayor's \$2 million commitment and are being examined by faculty and administrative committees.
- Include liberal arts education as the foundation for an educated community and a competent workforce: **continuing commitment to general education components of two-year and first four-year baccalaureate degrees. Restoring recently held vacant English and other general education positions resulting from legislative and governor's support for replacing and fully funding electricity resources. English positions filled. Added Humanities PhD in Communications to ABIT faculty. Deferred Comprehensive Program Review for Liberal Arts will be completed in Fall '06.**
- Involve faculty in the development of an efficient articulation process based on trust among faculties and on student outcomes and competencies: **faculty supported to participate in system-wide articulation discussions. UH System Chief Academic Officers identifying pathways for students to transfer to upper division programs. Articulation between MCC Early Childhood Education program and UH West Oahu Bachelor's in Early Childhood Education completed; MCC Human Services and UH Manoa's Bachelor's in Social Work in progress.**
- Maximize opportunities for students to enroll and transfer among campuses in order to achieve their educational objectives in a timely manner: **College is actively participating in online and HITS courseware development and**

offerings. System-wide discussions are being held to develop consistent policies, e.g., Dean's List. ..and GPA Calculations. Also examining procedures for recognizing MCC transfers to University Center four-year degree programs more accurately.

- Maintain affordable, open door access to the College for Hawai'i residents: **creating financial strategies to support lower resident tuitions based on significantly higher nonresident tuition fees. Working with private student housing developer to construct a 400-bed facility for eventual nonresident students. Awarded largest number of resident scholarships last year (over 100).**
- 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: **new Earth University linkage agreement beginning and other international university agreements being maintained. Signed agreement with Sweden's Royal Institute of Technology to collaborate on "sustainability-related" curricula. MCC part of International Small Island Studies Association and the Global Islands Network. . Implemented agreement with Meiho University in Taiwan and hosted first group of students on Maui this Summer '06. Acquired RDP resources for English-Japanese Language Exchange Program using voice and video over IP between MCC and the Kure National College of Technology. Negotiations continuing with a Danish institution.**
- Develop standards and criteria for awarding credit for learning outside of normal school organizations: **learning outcomes-based development will guide establishment of experiential learning for credit policy.**
- Support the collaboration of credit/non-credit offerings through coordination of resources and other strategies: **learning outcomes-based approach may yield more opportunities for "chunking" noncredit to credit arrangements. Plans are in place to develop a credit/non-credit career ladder certificate program for maintenance workers in the visitor industry. The Human Services program created a template of the process to convert non-credit training to credit courses. The first attempt to do this kind of conversion will occur in fall 2006. Fashion Technology and Autobody are also being examined for noncredit to credit potential.**
- Facilitate dialogue and discussion with business and community partners to better serve workforce needs: **revitalized and consolidated Accounting, Business Careers, Hotel Operations and Office Administration Technology Programs into a single Advisory Committee. Collaborated with HC&S and Kaanapali Hoteliers to provide Supervisory and Cultural training workshops. Established SLIM with ML&P. .** The West Maui Educational Center opened its doors in summer 2006. Five credit classes will be offered in fall 2006 along with a

number of non-credit classes. An advisory committee is being established to help guide the Center to meet the needs of the west side community.

- Determine the need for emerging specializations in the workplace; create partnerships between college and community representatives to address new program initiatives: **established and strengthened relationship with Center for Adaptive Optics and expanded internships with high tech community partners and also appointed a new director for the NSF funded National Center of Excellence for High Performance Computing with mainland partners scheduled to meet June 7-10, 2004; additionally convening RDP Community Advisory Committees around the rural Hawaiian islands (all but Oahu) on a regular basis Maui Dental Association enlisted to supported Dental Assisting program and Dental Hygiene program development. Maui Memorial Medical Center committed to assisting with Radiology Technician program delivery beginning Fall '07. Discussions with leadership of visitor industry and unions begun to explore increasing entry-level wages of HOST and Culinary Arts graduates.**
- Reevaluate existing college programs to ascertain relevancy and effectiveness: (See Program Review and WASC references).
- Seek external funding sources, e.g. National Science Foundation, to develop programs that promote economic diversification and high-end technology: **in addition to NSF National Center award, an EPSCOR grant was prepared and is also expected to be funded; applied for ED Share funding which would provide an additional staff person in the Financial Aid office for three years. Expect to know results in July; a HUD project proposal for a Native Hawaiian facility on campus is currently being completed for submission by July 7, 2004. NSF STEM and HUD projects funded. Educational Opportunity Center, Native Hawaiian Scholarship funded (\$9.3 million grants received.) USDOL, County of Maui, and other grants submitted (\$6.3 million received from July 1, 2006)**
- Partner with the community to identify educational and training needs and to determine how the College can best meet those needs: **study conducted in collaboration between WIA and RDP funds last year; Robert Wood Johnson Maui County Community Grant to Hale Makua identifies MCC as one of its partners to address Long-Term Care needs in Hawaii; HC&S, Maui Land & Pine, and the Maui Cattle Company and the Ag Foundation are collaborating to strengthen agriculture on Maui; working with Lanai Community Education Committee to identify possible collaboration between DOE and MCC on an expanded public and higher education complex for Lanai. Exploring the need for environmental health and safety program as well as police training program in OCET. 20 acre Palauea Preserve parcel proposed to be deeded to MCC_UH to provide archaeological cultural preservation lab and site. Maui Long Term Care Consortium and other**

rural nursing programs in the UH System joined in a collaborative USDOL Community-Based Job Training Initiative grant application for a Consortium for a Center of Excellence for Rural Nursing.

- **Develop appropriate sustainable baccalaureate degrees: a committee has been appointed to examine the potential for other degrees upon the WASC Senior Commission's approval of the ABIT degree; MCC will also be participating with the UHM Chancellor-led mission clarification process approved by the Council of Chancellors and scheduled to be initiated shortly. Project 2 + 4 and the US-DOL have funded the start-up of the ABIT program, the college has submitted general fund requests for on-going support which included 3.0 faculty positions and associated operating costs. Academic Senate and College Baccalaureate Committees established; feedback on WASC timeline for second degree being clarified; USDOL RDP grant resources secured for further four year degree development.**

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

- **Maintain and continuously fund basic technology infrastructure, training, and support that improve the efficiency and effectiveness of the entire college community: Banner development supported by a supplemental College investment of \$60k to support business, admissions and records, financial aid, instruction, and computing staffing to bootstrap MCC participation; (See references to Webmaster and Wireless support as well as WEBCT, Tegrity, and Streaming Video workshops). The Lumens on-line registration system which will allow the community to register on-line for non-credit classes is in the process of being purchased. This program is reported to increase registration by 30% without additional staffing. Routers to complete high speed fiber ring around the campus purchased and being installed; far end control system and other ancillary cable and interactive tv instruction equipment from PEG Access, restoration of electricity resources, and Rural Utilities Services project sources and grants. Aging computers being replaced by NSF, RDP and RUS grants on campus and in our Outreach Centers.**
- **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: (See previous responses)**

- Acquire needed equipment to meet the on-going technological needs of the college campuses on the three islands: **discussions of technology fees underway on campus to support aging computer replacement and other science and technology related needs. IT support has been placed as high priority in the program review and MauiCC Eight (8) year financial plan. A 100K annual computer/infrastructure replacement fund was established in FY 2007 with additional tuition revenues. The college obtained a 387K equipment budget from the USDA Rural Development program to outfit the outreach sites with distance learning and computer equipment. A mannequin simulator (child) was purchased for the nursing program using PCATT funds. Equipment funding from electricity savings and ongoing PCATT and other grants also being examined as a complement to a reduced Technological Fee.**
- Support the request for increased staff in technology development and in academic support: (See references to Banner staffing support and Webmaster)
- Become the primary provider of workforce development and technology training programs in Maui County and promote partnerships for the advancement of technology-based development (See references to Center for Adaptive Optics and NSF projects).

Objective 3

Practice applied research for the discovery of knowledge.

Action Strategies

- Promote applied research through collaboration across disciplines and among campuses: **first baccalaureate in Applied Business and Information Technology will initiate and hopefully exemplify applied research metric. Maui County community needs and opportunities being identified as areas requiring applied research foci, including cost of living differences between Maui and other islands, workforce demand details, characteristics of academic success and struggle in individuals and families, etc. Parameters for Applied Research as they might relate to faculty responsibility being identified by ABIT faculty.**
- 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: **Long-Range Development Plan by Helber, Hastert, and Fee consultants was completed and is pending final UH BOR approval; \$300k for Science and Allied Health construction project development report appropriated in the Supplemental Budget Session is 99% complete by Pacific Architects; Last Legislative '06 Session supported a \$3,448,000 appropriation to design the new Science Building and the college will begin consultant selection upon the release of**

the funds by the Governor. LRDP will be presented to the Board this 2006-07 academic year.

- Develop, implement, and support new applied research programs, including electronics engineering technology, computer engineering technology, PC-cluster technology, and biotechnology: curricular revisions: **applied research funding for ABIT, biotech, and other areas currently available through RDP and Title III grants. Collaborative projects with EMSI workforce development “ground truthing” research and Bank of Hawaii cost of living comparative study being investigated.**
- Provide faculty with professional development opportunities and technical skills to restructure science, math, engineering, and technology courses to meet emerging demands for trained workers: (See reference to staff and faculty professional development funding and curricular development).
- 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: **current focus of Title III and EPSCOR grants. NSF STEM grant, Native Hawaiian Scholarship, and other grants funded. County WIA grants, Native Hawaiian Scholarship grants refunded.**

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

- Identify and capitalize on strategic markets for profit-generating programs, e.g. short-term training: **RDP funded Culinary Arts, Oral Care Center and music audio studio projects to create self-support programs. Upon further assessment of workforce shortage and current state and county economic strength, a premier position of institutional and island-wide sustainability is being pursued. Partnerships (previously identified European, Central American and Asian institutions) with international institutions and organizations being developed for credit, study abroad, and summer program initiatives.**
- Encourage interaction between international students and students from local ethnic groups: **exchange programs between MCC and Japanese colleges**

expected to be restored after hiatus caused by 9/11; new Costa Rican program under development; and current international students invited twice a year to meet and interact with student government leadership. International and resident student interaction has been expanded to now include a student visit by Meiho University in Taiwan in the Summer '06. In addition three student groups from Japan also visited the College through the Maui Language Institute program. Student Life program expanded to include greater interactions among resident and international students with annual dinners for new international and student leadership hosted by Chancellor.

- Continue support for the study of diverse cultures and languages to support Hawai'i students who wish to explore their cultural roots: presently Hawaiian and Japanese languages offered. MauiCC intends to include a budget request general funds for two (2) faculty positions to support Hawaiian Studies in its FY 2005-07 Biennium Budget proposal. Three Hawaiian Studies and Language Faculty positions were funded in the 2006 Legislative Session. Spanish Language faculty also extending Hispanic student connections with ESL studies and support to MCC Spanish students as language informants.
- Expand on- and off-campus intercultural and education abroad opportunities: relationship with Global Islands Network being pursued; World Hula Congress to be hosted on campus in 2005; annual summer opportunities available through Japan exchange program, an opportunity to visit Cuba this summer, and exchange with Earth University in Costa Rica in the near future. The Dean of Students and Spanish Language faculty participated in a College Fair tour in Mexico, Peru, Columbia, and Brazil in the last 2005-06 year. The IXth Islands of the World Conference focusing on Sustainable Islands and Sustainable Development also hosted by MCC this Summer '06. Japanese Language faculty escorted a student tour to Japan in the Summer '06.
- Facilitate worldwide networking and intercultural exchanges involving faculty, visiting scholars, administrative staff, and students: creating student housing to realize this potential with current housing facility possibly being available for faculty housing opportunities. Visiting scholar connections established with Earth University and Royal Institute of Technology. Student Housing construction underway and projected for completion this next 2006-07 academic year
- Establish and continue partnerships with international education institutions: (See previous references to linkages, exchanges, and study abroad opportunities).
- Strengthen the recruitment of international students in both credit and non-credit programs: maintaining arrangements with DormTech for Japanese non-

credit students, exploring opportunities with Chinese and other Asian, European and Central and South American students. (See prior reference) Negotiating with US News & World Report to nationally and internationally publicize college for Fall '07.

- **Develop partnerships with private companies to address student housing needs: presently constructing 400 bed student housing facility and implementing relationship with Agora and A&B Properties leadership. Other relationships with other prospective developers of housing initiatives being pursued.**
- **Support the ongoing development of facilities and infrastructure at Hana and on Moloka'i and Lana'i: HUD project supported on Moloka'i, Agriculture Farm to renovate and expand office and classroom facility. Lana'i collaboration with community beginning on establishing an expanded Lana'i Education Center in connection with the Lana'i Education Center complex. Lanai participation established. Hana's facility was expanded to accommodate culinary activities in the AY 2006-07. A permanent General Laborer II position and funds for Molokai were obtained during the 2006 Legislative Session. Discussions with the Molokai Land Trust suggest that additional land may be supported and available for the expansion of the Molokai Education Center through this process.**
- **Provide academic support services to promote student retention and academic success: Special Student Support Services Grant specifically addresses needs of high risk liberal arts students; Perkins funded counselors address needs of high risk career and technical students; WIA Ku`ina Project work with high risk youth to develop skills and plans to access higher ed, join the military or gain employment after high school graduation. (See also earlier references to various student support programs). Plans for the hiring of a retention coordinator are moving forward with plans to hire in fall 2006.**

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

- **Provide positive support for the development, implementation, and improvement of programs and academic support services for Native Hawaiians: Lau`ulu group representative appointed to Executive Committee; Title III, HUD, USDE, EPSCOR and other grants include a significant Native Hawaiian emphasis. Rural Utilities Services grant funded Project Ohana with over \$374,000 for educationally involving Native Hawaiians in Maui County.**
- **Use the technological capabilities of the College to provide access to international conferences and workshops for indigenous peoples: currently developing**

streaming video capabilities to deliver IXth Islands of the World Conference programs over the web. Plenary Sessions of Islands Conference available over the web.

- Facilitate informational workshops in Maui County communities: **presentations provided by Educational Opportunity Center; projects for Department of Hawaiian Home Lands beginning with Paukukalo being specifically pursued through Sandwich Isle Communications and Kamehameha Schools partnership. Community Forum to obtain community input and feedback on Strategic Plan conducted in Fall 2005. Next Community Forum scheduled for Fall 2008.**
- 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: (See reference to Lau'ulu and Executive Committee participation).
- Promote the use of the Hawaiian language at all MCC campuses, as appropriate and consistent with the Hawai'i State Constitution: **Hawaiian language classes currently being offered at all MCC campuses and Centers. In Spring 2004, implemented the Academic Subject Certificate in Hawaiian Studies which includes language and cultural learning experiences. Title III project funding obtained to create and expand Hawaiian Studies and Language curricula. Three new Hawaiian Studies and Language faculty added.**
- 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: **Currently Title III grant supporting Hawaiian Studies program development. See previous reference to FY 2005 – 07 Biennium Budget request for Hawaiian Studies. Three Hawaiian faculty positions funded.**
- Encourage Native Hawaiians to practice their language, culture, and traditions at all MCC campuses: (See previous references).
- Plan and facilitate Native Hawaiian leadership development in partnership with community programs and businesses: **identifying Hawaiian community leaders and developing a community leadership program in collaboration with Decisions Maui, Focus Maui Nui, Chamber of Commerce, MEO, etc. Decisions Maui Leadership Program Ka Ipu Kukui received \$50,000 from County of Maui to develop this program.**

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

- 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: **approaching recognition of contributions through compensation opportunities. Special Nursing faculty salary adjustments were adopted in FY 2007 to retain critical Nursing Instructors. Funding to support merit payments to APT employees have been re-established in FY 2007.**
- Improve employment and retirement benefits and raise faculty and staff salaries to competitive levels; ensure fair treatment of all employees: **being pursued through institutional, program, and individual performance as a basis for collective bargaining agreements. Collective Bargaining increases will exceed 20% over the next three years.**
- Ensure that the College's teaching and service enterprises are supported by adequate levels of classified support staff and resources: **analytical relationships being developed to determine self-support programs and services staffing based on capacity for sustainably generating and accessing all funds. In Fall 2004, plans are to hire one clerical staff and one science lab tech to support instruction. APT and clerical appointments funded.**
- Encourage excellence in faculty and staff performance by continually offering opportunities for professional growth and renewal: (See previous references to funding for faculty and staff development). **Two nursing faculty members, through PCATT funding, were able to attend mainland workshops to learn how to use the mannequin simulators bought for the nursing program through PCATT funds. Professional development matching funds approved from Foundation resources. A Sabbatical and a Professional Improvement Leave approved.**
- Facilitate faculty, staff, and student participation in collegial governance, including planning, assessment, and communication needs: **expanded commitments to Strategic Plan and Implementation Retreats, Assessment Workshops, and communications processes. Yearly shared governance retreats provide all campus personnel the opportunity to become engaged in the governance and workings of the College. All sectors of campus**

continue to participate in college governance through representatives on the College-wide Executive Committee.

- Promote wellness of faculty, staff, and students through education, health, and counseling services and policy guidance: **encouraging college-wide participation in governance to design policies as a vehicle to create a healthy environment for professional fulfillment. One Strategic Plan team has taken the lead in providing opportunities for wellness through the offering of workshops on retirement planning and physical exercise. An \$8 million renovation is underway to convert the Student Center into a Student Life Center with a wellness/fitness center being constructed on the ground floor. acknowledged need and future focus. A leadership workshop was conducted.**
- Offer opportunities for the development of administrative leadership skills: **for campus leaders in August 2006. The theme was “Connections.” Campus leaders worked to learn about other components of the campus and the relationship or connection between and among campus units. Concrete steps were identified to ensure follow-up.**
- Recognize and reward accomplishments of faculty and staff: **supported faculty and administrative recognition including NHA Nurse of the Year Nancy Johnson, Francis Davis Award to Gertrude Ueoka and NASPA’s Pillar of the Profession Award to Dean of Students Tagomori, Excellence in Teaching Award Recipient Bob Wehrman and Excellence in Service Award Recipient Stephanie Dudoit. Kathy Fletcher, anthropology assistant professor, won the Excellence in Teaching Award, and Melody Bohn won the Excellence in Service Award. Thomas Hussey won the Masaki and Momoe Kunimoto Memorial Award and Lorelle Solanzo-Peros received the Frances Davis Award for Excellence in Undergraduate Teaching. Pat Adams, Diane Meyer and Jeannie Pezzoli recognized for their major role in the WASC Self Study preparation; Frannie Coopersmith and Janet Six received kudos for their leadership in conducting the IXth Islands of the World Conference.**
- Develop mechanism to achieve the goal of decreasing instructional and academic support workloads while maintaining necessary and appropriate instructional offerings: **continuing to examine characteristics of workloads while adding APT staff for Webmaster and Science Lab Technician** (See references to Banner support).
- Seek additional resources to allow faculty and staff opportunities to work in areas of curriculum development, service learning, and support to students (See previous references to grant developments in these areas).
- Support the development of a strong infrastructure, thereby allowing all faculty and staff the opportunity to better carry out their areas of responsibility: (See

previous references to financial sustainability, facilities and technological directions) .

- Collaborate with other components of the UH system to develop more appropriate personnel and classification procedures: (See previous references to “reorg” and mission clarification activities).
- Encourage entrepreneurship activities: (See previous references to self-support and sustainable strategies in all sectors of the college).

Objective 2

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

Action Strategies

- 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: **Expanded security hours during the evening for each semester and investigating private support for campus facilities; received campus Master Plan and prepared to work with State Foundation for Culture and the Arts on implementation. General fund Biennium Budget requests for an additional 24 hour, 7 days a week security officer for the college campus and an evening security guard for the student housing site have been prepared. MauiCC obtained general funds to support additional janitors, a general laborer for Molokai Education Center and additional repairs and maintenance funds during the 2006 Legislative Session. (See previous references to Maximo maintenance software, MCCC assistance with repainting facilities).**
- Pursue the timely progress of facilities development and establish capital improvement priorities in accordance with the academic priorities of the University system: **Supplemental Session supported Student Center Renovation and fire alarm system implementation and began Science and Allied Health facility development. Science Building planning and design funded at \$3.4 million.**
- Ensure that new construction and renovation projects maximize environment and economic sustainability principles with attention to the health and well-being of occupants: **criteria included in LRDP development and future construction. LEED standards have been adopted by the UH Facilities Planning Office and LEED “silver” is the minimum requirement for new facilities. Monsanto contributed \$47,000 to which campus resources were added to renovate the Agriculture facility to accommodate a Biotech Laboratory. Through RDP training funds, the dated multi-purpose facility on the lower campus was refurbished and restored. Chancellor suggested “sustainability” criterion as a consideration for UH System expectation for CIP and Repair and Maintenance planning.**

- Partner with the communities surrounding the campuses and education centers, adding vitality to both campus and community: (See references to Community Advisory Committees for College and RDP and relationships with such initiatives as facilities development on Lana`i and Decisions Maui leadership project).

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

- Develop and fund a competitive and fiscally sound enrollment management and marketing plan: **focusing first on reversing deficits, then addressing permanent financial solutions through near-term introduction of fees and longer-term nonresident-tuition-generated revenues supported by student housing development. Operational funding increase from Legislature has stabilized overall campus budget. An MOU between MCC and the State Department of Human Services is expected to address administrative and overall program deficits in Dental Assisting.**
- Develop a transparent policy on the appropriate allocation of financial responsibilities: **supported fully functioning Strategic Plan Steering/Implementation, Academic Senate Budget, and Executive Committees to guide financial decision-making; institutionalizing these responsibilities through the “reorg” proposals.**
- Reallocate resources as needed to ensure support for those programs deemed critical to the goals of Strategic Plan: **top two priorities recommended by the Strategic Plan and Program Review processes will be funded in the next year. Workforce Development and Infrastructure requests were funded by the 2006 Legislative Session.**
- 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: **acquired Maximo software to schedule and monitor systematic facilities and landscape maintenance; enlisting Rural Development Project funds to train Youth at Risk students to assist with painting lower campus buildings. Campus elected to participate in Star procurement process that will seek out sustainable products solution.**

- Pursue fundraising strategies in support of college priorities: **restored campus Ho`olaule`a Concert to support Telethon fund raising and recognition that supported faculty and staff development as well as student leadership; also secured Strong Foundation funds to begin a private-public supported Oral Health Care Center facility (see other sections). Secured the ownership of a second commercial truck via Tri Isle, Inc. for the Commercial Driver's License program in OCET as well as over \$15 million in grants since July 2005.**
- Examine and modify current policies and practices that serve as barriers to student enrollment and retention: **funded comprehensive math development plan; promoting "myUH" portal and new Webmaster position; initiated videostreaming project to support online access for nursing students to classes during non working hours. Data gathering required to be improved around retention issues. A program by program approach is being developed so that all students are assigned a counselor or faculty member to strengthen retention effort.**
- Develop programs that respond to emerging markets and delivery systems that are responsive to current and prospective students: **(see initiatives related to nonresident student housing, streaming video, ABIT Sustainable Tech, NSF National Center for High Performance Computing and other projects).**
- Evaluate the appropriateness, adequacy, and effectiveness of student services and use the results of the evaluation as a basis for improvement: **comprehensive assessment program for student services initiated, first cycle completed. Additional metrics for Student Services suggested to improve admissions and counseling impact on recruitment, retention and achievement including course completion and program graduation.**
- Develop marketing, recruitment, and customer service strategies that are responsive to public demands and promote the College as a learning-centered institution: **implementing mentor strategies for Harbor Lights, Kamehameha Schools as an approach to peer-to-peer marketing; researching and examining national and international marketing approaches. Additionally examining international and national recruitment tactics. Market nationally through major media vehicles: ,e.g. US News & World Report.**
- Implement retention strategies that encourage continuous enrollment and promote academic success: **(under investigation; no significant progress yet). Student Services designing assignment of all students to a counselor, faculty member or other academic advisor.**

Objective 2

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

Action Strategies

- Develop policy guidelines that ensure the implementation of assigned academic program responsibility consistent with functional responsibility and community needs: **support and complete conversion of CCCM to MCC policies by May 1, '05** **College policy conversions and refinements will follow emerging UHCC System Policy development.**
- Conduct a comprehensive review and redesign of administrative and student support processes; leverage information technology and best practices to improve efficiency and effectiveness: **Completed first administrative and student services (used a nationally recognized CAS best practice as its standard) processes for the comprehensive cycle of program reviews this year; Instructional and Academic Support program review completed utilizing Program Health Indicators, Voc Ed, MAPS and other available data with an expectation that more data will be available for review next year through system-wide initiatives. Conclusions from first comprehensive administrative services review indicated that the level of demands on business and fiscal office requirements point to additional staffing needs. Facilitation and timely review of contracts by ORS, General Counsel, and Office of Purchasing and Procurement Management required.**
- Encourage risk-taking, reward innovation, and invest in change to reduce costs and paperwork and generate revenue: **Self-support strategies initiated and funded through grants for Culinary Arts (\$36k), Music (\$40k), Library Information Literacy (\$18k); Oral Care Center (\$64k); webmaster (\$42k).**
- Monitor and improve college functions and provide public accountability: **reconstituted Chancellor's Advisory Council, posting all major documents and decisions on the College Website, and develop process to publish an Annual Report. Web reports reflect all major decisions and directions of the College.**
- Leverage resources to attract government and private sector funding: **secured present Mayor Arakawa's commitment to transfer land to UH MCC for student housing and other educational facilities; finalized Maui Electric Company-MCC MOA that will permit the repair and replacement of aging electricity campus infrastructure and MECO investments in College co-generation and other energy efficiency projects while delivering ownership of the MCC power plant to MECO; also obtained commitments from Agora Inc., for a Student Housing development and from HiPac for an R&D Wind Energy project. Secured Agora private sector support for 400 bed student housing project, \$400,000 of Cole and Case Family Foundations in support SLIM/ (See previous references to resources acquired).**

- Improve both human resource and financial support for college marketing efforts: **Raising College profile in community through Ho`olau`lea Concert on Cable Channel while acknowledging over \$154k of gifts; secured resources to appoint a webmaster to market over the web. Applied over \$175,000 to national and international recruitment. Implemented US News & World Report national and international advertorial.**
- Use management procedures and planning and budgeting processes that promote the economical, efficient, and effective use of resources: **finalized continuous improvement planning, data collection and analysis, budgeting priorities, evaluating performance based on end-of-year data, and refining plans; promoting independent budget and accounting in all major programs to be verified against campus budget and expenditure and encumbrances data to reduce salary overpayments, over-expenditures, and to reward efficiencies with direct access to savings or additional revenues generated. Improvements in OCET, Culinary, and Dental Assisting financial planning required. Internal Audit of procedures completed. Continuation of problems has prompted specific University Center Director (for MCC Director of Administrative Services with an MBA) assignment to examine and reverse and eliminate deficits.**
- Promote low cost access to learning through responsible management of fiscal resources such as tuition and fee revenues, student financial aid, and scholarships: **awarded 55 MCC-UH Foundation supported scholarships this year; Awarded 100 MCC-UH Foundation Scholarships**