



# Strategic Plan Outcomes

2003-2010  
 Revised 14 January 2010

## 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).

<b>GOAL 1</b>	<b>Educational Effectiveness and Student Success</b>
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Embrace a culture of excellence and performance as the hallmarks of effective student learning and success.

2008-2009	Met Achieving the Dream goal for 2015 in Fall '08 (Increase enrollment to 3,287 students by 2015, particularly in regions and with groups who are underserved)
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<b>Objective 1 (1.1)</b>	<b>Achieve a shared institutional culture that makes student learning and success the responsibility of all.</b>
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<small>Action Strategy</small> <b>1.1.1</b>	<b>Maintain all aspects of the College as a learning-centered institution:</b>
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2003-2004	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.
2006-2007	Provided campus report to remove warning by WASC ACCJC; received candidacy status for ABIT; officially conferred by WASC ACSCU Affirmed continued high level of student engagement through the second CCSSE report, which compare quality of students' learning experience through a comparison of student feedback between MCC and other community colleges in the country.

2007-2008	Increased Fall 2007 and Spring 2008 enrollments by over 5 and 9 percent respectively from the year before
2008-2009	Re-affirmed high level of student engagement through the third CCSSE report.

Action Strategy 1.1.2	<b>Provide instructional methods, technologies, materials, facilities, and academic support services that accommodate students of varied learning styles, backgrounds, interests, and abilities</b>
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2003-2004	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.
2004-2005	Provided faculty and staff workshop by Dr. Jane Jarrow on addressing and accommodating students with Learning Disabilities. 36 faculty and staff attended the workshop. Received Tribal College and University Program grant 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.
2005-2006	Developed rationale for Instructional Designer position priority (recently filled).
2006-2007	Met or exceeded 80% of Perkins Benchmarks
2007-2008	Awarded \$138,000 to support Project Ohana project, which puts 120 computers into the hands of students at outreach sites.
2008-2009	Received \$1.5m gift to address Math and English remediation through curricular redesign. Curricular redesign utilizing netbooks have potential for significant impact on Achieving the Dream outcomes. Implemented Netbook Pilot Project with nursing, dental, and culinary arts programs.
2009-2010	Conducted assessment workshops (September 2009; January 2010) with with Dr. Marilee Breciani of UC – San Diego. Approximately 140-150 faculty and staff attended workshops, including program coordinators, curriculum committee members, department chairs, baccalaureate faculty, counselors, CTE faculty, and lecturers. -Developed matrices to assess discipline-specific instructional program outcomes.

Action Strategy 1.1.3	<b>Provide students with access to a seamless UH system with full articulation between all campuses:</b>
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2003-2004	Allocated administrative and faculty resources for participation in articulation discussions.
2004-2005	Articulated 99% of all courses according to University Council on Articulation data ; a few remain to be reviewed for transfer to UH Manoa
2005-2006	Led discussions on articulation policy change, which clarified transfer requirements.
2006-2007	Held Second Annual Community Forum and solicited community leadership input into Strategic

	<p>Planning Action Plan Priorities</p> <p>Supported Cal-Pass and DOE/MCC articulation conclaves to strengthen and facilitate high school student movement into MCC</p> <p>Negotiated first MCC math and English classes to be offered on the Kamehameha School Maui Campus</p>
2007-2008	Participated in and concluded system-wide agreements in nursing and Early Childhood Education
2009-2010	<p>Participated in UH System engineering collaboration</p> <p>Facilitated 3rd system-wide math faculty summit</p> <p>Initiated and hosted 1<sup>st</sup> reading faculty summit</p>

<small>Action Strategy</small> <b>1.1.4</b>	<p><b>Engage students in active learning:</b></p>
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2003-2004	<p>Provided faculty with expanded “service learning” and cooperative education opportunities; conducted faculty workshops for assessment of active learning outcomes.</p>
2004-2005	<p>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.</p>
2005-2006	<p>Continued high level of faculty-student interaction as indicated from CCSSE feedback. Maui CC above the national mean on all five criteria.</p>
2006-2007	<p>Purchased 150 units and continuing to expand Turning Point Response system feedback from students to faculty</p>

<small>Action Strategy</small> <b>1.1.5</b>	<p><b>Use technology to enhance student learning and the quality and efficiency of student service functions:</b></p>
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2003-2004	<p>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</p>
2004-2005	<p>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 to 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.</p>

2005-2006	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.
2006-2007	Introduced Streaming Video Technology to supplement, accelerate and reinforce student learning
2008-2009	Secured a \$1.5 million donation for laptop distribution Hired instructional designer who trained 111 faculty/staff on capabilities of Lulima
2009-2010	Established Lulima training schedule and classes for college district including students, faculty, staff and outreach centers Implemented SARS system to enhance student access, identify and track students use of student and academic support services, and early identification of students experiencing academic difficulties.

Action Strategy 1.1.6	<b>Expand student support, including counseling and academic support services, at Hana, Molokai, and Lanai Education Centers:</b>
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2003-2004	Extramural support for Outreach Education Centers available through grants with sustainable support strategies funding accessible through Rural Development Project resources.
2004-2005	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.
2005-2006	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.
2008-2009	Established mental health counselor with tuition fees special fund

Action Strategy 1.1.7	<b>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.</b>
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2004-2005	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.
2005-2006	Math Plan completed and currently under administrative review.

2006-2007	Stipulated completion of a Math Development Plan as a precondition for supporting additional math positions
2009-2010	Initiated Math Course Redesign, including compressing of four remedial/developmental math courses into two courses and planning the implementation of the Emporium Model based on successful Cleveland State Community College math program

Action Strategy 1.1.8	<b>Facilitate the faculty role as coach, mentor, and tutor:</b>
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2003-2004	Faculty academic advisement role under development as part of the Student Enrollment Management System
2004-2005	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.
2005-2006	Academic advisement role included in all new advertisements for new faculty positions.
2007-2008	Faculty advisement group established
2009-2010	Incorporated Faculty advising into New Student Orientation

Action Strategy 1.1.9	<b>Develop and support service learning and community service opportunities: (See “service learning” references).</b>
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2006-2007	Funded Apprenticeship training expansion requirements through RDP
2008-2009	Recognized by “President’s Honor Roll for Service Learning”

Action Strategy 1.1.10	<b>Implement a state-of-the-art student information system that supports a continuing relationship with students from recruitment to alumni status: (See Banner references).</b>
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Action Strategy 1.1.11	<b>Implement a state-of-the-art student information system that supports a continuing relationship with students from recruitment to alumni status: (See Banner references).</b>
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2003-2004	Completed conceptual reorganization proposal for the instructional and academic support units; 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.
2004-2005	Continued further refinements to reorganization, including departments that reflect discipline rather than former interdisciplinary relationships. New structure was implemented in Fall ‘05.
2005-2006	Submitted for collective bargaining consultation reorganization proposal; subsequent presentation to the Board of Regents.

Action Strategy 1.1.12	<b>Provide full student support services, including advising, tutoring, counseling, and library services, that increase student retention and success in a learning-centered environment:</b>
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2003-2004	Designed student educational management flow chart . 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.
2004-2005	Implemented student educational management system. 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.
2005-2006	Approved the establishment of a retention coordinator position.. 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.
2008-2009	Implemented Mandatory New Student Orientation for all recently graduated high school student: improved Fall to Spring student persistence from 84% to 91% from last year Installed Compass Testing capacity at all Maui County DOE high schools

Action Strategy 1.1.13	<b>Create seamless instructional and support services, offering academic intervention at the earliest indication that a student is experiencing difficulties:</b>
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2003-2004	Provided workshops for facilitating faculty-student services professional collaboration on disabilities and Diffusing Difficult Situations. Filled Special Needs Counseling Position
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2005-2006	Reviewed plans by Student Services counseling department to identify counseling, faculty, and staff assignments to support and track all students.
2008-2009	Distributed to faculty list of on-campus and off-campus contacts for students who are in need of assistance

Objective 2 (1.2)	<b>Achieve a shared institutional culture that treasures diversity and inclusion, honors collegiality, and continuously strives for exceptional performance.</b>
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Action Strategy 1.2.1	<b>Create a learning environment where diversity is valued and embraced:</b>
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2003-2004	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.
2004-2005	Continued regular EEO workshops for all faculty, staff, and administrators.
2005-2006	Hired three new tenure-track Hawaiian Studies and Language faculty in Fall '06.
2009-2010	Developed application for next round of Title 3 funds to support Native Hawaiian at-risk students

Action Strategy 1.2.2	<b>Support the well-being of each individual in an atmosphere of open communication, integrity, and mutual respect:</b>
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2003-2004	Developed 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; completed draft descriptions.
2004-2005	Formalized, implemented, and adopted transparent college processes.
2005-2006	Convened Leadership Connections Workshop to enlist campus leaders in shaping the institutional directions.

Action Strategy 1.2.3	<b>Value and encourage innovation, collaboration, and creativity:</b>
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2003-2004	Provided extramural USDA, RDP and RTRF funding for culinary arts, webmaster/marketing, music, information retrieval and literacy, oral health care, and nursing.
2004-2005	Continued grant development based on faculty and staff ideas resulting in Rural Utilities Services \$387,000 grant.
2005-2006	Secured largest County grant 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. Constructed by apprenticeship program, a self-Sustaining Campus Health Center financed by RDP funds, fees for campus-required and flu prevention vaccines, and various health plan reimbursements.
2008-2009	Received \$500,000 for Allied Health and \$275,000 for Long term Care from Maui County

Action Strategy 1.2.4	<b>Encourage excellence in faculty and staff performance by offering opportunities for professional growth and renewal:</b>
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2003-2004	Secured staff and faculty development resources through MCC-UH Foundation of \$10,000 per year, Ho`olaule`a, and RTRF funds.
2004-2005	Continued MCC-UHF staff and faculty professional development support.
2005-2006	Supported two sabbaticals and a professional leave as well as continued Foundation supported professional development program.
2006-2007	Supported three sabbaticals, two full year and one half year.
2007-2008	Supported two sabbaticals. Supported two faculty members to attend automotive technology workshop; supported one librarian to technology conference. Foundation supported professional development program.
2008-2009	Supported one sabbatical; supported two faculty members to attend early childhood accreditation preparation workshop. Foundation supported professional development program.
2009-2010	Supported two representatives to participate in the Math Redesign conference in Nashville, TN Supported the Nursing department chair who attended national NLN convention in Philadelphia, PA. Foundation supported professional development program.

Action Strategy 1.2.5	<b>Recognize experimentation and institutional transformation as an ongoing process:</b>
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2003-2004	Initiated but not yet systematically monitored or assessed.
2004-2005	Secured RDP, Rural Utilities Services and PEG Access funding for Streaming Video and Cable TV Establishment of the Sustainable Living Institute of Maui (SLIM) begun with two \$100,000 gifts.



2005-2006	Developed internet TV capability. Streamed video courses being reviewed for HOST program and future delivery to Earth University partner in Costa Rica. Hosted IXth Islands of the World Conference in summer with plenary presentations available over the internet and a demonstration of holographic presentation occurring for the first time in Hawaii.
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Action Strategy 1.2.6	<b>Continue to recruit and retain a diverse faculty and staff</b>
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<b>Objective 3 (1.3)</b>	<b>Develop and implement a comprehensive evaluation system for regular review of all educational and student service programs.</b>
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Action Strategy 1.3.1	<b>Establish a comprehensive institutional effectiveness system that integrates assessment with planning, budgeting, and program implementation in a continuous improvement cycle:</b>
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2003-2004	Developed with first cycle completed.
2004-2005	Developed mission statements for all instructional and non-instructional programs. but the Building Maintenance and Liberal Arts Program Implemented 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.
2005-2006	Completed third cycle comprehensive program review and annual program reports. Program Summaries expected to be completed shortly.
2007-2008	Completed all annual and comprehensive program review with recommendations for major changes in review procedure and focus.
2008-2009	Participated in UHCC discussions to assess effectiveness of matrix to determine status (healthy, cautionary, unhealthy) of programs.

Action Strategy 1.3.2	<b>Implement educational program review/assessment and learning outcomes to evaluate and improve student learning:</b>
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2003-2004	Provided workshops on assessment 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.
2004-2005	Established and approved UHCC System-wide Program Review Policy.
2005-2006	Recommended by UHCC Institutional Research Cadre 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.
2006-2007	Implemented Program Review policies and procedures and utilized them to help build and prioritize 2007-09 Biennium Budget Completed Learning Outcomes for over 80% of MCC courses

Action Strategy 1.3.3	<b>Evaluate curriculum to improve student learning:</b>
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2003-2004	Continued Community College Survey on Student Engagement (CCSSE) for second year to inform faculty and institution on the characteristic of student learning successes and opportunities for improvement.
2004-2005	Continued using comparatively positive feedback on all five CCSSE criteria related to student learning and engagement.
2005-2006	Realigned Business-, Human Services and Construction-related programs for more effective feedback from the sectors served and more distinct program advisory committees.
2009-2010	Initiated plan to separate Early Childhood and Human Services by end 2009.

Action Strategy 1.3.4	<b>Identify and make public expected learning outcomes for degree and certificate programs:</b>
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2003-2004	Developed web page; all program and curricular information currently available.; however, access and ease to be improved by Webmaster
2004-2005	Continued improvements and updates more frequently to reflect changes in total learning environment.
2005-2006	Projected to align and publicize high school to college math curricula underway.
2008-2009	Began publishing all outcomes in our catalog and on our website.

<b>GOAL 2</b>	<b>A Learning, Applied Research, and Service Network Engage in intellectual and educational activities that enable the County</b>
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of Maui and the State of Hawai'i to flourish.

**Objective 1 (2.1) 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 Strategy 2.1.1 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:**

2003-2004	Established partnerships at State and District levels; 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. Continued Tech Prep and School-to-Work and other collaborative projects. Increased the number of courses identified as meeting the criteria for Running Start from 27 to 62.
2004-2005	Offered additional MCC 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.
2005-2006	Created bridges through Upward Bound, RDP, Ku`ina, Ho`okahua, and other programs to high schools and have extended culinary and automotive training programs to Lanai; secured resources for Hana culinary interests as well.

2007-2008	<p>Aligned high school standards with college and work expectations:</p> <p>2.1.1.1 – Reviewed of K-12 standards vs. national ADP benchmarks by national experts</p> <p>2.1.1.2 – Conducted postsecondary survey re: success in entry level courses</p> <p>2.1.1.3 – Conducted business survey re: success in entry-level living wage jobs</p> <p>2.1.1.4 – Reviewed workplace tasks</p> <p>2.1.1.5 – Convened faculty &amp; business discussion re: expectations to identify “target” of readiness</p> <p>2.1.1.6 – “Upgraded” of K-12 standards to reflect demands of career and college</p> <p>Received the only DOE Partnership Award among our ten campus system</p>
2008-2009	Established Professional Learning Communities that bring DOE and MCC teachers together around English and math disciplines
2009-2010	<p>Developed transitional plans for high school students with input from Maui CC counselors and faculty.</p> <p>Conducted Personal Transition Plan pilot at Maui High School to assess feasibility of district wide implementation.</p>

<p>Action Strategy 2.1.2</p>	<p><b>Expand training and workforce development programs, e.g. Dental Assisting, in coordination with county, state, and industry economic initiatives:</b></p>
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2003-2004	Requested Dental Assistant, Educational Assistant, and Biotech faculty positions in State Supplemental and next Biennium Budgets to complement Rural Development and Title III Funds that have started these programs.
2004-2005	Received funds for all three positions through legislative support. Obtained a County of Maui 500K grant to address the shortfall in nurses and also included a Nursing initiative in its FB 07-09 Biennium Budget proposal.

2005-2006	<p>Implemented Radiology Technician program, supported by RDP funds, in Fall '07.</p> <p>Started plans for an Electro-Optical Engineering Technology Program, which has been initially supported by the UH VP for Research at \$200,000 with another \$200,000 promised by the VP for CCs.</p> <p>Began development of Dental Hygiene AS Degree</p> <p>Initiated accalaureate program discussions through the support of the Mayor's \$2 million commitment. Convened meetings with faculty and administrative committees to discuss baccalaureate options.</p>
2006-2007	<p>Supported Agriculture program in developing a Sustainable Vegetable and Flower Garden that generates Baskets</p>
2007-2008	<p>Required all students to take more challenging college and work-prep courses:</p> <p>2.1.2.1 – In the BOE Recognition Diploma (voluntary), specify rigorous courses that would prepare students for demands of careers and college</p> <p>2.1.2.2 – Provide incentives to communicate importance of HS preparation and to motivate students to earn "Career and College Ready" diploma</p> <p>Doubled the size of the Nursing Program from 40 to 80 students through a 2006-2007 Maui County Grant of \$500,000; County allocated another \$750,000 this year for Allied Health and Long Term Care with another \$100,000 set aside by Office of Economic Development for renewable energy-related initiatives</p>
2008-2009	<p>Responded to Mayor Tavares' Maui County Energy Alliance leadership invitation with County and MEDB by participating in discussions and ensure faculty engagement</p>

<p>Action Strategy</p> <p>2.1.3</p>	<p><b>Include liberal arts education as the foundation for an educated community and a competent workforce:</b></p>
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2003-2004	<p>Continued commitment to general education components of two-year and first four-year baccalaureate degrees.</p>
2004-2005	<p>Restored recently held vacant English and other general education positions resulting from legislative and governor's support for replacing and fully funding electricity resources.</p>
2005-2006	<p>Filled two English positions.. Added Humanities PhD in Communications to ABIT faculty. Deferred Comprehensive Program Review for Liberal Arts will be completed in Fall '06.</p>
2006-2007	<p>Established Music Audio Studio facilitating student-produced CDs currently sold by Border's Books through RDP support</p>

2007-2008	Administered tests that measure readiness for college and work to all high school students:  2.1.3.1 – Participated in multi-state Algebra II End-of-Course Exam hui  2.1.3.2 – Piloted use of exam (Spring 2008)  2.1.3.3 – Explored use of HS exam for college placement
2009-2010	Provided leadership for identifying Maui CC courses as meeting Diversification Hallmarks.

Action Strategy 2.1.4	<b>Involve faculty in the development of an efficient articulation process based on trust among faculties and on student outcomes and competencies:</b>
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2003-2004	Supported faculty travel to participate in system-wide articulation discussions.
2004-2005	Identified by UH System Chief Academic Officers pathways for students to transfer to upper division programs.
2005-2006	Completed articulation between MCC Early Childhood Education program and UH West Oahu Bachelor’s in Early Childhood Education ; MCC Human Services and UH Manoa’s Bachelor’s in Social Work in progress.
2007-2008	Collected data and held high school and postsecondary institutions accountable for student success:  2.1.4.1 – Developed tool, HI-PASS, to look at students’ academic progress from grades 7-16  2.1.4.2 – Shared UH remediation data with high schools  2.1.4.3 – Developed benchmarks of success

Action Strategy 2.1.5	<b>Maximize opportunities for students to enroll and transfer among campuses in order to achieve their educational objectives in a timely manner:</b>
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2003-2004	Participated actively 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.
2005-2006	Examined procedures for recognizing MCC transfers to University Center four-year degree programs more accurately.

2007-2008	Increased the number of Financial Aid presentations in Maui County: Worked with Hawaiian Program and Lau`ulu to promote Financial accessibility Increased exposure of high school and intermediate Researched state and financial aid policies Created a Financial Aid Outreach Counselor position. Conducted annual focus groups and/ or online surveys
2009-2010	Approved new Automatic Admissions and Transfer Reversal policies by Maui CC Academic Senate.

Action Strategy 2.1.6	<b>Maintain affordable, open door access to the College for Hawai`i residents:</b>
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2003-2004	Created financial strategies to support lower resident tuitions based on significantly higher nonresident tuition fees.
2004-2005	Worked with private student housing developer to construct a 400-bed facility for eventual nonresident students.
2005-2006	Awarded largest number of resident scholarships last year (over 100).

Action Strategy 2.1.7	<b>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:</b>
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2003-2004	Began new Earth University linkage agreement and other international university agreements being maintained.
2004-2005	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. .
2005-2006	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.
2008-2009	Signed Memorandums of Intent with five Chinese universities. Sent one culinary arts faculty to teach at Shanghai Normal University.
2009-2010	Signed Memorandum of Intent with one Philippine university. Hosted two delegations from Shanghai Normal University. Signed Memorandum of Agreement with Shanghai Normal University.

Action Strategy 2.1.8	<b>Develop standards and criteria for awarding credit for learning outside of normal school organizations:</b>
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2003-2004	Began discussions on learning outcomes-based on experiential learning.
2009-2010	Sent Vice Chancellor of Academic Affairs to a Council on Adult Experiential Learning Conference (CAEL) in Chicago, IL.

Action Strategy 2.1.9	<b>Support the collaboration of credit/non-credit offerings through coordination of resources and other strategies:</b>
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2003-2004	Discussed how 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.
2005-2006	Examined Fashion Technology and Auobody as possible candidates to transfer to noncredit program.

Action Strategy 2.1.10	<b>Facilitate dialogue and discussion with business and community partners to better serve workforce needs:</b>
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2003-2004	Revitalized and consolidated Accounting, Business Careers, Hotel Operations and Office Administration Technology Programs into a single Advisory Committee.
2004-2005	Collaborated with HC&S and Kaanapali Hoteliers to provide Supervisory and Cultural training workshops. Established SLIM with ML&P.
2005-2006	Opened the West Maui Educational Center in summer 2006. Five credit classes will be offered in fall 2006 along with a number of non-credit classes. Established an advisory committee to help guide the Center to meet the needs of the west side community.

Action Strategy 2.1.11	<b>Determine the need for emerging specializations in the workplace; create partnerships between college and community representatives to address new program initiatives:</b>
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2003-2004	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
2004-2005	Enlisted the support of the Maui Dental Association for the Dental Assisting program and Dental Hygiene program development. Maui Memorial Medical Center committed to assisting with Radiology Technician program delivery beginning Fall '07.
2005-2006	Began discussions with leadership of visitor industry and unions to explore increasing entry-level wages of HOST and Culinary Arts graduates.
2006-2007	Funded (RDP) a student and community Information Retrieval system. Established partnerships to create the Sustainability Living Institute of Maui; forwarded for BOR "Institute" review as more major partners are identified.
2008-2009	Forged partnerships with the Aging with Aloha Coalition; Business Advisory Council.that reviewed and reported on College Direction related to proposed degree paths and their relationship to Hawaii Science Innovation Council Report Received approval for Dental Hygiene Program. Presented Applied Engineering Technology BAS before the BOR - Received endorsement of Ocean Studies and Sustainable Energy Science BAS and Cultural and Natural Resource Management AAS ATPs by Curriculum Committee and Academic Senate
2009-2010	Hired two faculty members with doctorates in sustainable science-related degrees.

Action Strategy 2.1.12	<b>Reevaluate existing college programs to ascertain relevancy and effectiveness: (See Program Review and WASC references).</b>
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Action Strategy 2.1.13	<b>Seek external funding sources, e.g. National Science Foundation, to develop programs that promote economic diversification and high-end technology:</b>
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2003-2004	Prepared, in addition to NSF National Center award, an EPSCOR grant ; 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; completed and submitted a HUD project proposal for a Native Hawaiian facility on campus. In FY2004, a total of \$7,767,152 in extramural funding was awarded to the college.
2004-2005	Received fundings for NSF STEM and HUD projects Received funding for Educational Opportunity Center, Native Hawaiian Scholarship (\$9.3 million grants received.) In FY2005, a total of \$5,284,557 in extramural funding was awarded to the college.

2005-2006	Submitted and received USDOL, County of Maui, and other grants (\$6.3 million received from July 1, 2006) In FY2006, a total of \$12,130,820 in extramural funding was awarded to the college.
2006-2007	In FY2007, a total of \$6,149,391 in extramural funding was awarded to the college.
2007-2008	In FY2008, a total of \$9,315,200 in extramural funding was awarded to the college.
2008-2009	In FY2009, a total of \$9,819,386 in extramural funding was awarded to the college.

Action Strategy 2.1.14	<b>Partner with the community to identify educational and training needs and to determine how the College can best meet those needs:</b>
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2003-2004	Conducted study 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.
2004-2005	Began work on acquisition of 20 acre Palauea Preserve parcel to be deeded to MCC_UH to provide archaeological cultural preservation lab and site.
2005-2006	Joined in Maui Long Term Care Consortium and other rural nursing programs in the UH System in a collaborative USDOL Community-Based Job Training Initiative grant application for a Consortium for a Center of Excellence for Rural Nursing.
2007-2008	Collaborated with the County of Maui and MEDB to establish the Maui County Energy Alliance to address a range of energy issues including renewable energy development, creating a “green workforce,” introducing electric vehicles and smart grids, promoting and demonstrating conservation strategies, addressing solutions and opportunities related to Greenhouse Gasses and carbon sequestration Initiated a draft MOA with the National Oceanic and Atmospheric Association to expand marine related education and applied research capabilities through NOAA resources

Action Strategy 2.1.15	<b>Develop appropriate sustainable baccalaureate degrees:</b>
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2003-2004	Appointed a committee 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.
2004-2005	Established an Academic Senate and College Baccalaureate Committees ; clarified feedback on WASC timeline for second degree.
2005-2006	Secured USDOL RDP resources for further four year degree development

Objective 2 (2.2)	<b>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.</b>
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Action Strategy 2.2.1	<b>Maintain and continuously fund basic technology infrastructure, training, and support that improve the efficiency and effectiveness of the entire college community:</b>
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2003-2004	Supported Banner development 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).
2004-2005	Implemented 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.
2005-2006	Purchased and installed routers to complete high speed fiber ring around the campus.far end control system and other ancillary cable and interactive tv instruction equipment purchased from PEG Access, restoration of electricity resources, and Rural Utilities Services project sources and grants Replaced aging computers by NSF, RDP and RUS grants on campus and in our Outreach Centers.
2006-2007	Funded (RDP) interactive audio system based on Skype to facilitate Japanese and possibly Spanish language exchange and learning program
2007-2008	Created statewide RDP teleconference system to facilitate rant oversight
2008-2009	College-wide reorganization was approved which established a new Information Technology Department by consolidating Computing Services, Media Center and Telecommunications under the oversight of a new Chief Information Officer.

Action Strategy 2.2.2	<b>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)</b>
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2006-2007	Funded (RDP) interactive audio system based on Skype to facilitate Japanese and possibly Spanish language exchange and learning program
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Action Strategy 2.2.3	<b>Acquire needed equipment to meet the on-going technological needs of the college campuses on the three islands:</b>
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2003-2004	Discussed technology fees on campus to support aging computer replacement and other science and technology related needs.
2004-2005	Identified IT support as a high priority in the program review and MauiCC Eight (8) year financial plan.
2005-2006	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.
2006-2007	A 100K annual computer/infrastructure replacement fund was established in FY 2007 with additional tuition revenues. A student tech fee was approved by the BOR and implemented beginning Fall 2007. This funds generates \$150,000 to \$180,000 per year and is used to support instructional technology and technology infrastructure.
2009-2010	Established a 100K annual computer/infrastructure replacement fund in FY 2007 with additional tuition revenues.

Action Strategy 2.2.4	<b>Support the request for increased staff in technology development and in academic support: (See references to Banner staffing support and Webmaster)</b>
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Action Strategy 2.2.5	<b>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).</b>
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Objective 3 (2.3)	<b>Practice applied research for the discovery of knowledge.</b>
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Action Strategy 2.3.1	<b>Promote applied research through collaboration across disciplines and among campuses:</b>
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2003-2004	Initiated first baccalaureate in Applied Business and Information Technology, including applied research metric.
2004-2005	Identified Maui County community needs and opportunities 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.
2005-2006	Identified by ABIT faculty parameters for Applied Research as they might relate to faculty responsibility
2008-2009	Learned of SLIM approval as an official institute of the UH Maui CC

Action Strategy 2.3.2	<b>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:</b>
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2003-2004	Completed Long-Range Development Plan by Helber, Hastert, and Fee consultants and is pending final UH BOR approval; received appropriations of \$300k for Science and Allied Health construction project development in the Supplemental Budget Session. 99% completed by Pacific Architects.
2004-2005	Supported by last Legislative '06 Session a \$3,448,000 appropriation to design the new Science Building, and the college began consultant selection upon the release of the funds by the Governor. \$3,500,000 appropriated by the Legislature to renovate the Student Life Building
2005-2006	A second \$3,500,000 appropriated by the Legislature to renovated the Student Life Building.
2006-2007	LRDP approved by the Board in November 2006. \$1,479,000 appropriated by the Legislature to construct new Nursing building with classroom, lab and offices. \$5,258,000 appropriated by the Legislature to replace the electrical distribution system campus wide to support the continued expansion of the college physical plant.
2007-2008	\$25,000,000 appropriated by the Legislature to construct the new Science building. Renovation of the Student Life building completed.
2008-2009	\$3,157,000 appropriated by the Legislature to provide furniture and equipment for the new Science building. \$500,000 appropriated by the Legislature to purchase a 3.1 acre parcel of land adjacent to the Molokai Education Center to allow for future physical plant expansion. Renovation of the Library building completed.

2009-2010	The new Science Building designs completed and construction scheduled to begin in May 2010. The new Nursing building completed in December 2009. The US HUD funded Lau'ulu Center building designs completed and construction scheduled to begin in April 2010.
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Action Strategy 2.3.3	<b>Develop, implement, and support new applied research programs, including electronics engineering technology, computer engineering technology, PC-cluster technology, and biotechnology: curricular revisions:</b>
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2003-2004	Secured applied research funding for ABIT, biotech, and other areas through RDP and Title III grants.
2005-2006	Investigated collaborative projects with EMSI workforce development "ground truthing" research and Bank of Hawaii cost of living comparative study.
2009-2010	Received \$97,000 to design and develop computational science and supercomputing curricula

Action Strategy 2.3.4	<b>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).</b>
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Action Strategy 2.3.5	<b>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:</b>
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2003-2004	Focused on Title III and EPSCOR grants.
2004-2005	Received funding from NSF STEM grant, Native Hawaiian Scholarship, and other grants.
2005-2006	Re-funded by County WIA grants, Native Hawaiian Scholarship grants.

<b>GOAL 3</b>	<p><b>A Model Local, Regional, and Global College</b>  <b>Transform the profile of the College, positioning it as one of the world's foremost multicultural centers for island and indigenous studies.</b></p>
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Objective 1	<b>Establish Maui Community College as a preferred educational and training destination for local, national,</b>
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**(3.1) and international students.**

Publicize college offerings

Action Strategy 3.1.1	<b>Identify and capitalize on strategic markets for profit-generating programs, e.g. short-term training:</b>
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2003-2004	Created self-support programs forRDP funded Culinary Arts, Oral Care Center and music audio studio projects.
2004-2005	Pursued upon further assessment of workforce shortage and current state and county economic strength, a premier position of institutional and island-wide sustainability.
2005-2006	Developed partnerships (previously identified European, Central American and Asian institutions) with international institutions and organizations for credit, study abroad, and summer program initiatives.

Action Strategy 3.1.2	<b>Encourage interaction between international students and students from local ethnic groups:</b>
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2003-2004	Restored exchange programs between MCC and Japanese colleges 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.
2004-2005	Expanded international and resident student interaction 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.
2005-2006	Expanded Student Life program to include greater interactions among resident and international students with annual dinners for new international and student leadership hosted by Chancellor. Included non-credit Maui Language Institute students in student life activities. MLI students pay student activity fees and are eligible to fully participate in all student life activities and functions.
2008-2009	Sent culinary arts faculty to Shanghai Normal University (SNU) to each a 3-week course in hospitality
2009-2010	Established and subsequently signed Memorandum of Understanding with Shanghai Normal University agreeing that 20-30 SNU students wil study at Maui CC in fall 2010.

Action Strategy 3.1.3	<b>Continue support for the study of diverse cultures and languages to support Hawai'i students who wish to explore their cultural roots:</b>
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2003-2004	Offered Hawaiian and Japanese languages . 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.
2004-2005	Funded three Hawaiian Studies and Language Faculty positions in the 2006 Legislative Session.
2005-2006	Extended connections to Hispanic student with ESL studies and support to MCC Spanish students as language informants.
2009-2010	Established plan to create Maui CC study abroad program in Spanish-speaking countries.

Action Strategy 3.1.4	<b>Expand on- and off-campus intercultural and education abroad opportunities:</b>
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2003-2004	Pursued relationship with Global Islands Network ; 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.
2004-2005	Participation by The Dean of Students and Spanish Language faculty in a College Fair tour in Mexico, Peru, Columbia, and Brazil in the last 2005-06 year.
2005-2006	Hosted the Ixth Islands of the World Conference focusing on Sustainable Islands and Sustainable Development at MCC Summer '06. Japanese Language faculty escorted a student tour to Japan in the Summer '06.
2006-2007	Created a Rotoractor (Student) Club supported by all 8 Maui Rotary Clubs to advance Service Learning as well as promote and fund study abroad programs

Action Strategy 3.1.5	<b>Facilitate worldwide networking and intercultural exchanges involving faculty, visiting scholars, administrative staff, and students:</b>
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2003-2004	Created student housing to realize this potential with current housing facility possibly being available for faculty housing opportunities.
2004-2005	Established visiting scholar connections with Earth University and Royal Institute of Technology.
2005-2006	Projected completion of Student Housing construction this next 2006-07 academic year
2006-2007	Implemented streamed video solutions for expanding student access locally and eventually elsewhere Recruited and implemented student representative services in Europe, China and Japan.
2008-2009	Arranged for the College to host the PIN Conference in Honolulu and Maui during April 12-16, 2010. This was result of Bellwether Award and invitation to participate in the Post secondary International Network.
2009-2010	Facilitated continuing discussions between business department chair and Lambton College business department chair.



Action Strategy 3.1.6	<b>Establish and continue partnerships with international education institutions: (See previous references to linkages, exchanges, and study abroad opportunities).</b>
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2005-2006	Hosted IXth Islands of the World Conference with 239 participants
2006-2007	Resolved technical issues and began internet tv broadcasts (one of 47 colleges and universities providing this service) Expanded national and international linkages through United States Partnership for Education of the Sustainable Decade
2008-2009	Joined Postsecondary International Network with members from 34 countries

Action Strategy 3.1.7	<b>Strengthen the recruitment of international students in both credit and non-credit programs:</b>
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2003-2004	Maintained arrangements with DormTech for Japanese non-credit students, exploring opportunities with Chinese and other Asian, European and Central and South American students.
2004-2005	(See prior reference) Negotiated with US News & World Report to nationally and internationally publicize college for Fall '07.

Action Strategy 3.1.8	<b>Develop partnerships with private companies to address student housing needs:</b>
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2004-2005	Implemented relationship with Agora and A&B Properties leadership regarding construction of 400 bed student housing facility.
2005-2006	Pursued other relationships with other prospective developers of housing initiatives.
2006-2007	Helped Agora complete student housing facility

Action Strategy 3.1.9	<b>Support the ongoing development of facilities and infrastructure at Hana and on Moloka`i and Lana`i:</b>
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2003-2004	Supported HUD project 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
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2005-2006	Expanded Hana’s facility 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.
2007-2008	Opened the Lahaina Education Center with RDP grants for providing a setting for students to acquire construction skills and obtaining HITS, Polycomm, and computers to equip the facility with all of its requirements, successfully requesting that lease rents be deferred from renovation to present, and enrolling over 100 students from West Maui in the first two semesters. Completed the HUD classrooms on Molokai with assistance from the UHCC System Office.
2008-2009	\$500,000 appropriated by the Legislature to purchase a 3.1 acre parcel of land adjacent to the Molokai Education Center to allow for future physical plant expansion. In negotiation with Molokai Ranch for the land purchase.

Action Strategy 3.1.10	<b>Provide academic support services to promote student retention and academic success:</b>
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2003-2004	Addressed needs of high risk liberal arts students with Special Student Support Services Grant; 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).
2005-2006	Hired a retention coordinator in fall 2006.

<b>Objective 2 (3.2)</b>	<b>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.</b>
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Action Strategy 3.2.1	<b>Provide positive support for the development, implementation, and improvement of programs and academic support services for Native Hawaiians:</b>
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2003-2004	Appointed Lau`ulu group representative to Executive Committee; Title III, HUD, USDE, EPSCOR and other grants include a significant Native Hawaiian emphasis.
2005-2006	Funded Rural Utilities Services grant Project Ohana with over \$374,000 for educationally involving Native Hawaiians in Maui County.
2008-2009	Requested by Friends of Moku’ula to assist with restoration: creating a response to establish a field school Deeded assistant for the Palauea Conservation Preserve from the .5% resales, assistance from neighbors, and Field School

2009-2010	Designs for a US-HUD funded new Lau'ulu Center completed and construction scheduled to begin in April 2010. The Lau'ulu Center will be a central gathering and meeting building for Hawaiian Studies students and faculty.
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Action Strategy 3.2.2	<b>Use the technological capabilities of the College to provide access to international conferences and workshops for indigenous peoples:</b>
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2004-2005	Developed streaming video capabilities to deliver IXth Islands of the World Conference programs over the web.
2005-2006	Plenary Sessions of Islands Conference available over the web.

Action Strategy 3.2.3	<b>Facilitate informational workshops in Maui County communities:</b>
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2003-2004	Provided presentations 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.
2004-2005	Conducted Community Forum to obtain community input and feedback on Strategic Plan in Fall 2005.
2005-2006	Scheduled next Community Forum for Fall 2008.
2006-2007	Scheduled, planned and will be hosting IXth Islands of the World Conference this summer; secured \$41,000 from USGS and \$35,000 from the County of Maui
2009-2010	Established plan to hold Community-focused Forums.

Action Strategy 3.2.4	<b>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).</b>
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Action Strategy 3.2.5	<b>Promote the use of the Hawaiian language at all MCC campuses, as appropriate and consistent with the Hawai'i State Constitution:</b>
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2003-2004	Offered Hawaiian language classes at all MCC campuses and Centers. In Spring 2004, implemented the Academic Subject Certificate in Hawaiian Studies which includes language and cultural learning experiences.
2004-2005	Obtained Title III project funding to create and expand Hawaiian Studies and Language curricula.

2005-2006	Added three new Hawaiian Studies and Language faculty..
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Action Strategy 3.2.6	<b>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:</b>
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2003-2004	Supported Hawaiian Studies program development using Title III grant See previous reference to FY 2005 – 07 Biennium Budget request for Hawaiian Studies.
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2005-2006	Funded three Hawaiian faculty positions.
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Action Strategy 3.2.7	<b>Encourage Native Hawaiians to practice their language, culture, and traditions at all MCC campuses: (See previous references).</b>
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Action Strategy 3.2.8	<b>Plan and facilitate Native Hawaiian leadership development in partnership with community programs and businesses:</b>
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2003-2004	Identified Hawaiian community leaders and developed a community leadership program in collaboration with Decisions Maui, Focus Maui Nui, Chamber of Commerce, MEO, etc.
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2005-2006	Received \$50,000 from County of Maui to develop program named Decisions Maui Leadership Program Ka Ipu Kukui ..
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<b>GOAL 4</b>	<b>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.</b>
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Objective 1 (4.1)	<b>Create a culture of excellence by recruiting, rewarding, and empowering faculty and staff and fostering a spirit of appreciation for all college employees.</b>
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2008-2009	<p>Developd and enhanced training and mentoring program for entire campus community new hires. Supported on-going training and mentoring for entire campus community as a priority for workforce success.</p> <p>Ensured adequate staffing to support college programs and services. Update position descriptions and classifications for all support staff (based on current classifications)</p> <p>Secured guaranteed fuding for professional development activities and sabbaticals.</p> <p>Established clear college-wide policies for on-going professional development.</p>
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Action Strategy 4.1.1	<b>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:</b>
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2003-2004	Approached recognition of contributions through compensation opportunities.
2005-2006	Adopted Special Nursing faculty salary adjustments in FY 2007 to retain critical Nursing Instructors. Funding to support merit payments to APT employees have been re-established in FY 2007.
2008-2009	College wide re-organization approved which re aligns existing support staff with departments to insure balanced and equitable workloads.

Action Strategy 4.1.2	<b>Improve employment and retirement benefits and raise faculty and staff salaries to competitive levels; ensure fair treatment of all employees:</b>
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2003-2004	Being pursued through institutional, program, and individual performance as a basis for collective bargaining agreements.
2005-2006	Collective Bargaining increases will exceed 20% over the next three years.

Action Strategy 4.1.3	<b>Ensure that the College’s teaching and service enterprises are supported by adequate levels of classified support staff and resources:</b>
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2003-2004	Developed analytical relationships to determine self-support programs and services staffing based on capacity for sustainably generating and accessing all funds. In Fall 2004, planed to hire one clerical staff and one science lab tech to support <i>instruction</i> .
2005-2006	Funded APT and clerical appointments.
2006-2007	Received commitments from HC&S and Tri-Isle Company to donate a truck for the Commercial Drivers Licensing program

2007-2008	From FY 2005 to FY 2008 the Business Office staffing increased from 7.0 FTE to 10.0 FTE with RTRF resources to support the increasing levels of extramurally funded projects and is currently comparable with the staffing levels of HonCC, LeeCC and KapCC.
2008-2009	Hired permanent Assistant Dean of Instruction

Action Strategy 4.1.4	<b>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).</b>
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2004-2005	Attendance at two mainland workshops by two nursing faculty members, through PCATT funding, to learn how to use the mannequin simulators bought for the nursing program through PCATT funds. Professional development matching funds approved from Foundation resources.
2005-2006	Approved a Sabbatical and a Professional Improvement Leave.
2006-2007	Brought Learning Outcomes expert Dr. Ruth Stiehl to strengthen faculty implementation connecting faculty course goals with designing learning outcomes to support more effective student learning Approved professional improvement leave for a first master's to PhD candidate Set aside \$10,000 matching fund for faculty and staff development from MCC Foundation
2008-2009	Scheduled shared weekly department meetings with Math and English departments during the Fall '09 semester to enable professional development workshops throughout the semester. M/W 12-1:15 will be blocked for both Math and English. Currently planning a Developmental Education retreat during Spring 2009 First Week that will include Math, English, and across the campus. Currently planning professional development opportunities for Spring 2009.  Strengthened vice chancellor and administrative team towards greater independence and encouraged greater responsibility for improvements and excellence in their respective areas including coaching their respective supervisors  Received another \$10,000 award for Ka Ipu Kukui (Young Community Leaders 25-45 year olds) leadership program from County  Approximately 50% of the Administrative Services staff completed the Franklin Covey's 7 Habits of Highly Effective People training.
2009-2010	Supported two math faculty to attend math conference in Nashville, TN

Action Strategy 4.1.5	<b>Facilitate faculty, staff, and student participation in collegial governance, including planning, assessment, and communication needs:</b>
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2003-2004	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.
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Action Strategy 4.1.6	<b>Promote wellness of faculty, staff, and students through education, health, and counseling services and policy guidance:</b>
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2003-2004	Encouraged 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.
2004-2005	Acknowledged need and future focus.
2005-2006	Started an \$8 million renovation to convert the Student Center into a Student Life Center with a wellness/fitness center being constructed on the ground floor A leadership workshop was conducted.
2006-2007	Staged workshops on Risk Management, RCUH and EEO policies and procedures Organized and presented EEO, RCUH, WebCT, Streaming Video, and other training workshops
2007-2008	The renovation of the Student Life building completed with the Wellness Center.
2008-2009	Fitness, exercise and yoga classes offered for students, staff and faculty in the Wellness Center for a monthly fee.

Action Strategy 4.1.7	<b>Offer opportunities for the development of administrative leadership skills:</b>
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2005-2006	Conducted retreat 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.
2009-2010	Supported Vice Chancellor of Academic Affairs to attend CAEL conference in Chicago, IL

Action Strategy 4.1.8	<b>Recognize and reward accomplishments of faculty and staff:</b>
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2003-2004	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.
2004-2005	Awarded faculty and staff members as follows: 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.
2005-2006	Recognized Pat Adams, Diane Meyer and Jeannie Pezzoli 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.
2008-2009	Recognized by President’s Honor Roll for Service Learning for faculty and students’ myriad initiatives to serve the community

Action Strategy 4.1.9	<b>Develop mechanism to achieve the goal of decreasing instructional and academic support workloads while maintaining necessary and appropriate instructional offerings:</b>
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2003-2004	Continued to examine characteristics of workloads while adding APT staff for Webmaster and Science Lab Technician (See references to Banner support).
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Action Strategy 4.1.10	<b>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).</b>
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Action Strategy 4.1.11	<b>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) .</b>
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2006-2007	Awarded Rural Utilities Services Grant for Project Ohana (Online Health and Academic Network Access: \$387,000) that will distribute 120 laptop computers to disadvantaged students in outreach communities and 30 laptops to faculty
2007-2008	Opened the privately funded Kulanaa’o Student Housing Project to an initial 50+ student residents; Opened the renovated Student Life Center with a formal Grand Reopening planned for Fall ’08. Securing \$25 million toward construction of a new Science Building
2008-2009	The new Science Building designs completed and construction scheduled to begin in May 2010. The new Nursing building completed in December 2009. The US HUD funded Lau’ulu Center building designs completed and construction scheduled to begin in April 2010.



2009-2010	The new Science Building designs completed and construction scheduled to begin in May 2010. The new Nursing building completed in December 2009. The US HUD funded Lau’ulu Center building designs completed and construction scheduled to begin in April 2010.
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Action Strategy 4.1.12	<b>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).</b>
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Action Strategy 4.1.13	<b>Encourage entrepreneurship activities: (See previous references to self-support and sustainable strategies in all sectors of the college).</b>
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2008-2009	Finalized procedures to auction and sell cars donated to the Automotive program Signed Management Services Contract with Sodexo in May 2009 that will expand Food Services hours, services, and connections such as the SWAP Meet, Maui Art & Culture Center, and catering
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Objective 2 (4.2)	<b>Create positive, healthful, resource-efficient, and sustainable physical environments on the campuses of the College.</b>
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Action Strategy 4.2.1	<b>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:</b>
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2003-2004	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.
2004-2005	Requested through the 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.
2005-2006	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).
2007-2008	Replaced exterior lighting campus wide to improve evening lighting around the campus. Installed emergency phone towers around the campus. Replaced carpets in the Learning Center and Ka Lama building to reduce mold and mildew issues.

2008-2009	Obtained general funds to support a new Chief of Security and Security Officer to supplement the contract security staff and security equipment funds to install exterior surveillance cameras to supplement campus security. Asbestos roofing was removed from the Building Trades, Automotive and Carpentry shops. Library air conditioning replaced and UV disinfecting units installed into the air handlers to improve indoor air quality. Science building air conditioning replaced to improve air quality.
2009-2010	Addressed the replacement of the Foreign Language building air conditioning and air quality issues

Action Strategy 4.2.2	<b>Pursue the timely progress of facilities development and establish capital improvement priorities in accordance with the academic priorities of the University system:</b>
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2003-2004	Supported via the Supplemental Session Student Center Renovation and fire alarm system implementation and began Science and Allied Health facility development.
2005-2006	Funded Science Building planning and design at \$3.4 million.
2006-2007	Renovated former maintenance facility to house Campus Health Center

Action Strategy 4.2.3	<b>Ensure that new construction and renovation projects maximize environment and economic sustainability principles with attention to the health and well-being of occupants:</b>
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2003-2004	Included criteria 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.
2004-2005	Renovated the Agriculture faculty to accommodate a Biotech Laboratory was enhanced by a Monsanto contribution of \$47,000 to which campus resources were added. Through RDP training funds, the dated multi-purpose facility on the lower campus was refurbished and restored.
2005-2006	Suggested “sustainability” criterion by Chancellor as a consideration for UH System expectation for CIP and Repair and Maintenance planning.
2006-2007	Completed Project Development Report for new Science Facility and awaiting release of \$3.5 million for Science Building Planning and Design funds
2009-2010	Completed Design for new Science building Facilitated HUD project for Native Hawaiian building which is now in final stages of planning

Action Strategy 4.2.4	<b>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).</b>
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2006-2007	Initiated the first Alumni Dinner and launched the MCC Alumni Association and raised over \$20,000 of resources to start Association activities
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<b>GOAL 5</b>	<b>Resources and Stewardship. Acquire, allocate, and manage the resources needed to achieve success and exercise responsible stewardship over University assets.</b>
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Objective 1 (5.1)	<b>Build an effective public and private constituency whose support provides revenue for the achievement and implementation of Strategic Plan goals.</b>
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2008-2009	Increased extramural funds by 3% from 8,356,680 in 2006-07 to 10,585,590 in 2014-15
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Action Strategy 5.1.1	<b>Develop and fund a competitive and fiscally sound enrollment management and marketing plan:</b>
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2003-2004	Focused first on reversing deficits, then addressed permanent financial solutions through near-term introduction of fees and longer-term nonresident-tuition-generated revenues supported by student housing development.
2005-2006	Increased operational funding 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.
2007-2008	Received \$202,000 from Enrollment Growth fund to support additional classes in AY 2007-08
2008-2009	Received \$422,000 from Enrollment Growth fund to support additional classes in AY 2008-09

Action Strategy 5.1.2	<b>Develop a transparent policy on the appropriate allocation of financial responsibilities:</b>
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2003-2004	Supported fully functioning Strategic Plan Steering/Implementation, Academic Senate Budget, and Executive Committees to guide financial decision-making
2005-2006	Institutionalized these responsibilities through the "reorg" proposals.
2006-2007	Completed draft of Reorganization Proposal that will streamline decision making and accountability

2009-2010	College-wide reorganization approved.
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Action Strategy 5.1.3	<b>Reallocate resources as needed to ensure support for those programs deemed critical to the goals of Strategic Plan:</b>
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2003-2004	Funding for top two priorities recommended by the Strategic Plan and Program Review processes will occur in the next year.
2005-2006	Funded Workforce Development and Infrastructure requests by the 2006 Legislative Session.
2006-2007	Coordinated response to Mayor Arakawa's \$2 million for Four Year Development to secure \$ 500,000 for Nursing and Dental Health Four Year Programs Settled PEG MCC % of Public, Education and Governmental funds amounting to about 16 % of \$813,000 per year of Maui County cable franchise fees Continued to contribute to the educational and training activities of the other community colleges in the system through our Rural Development Project Grant. (See attached Excel Spreadsheet)

Action Strategy 5.1.4	<b>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:</b>
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2003-2004	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.
2005-2006	Elected to participate in Star procurement process that will seek out sustainable products solution.
2007-2008	Received the 2008 Bellwether Award for Workforce Development in competition with nine other nominated institutions. Acquired and installed about 100 PV Panels initially in a ground-mount setting on our tennis courts and then moving later this summer to a roof-mounted installation atop one of our vocational shops (Additional renewable initiatives include: a) obtaining a reaffirmation of the commitment for a 250kw or a 600 kw windmill from the leadership of HIPAC Wind; presently undergoing the Environmental Assessment process; b) creating an RFP to cover the back parking lot with PV Panels; currently under UH System review [and may be jeopardized through further delays as the related "tax credits" will sunset at the end of this calendar year.

2008-2009	<p>Reduced Energy Consumption by 7% from prior year                  Screened from six down to three Energy Services Companies and will select one from the top three applicants to install photovoltaic panels over the parking lot, integrate energy efficiency and conservation strategies and assess and install other alternative energy solutions                  Secured \$3.2 m for Science Building Furniture and Equipment, \$500k for acquisition of land for Molokai Education Center expansion from State Legislature</p>
2009-2010	<p>ESCO request for proposals solicited. Selection of ESCO scheduled in April 2010 and ESCO contract projected to be executed May 2010. O&amp;M Department purchased an electric powered pick up truck. Sustainable Construction classes installing rooftop PV systems on the MCC Building Trades shop.</p>

<p>Action Strategy 5.1.5</p>	<p><b>Pursue fundraising strategies in support of college priorities:</b></p>
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2003-2004	<p>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).</p>
2005-2006	<p>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.</p>
2006-2007	<p>Leveraged the construction of a \$21 million privately-funded 400 bed student housing project                  Awarded \$7.3 million grants to date and project \$3 million more by June 30                  Received more than \$2.4 million of legislative support for supplemental requests and add-ons approved with the consent of the President                  Obtained commitments for \$400,000 from the Cole and Case Family Foundations for the next two years and \$ 1 million from the Leis Family Foundation                  Increased scholarship awards through the MCC-UHF Foundation by 20 % (from \$100,000 last year to over \$120,000 this year                  Held Chancellor's Golf Tournament on June 24<sup>th</sup> at the Wailea Blue Course and raised a total of over \$40,000 with a record number of major sponsors at \$1,200 and at least four gold sponsors contributing over \$2,500 each.</p>
2007-2008	<p>Implemented \$6.68 million through 14 grants from 2006-2007. Received \$7.79 million in 2007-2008 through 23 awards amounting to \$5.23 million (including \$3 million DHS grant assigned to Suzette) plus another \$3.2 million in RDP Earmarked funds that will be available from July 1, 2008.</p>

2008-2009	<p>Received grants to date by ORS: \$6,554,499 from July 1, 2008 (See attachment) including expanding MCC scholarship resources with funding from USDOE Native Hawaiian Scholarship program by \$1.3 million</p> <p>Announced grants to be awarded: \$3,170,000 May 2009 USDOL Award</p> <p>Grants for next FY Federal USDOL: \$3,996,000; ATST Mitigation Proposal – at least \$2,000,000 for ten years=\$20,000,000</p> <p>County of Maui: \$450,000 for Nursing and Allied Health, \$250,000 for Maui Long Term Care Coalition</p> <p>Executed of SWAP Meet Lease: will collect about \$40k this calendar year</p> <p>Increased gifts from \$1,283,087 last year to \$2,407,867 to date this year</p>
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Action Strategy 5.1.6	<b>Examine and modify current policies and practices that serve as barriers to student enrollment and retention</b>
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2003-2004	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.
2004-2005	Required data gathering to be improved around retention issues.
2005-2006	Strengthen retention effort by a program by program approach being developed so that all students are assigned a counselor or faculty member.
2006-2007	Worked to secure congressional authorization language in the Workforce Investment Act for the needs of “unique populations” served by UH at Maui.

Action Strategy 5.1.7	<b>Develop programs that respond to emerging markets and delivery systems that are responsive to current and prospective students:</b>
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2003-2004	(see initiatives related to nonresident student housing, streaming video, ABIT Sustainable Tech, NSF National Center for High Performance Computing and other projects).
2007-2008	Completed the Renovated Biotech Lab (funded by Monsanto \$47k gift, RDP and RTRF funds) Negotiated a \$3 million DHS Software Development Contract and assigning Vice Chancellor Robinson as PI to initiate and mentor her project management training
2008-2009	Secured funding for DHS Software Development Contract

Action Strategy 5.1.8	<b>Evaluate the appropriateness, adequacy, and effectiveness of student services and use the results of the evaluation as a basis for improvement:</b>
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2003-2004	Initiated comprehensive assessment program for student services, first cycle completed.
2005-2006	Suggested additional metrics for Student Services to improve admissions and counseling impact on recruitment, retention and achievement including course completion and program graduation. Revised Student Services program review format to accommodate metrics common throughout programs as well as metrics due to program differences. Revised format includes formative and summative data as well as data assessment.

Action Strategy 5.1.9	<b>Develop marketing, recruitment, and customer service strategies that are responsive to public demands and promote the College as a learning-centered institution:</b>
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2003-2004	Implemented mentor strategies for Harbor Lights, Kamehameha Schools as an approach to peer-to-peer marketing; researching and examining national and international marketing approaches.
2004-2005	Examined international and national recruitment tactics.
2005-2006	Marketed nationally through major media vehicles: ,e.g. US News & World Report.
2007-2008	Appointed Director of Marketing and Community Relations

Action Strategy 5.1.10	<b>Implement retention strategies that encourage continuous enrollment and promote academic success:</b>
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2005-2006	Designing assignment of all students to a counselor, faculty member or other academic advisor by Student Services.
2007-2008	Initiated Achieving the Dream Project
2009-2010	Distributed to program coordinators data on program persistence with instructions to contact and followup with students Conducted program orientations prior to semester beginning done by eight of fourteen programs. Contacted undeclared majors to determine whether students should declare majors. Assisted students in changing their majors. 73% of students that were on financial aid appeal in Fall 2008 weer academically successful and maintained financial aid eligibility.

Objective 2 (5.2)	<b>Allocate and manage resources to achieve continuing improvement in organization, people, and processes.</b>
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Action Strategy 5.2.1	<b>Develop policy guidelines that ensure the implementation of assigned academic program responsibility consistent with functional responsibility and community needs:</b>
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2003-2004	Supported and completed conversion of CCCM to MCC policies by May 1, '05
2005-2006	Converted and refined college policy will follow emerging UHCC System Policy development.

Action Strategy 5.2.2	<b>Conduct a comprehensive review and redesign of administrative and student support processes; leverage information technology and best practices to improve efficiency and effectiveness:</b>
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2003-2004	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.
2004-2005	Concluded from first comprehensive administrative services review that the level of demands on business and fiscal office requirements point to additional staffing needs.
2005-2006	Required facilitation and timely review of contracts by ORS, General Counsel, and Office of Purchasing and Procurement Management
2007-2008	Initiated college reorganization to establish a CIO position
2009-2010	RDP IT staff enlisted to construct a document tracking system to be used campus wide for all business and personnel transactions. RDP IT staff enlisted to construct an online equipment inventory system to be used campus wide to improve inventory management. College wide reorganization which consolidated Computing Services, Media Center and Telecommunication into a single major department and under the oversight of a Chief Information Officer was approved.

Action Strategy 5.2.3	<b>Encourage risk-taking, reward innovation, and invest in change to reduce costs and paperwork and generate revenue:</b>
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2003-2004	Initiated and funded self-support strategies through grants for Culinary Arts (\$36k), Music (\$40k), Library Information Literacy (\$18k); Oral Care Center (\$64k); webmaster (\$42k).
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Action Strategy 5.2.4	<b>Monitor and improve college functions and provide public accountability:</b>
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2003-2004	Reconstituted Chancellor's Advisory Council, posting all major documents and decisions on the College Website, and develop process to publish an Annual Report.
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2005-2006	Reflect all major decisions and directions of the college on the Web.
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Action Strategy 5.2.5	<b>Leverage resources to attract government and private sector funding:</b>
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2003-2004	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.
2004-2005	Secured Agora private sector support for 400 bed student housing project, \$400,000 of Cole and Case Family Foundations in support SLIM/
2005-2006	(See previous references to resources acquired).

Action Strategy 5.2.6	<b>Improve both human resource and financial support for college marketing efforts:</b>
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2003-2004	Raised 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.
2004-2005	Applied over \$175,000 to national and international recruitment.
2005-2006	Implemented US News & World Report national and international advertorial.

Action Strategy 5.2.7	<b>Use management procedures and planning and budgeting processes that promote the economical, efficient, and effective use of resources:</b>
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2003-2004	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.
2004-2005	Required improvements in OCET, Culinary, and Dental Assisting financial planning Internal Audit of procedures completed.

2005-2006	Continued problems has prompted specific University Center Director (for MCC Director of Administrative Services with an MBA) assignment to examine and reverse and eliminate deficits.
2008-2009	UH Internal Audit conducted a review of the Maui Oral Health Center. Correction implemented and audit response to be submitted.
2009-2010	SODEXO was contracted to support the Culinary program with managing its foodservice operations.

Action Strategy 5.2.8	<b>Promote low cost access to learning through responsible management of fiscal resources such as tuition and fee revenues, student financial aid, and scholarships:</b>
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2004-2005	Awarded 55 MCC-UH Foundation supported scholarships this year;
2005-2006	Awarded 100 MCC-UH Foundation Scholarships
2006-2007	Awarded 121 MCC-UH Foundation Scholarships
2007-2008	Awarded 138 MCC-UH Foundation Scholarships
2008-2009	Awarded 165 MCC-UH Foundation Scholarships
2009-2010	Awarded 281 MCC-UH Foundation Scholarships