



UNIVERSITY
of HAWAII
WEST O'AHU

NA KĀKOU E HO'OMĀLAMAMA “Together We Enlighten”

University of Hawai'i – West O'ahu
Strategic Plan, 2015-2020

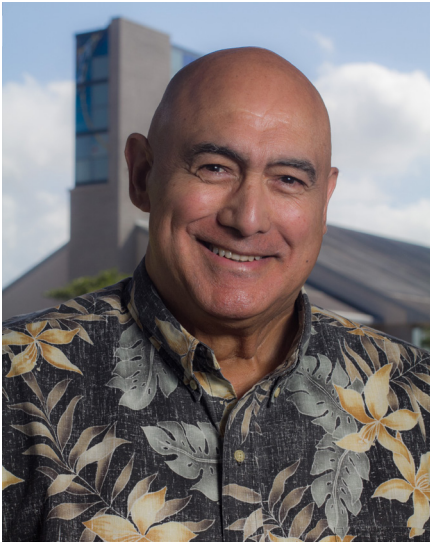


NA KĀKOU E HO‘OMĀLAMALAMA, 2015-2020

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CHANCELLOR'S MESSAGE



Throughout its history, the University of Hawai'i - West O'ahu has persevered from temporary facilities to its new location in order to provide access to higher education for students who otherwise would be denied that opportunity. Now, as we enter our third academic year on our beautiful new campus grounds in Kapolei, UH West O'ahu is proud of its continued growth and expansion. We are committed to a premium learning experience that combines the liberal arts with professional and applied disciplines in a way that prepares students for success in a global, interconnected, and digital world. Consistent with University of Hawai'i System initiatives, UH West O'ahu is an indigenous-serving institution that embraces Hawaiian values and ways of knowing, while at the same time, welcomes and respects students from all backgrounds and ethnicities.

We recognize that teaching and research are not mutually exclusive and that scholarship and research are a complement to teaching. Consequently, our emphasis on teaching and learning provides a robust experience that will prepare all students to contribute significantly to the economic and social aspects of their communities within a rapidly changing world. A UH West O'ahu degree prepares students for graduate education or a rewarding career. The University's new Strategic Plan, Na Kākou e Ho'omāmalama, "Together We Enlighten," acknowledges our unique purpose and sense of place, as it defines and distinguishes our campus within the University of Hawai'i System. It builds on our past accomplishments, and positions us for continued success and an exciting future as we move to the next level of excellence.

A handwritten signature in black ink, appearing to read "Ramon Freitas".

EXECUTIVE SUMMARY

The University of Hawai‘i – West O‘ahu is committed to creating and fostering a campus environment that embraces diversity, values students as important members of our campus community, and respects and appreciates the diverse perspectives, lifestyles, cultures, and ethnicities of all students. UH West O‘ahu believes that student success is enhanced by a vibrant campus life experience that inspires students to engage in their campus community and in the greater community, thereby developing their skills as global citizens.

The University’s outreach efforts include reducing barriers and increasing access to higher education in Hawai‘i’s diverse community, particularly Native Hawaiians, low-income students, and those from underserved populations. UH West O‘ahu focuses on the needs of each student and strives to ensure the right conditions are in place for each student to achieve his or her full potential. UH West O‘ahu continues to work toward a rich learner-centered environment that supports the success of our graduates and remains consistent with the State of Hawai‘i and the University of Hawai‘i System’s 55% college completion goal by 2025.

Whether it is the self-directed, independent thinker who takes distance education courses online or the engaged, articulate student government leader active in clubs and events, the “typical” UH West O‘ahu student and his or her classmates are diverse with wide-ranging interests. Appropriately, UH West O‘ahu offers an experience that is as varied and nuanced as its students. Enveloped in the nurturing environment of the campus, students are transformed through interaction with caring, knowledgeable, and approachable faculty and staff, participation in student-led initiatives, and hands-on activities that cultivate growth.

The University, with a family-centric culture that permeates its campus and broader community, beckons as a gathering place for learning. UH West O‘ahu provides more than just an assignment, a grade, or a degree. Our integrated education goes beyond books to learning about oneself. As appropriate, UH West O‘ahu will offer opportunities for new curricula that integrate residential life and academic programs in a living-and-learning environment and with student housing as a major component that adds to the vibrant campus and enhances student life and students’ educational success

Nā Pueo, Hawaiian Owls, are the mascot the students, faculty, and staff at UH West O‘ahu have chosen to both represent and inspire us. Endemic to Hawai‘i, pueo are ‘aumākua, or ancestral guardians, for many Kānaka Maoli (Native Hawaiians). Pōhākea, just inland of our campus, is the setting for one mo‘olelo (story, history) in which a young woman was beaten and left for dead by the man she was engaged to. A pueo revives and rescues her, and in some versions of the mo‘olelo, also helps her seek retribution and justice. There are also many stories passed down within families of pueo giving warning of imminent danger. For others, the owl is a symbol of wisdom and knowledge. It is our hope that Nā Pueo of UH West O‘ahu will embody all of these aspects serving as protectors of our communities, seeking social justice, and creating the futures of Hawai‘i and the world with wisdom and intelligence. E ō mai, e Nā Pueo!

UH West O‘ahu serves as a pu‘uhonua, where one is nurtured and prepared with a solid foundation. It is a place where one goes to be cared for, to be safe, and to be re-energized, which extends beyond the campus in a synergetic relationship with the community. Reflective of its unique place and the culture of UH West O‘ahu, the University instills within students, faculty and staff a conscious responsibility towards respecting, caring for, and sustaining our ‘aina (land), both within the campus boundaries and beyond.

Native Hawaiians, and all people living in Hawai‘i, are stewards of the land, as it provides a sense of origin, place and identity. With this sense of respect for the ‘āina (land), UH West O‘ahu and its surrounding neighbors will come together at the kauhale (a place of community, a neighborhood, a village), a lively communal complex with bookstores, boutiques, copy centers, coffeehouses, specialty food item, and sundry stores side-by-side with local produce stands and local craft shops. Students, faculty, staff, and the community will gather, mingle, and partake in cultural activities, art, music, aesthetics, festivals, athletics, and sporting events within and around the complex.

Na Kākou e Ho‘omālamalama, the strategic plan for 2015-2020, provides the foundation for the next five academic years through which UH West O‘ahu will continue to offer a student-centered environment and maintain its unique and critical position within the UH System and broader community. The themes identified in this strategic plan are areas of focus that further establish UH West O‘ahu’s identity and develop its distinctiveness. These themes afford potential to achieve strategic advantages in higher education.



UH West O‘ahu has a special interest in supporting research projects that connect undergraduate education to addressing real-world problems and transforming society, locally and globally, toward greater ecological sustainability, social equity, health, and well-being. Given UH West O‘ahu’s primary emphasis as an indigenous-serving institution within the context of today’s rapid globalization, our strategic themes necessarily involve engagement at both the local and global levels. Understanding interrelationships of local, national, and international issues is essential to a high-quality education. The ability to understand one’s culture, while developing an empathetic understanding of others’ life experiences and world views, is necessary to succeed in today’s world.

KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING) – *“We in Hawai‘i share the gift of living in the home of our host culture – Hawaiian. Everything we do is, or should be, imbued with Hawaiian values and respectful of the traditions practiced here for centuries, long before the ancestors of other ethnicities landed on our shores. It is incumbent on Hawai‘i’s only public institution of higher education to both educate Hawaiian youth of our islands to prepare them for productive lives, and continue to play a key role in preserving and perpetuating the culture that exists nowhere else on earth. It is a gift and an obligation of which we are keenly aware. If not the University of Hawai‘i, then who?” ---*

(Hawai‘i Papa O Ke Ao, 2011, the UH System plan to create a model indigenous-serving institution)

There are powerful motivations for UH West O‘ahu to be supportive of its indigenous population. Social and economic conditions exist in our community that inhibit academic and social success among Native Hawaiians and other indigenous peoples. Ensuring college completion among Native Hawaiians is essential in empowering, advancing and developing all aspects of Native Hawaiian identity, including pono (doing what is right), spiritual, intellectual, cultural, economic, and social well-being.

A‘O AKU, A‘O MAI (TEACHING AND LEARNING) - Central to the UH West O‘ahu campus culture is an appreciation for teaching and learning. Students benefit from an abundance of interactions with faculty, in the context of interdisciplinary studies that integrate the liberal arts, applied, and experiential learning. Our University is committed to hiring and retaining highly qualified tenure-track faculty who participate in continuous professional development. The campus fosters a climate of engaged teaching and scholarship that prepares students to become lifelong learners and community leaders.

UH West O‘ahu’s commitment to excellence in teaching and lifelong learning is supported by a complementary

dedication to both theoretical and applied research. Rather than viewing teaching and research as two separate and competing endeavors, UH West O‘ahu recognizes that they are two integral aspects of a single learning process involving both professor and student. At its best, teaching and lifelong learning require university educators to model such activities in the acquisition of new knowledge through research and publishing. In addition, UH West O‘ahu places a special emphasis on researching the educational and pedagogic process itself, illuminating the connection among university education, personal growth, and the health of society.

UH West O‘ahu provides access to a premium yet affordable educational experience, starting with O‘ahu’s diverse Leeward community. The University pursues regional and national accreditation, undertakes regular reviews of its academic programs, and supports the implementation of innovative pedagogy and technology for both traditional and distance education courses. UH West O‘ahu strives to integrate Native Hawaiian values and ways of learning into the educational experience, while welcoming students of all backgrounds in the spirit of Aloha.

HOLOMUA A HO‘OKŌ (STUDENT SUCCESS) – Students thrive in an exciting college environment. Our evolving academic and campus life opportunities inspire students to achieve their educational goals, as well as their leadership, civility, and literary, artistic, scientific, and athletic talents. Through campus life activities and an academically rich environment, students grow as individuals and are empowered to embrace learning. They develop and hone skills in becoming critical thinkers, problem solvers, researchers of knowledge, and innovative leaders while navigating through the university experience. We are committed to facilitating unique experiences that transform our students to be global citizens and prepare them for continued lifelong learning.

KE ALA KAIAO (CAREER AND LIFE PATHWAYS) –

Our greatest contribution to society is our graduates—graduates whose chosen career pathways align with their own passions and personal life pursuits. Their chosen pathways are a culmination of exploring, engaging, and questioning the content, theories, research, and beliefs presented before them. UH West O‘ahu envisions being a leader in knowledge-based career preparation built on a breadth and depth of learning grounded in the liberal arts.

Our geographic location enables us to both maintain our connection and kuleana (rights and responsibilities) to our local community, but also to extend our role to include the global community. UH West O‘ahu’s diverse student body, staff, and faculty bring multiple viewpoints and backgrounds that enrich our campus. This exposure to varied perspectives enhances the educational experience and prepares our graduates to be internationally connected and successful.

The future of UH West O‘ahu is connected to the economic vitality and development of the state’s workforce in the context of our kuleana (responsibility) to appropriately mālama (care for) and utilize the ‘āina (land) and its resources. The opportunity to partner with private and public entities to provide higher-level educational programming that addresses social and economic problems and enhances economic development is critical to the University.

Our distinctions as an institution enable us to play a major role in supporting the State of Hawai‘i’s initiatives to enhance the economy through expertise in business, education, professional studies, STEM-related disciplines, new technologies, and health sciences. Our response to evolving and emerging workforce needs and career fields is balanced with our pursuit to instill a passion for continued learning.

HUI HO‘ONA‘UAO (PARTNERSHIPS AND COLLABORATION) –

Our partnerships support the aims and ambitions of our strategic plan. The connections that UH West O‘ahu cultivates with other UH System campuses and our valued public and private partnerships result in a high-quality student experience.

Our academic programs provide our graduates with the knowledge and skills they need for continued learning and to be successful within the workplace and within their communities. Creative and critical thinking, along with other life-essential skills, are a key part of our curriculum, and we will provide opportunities to develop skills further through continuing professional development or higher degrees. To ensure our curriculum remains both relevant and appropriate, we will continue to engage and collaborate with employers and other professional entities.

The following underlying principles will determine the development of our partnership opportunities:

a. Educational Opportunity and Participation

– Our academic framework allows for flexibility of engagement in learning while maintaining quality and standards through validation, annual monitoring, and review processes.

b. Financial Viability – Clear and consistent financial models ensure the financial stability of the partnership.

c. Compatibility in Mission – We will confirm that our partners’ vision, strategic aims, and aspirations are clearly related to our own.

d. Quality – Appropriate structures, standards, quality assurance, and due diligence ensure that partnerships provide value to students and minimize risk to the University.

MISSION

The University of Hawai‘i – West O‘ahu offers a distinct, student-centered baccalaureate education that integrates the liberal arts with professional and applied fields. We develop life-long learners enriched and informed by career competencies and educational opportunities that address state, regional, and international needs. As a diverse and inclusive indigenous-serving institution, UH West O‘ahu embraces Native Hawaiian culture and traditions while simultaneously providing an environment where students of all ethnic backgrounds are valued, respected, and supported. Our campus fosters excellence in teaching and learning and serves the community of Hawai‘i by providing an accessible and affordable college experience.

VISION

The University of Hawai‘i – West O‘ahu is a premier, comprehensive, indigenous-serving institution dedicated to educating students to be engaged global citizens and leaders in society. UH West O‘ahu envisions a supportive and dynamic learning environment where all students, faculty, and staff embody Native Hawaiian values and perpetuate Native Hawaiian culture and in which inclusion of all individuals is reflected in the institution’s culture, practices, and relationships.



VALUES

The University of Hawai‘i - West O‘ahu is committed to . . .

Aloha aku, aloha mai
(Diversity)

the hallmark of our inclusive campus, offering an accessible and affordable education to Hawai‘i’s multicultural community, through the spirit of aloha and hō‘ihi (respectful compassion).

Laulima
(Collaboration)

our continuous development of partnerships and experiential learning opportunities both within and beyond the University of Hawai‘i System, to include the communities of Hawai‘i, especially on Central and Leeward O‘ahu.

‘Imi na‘auao
(Teaching Excellence)

our dedication to excellence in an innovative, post-secondary education that fosters critical and creative thinking for local and global solutions, develops leaders of society, nurtures knowledge systems, and encourages the creation of new knowledge through a combination of research and practice.

Mālama a ho‘omau
(Stewardship)

our pledge to care for and manage human, natural, and financial resources responsibly, sustain the Native Hawaiian culture and ‘aina, and contribute to the vitality of the institution and the larger community.



SERVING OUR STAKEHOLDERS

As the only public four-year university located on the west side of O‘ahu, the University of Hawai‘i – West O‘ahu is committed to serving the interests of students and their families on the Leeward coast. In addition to serving the interest of those students and their families, the University also plays a vital role in meeting the needs and expectations of other internal and external stakeholders, including its faculty and staff, alumni, government agencies, business and non-profit supporters, and various local, state, and regional communities. We take seriously our commitment to be responsible and accountable to all of our numerous stakeholders.

In recent years, many aspects of higher education in the U.S. have been impacted by economic challenges, shifting demographics, technological advancements, and more accountability placed on fiscal sustainability. UH West O‘ahu is an efficient and effective institution in spite of those challenges as it transitions to a strong and sustainable university on its own campus facilities. We are, nonetheless, mindful that American universities are bound to be challenged by these powerful forces in more significant ways in the future than they have been in the past. UH West O‘ahu is prepared to respond proactively and appropriately to utilize these potential changes in higher education for the benefit of maintaining a relevant curriculum and educational experience for our students. The University remains accountable as we identify, manage, and deliver value to our stakeholders through the choices we make.

We must innovate and prioritize to create a sustainable university as we serve our students and meet the needs of our stakeholders. The priorities of this strategic plan are set in the recognition that we must continually seek improvement and pursue excellence in all that we do. Our vision for success over the next five years is represented in this strategic plan and places the longer-term strength and excellence of the University as first priority.



The overarching goal of this strategic plan is to focus the efforts of the University as a whole and to provide a context and framework within which advancement can take place. Focused efforts and continuous quality improvement based on data will advance our institution toward our vision. This plan allows the University to anticipate and respond proactively to changes as they occur in higher education.

Key performance indicators have been identified that will utilize metrics to enable University leadership and stakeholders to determine how well the institution is performing. These financial and operational indicators recognize the direct and indirect impacts of University satisfaction, processes, innovation, and improvement activities on stakeholder interests. They also focus on providing students with an educational experience that enhances their life-long goals and aspirations, and ensures increased student retention and persistence. This type of integrated planning and linkage of evaluation and decision-making will help shape our University as we continue to improve and create added meaning and appreciation associated with a UH West O‘ahu education.

OUR ENVIRONMENT

Like the students it serves, the University of Hawai‘i – West O‘ahu possesses a seemingly limitless potential to flourish. In 2012, the University moved to a permanent campus after nearly four decades in temporary facilities. The youngest of the University of Hawai‘i System’s three baccalaureate campuses, UH West O‘ahu primarily serves Central, Leeward and West O‘ahu. Located in the city of Kapolei on the island of O‘ahu, the campus services a geographic area whose population is booming, giving the campus an opportunity to grow with it. Four of the five largest public schools in the State of Hawai‘i are located in close proximity to UH West O‘ahu – Kapolei High School, Campbell High School, Waipahu High School, and Mililani High School.

UH West O‘ahu prides itself as being the university of choice for approximately 66% of high school graduates from O‘ahu’s Leeward coast, and continues to meet the educational needs of students from some of the underserved areas in Hawai‘i. This places UH West O‘ahu in a unique position to cater progressively to the community that surrounds it, with its degrees and certificates, as well as its mission as a leading indigenous-serving institution that embraces the values of diversity and inclusion.

UH West O‘ahu’s central location on the ‘Ewa Plain, in close proximity to the Wai‘anae coast, places it in an area with a heavy concentration of Native Hawaiians. The University plays a vital role in the state’s mission of ensuring active support for the participation of Native Hawaiians within higher education and for providing vigorous programs of study and continuing cultivation of the Hawaiian language, history, and culture. It serves a high percentage of Native Hawaiian students and anticipates a steady increase over the next five years. UH West O‘ahu consulted Hawai‘i Papa O Ke Ao, a plan to help UH become a leader in indigenous education, along with the UH System’s Strategic Directions, which focuses on the Hawai‘i Graduation Initiative, in the formation of this strategic plan, 2015-2020.



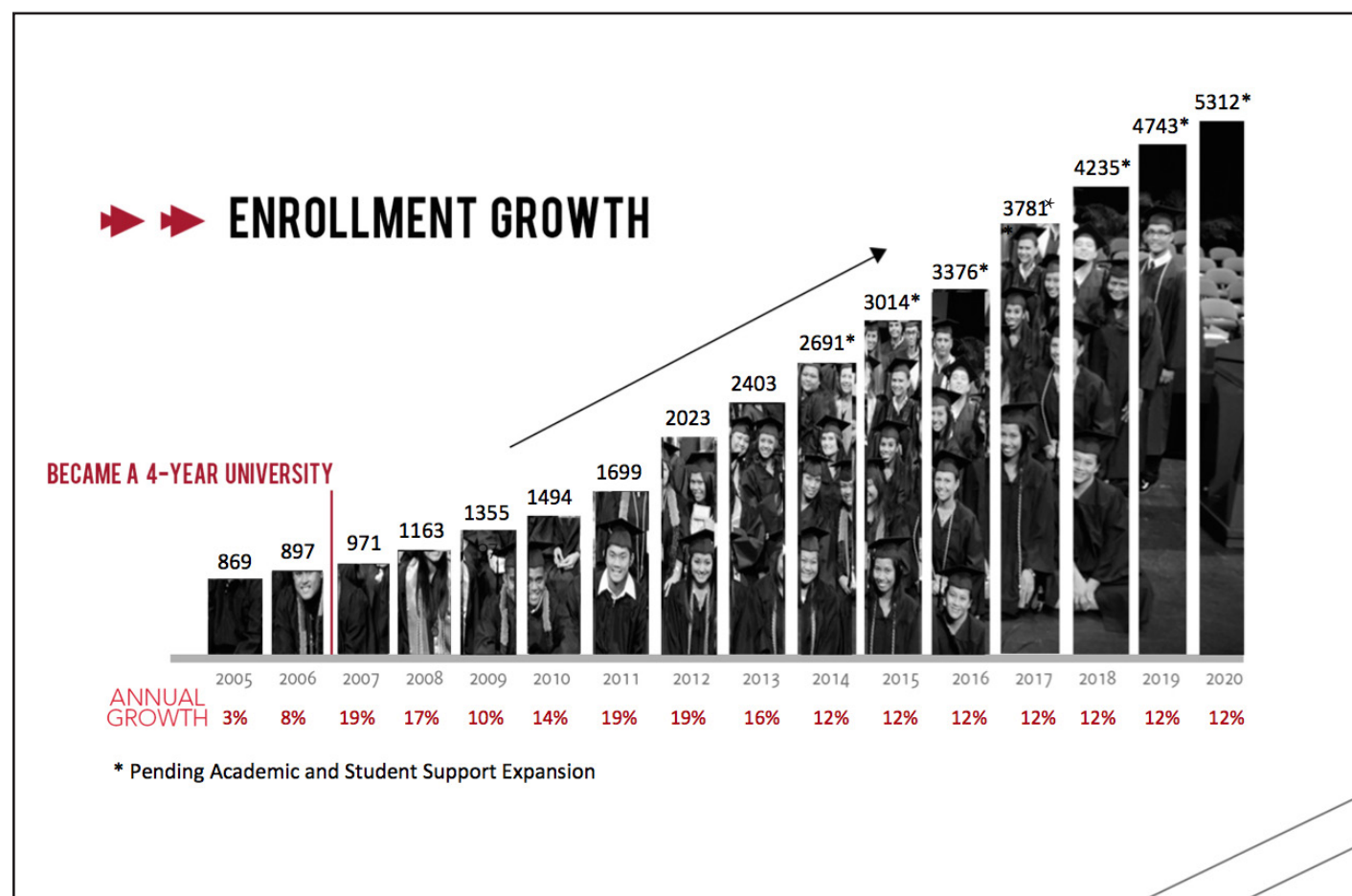
While UH West O‘ahu is a focal point of accessibility to higher education within the community, it also provides *all* students a strong pathway for life-long learning through its innovative approach to education and respect for diverse life experiences and world views. UH West O‘ahu combines its emphasis of the “local” with that of the “global” through its transformative educational programs and services to prepare students to make a positive difference in their own communities and in the broader world.

UH West O‘ahu embraces the Hawai‘i Graduation Initiative’s goal of enhancing the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students, and those from underserved regions and populations. A strength of our University resides in the diversity of our student population. Beyond the high percentage of Native Hawaiian students (26.2%) enrolled at UH West O‘ahu, 22.3% of students report their ethnicity as Filipino, 12.4% Caucasian, 13.4% Mixed, 7.9% Japanese, and 2.7% Other Pacific Islander (Fall 2013).

This notable diversity extends beyond just ethnicity, with UH West O‘ahu also serving a large number of transfer and “non-traditional” students as well as a growing

population of international students. It gives the campus community a chance to interact and exchange ideas with a wide-ranging student population to enhance and expand their educational experience and appreciation of other ideas, viewpoints, and cultures.

UH West O‘ahu has had the benefit of a steady growth in enrollment, boosted by the inclusion of freshmen in Fall 2007. In 2013-2014, UH West O‘ahu enrolled 2,400 students via on-campus and distance learning offerings. As shown in the chart below, enrollment growth of freshmen and transfer students is expected to continue at the rate of 12% per year over the next five years:



UH West O‘ahu’s distance learning offerings and programs focus proactively on addressing the needs of the stakeholders. The campus’s options in traditional academic programs, as well as specialized programs in emerging fields, demonstrate its commitment to preparing professionals who will continue to serve the workforce needs of the region through baccalaureate degrees and professional certificate programs. The University maximizes distance education to assist its students in multiple modes of educational delivery.

For those students looking for a personalized higher-education experience comparable to a small liberal arts college, UH West O‘ahu’s student-to-faculty ratio of 19:1 results in ongoing, quality interactions with professors who place research in the service of teaching and learning. This is another of UH West O‘ahu’s historic strengths.

UH West O‘ahu cultivates its partnerships with community members to address workforce needs and strengthen the economic positioning of the state through innovative academic career pathways. Over the next five years, UH West O‘ahu will play an even more prominent and active role in the evolving business and industry landscape. The University has been accredited by the Western Association of Schools and Colleges (WASC) since 1981. Through the accreditation process, UH West O‘ahu has strengthened its administrative and assessment practices with a data-driven approach to its methodologies.

The campus is working to expand beyond Hawai‘i’s borders as well. UH West O‘ahu was selected to participate in the American Council of Education’s Internationalization Laboratory, which will help it to expand its international educational opportunities in careful and purposeful ways.

While UH West O‘ahu is fortunate to have an ample supply of land, it also requires additional revenue streams to expand and improve its facilities. The campus consists of

five buildings and has immediate plans to build another. The new campus, with energy-efficient buildings and well-maintained grounds, provides a welcoming environment that brings pride to the institution and to its surrounding community. Expansion of the campus grounds includes a vision for “Centers of Excellence,” where connections between time-honored traditional and interdisciplinary academic programming can take place. The Centers will provide an innovative and cost-effective framework to facilitate student-faculty collaboration, teaching and learning research opportunities, and a connection between academic and professional communities.

In an extension of UH West O‘ahu’s culture of collaboration, a community advisory group consisting of area high school superintendents and principals, and public, private, non-profit and government leaders, helps to guide the campus administration in the development of the campus master plan for land use.

UH West O‘ahu today is the culmination of decades of perseverance and celebrating triumphs, building upon its humble beginnings to navigate the transition from a temporary to a permanent campus. Its dedication to providing a transformative and globally relevant educational experience is a source of pride and a cornerstone to build upon for decades to come.

KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)

As a model indigenous-serving institution, the University of Hawai‘i – West O‘ahu ensures active support for Native Hawaiians through vigorous programs of study cultivating the Hawaiian language, history, and culture.*

GOAL: Create a physical, cultural, spiritual, and interactive environment that exemplifies Native Hawaiian knowledge and values.

*In alignment with Hawai‘i Papa O Ke Ao.

OBJECTIVE 1:

Establish a Center of Hawaiian Knowledge that combines instruction, research, student services, and community outreach.

- Secure funding and support for a pu‘uhonua, a Center of Hawaiian and Indigenous Knowledge building dedicated to serving Native Hawaiian academic and student support programs.
- Develop external and institutional financial support for the pu‘uhonua.
- Develop a kauhale (community of learners) to create University and community partnerships that engage and advance Native Hawaiian knowledge and values.

OBJECTIVE 2:

Create Native Hawaiian and Pacific Island Degree Programs.

- Establish a BA in Hawaiian Studies.
- Establish a BA in Hawaiian Language.
- Establish a BA in Pacific Island Studies.
- Recruit, hire, and retain faculty and staff to develop and implement Hawaiian studies and language programs.

KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)

**OBJECTIVE 3:**

Increase the number of Native Hawaiian administrators, faculty, and staff.

- Develop and implement a plan to recruit Native Hawaiian faculty in every discipline on campus.
- Assure Native Hawaiian representation on decision-making committees.
- Provide professional and mentoring opportunities for leadership development for Native Hawaiian faculty.
- Hire administrators and staff who are grounded in Native Hawaiian forms of knowledge pertinent to their responsibilities.

OBJECTIVE 4:

Promote holistic growth for all students in a rich, engaging community to increase Native Hawaiian student success.

- Provide systematic and sustained support for Native Hawaiian students across campus to increase retention and graduation rates.
- Increase Native Hawaiian student enrollment each year by developing a robust outreach program.
- Increase students' participation in student life and use of support services.

HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

The University of Hawai‘i – West O‘ahu is situated in one of the most culturally rich areas of the world. We embrace diversity and value students as central to our campus community. Our evolving academic and campus life opportunities inspire students to achieve their educational goals and engage in the greater community, thereby developing skills as global citizens.

GOAL: To increase the academic achievement, community involvement, and global awareness of our students.

OBJECTIVE 1:

Develop a “Hawaiian Sense of Place” that is supportive of students and their families to promote student success.

- Establish a Center of Hawaiian Knowledge and a Multicultural Center to cultivate and reflect the indigenous history and culture of Hawai‘i, and to foster an understanding of the diverse international and multicultural world in which we live.
- Emphasize personal growth through student-centered experiences using our local communities and environment as laboratories and learning opportunities.
- Increase visual arts and signage of Native Hawaiian history and culture on campus.
- Enhance event programming focused on Hawai‘i and our sense of place.
- Expand health and wellness services.

OBJECTIVE 2:

Create a vibrant campus life that inspires students to be global citizens who actively participate in on-campus and community activities.

- Establish a master-planned university village that provides a true college town that embodies learning, living, and work opportunities.
- Create a unique student experience that emphasizes arts, music, dance, and athletics.
- Increase involvement in campus-sponsored activities, student interest clubs, and student government.
- Expand campus life opportunities to include student residential housing options and intramural and club sports.
- Increase availability of community service and service-learning classes and experiences.
- Increase opportunities for greater national and international student experience.

HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

**OBJECTIVE 3:**

Ensure access to higher education and scholastic achievement for all students.

- Expand support initiatives and best practices designed to increase student retention, achievement, and graduation.
- Enhance outreach and college readiness activities for students from high schools in underserved regions.
- Increase percentage of students applying for financial aid.
- Increase scholarship opportunities, especially those targeted towards Native Hawaiian students and students from underserved populations.
- Strengthen projections of academic programs and courses in alignment with student educational plans.

OBJECTIVE 4:

Improve student success measures in accordance with state, University of Hawai‘i System, and university goals.

- Increase number of degrees and certificates awarded.
- Improve 4-year and 6-year graduation rates by cohorts (first-time full-time, Native Hawaiian, Pell recipients, transfer students).
- Increase percentage of students taking 30 or more credits in an academic year.
- Increase number of baccalaureate degrees awarded.
- Improve retention of students in disaggregated categories.

A‘O AKU, A‘O MAI (TEACHING AND LEARNING)

The University of Hawai‘i – West O‘ahu is dedicated to teaching excellence and high standards in support of student achievement. Our multicultural learning environment provides access to an affordable, comprehensive Liberal Arts and Professional Studies education in which students gain an understanding of the values, beliefs, and traditions of our Native Hawaiian and our global communities.

GOAL: To provide innovative teaching and learning opportunities, in support of the continuing development of outstanding academic programs and public service activities.

OBJECTIVE 1:

Establish and sustain innovative Liberal Arts and Professional Studies programs.

- Determine students’ career goals and aspirations via surveys, advising sessions, and student exit interviews.
- Assess workforce needs of Hawai‘i’s communities, especially in Central and Leeward O‘ahu.
- Utilize qualitative and quantitative data to inform the continuous improvement of established and proposed programs.
- Restructure current institutional organizational plan to facilitate the staffing, management, and delivery of academic programs.
- Provide funding for activities aimed at establishing and sustaining new programs of study.

OBJECTIVE 2:

Deliver state-of-the-art programs and course work, with appropriate use of technology in the service of teaching and learning.

- Increase faculty IT knowledge and skills via local, state, and nationally sponsored professional development.
- Recognize outstanding faculty use of technology, via *Laulima Award for Excellence in Online Teaching & Learning*.
- Increase online pathways to degree and certificate programs. Increase the number of funded grant proposals that incorporate technology use in the service of learning.
- Establish, staff, and maintain a *STEM Center of Excellence*.
- Establish, staff, and maintain the *Academy for Creative Media*.

A‘O AKU, A‘O MAI (TEACHING AND LEARNING)



OBJECTIVE 3:

Encourage student involvement in the community via applied and experiential learning opportunities.

- Develop an institutional database of community programs in need of volunteers.
- Increase number of applied and experiential learning requirements within courses and across academic programs.
- Evaluate student involvement in the community.
- Fund campus events for Leeward communities, to increase student, faculty, and staff sensitivity to Native Hawaiian culture.

OBJECTIVE 4:

Attract, recruit, and retain highly qualified faculty and staff who demonstrate a commitment to excellence in teaching & learning.

- Increase number of full-time tenure-track faculty, instructional faculty, and non-instructional staff.
- Provide competitive salaries and benefits, in relation to peer institutions.
- Provide professional development (PD) and peer evaluation and mentoring support for faculty and staff, in efforts to reduce attrition rates.
- Increase faculty funding for participation in professional conferences, research, and creative endeavors.

OBJECTIVE 5:

Ensure continuous improvement and development of academic degrees and certificate programs.

- Engage in yearly assessments of target Institutional Learning Outcomes (ILOs) that are fully aligned with Division (DLOs) and academic program Concentration (CLOs) outcomes.
- Conduct Academic Program Reviews every five years.
- Seek and achieve nationally recognized institutional and discipline-specific accreditations, as appropriate.
- Incorporate Native Hawaiian forms of knowledge throughout campus disciplines and curriculum.

KE ALA KAIAO (CAREER AND LIFE PATHWAYS)

Workforce development at the University of Hawai‘i – West O‘ahu goes beyond the conventional notion of employment or vocational training. It is based on a holistic approach to learning, knowledge, and skills in more than a specialized technical area to include collaboration and problem solving in career areas. It emphasizes the acquisition of strong academic knowledge and skills to provide the foundation for career success and integrates academic and career field content standards to actualize learning for students.

GOAL: To offer programs and modes of delivery that meet evolving workforce and emerging career needs, while encouraging life-long development.

OBJECTIVE 1:

Expand academic programs in high demand areas.

- Modify curriculum in existing academic disciplines and establish new academic programs that meet high demand state workforce needs.
- Add academic certificate programs in various disciplines for career professionals.
- Establish advisory board(s) comprised of business, professional, military, governmental, and not-for-profit members to provide critical information about current and future workforce needs and related job competencies that will be needed in each career sector.
- Increase enrollment in select career pathway academic programs.

OBJECTIVE 2:

Expand awareness of and information regarding career pathways initiatives.

- Maintain current web site information regarding career pathways, programs, and initiatives.
- Establish a baseline number of graduates in each career pathway academic program and maintain or increase number of graduates in those programs.
- Establish baseline data and publish information on students' employment statistics after graduation.
- Promote and strengthen the visibility of UH West O‘ahu academic career pathways programs through public relations activities.
- Engage the grassroots community and local organizations grounded in Native Hawaiian values and practices to assure our programs are developed in accordance with this goal.

KE ALA KAIAO (CAREER AND LIFE PATHWAYS)

**OBJECTIVE 3:**

Improve course scheduling strategies to ensure delivery of academic programs.

- Establish a campus wide Enrollment Committee with the charge of developing a comprehensive model to predict future enrollment based on retention analysis, historical trends, admissions activity and programming, and other data analysis.
- Create course enrollment demand reports based on enrollment projections to better predict course demand in various disciplines.
- Develop course scheduling strategies, policies, and procedures to offer in-person and distance learning courses based on enrollment projections and modes of delivery demand.

OBJECTIVE 4:

Increase funding for career pathways initiatives.

- Obtain grants to help fund workforce development initiatives.
- Increase funding from industry partners for student scholarships in workforce development programs.
- Increase funding for international educational opportunities for students.
- Establish an outreach center and make connections with professional organizations to obtain funding support for not-for-credit training programs to support business, professional, military, governmental, and not-for-profit areas of need.
- Increase enrollment and net tuition revenue in select career pathways programs.

HUI HO‘ONA‘AUAO (PARTNERSHIPS AND COLLABORATION)

The University of Hawai‘i – West O‘ahu’s connections with our partners position our institution for success in terms of academic programs, public perception, and fiscal strength. In leading the UH System in collaborations with other campuses and private and public entities and maximizing our partnership portfolio, we will secure opportunities for our graduates to gain employment upon completion of their undergraduate or graduate studies.

GOAL: To strengthen and enhance educational opportunities through partnerships and collaboration.

OBJECTIVE 1:

Increase transfer student access and success.

- Meet or exceed enrollment projections of new transfer students.
- Increase graduation rate of transfer students.
- Expand the number of academic transfer pathways for community college students through partnership agreements.
- Improve the horizontal and vertical transfer of courses for students transferring to UH West O‘ahu by increasing the alignment of courses and programs with other UH campuses.
- Increase pre-transfer advising for potential UH community college transfer students to UH West O‘ahu.

OBJECTIVE 2:

Increase industry and community partnerships.

- Increase the number of business, professional, military, governmental, and not-for-profit partners with UH West O‘ahu.
- Expand internship opportunities for students in organizations associated with their major field of study.
- Increase the number of senior practicums completed.
- Develop university-wide marketing, communication and branding strategies to raise visibility and enhance favorable perceptions of UH West O‘ahu among its existing and potential new partners.

HUI HO‘ONA‘AUAO (PARTNERSHIPS AND COLLABORATION)

**OBJECTIVE 3:**

Strengthen partnerships and experiential learning opportunities with community, state and federal agencies.

- Establish advisory groups to guide the campus in its collaborative academic and service learning initiatives.
- Establish a baseline of industry MOA's, grants, and advisory boards.
- Foster and support activities of faculty, staff and students that have the potential to lead to mutually beneficial ventures between UH West O'ahu and the partner organizations.
- Make public engagement a distinctive feature of education at UH West O'ahu through internships and other experiential learning opportunities via industry and community partnerships.

OBJECTIVE 4:

Increase partnerships & collaboration with international schools.

- Create a Comprehensive Internationalization Plan for UH West O'ahu.
- Identify a baseline and increase the number of partnerships with international schools.
- Increase the number of international students matriculating at UH West O'ahu.
- Increase collaboration with Hawai'i Tokai International College and Tokai University.
- Create study abroad and student exchange opportunities with international institutions.

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Joanne Itano, Interim Executive VP for Academic Affairs
Jan Gouveia, Vice President for Administration
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John Morton, Vice President for Community Colleges
Steven Smith, Interim VP for Information Technology / CIO
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