

**DRAFT**



UNIVERSITY  
of HAWAII®  
WEST O'AHU

## Strategic Plan Implementation

UH West O'ahu's Strategic Plan for 2015-2020, Na Kākou E Ho'omālamalama, "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. Development of the strategic plan was a collaborative effort and all members of the campus community had an opportunity to provide input into the Strategic Plan in establishing our institution-wide priorities essential to our future. The success of Na Kākou E Ho'omālamalama is dependent upon carrying out action items and activities to accomplish the objectives.

This Implementation Document is a necessary companion to the Strategic Plan because it provides broad tactics and performance measures, identifies the key unit(s) that are primarily responsible for implementation, as well as a suggested timeline and approximate cost level. Implementation details will be determined by the primarily responsible parties within the vice chancellor units and their constituents. Some items require cross-functional collaboration that may include task forces and/or committees.

### Key Assumptions

In order to draft the Implementation Document, the Committee made the following key institutional assumptions, which are based on consultations with senior administration and after numerous discussions at Committee meetings.

<b>Implementation of Strategic Plan</b>	1	Implementation of the Strategic Plan acknowledges existing initiatives and priorities. New activities and action items to support the Strategic Plan's objectives are within the context of existing initiatives and priorities.
	2	The "primarily responsible unit" will determine additional implementation steps as appropriate and delegate responsibilities to members within their units and support the facilitation of cross functional implementation with other units.
	3	Significant coordination and cooperation will occur across units and divisions. The Chancellor has ultimate authority and decision-making regarding the Strategic Plan's implementation.

<b>Enrollment</b>	1	Overall enrollment will continue to increase annually as reflected in the Academic Development Plan (ADP) and proposed Comprehensive Enrollment Plan (CEP).
	2	Overall retention of current students should increase annually by a planned percentage determined by the proposed CEP and reflected in the ADP.
<b>New Building Priorities</b>	1	New building requests that have already been brought to the legislature for consideration should not be changed. To change building requests makes the University appear unorganized and unstructured; however, if unplanned opportunities arise, administration will pursue them.
	2	New buildings already brought to the legislature or planned to be brought to the legislature include the following: Allied Health & Administration; Creative Media; Center of Hawaiian Knowledge; STEM; Professional Studies.
	3	The Center of Hawaiian Knowledge should be a building priority. The Committee requests that the Center of Hawaiian Knowledge be given equal priority to the Professional Studies building request.
<b>Academic Programs</b>	1	A new ADP will be written for the next 5-year cycle that reflects the enrollment goals of the proposed CEP which supports the Strategic Plan.
	2	New academic programs should be added in conjunction with new building requests so the legislature understands our priorities and new buildings are not underutilized.
	3	To the extent possible, new academic programs should support the Strategic Plan and ADP, and in particular support career development and campus distinctiveness.
<b>Campus Culture</b>	1	UHWO strives to be a culturally engaging campus where all students find cultural relevance and responsiveness
	2	All UHWO Faculty, Staff, Students and other stakeholders will experience a meaningful cross-cultural engagement on campus.
	3	By being an indigenous serving institution we are anchored in the Native Hawaiian root culture, even as we celebrate and embrace other cultures.

## **The Implementation Planning Process**

The campus community is encouraged to review the Implementation Document and provide input so that a final set of activities and measures can be determined by the end of fall semester and begin to be used to demonstrate progress. After approval of the Implementation Document, each of the units responsible for the various action items and activities should establish annual work plans and goals. These concise plans will identify budgetary resources needed to address each item in the appropriate fiscal year. While the planning process is transparent and inclusive, we recognize that ultimately the Chancellor has the authority and responsibility for the University's Strategic Plan implementation and will provide leadership throughout the process.

The success of Na Kākou E Ho‘omālamalama will depend on campus-wide support of the Strategic Plan and on our ability to make the implementation of the Plan operational through a dynamic, transparent and collaborative process. Many of the objectives and action items require coordinated and collective efforts by several individuals and/or units. The operational implementation will depend on the following key elements:

- Setting annual work plans as needed to accomplish action items and activities
- Allocating necessary resources, including budgetary, personnel and space to accomplish the objectives
- Using progress and success metrics to assess advancement and achievement
- Reviewing progress and success metrics annually and adjusting priorities as needed to pursue strategies successfully
- Communicating implementation actions and decisions transparently to the campus community so that efforts are aligned and coordinated

A campus culture of mutual accountability and effective communication will be necessary to achieving our Strategic Plan objectives. The process includes an acknowledgement that the university may need to make adjustments in the Strategic Plan implementation and reallocate resources if necessary.

There remains a need for continued strategic planning to help coordinate and review ongoing progress more globally. As a result, we recommend that an institutional Strategic Planning Committee be appointed to meet regularly with the charge of general oversight and annual reporting of the implementation plan, as described in the following Committee recommendations:

**Recommendation**

<b>Ongoing Strategic Planning</b>	1	An institutional Strategic Planning Committee will be established with the charge to meet monthly throughout the academic year to monitor progress on the current strategic plan and to ensure University's strategic planning and implementation remain ongoing. This Committee reports to the Chancellor.
	2	The Strategic Planning Committee will be chaired by the Director of Strategic Initiatives. Committee membership will be determined by the Chancellor.
	3	The Strategic Planning Committee will commence work on the next Strategic Plan in 2018-19 leading to a draft available in 2019-2020, with final version in 2020-21 for implementation in 2021-22.

<b>Annual Reporting</b>	1	The Strategic Planning Committee will be chaired by the Director of Strategic Initiatives. Committee membership will be determined by the Chancellor.
	2	Primarily Responsible Units, or their designees, will report on Strategic Plan Implementation progress to the Strategic Planning Committee in conjunction with the preparation of an annual report of Strategic Plan progress.

## Appendices

The Committee’s charge was to create a framework for implementation that builds upon the vision and objectives of the Strategic Plan by identifying high level strategic action items, activities, and associated metrics to measure progress and success, in order to support the Strategic Plan’s objectives. The committee’s work naturally led to brainstorming more specific ways in which objectives could be achieved by operational unit implementation; however, the Committee separated high level action items and activities that directly support the University’s Strategic Plan from more detailed suggestions. Detailed suggestions are contained in the appendices for primarily responsible units to consider.

## Communication

For the implementation of Na Kākou E Ho‘omālamalama to achieve its goal of building on our past accomplishments and positioning us for continued success and an exciting future, it will be important to communicate our progress, challenges, priorities, and resource allocation decisions clearly and transparently to the University community, so that everyone can be involved in realizing our objectives. We suggest that each fall at Professional Development Day a review of the implementation progress is presented, with an update on some of the specific areas each spring. In addition, an annual report outlining implementation progress should be posted on the University’s strategic planning section of the web site for general view.

## Legend

Phase Key
0 = Pending Action
1 = Research & Development
2 = Funding
3 = Implementation and/or Ongoing
4 = Complete

Completion Target
FALL = August – December
SPRING = January – April
SUMMER = May - July

Budget Estimates	
\$	\$0 < \$10K
\$\$	\$10K – \$100K
\$\$\$	\$100K – \$500K
\$\$\$\$	\$500K – \$1M
\$\$\$\$\$	≥ \$1M

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>OBJECTIVE 1: Establish a Center of Hawaiian Knowledge that combines instruction, research, student services and community outreach</b>						
<b>Objective 1a:</b>  <b>Secure funding and support for a Center of Hawaiian Knowledge building</b>	Revise Campus Master Plan to include Center of Hawaiian Knowledge.	Planning Committee formed with quarterly reports submitted to Senior Administration. Building Project/Scope Plan (including infrastructure, building funding, staffing, academic programming & technology, etc.) completed. Submitted 2018-2019 UHWO Biennium Budget includes Center of Hawaiian Knowledge. FY2018 UHWO legislative requests include Center of Hawaiian Knowledge.	VCA, VCSA, VCAA, Nālimakui Council	Committee to scope out purpose/significance/needs/wants/uses of Center of Hawaiian Knowledge.	4- Fall 2016 (Project/Scope Plan completed), 2- Spring 2017 (Biennium Budget and external funding committed), 4- Spring 2017 (BOR request submitted), 3- Fall 2017 (Legislative request submitted)	\$\$\$\$\$
	Form Planning Committee to research and develop building proposal and funding (external and internal) for the BOR.					
	Develop architectural and building plans.					
	Include building funding in 2018-2019 UHWO Biennium Budget; Request legislative funding for building.					

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 1b.</b>  <b>Develop external and institutional financial support for Center of Hawaiian Knowledge to ensure continuation of programs and services.</b>	Commit institutional financial support staffing, programming, events, and activities.	Three-year start-up budget created and approved.	VCAA, VCSA, VCA, Nālimakui Council	Start-up budget from institution. Search Committees and travel funds for invited candidates.	3- Summer 2017 (Positions filled)	\$\$\$\$
	Institutionalize Native Hawaiian grant-funded staffing, programming, and services.	Funds required are included in campus budget; Staff/Faculty positions become permanent.				
	Hire Program Director (Faculty Specialist?) to manage Native Hawaiian Knowledge Center	Position filled				
	Hire grant writer/fund raising specialist (APT or Faculty Specialist?)	Position filled				
<b>Objective 1c.</b>  <b>Develop a kauhale (community of learners) to create University and community partnerships that engage and advance Native Hawaiian knowledge and values.</b>	Hire Director of Native Hawaiian Affairs for UHWO	Position filled	VCSA, VCAA, Nālimakui Council	Search Committee and travel funds for invited candidates.	3- Fall 2017 (Position filled)	\$\$\$
	Develop campus and community programming embedded in Native Hawaiian knowledge and values for students, faculty and staff.	Workshops, orientations and public events developed and emailed to campus community and West Oahu residents. Track number of events offered; number of attendees;	VCAA, VCSA, Nālimakui Council	Resource/supply funding for workshops, orientations and public events.	3- Fall 2017	\$

## KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Embed Native Hawaiian knowledge and values in the hiring of new employees by creating a "desirable qualification" (DQ) for all new faculty/staff hires.	All UHWO positions include DQ	VCA, Nālimakui Council		3- Spring 2016	N/A
	Research temporary space and resources to provide Native Hawaiian knowledge programming and support.	Temporary space obtained, appropriate resources established, and student utilization.	VCSA, VCAA, VCA, Nālimakui Council	Furniture, personnel and other funding.	3- Fall 2016	\$\$
	Develop new course designation for culturally-relevant courses, giving faculty opportunity/choice to embed Native Hawaiian culture/values/knowledge within the classroom/curriculum.	Faculty Senate approval.	VCAA, Nālimakui Council	Committee to discuss designation parameters. Resources for culturally responsive training workshops. Incentives to encourage faculty to teach such designated courses.	1- Fall 2016 (Proposal to Faculty Senate), 3- Spring 2017 (Offer new course designation)	\$\$
	Building names, rooms, and campus signage labeled in Hawaiian with English translation.	Building name plaques installed.	VCA	Funding to create/purchase name plaques.	3- Fall 2017	\$

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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<b>OBJECTIVE 2: Create Native Hawaiian and Pacific Island degree programs.</b>						
<b>Objective 2a:</b>  <b>Establish a BA in Hawaiian Studies with concentrations/tracks</b>	Include BA in Hawaiian Studies in ADP. Request ATP (Auth. to Plan) for BA in Hawaiian Studies.	Degree added to ADP and ATP approved.	VCAA	Committee to plan degree program	1- Spring 2016	N/A
	Design curriculum/degrees (w/ community input), incorporating service learning and community work.	Report input received and progress quarterly. Create degree program.	VCAA	Committee to plan degree program	0- Fall 2017	\$
	Commit institutional and outside funding to build and support programs	Institutional funding committed. Outside funding sources identified. Outside funding secured.	VCAA	Start-up budget from institution. Search Committees and travel funds for invited candidates.	2- Fall 2018	\$
	Secure scholarship funding for students.	Identify available scholarship/funding opportunities. Funding secured. Number of scholarships awarded.	VCSA	UH Foundation and/or grant-funding assistance.	3- Summer 2017	\$



**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 2b:</b> <b>Establish a BA in Hawaiian Language with concentrations/tracks</b>	Include BA in Hawaiian Language in ADP. Request ATP (Auth. to Plan) for BA in Hawaiian Language.	Degree added to ADP and ATP approved.	VCAA	Committee to plan degree program	1- Spring 2016	N/A
	Design curriculum/degrees (w/ community input), incorporating service learning and community work.	Report input received and progress quarterly. Create degree program.	VCAA	Committee to plan degree program	1- Fall 2017	\$
	Commit institutional and outside funding to build and support programs	Institutional funding committed. Outside funding sources identified. Outside funding secured.	VCAA	Start-up budget from institution. Search Committees and travel funds for invited candidates.	2- Fall 2018	\$
	Secure scholarship funding for students.	Identify available scholarship/funding opportunities. Funding secured. Number of scholarships awarded.	VCSA	UH Foundation and/or grant-funding assistance.	3- Summer 2017	\$
<b>Objective 2c;</b> <b>Establish BA in Pacific Island Studies and work toward expanding to area-specific degrees or concentrations.</b>	Include BA in Pacific Island Studies in ADP. Request ATP (Auth. to Plan) for BA in Pacific Island Studies.	Degree added to ADP and ATP approved.	VCAA	Committee to plan degree program	1- Spring 2016	
	Design curriculum/degrees (w/ community input), incorporating service learning and community work.	Report input received and progress quarterly. Create degree program.	VCAA	Committee to plan degree program	1- Fall 2017	\$

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Commit institutional and outside funding to build and support programs	Institutional funding committed. Outside funding sources identified. Outside funding secured.	VCAA	Start-up budget from institution. Search Committees and travel funds for invited candidates.	2- Fall 2018	\$
	Secure scholarship funding for students.	Identify available scholarship/funding opportunities. Funding secured. Number of scholarships awarded.	VCSA	UH Foundation and/or grant-funding assistance.	3- Summer 2017	\$
<b>Objective 2d:</b> <b>Recruit, hire, and retain faculty and staff to develop and implement Hawaiian and Pacific Island studies and language programs.</b>	Advertise, promote, and recruit job positions through external and internal outreach.	Number of applicants and the number of “minimum qualifications” (MQs) and DQs fulfilled.	VCAA, VCA	Collaboration with HR, Communications Department	3- Fall 2016	\$
	Hire faculty w/ subject area and expertise in areas desired by students.	Positions filled.	VCAA, VCA	Search Committees. Competitive wages and hiring incentives. HR Support	3- Spring 2017	\$\$\$\$
	Retain hired faculty and staff by providing professional development and other opportunities for advancement.	Faculty and staff retention. Number of promotions and tenures.	VCAA, VCA	Funding and support for professional development, research, and other projects.	3- Fall 2015 (on going)	\$\$

## KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 3: Increase the number of Native Hawaiian administrators, faculty, and staff</b>						
<b>Objective 3a:</b>  <b>Develop and Implement a plan to recruit Native Hawaiian faculty in every discipline on campus.</b>	Recruit and identify potential candidates via partnering with schools, UH alumni, local and mainland communities.	Research data to establish baseline. Increase Native Hawaiian, tenure-track Faculty to match student ratio. Progress made annually.	VCAA	HR, Division Chair, Nālimakui Council, and Outreach Committee.	1- Spring 2016	\$\$
	Advertise and promote recruitment efforts and identify successful recruitment marketing efforts.	Increase in number of Native Hawaiian applicants per job posting.	VCAA	Funds for mass marketing via all media options; Market Survey and HR Reporting.	1- Spring 2017, 3- Spring 2018	\$\$
	Offer competitive wages comparable to other state peer institutions.	Faculty salaries are median-range of comparative peer institutions.	VCAA, VCA	HR involvement; Cost of Living Report; UHPA Salary Report	1- Spring 2016, 2- Fall 2016	\$\$
	Develop Outreach Committee to recruit Native Hawaiian faculty applicants. Disseminate the information through the information network.	Review HR reporting, applicant survey, and committee reporting to show increase in Native Hawaiian applicants.	Director of Native Hawaiian Affairs	HR, Division Chair, Nālimakui Council	3- Fall 2016	\$
<b>Objective 3b:</b>  <b>Assure Native Hawaiian representation on decision-making committees</b>	Decision-making committees seek out Native Hawaiian representation.	Member attendance and meeting minutes notes. Every standing committee will have Native Hawaiian representation by year 5.	VCAA, VCSA, VCA	Faculty Senate, HR, CTLE, and Committee Chairs	3- Spring 2016	\$

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Establish Staff Senate with advisory capacity to be a part of decision-making committees.	Do research and plan in year 1, Implementation in year 2	VCAA	HR, HGEA, UPW, Establish a committee	1- Spring 2016, 3- Fall 2016	\$
	Enhance and increase campus events and mixers to be more inclusive and to remove internal barriers for participation and decision making.	Staff/Faculty Representation Report from Decision-Making Committees	VCSA, VCAA	HR, Nālimakui Council, and Outreach Committee.	3- Fall 2016	\$\$
<p><b>Objective 3c:</b></p> <p><b>Provide professional and mentoring opportunities for leadership development for Native Hawaiian faculty</b></p>	Working committee: professional development for Native Hawaiian faculty (not limited to), tied to CTLE workshops, school-wide workshops, skill building operations, defining mentorship, lunch meetings for attending (personal, relational, fun), bring in guest speakers and provide education materials	HR Reporting	VCSA, VCAA	HR, CTLE, Outreach Committee, and coordination from Nālimakui Council.	1- Spring 2016, 2- Spring 2017, 3-Fall 2017	\$\$
<p><b>Objective 3.d.</b></p> <p><b>Hire administrators and staff who are grounded in Native Hawaiian forms of knowledge pertinent to their responsibilities.</b></p>	Partner with Native Hawaiian organizations, businesses, higher education institutions	Research data, HR Reporting	VCSA, VCAA	Establishment of Outreach Committee to manage activities related HR hiring	1- Fall 2015, 3- Spring 2016	\$\$

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Recruit and identify potential candidates via partnering with schools, UH alumni, local and mainland communities.	Research data to establish baseline. Increase Native Hawaiian, tenure-track Faculty to match student ratio. Progress made annually.	VCAA	HR, Division Chair, Nālimakui Council, and Outreach Committee.	1- Spring 2016	\$\$
	Advertise and promote recruitment efforts and identify successful recruitment marketing efforts.	Increase in number of Native Hawaiian applicants per job posting.	VCAA	Funds for mass marketing via all media options; Market Survey and HR Reporting.	1- Spring 2017, 3- Spring 2018	\$\$
	Offer competitive wages comparable to other state peer institutions.	Faculty salaries are median-range of comparative peer institutions.	VCAA, VCA	HR involvement; Cost of Living Report; UHPA Salary Report	1- Spring 2016, 2- Fall 2016	\$\$
	Develop Outreach Committee to recruit Native Hawaiian faculty applicants. Disseminate the information through the information network.	NHRC Reporting	VCSA, VCAA, Academic Division Chairs	Establishment of Outreach Committee to manage activities related HR hiring	1- Fall 2015, 3- Spring 2016	\$

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>OBJECTIVE 4: Promote holistic growth for all students in a rich, engaging community to increase Native Hawaiian student success</b>						
<b>Objective 4a:</b>  <b>Provide systematic and sustained support for Native Hawaiian students across campus to increase retention and graduation rates.</b>	Revise Campus Master Plan to include Center of Hawaiian Knowledge.	Planning Committee formed with quarterly reports submitted to Senior Administration. Building Project/Scope Plan (including infrastructure, building funding, staffing, academic programming & technology, etc.) completed. Submitted 2018-2019 UHWO Biennium Budget includes Center of Hawaiian Knowledge. FY2018 UHWO legislative requests include Center of Hawaiian Knowledge.	VCA, VCSA, VCAA, Nalimakui Council	Committee to scope out purpose/significance/needs/wants/uses of Center of Hawaiian Knowledge.	4- Fall 2016 (Project/Scope Plan), 2- Spring 2017 (Biennium Budget and external funding), 4- Spring 2017 (BOR request submitted), 3- Fall 2017 (Legislative request submitted)	\$\$\$\$\$
	Form Planning Committee to research and develop building proposal and funding (external and internal) for the BOR.					
	Develop architectural and building plans.					
	Include building funding in 2018-2019 UHWO Biennium Budget; Request legislative funding for building.					
	Develop partnerships with Native Hawaiian-serving early childhood education providers to provide child care on campus for students.	Childcare services available on campus.	VCSA, VCA, VCAA	Childcare Task Force; physical space; funding	1- Spring 2016 (Child Task Force), 2- Spring 2017, 3- Fall 2019	\$\$\$
	Create pool of UHWO Native Hawaiian professional staff and faculty to serve as mentors for NH students.	NH mentorship pool established. NH students being mentored.	VCSA, VCAA, Nalimakui Council	NH faculty and staff; NH Mentorship Coordinator	1- Spring 2016, 3- Fall 2016	\$

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Expand student success support groups for NH students.	Additional support groups established; Increase in NH student participation.	VCSA, VCAA, Nalimakui Council	Meeting place/room; online forum/site; No'eau Center; Professional development	1- Spring 2016, 3- Fall 2016	\$
	Increase number of on-campus student employment opportunities.	Increase in on-campus student employee opportunities; Increase in number of students employed.	VCSA	Funding and Federal Work Study input and support.	1- Spring 2016, 2- Summer & Fall 2016, 3- Fall 2017	\$\$
	Increase number of Summer Bridge programs.	Increase in number and variety of Summer Bridge Programs.	VCSA, VCAA	Funding	1- Spring 2016, 2- Fall 2016, 3- Summer 2017	\$\$
	Increase No'eau workshops and tutoring through various methods of delivery (i.e., online, interactive video)	Increase in number, variety and delivery methods of workshops.	VCSA	IT equipment and staff, No`eau Center	1- Spring 2016, 2- Summer 2016, 3- Fall 2016	\$\$
<b>Objective 4b: Increase Native Hawaiian student enrollment each year by developing a robust outreach program.</b>	Create programming for summer gateway courses.	Variety of summer gateway courses offered.	VCSA, VCAA	Funding for stipends/scholarships for students; funding for faculty	1- Spring 2016, 2- Fall 2016, 3- Summer 2017	\$\$
	Expand and institutionalize college courses at Nānākuli & Wai‘anae High Schools.	Increase in college courses offered; Increase in college-preparedness of incoming freshmen.	VCSA, VCAA	Funding for instruction; DOE partnership	1- Spring 2016, 2- Fall 2016, 3- Fall 2017 (ongoing)	\$\$

**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Increase partnerships with community non-profits and local area businesses and organizations to create a community-wide support network for Native Hawaiian students.	Increase in number of partnerships.	VCSA, VCAA	Community partners, alumni, faculty, and student participation	1- Spring 2016, 2- Fall 2016, 3- Fall 2017	\$\$
	Increase number of classes offered during evenings and on Saturdays.	Increased number of classes offered during weekends and on Saturdays.	VCAA	Faculty and lecturers	1- Spring 2016, 3- Fall 2016	\$\$
	Integrate PUEO Leaders/Mentors into UHWO Admissions high school visits.	PUEO Leaders/Mentors attending high school visits with UHWO Admissions.	VCSA	Funding; Support from Admissions, Student Life and FYE Coordinator	1- Spring 2016, 3- Fall 2016	\$
	Expose area high school students to UHWO campus events.	Increased number of high school students to UHWO campus events.	VCSA	Funding; Partnerships with high schools	1- Spring 2016, 3- Fall 2016	\$
	Increase student internships & service-learning opportunities.	Increased internship and service-learning opportunities	VCSA, VCAA	Faculty and programs; Admin support	1- Spring 2016, 2- Summer 2016, 3- Fall 2016	\$\$
<b>Objective 4c: Increase students' participation in student life and use of support services.</b>	Assign specific academic advisor to students for freshmen.	Increase in number of student-advisor interactions.	VCSA	Adequate number of advisors for student to advisor ratio.	1- Fall 2015, 2- Fall 2015, 3- Fall 2016	\$\$



**KĀKO‘O ‘ŌIWI (INDIGENOUS SERVING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Partner and communicate with faculty to offer academic credit or assignments related to attending Student Life events.	Increase in partnerships with faculty.	VCSA, VCAA	Funding for additional student life coordinator, Staff/faculty committee coordination	1- Fall 2015, 2- Fall 2015, 3- Spring 2016	\$\$
	Host welcome event every fall semester for all new incoming students.	Fall welcome event established and hosted annually.	VCAA, VCSA	Funding for food and resources; Physical space; Staff and faculty support	1- Spring 2016, 2- Summer 2016, 3- Fall 2016	\$\$
	Host student-lead Native Hawaiian student conference.	Increase student involvement; Conference held.	VCSA, Nalimakui Council	Organizing Committee, conference space, funding for conference materials	1- Spring 2016, 2- Fall 2016, 3- Fall 2017	\$\$

## HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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### Objective 1: Develop a "Hawaiian Sense of Place" that is supportive of students and their families to promote student success.

<b>Objective 1a:</b>  <b>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.</b>	Revise Campus Master Plan to include Center of Hawaiian Knowledge.	Center of Hawaiian Knowledge is included in Campus Master Plan.	VCAA, VCA, VCSA, Nālimakui Council	Project Scope steering committee.	1- Spring 2016, 2- Spring 2017, 3- Spring 2019	\$\$\$
	Form Planning Committee to research and develop building proposal and funding (external and internal) for the BOR.	Committee formed, building Project/Scope Plan developed, and submitted to BOR.	VCAA, VCA, VCSA, Nālimakui Council	Administrative support and commitment.	1- Spring 2016, 3- Spring 2017, 4- Fall 2017	Nominal
	Include building funding in 2018-2019 UHWO Biennium Budget; Request legislative funding for building.	Submit in 2018-2019 UHWO Biennium Budget.	VCAA, VCA, VCSA, Nālimakui Council	Committee to scope out purpose/significance/needs/wants/uses of Center of Hawaiian Knowledge.	1- Spring 2016, 3- Spring 2017, 4- Fall 2017	Nominal
	Develop architectural and building plans.	Plan completed.	VCAA, VCA, VCSA, Nālimakui Council	Funding. Architectural Firm.	2- Summer 2018, 3- Fall 2018	\$\$\$\$
	Develop plans for Multicultural Center	Plan completed and ready for implementation.	VCAA, VCA, VCSA	Funding, staffing, formation of International Committee.	1-Fall 2016, 2- Fall 2017, 3- Fall 2020	\$\$\$

**HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<p><b>Objective 1b:</b></p> <p><b>Emphasize personal growth through student-centered experiences using our local communities and environment as laboratories and learning opportunities.</b></p>	<p>Incorporate student-centered experiences into curriculum and develop professional development to focus on student-centered curriculum.</p>	<p>Increase in number of courses integrating community engagement and service learning, number of partnerships with community organizations, number of student service learning hours. Increase in number of professional development workshops focusing on student-centered experiences.</p>	<p>VCAA, Nālimakui Council</p>	<p>Funding for community practitioners and community organizations hosting students.</p>	<p>1- Spring 2016, 2- Spring 2017, 3- Fall 2017 (on going)</p>	<p>\$\$</p>
	<p>Increase student-centered experiences into co-curricular activities.</p>	<p>Increase in number of events and activities integrating community engagement and service learning. Number of partnerships with community organizations. Number of student service learning hours. Increase number of professional development workshops focusing on student-centered experiences.</p>	<p>VCSA, Nālimakui Council, ASUHWO</p>	<p>Funding and staffing for programming.</p>	<p>1- Fall 2015 2- Spring 2016 (on going) 3- Fall 2016 (on going)</p>	<p>\$\$</p>

## HOLOMUA A HO'OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 1c:</b> <b>Increase visual arts and signage of Native Hawaiian history and culture on campus.</b>	Seek funding and partners to obtain art and artifacts on campus that create context for our location.	Increase in funding and partnerships.	VCA, Nālimakui Council VCSA	Funding for artists and signs	1- Spring 2016, 2 - Fall 2016, 3- Spring 2017 (on going)	\$
	Establish protocol for signage on campus.	Protocol established.	Strategic Planning Committee, Nālimakui Council, Communications Committee	Director of Planning and Facilities	1- Spring 2016, 4- Spring 2017 (on going)	Nominal
<b>Objective 1d:</b> <b>Enhance event programming focused on Hawai'i and our sense of place.</b>	Develop an annual event plan to include funding, timeline and programming concepts.	Plan completed, funding received, and increase the number of cultural workshops and events focused on Hawaii and sense of place. Number of attendees for events.	VCSA, VCAA, Nālimakui Council	Space, funding, practitioners, VCA	1- Spring 2016, 2- Summer 2016, 3- Fall 2016 (on going)	\$
	Encourage faculty, staff and student participation in events.	Increase in number of attendees.	VCAA, VCSA	Administrative commitment and support.	1- Spring 2016, 2- Fall 2016, 3- Spring 2016, (on going)	\$\$
<b>Objective 1e:</b> <b>Expand health and wellness services.</b>	Increase access and awareness of services for campus community.	Increase number of individual use of services and vaccinations, health and wellness testing, and number of health and wellness workshops and attendees.	VCSA	Facilities, materials, and supplies	1- Spring 2016, 2- Fall 2016, 3- Spring 2017, (on going)	\$\$
	Hire social worker.	Social worker hired.	VCSA	Funding	4- Spring 2017	\$\$

## HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Establish health and wellness center.	Center established.	VCSA, VCA	Facilities	1- Spring 2016, 2- Spring 2017, 3- Spring 2018	\$\$\$\$

### Objective 2: Create a vibrant campus life that inspires students to be global citizens who actively participate in on-campus and community activities.

<b>Objective 2a:</b>  <b>Establish a master-planned university village that provides a true college that embodies learning, living, and work opportunities.</b>	Hire a master planner to facilitate the creation of a university village and add to Land Development Plan.	Master planner hired and University Village included in plan.	VCA	Funding, Land Use Permits, Facilities/buildings, Needs assessment	1- Spring 2016, 2- Spring 2017, 3- Fall 2017	\$\$
	Form planning committee to create a vision for the university village.	Annual reporting to campus community on University Village progress.	VCA, VCSA, VCAA	Input from campus community	3- Spring 2016	\$
<b>Objective 2b:</b>  <b>Create a unique student experience that emphasizes arts, music, dance, and athletics.</b>	Build an amphitheater to facilitate the performing arts on campus.	Amphitheater built	VCSA	Funding, facilities/space	1 & 2-Fall 2015, 3- Fall 2018, 4- Fall 2019	\$\$\$ (Funds secured under Title III)
	Increase performing arts activities on campus.	Increase in number of activities	VCSA, VCAA	Sound equipment	1, 2 - Fall 2015 3- Spring 2016, (on going)	\$\$
	Develop Intramural Program and implementation plan to support Division II Athletics Plan	Number of intramural activities that meet NCAA requirements for Division II Athletics Program	VCSA	Intramural/Athletic space (volleyball/basketball court, soccer field, tennis court)	1, 2 & 3- Fall 2015 (on going)	\$\$\$\$

## HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 2c:</b> <b>Increase involvement in campus-sponsored activities, student interest clubs, and student government.</b>	Encourage participation of students in and increase awareness of co-curricular activities that increase student engagement through communication, clubs and events.	Increase number of students participating in activities	VCSA, Communications Department	Use of existing student fees, Staff, Campus community input	1, 2 & 3 - Fall 2015 (on going)	\$
<b>Objective 2d:</b> <b>Expand campus life opportunities to include student residential housing options and intramural and club sports.</b>	Make progress towards establishing residential housing.	Annual progress report to campus community.	VCA	Land use plan	1- Fall 2015, 2- Spring 2016, 3- Spring 2018	\$\$\$\$\$
	Increase programming for sports/intramural	Number of opportunities for students to participate in sports/intramural.	VCSA	Intramural/Athletic space (volleyball/basketball court, soccer field)	1, 2 & 3- Fall 2015 (on going)	\$\$\$
<b>Objective 2e:</b> <b>Increase availability of community service and service-learning classes and experiences.</b>	Increase community service and service-learning for career development	Number of students participating in community service and service-learning.	VCAA, VCSA	Staff, funding, database of opportunities, partnerships with business	1- Fall 2015, 2- Spring 2016, 3- Fall 2016, (on going)	\$\$\$
	Hire a Service Learning Coordinator	Service Learning Coordinator hired	VCAA, VCSA	Staff, funding for position	1- Fall 2015, 2- Spring 2016, 3- Fall 2016 (on going)	\$\$\$

## HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 2f:</b>  <b>Increase opportunities for greater national and international student experience.</b>	Increase study abroad opportunities	Increased number of students participating in study abroad experiences.	VCAA, VCSA	Staff, database of opportunities, partnerships, funding to promote, offer scholarships/ financial aid, partnerships with local businesses/ organizations	1- Fall 2015, 2- Spring 2016, 3- Fall 2016 (on going)	\$\$
	Increase faculty-led study abroad opportunities	Increased number of faculty-led opportunities	VCAA, VCSA	Funding to support programming	1- Spring 2016, 2- Fall 2016, 3- Fall 2017 (on going)	\$\$
	Hold a study abroad fair once a semester	Number of fairs	VCSA, VCAA	International organizations	1, 2 & 3 - Spring 2016, (on going)	\$
	Increase scholarship and financial aid opportunities for study abroad programs and national student exchange programs	Number of students participating and scholarships	VCSA, VCAA	Federal aid, UHF/private scholarships	1- Fall 2015, 2- Spring 2016, 3- Fall 2016 (on going)	\$\$

## HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 3: Ensure access to higher education and scholastic achievement for all students.</b>						
<b>Objective 3a:</b>  <b>Expand support initiatives and best practices designed to increase student retention, achievement and graduation.</b>	Create a student success committee to solicit campus-wide engagement in increasing student success initiatives.	Statistical comparison to measure student success	VCSA, VCAA	Student Success Committee, Institutional Support	1, 2 & 3- Fall 2015	\$
	Implement STARFISH student retention tool	Statistical data on persistence and graduation rates	VCSA, VCAA	STARFISH database, funding, Institutional Support	1- Fall 2015, 2- Spring 2016, 3- Fall 2016	\$\$
	Implement professional development opportunities focused on best practices for student retention, achievement and graduation.	Increase number of professional development activities	VCAA, VCSA	Funding for speakers, travel	1, 2, 3 - Fall 2015 (on going)	\$\$
	Increase course offering to meet student academic plan needs	decrease wait list numbers	VCAA, VCAA	Student Success committee, space, course sections, instructors	1, 2 & 3- Fall 2015 (on going)	\$
<b>Objective 3b:</b>  <b>Enhance outreach and college readiness activities for students from high schools in underserved regions.</b>	Increase outreach efforts and academic programs to historically underrepresented students.	Increase college going rates for underserved regions with an emphasis on the Leeward coast.	VCSA, VCAA	More Gear-Up like programs; Onipa‘a; Increase participation with partnership programs.	1, 2 & 3- Fall 2015 (on going)	\$



## HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 3c:</b>  <b>Increase percentage of students applying for financial aid.</b>	Encourage all college-going students to fill out the FAFSA.	Increase number of ISIRs received. Increase the number of students filling out FAFSA	VCSA	Additional staff to increase recruitment efforts, and help current students. Fin Aid counselors/advisors. More scholarships.	3 - Fall 2015	\$
	Implement FAFSA workshops on campus each spring.	Increase the number of students submitting FAFSA	VCSA	Workshop space and staff to implement	1, 2 & 3- Fall 2015	\$
<b>Objective 3d:</b>  <b>Increase scholarship opportunities, especially those targeted towards Native Hawaiian students and students from underserved populations.</b>	Outreach to the community to increase scholarships and funding for Native Hawaiian and other historically underrepresented populations.	Number of students awarded	VCSA	More staff, More scholarships, UHF scholarship events and community partners	1- Fall 2015, 2 & 3- Spring 2016 (on going)	\$

## HOLOMUA A HO'OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 3e:</b> <b>Strengthen projections of academic programs and courses in alignment with student educational plans.</b>	Track students to determine what courses are needed for graduation in student s' educational plans.	Increase number of graduates. Create and develop academic plans.	VCSA, VCAA	Course scheduling and course offerings	1, 2 & 3- Fall 2015 (on going)	\$
	Develop projections and academic program mapping to illustrate course rotations	Academic planning courses for each concentration	VCSA, VCAA	Department Chairs, Faculty Advisors, Academic Advisors,	1, 2 & 3- Fall 2015 (on going)	\$
<b>Objective 4: Improve student success measures in accordance with state, University of Hawai'i System, and university goals.</b>						
<b>Objective 4a:</b> <b>Increase number of degrees and certificates awarded.</b>	Solicit campus-wide engagement in creating student success initiatives that increase the ability of students to graduate.	Graduation rates, number of degrees and certificates awarded.	VCAA, VCSA	Student Success Committee, OIR	1- Spring 2016, 3- Fall 2016, 4- Spring 2017 (on going)	NA
<b>Objective 4b:</b> <b>Improve 4-year and 6-year graduation rates by cohorts (first-time full-time, Native Hawaiian, Pell recipients, transfer students).</b>	Research barriers to student success for disaggregated student groups and implement interventions to improve graduation rates.	Increase in graduation rates, decrease in achievement gap.	VCAA, VCSA	Student Success Committee, OIR	1- Fall 2015, 3- Fall 2016 (on going)	NA
<b>Objective 4c:</b> <b>Increase percentage of students taking 30 or more credits in an academic year.</b>	Increase advising and awareness to assure students are on track towards degree completion with credit accumulation. Increase summer financial aid resources.	Measure time to degree, number of credits earned/number of credits attempted.	VCAA, VCSA	Student Success Committee, OIR	1- Fall 2015, 3- Fall 2016 (on going)	NA

## HOLOMUA A HO‘OKŌ (STUDENT SUCCESS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 4d:</b> <b>Increase number of baccalaureate degrees awarded.</b>	Increase in number of degrees offered and awarded in comparison with peer institutions.	Number of degrees awarded each academic year.	VCAA, VCSA	Student Success Committee, OIR	1- Fall 2015, 3- Fall 2016 (on going)	NA
	Research barriers to student success for disaggregated student groups and implement interventions to improve graduation rates.	Research barrier data and plan to address concerns.	VCAA, VCSA	Student Success Committee, OIR		
<b>Objective 4e:</b> <b>Improve retention of students in disaggregated categories.</b>	Disaggregate data by different student groups, implement interventions, tracks for outcomes.	Increase in student persistence and graduation rates.	VCAA, VCSA	Administrative support and directive, Student Success Committee, OIR	1- Fall 2015, 3- Fall 2016 (on going)	NA

## A'O AKU, A'O MAI (TEACHING AND LEARNING)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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OBJECTIVE 1: Establish and sustain innovative Liberal Arts and Professional Studies programs						
<b>Objective 1.1:</b>  <b>Determine students' career goals and aspirations via surveys, advising sessions, and student exit interviews</b>	Survey incoming freshmen and transfer students regarding goals. Report on student advising sessions. Survey graduating seniors regarding job or other career choices.	Created and maintained database on career goals from entrance, advising, and exit surveys.	VCSA	Office of Institutional Effectiveness (OIE) support	0- Fall 2015, 1- Spring 2016 (template completed), 3- Fall 2016 (ongoing update, yearly)	\$
<b>Objective 1.2:</b>  <b>Assess workforce needs of Hawaii's communities</b>	Research and compose Academic Development Plan to reflect workforce development.	Completed Academic Development Plan reflects workforce needs and guides development of ATPs for proposed new initiatives.	ADP Faculty Committee, VCAA	Faculty Senate and OIE support	1- Spring 2016 (New ADP), 3- Fall 2016 (Assessment completed Spring 2016; Update yearly Fall)	\$
	Provide Academic Program reviews that include workforce development.	Completed Academic Program Reviews reflect workforce needs (and guide development of ATPs for proposed new initiatives, if applicable).	Academic Division Chairs, VCAA	Faculty Senate and OIE support	3- Fall 2016 (ongoing depending on Program Review schedule)	\$- External Reviewers

**A'O AKU, A'O MAI (TEACHING AND LEARNING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<p><b>Objective 1.3:</b> Utilize qualitative &amp; quantitative data to inform the continuous improvement of established &amp; proposed programs</p>	<p>All Program Reviews, Assessment Reports and Educational Effectiveness Review will report on improvement of program using quantitative and qualitative data</p>	<p>Completed Program Reviews, annual Assessment Committee Reports, and Educational Effectiveness Review include data on program improvements.</p>	<p>Academic Division Chairs, Faculty Assessment Committee, Faculty Educational Effectiveness Committee, VCAA</p>	<p>Faculty Senate and OIE support</p>	<p>3- Spring 2017 (on going depending on Program Review schedule)</p>	<p>\$</p>
<p><b>Objective 1.4:</b> Restructure current institutional organizational plan to facilitate the staffing, management, and delivery of academic programs</p>	<p>Committee on Concentrations to Majors (CTM) reports on restructuring plan.</p>	<p>CTM created. CTM composes and vets an organizational restructuring plan with phased implementation of the plan.</p>	<p>VCAA</p>	<p>Report from Committee on Transition to Majors.</p>	<p>1-Summer 2015, 3- Spring 2016 (ongoing)</p>	<p>\$\$\$- Possible New Division Chairs, Consultants, etc.</p>
<p><b>Objective 1.5:</b> Provide funding for activities aimed at establishing and sustaining new programs of study</p>	<p>In conjunction with new program initiatives, such as those contained in the new ADP, provide releases/stipends and consultation travel funds for faculty and administrators engaged in development of specific programs.</p>	<p>Ongoing and consistent funding for developing new programs.</p>	<p>VCAA</p>	<p>Report from Committee on Transition to Majors, reports from VCSA (Objectives 1.1 &amp; 1.2)</p>	<p>0- Pending (CTM Restructuring Plan), 2- Fall 2016 (ongoing)</p>	<p>\$\$\$</p>

## A'O AKU, A'O MAI (TEACHING AND LEARNING)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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OBJECTIVE 2: Deliver state-of-the-art programs with course work, with appropriate use of technology in the service of teaching and learning.						
<b>Objective 2.1:</b>  <b>Increase faculty IT knowledge &amp; skills via local, state, &amp; nationally sponsored professional development</b>	Increase support of faculty efforts to incorporate technology in courses via an increase in technology-specific professional development opportunities.	Increased number of faculty participating in IT professional development with a report to the CTLE regarding the activity.	Academic Division Chairs, VCAA	Increased CTLE and BRC travel funding, IT input regarding training and equipment	1- Fall 2015, 2- Fall 2016, 3- Fall 2016 (ongoing)	\$\$
<b>Objective 2.2:</b>  <b>Recognize outstanding faculty use of technology, via Laulima Award for Excellence in Online Teaching &amp; Learning</b>	Recognition via Laulima award for excellence in use of technology.	Presentation of annual award for excellence in use of technology in teaching.	Faculty Senate Laulima Innovation Award Selection Committee, VCAA	Faculty Senate DE Committee input and continued funding for award.	3- Spring 2016 (annually)	\$
<b>Objective 2.3:</b>  <b>Increase online pathways to degree &amp; certificate programs. Increase the number of funded grant proposals that incorporate technology use in the service of learning</b>	Survey students regarding online degree & certificate programs.	Increased number and/or efficiency of pathways to degree & certificate programs	Faculty Senate Distance Education Committee, VCAA	WASC guidelines	1- Spring 2016, 3- Fall 2020 (ongoing)	\$\$
	More grant proposals submitted to fund Distance Education (DE) technology.	Increased number of grants in support of technology in teaching.	Faculty Senate Distance Education Committee, VCAA	N/A	1- Fall 2017, 3- Fall 2020 (ongoing)	

## A'O AKU, A'O MAI (TEACHING AND LEARNING)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 2.4:</b> <b>Establish, staff, and maintain a STEM Center of Excellence</b>	Provide the organizational structure for a STEM Center (programs, faculty, resources, etc.)	Organizational structure developed, additional information from the CTM will guide this objective.	VCAA	Faculty positions, new ADP	1- Spring 2016 (New ADP), 2- Fall 2016, 3- Fall 2016	\$\$\$
<b>Objective 2.5:</b> <b>Establish, staff, and maintain the Academy for Creative Media</b>	Provide the organization structure for the Academy for Creative Media.	Organizational structure developed, additional information from the CTM will guide this objective.	VCAA	Faculty positions, new ADP	1- Spring 2016 (New ADP), 2- Fall 2016, 3- Fall 2016	\$\$\$
	Build CM Building	Obtain building funding	VCA	Legislative funding	2- Spring 2017	\$\$\$\$
<b>OBJECTIVE 3: Encourage student involvement in the community via applied and experiential learning opportunities.</b>						
<b>Objective 3.1:</b> <b>Develop an institutional database of community programs in need of volunteers</b>	Create and maintain a database of community programs.	Hiring of a Service Learning Coordinator to develop, maintain and expand database.	VCAA	Creation of Service Learning Coordinator position.	2- Fall 2018, 3- Spring 2019 (ongoing)	\$\$
<b>Objective 3.2:</b> <b>Increase the number of applied and experiential learning requirements within courses and across academic programs</b>	Establish a program to increase applied and experiential learning in courses. Evaluate the possibility of creation of a Service Learning course designation.	Service Learning Coordinator will develop an elective Faculty PD program toward a goal of increased applied and experiential learning requirements.	VCAA	Creation of Service Learning Coordinator position.	2- Fall 2019, 3- Spring 2020 (ongoing)	\$\$

## A'O AKU, A'O MAI (TEACHING AND LEARNING)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 3.3:</b> <b>Evaluate student involvement in the community</b>	Program Review requires documentation of student community involvement activities.	Completed Program Reviews reflect student community involvement.	VCAA, VCSA	Creation of Service Learning Coordinator position.	2- Fall 2019, 3- Spring 2020 (ongoing)	\$\$
<b>Objective 3.4:</b> <b>Fund campus events for communities: to increase student, faculty, and staff sensitivity to Native Hawaiian culture</b>	Increase the number of opportunities for exposure to Native Hawaiian and Pacific Island cultures.	Increased funding for campus events. Increased number of faculty, staff and students at these events.	VCSA	Input from Campus Community	2-Summer 2016 (ongoing)	\$\$-ongoing
<b>OBJECTIVE 4: Attract, recruit, and retain highly qualified faculty and staff who demonstrate a commitment to excellence in teaching &amp; learning.</b>						
<b>Objective 4.1:</b> <b>Increase the number of full-time tenure-track faculty, instructional faculty, and non-instructional staff</b>	Revised Academic Development Plan provides guidance and prioritization on hiring.	Maintain and staff Academic Development Plan.	Chancellor, with input from VCAA, VCSA, Administrative Affairs	Funding for new faculty and support positions.	1- Spring 2016 (New ADP), 2- Fall 2016, 3- Fall 2016	\$\$\$
<b>Objective 4.2:</b> <b>Provide competitive salaries &amp; benefits, in relation to peer institutions</b>	Identify peer institutions and comparable salary ranges. Maintain competitive entry level salaries; reduce salary compression and inversion.	Salaries competitive and equitable with peer institutions with regard to faculty rank.	Chancellor, with input from VCAA, VCSA, Administrative Affairs	Faculty Senate BRC and increased funding.	1- Spring 2017, 2- Fall 2018, 3- Fall 2018 (ongoing)	\$\$\$



## A'O AKU, A'O MAI (TEACHING AND LEARNING)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 4.3:</b> <b>Provide professional development (PD) and peer evaluation and mentoring support for faculty &amp; staff, in efforts to reduce attrition rates</b>	Expansion of CTLE activities. Increase funding for support.	Increased funding available for professional development and mentoring.	CTLE, VCAA	Additional funding for CTLE and other programs; input from Faculty Senate.	2- Fall 2016 (ongoing)	\$\$
	Conduct scheduled Program Reviews in order to assess relationship between support and attrition rates.	Completed Program Reviews with data on attrition and professional development.	Academic Division Chairs, VCAA	Additional funding for Program Review according to schedule	3- Spring 2017 (ongoing depending on Program Review) schedule	\$
<b>Objective 4.4: Increase faculty funding for participation in professional conferences, research and creative endeavors</b>	Monitor faculty participation in conferences, research, or creative activities. Increase funding to support these activities.	Increased faculty participation in conferences, research, or creative activities. Increased funding to support these activities.	VCAA	Additional funding through Faculty Senate BRC and CTLE.	1-Fall 2015; 2-Fall 2016; 3-Fall 2016 and ongoing	\$\$
<b>OBJECTIVE 5: Ensure continuous improvement and development of academic degrees and certificate programs.</b>						
<b>Objective 5.1:</b> <b>Engage in yearly assessments of ILOs that are fully aligned with DLOs and CLOs</b>	Research and compose annual assessment reports and scheduled Program Reviews that reflect alignment of LOs.	Completed annual assessment reports and scheduled Program Reviews that demonstrate alignment.	Division Assessment Committees, VCAA	Faculty Senate; OIR.	3 - Spring 2016 (ongoing)	\$

**A'O AKU, A'O MAI (TEACHING AND LEARNING)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 5.2:</b> <b>Conduct Academic Program Reviews every 5 years</b>	Maintain incumbent Program Review schedule.	Program Reviews completed on schedule.	Academic Division Chairs, VCAA	Faculty Senate Program Review Committee; OIE.	3- Summer 2016 (ongoing)	\$
<b>Objective 5.3:</b> <b>Seek nationally recognized institutional and discipline-specific accreditations, as appropriate</b>	Institutional/program accreditations are acquired as appropriate.	Appropriate accreditations completed.	Appropriate Academic Division Chairs, VCAA	Based on criteria for accreditation of specific program.	3- Summer 2016 (ongoing)	\$
<b>Objective 5.4:</b> <b>Incorporate Native Hawaiian forms of knowledge throughout campus disciplines and curriculum</b>	Workshops on the incorporation of Native Hawaiian and Pacific Island forms of knowledge.	Increased number of workshops on incorporation of Native Hawaiian and other cultural knowledge in different disciplines.	VCAA, Campus Community	Increased funding for CTLE workshops.	3- Summer 2016 (ongoing)	\$

**KE ALA KAI AO (CAREER & LIFE PATHWAYS)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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<b>OBJECTIVE 1: Expand academic programs in high demand areas.</b>						
<b>Objective 1a: Modify curriculum in existing academic disciplines and establish new academic programs that meet high demand state workforce needs.</b>	In conjunction with construction of the allied health building, create academic program plan for allied health fields. Priority will be given to health-related and indigenous/community health career fields, such as health information management, nursing, and other similar programs	Allied health academic program plan available for review by Spring 2018.	VCAA, Curriculum Committee	Data on state workforce needs	1- Spring 2017, 3- Spring 2018, 4- Fall 2019	\$
	Support the expansion of the following new academic concentrations that have industry partnerships and/or community collaboration, and which address workforce needs: Sustainable Community Food Systems, Information Security Assurance, Facilities Management, Natural Sciences, Mathematics, Hospitality & Tourism Management programs	Add tenure track faculty positions (min. 1 new position in one of these areas annually, contingent upon enrollment growth)	VCAA, VCA	Data on program and enrollment growth; Space allocation as needed.	1- Spring 2016, 3- Spring 2017, 4- Fall 2017	\$\$\$
	Convert concentrations to majors, as appropriate in high demand state workforce areas, according to Committee-determined priority	Submit substantial change requests to WASC on ongoing basis until complete	VCAA	Faculty Committee Determination of Majors	3- Spring 2016, Spring 2021	\$

## KE ALA KAI AO (CAREER & LIFE PATHWAYS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 1b:</b> <b>Add academic certificate programs in various disciplines for career professionals.</b>	Identify certificate programs in allied health fields and include in academic program plan (see 1a).	Allied health academic program plan available for campus review by Spring 2018.	VCAA, Curriculum Committee, Faculty Senate	Data on state workforce needs	1- Spring 2017, 3- Spring 2018, 4- Fall 2021	\$
	Explore possible additional certificate programs for career professionals in existing academic programs	Academic Development Plan complete and associated Authorization to Plan processes initiated	VCAA, Curriculum Committee, Faculty Senate	Data on state workforce needs	1- Spring 2018, 3- Spring 2019, 4- Fall 2021	\$
<b>Objective 1c:</b> <b>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.</b>	Engage with existing and new advisory boards to gather and review data and/or stats that will provide UHWO with feedback to stay abreast of workforce trends to ensure relevance. Establish mechanism to action recommendations.	Action recommendations provided to senior administration	VCAA, Faculty Representatives from select career-related programs	Support staff assistance	1- Fall 2017, 3- Spring 2018, 4- Spring 2021	Nominal
	List and maintain advisory board guidelines and advisory board membership on UHWO website	Develop guidelines for establishing advisory boards and website plan	VCAA, Director of Communications	Input from various campus constituents	1- Spring 2018, 3- Spring 2019, 4- Fall 2021	Nominal

## KE ALA KAI AO (CAREER & LIFE PATHWAYS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 1d:</b> <b>Increase enrollment in select career pathway academic programs.</b>	Create marketing brochures and targeted communication for prospective students that include information on career pathway programs.	Admissions marketing brochures created	VCSA, VCAA	Institutional effectiveness data reports	1- Fall 2017, 3- Spring 2018, 4- Spring 2021	\$-Fall 2018 annually thereafter
	Expand career support services and focus on career pathway academic programs	Increase programming to support career preparation for students	VCSA	?	1- Spring 2017, 3- Spring 2018, 4- Fall 2021	\$-Spring 2018 annually thereafter

### OBJECTIVE 2: Expand awareness of and information regarding career pathways initiatives.

<b>Objective 2a:</b> <b>Maintain current web site information regarding career pathways, programs, and initiatives.</b>	Add and maintain UHWO alumni and job placement data on website	Gather data and implement website plan for adding info to website	VCSA, VCAA	Alumni data, Institutional effectiveness data reports, website technical support	1- Fall 2018, 3- Spring 2019, 4- Spring 2021	Nominal
	Add and maintain graduate school and job opportunities to website	Data available on website regarding job placement statistics	VCSA	Alumni data, Institutional effectiveness data reports, website technical support	1- Spring 2018, 3- Spring 2019, 4- Fall 2021	Nominal

**KE ALA KAI AO (CAREER & LIFE PATHWAYS)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 2b:</b> Establish a baseline number of graduates in each career pathway academic program and maintain or increase number of graduates in those programs.	Identify specific academic programs for career pathway data reporting	Report on number of graduates annually	VCSA	Institutional effectiveness data reports	1- Fall 2017, 3- Spring 2018, 4- Spring 2019	Nominal
	Expand career support services to support graduation completion, especially in career pathway academic programs	Increase programming to support graduation completion	VCSA	Possible space allocation	1- Fall 2017, 3- Spring 2018, 4- Spring 2021	\$-Spring 2018 annually thereafter
<b>Objective 2c:</b> Establish baseline data and publish information on students' employment statistics after graduation.	Conduct follow-up studies of former UH West Oahu graduates regarding: a) employment/careers they engaged in since graduations; b) skills, knowledge, attitude gained at UH West Oahu that enhanced their job performance; c) skills, knowledge, attitude they wish they had learned at UH West Oahu.	Deploy survey	VCSA	Institutional effectiveness data reports	1- Fall 2017, 3- Spring 2018, 4- Spring 2019	\$-Spring 2018
	Conduct follow-up surveys and/or interviews with employers of UH West Oahu graduates regarding 2c1 items b and c.	Deploy survey and/or conduct interviews	VCSA, VCAA	Alumni data, support staff assistance, publication assistance	1- Fall 2017, 3- Spring 2018, 4- Spring 2021	\$-Fall 2019

**KE ALA KAI AO (CAREER & LIFE PATHWAYS)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 2d:</b> <b>Promote and strengthen the visibility of UH West Oahu academic career pathways programs through public relations activities.</b>	Increase number of <b>media promotions</b> highlighting UH West Oahu academic career pathway programs, <b>commensurate with increase in activities and student achievement.</b>	Annual report on communications efforts shows increase annually in career pathways programs publicity	Director of Communications	Input from campus constituents	1- Fall 2017, 3- Spring 2018, 4- Spring 2021	Nominal
	Increase number of continuing education programs for existing professionals in various disciplines.	Hire a Director of Continuing Education	VCAA	Position allocation	1- Spring 2016, 2- Spring 2016, 3- Summer 2016, 4-Fall 2016	\$\$- Spring 2016
<b>Objective 2e:</b> <b>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.</b>	Consult Native Hawaiian experts, groups and/or organizations when creating new student support programs or modifying existing programs, as appropriate.	Increased Native Hawaiian expert consultations	VCSA	Support staff assistance	1- Fall 2017, 3- Spring 2018, 4- Spring 2021	\$-Fall 2018 annually thereafter
	Consult Native Hawaiian experts, groups and/or organizations when creating new academic programs or modifying existing programs, as appropriate.	Increased Native Hawaiian expert consultations	VCAA	Support staff assistance	1- Fall 2017, 3- Spring 2018, 4- Spring 2021	\$-Fall 2018 annually thereafter

## KE ALA KAI AO (CAREER & LIFE PATHWAYS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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### OBJECTIVE 3: Improve course scheduling strategies to ensure delivery of academic programs.

<b>Objective 3a:</b>  <b>Establish a campus-wide committee to develop a model to predict enrollment based on retention analysis, historical trends, admissions activity and other data analysis.</b>	Establish Enrollment Management Planning Committee with campus-wide representation to set annual enrollment goals for new, transfer and returning students.	Completion of a Comprehensive Enrollment Plan to cover duration of Strategic Plan that supports enrollment goals and acknowledges institutional capacity	VCSA, VCAA	Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal
	Gather data to implement predictive enrollment modeling.	Identification of data needed.	VCSA, VCAA	Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal
	Identify annual enrollment goals/targets based on strategic analysis and planned enrollment activities.	Meet annual goals	VCSA, VCAA	Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal
<b>Objective 3b:</b>  <b>Create course enrollment demand reports based on enrollment projections to better predict course demand in various disciplines.</b>	Form task force to identify data needed for efficient course demand determination.	Establishment of enrollment demand reports to be used for scheduling courses each semester.	VCAA, VCSA	Enrollment reports, Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal
	Use mapping documents and enrollment goals for concentrations to determine course demand need.	Determination of course offering cycles for some disciplines.	VCAA, VCSA	Enrollment reports, concentration maps, Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal



**KE ALA KAI AO (CAREER & LIFE PATHWAYS)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<p><b>Objective 3c:</b> Develop course scheduling strategies, policies, and procedures to offer in-person and distance learning courses based on enrollment projections and modes of delivery demand.</p>	<p>Determine trends and student success patterns for online and in-person course offerings.</p>	<p>Develop strategy for online course offerings that includes new WASC assessment guidelines</p>	<p>Faculty Senate Distance Education Committee, VCAA</p>	<p>PAR data, Institutional effectiveness data reports, sufficient technological delivery of online courses</p>	<p>1- Spring 2016, 3- Fall 2016, 4- Spring 2021</p>	<p>Nominal</p>
	<p>Identify and resolve bottlenecks in general education and graduation requirement courses.</p>	<p>Additional course offerings in high need general education and graduation requirement areas.</p>	<p>VCAA</p>	<p>Enrollment reports, concentration maps, Institutional effectiveness data reports, sufficient technological delivery of online courses</p>	<p>1- Spring 2016, 3- Fall 2016, 4- Spring 2021</p>	<p>Nominal</p>
<p><b>Objective 4: Increase funding for career pathways initiatives.</b></p>						
<p><b>Objective 4a:</b> Obtain grants to help fund workforce development initiatives.</p>	<p>Create web page to clarify grant proposal process at UH West Oahu and add links to grant opportunities</p>	<p>Website completion</p>	<p>VCAA, VCA, VCASA</p>	<p>Technological assistance; Grant sources (e.g., <a href="http://pivot.cos.cohawaii.edu/funding_main">http://pivot.cos.cohawaii.edu/funding_main</a>, <a href="http://www.grants.gov/">http://www.grants.gov/</a>)</p>	<p>2- Fall 2015, 3- Spring 2016, 4- Fall 2016</p>	<p>Nominal</p>

**KE ALA KAI AO (CAREER & LIFE PATHWAYS)**

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Encourage faculty and administration input and collaboration in submitting grant funding proposals that include workforce development initiatives.	Announce grant opportunities at division chairs and faculty senate meetings resulting in more grant submissions	VCAA, VCSA	N/A	4- Spring 2016 (on going)	Nominal
<b>Objective 4b:</b> <b>Increase funding from industry partners for student scholarships in workforce development programs.</b>	Create and maintain list of current industry-funded scholarships	List would be available internally and on our website	VCSA, VCAA	N/A	2- Fall 2017, 3- Spring 2018, 4- Spring 2021	Nominal
	Work with UH Foundation and individual industry partners to establish student scholarships for various academic programs	At least 1 new scholarship will be established annually associated with workforce development	VCSA, VCAA	UH Foundation assistance	4- Spring 2016 (on going)	Nominal
<b>Objective 4c:</b> <b>Increase funding for international educational opportunities for students.</b>	Establish budget for international educational opportunities for UHWO students and increase budget proportionately as international student enrollment increases.	UHWO budget increase as enrollment increases	VCAA, VCSA	International Committee input	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	\$\$-Fall 2016; annually thereafter
	Seek grant funding for international educational experiences.	Announce grant opportunities at division chairs and faculty senate meetings resulting in more grant submissions	VCAA, VCSA	N/A	4- Spring 2016, (on going)	Nominal

## KE ALA KAI AO (CAREER & LIFE PATHWAYS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 4d:</b> <b>Establish an outreach center to interact with relevant professional organizations to obtain funding for relevant training programs that support business, military, governmental, and nonprofit organizations.</b>	Hire a Director of Continuing Education	Successful hiring process completion	VCAA	Support staff assistance	2- Fall 2016, 3- Summer 2016, 4- fall 2016	\$\$\$-Fall 2016; annually thereafter
	Conduct outreach to business, military, governmental and nonprofit organizations	Attendance at professional development and continuing education programs	VCAA	Facility usage	1- Fall 2016, 3- Fall 2017 (on going)	\$-Fall 2016, annually thereafter
	Increase number of continuing education and training programs offered	At least 1 new continuing education or professional development program added annually beginning 2016-2017	VCAA	Facility usage	1- Fall 2016, 3- Fall 2017 (on going)	\$
<b>Objective 4e:</b> <b>Increase enrollment and net tuition revenue in select career pathways programs.</b>	Identify specific academic programs for tracking purposes	Programs identified	VCAA	Enrollment reports, Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016 (on going)	Nominal
	Generate enrollment and net tuition revenue reports associated with career pathways programs	Create reports and establish timeline for review	VCAA	Enrollment reports, Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016 (on going)	Nominal
	Set enrollment goals associated with career pathways programs	Comprehensive Enrollment Plan includes enrollment goals for career pathways programs	VCSA, VCAA	Enrollment reports, Institutional effectiveness data reports	1- Spring 2016, 3- Fall 2016 (on going)	Nominal

## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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Objective 1: Increase transfer student access and success						
<b>Objective 1a:</b>  <b>Meet or exceed enrollment projections of new transfer students</b>	Establish Enrollment Management Planning Committee with campus-wide representation to set annual enrollment goals for new, transfer and returning students.	Committee meetings at least monthly during academic year	VCSA, VCAA	Enrollment Management Planning Committee	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal
	Create a Comprehensive Enrollment Plan that includes transfer students to cover duration of Strategic Plan.	Track recruitment and yield activities and report annually to senior administration. Enrollment goals are met or exceeded.	VCSA, VCAA	Enrollment Management Planning Committee	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal
	Plan recruitment and yield activities as needed to meet transfer student enrollment goals	Track activities and connect to enrollment yield to determine level of success of each activity and report annually to senior administration	VCSA, VCAA	Enrollment Management Planning Committee	1- Spring 2016, 3- Fall 2016, 4-Spring 2021	\$ Annually
<b>Objective 1b:</b>  <b>Increase graduation rate of transfer students.</b>	Set annual retention and graduation goals for transfer and native 4-year students.	Meet or exceed annual retention and graduation goals	VCSA, VCAA	Student Success Committee; Possible new reports on transfer student progress toward completion	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal

## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Investigate reasons for student attrition and develop plan based on best practices for improving retention.	Establishment of best practices and plan for campus-wide implementation	VCSA, VCAA	Student Success Committee, Possible surveys and statistics, faculty input and support	1- Spring 2016, 3- Fall 2016, 4-Spring 2021	Nominal
	Plan student success activities as needed to meet retention and transfer student graduation goals	Track student success activities and report annually	VCSA, VCAA	Student Success Committee	1- Spring 2016, 3- Fall 2016 (ongoing)	\$ Fall 2016, annually thereafter
<b>Objective 1c:</b> <b>Expand the number of academic transfer pathways for community college students through partnership agreements.</b>	Create and maintain a comprehensive list of all active articulation agreements.	Comprehensive list of articulation agreements publicly available	VCAA	Funding for travel to neighbor islands for articulation agreement work	1- Spring 2016 3- Fall 2016 (on going)	Nominal
	Update all expired articulation agreements.	All expired articulation agreements are updated by Summer 2016.	VCAA	Funding for travel to neighbor islands for articulation agreement work	1- Spring 2016, 3- Fall 2016 (on going)	Nominal
	Establish at least one new articulated pathway for UH community college students per year.	Increase number of active agreements on comprehensive list by at least one annually.	VCAA	Funding for travel to neighbor islands for articulation agreement work	1- Spring 2016, 3- Fall 2016, (on going)	\$ Fall 2016, annually thereafter

## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	In conjunction with construction of the allied health building, add articulation pathways for allied health fields. Priority will be given to health-related and indigenous/community health career fields, such as health information management, nursing, and other similar programs	Increase number of active agreements on comprehensive list by at least one annually.	VCAA	Collaboration with allied health faculty	1- Spring 2016, 3- Fall-2018 (on going)	\$
<b>Objective 1d:</b> <b>Improve the horizontal and vertical transfer of courses for students transferring to UH West Oahu by increasing the alignment of courses and programs with other UH campuses</b>	Identify existing potential transfer courses for automatic transfer and add them to UH Transfer Database	Create list of current individual course articulations. Increase number of existing course articulations over duration of Strategic Plan	VCAA, VCSA	N/A	1- Spring 2016, 3- Fall 2016 (on going)	Nominal
	Screen new courses for possible course articulation with other UH campuses.	Establishment of process for screening new courses for articulation	VCAA, VCSA	N/A	1- Spring 2016, 3- Fall 2016 (on going)	Nominal
<b>Objective 1e:</b> <b>Increase pre-transfer advising for potential UH community college transfer students to UH West Oahu</b>	Hire transfer student advisor.	Already completed.	VCSA, VCAA	N/A	4- Summer 2015	\$\$ Summer 2015, annually thereafter
	Coordinate articulation agreement efforts with pre-transfer advising.	Track number of potential pre-transfer students met with and evaluate success of efforts via enrollment of transfer students	VCAA, VCSA	Funding for publications, travel	1- Spring 2016, 3- Fall 2016 (on going)	\$ Fall 2016, annually thereafter

## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
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Objective 2: Increase industry and community partnerships						
<b>Objective 2a:</b>  <b>Increase the number of business, professional, military, governmental, and not-for-profit partners with UH West Oahu</b>	Identify additional partners.	Increase number partnerships by end of Strategic Plan	VCAA, VCSA	Alumni database/website, input from campus community	1- Spring 2016, 3- Spring 2017 (on going)	Nominal
	Highlight partnership activities via internal and external announcements	Increase in number of media stories that include UHWO partners	Communications Department	Input from campus community	1- Spring 2016, 3- Spring 2017 (on going)	Nominal
<b>Objective 2b:</b>  <b>Expand internship opportunities for students in organizations associated with their major field of study</b>	Create and maintain comprehensive database of UHWO internships to show increase in number of internships	List available to campus community	VCSA, VCAA	Input from faculty, Institutional effectiveness data reports; alumni database/website	1- Spring 2016, 3- Spring 2017 (on going)	Nominal
	Create and maintain comprehensive interactive website of UHWO internships to show increase in number of internships	Website available to campus community and potential internship providers	VCSA, VCAA	Input from faculty, Institutional effectiveness data reports; alumni database/website	1- Spring 2016, 3- Spring 2017 (on going)	Nominal
<b>Objective 2c:</b>  <b>Increase the number of senior practicums completed</b>	Create and maintain comprehensive database of UHWO senior practicums to show increase in number of senior practicums	List available to campus community	VCSA, VCAA	Input from faculty, Institutional effectiveness data reports; alumni database/website	1- Spring 2016, 3- Spring 2017 (on going)	Nominal

## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Create and maintain comprehensive interactive website of UHWO senior practicums to show increase in number of senior practicums	List available to campus community	VCSA, VCAA	Input from faculty, Institutional effectiveness data reports; alumni database/website	1- Spring 2016, 3- Spring 2017 (on going)	Nominal
<b>Objective 2d:</b> <b>Develop university-wide marketing, communication and branding strategies to raise visibility and enhance favorable perceptions of UH West Oahu among its existing and potential new partners</b>	Research and develop a marketing, communication and branding plan in conjunction with next Strategic Plan	Research conducted on best practices	Communications Department	Coordination with Strategic Planning Committee	1- Fall 2017 (on going)	\$\$
	Test various low-cost publications and marketing approaches for effectiveness	Track pilot projects and their effectiveness	Communications Department	Input from various campus constituents	1- Fall 2017, 3- Spring 2018 (on going)	-\$-Spring 2018, then ongoing
<b>Objective 3: Strengthen partnerships and experiential learning opportunities with community, state and federal agencies</b>						
<b>Objective 3a:</b> <b>Establish advisory groups to guide the campus in its collaborative academic and service learning initiatives</b>	Identify specific programs and campus initiatives for current and potential advisory board participation	List available in annual strategic plan progress report	VCAA, VCSA	Input from various campus constituents	1- Fall 2017, 3- Spring 2018 (on going)	Nominal
	Conduct periodic meetings with advisory boards and groups.	Include information on advisory board meetings in annual strategic plan progress report	VCAA, VCSA	Input from various campus constituents	1- Fall 2017, 3- Spring 2018 (on going)	Nominal



## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 3b:</b> <b>Establish a baseline of industry MOA's, grants, and advisory boards</b>	Create and maintain comprehensive list of advisory groups	List available to campus community	VCSA, VCAA	Input from various campus constituents	1- Spring 2016, 3- Fall 2017 (on going)	Nominal
	Add and maintain advisory groups' information to UHWO website	Advisory group information publically available	VCAA, VCSA	Technological assistance	1- Spring 2016, 3- Fall 2017 (on going)	Nominal
<b>Objective 3c:</b> <b>Foster and support activities of faculty, staff and students that have the potential to lead to mutually beneficial ventures between UH West Oahu and the partner organizations</b>	Set annual goals regarding partnership efforts to support strategic plan and accountability to stakeholders	Each division reports annually on progress.	VCAA, VCSA, VCA	University stakeholders	1- Fall 2017, 3- Spring 2018 (on going)	\$\$ Annually for activities in each division
	Highlight partnership activities via internal and external announcements	Increase in number of media stories that include UHWO partners	Communications Department	Input from campus community	1- Fall 2017, 3- Spring 2018 (on going)	Nominal
<b>Objective 3d:</b> <b>Make public engagement a distinctive feature of education at UH West Oahu through internships and other experiential learning opportunities via industry and community partnerships</b>	Identify existing opportunities for service learning and other community-based activities	List available to campus community	VCAA, VCSA	Input from various campus constituents	1- Fall 2017, 3- Spring 2018 (on going)	Nominal
	Increase experiential learning opportunities for students via service learning and other community activities	Increase number of opportunities by 20% over duration of Strategic Plan	VCAA, VCSA	Input from various campus constituents	1- Fall 2017, 3- Spring 2018 (on going)	Nominal

## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
	Create and maintain experiential & service learning website	Website available	VCAA	Technological assistance	1- Fall 2017, 3- Spring 2018 (on going)	Nominal
<b>Objective 4: Increase partnerships &amp; collaboration with international schools</b>						
<b>Objective 4a:</b>  <b>Create a Comprehensive Internationalization Plan for UH West Oahu</b>	Form committee to draft plan in conjunction with UHWO's participation in the American Council on Education Internationalization Lab	Already completed	VCAA	N/A	4- Summer 2015	Nominal
	Create Comprehensive Internationalization Plan	Draft available for campus input Fall 2015; Final version approved Spring 2016	VCAA	N/A	2- Fall 2015, 4- Spring 2016	Nominal
<b>Objective 4b:</b>  <b>Identify a baseline and increase the number of partnerships with international schools</b>	Create list of current international partnerships and determine annual goals.	Report on progress annually.	VCAA	N/A	2- Fall 2015, 4- Spring 2016 (on going)	Nominal

## HUI HO‘ONA‘AUAO (PARTNERSHIPS & COLLABORATIONS)

Theme, Goal, Objective	Action Items/Activity	Progress/Success Metrics	Primarily Responsible Unit(s)	Resources Needed	Phase	Budget
<b>Objective 4c:</b> <b>Increase the number of international students matriculating at UH West Oahu</b>	Create a Comprehensive Enrollment Plan that includes international students to cover duration of Strategic Plan.	Report on progress annually.	VCAA, VCSA	Scholarship funding for international students	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	\$\$- Fall 2016, then ongoing
	Create an annual recruitment plan	Report on progress annually	VCAA, VCSA	N/A	1- Spring 2016, 3- Fall 2016, 4- Spring 2022	Included in VCAA & VCSA budgets
<b>Objective 4d:</b> <b>Increase collaboration with Hawaii Tokai International College and Tokai University</b>	In conjunction with HTIC, hire a part-time one-year casual position to provide staff support for initiatives and develop internship program	Successful hiring process	VCAA	Casual Position @ 19 hours/week for 1 year	2- Summer 2015, 4- Summer 2016	\$\$- Fall 2015
	Determine specific initiatives in Comprehensive Internationalization Plan and system for tracking progress	Comprehensive Internationalization Plan includes HTIC initiatives	VCAA, VCSA	N/A	1- Spring 2016, 3- Fall 2016, 4- Spring 2021	Nominal
<b>Objective 4e:</b> <b>Create study abroad and student exchange opportunities with international institutions</b>	Determine specific initiatives in Comprehensive Internationalization Plan and system for tracking progress	Comprehensive Internationalization Plan includes study abroad and exchange initiatives	VCAA	N/A	1- Spring 2016, 3- Fall 2016, 4- Fall 2017 (on going)	\$\$- Fall 2017, then ongoing

## APPENDIX

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### Indigenous Serving

Objective Reference Number	NOTES
Obj. 1.A.	The Planning Committee's major goal is to move the Center for Hawaiian Knowledge forward as a campus high priority.
	Consult building proposal, plan and processes for UHM's Hawaiinuikea Building.
	Committee will need to research BOR approval process.
Obj. 3.A.	Outreach Committee should utilize internal and external networks (alumni, liaison organizations, list-serve, websites, etc.)
Obj. 3.D.	Outreach: Identify Hawaiian knowledge, farmer's market, Papa Ola Lokahi, Alu Like, find other community liaisons
Obj. 4.A.	Expand Student Success Support Groups (i.e. Study group sessions, creation of online study communities for those that cannot meet in person)
Obj. 4.C.	Student lead conference similar to the Pamantasan Conference.