2016-2021 Kauai CC Strategic Goals
The following Kauai Community College Goals have been developed within the framework of the UHCC Strategic Directions 2015-2021. Sections below correspond to sections of that document. See http://uhcc.hawaii.edu/OVPCC/strategic_directions/docs/plans/Strategic%20Directions%202015-2021.final.pdf

Underlying Values for This Plan

- Higher education is a societal and individual good and should be accessible to all.
- Human beings proceed toward their goals best when they have support and are engaged.
- Human beings want to be engaged in meaningful, productive work that sustains them economically.
- We are a place-based institution that takes its commitment as an indigenous serving institution seriously.
- Additional STEM jobs will be needed in our community in the future.
- Faculty, Staff, and Students work best if they are empowered and rewarded.

Hawaii Graduation Initiative

<table>
<thead>
<tr>
<th>Goal</th>
<th>Metrics</th>
<th>Tactics</th>
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<tbody>
<tr>
<td>Increase the Number of Graduates</td>
<td>Increase annual graduates with an Associate Degree or Certificate of Achievement from 203 to 285 by 2021 (5% per year)</td>
<td>Develop intensive guidance to support each student to get on and stay on track to their goal. Work with each student to identify academic/professional goals, and needs to reach those goals (finances, housing, etc.) and provide resources to address these.</td>
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<td>Implement mandatory orientation by meta-major.</td>
<td>Implement mandatory orientation by meta-major.</td>
<td>Implement mandatory orientation by meta-major.</td>
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<td>Ensure all students get initial advising, prior to registration if possible, or before second semester registration if not.</td>
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<tr>
<td>Connect students to community benefits programs.</td>
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<td>Hire temporary advisors to handle the surge in late enrollees.</td>
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<td>Consider enrollment deadlines.</td>
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<td>Establish clear structured pathways via STAR for each degree for both fulltime and part-time students. Include high school outreach.</td>
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<td>Build effective scheduling that enable full- and part-time students to follow the pathways for each degree and including an evening schedule.</td>
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<td>Use STAR to guide student registration and progress toward the degree or certificate.</td>
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<td>Provide faculty, program and other academic managers tools to track and manage student progress through to completion.</td>
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<td>Explore strategies that have faculty work individually with students, such as a faculty mentoring program.</td>
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<td>Implement the Starfish Early Alert system to identify and intervene when students are at risk of dropping out.</td>
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<td>Accelerate “Time-to college” ready status for students at one or two levels below the college-ready standard.</td>
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<td>Have yearly grad focus groups and exit interviews to find out why students drop, why they stay, what’s working, what needs attention.</td>
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<td>Provide professional development for building trust and accountability with students.</td>
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<tr>
<td>Increase the Number of Native Hawaiian Graduates</td>
<td>Increase Native Hawaiian graduates from 49 to 69 by 2021 (5% per year)</td>
<td>Develop a Native Hawaiian/Multicultural student success center building.</td>
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<td>Identify barriers to NH degree attainment.</td>
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<td>Strengthen relationships with NH community organizations and programs, including Na Pua No'eau and Hawaiian charter schools. Consider Early College in charter schools.</td>
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<td>Increase the number of NH faculty, staff and administrators to reach population parity. Recruit graduate students at UH Manoa or Hilo for potential hire as faculty. Possibly set up a program where we can pay grad students’ schooling, in exchange for them teaching at KauCC for a number of years.</td>
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<tr>
<td>Increase the number of Low Income Student Graduates</td>
<td>Increase the annual low-income (Pell Recipient) graduates from 116 to 163 by 2021</td>
<td>Provide intensive advising including connecting students to public benefit programs.</td>
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<td>Expand opportunities for students (both high school and adults) to get help filling out the FAFSA.</td>
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<td>Continue and expand the successful components of the Waiʻaleʻale and Kipaipai programs.</td>
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<td>Collaborate with the DOE regarding college preparation and educating parents about financial assistance.</td>
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<td>Explore the need for additional study labs.</td>
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<td>Expand paid internship programs as early as possible to show students relevancy and provide support.</td>
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<tr>
<td>Increase the # of Students Who Transfer</td>
<td>Increase annual transfers to four year programs from 174 to 261 by 2021 (6% per year)</td>
<td>Establish mechanisms for successful transition (cultural, personal, social media, podcasts).</td>
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<tr>
<td>Increase enrollment in and hours of Childcare center. Hope to extend to 4pm.</td>
<td>Increase financial aid assistance so that students receive 10% of their unmet direct cost (tuition, books and fees) from grant sources.</td>
<td>Increase marketing focusing on the affordability of Kauai Community College.</td>
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<tr>
<td>Support certificates that offer transfer to 4 yr programs.</td>
<td>Work with baccalaureate institutions to offer advanced degree completion through the University Center, using distance education, evening/weekends, and face-to-face.</td>
<td>Eliminate Access and Success Gaps as identified by UHCC Strategic Directions 2015-2021 for Native Hawaiians, Filipinos, Pacific Islands and Pell Recipients.</td>
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<tr>
<td>Conduct research to understand why the gaps exist and design effective tactics.</td>
<td>Increase the number of Filipino/Pacific Islander faculty, staff and administrators to move towards island population parity.</td>
<td>Research child care “drop-in” options.</td>
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<td>Educate target parents while students are in the DOE. Parents of students who qualify for free or reduced lunch should automatically be Pell eligible.</td>
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<tr>
<td>Reduce the Time to Degree: Accelerate College Readiness</td>
<td>75% of students testing at 1 level below college-ready standards will complete their college-level English and/or Math course within one semester. (up from 33% in Math and 44% in Writing)</td>
<td>Adopt a co-requisite model for remediation in English and Math.</td>
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<td>70% of students testing at 2 or more levels below college-ready standards will complete their college-level English or Math course within one year. (up from 185 Math and 49% Writing)</td>
<td>Revise course schedules to accommodate the new model.</td>
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<td>Expand peer mentoring, tutoring, bootcamps, and other supports such as the ETC lab.</td>
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<td>Offer Math &amp; English in Summer @ regular rates.</td>
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<tr>
<td>Reduce the Time to Degree: Increase Student Retention and Credit Accumulation</td>
<td>By 2021 increase year-to-year retention from 52% to 65% for</td>
<td>Identify Part-time students, their goals and their needs.</td>
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<td>all degree-seeking students</td>
<td>Develop guided pathways for all programs for full and part time students and optimize scheduling for those pathways, including distance education and evening.</td>
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<tr>
<td>By 2021 increase the percentage of full-time students who have earned 20 or more credits after one year from 52% to 65%</td>
<td>Fully develop Starfish early alert system.</td>
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<td>By 2021 increase the percentage of degree seeking part-time students who have earned 12 or more credits after one year from 44% to 65%</td>
<td>Expand service learning, field studies, and student employment.</td>
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<tr>
<td>By 2021 increase the percentage of full-time students who graduate or transfer within 150% of program length from 32% to 60% (i.e. in 3 years for a 2 year program)</td>
<td>Provide easy means for students to take leave when necessary and easily re-enroll. Look at readmission policy and allow a grace period if possible of 1 semester to 1 year.</td>
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<td>Develop financial incentives and rewards for progress toward degrees and for moving to full-time status.</td>
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Optimize scheduling to ensure courses are available to allow students to stay on path toward timely graduation (i.e. evening classes, cohorts etc.)

Expand lower cost summer school options for students.

Educate students about Prior Learning Assessment.

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<tbody>
<tr>
<td>Increase job placement for KauCC students</td>
<td>Not developed yet. See <em>UHCC Strategic Directions 2015-2021</em></td>
<td>Map KCC programs, both credit and non-credit, for workplace relevancy using the UHCC Workforce Planning and Management System currently under construction.</td>
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<td>Develop Strategies to increase workplace employment during and following program completion.</td>
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<td>Strengthen relationship between faculty and employers. All CTE programs should have appropriate advisory committees.</td>
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<td>Expand internships and service learning and provide incentives for students engaged in these.</td>
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<td>Design a course for job readiness/employment prep.</td>
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<td>Provide student exposure to Kauai employers.</td>
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<td>All CTE programs should have appropriate national certifications.</td>
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<tr>
<td>Increase the Stem Workforce</td>
<td>Increase the number of annual STEM degrees from 14 to 20 by 2021</td>
<td>Increase the number of ASNS majors and create a pre-engineering program.</td>
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<td>Articulate STEM programs with 4 yr colleges.</td>
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<td>Identify and engage STEM employers.</td>
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Hawaii Innovation Initiative

7/4/16
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<thead>
<tr>
<th>Goal</th>
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<tbody>
<tr>
<td>Increase distance courses for STEM.</td>
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<td>Develop early college cohorts for targeted STEM programs.</td>
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<td>Create STEM Summer Bridge Programs.</td>
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<td>Increase field-based and community-based research to engage students.</td>
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### Modern Teaching and Learning Environment

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<tr>
<th>Goal</th>
<th>Metrics</th>
<th>Tactics</th>
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<tbody>
<tr>
<td>Increase Campus and Community Sustainability</td>
<td>See the KauCC Sustainability Plan at: <a href="https://docs.google.com/a/hawaii.edu/document/d/1huGU5eexCRpV0kO05qkai4_8ZcHeCrV1_TZo1K79s/edit?usp=sharing">https://docs.google.com/a/hawaii.edu/document/d/1huGU5eexCRpV0kO05qkai4_8ZcHeCrV1_TZo1K79s/edit?usp=sharing</a></td>
<td>Create Sustainability Standing Committee.</td>
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<td>Work closely with Makaloa, Hawaii Papa O Ke Ao, and system sustainability work.</td>
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### High Performance Mission-Driven System

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<thead>
<tr>
<th>Goal</th>
<th>Metrics</th>
<th>Tactics</th>
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<tbody>
<tr>
<td>Reduce the Cost of Education for Students</td>
<td>Increase annual revenue from OCET training and contracts, from $273,526 to $539,892 by 2021</td>
<td>Assess business and community needs for noncredit training through outreach.</td>
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<td>Implement zero cost textbooks in at least 15 classes by 2021.</td>
<td>Educate and assist faculty to move to zero-cost textbooks.</td>
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<tr>
<td>Increase private fundraising and grant revenue</td>
<td>Create a task force to explore resources and strategies to make education more affordable.</td>
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<tr>
<td>Implement Hawai‘i Papa O Ke Ao <a href="https://www.hawaii.edu/offices/op/hpokeao.pdf">Hawaii.edu</a></td>
<td>Implement Kauai Papa O Ke Ao</td>
<td>Work with Makaloha Council to update Kauai Papa O Ke Ao and identify priority strategies.</td>
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<tr>
<td>Increase Opportunities for and Participation in Professional Development</td>
<td>Create benchmark data for # of PD events and participation rate, then increase that rate.</td>
<td>Hire a full-time Professional Development Position.</td>
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### Enrollment

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<tr>
<th>Goal</th>
<th>Metrics</th>
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<tbody>
<tr>
<td>Increase Recent High School Graduates Enrollment</td>
<td>Increase recent high school graduates enrollment from 201 to 245 by 2021</td>
<td>Increase dual credit enrollment programs so that high school students may earn at least 6 college credits before graduation.</td>
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<td>Develop clear pathways from middle school, through high school to KCC.</td>
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<td>Conduct extensive outreach to potential students and their parents beginning in middle school.</td>
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<td>Area</td>
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<td>Plan</td>
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<tr>
<td>Provide information and assistance with</td>
<td>Work with DOE to improve college readiness.</td>
<td>Work with HI HOPES Board to assist students aging out of foster care.</td>
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<td>financial aid support.</td>
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<tr>
<td>Work with DOE to improve college</td>
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<td>readiness.</td>
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<td>Develop a marketing plan to reflect the</td>
<td>Work with HI HOPES Board to assist students aging out of foster care.</td>
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<td>interests of HS students.</td>
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<td>Work with HI HOPES Board to assist</td>
<td>Work with Pacific Islander community and host more Pacific Islander</td>
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<td>students aging out of foster care.</td>
<td>community events on campus.</td>
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<tr>
<td>Increase Pacific Islander Enrollment</td>
<td>Increase Pacific Islanders enrolled from 29 to at least 30 by 2021</td>
<td>Increase Pacific Islanders enrolled from 29 to at least 30 by 2021</td>
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<tr>
<td>Increase High School Non-Completers and</td>
<td>Increase non-completers/Ged recipients enrollment from 100 to 115</td>
<td>Increase non-completers/Ged recipients enrollment from 100 to 115</td>
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<td>GED Recipient Enrollment</td>
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<td>Align adult education and GED preparation</td>
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<td>courses with community college curricula</td>
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<td>and college readiness.</td>
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<td>Increase Enrollment of Working Adults</td>
<td>Increase enrollment of 25-44 year olds from 416 to 661, from 2.5%</td>
<td>Increase workplace based programs, distance and hybrid education,</td>
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<td>of that county population to 4%, by 2021</td>
<td>cohort based programs and Prior Learning Assessment.</td>
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<tr>
<td>Create a marketing plan that focuses on</td>
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<td>successful working adults @ KCC.</td>
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<tr>
<td>International Students</td>
<td>Increase degree seeking international students from 19 to 23 by 2021</td>
<td>Stabilize ESL offerings.</td>
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<td>Work with employers on shared cost of</td>
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<td>education for employees.</td>
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<td>Recruit &amp; retain Veterans and maintain</td>
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<td>support for the VeteransCtr.</td>
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<td>Provide housing support, advising and assistance.</td>
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<td></td>
<td>Explore housing on campus options.</td>
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<td>Develop a marketing plan focused on recruiting international students.</td>
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