

Update to Strategic Plan Document Revision

Board of Regents meeting 3/20/2009

Erika Lacro will present our plans for revising HCC's Strategic Plan document at this meeting. We need feedback from the Planning Council on what we have done so far so that she can prepare for this presentation.

Mission Statement

At this point, the committee has put out a preliminary version of the Mission Statement to a select group of people who have been involved with authoring the Mission Statement in the past. So far, we have tentatively agreed on the format. The format will consist of several paragraphs that state in general terms what HCC's Mission will be. Following these paragraphs will be a list of Goals/Tasks that we intend to reach/perform to carry out the mission. We will put out a version (based on the feedback from the select group) in April to the campus and get feedback from this larger group. The updated Mission Statement will be ready by the end of April.

At the BOR meeting, all Erika intends to say about the Mission Statement is that as part of our periodic review of the Mission Statement, we are working on an update that will be included in the updated Strategic Plan Document.

Strategic Plan Document Revision

The committee has brainstormed items that we felt were important to include as additional Strategic Goals and Outcomes to the UHCC System Strategic Goals and Outcomes. The process that has been carried out so far is summarized below:

- The committee started with an outline of what needs to be included in a Strategic Plan Document.
- The committee looked at summaries of the Program Review Reports, the CC Inventory, and the Planning Agenda Items that resulted from the Accreditation Self Study. After looking at and discussing these items, the committee brainstormed to come up with items that the members felt were critical to address.
- After coming up with a list of 33 items, each committee member was allowed to place six votes for the items that she/he felt was most important. After this initial ranking, the items were grouped together with related items.
- After grouping the items, each group was tied to a planned outcome. A subsequent discussion on the Strategic Goal area for the items identified the UHCC System Strategic Goal that most closely aligned with the group of items. In some cases,

individual items were pulled out of our groups because the item aligned with a different UHCC Strategic Goal.

HCC-specific additional Strategic Goals and Outcomes

1. Improve and update campus operational practices and increase operational transparency by: (UHCC Goal E - Develop Sustainable Infrastructure for Student Learning)
 - Expanding the web-based handbook which details standard operating procedures in a number of critical areas, including: Strategic Planning, budget development, etc.
 - Updating the campus facilities master plan.
 - Evaluating the current planning, budgeting, and assessment processes and make appropriate changes to increase the utility, timeliness, and transparency of each element.
 - Making more efficient use of resources to reduce labor intensive tasks and human error.
2. Improve student access and success at HCC by: (UHCC Goal A - Promote Learning & Teaching for Student Success)
 - Evaluating the feasibility of expanding the delivery of instructional programs, and offering additional classes and establish new programs consistent with our mission when there is a demonstrated sustainable demand.
 - Promoting and supporting the development and implementation of instructional methodologies that improve student learning outcomes
 - Assessing and improving the effectiveness of student and academic support services.
3. Support the development of an institutional culture of evidence by: (UHCC Goal E - Develop Sustainable Infrastructure for Student Learning)
 - Developing and implementing data tools that facilitate the, tracking of student progress (including graduates, leavers, and those who transfer to another educational institution; assess the attainment of student learning outcomes, and report institutional progress in meeting strategic goals.
4. Build on our resources and strengths, heighten the visibility and focus the identity of HCC by: (UHCC Goal E - Develop Sustainable Infrastructure for Student Learning)
 - Defining our ideal "customer" (student population) & what best meets their needs.

- Increasing engagement with the high schools and other business and community groups.
 - Refining and implementing a strategic marketing plan.
 - Developing a detailed enrollment management plan based on statistical data that will establish a foundation for targeted recruitment and retention strategies.
5. Support faculty and staff professional growth and educational opportunities to be better prepared to respond to anticipated employee turnover by: (UHCC Goal D - Develop our Human Resources: Recruitment/Retention/Renewal)
 - Instituting a campus professional development initiative that prepares individuals to move into positions of increasing responsibility.
 - Publishing a web-based mandatory departmental orientation program for all new HCC employees.
 6. Contribute to the continued development of a seamless higher education system by: (UHCC Goal B - Functions as a Seamless State System)
 - Improving and sustaining curricular articulation between HCC and UH Manoa, particularly in the area of General Education.
 - Exploring opportunities, and where appropriate, to develop program-to-program articulation agreements with baccalaureate granting institutions.
 7. Respond to the evolving workforce needs of the various communities served by HCC by: (UHCC Goal C - Promote Workforce and Economic Development)
 - Refining and improving the alignment between our program offerings, curricula, and enrollment, and the external demand

Next Steps

- Planning Council needs to provide feedback on the Additional Items to HCC's Strategic Plan Document by late Friday, or early Monday. After making changes based on this feedback, these items (displayed in the Strategic Plan Document Draft format) will be sent out to the campus on Monday 3/16/2009.
- Erika Lacro will present our updates to HCC's Strategic Plan Document at BOR meeting on 3/20/2009.
- During April, the subcommittee will present the updated Mission Statement draft to the campus and gather feedback. The updated Mission Statement should be completed by the end of April.

- Once we agree on the HCC-specific Additional Planned Outcomes, the Planning Council or this subcommittee needs to come up with how we intend to measure those outcomes. This process needs to start by coming up with a time line for completion. (Remember, the goal is to have HCC's Strategic Plan Document essentially completed by the end of the semester.)