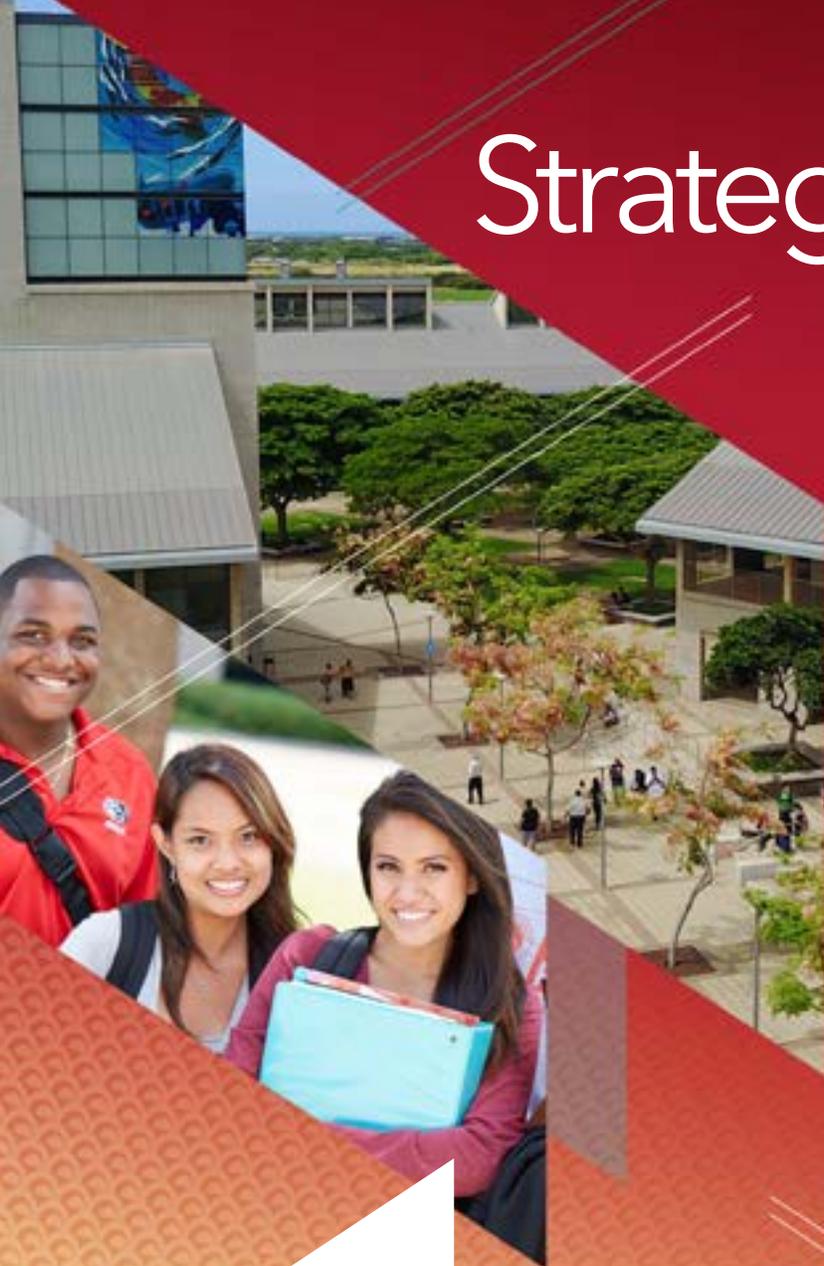


University of Hawai'i – West O'ahu

Strategic Action Plan

2018-2028



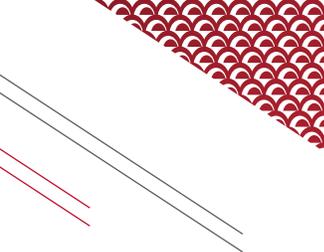
**Sustainable
at 8,000
by 2028**

westoahu.hawaii.edu/strategicplan



UNIVERSITY of HAWAII'
WEST O'AHU

The University of Hawai'i is an equal opportunity/affirmative action institution.



Glossary of Hawaiian Terms

'Aha Pūlama literally: 'aha-organization, pūlama-to cherish, save

Ākeakamai science

Aloha 'Āina deep love of the land; patriotism

'Āina land

Auwai pathway

E mālama pono kākou to all, the best of health

Hale house, building

Hana Lawelawe service activity

Hopena result, outcome, conclusion

Hui Ho'opili 'Āina hub group; ho'opili-bring together; 'āina-land

'Imi Na'auao seek knowledge

Kaiāulu community, neighborhood

Kupuna elder, singular; kūpuna-elder, plural

Mālama 'Āina caring for the land

'Ōiwi native

Oli Mahalo chant of thanks

Oli Wehe opening chant

Pahuhopu goal

Pilina connection, association

Po'okela foremost, best

Wahi Pana celebrated place

Wahi Punahele favorite place

Waiwai value, worth, wealth

All photos supplied by UH West O'ahu or UH System.

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Chancellor's Welcome

Emerging from modest origins in 1976 as a tiny upper-division institution known as West O'ahu College, UH West O'ahu has transformed itself into a permanent and prominent fixture on the 'Ewa Plain of O'ahu. The addition of lower-division curricula in 2007 and the grand opening of our state-of-the-art physical plant in O'ahu's "second city" of Kapolei in 2012 have allowed us to more effectively engage the diverse communities of Leeward O'ahu.

In 2017/2018 UH West O'ahu is the fastest-growing public baccalaureate college in the United States. We offer students a variety of baccalaureate degree options with signature programs that address the demands of the 21st Century economy, including creative media, cybersecurity, health science, hospitality and tourism, sustainable community food systems and teaching preparation. Our principal focus is a commitment to learning and teaching, to transmit and generate knowledge that prepares students to transform knowledge into action. We prepare students not for a specific vocation but for a successful life in a dynamically-changing world.

The UH West O'ahu Strategic Action Plan, 2018-2028, sets an aspirational course for the future of our university. Our blueprint to build po'okela/educational excellence presents overarching Impact Strategies (goals) that rely on every member of our 'ohana/family – students, staff, faculty, alumni, administration, and our community partners – to "Pūpūkahe i Holomua," to participate and contribute to our collective success!

Our Vision and Mission call us to advance knowledge that transforms lives, thereby providing every graduate an opportunity to apply wisdom and skill to improve their communities. This strategic plan supports our commitment to enhance the student learning experience; enrich the life and vitality of the families and communities we serve; and expand our engaged scholarship opportunities; strengthen mālama honua/stewardship of our world; and foster pilina/relationships that create value-added networks.

In addition, the plan sets out a business model that guides decision-making to determine what activities we should or should not pursue. It also presents a set of performance indicators that will be measured to ascertain our progress and help us to operationalize, implement, and prioritize our actions. The plan is also the basis for our land development efforts that will require a comprehensive, dedicated fundraising campaign. Our hana lawelawe/good work of service and diligence is not an additional task but an intentional approach that will help us individually and collectively reach our goals. As an indigenous-serving institution, we are grounded in the core value of kauhale/home as we strive to be responsible stewards of this precious 'āina/land while making higher education more accessible to the people of Hawai'i.

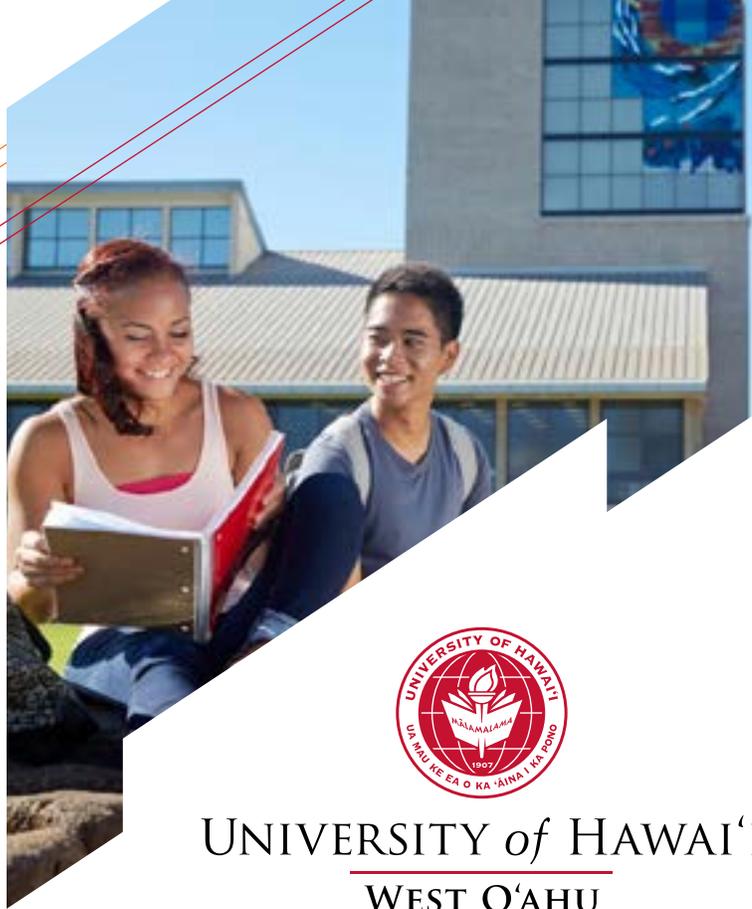
E mālama pono kākou,

Maenette K.P. Benham

Chancellor, UH West O'ahu

Do not
go where
the path
may lead,
go instead
where there
is no path
and leave
a trail

– Ralph Waldo Emerson



UNIVERSITY of HAWAI'I® WEST O'AHU

Value Proposition

The University of Hawai'i – West O'ahu prepares 21st Century leaders – career creators – through integrated, transdisciplinary programs where learners discover, innovate, and engage diverse communities to create a vibrant and just world!

Mission

UH West O'ahu offers a distinct and accessible student-centered education that focuses on the 21st Century learner. The University embraces Native Hawaiian culture and traditions, while promoting student success in an environment where students of all backgrounds are supported. Our campus fosters excellence in teaching, learning, and service to the community.

Vision

UH West O'ahu is a premier, comprehensive, indigenous-serving institution dedicated to educating students to be engaged global citizens and leaders in society. UH West O'ahu fosters a dynamic learning environment where all students, faculty, and staff embody and perpetuate Pacific and global understanding rooted in Native Hawaiian values.



Institutional Values Pahuhopu

❖ **Waiwai**

We value abundance/wealth that develops a culture of philanthropy and sustainable use of resources through the cultivation of quality relationships, creativity, exploration, and transdisciplinary learning.

❖ **Mālama ‘Āina**

We value environmental responsibility that links our love and care of land, water, and people.



Po'okela

We value excellence in education to meet the high aspirations of student, faculty, and staff, and the needs of our community.

❖ **Kaiāulu**

We value viable, healthy communities where everyone feels included, welcomed, and respected.

❖ **Hana Lawelawe**

We value conscious service to community that builds the capacity to offer one's excellence for the benefit of others and our environment.



Theory of Distinctiveness

Three hopena/strategic outcomes emerged from numerous stakeholder discussions during the development of this Strategic Action Plan. To distinguish this institution from any other, we hope to create a campus that embodies Sustainability/Aloha 'Āina, Innovation & Transformation, and 'Ōiwi Leadership.

These distinct outcomes generate a transdisciplinary focus that produces citizens who possess strong 'Ōiwi leadership skills that are grounded in the history of place and people as we build just, purposeful, caring, and celebrative communities; innovative and transformative thinkers with the ability to generate and apply knowledge to address the pressing issues of our times; and those with a commitment to Sustainability/Aloha 'Āina, who have acquired the skills to care for all that nurtures our spirit, bodies, relationships, and honua/earth.

Kūlana O Kapolei

Kūlana O Kapolei extends the work of Hawai'i Papa O Ke Ao, the UH System committee tasked to indigenize our campuses. UH West O'ahu continues to be a Hawaiian Place of Learning. Collaboration with cultural practitioners, kūpuna, and visionary thought leaders as well as strengthening the relational spirit that exists between our faculty, staff, students, and communities have allowed us to advance Hawaiian language use, 'ōiwi leadership, as well as community engagement and development. Highlights of the current work:

Language

- ❖ Oli Wehe and Oli Mahalo at all events—empowering all faculty, staff, students to participate
- ❖ Oli E Hō Mai and Oli Honouliuli—being taught to all students, faculty, and staff
- ❖ Strengthen commitment to 'Ōlelo Hawai'i/Hawaiian Language instruction—partnering with community colleges to expand services

Leadership

- ❖ Akeakamai Speaker series—showcasing Hawaiian scholars
- ❖ 'Aha Pūlama—gathering formally to discuss contemporary issues and solutions
- ❖ 'Imi Na'auao research—facilitating with community partners
- ❖ Kupuna-in-Residence program—establishing kūpuna voice in the leadership of this campus
- ❖ 'Ōiwi Leadership Institute—creating space to grow 'ōiwi leadership
- ❖ Hui Ho'opili 'Āina—partnering with Kamehameha Schools to support Hawaiian students through Makalapua Na'auao

Community Development

- ❖ 'Āina-Based Education—expanding partnerships with Kamehameha Schools, Dept. of Education, and others to increase its use.
- ❖ UH West O'ahu as a Professional Development hub—with the Dept. of Education partnership to “grow-our-own” teachers
- ❖ Service Learning—working with community to increase knowledge of Wahi Pana and Wahi Punahale
- ❖ Hawaiian Center for Sustainable Community Food Systems—bringing sustainability to reality

We are
strengthening
an Aloha
presence
on this
campus

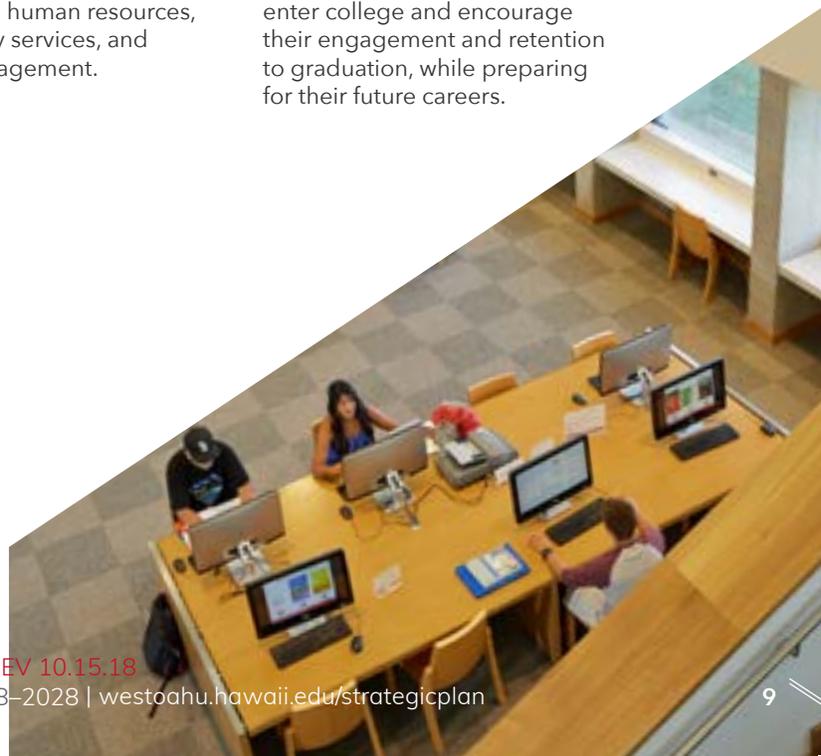
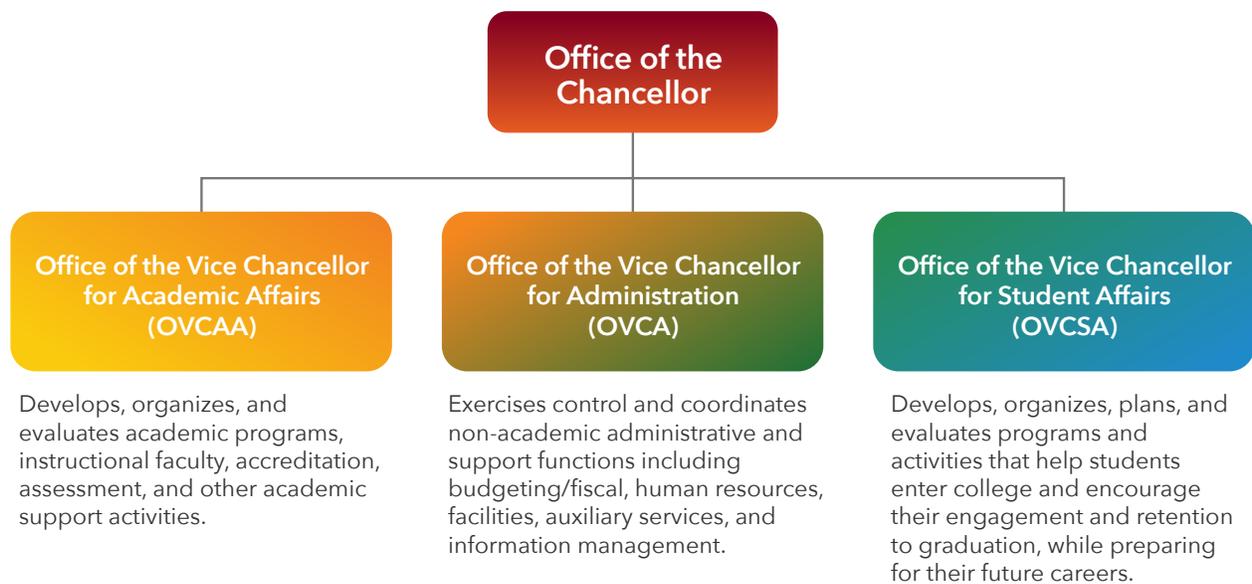
Introduction

An Overview of this Strategic Action Plan

This 10-Year Strategic Action Plan is unique in its approach to achieving three significant and integrated outcomes—Sustainability/Aloha ‘Āina, Innovation and Transformation, and ‘Ōiwi Leadership. It integrates a solid grounding in the host culture of these islands, a robust student-focused, transdisciplinary educational experience, and state-of-the-art facilities. This plan ensures that our work will be directly aligned with the UH Board of Regents’ Integrated Academic and Facilities Plan (IAFP), the UH System Strategic Directions, and various accreditation requirements. Finally, this Strategic Action Plan seals our commitment to improving the welfare of students, their families, and the wider community through ‘ōiwi leadership and decision making that ensures we remain responsible stewards of this ‘āina and educators of our people.

Organizational Structure

To support the implementation of the 2018–2028 Strategic Plan, this university is organized into three major units.





Academic Kauhale (Proposed)



Business Administration

- ❖ Accounting
- ❖ Facilities Management
- ❖ Finance
- ❖ General Business Administration
- ❖ Hospitality & Tourism
- ❖ Management
- ❖ Marketing
- ❖ Computing, Electronics and Networking Technology
- ❖ Culinary Management
- ❖ Information Security and Assurance
- ❖ Information Technology



Humanities

- ❖ English
- ❖ Hawaiian-Pacific Studies
- ❖ History
- ❖ Mathematics
- ❖ Philosophy



Public Administration

- ❖ Community Health
- ❖ Disaster Preparedness & Emergency Management
- ❖ Health Care Administration
- ❖ General Public Administration
- ❖ Justice Administration



Social Sciences

- ❖ Anthropology
- ❖ Early Childhood Education
- ❖ Economics
- ❖ Political Science
- ❖ Psychology
- ❖ Sociology
- ❖ Sustainable Community Food Systems



Education

- ❖ Elementary Education
- ❖ Middle-Level Education
- ❖ Secondary Education



Mathematics, Natural & Health Sciences*

- ❖ Community Health
- ❖ Respiratory Care
- ❖ Applied Mathematics*
- ❖ Health Information Management*
- ❖ Long Term Care*
- ❖ Native Hawaiian & Indigenous Health & Healing*
- ❖ Pre-Health Professions*



Academy for Creative Media*

- ❖ Creative Media

*Proposed

Academic Structure

The University of Hawai'i – West O'ahu holds a Carnegie Classification as a "Baccalaureate College—Diverse Fields" and focuses on academic excellence in undergraduate education grounded in the Pāhūhū—Institutional Values. Our institution offers a variety of baccalaureate degree paths that provide opportunities for people residing in Leeward O'ahu and beyond to develop promising careers within a rapidly evolving and increasingly global economy. At the same time, our robust distance education program enables us to effectively serve neighbor island residents as well as full-time working adults. Many of the college's signature degree programs reside in the applied and technical fields as we strive to respond to the needs of local employers.

The combination of UH West O'ahu's streamlined organizational structure and interdisciplinary major-with-concentration degree configuration provides our school with a unique level of flexibility and cost-efficiency. We maintain a long-standing commitment to working with the UH Community Colleges to generate articulation agreements that provide varied baccalaureate options to students who have completed their associate's degrees. We also function as a feeder for the graduate degree programs available at UH Mānoa, our research university partner. More recently, the development of our Early College Program has allowed us to construct vertically aligned degree pathways that facilitate a more seamless transition to college for local high school students.

Opportunities & Challenges

As UH West O'ahu plans for its future, the following opportunities and challenges will impact our ability to fulfill our 10-year goals.

Opportunities:

Leadership

The university's new leadership provides an opportunity to forge a direction that will help the campus fulfill its mission and vision. UH West O'ahu has been involved in charting a new map that enhances available assets, resources, and partnerships.

Emerging trends in education

UH West O'ahu can strengthen its telecommunications and information technologies, thereby providing high-quality education, training, and services anytime and anywhere.

Creating a niche

UH West O'ahu must continue to recruit diverse students, faculty, and staff as well as offer innovative baccalaureate and select graduate degree programs. Engagement in sought-after fields can establish this campus as a regional anchor institution that positively contributes to Hawai'i's economy and quality of life.

Enrollment and retention

To reach 8,000 students by 2028, this plan must market to, recruit, and retain more students from this region and beyond. A comprehensive marketing campaign should target traditional and non-traditional students, especially those from under-represented populations. New certification, baccalaureate, and graduate degree programs will open doors to more working adults, active military, and neighbor islanders. Increasing support — financial aid opportunities and advising, a strengthened sense of belonging, work study and internships, evening and weekend programs, and others — will enable more students to afford higher education.

Land development

UH West O'ahu is committed to the principle of aloha 'āina through cultural landscaping while utilizing its land holdings to expand current facilities, meet academic program needs, and become a critical source of revenue.

Collaboration and partnerships

By forming and strengthening partnerships across the UH System and with other educational institutions, we can meet the needs of the 21st Century labor market and become a vital contributor to the region and state's economy. Extension and outreach programs as well as extending campus life into the surrounding communities provide promising ways that will add vitality to both campus and community.

Challenges:

Funding

UH West O'ahu strives to maintain affordable access for Hawai'i's residents while also taking into account tuition rates at competitive institutions. General funds, allocated by the State Legislature and the UH System, are not enough to sufficiently fund current operations and the future expansion of this campus. Also, we rely heavily on temporary grant monies to supplement the budget and pay for programs and positions. Many of these activities (and staff) cannot be sustained and are lost when the grant ends.

Facilities and infrastructure

The campus population has outgrown its facilities. We do not have enough classrooms or offices to accommodate our expanding student population. UH West O'ahu now rents off-campus accommodations which in turn, reduces the efficiency of campus operations (e.g. fiscal, human resources, and external relations occupy offices a mile away). Though UH West O'ahu continues to find innovative ways to provide its services, even with the new buildings opening soon, the facilities will still be insufficient.

Enrollment and retention

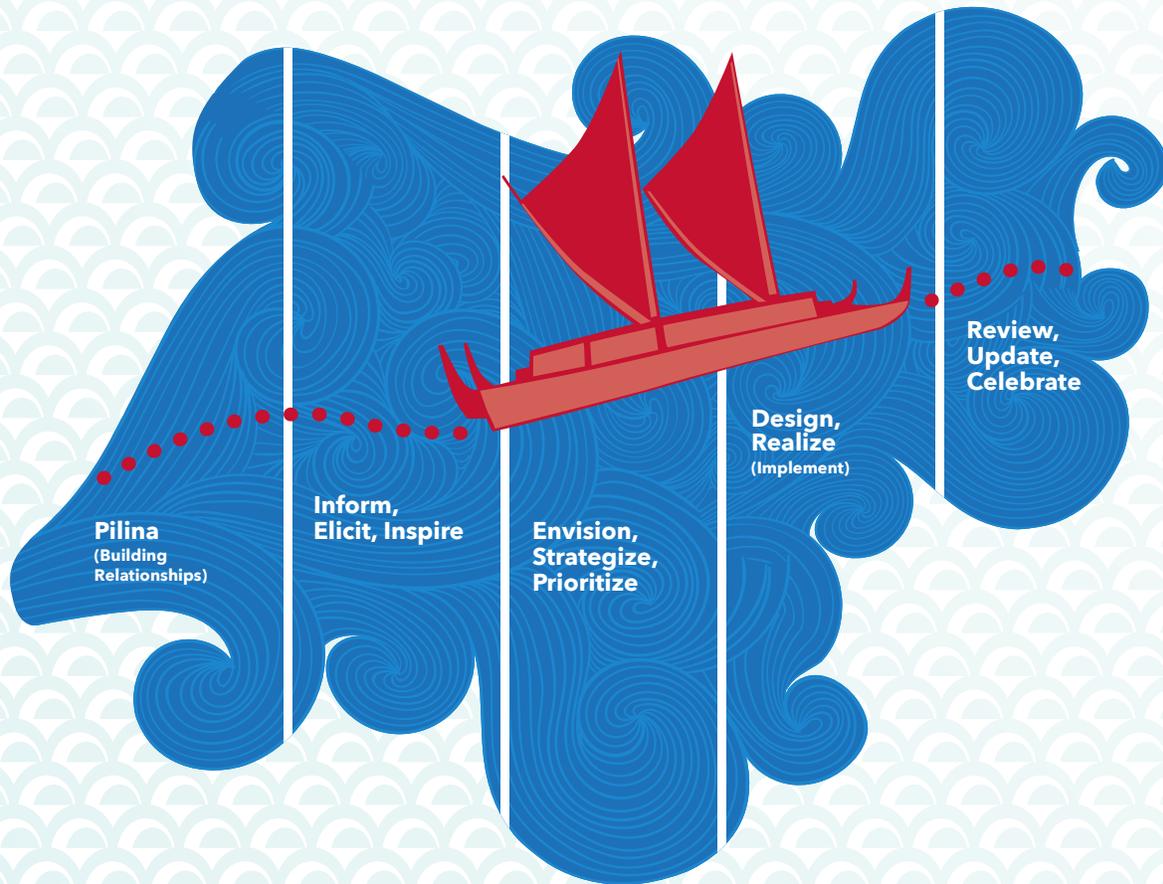
To continue to grow, UH West O'ahu will need to create new programs, degrees, and offerings to draw traditional and non-traditional students while developing a comprehensive student-centered program to increase student retention.

Distinguished from other 4-year institutions

With its focus on applied, technical, and professional programs, our campus is charged with serving this region by embracing innovation and providing needed technical and management skills. UH West O'ahu has a number of signature degree and certificate programs to include: Disaster Preparedness and Emergency Management, Creative Media, Risk Management and Insurance, Health Sciences, Forensic Anthropology, Sustainable Community Food Systems, and Information Security and Assurance/Cybersecurity. We also need to expand Bachelor of Arts, Bachelor of Applied Science, and Bachelor of Science degree programs to support the needs of this region (i.e. health services, health sciences, STEM, natural and life sciences, physical sciences, and engineering).

Strategic Planning Process

The power of collaborative connectivity



This plan is the result of hundreds of hours of work that began shortly after Chancellor Benham arrived on campus in January 2017. Almost 200 members of UH West O'ahu's campus community and stakeholders (students, campus and community leaders, faculty, staff, and others) contributed to this effort and under Chancellor Benham's guidance, we focused on building collaborative relationships with one another.

As efforts occurred to bring larger groups of stakeholders to the planning discussions, Chancellor Benham employed a multi-layered strategy—inform, elicit, and inspire—to increase inclusivity, collaboration, and collective decision-making. Some 50-plus meetings were held from September 2017 through January 2018 that involved all levels of the campus. Newsletters, website and calendar postings, and surveys regularly informed all about the progress of this plan.

Smaller writing teams envisioned, strategized, and prioritized the previous work, huge data sets, multiple and competing ideas/interests, as well as the UH System priorities to synthesize these strategic priorities. These writing teams dedicated more than 80 hours of work developing and refining clear outcomes, high-level impact strategies, and specific objectives or tactics. Others contributed to the development of a business model, a framework for evaluation, operational plans, and the enhancement of this institution's mission and vision. The product: this Strategic Action Plan. The process: open, collaborative, and collective.

Once completed, the next couple of years will be dedicated to designing and realizing the key goals of this SAP. We hope that in 10 years, as we review, update, and grow our work, we will celebrate the emergence of a dynamic, transformed, and unique University of Hawai'i – West O'ahu.

Guiding Documents

This Strategic Action Plan connects UH West O'ahu's impact strategies (high-level goals) and their accompanying tactics (strategic objectives) to the University of Hawai'i's Strategic Priorities. We provide a short description of each of these important documents.

Integrated Academic and Facilities Plan (IAFP approved 4.21.17)

The UH Board of Regents IAFP provides a strategic vision that aligns and leverages the unique mission, capabilities, and resources of each campus while reducing unnecessary duplication and increasing collaboration. In the current fiscal environment, this can enable more effective and efficient use of finances, buildings and land, and human resources across the UH System to advance the higher education goals of the State of Hawai'i.

UH System Strategic Directions

The UH System Strategic Directions, 2015-2021, guides university priorities to achieve outcomes directed by the UH Board of Regents. There are five goal areas: Hawai'i Graduation Initiative (HGI), Hawai'i Innovation Initiative (HII), 21st Century Facilities (21CF), Mission-Focused System (MFS), and High Performing System (HPS). The university stands firmly committed to advancing these directions in concert with core values of academic rigor and excellence, integrity and service, as well as aloha and respect.

Accreditation Standards

UH West O'ahu is committed to continuous improvement in all areas of the campus and demonstrates this commitment via our engagement in the WASC Senior College and University Commission (WSCUC) and other accreditation processes. On March 6, 2015, the Commission reaffirmed UH West O'ahu's accreditation for seven years.



Impact Strategies and Tactics

The following three Impact Strategies [IS] and their accompanying strategies objectives or tactics are the focal thrusts of UH West O'ahu's work over the next 10 years. Each IS section will include an explanation of the high-level goal, a list of the tactics, and a promising practice or two—the latter of which represents just some of the many practices and programs to be executed over the next decade.



Impact Strategy 1: Increasing Student Success & Engagement

We will foster a learning environment that ensures our students persist through graduation and develop promising career paths. By creating a welcoming and culturally-responsive academic home, we will help our students engage the surrounding community.

Strategic Tactics/Objectives:

- ❖ **Outreach and Recruitment:** Multiply campus enrollment through student engagement.
- ❖ **Retention and Persistence:** Advance first-year retention, second-to-third year persistence, degree completion, and post-graduate success.
- ❖ **Student Experience and Sense of Belonging:** Strengthen students' sense of belonging and responsibility for learning through powerful, positive experiences on campus and in the community.
- ❖ **Sustainable Learning Environments:** Enhance student success through vibrant, environmentally responsible, and flexible learning and social spaces.
- ❖ **Community and International Partnerships:** Improve student success by expanding community partnerships.

Impact Strategy 1: Increasing Student Success & Engagement

Overview of Strategic Actions

Years 1-2

Tactic 1.1: Outreach and Recruitment

Increase campus enrollment by engaging both traditional and non-traditional Hawai'i resident student populations.

Tactic 1.2: Retention and Persistence

Enhance first-year retention and second-to-third year persistence.

Tactic 1.3: Student Experience and Sense of Belonging

Create powerful, positive learning environments through a stronger sense of belonging.

Tactic 1.4: Sustainable Learning Environments

Engineer vibrant and flexible learning and social spaces.

Tactic 1.5: Community and International Partnerships

Expand diverse learning opportunities for students.

Years 3-6

Tactic 1.1: Outreach and Recruitment

Strengthen enrollment management, academic support services, communications & marketing, and institutional analysis to increase recruitment of traditional and non-traditional students.

Tactic 1.2: Retention, Persistence, and Graduation

Create an accountability system that decreases barriers to degree completion, creates certificates and degrees beyond the current listing, and advances support to students.

Tactic 1.3: Student Experience and Sense of Belonging

Create offices (e.g. Veteran Affairs, College Exam Preparation) that enhance a sense of belonging for students.

Tactic 1.4: Sustainable Learning Environments

Look to create a childcare facility as well as cultivate public-private partnerships to create living-learning communities.

Tactic 1.5: Community and International Partnerships

Expand community partnerships/practicums/internships, initiate/expand study abroad, and student exchange opportunities.

A Promising Practice in Years 1-2: Early College Pathways

One of the emerging programs showing great potential is the Early College Pathway. UH West O'ahu has partnered with Dept. of Education high schools to develop academic pathways for the West O'ahu region. Current options include Creative Media, Education, and Health Care Sciences. The goal is to encourage high school students to matriculate to UH West O'ahu while simultaneously fostering career readiness and addressing state workforce needs.

A Promising Practice in Years 3-6: College Exam Program Testing Center

As a part of this Center's work, a system of Prior Learning Assessments (PLA) would be established to provide non-traditional students college credit that can be used toward degree attainment. The center will work alongside existing counseling, advising, and tutoring services to ensure that both undergraduate and graduate students are able to successfully earn a certificate or degree in an appropriate amount of time.

Years 7-10 (Aspirational)

Tactic 1.1: Outreach and Recruitment

Become an anchor institution in West O'ahu with a growing pipeline of Hawai'i resident students and non-resident student populations (mainland and international).

Tactic 1.2: Retention, Persistence, Graduation, and Postgraduate Success

Establish new benchmarks for retention, persistence, completion, and post-graduate success.

Tactic 1.3: Student Experience and Sense of Belonging

Instill a sense of ownership in learning and co-curricular experiences among students.

Tactic 1.4: Sustainable Learning Environments

Embed thriving environments throughout our campus and neighboring communities.

Tactic 1.5: Community and International Partnerships

Integrate community partners throughout the student experience.

Impact Strategy 2: Advancing Dynamic and Integrated Learning Experiences

We will offer a distinct educational experience that is student-focused, innovative, transdisciplinary, and engages the community. We will build upon our strong academic programs that address the needs of all students, whether first-generation, transfer, non-traditional, or recent high school graduates.

Strategic Tactics/Objectives:

- ❖ **Common Learning Experiences:** Promote dynamic learning through learner-centered strategies across all educational experiences.
- ❖ **Dynamic Transdisciplinary Educational Experiences:** Magnify integrated learning experiences that promote student engagement, linking learning to significant issues which impact our communities.
- ❖ **Alignment Across Our Educational Auwai (Pre-12 to Community Colleges to 4-Year to Post-Graduate & Beyond):** Intensify dynamic pathways to and through UH West O'ahu by expanding vertical and horizontal alignment of educational streams which address workforce needs and post-graduate careers.
- ❖ **Professional Development for all Faculty and Staff:** Bolster dynamic learning by enhancing professional skills and knowledge.
- ❖ **Engaged Scholarship and Research:** Enrich dynamic, integrated learning with a thriving culture of engaged scholarship, exploration, and creativity.
- ❖ **Academic Innovation for Community Needs:** Heighten integrated learning by fostering an ecosystem of community engagement and partnerships.





Impact Strategy 2: Advancing Dynamic and Integrated Learning Experiences

Overview of Strategic Actions:

Years 1-2

Tactic 2.1: Common Learning Experiences

Strengthen liberal arts curricular foundation to build meaningful and relevant student learning experiences.

Tactic 2.2: Dynamic Transdisciplinary Educational Experiences

Develop dynamic transdisciplinary educational experiences that link learning to significant issues impacting communities.

Tactic 2.3: Alignment Across Our Educational Auwai (Pre-12 through 12 & Community Colleges)

Foster existing and new partnerships with Pre-12 schools and the UH Community Colleges to create pathways for students to matriculate into UH West O'ahu.

Tactic 2.4: Professional Development for all Faculty and Staff

Sustain a climate of academic excellence through the establishment of campus-wide professional development programming.

Tactic 2.5: Engaged Scholarship and Research

Build a thriving culture of engaged scholarship, exploration, and creativity for faculty, students, and staff that includes research, civic engagement, and service learning.

Tactic 2.6: Academic Innovation for Community Needs

Design a plan to develop and implement academic programming that creates and sustains an ecosystem of community engagement to promote cultural, social, economic, health and well-being.

A Promising Practice in Years 1-2: Engaged Scholarship and Research

Through UH West O'ahu's Institute for Engaged Scholarship, faculty and students will be supported in their efforts to build a thriving culture of creativity and exploration that helps them address community-focused problems and challenges. Research activities will have practical applications and a transdisciplinary approach.

Years 3-6

Tactic 2.1: Common Learning Experiences

Enhance culminating capstone experience and engage faculty, staff, and students in continuous evaluation, assessment, and analysis to innovate teaching and learning.

Tactic 2.2: Dynamic Transdisciplinary Educational Experiences

Establish transdisciplinary certificates, concentrations, programs, and degrees that enable students to apply knowledge attained at UH West O'ahu in real-world settings.

Tactic 2.3: Alignment Across Our Educational Auwai (Pre-12 through 12 & UH System)

Strengthen partnerships and agreements within UH to increase opportunities for students to enter graduate and professional degree programs.

Tactic 2.4: Professional Development for all Faculty and Staff

Invest in faculty and staff through pioneering professional development programming that elevates their ability to serve students.

Tactic 2.5: Engaged Scholarship and Research

Increase undergraduate engaged scholarship and faculty research by establishing new financial support and an engaged scholarship database, and linking applied, transdisciplinary experiences to research.

Tactic 2.6: Academic Innovation for Community Needs

Leverage best practices in degree pathways and distance learning that increase contributions to UH West O'ahu and its wider communities.

A Promising Practice in Years 3-6: Transdisciplinary Degree

Due to the quickly changing labor landscape, particularly in the fields of technology, science, and urban planning, students will need critical skills and knowledge from a variety of different professional and academic fields to prepare for work beyond their tenure at UH West O'ahu. A transdisciplinary approach applies the principles of social justice through an application of different knowledge through a unique structure of courses that improve mind, body, and spirit. In the next two years, UH West O'ahu will develop transdisciplinary studies that are founded on a foundation core liberal arts curriculum and blend dynamic educational experiences with coursework from multiple disciplines to solve some of the most significant issues affecting our communities.

Years 7-10 (Aspirational)

Tactic 2.1: Common Learning Experiences

Develop a system to formalize indigenous knowledge across academic programs.

Tactic 2.2: Dynamic Transdisciplinary Educational Experiences

Expand transdisciplinary and signature programs to the postgraduate level.

Tactic 2.3: Alignment Across Our Educational Auwai (Hawai'i and Beyond)

Enrich partnerships with employers and international institutions to empower our students to become career creators.

Tactic 2.4: Professional Development for all Faculty and Staff

Develop reputation as regional leader in integrated professional development programs that empower faculty and staff to better serve UH West O'ahu students and the surrounding community.

Tactic 2.5: Engaged Scholarship and Research

Position UH West O'ahu as a recognized leader in transdisciplinary scholarship and research in the Pacific region.

Tactic 2.6: Academic Innovation for Community Needs:

Establish an Institute for Excellence in Civic Engagement & Service Learning, an innovation and incubator lab that allows students to better serve the surrounding community.



Impact Strategy 3: Strengthening our Assets and Infrastructure

As the fastest growing university in the nation, we are strengthening our assets and infrastructure to meet our rising demands. We will optimize and expand our resources by designing a culture of prosperity, advancing our state-of-the-art environment, and fostering campus and community relationships.

Strategic Tactics/Objectives:

- ❖ **Culture of Prosperity:** Design and implement a business model that optimizes new and existing resources, diversifies the revenue mix, and provides support to enhance income generation.
- ❖ **Facilities:** Implement the UH West O'ahu campus Land Plan—thereby creating a sustainable student-centered campus that provides a state-of-the-art collegiate environment for learning, working, and living.
- ❖ **Technology:** Promote the use of appropriate technologies to meet the demands of the 21st Century learner-leader.
- ❖ **Campus and Community Relations:** Foster relationships with community stakeholders and partners to further strengthen our assets and infrastructure.

**A Promising Practice in Years 1-2:
UH West O'ahu Business Model**

To sustain the growth of UH West O'ahu in the next 10 years, a promising practice is the development of a Business Model (see section: Business Model), which assists the decision-making process of our leadership team. The Business Model ensures that all inputs (various types of capital) are transformed through a variety of business activities into outputs to generate outcomes of sustainability, innovation, and leadership. Additionally, the Business Model supports a new incentive-based budget allocation process which encourages innovation, promotes transparency, and creates a plan to develop more funding streams into and within the institution. This Business Model will be the key to attaining financial self-sustainability by 2028.

**A Promising Practice in Years 3-6:
Sustainable Energy
at UH West O'ahu**

High energy costs have forced the exploration of sustainable energy—one that employs various technologies to reduce or eliminate costs associated with electricity, gas and water use. Accordingly, by 2021, a plan will be developed to install an energy efficient technology that decreases green house emissions, increases the use of renewable energy sources, and significantly reduces costs associated with fossil fuels. The objective—by 2028, UH West O'ahu will become a leader in maintaining a “green” and sustainable collegiate campus environment.

**Impact Strategy 3:
Strengthening our Assets and Infrastructure**

Overview of Strategic Actions:

Years 1-2

3.1 Strengthen a Culture of Prosperity

Ensure financial growth and sustainability through the creation and implementation of UH West O'ahu's Business Model.

3.2 Enhance Facilities

Continue to develop an innovative campus environment guided by the UH West O'ahu Land Plan.

3.3 Advance Virtual Technologies

Adapt appropriate virtual technologies that meet the demands of the 21st Century learner-leader.

3.4 Expand Campus and Community Relations

Strengthen partnerships and collaborations with internal and external stakeholders Strategic Plan is realized.

Years 3-6

3.1 Strengthen a Culture of Prosperity

Increase fundings that advance strategic initiatives and strengthen budget processes to encourage innovation and promote transparency.

3.2 Enhance Facilities

Develop policies and processes to efficiently utilize new and existing learning spaces, integrate improvements for a “green” campus, and create plans for student life facilities.

3.3 Advance Virtual Technologies

Design and implement new and innovative technologies that enhance student learning experiences.

3.4 Expand Campus and Community Relations

Institute a plan to increase funding streams and other resources by nurturing relationships with alumni, community and business partners, and others.

Years 7-10 (Aspirational)

3.1 Strengthen a Culture of Prosperity

Ensure that UH West O'ahu becomes financially prosperous with multiple funding streams that support campus initiatives, growth, and sustainability.

3.2 Enhance Facilities

Become a leader in student-centered academic excellence through an inspiring, adaptable, and sustainable state-of-the-art collegiate environment that advances synergistic relationships between campus and community.

3.3 Advance Virtual Technologies

Attain a position of leadership in exploring and integrating new and innovative technologies that propel learning and services.

3.4 Expand Campus and Community Relations

Acquire and strengthen partnerships and collaboration within the campus and outside of it to ensure that this Strategic Plan is realized.

Alignment Analysis

Evaluation Metrics with Policies, Learning Themes, & Accreditation Criteria

	IAFP	Strategic Directions	HGI	HI2	21CF	MFS	HPOKA	HPS	Sustainability	Innovation	Leadership	WSCUC
IS 1: Increasing Student Success & Engagement												
1. Outreach and Recruitment	●		●			●	●	●		●	●	●
2. Retention and Persistence	●	●	●			●	●	●		●	●	●
3. Student Experience and Sense of Belonging	●	●	●	●		●	●	●		●	●	●
4. Sustainable Learning Environments	●		●		●	●	●	●	●	●	●	●
5. Community and International Partnerships	●		●	●		●	●	●	●	●	●	●
IS 2: Advancing Dynamic and Integrated Learning Experiences												
1. Common Learning Experiences	●	●	●	●		●	●	●		●	●	●
2. Dynamic Transdisciplinary Educational Experiences	●	●	●	●	●	●	●	●		●	●	●
3. Alignment Across Our Educational Auwai	●		●	●		●	●	●		●	●	●
4. Professional Development for all Faculty and Staff	●	●	●	●		●	●	●		●	●	●
5. Engaged Scholarship and Research	●	●	●	●		●	●	●		●	●	●
6. Academic Innovation for Community Needs	●		●	●		●	●	●	●	●	●	●
IS 3: Strengthening our Assets and Infrastructure												
1. Strengthen a Culture of Prosperity	●	●		●			●	●		●	●	●
2. Enhance Facilities	●	●	●	●			●	●		●	●	●
3. Advance Virtual Technologies	●	●	●	●	●		●	●	●	●	●	●
4. Expand Campus and Community Relations	●		●	●			●	●		●	●	●

IAFP - Integrated Academic and Facilities Plan, University of Hawai'i Strategic Directions, HGI - Hawai'i Graduation Initiative, HI2 - Hawai'i Innovation Initiative, 21CF - 21st Century Facilities, MFS - Mission-Focused System, HPS - High Performing System, HPOKA - Hawai'i, Papa O Ke Ao, Sustainability, OIwi, Leadership, WSCUC - WASC Senior College and University Commission



Evaluation Process

This evaluation process is designed to achieve the three impact strategies. Based on the Kellogg Foundation's (2004) logic model, the process focuses on achieving the expected outcomes which correspond to UH System's pertinent metrics.

Data will be collected and analyzed accordingly to help UH West O'ahu further refine and improve the effectiveness of programs and practices. In the move toward fostering "a dynamic learning environment rooted in Native Hawaiian values," UH West O'ahu will implement evaluation methods to continually improve on what we do for our students and communities.



Our Vision for UH West O'ahu Campus Lands

Campus Land Description

The University Makai Lands (approximately 500 acres) is located makai of Farrington Highway – roughly 300 acres are designated as the UH West O'ahu Campus Lands, with the remaining 200 acres designated as the University District Lands for private development. The current UH West O'ahu campus sits on roughly 40 acres and will include approximately 297,000 gross square feet of space in seven buildings, including the new Administration and Health Science Facility and the upcoming Creative Media Facility. The campus is anticipated to grow to accommodate a student headcount population of 8,000, with possible expansion to accommodate 20,000 students, requiring an additional 882,000 gross square feet and 2,472,000 gross square feet, respectively.

A description of the UH West O'ahu Campus Lands zones is provided below:

Innovation Zone

This creative node serves as a gateway to the campus, providing a mixed-use environment where students can collaborate with start-up accelerators, entrepreneurs, and investors. This would be the home of both the Education Hale and Business Hale.

Professional Studies Zone

Looking forward 10 years this hub connects core studies with professional and applied studies in new signature programs that capitalize on the integration of intellectual, educational, global and entrepreneurial opportunities.

Professions and Applied Sciences Zone

Programs anticipated to be housed in this zone include the Creative Media, Health Sciences, and STEM programs.

Sustainability Zone

This zone is comprised of two areas and incorporates

the Sustainable Community Food Systems program, STEM, and other signature programs. The western area includes the Land Lab, an outdoor sustainability, research and learning environment.

Core Zone

Centrally located within the campus lands, the Core Zone includes Liberal Arts, General Education, including Humanities and Social Sciences, and other signature programs. The anticipated home of our Liberal Studies/GenEd Hale.

Campus Mixed Use Zones

Living and Learning Centers at strategic campus locations may include classrooms, study rooms, student life amenities, along with student housing, resident-faculty and professional units. Other key areas on the campus include the Commons, a large gathering and ceremonial space anchored by landmark facilities, and Campus Support (including parking, campus security, and facilities and maintenance).

UH West O'ahu has prioritized its next facilities for the campus:

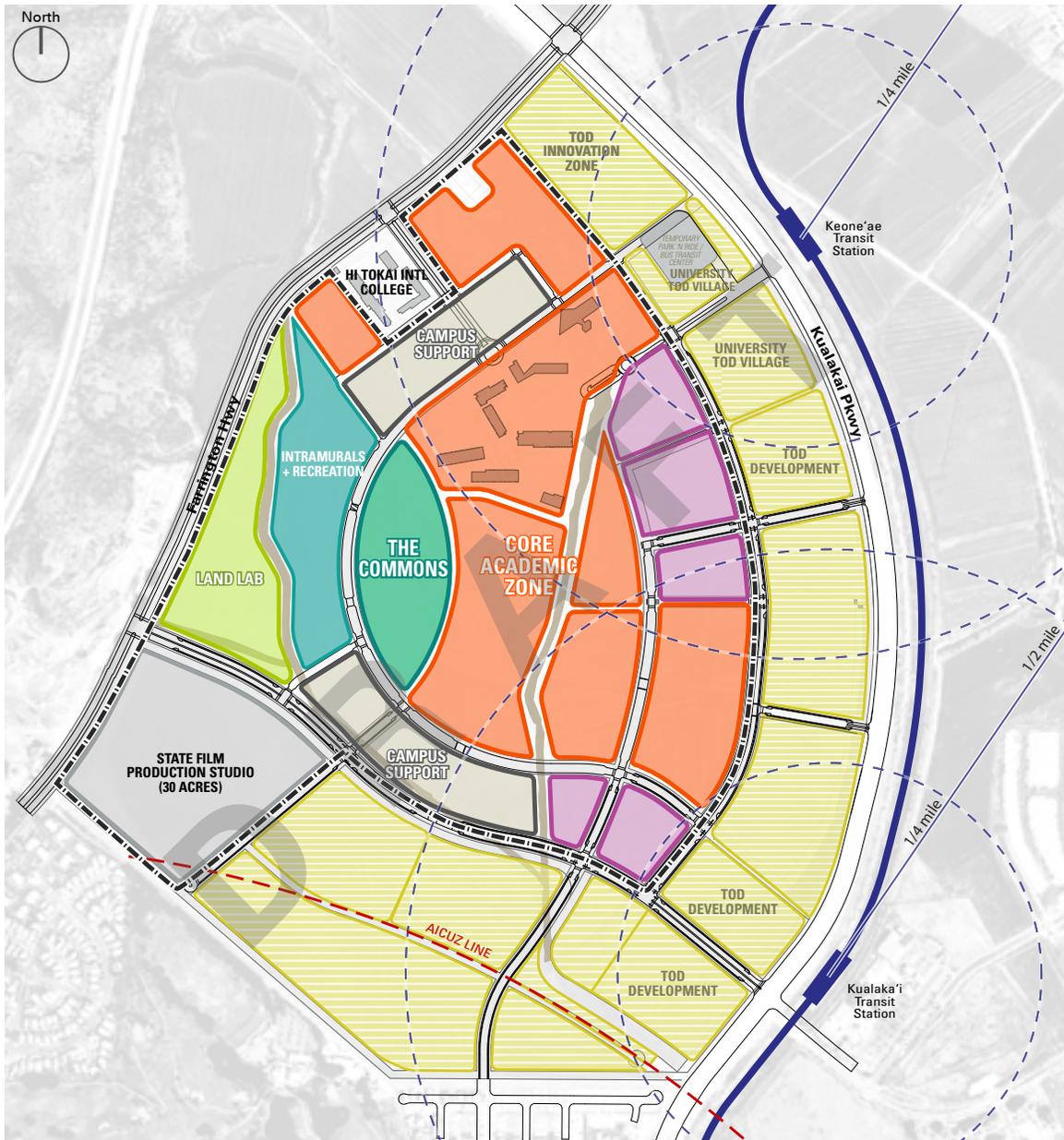
- ❖ Education Hale. May be located in the Innovation or Professional Studies Zone.
- ❖ Business Hale. May be located in the Innovation or Professional Studies Zone.
- ❖ Liberal Studies/General Education Hale. Located in the Core Zone.
- ❖ Global Living and Learning Center. Located in Campus Mixed-Use Zones.
- ❖ Faculty and Professional Housing. Located in Campus Mixed-Use Zones.

Proposed UHWO Campus Land Plan

Land Use Proposal Map

The Campus Land Plan draft presents our campus community vision for this unique opportunity to grow our campus while creating a dynamic synergy with its surrounding community. The Plan aims to better position UHWO as a premier university, while providing student and faculty housing opportunities within

walking distance of the rail stations. The goal of the Draft Plan is to create an overall framework for growth and a guide for public and private investment. While conceptual in nature, the Draft Plan recommends the general form for land development.



LEGEND

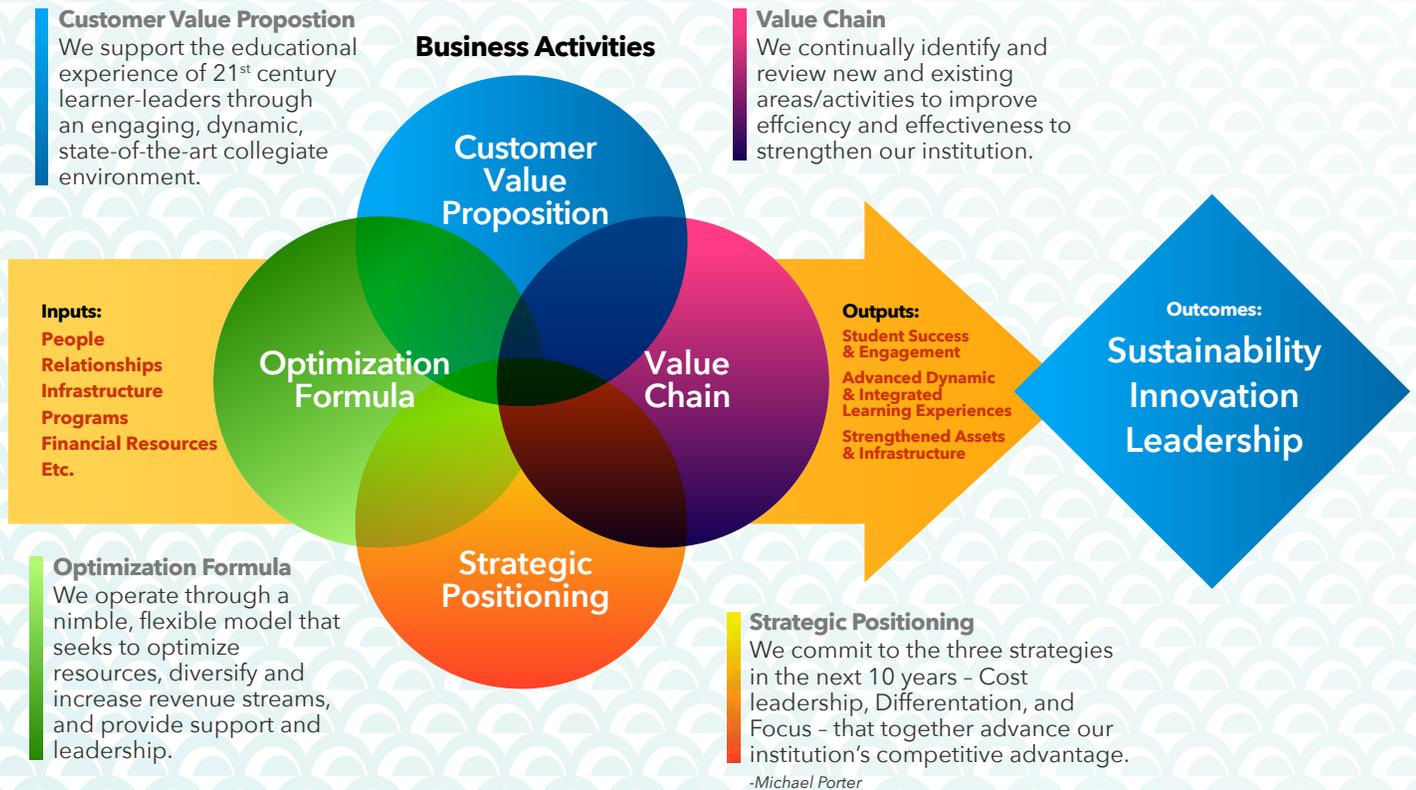
- Core Academic Zone
- Intramurals + Recreation
- Sustainability Zone
- Campus Support
- Campus Mixed-Use / Campus Housing
- The Commons
- University District Lands (UDL)
- Gulches
- Campus Boundary
- State Film Production Studio

Draft December 2018

DRAFT - REV 10.15.18

Business Model

The UH West O'ahu Business Model was developed to ensure that all asset inputs (e.g. programs, financial resources, people, infrastructure, relationships, etc.) are transformed through a set of interconnected criteria into outputs that support the operationalization of our Strategic Action Plan. In turn, this model ensures that all work will generate financial sustainability, innovation, and 21st Century leadership throughout the next 10 years.



This business model supports the work of UH West O'ahu to achieve the three Impact Strategies by 2028 and confirms that this institution will attain financial sustainability in an innovative environment that educates and creates 21st Century leaders.

The first criterion is Optimization Formula that emphasizes the use of resources for business activities that strategically align with both the University System and UH West O'ahu plans (Strategic Plan, Academic Plan, UH West O'ahu Land Plan, etc.). Additionally, the Optimization Formula seeks to diversify and increase revenue streams.

Applicable questions might include:

- ❖ How does this initiative align with University System and/or UH West O'ahu plans?
- ❖ What resources are required for the initial start-up and continued maintenance of this initiative?
- ❖ Will this initiative be sustainable once external funds are exhausted?

The second criterion is our Customer Value Proposition, which is defined as supporting the educational experience of 21st Century learner-leaders through an engaging, dynamic, state-of-the-art collegiate environment.

Applicable questions might include:

- ❖ How will this initiative benefit and support the educational development of the 21st Century learner-leader?
- ❖ Does this program initiative address workforce needs and post-graduate careers?

The third criterion is a Value Chain that assists in recognizing ways that reduce cost, optimize effort, eliminate waste, and increase prosperity.

Applicable questions might include:

- ❖ What changes may be implemented to increase efficiency, while maintaining an appropriate level of control?
- ❖ How will this new initiative provide value to UH West O'ahu (e.g. prosperity and efficiency, etc.)?

The fourth criterion is a Strategic Positioning, which considers three strategies: 1) cost leadership, 2) differentiation, and 3) focus that will lead to advancing UH West O'ahu's competitive advantage.

Applicable questions might include:

- ❖ How will this initiative distinguish us from our competitors?
- ❖ Is adding this new initiative providing more value to our students at a reasonable cost to UH West O'ahu?



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