

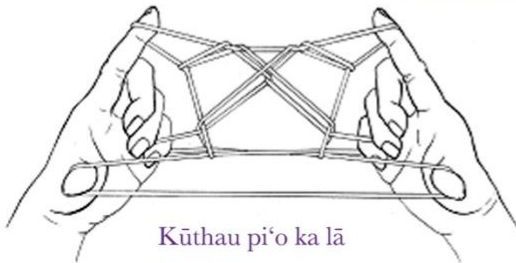
One Eye

Ka Papa Hana Holomua

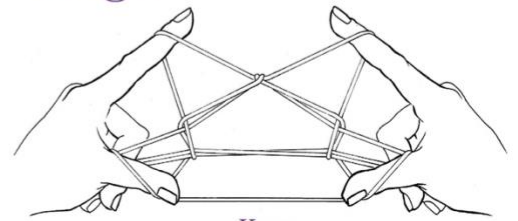
Academic Affairs Plan:

Fall 2021- Fall 2026

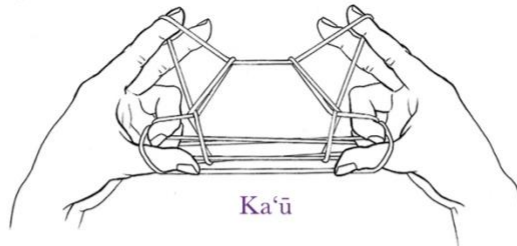
Kaua'i Community College



Kūthau pi'o ka lā



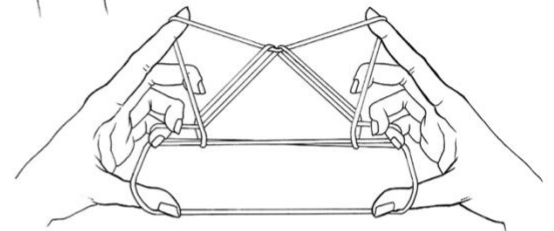
Kona



Ka'ū



Pili and Kālahikiola



Puna





Executive Summary

The current Vice Chancellor for Academic Affairs (VCAA) took office in July 2018 and found that there was not a specific, detailed campus plan for the Academic Affairs unit. Through dialogues with faculty members, campus constituents, and community stakeholders, it was evident that many opportunities existed that needed further exploration towards setting a direction and priorities for the Academic Affairs unit that could be used to guide the office and unit in the years to come. This planning process began in earnest in spring of 2019 and took on additional urgency, focus, and priority shifts as the unit rapidly adjusted to the impacts of the COVID-19 pandemic which forever changed our educational landscape in March of 2020. The following have occurred as part of this planning process:

- A Strengths, Weaknesses, Opportunities, and Threats analysis;
- A shift to zero-based and balanced budgeting for responsible fiscal management of college resources;
- Development of a shared Academic Affairs Vision;
- Development of shared Core Values with principles of best practices to guide and support team building, leading by example, conflict management, 'ohana, and the spirit of kākou, inclusiveness;
- A commitment to the importance of our shared governance processes and team approaches;
- Academic Affairs goals and measures of success;
- Identified priorities for the VCAA whose role is to provide resources the faculty members need for a job well done;
- A shift to focus on program-level student learning outcomes assessment;
- A separation of General Education "program" assessment from the Liberal Arts Program assessment;
- Elimination and/or re-organization of low performing certificates and degree programs while adding a Public Health certificate program, freeing resources for future endeavors, expanding credit/non-credit opportunities and Early College offerings and pathways;
- Commitment to professional development and leadership; and
- Program faculty derived plans for the long-term viability and success of our Kaua'i Community College Academic Programs in service to our community.

Academic Affairs will annually evaluate this five-year plan for achievement and necessary revisions. The plans and responses from other college units to University of Hawai'i Community Colleges are provided within to aid Academic Affairs with the integrated planning process.

With gratitude to everyone who participated so collaboratively and constructively,

Frankie Harriss, VCAA



Academic Affairs: Ka Papa Hana Holomua

Overview

It was important to reflect on our campus and Academic Affairs priorities that shaped where we wanted to go as a campus and unit prior to COVID-19 and its detrimental financial impacts. These priorities serve to guide decisions, actions, and answer the questions of: What is our promise to our students (mission)? Where are we now? Where do we want to be in five years (vision)? What courses of action will aid us in vision achievement (goals)? And, developing strategies now will certainly be necessary towards informing our resource allocations and actions for navigating the current environment to still achieve our faculty-determined goals and vision. It is worth stating that our campus mission, academic vision, and goals are passionately held, collaboratively derived, and collectively engaging, aspirational motivators that ensure the exceptional quality of our academic programs and enriching student experiences. To that end, KauCC is consistently ranked among the best performing community colleges in the nation ([Pacific Business News, August 27, 2019](#); [WalletHub, August 16, 2021](#)).

Mission

Kaua'i Community College is a kahua that inspires, engages, and empowers learners and educators to enrich our community and our world.

Ke kū nei ke Kulanui Kaiāulu ma Kaua'i ma ke 'ano he kahua e ho'oulu, ho'ā, a ho'oikaika 'ia ai ka 'ike a me ka na'auao o nā kānaka a'o aku a a'o mai no ka ho'owaiwai 'ana i ke kaiāulu a me ka honua.

'O ke kahua ma mua, ma hope ke kūkulu.

First comes the foundation, then comes the building.

(‘Ōlelo No’eau, number 2459)

Kaua'i Community College fulfills its mission by incorporating the following practices. The College:

- Provides open access, affordable education;
- Offers Certificates of Competence, Achievement, and Academic Subjects; Associate in Applied Science, Science, and Arts Degrees;
- Welcomes and values diversity;
- Delivers educational opportunities on campus in small classes, in the community, internationally, and through distance learning;
- Provides programs that address workforce and community needs;
- Prepares and supports students individually and collectively to succeed in academic endeavors and engage in life-long learning;
- Encourages innovation and promotes sustainability while perpetuating the unique history and culture of Kaua'i

Core Values and Principles of Best Practices

As members of a higher education and island 'ohana, we promote trust, honesty, respect, and responsibility while making every effort to demonstrate these core values through the following best practices and in the spirit of kākou, inclusiveness.

'ohana

'āina

- Fulfill your professional and personal responsibility (kuleana) for the sustainability of the campus.
- Be mindful about your relationships to this island and its people.
- Share and use college resources responsibly and sustainably.

ola

- Encourage success by providing appropriate resources and needed support.
- Provide a safe space.
- Be mindful in the application of your words so they are used with integrity and thoughtfulness for their power.
- Encourage experimentation and innovation without fear of failure by providing a safe space.
- Communicate clearly to limit misunderstandings.

ha'aha'a

- Practice humility to avoid arrogance.
- Work and lead in service to others.
- Respect others and yourself.
- Seek to understand and honor diverse perspectives.
- Look within before reacting.
- Identify and respect what is working and embrace positive changes when necessary.

ahonui

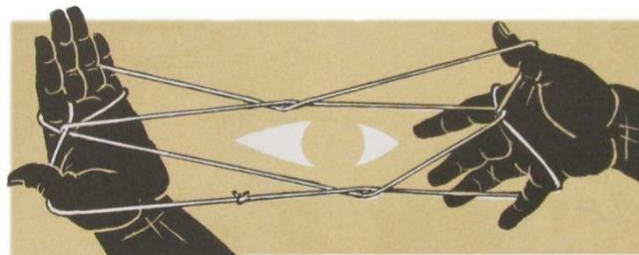
- Practice patience and empathy in your interactions with others.
- Employ healthy coping strategies to manage stress and maintain mental, emotional, and physical health.
- Provide opportunities to foster growth and leadership in others.
- Act in a professional manner, with collegiality and civility, to help the group attain its goals.
- Be constructive rather than disparaging.
- Address differences and conflicts with openness while working towards consensus.

nānā i ke kumu

- Seek knowledge from many sources.
- Use every situation and task as a teaching and learning opportunity.
- Engage in continuous professional and self improvement.
- Be constructively self-reflective to find resources within yourself.
- Learn from mistakes.
- Inspire others.

aloha

- Be appreciative, welcoming, kind, and supportive.
- Exhibit compassion, grace, charity, and forgiveness towards others.
- Give and receive gratitude (aloha aku, aloha mai).
- Mālama kākou.



One Eye

Academic Affairs Vision

Inspire learners to innovate, create, and propel their ideas into the future.

Academic Affairs Goals and Measures of Success

KauCC Academic Affairs has an overarching goal of remaining a separately accredited college operating its own quality programs in service to the island of Kaua'i.

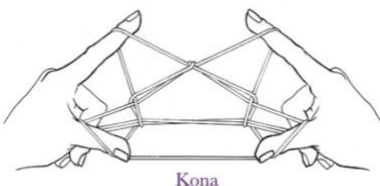
I. Ensure Academic Quality

1. National Program Accreditation
 - Maintain programmatic accreditation for:
 - Automotive Technology,
 - Culinary Arts,
 - Medical Assisting, and
 - Nursing.
 - Obtain programmatic accreditation for the Early Childhood Education Program.
2. Regional Accreditation
 - Resolve all academic relevant ACCJC Recommendations in the Midterm and next Institutional Self Evaluation Report (ISER).
 - Complete and implement identified academic related *Quality Focus Essay (QFE) I: Scheduling for Success* work for the Midterm and ISER in service to our students.
 - Meet or exceed academic relevant ACCJC Standards in next ISER.
3. Implement General Education “program” assessment using Institutional Student Learning Outcomes.
 - Success in subsequent and related coursework will further inform impact of General Education Quality.
4. Employer satisfaction in workforce graduates is 90%.
5. Performance after transfer to Hawai'i four-year institutions:
 - Transfer student GPA of C or better for 90% of transfer students.
 - Transfer student persistence of 80% to degree completion.



II. Engage Students

1. All five CCSSE benchmarks are exceeded.
2. Provide quality professional development. This will support a college-wide learning culture that is flexible and supportive of changing student needs by:
 - Incorporating innovative educational practices into the professional development plan for faculty training.
 - Ensuring focus on quality online instruction with enhanced student engagement.



- Sharing successful innovations through organized campus professional development sessions.
- Sharing innovations through college conversations.
- Improving the Employee Guidebook/Handbook.

III. Promote Sustainability by using college resources thoughtfully

1. Engage in grant seeking.
 - The VCAA will identify viable grant opportunities and in collaboration with the Grant Developer, provide training, support, and assistance to Academic Programs to obtain college extramural funding of \$4 million.
2. Deliver on identified program plans provided to VPCC as identified in this plan and required submitted memos.
3. Examine and address small programs and low-enrolled courses strategically.
4. Ensure faculty members are familiar with the *KauCC Sustainability Plan*. Deliver on the relevant and achievable goals and measures identified for Academic Affairs in the *KauCC Sustainability Plan* (was set to end 2020).
5. Examine recruitment, retention, development, and succession planning for instructional faculty members through annual prioritization planning.
6. Zero-based and balanced budget to be maintained annually.

IV. Be responsive to evolving Kaua'i community and workforce needs.

1. Through APRUs/CPRs evidence:
 - Essential program modifications,
 - Regular, productive Advisory Board Engagement,
 - Promotion of community partnerships,
 - High Licensure and Certification Pass Rates,
 - High Completion rates for certificates and degrees,
 - Increased experiential learning opportunities,
 - Contributions to workforce development, and
 - Career program placement rates.
2. Generate essential credentials and pathways and collaborate where opportune with the Office of Continuing Education and Training (OCET), community stakeholders, and other UH colleges.

V. Integrate Hawaiian cultural roots and concepts

1. Apply 'Olelo Hawai'i to activities and forms.
2. Obtain recommendations for implementation from Makaloa Council.

