

# Holomua

Progress ▶ Moving Forward 2021 ▶▶▶

University of Hawai'i Maui College Roadmap Plan



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MAUI COLLEGE

# Aloha

I am pleased to submit to you, our UH Maui College community, “Holomua”, a report reflecting the comments and survey responses received, and the discussions held, this semester as we reassessed and reimagined our college’s future.

This report was guided by UHMC’s Mission, Vision, Core Values, and Institutional Learning Outcomes, and is intended to be consistent with UH System and UH Community Colleges Strategic Plans and WASC Senior College and University Commission and Achieving the Dream recommendations. Our five major themes (Student Success; Quality of Learning; Hawai’i Papa O Ke Ao; Community Needs and Workforce Development; and Sustainability) remain our priority.

Like our 2015-2021 Strategic Directions, Holomua seeks to move our college forward with confidence, hope and determination. In 2020, UHMC faculty, staff, and students demonstrated remarkable ability and willingness to overcome difficult challenges and adapt to new technologies and modes of instruction and programming. All of this helped our campus to continue to offer high quality education with individualized support and guidance. This report serves as a ramp from a year of pandemic, economic disruption, and social distancing to a new and evolving post-pandemic period.

Thank you to all who participated in the meetings and conversations leading up to this report and who engaged in the vital process of reimagination. Your openness, honesty, and commitment to Maui Nui and UHMC are much appreciated.

Sincerely,



Lui K. Hokoana, EdD  
Chancellor



**Lui K. Hokoana**  
*Chancellor,  
UH Maui College*



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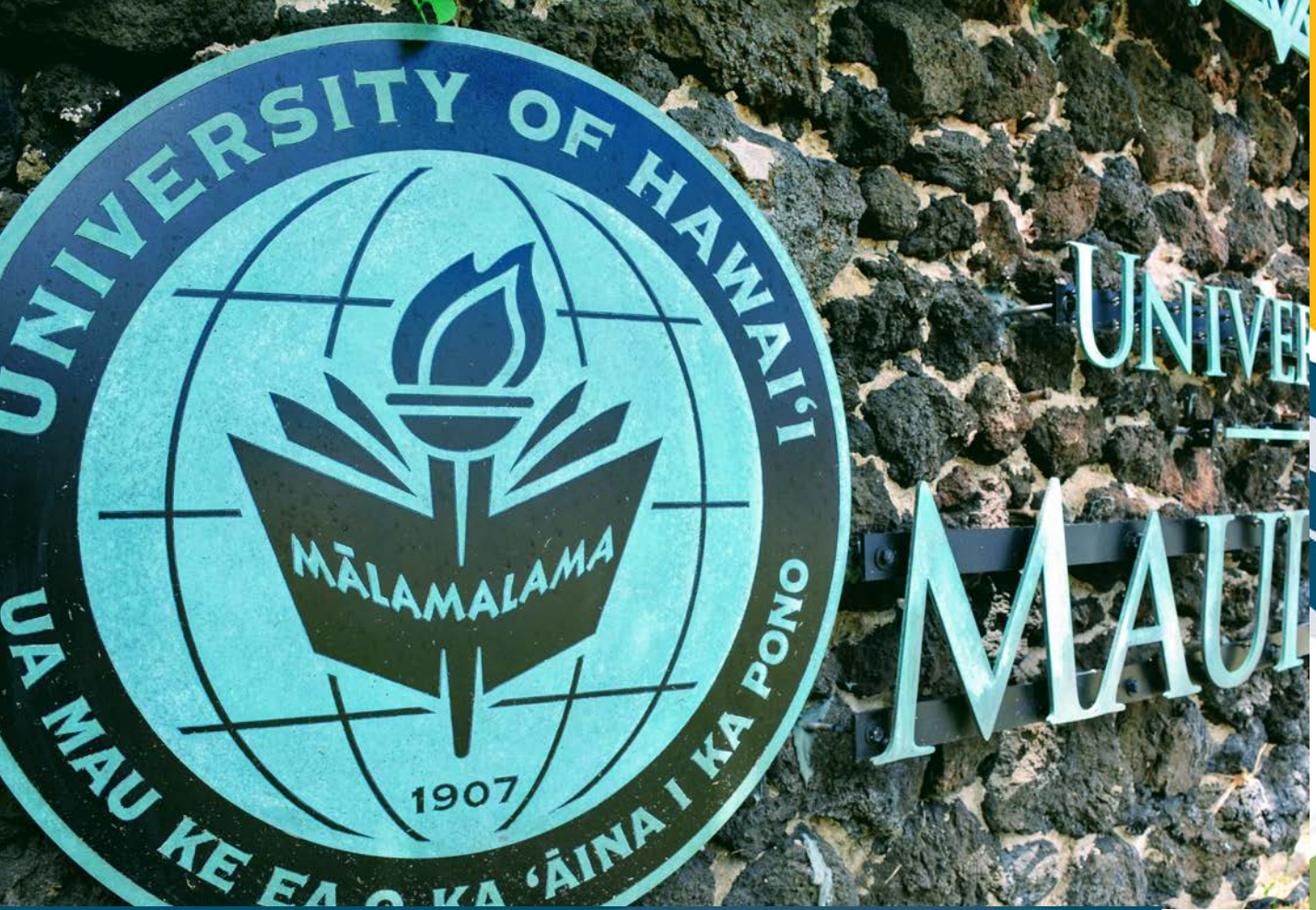


**Karen Hanada**  
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## *Living Values Statement*

### **“BEST OPPORTUNITIES ON MAUI”**

UHMC is fully committed to enhancing the lives of all our community by being a trusted leader in:

#### ***Student Centered Learning***

“We care for our students and promise to guide every milestone toward success.”

#### ***Innovative Positive Change***

“Empathic learning of the world around us helps pursue interconnectivity with compassion, we are committed to being seekers of truth and change.

#### ***Environmental and Economic Sustainability***

“We are proud of our host culture and are committed to being stewards of the land, the economy and integrating best practices in our curriculum and voice.”

We dedicate ourselves to Student Success by cultivating a campus that celebrates mutual respect, open dialogue, critical thinking and our shared responsibility to safeguard Maui Nui, its people and values.





## *Ka'ao (our path)*

**KA'AO** is the foundational framework for Student Success at Maui College.

It is how students are nurtured and challenged to grow and thrive.

It is how faculty and staff generously support our students in all aspects of their journey with us.

We honor and practice the four phases of Ka'ao.

**Hua - Dream:** at this stage of your development we want our students to dream and to find their individual purpose here in Maui College.

**Ha'alele - Commit:** in this phase we want to make sure that our students know how to access the many helpful support services that are available.

**Huaka'i - Experience:** this is where your transformation takes place; we want to encourage students to truly become a part and integrate into the institution.

**Ho'i - Contribute:** it is our hope that when students complete their journey they go back to their community and contribute to making it better.

# Executive Summary

## Institutional Summary

Founded in 1931 as the Maui Vocational School, the University of Hawai'i Maui College (UHMC) is an accredited college, offering:

- Three Bachelor of Applied Science (BAS) degrees
- Eleven Associate in Applied Science (AAS) degrees
- Six Associate in Science (AS) degrees
- Two Associate in Arts (AA) degrees
- Multiple program certificates

UHMC also partners with University of Hawai'i Mānoa, University of Hawai'i Hilo, University of Hawai'i West O'ahu, and Oregon State University to provide distance learning opportunities for Maui Nui's diverse student needs.

With an estimated 4,000 students throughout Maui Nui, including its main campus in Kahului, Maui, and outreach education centers in Hāna, Lahaina, Moloka'i and Lāna'i, UHMC is continuously seeking innovative ways to deliver individualized service and attention to support student success.

Through the Office of Extended Learning and Workforce Development, which includes Workforce Development, University Center, Maui Language Institute (MLI), Sustainable Living Institute of Maui (SLIM), and the Trades Apprenticeship Program, UHMC also has a full menu of non-credit trainings, classes, and certificates delivering career and professional training opportunities to address whatever your existing needs are at every stage in your career and life.

## Methodology

- Small group discussions (in-person and zoom)
- Online survey
- Email responses and engagement
  - Who are we?
  - Who do we aspire to be?
  - What/Who is our responsibility?
  - What are we great at? What can we do better? What have we not thought of?
  - Why is this discussion important?

## Strengths and Opportunities

### Strengths

- Faculty and staff are knowledgeable and committed to supporting the whole student, ensuring access to the tools necessary for success in education and life.
- Dedicated to the indigenization of the Maui College campus to reflect the values of our place and culture.
- A trusted leader and convener, Maui College has the ability and network to guide the community through turmoil and recovery.
- Maui College possesses the talent, environment and expertise to differentiate itself to prospective students through integrated programs unique to our county.
- Maui College's leadership values the thoughts, opinions and input of its staff, and encourages a collaborative process for change and innovation.

### Opportunities

- Improving access to education and learning through technology, service and preparation.
- Increase awareness of opportunities for students and employers through credit and non-credit curriculum and programs.
- Alignment of community and student needs through identification and articulation of opportunities and wants.
- Revised communication and coordination with internal and external mapping for tracking and organization.
- Increase inter-disciplinary discussions for improved internal learning and awareness of new and existing programs and projects.







# Report Card

## 2016-2021 Strategic Plan

### Student Success

Policies and practices to help students enroll in and progress through college.

**IN PROGRESS** (some say met)

Optimal learning environments and effective and timely support for struggling students (especially Native Hawaiian underrepresented students).

**IN PROGRESS** (some say met)

Evaluation and assessment practices to understand and improve educational effectiveness, especially Native Hawaiian and underrepresented students.

**IN PROGRESS**



# Comments

## Accomplishments

- 1) PT Student Success is being explored to get a better profile of student barriers. Early Alert work continues with 80% participation by faculty.
- 2) Ka'ao Framework Professional Development continues with support of faculty institutes to integrate Ka'ao concepts into classrooms.
- 3) Holistic Student Supports continue. Implemented a Needs-Based Intake Survey for new students of the One Stop. One Stop Services including Case Management and related wraparound services for Title III credit and ELWD non-credit students are available. Establishment of the One Stop tile on the UHMC app which includes off Maui County off campus resources so faculty can refer students for assistance. HINET program is being implemented to help SNAP-eligible students get basic needs assistance to continue school. Food Insecurity Initiatives that were suspended when the pandemic hit, will continue with an Americorps Vista volunteer in January.
- 4) Title III NH Success initiatives continue including continued support of One Stop initiatives for the next 5 years. Establishing a career-focused program for NH students w/new Title III grant, sharing of FYE Committee work with UHH & HawCC on how to operationalize Ka'ao framework to support Hawai'i Papa o Ke Ao to indigenize UH.
- 5) Multiple departments, including the Library, Admissions & Records, Counseling, Moloka'i Ed Ctr, TLC and Title III drafted a Budget proposal to establish a Peer Mentoring Program at UHMC.

## Challenges

Loss of IR capacity (1 vacant/1 soon to be vacant staff position) to drill down to identify and assess student barriers may cause a dip in progress addressing student success initiatives.

We are making great strides on many of the strategic directions. However, we still have not made much effort in bringing in Pacific Island students from the Micronesian region. There are many potential students who need extra encouragement from the college because they are unaware that there is financial aid to help them.

We are effectively working through each. There seem to be various groups/committees on campus that are working toward similar goals and outcomes. Perhaps we need to take a look at the various committees and groups on campus and merge the ones that share common goals to better utilize time and resources.

I think we have made great strides in improving the student experience. However, there are still new tools (like Liaison application) that is rolled out, but not user friendly. It feels like we took 5 steps backward in the access perspective. We still have work to do, continue to reflect, evaluate and make necessary changes.

Native Hawaiian student success numbers reflect that our Native Hawaiian population is still facing challenges in regards to graduation numbers.





## **Quality of Learning Progress Report**

A college culture that promotes excellence in teaching and learning for students, faculty and staff.

**IN PROGRESS**

High quality degrees, certificates and courses that meet student, industry, and relevant stakeholder needs.

**IN PROGRESS**

Physical and fiscal support for high-quality teaching and learning.

**IN PROGRESS**

Broad support for non-traditional and under-prepared students with varied challenges.

**IN PROGRESS**

## **Accomplishments**

One of the focus areas of the Quality of Learning Strategic Directions group has been distance education. Vastly accelerated by the pandemic, in the last calendar year, our campus has increased our professional development training, improved distance learning infrastructure, and created additional ongoing distance education support resources for students and teachers. This increased commitment to high quality instruction via distance has allowed our campus to transition into offering the majority of our classes in the distance realm.

Everyone at UHMC should be commended for the collective effort to meet the ongoing challenges brought forward by the pandemic. Despite these unprecedented challenges, UHMC has remained steadfast in our commitment to high quality teaching and learning.

## **Challenges**

Our pursuit of high quality degrees through assessment seems to have halted.

## **Hawai'i Papa O Ke Ao Progress Report**

Native Hawaiian students who build on the knowledge and skills of Kupuna as a foundation from which to achieve personal and academic success in college and throughout life.

**IN PROGRESS**

Pu'uhonua (Centers of Hawaiian Knowledge) fosters a "sense of place" that combines instruction, research, student services, and community engagement that benefits the Native Hawaiian community.

**IN PROGRESS**

Native Hawaiian students, faculty, and staff who serve in leadership positions within UHMC and in the community.-in progress, some think met

**IN PROGRESS (some say met)**

Native Hawaiian values practiced at all levels of institutional decision

**IN PROGRESS (some say met)**

Advancement of Hawaiian language, history, and culture (or achieves parity) to perpetuate the unique cultural heritage of Hawai'i.

**IN PROGRESS**

## **Accomplishments**

Institutionalizing the HPOKA/Ka'ao framework in Welcome Event, through activities done by FYE Committee members, integrated Ka'ao in classes taught by FYE Faculty, and supported by Title III and NSF grants.



## **Community Needs and Workforce Development**

### **Progress Report**

Continuous evidence-based understanding of community and workforce needs and opportunities.

**IN PROGRESS** (some say met)

Credit and non-credit curriculum that are connected with relevant community and economic needs.

**MET**

High quality Outreach centers to meet the credit and non-credit needs of the community-In progress.

**IN PROGRESS** (some say met)

Consistent communication with the community about the College's mission and offerings.

**IN PROGRESS**

Global engagement by connecting the people of Hawai'i with ideas, talents, and educational opportunities from the vibrant cultures and economies of the world.

**IN PROGRESS**

### **Accomplishments**

All in all, we had a great committee with caring wonderful members!

### **Challenges**

Challenges in the area of communication due to the non availability of a marketing position/representative to connect with and to get information out, other than brochures or social media opportunities; Another area we were challenged with was the connection with global engagement, initially we were asked to participate and be involved, but were not asked afterwards to be included in the efforts of Student Affairs projects, and no reports came in for us to know where things were at.

Outreach centers were present when possible; and some non-credit needs were met, but so much more could have been done if support was available. All in all, we had a great committee with caring wonderful members!



# Sustainability

## Progress Report

An evidence-based understanding of systems on campus for prioritizing sustainable practices and improvements.

### IN PROGRESS

Continuous, comprehensive leadership and coordination for UHMC sustainability efforts that promote a dynamic vision and understanding of sustainability.

### IN PROGRESS (some say met)

Significant human, fiscal and physical campus resource decisions reviewed through a “Sustainability Lens.”

### IN PROGRESS

A dynamic UHMC Sustainability Plan using a continuous improvement approach to address College goals, UH System, and UHCC System goals.

### IN PROGRESS

## Accomplishments

Campus Waste Reduction Plan using the “sustainability lens” process is currently being implemented and led to the banning of plastic bottles throughout campus and exploration of different waste reduction alternatives (e.g., composting, food waste reduction); the UH Sustainability Plan (and sustainability lens process) has been updated and finalized based on experience with the waste reduction lens project and has been submitted for campus feedback and approval.

The Sustainability Committee advanced a Waste Revolution Resolution to reduce waste on campus led by students, including eliminating single use and plastic bottles; more trees planted and shade created for buildings and people through the first Sustainability Lens project focused on landscaping to support energy efficiency; first STARS data analysis compiled to support system-wide Sustainability goals.

## Challenges

While the “Sustainability Lens” is a work in progress and application has started, it is not sufficiently applied yet across “significant human, fiscal and physical campus resource decisions.” The current budget crisis and reorganization of the UH system offers an opportunity for systems thinking to be applied to better understand the issues and opportunities for a redesign of our educational system and how to respond to community needs through strategic planning.

COVID-19 slows things down even more than usual (emails etc.)





# Recommendations

2021

## **Phase I (January - April 2021)**

### **Community Needs Assessment**

Through conversations with stakeholders, Maui College can deepen its understanding of the community's perceptions, needs and challenges, and develop a strategy that best serves its students, staff, employers and Maui Nui. Ideally, this assessment will serve as the catalyst and guide for the next strategic plan to start in 2022.

## **Phase II (March - June 2021)**

### **Foundation and infrastructure**

Develop a prioritized list of near-term objectives that strengthens the framework to support existing strategic plan priorities, and new programs and innovations that enable improved student success and access.

#### **Examples of these would be**

- Simplified and revised application process,
- Audited and updated website,
- Community Needs Assessment, and
- Communications and Marketing plan with data management

#### **Directional Communication adjustments to increase and improve transparency and clarity.**

- Email communication on a weekly basis:
  - General updates from Lui
  - Announcements
  - HR
  - Projects/Grant reports
  - Near term objective progress

#### **Internal / External Mapping**

- Partner mapping (Advisory council members, stakeholder mapping)
- Internal department mapping to identify improved collaboration and integration opportunities.

## Phase III (May - December 2021)

### Implement Marketing Strategy with Data Management

**“Promote a culture of learning”** (from online survey)

#### Active engagement (Internal/External)

- Who are our spokespeople (faculty, staff, partners, students)?
- What are our vehicles and methods to communicate internally and externally?
- How can this be simplified?
- How can we ensure receipt and understanding?
- What is the desired takeaway from the receiver?
- How will effort be measured?
- Why UHMC (What is our niche?)?
- Targeted and consistent messaging with “calls to action” and opportunities to engage (paid and traditional media; on-campus signage and internal communication)

#### Who we are

- UHMC is a thought leader
- UHMC supports your life on your terms
- UHMC is a catalyst for change
- UHMC is a partner
- UHMC is a convener

#### What we do

- We offer guidance and support to develop a plan
- You can get access to world class training and education at a price you can afford right here at home
- We have expert staff and faculty who care about you and your family
- We are a trusted partner to empower a qualified workforce

#### Who we serve

- Maui Nui community

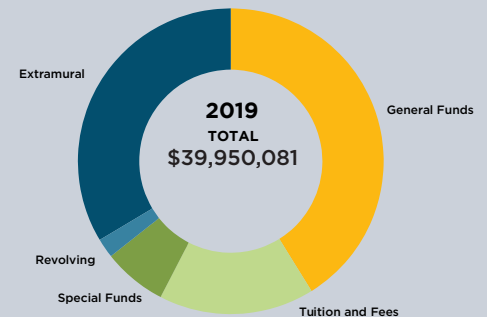
#### How we serve

- Online and In-person
- Through open and on-going dialogue about the expectations of students and employers

#### Why we exist

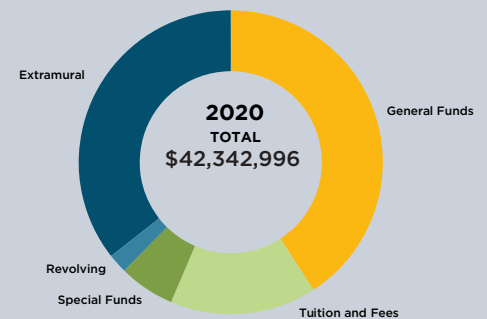
- Because Maui Nui residents deserve access to high quality education and resources here at home, according to their schedule and life situation
- Because we have the talent, will, and commitment to meet the changing needs of our community

# Financials



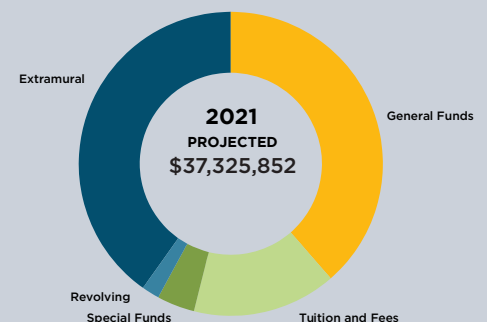
#### FY 2019

General Funds	16,439,382
Tuition and Fees	6,574,491
Special Funds	2,697,436
Revolving Funds	816,113
Extramural	13,422,659
<b>TOTAL</b>	<b>39,950,081</b>



#### FY 2020

General Funds	17,301,734
Tuition and Fees	6,599,362
Special Funds	2,507,931
Revolving Funds	877,107
Extramural	15,056,862
<b>TOTAL</b>	<b>42,342,996</b>



#### FY 2021 Projected

General Funds	14,406,352
Tuition and Fees	5,719,500
Special Funds	1,500,000
Revolving Funds	700,000
Extramural	15,000,000
<b>TOTAL</b>	<b>37,325,852</b>





## Conclusion

The impetus for this discussion was to develop a campus response to the global pandemic, and its impact on our system, community and future planning. Through internal, facilitated conversations with faculty and staff, Maui College sought to re-imagine itself and initiate steps to move forward in an unprecedented and uncertain environment.

Since its founding in 1931, Maui College has operated as a centrally located resource for our residents - providing the tools needed to meet opportunity head-on, in pursuit of a life here at home. Through education and training from expert faculty and staff, individualized guidance, and an affordable cost structure, Maui College has positioned itself to address the changing needs of this community and offer a unique and valuable experience to its students. Maui College programs reflect the evolution of our population, economy and culture, and as many of us found in the isolation of this pandemic, it provided the space necessary to re-evaluate our identity, role and responsibility to our community.

As we start our 90th year of education in Maui Nui, we are faced with a new set of challenges, one that could not have been anticipated, but presents opportunities we've been laying the groundwork for years. It is our kuleana to enrich, to inform, to lead and to change. In order to continue to provide the tools our residents need to build the life they want, this process should continue, and these conversations should endure, to help Maui College capitalize on the ideas presented in pursuit of that shared and ever elusive future we collectively aspire to.

# Contact Info

## ***We look forward to hearing from you!***

To share your feedback, please visit the [feedback form](#) to leave your anonymous comments

For more information about this document, please contact:  
Lui Hokoana: [lui.hokoana@hawaii.edu](mailto:lui.hokoana@hawaii.edu)

## ***Appendix***

This is a summarized list of what has been shared through virtual and online conversations. If you would like your thoughts added, please send your feedback directly to: [lui.hokoana@hawaii.edu](mailto:lui.hokoana@hawaii.edu)

## ***Operations***

- Increase hiring to support key areas
- Develop a system to monetize facilities for outside use
- Streamline processes through form applications, i.e. course/program recommendations
- Develop a dedicated Workforce Development coordinator
- Increase support and promotion of CTE

## ***Marketing***

- Testimonials
- Course/Program Awareness
- Communicate resources for support
- Free seminars for increased learning and awareness about Maui College offering

## ***Innovation***

- Combine programs to strengthen identity and develop niche areas of focus, for instance, combining Hawaiian Studies with Sustainable Management.
- Speaker's Bureau
- Innovation Fund (micro-grant program for staff and faculty)
- Athletics Program

## ***Miscellaneous***

- Improved campus life through physical space changes
- Customer service training and guidelines for all staff
- Increased partnership with DOE to guide curriculum to better prepare students beyond high school
- Learning centers in all Hawaiian Homestead sites
- More scholarship opportunities for Maui Nui residents
- More support services on campus to ensure student success, i.e. health, childcare, food, housing, etc.





# *Mahalo*

Thank you for the opportunity to work in support of Maui College. Given the times and circumstances, I want to commend Chancellor Hokoana and his team for initiating this process, summarizing the progress towards attainment of existing strategic objectives, and providing the space to have open and honest discussions about the opportunities to improve in pursuit of the University's mission.

I'd also like to thank Linda Morgan and Saedene Ota (Sae Design) for sharing their work and mana'o, providing the basis, strategy, and language to communicate the complex messages of Maui College. Thank you to Marc Antosch for his vision, design and guidance throughout this project. And finally, a special mahalo to the faculty and staff for their time, ideas and honesty – as a community member and parent, it fills me with hope to know that we have such committed leaders fueling the creation and pursuit of opportunity for our Maui Nui community. Thank you Maui College!



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