



MISSION STATEMENT

Kauai 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 Kauai 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)

Kauai 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 Kauai.



Please note that the rows highlighted in purple in the attached documents have been identified as the next steps the college will take to implement the Strategic Plan.

IMPERATIVE K

Fulfill Kuleana to Native Hawaiians and Hawai'i

Model what it means to be an indigenous-serving and indigenous-centered institution: Native Hawaiians thrive, traditional Hawaiian values and knowledge are embraced, and UH scholarship and service advance all Native Hawaiians and Hawai'i.

Ensure that Kaua'i CC supports the success of Native Hawaiians in learning, teaching, service and research across our campuses and nurtures Native Hawaiians as leaders.

- [Increase the percentage of Native Hawaiian students engaged in higher education](#)
- [Strive to have a faculty, staff, and student government population that reflects the student population \(32% Native Hawaiians\)](#)
- [Incorporate culturally relevant pedagogy into programs and extracurricular activities](#)

Create opportunities for all Kaua'i CC students, faculty, staff, executives and regents to inform their work by learning about Hawaiian language, culture, knowledge, and the past and present impacts of colonization.

- [Authenticate use of 'Ōlelo Hawai'i](#)
- [Identify resources to support Native Hawaiian culture to support KauCC campus activities](#)
- [Strengthen partnerships with organizations and groups serving the Native Hawaiian community](#)
- [Ensure place-based education in every program](#)

Play an active role in the reconciliation of injustices, advancing language parity, and improving the lives of Native Hawaiians across the islands.

- [Create Native Hawaiian Institutionalized Student Learning Outcome](#)
- [Indigenize KauCC to support the holistic development of our Native Hawaiian community](#)



IMPERATIVE S

Develop successful students for a better future

Educate more students, empowering them to achieve their goals and contribute to a civil society.

Increase participation in post-secondary education island wide.

- [Increase access to college for High School students](#)
- [Increase access and supports for returning adults](#)
- [Increase supports and opportunities for International Students](#)
- [Increase the number of micro credentials and certificate Programs](#)
- [Increase student retention rates](#)

Provide necessary support for student success, including addressing barriers to access, basic needs (such as food and housing insecurity) and holistic health and wellness.

- [Implement a sustainable Infrastructure for human needs and holistic health initiatives](#)

Fully deploy multiple modalities of instruction that recognize changing times and widely differing student preferences, needs, and goals.

- [Courses offered in modalities that meet student's preferences for time and format](#)
- [Offer degrees and certificates that reflect the need\(s\) of the community](#)

Provide innovative learning experiences that prepare students to achieve their personal and professional goals, while fulfilling their kuleana to people and place.

- [Engage students with aina-based projects and experiential learning.](#)

Improve campus infrastructure to develop successful students, and a vibrant, inclusive, and safe environment at Kaua'i CC.

- [Create and maintain spaces on campus that foster a sense of belonging](#)
- [Infuse wellness into everyday operations, business practices and campus culture](#)



IMPERATIVE W

Meet Hawai'i's Workforce Needs of Today and Tomorrow

Eliminate workforce shortages in Hawai'i while preparing students for a future different than the present.

Prepare professionals to fulfill island-wide needs in occupations that are essential to community well-being, including education, health, technology, skilled trades and sustainability/resilience.

- [Deliver on the results of the 2023 Interact Survey](#)
- [Deliver on the Ka Papa Hana Holomua: Academic Affairs Plan Fall 2021- Fall 2026 Plan Goal III: Be responsive to Kaua'i CC community and workforce needs](#)

Enhance non-traditional offerings, including micro-credentials serving needs of specific groups of students, and industry certified credit and non-credit credentials, for those seeking upskilling or career change opportunities.

- [Review the credit curriculum of our 14 CTE programs for industry recognized content](#)

Partner with employers to ensure the necessary preparation and support for students to succeed in their careers.

- [Revitalize and effectively use advisory boards to improve community partnerships and college programs](#)
- [Identify Transfer partners at Four-year universities for transfer programs](#)

Prepare graduates for life-long learning.

- [Define Alumni program and forge early connections in collaboration with UH Foundation](#)

IMPERATIVE D

Diversify Hawai'i's economy through UH innovation and research

Build and sustain a thriving KCC research and innovation enterprise that addresses local and global challenges by linking fundamental Scientific



discovery with applied research necessary for technological innovation to create jobs and advance a knowledge-based economy.

Build out and sustain research and innovation hubs in key areas such as: Climate Resilience, Sustainable Ecosystems; Ocean Sciences; Data Sciences; Health and Wellness; Food Security and Agriculture; The Asia-Pacific.

- [Establish a central space for ideation and incubation to occur](#)
- [Establish multiple campus ideation and innovation hubs within Divisions and Programs around key community issues](#)

Leverage intellectual diversity and indigenous innovation.

- [Build capacity of Kaua'i CC faculty to facilitate Design Thinking, Lean Start-up, Scientific Method, and Development of Intellectual Property within their courses](#)
- [Provide access to sources of intellectual diversity and indigenous knowledge](#)

Generate intellectual property and spin off startup companies that create high-quality jobs.

- [Provide on- and off-campus opportunities for Campus Champions to showcase their ideas](#)
- [Support research development and business ideation across campus](#)
- [Provide an on-campus venue for students to market and sell their products and services](#)

Advance meaningful engagement in the Indo-Pacific region.

- [Build international applied research and project development collaborations with other indigenous and First Nations institutions](#)



Developing Our Strategic Plan

The Process and Engagement

- The College began Initial planning in the Spring 2022 with a presentation regarding the review of the College’s Mission Statement, development of the Strategic Plan, by the Chancellor during Convocation (January 2022).
- The College Mission statement review was performed by College Council and voted on in December of 2022
- A timeline for the Strategic Plan process was presented to the college during fall convocation 2022
- The Society for College and University Planning (SCUP) provided professional development and training.
- For four (4) months the Steering Committee met every two weeks to create objectives and outcomes to each of the Four Imperatives.
- College Council review each imperative separately during the spring semester of 2023
- Three College Conversations were held during the spring semester of 2023 on campus for faculty, staff and students to give their input on the objectives and strategic outcomes, as well as come up with activities to fulfill those objectives and strategic outcomes.
- A community input meeting was held for the college to share their progress thus far, as well as a chance for the community to give their input.
- Tabling on the Strategic Plan was performed at the 2023 Sustainability Fair
- Makaloa/Faculty Senate/Student Government presentations were held
- A college conversation was held during the fall semester of 2023 to decide on which activities should be accomplished in the first one to two years
- The results of this college conversation were presented to College Council

Steering Committee Members

Margaret Sanchez
Interim Chancellor

Valerie Barko
Director Institutional Effectiveness/UC

Frankie Harriss
Vice Chancellor for Academic Affairs

Calvin Shirai
Vice Chancellor for Administrative Services

No’eau Keopuhiwa
Vice Chancellor for Student Affairs

Dirk Soma
Associate Prof., Business Program Coordinator

Cheryl Lum
Lead Training Coordinator, OCET

Erin Millard
Math Faculty, Regional Coordinator PTK



Pua Rossi
Hawaiian Studies Faculty

Berna Souza
Hale Malama / HINET

Pomai Burkart
Title III Grant Pathway Coordinator

Robyn Petterson
UH Foundation

Lahea Salazar
Program Coordinator, Wai'aleale
& Kipaipai Project

Maile Rose Padre
Associated Students, UH/KCC Student
Government

