

Strategic Direction	Responsible Person(s)	Success Indicators	Accomplishments as of 12/06	Percent Complete	Resources Needed	Proposed Source of Funds	2007 Campus Funding Priority ¹
college to university							
<p>B. Increase enrollment and retention of students from local high schools through the development and offering of a “Freshmen Year Experience.”</p> <p>2. Experiment with different learning approaches such as: Learning communities, Block scheduling, linked courses, Supplemental courses, integrated support services, Summer Bridge, mentoring, integrated academics, internships, transitions</p>							
<ul style="list-style-type: none"> • Outreach • Admissions 	Dean of Instruction, faculty from content areas, Dean of Student Services	<p>Team Teaching (See also Natural Sciences Annual Report, PACES assessment)</p> <p>Creative scheduling (see EMC enrollment reports)</p>	<p>Added Counselor with Outreach responsibilities. Recruiting financial aid outreach position and clerk. Marketing directly to high schools. Talent Search and Upward bound actively do outreach. PACES Grant supports work with high school students in a college environment focusing on the Natural Sciences. In an attempt to meet the needs of military, working, and evening students, WCC initiated a shortened 13 week schedule for most evening classes. Added counselor: 0.5 Admissions 0.5 Disability Services</p>	<p>TBD</p> <p>_____%</p>	<p><u>Outreach Counselor</u> \$1,000 file cabinets for DOH records \$1,000 teaching materials for counselors</p>	<p>General, Grant Special</p>	<p>3 1 1</p>
C. Support assessment and related activities							
<ul style="list-style-type: none"> • Institutional researcher position or compensation to conduct institutional research 	Chancellor	IR personnel in place	<p>Faculty member on FT assigned time to do IR as of August 2002. 1.0 APT position and student support awarded in federal grant 2005- 2010.</p> <p>Half-time Institutional Effectiveness Committee (IEC) Chair supported with assigned time</p>	100%	None	General, Grant	.
<ul style="list-style-type: none"> • Implementation of strategies to address assessment outcomes/findings • Implement a systematic survey (every two years) of current students, high school students, local businesses, parents. 	Chancellor, Institutional Effectiveness Committee, Deans, Directors, Dept./Div Chairs, Faculty, Institutional Research	<p>Complete SLOs for all courses</p> <p>Assess SLOs for all courses</p> <p>Assess SLOs for all programs within 5 year cycle</p>	<p>Ongoing support of Institutional Effectiveness Committee. New plans and procedures were developed for assessment, accreditation, and planning activities.</p> <p>Between Fall 2001-Spring 2005, General Education Assessments completed in the following 11 areas: Written Communications, Writing Intensive, Oral Communications, Quantitative/Logical Reasoning, Logical Reasoning, World Civilizations, Social Sciences, Natural Sciences, Arts and Humanities, Computer and Information Literacy, and Library.</p> <p>Student Learning outcomes created for more than 90% of courses to date. Courses cannot be offered without SLOs complete. Now creating assessments and benchmarks. Update GPS units for classroom use; update ArcGIS software;</p>	<p>95%</p> <p>_____%</p> <p>_____%</p> <p>100%</p>			

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		Assessment data submitted in annual reports and program reviews.	upgrade computers to accommodate. Completed 2005. Elmo system in math classrooms, purchased summer 2005. VCE has completed SLOs for all its programs. Programs to conduct on-going assessment.	? 100%			
D. Support distance learning							
<ul style="list-style-type: none"> Incentives for faculty to develop distance delivered (DL) courses Assess Distance Learning (DL) for growth 	Deans, Content area Faculty, Academic Support Staff	Incentives established. Participate in System delegation of courses Training and workshops provided by campus, UH ITS and other agencies. WebCT-like training Distance Learning growth assessed. Taping DL courses for Olelo	Workshops given for faculty. Office of University Partners Coordinator hired 01/07. Tech Vision Plan in place.	0% _____% 75%	Assigned time, training, graphic resources, student services support, supplies	General, Special, Grant	3
E. Address College reorganization							
<ul style="list-style-type: none"> Examine structure and functions and make recommendations. 	Chancellor	Re-organization approved by BOR	In self study planning agenda to work on college re-organization in 2007.	30%			D
F. Continue support for existing and new initiatives							
<ul style="list-style-type: none"> Institutionalize programs currently supported by external funds (e.g. Title III and STAAR Programs) 	Chancellor, Deans, Directors	Funds received to permanently support positoinis	Ongoing. Replacement for Title III funds requested in 03 biennium received in '05. Hawaiian Studies/Hawaiian Language position , and counselor position funded by '05 legislature. STAAR grant re-funded for 5 years. 0.5 Disability Services Counselor hired. Increased sections of Hawaiian Studies.	3 people			
<ul style="list-style-type: none"> Examine alternative course scheduling options to increase facility utilization and to provide increased flexibility. 	Deans, Directors, Department Chairs	Afternoon increase in classes Rescheduling to 4 day week	Enrollment Management committee using data, offering more early afternoon and evening classes. Student Survey complete, Faculty Survey in progress to examine alternative scheduling preferences.	25% TBD			
<ul style="list-style-type: none"> Explore possible additions to the curriculum (e.g. surf science, ocean recreation, safety and stewardship, agriculture (native and exotic plants) 	Deans, Directors, Department Chairs, Content discipline faculty	Offering new courses, 2002/2007 New Schedule published in ETC's catalogue that allows for regular meetings for faculty and staff; catalogue published every 6 months to allow for flexibility in scheduling and program development.	IS 197/197L surf science classes became regular OCN 260/260L course offerings. Added Anatomy and Physiology. Developing Pre Vet Tech program. ETC exploring new program options.	34 70%			
<ul style="list-style-type: none"> Develop 200 level courses in pre-major areas with greater student demand and commit to 200 level and sequential courses, even if low enrolled. 	Faculty and Academic Administration	Increase in 200-level courses, 2002/2007	Office of University Partners (OUP) will impact commitment to 200 level programming. Coordinator hired January 2007.	16			

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<ul style="list-style-type: none"> Promote quantitative analysis and critical thinking skills across the curriculum 	Faculty and Academic Administration						
<ul style="list-style-type: none"> Work toward establishment of a grant writer position for the campus 	Chancellor	Hiring of staff	Staff hired on ad hoc basis to write 2 grants	0	assigned time for grant writing - \$4,500		1
G. Increase course offerings in Drama, Music, Art, and Hawaiian Studies	Deans	Atelier, Mask-making	Ongoing.	TBD			
H. Support the implementation phase of the Computer Information Literacy Competency graduation requirement at Windward Community College and insure that the College maintains flexibility to utilize the most appropriate technology resources to accommodate the needs of the students.	Business Department faculty and Information Retrieval Technology Committee		Starting in fall 2003, 40% of an instructor's time has been dedicated to making students aware of the CIL requirement, presenting workshops, and preparing and scoring exams. A website (www.hawaii.edu/wcccl) is available as a reference. . 0.5 casual employee hired to conduct more workshops. Implementation of the Computer Information Literacy graduation requirement has been done. To offer students an alternative to taking workshops, they may elect to take a class (ICS 105) to help them meet this requirement.	100% 100%	0.5 CIL		1
I. Continue to require speech/communication as part of our degree program, emphasizing the interdisciplinary qualities of communication. In order to encourage students to study speech/communication, create a speech lab for use by classes for videotaping, analyzing, and improving the quality of all communications.	Academic Deans, Language Arts faculty and Academic Support staff	Creation of Speech Lab	First stage of assessment completed. Dedicated classroom for speech classes so that equipment could be consolidated. Speech Lab open and serving students from all programs to prepare for presentations..	100%	Student Help Lab Asst. - \$2,655 2 computers - \$6,000		3
J. In order to enhance international understanding, encourage WCC students to study at least one other language, other than their native language.	Language Arts faculty	Offer Japanese, Spanish, Hawaiian	Ongoing. Noted decline in language registrations a concern.	TBD			
K. Continue to advocate the fundamental skills of reading, critical thinking, and good writing as essential to education and work by promoting writing and literature in the classroom and community. (Examples: Star Poets contest, People Who Write series, Writing Across the Curriculum, Writing Intensive courses, and a future Writer-In-Residence program)			Statewide Star Poets contest in its 6 th year; \$10,000 Starbucks Foundation grant received in 2003. Rainbird supported by Board of Publications. Extra 25 th anniversary issue on 2006. Poet laureat Ted Kooser week of activities in 2006. WAC Workshops on campus supported by Wo Champions Recruitment for WI faculty ongoing. Hired graduate student to work as writing tutor in the Learning Center.	100%			

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<p>faculty member, a grant writer, and technical support staff</p> <ul style="list-style-type: none"> Seek Funding to improve instructional effectiveness in natural sciences through technology and provide enhanced tutorials services either actual or through tutorial software 							
<p>S. Promote education opportunities outside of the conventional classroom such as education abroad opportunities and experiential or hands-on education in the different science areas by the following activities: strengthen ties with appropriate external agencies for collaborative activities; provide faculty release time, or reduce instructional workload to 12 credits, to allow time for faculty members to supervise and mentor students in these activities; and provide the logistical resources (supplies, equipment, facilities, and travel costs) to support these activities.</p>	<p>Natural Science Faculty and WCC Administration</p>		<p>MOP – 5 students Grants – (NOAA & BRIN – 14 students) Independent study – 8 students. These are the venues for giving students outside experience. USDA grant for Biotechnology. PACES support for environmental education.</p>	<p>100% 100% 100% TBD</p>			
<p>T. Identify and seek to secure the necessary staff required to support an FTE of 2,000 that aligns with goals listed above. Now that the majority of our new facilities and infrastructure will be in place by Fall 2002, the college should press forward to fully utilize the new buildings as the Ed Specs called for in their design. Without this increase in student enrollment, there won't be enough critical mass to fuel any new or expanded program we attempt to implement. The department might, for example, examine the impact that the recently proposed unification of UHWO, LCC, and WCC might have in this regard.</p>	<p>WCC Administration</p>	<p>Additional staffing in support of offices</p>	<p>Enrollment has grown 30% in 3 years, currently level Additional staff funded in 2007. 1 FTE instructor recruited in Fall 2005 for biology and zoology. Data based on EMC enrollments over past 5 years.</p>	<p>90% 100%</p>	<p>1.0 Math</p>	<p>General</p>	<p>2</p>

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U. Support staffing needs of the Social Sciences Department			2.5 FTE instructors hired in 2005: 1 sociology, 1 geography, .5 anthropology. Data justification from EMC enrollments over past 5 years.	100%	0.5 Psychology 0.5 Anthropology		1.
V. Support college matriculation services, including outreach, recruitment, admission counseling, and transfer planning.	Student Services		(New goal item 2003) Two general funded counselor positions and two grant funded counselor positions have been filled. Additional financial aid position recruiting.		Student help - \$5,000 Training for Disability Counselor - \$2,500		2 1
W. Collaborate with instructional faculty to promote learning opportunities outside the conventional classroom, including co-curricular programming and student leadership development.	Departmental Faculty & Student Services staff	Common Book, Service Learning, SSCI	(New goal item 2003) A counselor position was redescribed and filled. Developing a leadership course.	100%			
X. Help students integrate and explore the options of emerging careers related to their educational experiences and objectives	Student Services staff		(New goal item 2003) A counselor position was created and filled. ETC also has placement services.				
2.0 FUNCTION AS A SEAMLESS STATE SYSTEM							
A. Implement a new student information system to support (but not be limited to:							
<ul style="list-style-type: none"> Online, interactive, admissions application form; online course registration; Distance education registration 	UH System team;	VCE tp enroll using BANNER	All registration on-line. Application still in progress. VCE to move to Banner System. VCE has petitioned the system office for assistance in converting the current SIS to Banner. This will be supported in part by Perkins funds.	100%		Federal Special	
<ul style="list-style-type: none"> System-wide selective access to student records; Bursar system; Student accounts (fees, payables, receivables, and obligations) 	UH System team	VCE conversion to BANNER	Complete. VCE has petitioned the system office for assistance in converting the current SIS to Banner. This will be supported in part by Perkins funds.	100%		Federal Special	
<ul style="list-style-type: none"> Financial Aid 	Administration, Financial Aid Officer; Computer Specialist		Partial electronic processing, still in progress. Legislature appropriated requested Financial Aid 1.0 APT beginning 2005. The position was filled in Spring 2006. Also appropriated add-on financial aid APT position and clerk which are in recruitment process.				
B. Enhance library services to include:							
<ul style="list-style-type: none"> Electronic database that will be available to all students in the system 	UH system committee, WCC administration	Common databases appropriate for all undergraduate and graduate students purchased.	Available. On-going		\$15,000 Library materials	General, Special	1
<ul style="list-style-type: none"> Delivery of books and materials to and from UH campus libraries 	UH system committee,	Delivery of items within one week of request.	Available using campus mail and electronic system.				

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	WCC administration						
<ul style="list-style-type: none"> Universal library card, standard library policies and procedures, consortium purchasing 	UH Library council, WCC head librarian	Library card that can be used at all UH libraries. Common UH libraries circulation and cataloging policies. Consortium purchasing by UH libraries, Hawaii State libraries.	Complete				
C. Participate in system-wide efforts to improve the current articulation process, e.g. develop consistent graduation/core/major requirements. As a campus, examine and respond to UH-Manoa's new General Education core.	Deans of Instruction, Faculty Senate	Foundations Board HAP Restructure to align with Manoa core	Ongoing Faculty senate has adopted Foundations Board to improve articulation with UHManoa HAP Board is in discussion.	100% TBD 100%			
D. Share Resources							
<ul style="list-style-type: none"> Share faculty, facilities and resources within the UH system 	UH System & WCC Administration		LLMC leases Hale 'Awa. ETC uses HCC facilities. UHM uses part of Hale 'Iolani. ADOP will be working with faculty of other campuses.				
<ul style="list-style-type: none"> System-wide marketing 	UH System & WCC Administration	Filling of Marketing positions	UH Public Relations has provided support, expertise, and resources. Marketing Specialist position transferred to WCC effective 1/1/04. Graphic artist position awarded by legislature (in recruitment.)	100%			
<ul style="list-style-type: none"> Disability-related accommodations (e.g., sign language interpreters, Braille libraries, etc.) 	Dean of Student Services, Director of VCE		ADA and 504 Coordinator at ETC Honolulu branch (0.5), and Kaneohe (0.5) Disability Services counselor (0.5) at Kaneohe		1.0 FTE Disability Services Provider position	General, Grant	1
E. Pursue the designation of WCC as a University Center	Faculty Senate and Dean of Instruction	University Partners Office in place	\$76,000 General funds transferred from system specifically to support center. Federal grant funds (TIII) received to develop center 2005-2010. WCC can begin to act on the findings and liaisons developed by Lynne Fukuda during the Fall 2005 semester of study regarding University Centers. Hired an ADOP Coordinator.	100%		Federal	
3.0 PROMOTE WORKFORCE AND ECONOMIC DEVELOPMENT							
A. Provide a new home base for ETC and integrate the efforts of both institutions in workforce and economic development efforts of WCC and ETC	Director VCE, Dean of Instruction		New home provided in 2002. Continuing to integrate efforts.				
B. Explore the integration of workforce and economic development within the strong liberal arts offerings, including such areas as psycho-social developmental studies, environmental studies, and business Market the Academic Subject Certificates	Director of VCE, Dean of Instruction, DCs from Social Sciences, Natural Sciences, and Business/Math	Pre-Nursing Arborists Criminal Justice Forensic Science Veterinary Technology Substance Abuse Development of new health programs/curriculum.	Increasing. Stagecraft class. Pre-Nursing: A&P and pharmacology classes. Pre- Vet Tech programming. Increasing ETC options. (2006-07) VCE is hiring a nurse to create courses and programs for entry level health professions. Additionally VCE is hiring a faculty who will develop an internship program that is integrated with the job placement office so that work experience is an opportunity available for all students. This will be funded in part by the federal Alu Like grant. Major revisions and review of integrated basic skill courses is being conducted for all VCE	100% 10% TBD TBD TBD TBD 50%	Lecturer funds BUS ASC - \$3,500 to teach Bus Law.		1

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	Director of Marketing	No. of students transitioning to further education. Development of the Career Connections Center; an increase in the number of internships, career classes, job placements	programs.	50%			
C. Identify additional programs to add to currently articulated transfer programs	Dean of Instruction Director of VCE	Office of University Partners	ETC Autobody program is articulated with HCC's AS. ADOP program will add more options.	100%			
D. Explore the possibility of providing some of the general education requirements for transfer into nursing, allied health, and other vocational programs.	Dean of Instruction	Pre-Nursing Criminal Justice Forensic Science Veterinary Technology	Ongoing. New science courses have been added to meet some of these needs. Particularly, Anatomy and Physiology courses, and Pharmacology.	100% TBD TBD TBD			
E. Explore and establish partnerships with Windward businesses and also businesses located in Honolulu. Explore offering job placement services and internships.	Director of VCE, Dean of Instruction, Director of VCE	Bio-Technology Development of the Career Connections Center; an increase in the number of internships, career classes, job placements	Kaneohe Business group supporting annual Ho'olaule'a Accounting program and A&P clinical practice at Castle Hospital. Ohia Productions in little theatre. Paliku partnership with Theatre for Children. PACEs environmental advisory board. Inge White with biotech companies. Turtle Bay internships. Olelo Media Center.	100% 50%			
F. Capitalize and fully utilize the expertise of ETC in offering adult basic education, especially reading and communication skills.	Director of VCE, Dean of Instruction, Director of VCE	No integration as yet Revised curriculum; increased number of class offerings.	(2006-07) VCE Integrated Academics faculty are undertaking a major review and revision of its integrated basic skills instruction of the vocational programs. This is supported in part by Perkins federal funds.	?			
G. Expand continuing education and community service							
<ul style="list-style-type: none"> Increase the short term training programs, non-credit options, and enrichment classes 	Director of VCE	Number of offerings compared to baseline data.	Catalog includes expansion. Position was filled. Ongoing. 189 classes were offered in spring and summer 06. 134 classes were offered in spring and summer 05. An increase of 55 classes.	75%			
<ul style="list-style-type: none"> Increase continuing education opportunities for senior citizens 	Director of VCE	Number of offerings compared to baseline data.	Ongoing. 39 senior citizen classes were offered in spring and summer 06. 43 were offered in spring and summer 05.	100%			
<ul style="list-style-type: none"> Take advantage of the surrounding resources (e.g. courthouse, health center, parks and recreation) 	Director of VCE						
<ul style="list-style-type: none"> Forge relationships with the community through service learning and other internship-type activities 	Service Learning Coordinator	Development of the Career Connections Center; an increase in the number of internships, career classes, job placements	Ongoing. Project visitation, Junior Achievement, and State Hospital are sites where service learning student mentors/tutors are placed for 20 hrs. /sem. for last 6 years. Extensive work with windward schools through service learning and mentorship. OAT requires service learning. VCE is hiring a faculty who will develop an internship program that is integrated with the job placement office so that work experience is an opportunity available for all students. This will increase community partnerships and enhance instruction.	50%			

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<p>H. Increase non-credit courses, non-credit/credit linkages, and summer institutes/workshops.</p>			<p>PACEs grant work, secured by Dave Krupp and Floyd McCoy increased WCC summer institutes/workshops for high school students.</p> <p>Snowden Hodge's Summer Atelier offers an intensive painting institute. Students have the option of signing up for either non-credit or credit.</p> <p>HMI continues to offer workshops.</p>				
<p>I. Support and expand high quality technical, occupational and professional business/technology course offerings based on community needs to enable students to earn a living wage. This may require additional staffing and computer labs.</p>		<p>Development of new health programs/curriculum. No. of students transitioning to further education.</p> <p>Development of the Career Connections Center; an increase in the number of internships, career classes, job placements</p>	<p>Survey requested from Institutional Research office.</p> <p>ICS faculty has integrated new computer skills in their course offerings based on their understanding of what is required in today's workplace. (See section 1.0(A))</p> <p>Computers upgrades have begun. More requested from legislature.</p> <p>FAMCO and CNA internships.</p> <p>VCE expanding student options.</p> <p>(2006-07) VCE is hiring a nurse to crease courses and programs for entry level health professions.</p> <p>Ongoing.</p>	<p>50%</p> <p>50%</p>	<p>1.0 ICS Instructor</p>	<p>Special</p>	<p>3</p>
<p>J. Encourage students to attain internationally recognized certification in products offered by Microsoft, Cisco, Novell, IBM, and others.</p>	<p>Business Department faculty</p>	<p>Credit-side Business faculty tried with no success</p>	<p>On-going.</p>	<p>0%</p>	<p>Computer replacement in ETC labs</p>	<p>General, Special, Grant</p>	<p>1</p>
<p>K. Synchronize credit and non-credit (ETC) business technology course offerings to meet the technical, occupational and professional needs of windward residents.</p>	<p>Business department faculty</p>	<p>BUSN and ICS courses</p>		<p>TBD</p>			
<p>L. Increase vocational options at all sites</p>	<p>Director of VCE</p>	<p>Programs added</p>	<p>(New goal item 2003) Added Certified Nurses Aid at Kaneohe campus, added Introduction to Culinary Arts at Dillingham campus. ETC looking at small cohort placements in programs at HCC etc.</p>	<p>100%</p>			

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4.0 DEVELOP OUR HUMAN RESOURCES: RECRUITMENT, RETENTION, AND RENEWAL			Developing Pre- Vet Tech.				
A. Modify faculty workload to enhance quality of instruction. Reduction of instructional credit hours and increase in student contact hours outside of the classroom, staff development, curriculum development. Move to a 12-credit workload for faculty to increase time for professional renewal and growth. Work towards a consistent and equitable workload assignment across the University system.	System portion: UH administration and UHPA College portion: Dean of Instruction and Chancellor		03-05 UHPA contract has 15 – 12 proviso for teaching load Received a share of funds (\$.....) appropriated by legislature.	100%	Increase assigned time opportunities for faculty	General, Special	
B. Establish peer mentoring and orientation for new faculty and lecturers.	Dean of Instruction, Staff Development Committee, Department Chairs	Peer Mentoring Orientation Scenarios	Some progress made. New faculty that wanted mentors were assigned. Student services has program in place.	5% 100% TBD			
C. Assign clerical support to faculty with leadership responsibilities, such as Dept. Chairs and major committee chairpersons and to support increased faculty.	Chancellor; Dean of Instruction, Director of VCE	Support in place	Requested but not funded in 03-05 biennium. Did not make BOR budget in 07-09. Department Chairs given student assistants.	0%	2.00-3.00 FTE Clerical positions	General, Special	/
D. Increase the offering of sabbaticals. Explore greater and more varied use of sabbaticals, including new initiatives, such as mini-sabbaticals.	Faculty Senate	Sabbaticals awarded	Caught up on waitlisted sabbaticals and began awarding at least one per semester.	100%			
E. Establish salary equity and adjust for discrepancies in faculty salaries.	Collective bargaining issue		Awarded salary equity adjustments totaling \$65,624 over 2 years.				3
F. Establish training and mentoring program in Instructional technology and curriculum development.	WCC Administrators, Staff Development Committee, Academic Support Staff	Training and workshops provided by campus, UH ITS and other agencies. Instructional developer hired to mentor faculty in instructional technology and curriculum development.	January 2006 convocation week focus. Faculty workshops. Hiring instructional developer with Title III funds. Technology workshops offered.		Fac. Training - \$3,000 Instructional Developer - \$50,000		1 2
G. Develop a college-wide plan for prioritizing and communicating staffing needs.	WCC Administration		Staffing plan exists. WCC strategic plan should prioritize.				
H. Implement systematic survey every 2 years of Windward O'ahu	Business department	Working with IR Office	Survey requested from Institutional Research office.	TBD	Community survey.	Special	1

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residents, WCC students, high school students, businesses and parents, to provide information on curricular needs, directions and trends. And to gain overall assessment of community perceptions of the college.	faculty						
I. Provide training for faculty who are interested in teaching DE or web-enhanced courses and continue to assess courses for DE opportunities in addition to those already taught.	Academic deans and department faculty	Workshops CELTT Instructional Developer	Ongoing. English lecturer, has led several workshops for staff re: WebCT Instructional developer to be hired using Title III funds.	100% TBD TBD			
J. Ensure installation of equipment so composition computer classroom can use Internet's web-based tutorials, ancillary teaching tools, and research capabilities	Deans and Directors	Palanakila 124		100%			
K. Continue to explore the use of and training in new technology and techniques for Ka 'Ohana and Rain Bird, and to encourage interdepartmental projects.	Language Arts faculty.		Looking at electronic distribution.	100%			
5.0 DEVELOP AN EFFECTIVE, EFFICIENT, AND SUSTAINABLE INFRASTRUCTURE TO SUPPORT STUDENT LEARNING							
A. Complete plans and construction of new buildings and renovation of existing buildings in the master plan, especially the library and all parking, roads, lighting, phone lines, data lines, and utilities.	UH Administration		Ongoing. Planning for Library/Learning Center complete. Design funding awarded in supplemental budget. Funds to build requested in 07-09 BOR budget request .		CIP funds for construction. 43.157 million	General	1
B. Renovate and repair classrooms and offices. Air condition remaining areas on campus, especially the Media Center, faculty offices, and other rooms that house electronic equipment at both campuses.	Director of Administrative Services	Annual % change of Areas with A/C divided by Areas Requiring A/C.	Ongoing. Much progress made. Media Center painted and air-conditioned, also Mana'opono classrooms and faculty offices. New air conditioners put into Manaleo classrooms.		System Repair & Maintenance	General, Special	1
C. Examine the process by which renovation and repair work is completed on campus and communicate status of projects underway and in queue.	Director of Administrative Services	Faculty/Staff Survey.	Increased communication has been taking place using college listserv.		None		

<p>D. Assess and establish life-cycle funding for college equipment at both campuses. Institute fees where appropriate to cover the cost of supplies, maintenance, and equipment replacement.</p>	<p>Chancellor, College Administration</p>	<p>Life-cycle funding allocated for college equipment. Technology fee instituted.</p>	<p>IT Vision plan being promulgated. Includes college wide equipment replacement cycle. Updated Facilities Use Policy and increased user fees 1/03. Equipment replacement funds in legislative request not funded in 05. Received \$81,000 in supplemental budget. 06-07. First priority in college biennium budget request for 07-09. Replaced some equipment in '05 using grant funds. Tuition increase funds also applied to equipment replacement in areas directly serving students.</p>		<p>Building equipment: Audio-visual equipment: Computer equipment: Imaginarium equipment: Maintenance/Grounds/ equipment/vehicles</p>	<p>General, Special</p>	<p>1</p>
<p>E. Develop and maintain adequate instructional facilities to support effective teaching and learning using technology.</p>							
<ul style="list-style-type: none"> Provide all faculty with up to date computer and other appropriate technology tools for curriculum development, personal productivity, and communication with students and colleagues. 	<p>WCC administration and Academic Support staff</p>	<p>All faculty including lecturers have up to date computers and other appropriate technology.</p>	<p>Improved. Ongoing. Some of the \$81,000 supplemental appropriation used for faculty computer upgrades. Wireless available in almost every building at Kaneohe site.</p>		<p>TLC testing room computers - \$9,000 Computers for lecturers - \$30,000 Acad. Spt. Equipment replacement AMX upgrade - \$85,740 AV equipment – (includes smartboards) Akoakoa Audio - \$12,000 Journalism Computers - \$6,000</p>	<p>General, Special, Grant</p>	<p>3 2 1 3 1 3 1</p>
<ul style="list-style-type: none"> Implement facilities for distance learning that enable Windward to serve as both a send and receive site 	<p>Academic support staff</p>	<p>HITS room fully equipped and staffed.</p>	<p>Akoakoa 113 outfitted for HITS. Telecom also used at multiple sites on campus.</p>			<p>General, Special</p>	
<ul style="list-style-type: none"> Upgrade classrooms in old buildings to give instructors the same resources available in new buildings 		<p>New equipment purchased for older buildings.</p>	<p>New item 2006. Two smartboards purchased for Naauao and Manaopono.</p>		<p>Math whiteboards - \$4,000 Furniture and equipment - \$62,000 Smartboard for Manaopono and Manaleo \$160,000</p>	<p>General, Special, Grant</p>	<p>1</p>
<p>F. Improve institutional technology planning and technology support services</p>							
<ul style="list-style-type: none"> Review the organization of technology support units and consider consolidating staff under a qualified technical manager so as to improve the planning and coordination of technology development 	<p>WCC Administration</p>	<p>Reorganization plan for technology units developed and incorporated into the College organization chart.</p>	<p>Ongoing; with reorganization discussion.</p>		<p>Staff time to implement changes.</p>		

Strategic Direction	Responsible Person(s)	Success Indicators	Accomplishments as of 12/06	Percent Complete	Resources Needed	Proposed Source of Funds	2007 Campus Funding Priority ¹
and support.							
<ul style="list-style-type: none"> Reduce the span of supervision for technology support staff so as to improve their ability to complete projects and provide assistance to users in a timely and effective manner. Explore creative ways to provide services to faculty and staff (e.g., employees, student interns, outsourcing, etc.) 	Dean of Instruction, Academic Support staff	Full –time dean or director established for technology support staff. Additional staffing assigned.	<p>A temporary .50 FTE Assistant Dean position has been established and filled to oversee all Academic Support units.</p> <p>2 permanent staff now assigned to Academic Support Services. One position formerly funded w/ Title III appropriated by legislature in 05. Currently one .50 FTE temporary position. 1.0 requested again in supplemental budget.</p> <p>Second 1.0 position assigned to Administrative Computing received in supplemental budget and filled in 06.</p> <p>Student Services and OCET/ETC provide the majority of the computer support needed in their areas, mainly through outsourcing and temporary staff.</p>	100%	1.0 FTE Dean position -\$80,000	General, Special	1
G. Provide staffing (faculty, staff, operations and maintenance, technicians, and possibly management) to enable full use of WCC facilities (including, but not limited to the Gallery, the Imaginarium, and the Theatre)	Chancellor	Staffing added	<p>In FY2003 College received 5.0 positions (3 janitors and 2 groundskeepers). These positions accommodated all the new facilities except one (Hale `Akoakoa). The College received a personnel clerk (transferred from the Chancellor's Office), redescribed as a personnel officer and hired. '05 Legislature appropriated 0.5 Imaginarium tech, 0.4 Theatre tech, 1.0 Theatre manager positions.</p> <p>Computer specialist and account clerk funded in '06..</p>	90%	1 Building Maintenance Worker (\$35,000), 1 grounds laborer (\$30,000), 1 Janitor (25,000), 1.0 H.R. Clerk, 1.0 Switchboard/Mail, 0.5 Director's Clerk Secretary, 1.0 Librarian (\$60,000), 1.0 Public Svcs. Mgr. (\$45,000), Media Ctr. Graphic Artist (\$51,000), IT Specialist	General, Special	2
H. Increase campus security personnel and inform campus community of security procedures and liabilities (protect property and people using our facilities, especially after dark.)	DOAS	Security coverage increased	<p>5% of new additional appropriation mandated for increased security by President McClain.</p> <p>College has increased to 24/7 security.</p>	100%		General, Special	
I. Increase staff and funding for marketing.	Chancellor	Positions filled	Marketing Coordinator obtained. Susan Lee was transferred to WCC office 1/1/04. Hired a .5 temporary unfunded position for marketing. Received graphic artist position in supplemental budget.(Under recruitment.) Funds received for website update in TIII grant.	100%	1.0 FTE webmaster & supplies - \$66,500	General, Special, Grant	1
J. Update telephone system	Director of Administrative Services	N/A.	Complete.				
K. Encourage community use of WCC facilities.	WCC Administration Department Chairs		<p>This has increased geometrically!</p> <p>Ongoing. Increased usage has resulted in an increased workload for full-time staff.</p>		0.5 Facilities APT 2.0 Cashier Clerks	General, Special	1

Strategic Direction	Responsible Person(s)	Success Indicators	Accomplishments as of 12/06	Percent Complete	Resources Needed	Proposed Source of Funds	2007 Campus Funding Priority ¹
L. Provide adequate staffing for Arts and Humanities program.	Department Chair with faculty in designated areas of interest/expertise	Positions filled.-	The Hawaiian Studies Instructor has been hired and began teaching in a tenure track position in Spring 2006.	100%	0.5 FTE APT Educational Specialist (Gallery Manager)	General, Special, Grant	3
			Half-time instructor for religion was hired for Spring 2006. Will be filling History position Fall 07.	100% 100%	0.5 Religion faculty		3
M. Build community links through the Little Theatre, 'Iolani building, Palanakila theatre and studios, etc.			Ongoing. Ohia Productions now using WCC's Little Theater .Continue the support that is being currently provided.				
N. Sufficient utilities to support all facilities and programs	Director of Administrative Services		Ongoing. Received additional funds for utilities in 2006 supplemental appropriation.				