Impact Strategy 3: Strengthening Infrastructure: Building Upon Our Assets & Envisioning Possibilities

Tactics Years 1 – 2

3.1 Invest in Our People: We will invest in developing professional skills, knowledge, and commitment to a collegial and civil community

3.2 Invest in Financial Growth and Sustainability: We will ensure financial growth and sustainability.

3.3 Invest in Physical Facilities: We will continue to develop innovative campus spaces and experiences that meet the needs of 21st century learners.

3.4 Invest in Virtual Technology: We will adapt appropriate virtual technologies that meets the demands of the 21st century campus, instructor, and learner for distance education.

3.5 Invest in Campus Communications: We will continue to foster relationships with internal and external UHWO stakeholders.

Operational Plan Years 1 – 2

Tactic 3.1 Invest in Our People

3.1.1 Expand professional development training and services for faculty/staff by…
- Building a community culture of collegiality, civility and professional respect
- Incorporating campus-wide compliance training, programming/awareness activities and events
- Creating employee communication and conflict resolution training and skills building program
- Incorporating accessibility training (universal design; accommodations)
- Strengthening our faculty and staff mentoring programs
- Expanding indigenous values training
- Plan workshops to increase faculty/staff technology knowledge
- Creating workshops to expand online curriculum design and instruction
- Securing personnel and operational resources (e.g., seek extramural funding) as well as a physical home for the Office of Professional and Academic Support (OPDAS), which will meet the professional development needs of both faculty and staff.

3.1.2 Establish a committee to focus on campus community building by…
- Developing and offering opportunities to strengthen civil communication and relationship building.
- Developing venues to share their experiences, innovations with colleagues.
- Developing activities that promote the campus pride

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- Developing plan for campus communications
- Supporting and encouraging faculty and staff to participate in campus-wide compliance based programming and awareness events and activities

3.1.3 Create a campus staffing plan to meet the growing needs by…

- Planning for adequate staff to support the existing and future academic programs and non-curricular ventures (engaged scholarship, international, and childcare) {Create a support staff formula}
- Planning for the proper maintenance of new buildings

**Tactic 3.2 Invest in Financial Growth and Sustainability**

3.2.1 Increase donor cultivation efforts to assist in funding and supporting campus initiatives by...

- Increasing philanthropy by connecting corporate donors to academic pathways.

3.2.2 Increase student enrollment and retention to maintain tuition revenue.

3.2.3 Request and secure funding for faculty/staff positions and facilities from a variety of resources.

3.2.4 Create a business model that includes an incentive-based budget process to encourage innovation and promote transparency by...

- Incorporating the engaged scholarship into the business model
- Supporting and encouraging faculty/staff to pursue extramural grants/awards.

3.2.5 Develop campus practices and internal policies and procedures to improve operational efficiency/effectiveness.

3.2.6 Improve awareness and engage the campus in sustainable energy practices to reduce utility costs

**Tactic 3.3 Invest in Physical Facilities**

3.3.1 Complete the campus LRDP (Long Range Development Plan) update and begin to implement prioritized components.

3.3.2 Plan for innovative technology that supports the growing needs of physical learning spaces and student experiences (student life, advising, tutoring) by…

- Incorporating best practices for safe physical learning spaces
- Ensuring accessibility for physical learning spaces

3.3.3 Explore possibilities to provide academic programs in offsite locations including community spaces and satellite sites.

3.3.4 Enhance outdoor spaces to enable use as outdoor rooms that promote informal, interdisciplinary, experiential learning and social interaction between faculty-student and student-student.

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3.3.5 Plan for flexible instructional and support (tutoring, student life, and research) spaces that allow for variety of configurations, functions, and sharing between programs.

3.3.6 Continue “Town and Gown” partnerships with area businesses that create engagement and workforce opportunities that support the academic and student experience.

3.3.7 Prepare for the 2020 opening of Creative Media Facility and the Honolulu Rail Transit station.

3.3.8 Plan for student life facilities for social and intramural activities

**Tactic 3.4  Invest in Virtual Technology**

3.4.1 Plan for faculty technologies that support virtual classrooms by…
- Creating a technology refresh plan for all technologies that support virtual learning
- Exploring new technology tools to enhance virtual classrooms
- Incorporating safe learning spaces – student conduct, Behavior Intervention Team (BIT)
- Ensuring accessibility for learning spaces and course materials
- Creating the capability to deliver quality virtual assessment based compliance training and programming/awareness for faculty and staff

3.4.2 Plan for virtual student experience by…
- Expanding the virtual student assistance initiatives such as tutoring, advising, and testing
- Researching virtual meeting room software
- Defining and planning for the virtual student life or experience
- Ensuring accessibility for all learning spaces
- Creating the capability to deliver virtual quality assessment based compliance training and programming/awareness for students and the community

**Tactics Years 3 – 6**

3.1 **Invest in Our People:** We will continue to invest in expanding professional skills, knowledge, and collegial and civil skills.

3.2 **Invest in Financial Growth and Sustainability:** We will advance financial growth and sustainability.

3.3 **Invest in Physical Facilities:** We will continue to develop innovative and inspiring learning spaces and experiences that meet the needs of 21st century learners.

3.4 **Invest in Virtual Technology:** We will advance appropriate virtual technologies that meets the demands of the 21st century campus, instructor, and learner for distance education.

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3.5  **Invest in Campus Communications**: We will strengthen and expand relationships with internal and external UHWO stakeholders.

**Operational Plan Years 3 – 6**

**Tactic 3.1  Invest in Our People**

3.1.1 Implement professional development training, activities and programs for faculty/staff by…
- Strengthening collegiality, civility, & professional ethic training
- Expanding compliance training
- Expanding accessibility training
- Expanding and refining mentoring program for faculty/staff
- Expanding indigenous values training
- Assessing and implementing faculty/staff technology training
- Assessing and implementing online curriculum workshop that continually improves online curriculum design and instruction
- Implementing media training for faculty/staff
- Through permanent funds and extramural funding securing the Office of Professional Development and Academic Support into a strongly funded and staffed unit that supports and coordinates professional development activities across the campus.

3.1.2 Establish a committee to focus on campus community building by…
- Institutionalizing professional work place development workshops.
- Developing venues to share their experiences, innovations with colleagues.
- Developing activities that promote the campus pride
- Assessing existing practices and develop plan for internal communications
- Exploring alumni and community partners

3.1.3 Implement a staffing plan to meet the growing needs
- Assess its accuracy

**Tactic 3.2 Invest in Financial Growth and Sustainability**

3.2.1 Nurture donor relationships and partnerships by…
- Increasing philanthropy by connecting corporate donors to academic pathways.
- Providing a venue to showcase projects to the donors

3.2.2 Increase student enrollment and retention to maintain tuition revenue.

3.2.3 Secure funding for faculty/staff positions and facilities from a variety of resources by…
- Sharing staffing plan with stakeholders

3.2.4 Implement and refine the business model that includes an incentive based budget process to encourage innovation and promote transparency by…
- Assessing programs and projects in the model

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- Increasing the number faculty/staff to pursue extramural grants/awards.

3.2.5 Continue to review, develop and implement campus policies and procedures to improve operational efficiency/effectiveness.

3.2.6 Improve awareness and engage the campus in sustainable energy practices to reduce utility costs by...
  - Renewing partnerships with community stakeholders
  - Developing and implementing a campaign to advertise sustainability efforts
  - Promoting events that showcase campus efforts
  - Developing a web site to the progress of utility savings

**Tactic 3.3 Invest in Physical Facilities**

3.3.1 Continue to grow the campus per the LRDP, and evaluate needed revisions to LRDP (Long Range Development Plan)

3.3.2 Implement innovative technology that supports the growing needs of physical learning spaces and student experiences (student life, advising, tutoring) by...
  - Incorporating best practices for safe physical learning spaces
  - Ensuring accessibility for physical learning spaces
  - Installing the new technology into learning spaces

3.3.3 Plan and support approved academic programs in offsite locations including community spaces and satellite sites.

3.3.4 Continue to enhance outdoor spaces for informal, interdisciplinary, experiential learning and social interaction between faculty-student and student-student.

3.3.5 Provide flexible instructional and support (tutoring, student life, and research) physical spaces that allow for variety of configurations, functions, and sharing between programs by...
  - Prioritizing space needs and budget costs

3.3.6 Expand “Town and Gown” partnerships with area businesses that create social and workforce opportunities that offer active learning and engagement, and support the academic and student experience.

3.3.7 Build for student life facilities for social and intramural activities

**Tactic 3.4 Invest in Virtual Technology**

3.4.1 Implement instructional technologies that support virtual classrooms by...
  - Renewing technology refresh plan for all technologies that support virtual learning
  - Exploring new technology tools to enhance virtual classrooms
  - Incorporating safe learning spaces – student conduct
  - Ensuring accessibility for learning spaces and course materials

3.4.2 Build a UHWO virtual student experience by...
  - Expanding virtual student assistance initiatives such as tutoring, advising, and testing
  - Implementing virtual meeting room software
  - Implementing virtual student life or experience

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- Ensuring accessibility for all learning spaces

**Tactic 3.5 Invest in Campus Communications**

3.5.1 Strengthen relationships by …
- Connecting with UHWO Alumni
- Sharing the identified signature programs to UHWO stakeholders
- Building the skills of the appropriate content managers