

# **Kaua'i Community College Plan to Address Higher Education Needs of Native Hawaiians May 9, 2012**

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## **Context**

In 2012, the UH Board of Regents approved the Hawai'i Papa O Ke Ao Plan to address higher education needs of Native Hawaiians. The objectives of the plan are purposefully broad to allow for each campus "to use the plan as a framework to create individual plans that are respectful of each campus and the communities they serve."

## **Focus of the Kaua'i CC Plan**

The Hawai'i Papa O Ke Ao Plan has three thematic goals with objectives listed under each goal. The three goals are Leadership Development, Community Engagement, and Hawaiian Language and Cultural Parity. While KCC eventually wants a campus specific plan that addresses each of the objectives in these three goals, we recognize that we need to begin small if we are to have an impact. The plan below, therefore, focuses on the following goals and objectives:

- 1) Increase the representation of NH on faculty and staff to achieve parity. (Leadership Development Goal 2, Objective 2)
- 2) Infuse a knowledge and embracing of Hawaiian ways of being throughout the college (Leadership Development Goal 2, Objective 3, Goal 3, Objective 2 and 3, and Community Engagement, Goal 1, Objective 2, and 3, )

Below, actions have been identified for each of the objectives we will address within the coming year. The goals and objectives listed below come directly from Hawai'i Papa O Ke Ao Report; the action plans (in the tables below) are KCC-specific. Objectives from the Report that will not be addressed at this time have been omitted. The plan will be reviewed and revised and expanded as appropriate in fall, 2013.

## **Goals, Objectives and Action Plans**

### **Leadership Development**

**Goal 1: Prepare students of Hawaiian ancestry to assume leadership positions at UH and in the community**

- **Objective 1: Research and define a) current or existing data on NH students including access, enrollment, retention, and graduation and b) existing student leadership program**

<b>Task</b>	<b>Primary Responsible Party</b>	<b>Anticipated Outcome</b>	<b>Timeline</b>
Collect and disseminate data on NH students at KCC	IR and Chancellor	Stay current on NH student success	ongoing
Explore potential collaborations with Na Pua No’eau and Leadership Kaua’i	NH advisor	Partner where appropriate for greatest impact.	fall 2012
Encourage NH students to participate in leadership opportunities such as student government, clubs, and Phi Theta Kappa	Counselors and faculty	Provide opportunities for NH for engagement and leadership	ongoing

**Goal 2: Prepare faculty and staff of Hawaiian ancestry to assume leadership positions within UH and in their community**

- **Objective 1: Research and define current or existing data on a) NH faculty and staff, including mid-level executive; b) Research and define existing faculty leadership development programs.**

<b>Task</b>	<b>Primary Responsible Party</b>	<b>Anticipated Outcome</b>	<b>Timeline</b>
Collect and disseminate data on NH faculty and staff at KCC	IR and Chancellor	Stay current on NH employee patterns	ongoing
Create list of faculty and other leadership development programs in the UH System and on Kaua’i	Chancellor	Increase number of NH employees in these programs	complete

- **Objective 3: Formalize and institutionalize commitment at all levels to ensure Native Hawaiians are in decision-making roles at every level.**

<b>Task</b>	<b>Primary Responsible Party</b>	<b>Anticipated Outcome</b>	<b>Timeline</b>
Appoint a member of Makaloa to College Council as a voting member	Chancellor and College Council	Ensure NH perspective in college decisions	Complete

When possible, appoint a member of Makaloa to search committees and include a member of Makaloa on all cabinet search committees	Supervisors	Include NH perspective in hiring decisions	Complete and ongoing
Discuss the Report and our commitment	Chancellor	Keep the college focused and engaged on the commitment to NHs and NH culture and language	Complete and ongoing

## Community Engagement

### Goal 1: Intra-Campus Development- Building Community on Each Campus

- **Objective 2: Build and sustain a community of learners**

Task	Primary Responsible Party	Anticipated Outcome	Timeline
Create a professional development opportunity that includes possible field trips etc. for faculty and staff who want a more in depth engagement to learn about Hawaiian ways of being—helping them feel a sense of place	Makaloa with Professional Development Coordinator	To assist employees to learn more about Kaua’i and NH cultural history and traditions	Began fall 2013, augmentation on fall and spring 2013
Develop an assessment tool to measure how well we are changing our environment to being committed to NH students, employees, and values	Institutional Researcher	To assess the success of our efforts	Spring 2013
Develop criteria and implement a Makaloa Scholar opportunity –with some reassigned time to learn more about Hawaiian ways of being	Chancellor	Enable faculty and staff to become a kind of “expert” and have them share their mana’o with others	Develop fall 2012 Implement spring 2013
Add a “Hawaiian Corner” to the website	Makaloa in collaboration with Hawaiian Studies, the Marketing Director and webmaster	To create visibility for our efforts both internally and externally	Develop fall 2012 Implement spring 2013

Create opportunities for sharing of cultures with our international faculty—maybe brown bag lunches etc.	International Education Committee	To extend opportunities for us to truly be a community by learning about one another	Spring 2013
Visit Hawaii CC to see how they have made Hawaiian ways of being central to their campus and improved NH learning	Chancellor, Mona created group to go	To determine whether lessons could be learned from HCC and incorporate what was learned	Completed April 2012

- **Objective 3: Develop and implement a plan to recruit and hire qualified Native Hawaiian faculty, in all disciplines, at every campus.**

Task	Primary Responsible Party	Anticipated Outcome	Timeline
Actively recruit NH faculty graduating from UH by asking for lists of NH completing degrees from UH System and encouraging them to apply for open faculty positions	Divisions with faculty openings	Additional NH applicants for faculty positions	Began Fall 2012, ongoing
Reach out to NH candidates on the mainland through Kamehameha Schools and others	Makaloa to build a network of contacts	Additional NH applicants for college positions	Beginning Fall 2012
Create language to include in “desirable qualifications” that has to do with successful experience with NH culture	Makaloa, VCAA, and HR	Provide benefit for applicants who have NH experience	Fall 2012
Add above language to all position descriptions	Human Resources	Provide benefit for applicants who have NH experience	Spring 2013
Run a workshop each semester to help local candidates prepare for job applications (resume and interview work)	OCET	Increase number of competitive applications from local candidates	Beginning fall 2012
Create a handout for search committees on cultural patterns that may affect success in job searches, i.e., assertiveness versus humility—and how to design questions that level the playing field.	Makaloa, VCAA and HR	Better prepare search committees to find the best candidates for KCC	Fall 2012
Hire qualified NH and local candidate lecturers and temporary positions when possible so they can add to their experience and we can see how they do	All divisions	To “grow our own” candidates for positions	Began fall 2012
Increase number of qualified candidates interviewed to 5-7 to include more qualified NH and local candidates.	Search committees as directed by Cabinet members	Provide a larger pool from which to select, that may include local or NH candidates	Began fall 2012