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**University of Hawai‘i West O‘ahu
Strategic Plan 2002-2010**

**Prepared by the Office of the Chancellor
Fall 2002**

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BACKGROUND

VISION AND MISSION

In 2002 UHWO reaffirmed the substance of its mission as stated and approved by the Board of Regents in 1996 (see Appendix A for full text). A number of components of the mission were highlighted as fundamental to the institution's unique identity in the UH system. These key elements will guide UHWO's strategic planning for the next eight years. They are:

- Liberal arts and selected professional studies
- Innovative alternative learning opportunities
- Quality teaching
- Flexible class schedules
- Exploration of interdisciplinary studies, cross-cultural and international studies, and communication skills
- Meeting the educational needs of both recent high school graduates and non-traditional students
- Public service activities in leeward and central O'ahu.

These core items will continue to shape UHWO, both at its current site and as it moves ahead with plans to become a four-year institution.

Priorities for future planning focus on three areas:

- **Academic programs**—UHWO plans to broaden the range of professional programs offered while continuing to emphasize the liberal arts, in both its general education (lower division) program and in its upper division specializations.
- **Access**—UHWO will expand awareness of opportunities for higher education throughout central and leeward O'ahu, and to underserved populations and communities, especially on the neighbor islands and beyond, using multiple delivery systems.
- **Teaching and innovation**—UHWO will continue to emphasize innovative, high quality, personalized instruction which incorporates a wide range of technologies. This goal is based on the notion of "teaching *with* technology," rather than focusing on technology as the primary objective. In addition, UHWO supports faculty scholarship and applied research which informs quality teaching.

Only a few minor revisions to the current mission were proposed. The changes were needed primarily to eliminate vague language and remove references to time frames. *The revised mission statement is included in Appendix A.*

PLANNING CONTEXT

UHWO Strengths

UH West O'ahu's strengths are primarily its people: its faculty, staff, administration and students. The faculty works tirelessly to ensure that students receive a high quality education in a supportive, yet intellectually challenging, environment. The faculty has moved rapidly to offer distance degrees via the Internet, HITS, and other technologies. The staff and administration serve as agents of change, seeking to improve the delivery of services to students and to

facilitate the achievement of their academic goals.

The student body at UHWO is largely non-traditional, with an average age of 33 years. UHWO enrolls a higher percentage of Hawaiian/Part-Hawaiian students than all but one other baccalaureate campus in the UH system (15.5 percent at UHWO, compared to 17.0 percent at UH Hilo. *Fall 2001 MAPS Enrollment Report*). UH West O'ahu also has the highest percentage of Filipino students among the three baccalaureate campuses: 17.2 percent compared to 8.2 percent at UH Mānoa and 5.8 percent at UH Hilo. Mānoa and Hilo percentages have declined since 1997 (13 percent and 16 percent respectively, while UH West O'ahu has increased its enrollment of Filipinos by 25 percent between 1997 and 2001 (*Fall 2001 MAPS Enrollment Report*).

Several key indicators suggest that UHWO meets the needs of its students well. UHWO retention rates have held steady at 86 percent to 89 percent for the past five years. According to the National Study of Student Engagement (NSSE), UHWO students exceeded the mean scores for their peer-type institutions in meaningful interaction with classmates and faculty, in having an enriching educational experience, and in finding a supportive campus environment. Results of the 2001 alumni survey indicate that 93.3 percent of UHWO graduates were satisfied or very satisfied with the quality of instruction in their field of specialization and 61.5 percent reported that they had gotten to know three or more faculty members well. When asked about the overall quality of their total academic experience, 93.4 percent said it was good or excellent.

UHWO Challenges

UHWO faces two major planning challenges. The first is that it has been stymied in its planning to become a four-year institution virtually since the doors opened 26 years ago. The faculty and administration have repeatedly developed academic plans and educational specifications for a four-year campus. Doing so in good faith and with the expectation that a new campus would be built, UHWO has been a political and economic lightning rod for internal and external forces, each with its own agenda, regardless of the mission of the campus and the educational needs in the community. This has resulted in faculty and staff skepticism, at best, and cynicism, at worst, about the future of the campus.

The second serious challenge to UHWO is to increase its human and fiscal resources. There is neither economy of scale nor "fat to trim" in a small institution such as this. For example, 100 percent of General Appropriated Funds are allocated to salaries for permanent positions. Special funds from tuition are often used to pay for temporary positions, leaving little flexibility in the budget for other needs. Over 800 students (at least 15 percent of whom are on the Neighbor Islands) are served by a cadre of 28 regularly appointed full-time faculty (23 instructional, 1 librarian, and 4 specialists). A handful of support and administrative personnel, as well as part-time faculty and staff provide the balance of the teaching and service necessary to run the institution.

A fundamental component of this challenge is to fill existing permanent positions and add new positions in order to reduce UHWO's dependence on lecturers and temporary staff positions. A number of permanent faculty positions have been vacant for nearly two years due a lack of general funds; only in the past few months has there been any substantive discussion to rectify this situation. Throughout the campus, an over-reliance on part-time and casual personnel has

made it difficult to deliver or expand academic programs, maintain campus accreditation, and conduct substantive planning for the future. Meaningful faculty renewal in terms of professional growth or development for current faculty is virtually impossible in this environment.

When UHWO becomes a four-year campus it will be further challenged not only to meet the needs of an expanded population, but specifically to meet the needs of traditional-aged students as well as the current non-traditional population it serves and to deliver a full four year curriculum.

UHWO Opportunities

Nonetheless, the planning environment for UHWO is rich with opportunities. For example, according to the Hawai'i Department of Education, the Leeward School District has 37,672 students in 41 schools, making it the most populous school district in the state. The Leeward and Central School Districts combined are home to 82 schools and 71,421 students, compared to Honolulu District with 42 schools and 33,277 students. Furthermore, the Ewa census division of Honolulu County (from Aiea to Wai'anae) experienced a population increase of 18.3 percent between 1990 and 2000, outstripping the overall county growth rate of 4.8 percent and the Honolulu census division which *decreased* in population by 1.3 percent (*US 2000 Census*). The Wai'anae census division, also served by UH West O'ahu, grew by 13.0 percent during this same time. Four of the top 10 industrial and high technology parks in Hawai'i are in West O'ahu: Campbell Industrial Park (#1), Waipio Gentry Business Park (#3), Mililani Technology Park (#6), and Kapolei Business Park (#9) (*Pacific Business News 1998*).

UHWO is already working in partnership with the community colleges, in the tradition of sharing resources across ahupua'a, as described in the UH system vision statement. Articulation agreements are in place for a number of academic programs across the community colleges, and several other innovative degree offerings, such as 2+2 models, are being studied for implementation. UHWO offers two rapidly growing degree programs on the neighbor islands (BA in Business Administration/Accounting and BA in Social Sciences), thanks in part to its commitment to the University Centers on Kaua'i, Maui, and West Hawai'i. Based on this history of cooperative program development, UHWO is well positioned to work towards a model of functional integration with the other campuses of the UH system while moving forward with plans to become a four-year campus.

UNIVERSITY OF HAWAI'I WEST O'AHU GOALS (STRATEGIC PRIORITIES)

Given the context outlined above, UHWO has established the following five goals to guide it over the next eight years:

- Create a Culture of Effectiveness and Innovation for Student Success
- Facilitate Functional Integration across the UH System
- Provide Opportunities for Global and Multicultural Education and Engagement
- Invest in Human and Physical Resources
- Capitalize on the Community as a Key Resource

Goal 1. Create A Culture of Effectiveness and Innovation for Student Success.

Embrace academic excellence and innovation as hallmarks of effectiveness in UHWO programs.

Objective 1: Provide high quality academic programs in the liberal arts, professional studies, and emerging growth fields.

Action Strategies

- Build upon current campus-wide and discipline-based learning objectives as a means to maximize student learning in all disciplines.
 - Engage in multi-method analyses of learning assessment, e.g., pre/post-testing, outside evaluation of senior projects, etc.
- In accordance with UH Executive Policy E5.201, develop a new academic plan for a full four-year curriculum in four proposed academic divisions: Arts and Humanities, Social Sciences, Professional Studies, and Science and Technology. Emphasis will be on:
 - Integrating an appropriate first and second year general education curriculum with existing upper division programs;
 - Securing funding for currently unfunded faculty positions.
 - Securing new instructional faculty in order to reduce dependence on lecturers and to accommodate growth in new and existing academic programs by forming partnership programs with other UH campuses and by obtaining funds for new UHWO faculty positions.
 - Creating and funding an academic oversight position (e.g., Dean of Faculty/Instruction) to ensure the overall coherence and quality of degree offerings.
 - Strengthening the Hawai'i/Pacific Studies curriculum within the Humanities division.
 - Drawing on the expertise of the Center for Labor Education and Research (CLEAR) to develop academic (credit bearing) programs in labor relations and/or labor studies.
 - Developing a new Science and Technology division, while weighing the strategic considerations of offering a new Bachelor of Science or Bachelor of Applied Science degree in selected applied science areas such as computer and information science, nursing, respiratory therapy, and public safety/fire science;
 - Developing interdisciplinary learning opportunities to integrate learning from multiple perspectives;
- Support writing across the curriculum.
- Refine the current senior capstone experience in order to maintain UHWO's leadership position in the UH system in this area, ensure continuous quality improvement in the experience, and adapt to evolving student needs.

- Support faculty scholarship and research in areas relevant to their teaching and professional development.

Objective 2: Ensure academic program excellence by encouraging faculty to embrace innovation in the curriculum, in modes of delivery, and in technology as a tool to support the educational mission (teaching with technology).

Action Strategies

- Expand utilization of distributed education (technology mediated instruction, i.e., interactive television, Internet, streaming video, and other) opportunities across the disciplines.
- Develop interdisciplinary programs across the curriculum such as environmental studies, human development, labor studies, ethnic/multicultural studies, and media studies within the proposed academic structure.
- Incorporate “hands on” experiential learning in the disciplines as appropriate.
- Become the UH system leader in developing “credit for prior learning” opportunities and promote further implementation of existing prior learning agreements, permitting students to obtain credit through supervised portfolio submissions.

Objective 3: Provide academic programs in a caring and nurturing environment which places student access, success and mobility at its core.

Action Strategies

- Maintain commitment to non-traditional and underrepresented students in balance with serving “traditional” students.
- Develop admission criteria which ensure student success while promoting access for incoming freshmen when UHWO becomes a full four-year campus.
- Continue to address the growing statewide educational and workforce needs by working with the University Centers to expand access to UHWO academic programs.
- Maintain flexibility of programs and scheduling to meet the needs of non-traditional students.

Objective 4: Provide responsive, comprehensive student services to ensure student access, success, and mobility.

Action Strategies

- Develop seamless portals to other system units (i.e., undergraduate, graduate and certificate programs at other campuses), through use of technologies, articulation agreements, partnerships for delivery of programs across units, and other means.
- Enhance student support services in order to serve outreach and distance education programs.

Goal 2. Facilitate Functional Integration Across the UH System.

In partnership with other units, UHWO will serve as a regional hub in leeward O’ahu to facilitate functional integration; improve student access, success, and mobility; and engage in continuous quality improvement.

Objective 1: Partner with other units in the UH system to improve educational effectiveness, institutional communications, and collaboration.

Action Strategies

- Expand existing articulation agreements with community colleges (such as those with Leeward CC and Maui CC) and develop new agreements for smooth transfer process.
- Develop partnerships with other campuses for greater efficiency and flexibility of programs, by means such as:
 - Offering joint degrees with the community colleges in selected disciplines (discussions are currently taking place with Honolulu CC regarding Emergency, Legal and Protective Services Education, and with KCC regarding respiratory therapy)
 - Offering UHWO degrees at community college sites, similar to the University Center model,
 - Serving as a hub/portal for cohorts of students enrolled in other degree programs (e.g., UH Mānoa Computer Science bachelor degree, College of Education teacher certification at UHWO), taught primarily by the faculty from the originating campus.
- Partner with other UH campuses in student recruitment activities and development of marketing materials.
- Serve as host site for selective graduate programs offered in partnership with UH Mānoa.

Goal 3. Provide Opportunities for Global and Multicultural Education and Engagement.

UHWO students will have access to international and multicultural experiences, including those available through other campuses in the UH system.

Objective 1: Develop international education programs and services that are appropriate for both the current two-year campus and planned four-year campus.

Action Strategies

- Participate in the formation of new and continuation of existing system international exchange agreements.
- Determine benchmarks for percentages of inbound and outbound students engaged in international education.
- Increase funding for scholarships for UHWO students to go abroad and for international students to attend UHWO.
- Train personnel in federal regulations pertaining to international education.

Goal 4. Invest in Human and Physical Resources.

UHWO will need to expand its human and physical resources regardless of its location. Current growth patterns of existing programs make clear that the campus needs additional faculty and staff as well as offices in which to house them and very soon will need more computer labs and classrooms. While planning for necessary expansion at the current site, UHWO will move forward with plans for a full four-year campus. Resource needs will be based on growth stages starting with approximately 1,200 students in the first year at the new location and culminating in a campus with as many as 7,500 students.

Objective 1: In parallel with academic planning for a four-year campus (above) design a comprehensive Student Services Development Plan.

Action Strategies

- Based on best practices and campus needs, identify needs for:

- recruitment activities
- admissions (freshmen as well as transfers) decisions and processing
- retention and enrollment management
- international programs (inbound and outbound) and services
- housing services
- testing and placement services
- counseling services
- career services.
- Secure positions, funding and office space for additional staff in service areas.

Objective 2: In parallel with academic planning for a four year campus (Goal 1, objective 1, listed above) design a comprehensive Administrative Services Development Plan.

Action Strategies

- Identify needs areas where work load will become heavier and/or more complex as campus grows, based on:
 - Greater fiscal demands
 - Increased need for human resources services
 - Need for external resource development
 - Expectations for communications and external relations services
 - Expanding maintenance support for physical plant
- Secure positions, funding and office space for additional staff in academic support and service areas.

Objective 3: Invest in professional development for faculty and staff renewal.

Action Strategies

- Secure funding for professional development opportunities for all personnel.
- Reduce barriers to technology training and development.
- Increase technological options for obtaining professional development via distance education.

Objective 4: Explore residential options for specific UHWO populations, e.g., families, non-traditional students, visiting international students and scholars, and short-term conference participants.

Action Strategy

- Investigate housing availability and/or development for long-term and short-term students, conference/workshop participants, and other visitors, especially for historically underserved populations such as students with children.

Goal 5. Capitalize on the Community as a Key Resource.

Integrate campus life into the local community in order to develop synergy between campus and community.

Objective 1: Encourage outreach to and connection with the broader West O'ahu community through public service, integrated functions and activities, and service learning.

Action Strategies

- Increase service learning opportunities, internships, practicums, particularly in Hawaiian communities to the extent possible.
- Encourage faculty service in underserved communities, especially Hawaiian and Filipino communities.

- Involve faculty and students in K-12 schools.
- Explore development of a community/campus conference/continuing education facility, which would be accessible to community groups, K-12 schools, and others.

CRITICAL SUCCESS FACTORS

UHWO's successful pursuit of these goals for the future will be contingent upon its ability to:

- Obtain sufficient resources to:
 - Fill existing faculty positions which are not yet funded.
 - Add sufficient numbers of new faculty and staff positions, estimated to be at least ten to fifteen new UHWO positions and an equal number of "partner" faculty who are based at other campuses.
 - Provide opportunities for faculty and staff renewal through professional development.
 - Expand facilities at current campus site.
 - Build a new campus.
- Strengthen Hawai'i/Pacific Studies specialization as a viable academic discipline at UHWO
- Serve as a regional access hub or portal for:
 - Distance education offerings
 - Credit for prior learning opportunities
 - 2+2 partnerships with the community colleges
 - Hosting UH Mānoa graduate programs.

KEY PERFORMANCE INDICATORS

UHWO's success in fulfilling its mission and achieving its strategic goals for the future will be evident in, and routinely evaluated through, the following indicators of performance and progress:

- Ongoing and multiple means of assessing student learning
 - Continued outside evaluation of senior project
 - Pre- and post-testing of selected learning objectives.
- Increased numbers of faculty (a minimum of 5.5 positions) in support of:
 - current academic offerings
 - credit for prior learning
 - oversight of pre-arranged supervised practicum/service learning opportunities in the community.
- Increased numbers of faculty (up to thirty positions) for new academic programs and for growth in existing programs; up to half of these positions may be based at other campuses depending on how partnerships are formed.
- Increased faculty participation in professional development as evidenced by:
 - Higher rates of attendance at conferences
 - Productivity increases in contributions to scholarship
 - Application of skills to new learning contexts (either in content or delivery modes)
 - Improvements in pedagogy

- Increased number of permanent professional staff positions in student services (at least 7.5 positions) and administrative services (at least 7 positions).
- Increased number of permanent clerical positions (at least 5) and maintenance positions (at least 3).
- Increased financial support for professional development opportunities for all personnel.
- Increased numbers and variety of collaborative program agreements between UHWO and other campuses of the UH system.
- Increased numbers of international exchange agreements and study/work abroad programs.
- Establishment of appropriate benchmarks for international students and students studying abroad.
- A physical plant that enables the UHWO community to create an environment that comfortably supports teaching, learning, and serving through the use of both traditional and technological modalities.

SUMMARY

By focusing on these five strategic priorities: creating a culture of effectiveness and innovation for student success, facilitating functional integration across the UH system, providing opportunities for global and multicultural education and engagement, investing in human and physical resources, and capitalizing on the community as a key resource, UHWO can realize its potential as an innovative regional campus with teaching and learning at its core. The mission ensures that it will continue to focus on serving the people of Hawai'i (and beyond, as circumstances permit) particularly those who lack ready access to a quality, affordable higher education. The five priorities will help to position UHWO to become an excellent regional undergraduate teaching institution which emphasizes both the liberal arts tradition and academic preparation for a variety of professions.

Appendix A

MISSION STATEMENT

UH West O'ahu is an upper-division institution that will eventually become a four-year campus. It offers degrees in the liberal arts and selected professional studies. As the only baccalaureate degree-granting campus located in the leeward O'ahu area, UH West O'ahu's strongest influence is on the continuing development of this rapidly growing region through both innovative educational offerings and public service activities.

UH West O'ahu emphasizes quality teaching and flexible class schedules that foster life-long learning, thus enabling students to pursue career-related education coupled with the values, ideas, and challenges of the liberal arts. The academic program structure stresses the exploration of interdisciplinary studies, cross-cultural and international studies, and communication skills.

Targeting the communities of west O'ahu and, through outreach, other parts of the state, UH West O'ahu meets the educational needs of both recent high school graduates and non-traditional students. Over time, it will develop innovative alternative learning opportunities such as mentoring, individualized degree programs, credit for prior learning, and instruction via computer and telecommunications.

Approved by the Board of Regents
November 15, 1996

Proposal for Revised Mission Statement

UH West O'ahu is a baccalaureate degree granting institution which offers degrees in the liberal arts and professional studies. As the only public four-year university located in the leeward O'ahu area, UH West O'ahu is committed to the continuing development of the region through both innovative educational offerings and public service activities.

UH West O'ahu emphasizes quality teaching and flexible class schedules that foster life-long learning, thus enabling students to pursue career-related education coupled with the values, ideas, and challenges of the liberal arts. The academic program structure stresses the exploration of interdisciplinary studies, cross-cultural and international studies, and communication skills.

Targeting the communities of west O'ahu and other underserved parts of the state, UH West O'ahu meets the educational needs of both recent high school graduates and non-traditional students. It provides innovative alternative learning opportunities such as instruction via computer and telecommunications, certificate programs, mentoring, individualized degree programs, and credit for prior learning.

Appendix B

RESOURCE REQUIREMENTS TO MEET THE STRATEGIC GOALS

Resource Requirements for Goal 1: In order to meet the goal of creating a culture of effectiveness and innovation for student success as outlined, the following new resources are needed:

- General funding for approved but currently unfunded faculty positions. This is a *high priority* need.
- General funding for up to fifteen new instructional faculty positions to teach in new areas (e.g., lower division, science and math) and in growth specializations (e.g., Business Administration). The total number of fifteen is an *intermediate* need; however, it is a *high priority* need to reduce reliance on lecturers and add at least three to five positions in the near term. The total number will grow incrementally to fifteen.
- Cooperative agreements with partner campuses to provide instructional faculty to deliver non-UHWO degrees at UHWO's campus (e.g., UH Mānoa ICS, Nursing, and teacher education cohort programs delivered at UHWO). This is an *intermediate* need at present and will become *high priority* when partner programs are finalized.
- General funding for one faculty position to oversee credit for prior learning opportunities. This is an *intermediate* need.
- General funding for one administrative position to assist in assessment activities. This is a *high priority* need.
- General funding for two computer and technical support (administrative) positions for distributed learning programs (using a variety of media). This is a *high priority* need.
- General funding for at least one student services specialist to support outreach and distance education programs. This is a *high priority* need.
- General funding for student services specialist in support of students at the University Center on Maui (currently over 80 students). This is a *high priority* need.
- General funding for a dean of faculty/instruction (administrative) position. This is an *intermediate* need.
- Funds to increase access to online data bases in the library; these resources require annual license renewals. This is a *high priority* need.

Resource Requirements for Goal 2: In order for UHWO to facilitate functional integration across the UH system, the following resources are needed:

- Funds to expand library collections in areas of new academic partnership programs. This is an *intermediate* need.
- Technology and equipment required for serving partner programs (e.g., computers and software for CIS). This is an *intermediate* need.
- General funding for one student services specialist position to oversee articulation agreements and partnerships. This is an *intermediate* need.
- Classrooms and office space for partner programs. Note: this is needed for both the current UHWO campus (*high priority* need) and the future campus.
- Funds to market programs and recruit students in partner programs. This is an *intermediate* need.

Resource Requirements for Goal 3: In order to provide opportunities for global and multicultural education and engagement, the following resources are needed:

- Faculty development funds for international activities. This is a *high priority* need.
- Funds for international travel and recruitment. This is a *high priority* need.
- Funds for student scholarships, tuition differential arrangements, or other exchange opportunities. This is a *high priority* need.
- General funding for one trained student services professional position to oversee international activities. This is a *high priority* need.
- Funding for ongoing professional development in regulatory matters pertaining to international education. This is an *intermediate* need.

Resource Requirements for Goal 4: In order to invest in the human and physical resources of UHWO as outlined, the following resources are needed:

- General funding for at least three student services specialist positions to support growth areas (testing and placement, career services, etc). This is an *intermediate* need.
- General funding for five administrative professional positions (fiscal, human resources, development, external relations/communications, assistant to the chancellor). These are *intermediate* needs.
- General funding to increase 50 percent FTE librarian to full-time. This is an *intermediate* need.
- General funding for five clerical positions. This is an *intermediate* need.
- General funding for three maintenance positions. This is a *high priority* need.
- Funding for one 50 percent student services position or release time to study housing issues. This is an *intermediate* need.
- Funding for ongoing professional development for faculty and staff. This is a *high priority* need.
- Equipment for distance training opportunities. This is a *high priority* need.
- Depending on the outcome of Objective 4, funds may be needed to support particular housing options. This is an *intermediate* need.
- CIP funds for offices and classroom conversions at current campus. This is a *high priority* need.
- If the exploration of goal #4 above indicates that there is a need for a housing facility, CIP funds will be needed to build it.
- CIP funds to build an adequate physical plant for a four year campus.

Resource Requirements for Goal 5: In order to capitalize on the community as a key resource for UHWO, the following resources are needed:

- General funding for one student services staff position to oversee service learning, internships, or practicums in the community. This is a *high priority* need.
- Funding for faculty release time to supervise internships, practicums, and service learning. This is a *high priority* need.

Appendix C

ACADEMIC COMPONENTS

Current Degree and Certificate Programs at UHWO

Humanities

BA with specializations in Literature, History, Philosophy, Hawai'i/Pacific Studies

Social Sciences

BA with specializations in Anthropology, Economics, Political Science, Psychology,
Sociology

Certificate in Substance Abuse and Addiction Studies

Professional Studies

BA in Business Administration with specializations in Accounting, General Business Administration

BA in Public Administration with specializations in Justice Administration, General Public
Administration

Certificate in Health Care Administration

Certificate in Disaster Preparedness and Emergency Management

New Academic Areas to be Added (will require additional new hires or transfer of faculty)

First and second year (lower division) general education core subject matter in existing divisions:

Humanities as described above

Social Sciences as described above

Professional Studies (Business Administration and Public Administration) as described above

Within existing division structure:

BA degree in Labor Studies

BA degree in Early Childhood Education

Certificate in Human Development (early childhood to gerontology)

Certificate in Media Studies

Certificate in Ethnic and Multicultural Studies

New Division of Science and Technology

First and second year (lower division) general education core subject matter in new disciplines:

Biology

Chemistry

Physics

Introductory Math Skills

Basic Algebra

Computer Sciences

Bachelor of Applied Science (BAS) degrees in:

Respiratory Therapy (in conjunction with Kapi'olani CC)

Public Safety and Fire Science (in conjunction with Honolulu CC)

Certificate in Environmental Studies

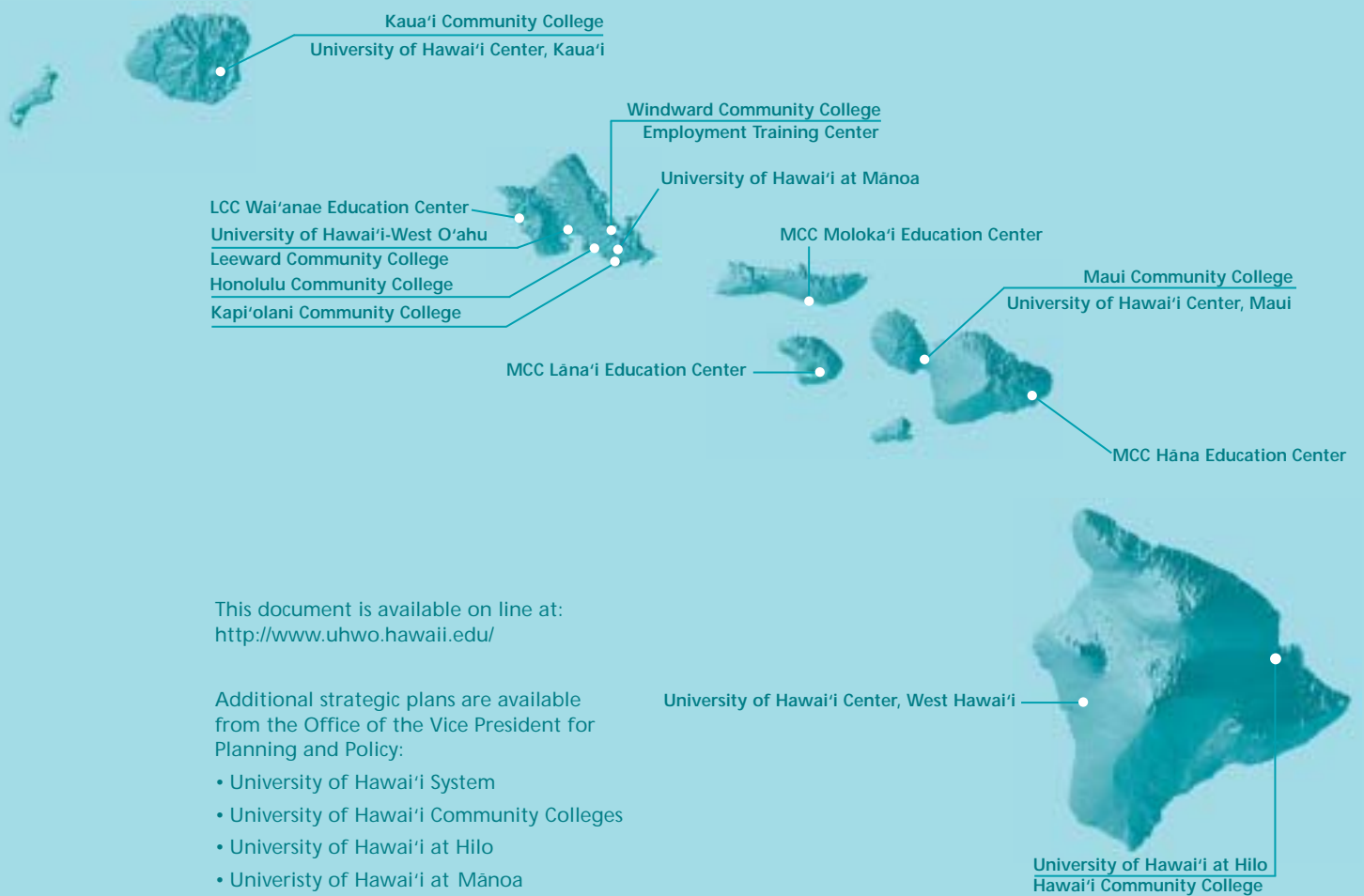
Partner Degree Programs Currently in Discussion

Bachelors Degree (BA) in Information and Computer Sciences (with UH Mānoa)

Bachelors Degree (BEd) in Teacher Education (with UH Mānoa)

Bachelors Degree (BS) in Nursing (with UH Mānoa)

THE UNIVERSITY OF HAWAI'I SYSTEM



This document is available on line at:
<http://www.uhwo.hawaii.edu/>

Additional strategic plans are available from the Office of the Vice President for Planning and Policy:

- University of Hawai'i System
- University of Hawai'i Community Colleges
- University of Hawai'i at Hilo
- University of Hawai'i at Mānoa
- University of Hawai'i-West O'ahu

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