Ala Nuʻukia - Mission Statement (2016-2021):

He puka hāmama ko Kapiʻolani Kula Nui Kaiāulu, no nā ʻano kaiāulu like ʻole e hiki aku i ka pahuhopu ʻimi naʻauao, ʻimi ʻoihana, a hoʻolaulā ʻike. Na ka Nuʻukia like, ka lawena like, me ka ʻōlelo paʻa i ka hana me ka lima, ke aʻo, a me ka hoʻokō e alakaʻi i ke Kula Nui. A ma o ia mea i loaʻa ai nā palapala aʻo kilohana, nā kēkelē mua puka kilohana, me nā polokalamu hoʻīli kula kilohana e hoʻomākaukau i nā haumāna no ka mua he lako.

Kapiʻolani Community College provides students from Hawaiʻi's diverse communities open access to higher education opportunities in pursuit of academic, career, and lifelong learning goals. The College, guided by shared vision and values, and commitment to student success through engagement, learning, and achievement, offers high quality certificate, associate degree, and transfer programs that prepare students for productive futures.

OFIE Mission Statement

Building a culture of evidence, supporting improvement and innovation, raising resources, and striving for the highest.

OFIE provides leadership and coordination for long-range, strategic, and tactical planning; research in institutional effectiveness, especially in support of learning-centered faculty development opportunities and student learning outcomes; and grants and resource development in support of national promising practices as well as unique opportunities of Hawaiʻi. As defined in the reorganization plan, OFIE facilitates, in consultation with the campus community, the College's strategic plan, tactical plans, self-study and accreditation processes, and other long range planning.

Summary

The Office for Institutional Effectiveness was created in response to a recommendation made in the 2006 Accreditation Self Study, effectively replacing the Office of Planning and Institutional Research. OFIE was created to assist with all academic, student services, and continuing education programs in assessing student success, the health of programs, developing tactical plans that align with the College's strategic plans, and providing data to be used as the basis for administrators to determine the allocation of resources. Additionally, OFIE was created to provide extramural funding (grants, cooperative agreements, and contracts) proposal development support, utilizing data that will inform the allocation of financial resources based on strategic and tactical plans.

Creating a Shared Services Center - in 2015, after reviewing OFIE functions and services and playing a greater role in UH Community College System consortium grants development, OFIE staff identified needs in relation to grants management and administration, fiscal, and web development for grants dissemination nationally and globally.

History

The Office for Institutional Effective (OFIE) was established in 2009 in response to the accreditation team's recommendation to define the role of the institutional research office in planning processes and use data as the basis for institutional planning. OFIE combines the Office of Planning and Institutional Research with the Office of Planning and Grants, with a director and four full-time staff, one permanent position is vacant. Since 2009, OFIE has taken the lead in submitting the Accreditation Midterm Report and developing a web site which played a crucial role in providing evidence for the 2012 Self Evaluation on Educational Quality and Institutional Effectiveness and the related Comprehensive Visit in October 2012. OFIE lead researchers developed the Kapi'olani Engagement, Learning, and Achievement (KELA) model, and the 12 Institutional Effectiveness Measures to focus the collective effort of administration, faculty and staff on what matters most - Student Success.

OFIE met every annual grant funding goals since 2008, except for 2012-13, and has provided assessment and evaluation guidance and support on all major federal grants. As federal budget deficits increase, and a new team of junior Congressional leaders from Hawai'i establish themselves in Washington, it is increasingly important to develop new funding collaborations and networks in the years ahead with both federal agencies and private foundations. The College currently has support from the Freeman Foundation for intensive Asian languages learning and study abroad with service-learning, the Keck Foundation to integrate science and civic engagement, and the Teagle Foundation to achieve higher learning of civic and moral responsibility for diverse, equitable, healthy, and sustainable communities.

It is essential that the College not lose its current areas of strategic advantage in grants development: STEM, Service-Learning and Community Engagement, International and Global Engagement, and Food Safety, Security, and Science.

Goals for the Office for Institutional Effectiveness

1) Facilitate strategic planning and revise and update long range planning
2) Conduct timely and professional research in support of learning-centered faculty development opportunities and student engagement, learning, and achievement
3) Lead grants and resource development in support of national research-based high impact practices as well as the unique program opportunities of Hawai'I and the campus.

Service Area Outcomes

See Part III Quantitative Indicators for the following OFIE service areas:

- Grants Development
- Institutional Research
- Evaluation & Assessment
- Planning

Faculty and Staff

OFIE currently consists of 6 FTE positions:

- 1 FTE Faculty Director (Unit Head)
- 4 FTE Assessment and Evaluation / Institutional Research APT staff:
  - 3 APT Band B Institutional Analysts (permanent, 2 filled, 1 vacant)
  - 1 APT Band A Institutional Analyst (temporary, vacant)
- 1 Grants Development Specialist APT B staff (permanent)
- 1 Civil Service (vacant, temporarily filled with casual hire)

In collaboration with UH Maui College, OFIE will be spearheading the campus efforts to establish a shared services center dedicated to providing grants development and administration services. A total of four positions will be hired utilizing Title III Part A funds for the 2015-20 grant reporting period. These extramurally funded positions include:

    a. Director of Resource Development / OFIE Assistant Director
    b. Fiscal & Administrative / Web Development Support
    c. Grants Administration Specialist / Meta Assessment & Evaluation Coordinator
    d. Grant Writer (to be drafted)

As of June 2016, positions (b) and (c) are viewed as priorities and their position descriptions have been completed and forwarded to the Title III Project Coordinator and Human Resources. OFIE will be developing the position description for (d) and continue to conceptualize the specific roles and responsibilities of position (a). We are also cognizant of the need for succession planning in certain key existing positions.

Resources

The OFIE unit receives funds from the following sources:
- Tuition and Fees, G-funds for personnel costs

- Extramural funding – federal (Title III collaborative with UH Maui College, Title III supplemental funds, NSF SENCER, HUD)
- Private and foundation funding sources, including Keck Foundation and Teagle Foundation.
- Indirect Cost Returns (RTRF) for travel, grants dissemination, resource development, professional development, and general overhead expenses

Community Connections

The OFIE Director established local community connections through two partnerships funded by the U.S. Department of Housing and Urban Development with Palolo Homes and Waikiki Elementary School.

OFIE, through its coordination of the Service-Learning program, has active collaborations with dozens of community based organizations and public schools, and supports their efforts in improving education, environment, health, and long-term care conditions, and in promoting arts, history, culture, and intercultural perspectives. OFIE leads the outcomes assessment for 600+ service-learning students annually.

OFIE is pursuing additional partnerships related to community sustainability and resilience as these partnerships might result in new grant opportunities with FEMA, DOD, Homeland Security, and Labor. These grants would focus on disaster preparedness and response, also known as resilience, and on green workforce development opportunities. These additional partnerships are with the National Guard, Hawaii Red Cross, Waikiki Elementary, Waikiki Health Center, Neighborhood Boards, and the Hawaii Exemplary State Foundation.

In April 2014, OFIE completed its renewal application for the prestigious Carnegie Community Engagement Classification. Evidence documents can be found at: http://ofie.kapiolani.hawaii.edu/community-engagement-events/

OFIE staff are encouraged to volunteer in the community to build and maintain effective community connections with local, national, and international organizations.

Key Community Partners

Federal agencies:
National Science Foundation
U.S. Department of Commerce Economic Development Administration
U.S. Department of State (USDOS)
U.S. Department of Education (USDOE)
U.S. Department of Housing and Urban Development (HUD)
U.S. Department of Labor (USDOL)

U.S. Agency for International Development (USAID)
Hawaii Congressional delegates and their staff members

State and municipal agencies:
State of Hawaii agencies currently managing subawards and contracts
Hawaii Department of Education (HIDOE)
Department of Human Services (DHS)
Department of Health (DoH)
Department of Labor and Industrial Relations (DLIR)
Department of Business, Economic Development and Tourism (DBEDT)
Hawaii Tourism Authority (HTA)
Local Employers

Waikiki Elementary School, Mindful Learning Center
Waianae Comprehensive Health Center
Palolo Learning Center

External Grant Development and Evaluation Companies

The Implementation Group, Washington, DC
WESTAT, INC, Washington, DC
Pacific Research and Evaluation-Portland, Oregon
UH Maui College (shared services center)
JABSOM Office of Grants Development (shared services center)
R-MATRIX (shared services center)

Part III. Quantitative Indicators for Program Review

1)	**Number of programs trained offices to conduct student focus groups as needed.**

Coordinated NSF external review with focus groups in ASNS degree program. Did not provide additional training.

2)	**Number of OFIE research briefs produced and posted to the OFIE website.**

From 2013, 2014, 2015, an average of 9 research briefs were posted.
Plan is to increase this to an average of 16 per year.

3)	**Number of data requests completed; both ad hoc requests and annual / semester cyclical reports. OFIE received 104 ad hoc requests and 46 annual/cyclical requests in the last six months.**

Ad hoc are "one-off" requests by administration and faculty that do not need annual updates (transfer studies, online education, faculty morale).

Cyclical reports typically go to counselors and/or counseling centers and are needed on a semesterly/annual basis to administer programs (TRIO database updates, Lunalilo Scholars Program, Room Scheduling for Facilities Management).

4) **Number of grant proposals and transactions submitted each year**

Major Grants Proposals Development and Submitted (in alphabetical order)

Clarence Ching Foundation

Japan-U.S. Friendship Exchange

Title III – Part F and Part A, Shared Services, all successful.

NSF ICE TI – unsuccessful in 2015, resubmitting in September 2016.

NSF S-STEM, LSAMP, PEEC – in negotiation.

NSF-IUSE SENCER Subgrant – pending

TAAACT

Teagle Foundation – final year implementation.

5) **Extramural funds raised through successful grants development efforts**

Institution-wide projects

Title III Part F and Part A

Program-specific projects

NSF S-STEM

National Endowment for the Humanities

Japan-U.S. Friendship Exchange

Consortium projects

NAPSA for Title IX

NSF LSAMP

NSF PEEC II

USDOLETA TAACCCT

State Subawards

HIDOA – culinary partnerships

HIDOE – culinary partnerships

HIDOH – EMS and EMT stipends

First to Work / Bridge to Hope

Kauai Fire Department

Foundation and private awards

Alu Like

Clarence Ching Foundation

East-West Center Foundation

Freeman Foundation

Kamehameha Schools (Project Olona)

New Media Arts

Teagle Foundation

The Japan Foundation

YMCA / Aloha Care

6) **Number of surveys administered and assisted.**

CCSSE, Student Success Center, Nursing student feedback surveys, graduate and leaver survey, Teagle, department chair, unit head, SAO survey for Admissions, Financial Aid, and Graduation and Commencement, C4ward, Service-Learning Outcomes, Faculty Assessment of Confidence and Engagement (FACES).

Completed 2014 and 2016 administration of CCSSE to more than 1000 enrolled students in 46 courses. More than 80 faculty and staff participated in the 2016 CCSSE administration.

Faculty requested surveys for learning assessment.

7) **Number of evaluation and assessment projects assisted.**

Examples: Meta assessment of course learning outcomes, student achievement post-ESOL 94, Lunalilo Scholars, transfer student report, Only Online Student Academic Performance.

Meta-Assessment of CPRs for 2013-16.

8) **Number of trainings/presentations/publications/awards conducted or produced including those for dissemination of grant-funded projects results.**

KELA model, Service-Learning, community engagement, NSF SENCER, Council for Science and the Environment, Community College Alliance for Sustainability Education (Executive Board Member), President's Summit on Climate Change, NSF EPSCoR Strategic Synergies, Service-Learning's Role in Achieving Institutional Outcomes. Teagle project dissemination at AAC&U, National Campus Compact, IARSLCE 2015-2016. Keynote at Pacific Association for Institutional Research, UHWO, 2014. Keynote at 17th Annual Campus Compact Western Regional Conference, Honolulu, HI (2014).

9) **Evaluative feedback from faculty, staff, and administrators who request our services. Online Survey to be developed and administered to OFIE "customers."**

Currently operating with casual hire position and hoping to hire a full-time support staff member dedicated to these deliverables.

Awaiting integration of OFIE website with KCC Ohana; hiring casual hire position since Nov 17, 2014 to provide web development support.

Part IV. Program Analysis

Alignment with Mission and Vision

Mission: Building a culture of evidence, supporting improvement and innovation, raising resources, and striving for the highest.

Vision: OFIE provides evidence and resources to support campus programs as they prepare graduates to strengthen the social, economic and sustainable advancement of Hawaiʻi's diverse communities in an evolving global community.

Current Situation

- Internal – OFIE provides planning, assessment, evaluation, and resource development services for all academic and support units, aligned with their Comprehensive Program Reviews and tactical action plans therein.
- External – OFIE provides reporting services so that the institution can demonstrate its accountability to the UH Board of Regents via the Vice-President of the UH Community Colleges, ACCJC/WASC, program-specific accrediting bodies, Hawaii's legislature and other public stakeholders, and external funding agencies. Accountability requirements from legislature, accrediting bodies, and external funding agencies are likely to increase exponentially in the years ahead.

Part V. Tactical Action Plan

Appropriate Strategic Outcomes

1. Document that the College is increasing the educational capital of the state by improving its educational quality and institutional effectiveness. Graduation (1) and Enrollment Growth (3) measures will be supported through OFIE's

institutional research, assessment and evaluation functions to improve the efficacy and efficiency of academic and support units. Grants development functions will provide scholarship opportunities and other resources to directly impact Graduation (1) and Enrollment Growth (3).

2. Strategic Outcome (2)(O) and (2)(P) emphasize the implementation of the Kapiolani Engagement, Learning and Achievement model, which OFIE developed to emphasize and visualize mixed method, qualitative and quantitative institutional effectiveness measures.

3. Contribute to the state's economy by bringing in extramural grant funds. Directly addresses Innovation (2) and provides funding through external investment in Modern, Sustainable, Teaching and Learning Environments (4).
    a. Strategic Outcome (2)(Q) sets the annual goal of raising $5 million in extramural funding, and emphasizes building federal and foundation networks, UH system collaboration, and local partnerships.

4. OFIE Director with staff assistance and expertise is leading efforts to develop campus sustainability plans to include operations, curriculum, teaching and learning, Hawaiian cultural, and community engagement. OFIE will lead assessment efforts for the respective sustainability plans.
    a. Strategic Outcome (4)(D)
    b. Strategic Outcome (4)(E) – OFIE will lead in the development of the American College and University Presidents' Climate Action Plan in 2016.

5. IR staff to develop new EMSI and Burning Glass labor data tools in an effort to build a better workforce development system (Outcome 2 Commitments).

Tactical Plan: Specific Performance Measures

Tracking data on Institutional Effectiveness Measures and Strategic Plans

A) Track ten institutional effectiveness measures.	**Completed tracking of 12 IEMs. Added IEM data on Native Hawaiian, Pacific Islander, and Filipino students in anticipation of new strategic plan performance measures.**
B) Assist ongoing cycles of integrated research, planning, assessment, evaluation and budgeting.	**Need to develop develop assessments of impact of ARF funding.**
C) Track annual progress on strategic planning performance measures. Develop new Strategic Plan Scorecard.	**Completed strategic plan scorecards for 2012, 2013, and 2014. Assisted in the development of Executive Administration Assessments, 2012-13 and 2013-14. See at: http://ofie.kapiolani.hawaii.edu/wp-content/uploads/2014/10/0_ExecAdminAssess_2014-9-22.pdf.**

		Develop new dashboarding format with guidance from UHCC IR Cadre.
D)	Administer 2014 and 2016 CCSSE.	**Administered CCSSE in 2014 and 2016**
E)	Develop institutional climate surveys for administration in fall 2016 and spring 2018.	**Review 2012 institutional survey and adapt to new accreditation standards,**
F)	Transition ALO role to next generation faculty leader for 2015 Midterm Report and 2018 Comprehensive Self Evaluation.	**ALO Role transitioned to Joanne Whitaker.**

Coordinating strategic and long range planning

A)	Engage in UHCC Strategic Planning.	• **OFIE Director member of UHCC Strategic Plan taskforce.**
B)	Facilitate campus strategic plan from fall 2013 to Fall 2016.	• **Ongoing communication with Chancellor's Advisory Council (CAC).** • **Interactive dialogues with OFIE strategic planning interactive workshops in September and October 2014.** • **New IEMs produced for Native Hawaiian and other Pacific Islander, and Filipino students.** • **Integration of UH Sustainability Planning and Executive Policy.** • **Dialogue workshop with staff from Kekaulike Student Information & Service Center, November 2014.**
C)	Review and revise long range development plans.	• **Acquired USDOE Title III federal grant for campus renovations.** • **CIP funds being discussed by UH Board of Regents in light of significant backlog of deferred maintenance projects at UH Manoa and UH System.**
D)	Develop new Strategic Plan Scorecard.	• **Awaiting results, and new dash-boarding methods, from the UHCC system in 2016.**

Professional research

A) Provide leadership in student learning outcomes assessment for instructional and students support programs.	• **Completed Meta assessment of course learning assessments. This will be maintained until the full integration of Assessment Management System.** • **Collaborated with three learning outcomes assessment coaches, deans and vice chancellor for academic affairs.** • **Assisted student services units in development of non-instructional SLOs.** • **Led nationally recognized effort (Teagle Foundation) in assessing service-learning outcomes in three annual cycles.**
B) Assist in implementing, assessing, evaluating, and improving precision student marketing and recruitment strategies for Kuilei, Honda International Center, and Continuing Education.	• **Provided data for Honda International Center's annual and semester student enrollment reports.** • **Completed annual report on developmental placement of students from feeder high schools.** • **Awaiting reorganization of OCET – Office of Continuing Education and Training.**
C) Maintain national leadership in quantitative and qualitative research on service-learning and civic engagement.	• **Present findings from Teagle project, and from NERCHE national survey on civic engagement learning outcomes.** • **Join the International Association for Research on Service-Learning and Community Engagement (IARSLCE). Attend and present at 2016 and 2017 IARSLCE conferences.**

Grants development

A) Improve grants networking, identification, development, administration, implementation and evaluation processes.	**Training, workshops and capacity building:** • **Hosted grant experts Jeremy and Lyn Miner.** • **Provided training for the Pivot grant database.** • **Hosted grant training for myGRANT grant proposal development software.** • **Disseminated hard copies of grant proposal development handbook to campus PI's and faculty.** • **Participated in Grant Writing C4ward as subject matter expert.** **Grant proposal development**

		Prepared and submitted Title III Part A supplemental request to secure renovation funds for OFIE move to new Ohia 101 & 102 spaces. Funds also improved technological capacity of the new space with Polycom installation. **Facilitated successful Title III Part F renovation grant and TAACCCT single institution and consortium grant proposals and implementation.** **Submitted proposal to USDOE First in the World grant program.** **Grant administration & implementation** **OFIE Director serves as principal investigator on HUD Office of University Partnerships grant.** **Submitted successful funding proposal to the Teagle Foundation with Community College Center for Community Engagement.**
B)	Continue to oversee Service-Learning program and support Sustainability Initiatives.	**Completed third annual cycle of Service-Learning outcomes assessment.** **Developed new reflection questions and scoring rubric for seven Teagle campuses.**
C)	Build new grants development networks for federal and foundation resources.	**Developed new partnership with National Council for Science and the Environment, Second Nature, and The American College and University Presidents Climate Commitment (ACUPCC).** **Maintained relationship with NSF SENCER Program and successfully completed Keck Foundation grant-funded project activities.** **Established new partnership with the U.S.-Japan Council members including representatives from the Bill and Melinda Gates Foundation, Fish Foundation and other local funding agencies.**
D)	Work with NSF SENCER and DC-based consulting on federal STEM funding.	**Maintained collaboration with The Implementation Group in Washington, DC for NSF, NASA and other STEM-related funding opportunities.**
E)	Develop new research avenues through National	**Developed Community College Affiliate Program for the NCSE.**

	Council for Science and the Environment (NCSE).	
F)	Pursue funding for international ventures as appropriate.	• **Submitted funding request to the USIEF Obama-Singh 21st Century Knowledge Initiative grant program in partnership with the University of Mumbai and University of Hawaii System.** • **Processed awards for Honda International Center and Office of International Affairs for the Freeman Program, UGRAD and other international partnerships.**
G)	Work more closely with deans and unit heads to identify new resource opportunities.	• **Collaborated with deans and department chairs in Culinary Arts, Hospitality and Health for the USDOLETA TAACCCT grant programs in round 3 and 4.** • **Collaborated with dean of arts & sciences to implement the external evaluation of the STEM Program through Pacific Research and Evaluation.** • **Provided grants development support to Health Sciences department chairs per dean's request.**

Personnel

A)	Hire new staff members to meet the research, evaluation, assessment and technical demand of the office and the campus.	• **Recruitment of APT B position.** • **In process of hiring Shared Services positions.1.0**
B)	Recruit student interns to assist in research, evaluation, and assessment efforts.	• **Retained Data Analyst Assistant student position from fall 2013 through present.**
C)	Acquire hardware, software, and resources necessary to assist data collection, data analysis, faculty and staff training in assessment, evaluation and grant development.	• **4 laptops, 2 desktops.** • **Video conferencing system procured and installed for Ohia 101 conference room (Title III Part A supplemental funds).** • **Renewed SAS licenses and completed online SAS training.** • **Renewed Survey Monkey licenses for survey analysis tools.** • **Renewed professional memberships to PACAIR, AIR, National Council for Science and the Environment, other organizations for professional development activities.**

	• **Procured MS Office, Adobe Acrobat and other necessary software.**
D) Current and additional personnel will require additional operational space.	• **New office space accommodating current staff.**

Positions Responsible

Bob Franco (Director, Unit Head): Direct workload and prioritize tasks for the OFIE staff.

Brandon Marc Higa (Grants Development Specialist): Coordinate proposal development with all units within Kapiolani CC, and conduct grant development training in collaborating with the Business Office and UH Office of Research Services.

All OFIE institutional research staff should be cross-trained as much as possible with all of the required projects and data responsibilities.

Daniel Beckett (Institutional Analyst): [Position to be vacant August 1st] Lead the development of institutional research agenda in collaboration with staff in the office. In collaboration with campus data stakeholders and CELTT, overhaul OFIE website to include data dashboard for strategic plan- and institutional effectiveness- measures as well as online request form for additional ad hoc data reports. Coordinate data response and delivery with IR staff. Develop standardized data sets for efficient, consistent counting related to student success measures. Consult with campus research community regarding IRB submissions. Design formative and summative reports for ongoing grants management; coordinate annual updates with IR staff. Train IR staff in data retrieval, manipulation, and reporting methodologies.

Shaun Kiyabu (Institutional Analyst): Hands-on training in statistical and quantitative methodologies for Institutional Research via response to data requests, research design, data collection, and data analysis. Coordinate processing data requests for ad hoc requests and UHCC initiatives (e.g. AtD, National Benchmarking Project). Assist with maintenance of the office website. Manage CCSSE administration for 2016 and 2018, investigate transfer of OFIE's role in Nursing Department Course Evaluation surveys to the Nursing Department. Assist with routine survey data collection. Facilitate student feedback survey collection, analysis and dissemination of results.

Synergies with other programs, units, emphases and initiatives

All instructional programs (all OFIE functions; assessment and evaluation, IR, grants support)
All extramurally funded programs and projects (grants development support)
University of Hawaii Foundation (grants)
UH System
- UH Community College Office
- UH Office for Research Services

Kapiolani CC units
- Title III Program
- STEM (major NSF, NASA awards)
- Administrative Services units, particularly Business Office (grants administration); Human Resources Office (hiring on extramural funds, instructional research projects); Auxiliary Services (renovation projects)
- Arts & Sciences
- Health Sciences
  - Kupuna Education Program
  - Emergency Medical Systems / Emergency Medical Technology
  - Dental Assisting
- Workforce Development (TAACCCT)
- Achieving the Dream initiative
- Kahikoluamea Pathway initiative
- Service-Learning Emphasis
- Office for Continuing Education Programs (state contracts)

Priorities for 2016

A) Hire vacant APT B position to meet the research, evaluation, assessment and technical demand of the office and the campus.
B) Ongoing staff development.
C) In lieu of hiring a BU03 clerical position, recruit Administrative & Fiscal Support casual hire position to provide clerical support for OFIE functions and spearhead web development efforts.
D) Recruit student interns to assist in research, evaluation, and assessment efforts.
E) Acquire hardware, software, and resources necessary to assist data collection, data analysis, faculty and staff training in assessment, evaluation and grant development.
F) Seek professional development opportunities and funding for workshops/trainings on grant proposal development, as well as grants and contracts administration.
G) Establish stronger collaborations with new Congressional representatives in Washington, DC, and federal agencies.