

## Office for Institutional Effectiveness Tactical Planning, 2009-2012 2010-2011 Update

### I Background:

#### *a. Introduction:*

##### OFIE – What we do

The Office for Institutional Effectiveness (OFIE) provides 1) leadership and coordination for long-range, strategic, and tactical planning, 2) research in institutional effectiveness, especially in 3) support of learning-centered faculty development opportunities and student learning outcomes; and 4) grants and resource development in support of national research-based practices as well as the unique program opportunities of Hawaii.

##### 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 newly hired full-time staff.

#### b. Current situation:

- Internal – OFIE provides planning, assessment, evaluation, and resource development services for all academic and support units, aligned with their program review and tactical plans.
- 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.

**Mission Statement** – OFIE: Building a culture of evidence, supporting improvement and innovation, raising resources, and reaching for the highest.

### II Strategic Outcomes:

- (1) Increase the educational capital of the state by increasing accountability toward the continuing improvement of academic and support units at KCC (Strategic Outcomes A, B, D, E, F)
- (2) Contribute to the state's economy by bringing in extramural grant funds (Strategic Outcome B).

### III Performance Measures

- (1) Assist **all** certificate and degree programs to complete **one** documented cycle of development, assessment, evaluation, and improvement of student learning outcomes. Career programs seek industry validation of learning outcomes. (Performance measure B7)
- (2) Administer Community College Survey of Student Engagement in spring 2010 and 2012, a ten percent sample of all courses, achieve maximum required sample size. Analyze and identify two challenge areas for the campus to focus on to improve. (Performance measure B6)

- (3) Assist in increasing extramural grant funds by 3 percent per year, from \$4.7 to \$5.3 million (Performance measure C1)
- (4) Assist in Increasing non-state revenue by 5 percent per year from \$23.5 to 29.9 million (Performance measure F5)
- (5) Improve results on annual “Services Satisfaction Survey” by five percent per year.

**IV Strategies:**

	<p>1) Define and track <b><u>institutional effectiveness measures</u></b>:</p> <ol style="list-style-type: none"> <li>1. <b>Successful course completion rates</b>: the rates of courses completed by students with grades A, B, C, or Credits.</li> <li>2. <b>Fall-to-Spring re-enrollment rates</b>: the rates of students re-enrolled in the subsequent spring semester from the Fall semester who are home-based at KCC</li> <li>3. <b>First year successful academic progress rates</b>: percent of new Fall KCC home-based students earning 20 or more successful credits, or transfer or graduate within one academic year;</li> <li>4. <b>Second year successful academic progress rates</b>: percent of new Fall KCC home-based students earning 40 or more successful credits, or transfer or graduate, within two academic years;</li> <li>5. <b>Third year successful academic progress rates</b>: percent of new Fall students graduating or transferring to 4-yr college within three academic years;</li> <li>6. <b>Active and collaborative learning</b>;</li> <li>7. <b>Academic challenge</b>;</li> <li>8. <b>Student effort</b>;</li> <li>9. <b>Faculty-student interaction</b>;</li> <li>10. <b>Support for learners</b> (6-10 are the CCSSE Benchmarks for Student Engagement)</li> </ol> <p>2) Assist ongoing cycles of integrated research, planning, assessment, evaluation and budgeting</p> <p>3) Track annual progress on strategic planning performance measures</p> <p>4) Improving grants identification, development, administration, implementation and evaluation processes</p> <p>5) Assist in implementing, assessing, evaluating, and improving precision student marketing and recruitment strategies for Kuilei, Honda International Center, and Continuing Education.</p> <p>6) Assessing and evaluating the Achieving the Dream, CCSSE, and program review data to better meet the diverse learning needs of Native Hawaiian and all students.</p> <p>7) Provide leadership in student learning outcomes assessment for instructional and students support programs.</p>
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	8) Hiring new staff members to meet the research, evaluation, assessment and technical demand of the office and the campus. Recruiting student interns to assist in research, evaluation, and assessment efforts. Acquiring hardware, software, and resources necessary to assist data collection, data analysis, faculty and staff training in assessment, evaluation and grant development.
<b>Means of Assessment – Establish baseline numbers in 2009-10 by June 30, 2010.</b>	<ol style="list-style-type: none"> <li>1) Number of reports produced</li> <li>2) Number of data requests completed</li> <li>3) Number of grants successful/submitted each year, funds amount derived from OVPC.</li> <li>4) Number of surveys administered and assisted</li> <li>5) Number of evaluation and assessment projects assisted</li> <li>6) Number of trainings/presentations/publications conducted or produced</li> <li>7) Evaluative feedback from faculty, staff, and administrators who request our services</li> </ol>
<b>Position(s) Responsible</b>	<p><b>Bob Franco:</b> Directing the workload and prioritize tasks for the staff in the office.</p> <p><b>Vannida Phommachanh</b> – Administrative support for all OFIE functions.</p> <p><b>Jeff Arbuckle:</b> UHCC initiatives (AtD, Program Review, National Benchmarking, P-20 longitudinal system, American Diploma Project). Coordinate processing data requests with two new hires. Lead the development of institutional research agenda in collaboration with staff in the office. Produce research briefs or briefing papers.</p> <p><b>Yao Zhang Hill:</b> Assist faculty and staff to conduct and analyze campus-specific program or grant projects evaluation and assessment. Provide faculty and staff training in conducting research to assess program effectiveness. Provide training for student interns in conducting institutional research. Produce research briefs or other publication to disseminate the results.</p> <p><b>Brandon Marc Takashi Higa:</b> Coordinate grant development, coordinate OFIE website design, and conduct grant development training.</p> <p><b>Jeffrey Yamashiro:</b> Assist in data request, research design, data collection, data analysis for institutional research purpose.</p> <p><b>Band A new hire:</b> Main duty is to handle institutional research related data extraction and analysis needs. Assist with maintenance of the office website. Assist with routine survey data collection.</p> <p><b>Lennie Faith Mangayam (Student Intern):</b> Assist in data processing, data cleaning, preliminary data analysis, and data reporting following specified template.</p>
<b>Synergies with other programs, units, emphases and initiatives</b>	<p>All instructional, student support, and grant programs and projects.</p> <p>Accreditation self-study committee</p> <p>Professional development leadership team and C4WARD initiative</p> <p>Achieving the Dream initiative, Kahikoluamea</p> <p>Pathway initiative</p> <p>Service-Learning Emphasis</p> <p>STEM , Business Office, Human Resources Office</p>

<b>Key Community Partners (if any)</b>	National Science Foundation, U.S. Department of Education, State of Hawaii, DBEDT, Local Employers, Waianae Comprehensive Health Center, Palolo Learning Center
<p><b>Resources (human, physical, fiscal, technology) required to implement strategies.</b></p> <p>Please check appropriate <b>funding sources</b></p> <p><input checked="" type="checkbox"/> General (existing)</p> <p><input type="checkbox"/> Special (existing)</p> <p><input checked="" type="checkbox"/> Grants</p> <p><input type="checkbox"/> Biennium and/or supplemental budget request</p> <p><input type="checkbox"/> Others (Please list)</p>	
<p><b>i) Summary of data collected (actual for AY 2009 – 2010)</b></p>	<p><b>PERFORMANCE MEASURES for AY 2009 – 2010</b></p> <p><b>1 – Assisted all certificate and degree programs to complete one documented cycle of development, assessment, evaluation, and improvement of student learning outcomes. Career programs seek industry validation of learning outcomes. (Performance measure B7)</b></p> <p><b>2 – Produced two research briefs to highlight the results of 2010 Community College Survey of Student Engagement (CCSSE) and Community College Faculty Survey of Student Engagement (CCFSSE), and to form cross-comparisons for CCSSE benchmark items across 2004 to 2010 survey administrations. Developed faculty self-assessment tool of student engagement: <i>CCSSE Course Feedback Survey</i> for the campus to focus on to improve. This tool has been utilized in the evaluation of professional development initiative C4WARD in spring 2011 and will be adapted to evaluate online classes. (Performance measure B6)</b></p> <p><b>3 – Assisted in increasing extramural funds, including grants, cooperative agreements, and contracts by at least \$6,506,628 with 39 awards.</b></p> <p style="text-align: center;"><b>Federal grants, cooperative agreements and awards received: 11</b></p>

**Title III Strengthening a New Ecology \$123,138**  
**TRIO Student Support Services (USDOE) \$332,664**  
**Kapahulu Learning and Outreach Center (HUD) \$800,000**  
**Culinary Institute of the Pacific – Diamond Head (EDA)**  
**Ulu Pono (Labor)**  
**STEP UP (NSF) \$88,995**  
**TCUP2 (NSF) \$399,922**  
**PEEC (NSF) \$999,961**  
**Strengthening the CORE \$150,000**  
**CORE 1+1 Personnel Preparation \$300,000**  
**CORE Program Improvement Grant \$150,000**

**State grants received: 5**  
**Procurement of Various Training Services (DLIR)**  
**Comprehensive Deaf Center (HHS) \$200,000**  
**Eat A Rainbow (USDA)**  
**A Dash of Aloha II: Healthy Sweet Treats and Snacks Cookbook (USDA) \$32,620**  
**Gallaudet University Regional Center of the Pacific \$125,000**

**Foundation and private grants received: 11**  
**Kupuna Adult Care Home Project – Phase II**  
**Hawaii Hotel & Restaurant Industry Employment Training Trust \$123,420**  
**APEC 2011 Hawaii Training Proposal \$83,838**  
**Native Hawaiian Career and Technical Education Project**  
**Alu Like Native Hawaiian Career and Technical Education \$272,765**  
**EMS Planning and Development of Distant Learning \$159,880**  
**EMS Planning and Development of Distant Learning \$149,480**  
**EMT Training Stipend Program \$20,000**  
**EMS Planning & Development \$240,000**  
**Kapiolani Community College Activities (UH Foundation)**  
**Open World Program (AED) \$10,900**

**Subawards & contracts received: 8**  
**Gallaudet University Regional Center – Hawaii & Pacific \$125,000**  
**Creativity Academies (HIDOE ARRA funds) \$1,120,080**

**Provision of an Associate in Science Degree Program  
PILI Deaf Education Project (Univ of Michigan)  
Community College Initiatives – Egypt (CCID) \$8,569  
Community College Initiatives – Multinational Student Program (CCID) \$102,839  
U.S.-Brazil 3-2-1 Consortium Project (USDOE) \$4,775  
Community College Faculty and Administrator Exchange with Indonesia \$82,782**

**NSF S-STEM \$60,691 for year one**

**Professional development small grants funded: 3  
Diversity and Equity Initiative Award (Hefner) \$1500  
Women's Campus Club (Nakamura) \$4000  
Women's Campus Club (Doo) \$5000**

**TOTAL PROFESSIONAL DEVELOPMENT GRANT \$10,500**

**Proposal submitted: 11  
USDOE Title VIB International Business Education (Haas)  
USDOL C3T Consortium (Richards)  
USDOL C3T campus application (Haas)  
USDOE OELA (Ford)  
APEC 2011 (Hoshiko)  
EDA (Hoshiko)  
TRIO Student Support Services (Furuno)  
Kapahulu Learning and Outreach Center (Franco)**

**Hawaii Council for the Humanities Publication Grant (Murata)  
Diversity and Equity Initiative Award (Hefner)  
Women's Campus Club (Nakamura, Doo, Richter)**

**4 – Assisted in increasing non-state revenue by AT LEAST \$6,506,628  
(AY2009-2010 was \$6,303,558)**

**5 – Analyzed the result from the OFIE service satisfaction criteria collection survey and developed a draft of OFIE Service Satisfaction Survey (Survey Link:**

<https://www.surveymonkey.com/s/CF83WPM>). This survey will be linked to OFIE data/grant online request service, which is still under construction by CELTT. OFIE's impact will also be evaluated through the re-organization survey items on the 2012 Kapi'olani Community College Accreditation Self Study Faculty and Staff Survey.

**MEANS OF ASSESSMENT – baseline numbers established in October 1, 2010**

**1 – Number of research briefs and reports produced**

Yao: 6; Jeff: 3

**2 – Number of data reports completed**

Yao: 46; Jeff: 213; Jeff Yamashiro: 23

**3 – Number of grants successfully submitted annually, funding amount derived from OVPC; 24 awarded, 3 declined (2005 – present)**

new target goal is to maintain a funding success rate of at least 80%

**4 – Number of surveys administered and assisted**

Yao: 66; JeffYamashiro: 2

**5 – Number of evaluation and assessment projects assisted**

Yao: 11

**6 – Number of trainings/presentations/publications conducted or produced;**

Total trainings = Yao (5)

Total publications = Yao (3 conference presentations)

3 grant trainings, Training and Technical Assistance – Franco national (5), CNCS (2), HUD (1), NSF SENCER (2); Franco national publications (2), Service to Science in Energy-Climate Era, Helping Sophomores Succeed, Faculty Engagement in the Two-Year College; Yao (3)

**7 – Awards recognition**

2 Association for Institutional Research (AIR) National Summer Data Policy Institute Fellowship (Jeffery Arbuckle and Yao Hill)

1 AIR Data and Decisions Academy Presidential Scholarship (Jeffrey Yamashiro)

	<p><b>POSITIONS RESPONSIBLE</b>  <b>Band B new hire – completed; Jeffrey Yamashiro hired as Institutional Analyst</b>  <b>Band A new hire – in process</b>  <b>Student intern – hired as of 11/16/2010</b></p> <p><b>SYNERGIES WITH OTHER PROGRAMS, UNITES, AND EMPHASES AND INITIATIVES</b>  All instructional, C4award initiative and evaluation; assisted transition of course evaluation procedures from hard copies to eCafe online system to reduce administrative and paper burden  Coordinated with the Accreditation Self-Study Committee in the development and administration of the Faculty and Staff Survey and the Department Chair, Unit Head, and Administrator’s Survey.  student support, TRIO, DSSO and grant programs HUD, USDOE OSEP for Deaf Center and GURC and projects. Provided administrative support for contracts  Achieving the Dream initiative (Hill attended 2009 AtD strategy institute; Arbuckle, Franco 2010 attended national strategy institute in Charlotte, North Carolina) preparation, extraction and submission of data files for AtD, assisted with Global Skills initiative, Kahikoluamea Title III funding support, provided assistance for Math 24 assessment,  Pathway initiative, Title III funding  Service-Learning Emphasis, evaluation  STEM, substantial and significant evaluation and grants development support (PEEC, TCUP, S-STEM)  Business Office, high volume of grants development pre-award coordination and moderate post-award assistance, created grants database and grant proposal archive  Human Resources Office</p>
j) <b>Use of Results</b>	<b>(To be completed at the end of the academic year and used for planning for next academic year of the Tactical Plan)</b>