Kapiʻolani Community College Mission Statement (2008-2015):

- is a gathering place where Hawaiʻi's cultural diversity is celebrated, championed and reflected in the curriculum, pedagogy, support services and activities, students, faculty, staff, and administration.
- is a nurturing workplace of choice for strong and caring faculty, staff, and administrators committed to effective communication and shared vision, values, mission, and responsibilities.
- strives to provide the highest quality education and training for Hawaiʻi's people.
- provides open access, and promotes students' progress, learning and success with low tuition and high quality instructional programs, student development and support services, and selective areas of excellence and emphasis.
- prepares students to meet rigorous associate and baccalaureate requirements and personal enrichment goals by offering high quality liberal arts and other articulated transfer programs.
- delivers high quality 21st century career programs that prepare students for rigorous employment standards and to meet critical work force immediate and long☐term needs and contribute to a diversifying state economy.
- prepares students for lives of ethical and social responsibility by offering opportunities for increased service-learning and community engagement.
- leads locally, regionally, nationally and internationally in the development of integrated international education, enriched through global collaborations.
- uses human, physical, technological and financial resources effectively and efficiently to achieve ambitious educational goals and generate a solid return on the public's investment for a sustainable future.
- builds partnerships within the University and with other educational, governmental, business, and non-profit organizations to support improved lifelong learning.
- uses ongoing cycles of planning, best practice research, budgeting, implementation, assessment, and evaluation to drive continuous program and institutional improvement.

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.

Part I. Executive 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.

<table>
<tr><td>Part II. OFIE Program Description</td></tr>
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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. 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 10 Institutional Effectiveness Measures **to focus the collective effort of administration, faculty and staff on what matters most - Student Success.**

OFIE also hit 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.**

Further, 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) Communicate and implement the Institutional Improvement Matrix which schedules and aligns program review, planning, evaluation, budgeting, and accreditation reporting. {**This matrix has been revised into the "Annual Integrated Program Review, Planning and Budget Allocation Cycle."**}

2) Coordinate strategic and long range planning

3) Conduct timely and professional research in support of learning-centered faculty development opportunities and student learning outcomes.

4) Lead grants and resource development in support of national research-based high impact practices as well as the unique program opportunities of Hawai'i

Program Student Learning Outcomes

OFIE will provide leadership in student learning outcomes assessment for instructional and student support programs.

OFIE will assess the learning outcomes of all student assistants/research interns.

OFIE will lead the **quantitative and qualitative assessment of Service-Learning** outcomes for 600 students annually.

Faculty and Staff

OFIE currently consists of 5 FTE; 1 director/unit head position (faculty) and 3 FTE institutional analysts, APT B (2) and A (1) positions, 1 FTE grants development specialist position, and 1 part-time student support position. There are two vacancies that need to be filled; 1 FTE institutional analyst (APT B) and clerical support position.

> 1 FTE Faculty Director (Unit Head)

> 4 FTE Assessment and Evaluation / Institutional Research APT staff:

>> 3 APT Band B Institutional Analysts (2 filled, 1 vacant)

>> 1 APT Band A Institutional Analyst (filled, temporary)

> 1 Grants Development Specialist APT B staff

> 1 Civil Service (vacant, to be temporarily filled with casual hire)

Resources

The OFIE unit receives funds from the following sources:

> Tuition and Fees, G-funds
> Grants (Title III supplemental funds, EPSCoR, HUD, Keck, Teagle Foundation)
> Grants – Indirect Cost Returns (RTRF)

Community Connections

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. 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/.

Part III. Quantitative Indicators for Program Review	

For indicators 3-8, we are using most recent year baselines

1)	Successful implementation of Institutional Improvement Matrix processes in 2013-14, 2014-15, 2015-16 (new indicator). **This matrix has been revised into the "Annual Integrated Program Review, Planning and Budget Allocation Cycle."**	**P.13 of Accreditation follow up report (2014)**
2)	Train other offices to conduct student focus groups as needed.	**Ongoing; coordinated NSF external review with focus groups in ASNS degree program**
3)	Number of OFIE research briefs produced and posted to the OFIE website	

	(7).	
4)	Number of data requests completed; both ad hoc requests and annual / semester cyclical reports (300+).	**Need to define "data request," including ad hoc requests and cyclical reports (i.e. Honda International Center, TRIO, Hakilo, STEM, Kahikoluamea, Achieving the Dream, UHCC, etc.).**
5)	Number of grants successful/submitted each year, funds amount derived from OVPCC (24, seeking 80 percent success rate).	
6)	Number of surveys administered and assisted (68).	**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).** **Faculty requested surveys for learning assessment.**
7)	Number of evaluation and assessment projects assisted (11).	**Meta assessment of course learning outcomes, CCSSE relationship with student achievement, comparison of self-based vs. traditional formats of Math 24, see no. 4 above for more examples.**
8)	Number of trainings/presentations/publications/awards conducted or produced including those for dissemination of grant-funded projects results (40).	**KELA model, Service-Learning, community engagement, NSF SENCER, Council for Science and the Environment, President's Summit on Climate Change, NSF EPSCoR Strategic Synergies, Service-Learning's Role in Achieving Institutional Outcomes: Engagement, Learning and Achievement. Teagle project dissemination. Keynote at Pacific Association for Institutional Research, UHWO, 2014.**
9)	Evaluative feedback from faculty, staff, and administrators who request our services. Online Survey to be developed and administered to OFIE "customers."	**Awaiting integration of OFIE website with KCC Web, Quill; hiring casual hire position Nov 17, 2014 to provide web development support.**

1. **Alignment with Mission and Vision**
    1. Mission: OFIE supports "ongoing cycles of planning, best practice research, budgeting, implementation, assessment and evaluation to drive continuous program and institutional improvement."
    2. Vision: OFIE implements a vision of "shared responsibility, effective communication, and partnerships in working for the educational, social, economic, and environmental betterment of the communities we serve."

3. <u>**Current Situation**</u>
- Internal – OFIE provides planning, assessment, evaluation, and resource development services for all academic and support units, aligned with their program review and tactical action 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. **Accountability requirements from legislature, accrediting bodies, and external funding agencies are likely to increase exponentially in the years ahead.**

Part V. Tactical Action Plan

<u>Appropriate Strategic Outcomes</u>

(1) Document that the College is increasing the educational capital of the state by improving its educational quality and institutional effectiveness.
(Strategic Outcomes A, B, D, E, F).

(2) Contribute to the state's economy by bringing in extramural grant funds.
(Strategic Outcome B).

<u>Tactical Plan: Specific Performance Measures</u>

(1) Assist all certificate and degree programs to **complete a second** documented cycle of development, assessment, evaluation, and improvement of student learning outcomes in both courses and programs. Career programs to seek industry validation of learning outcomes (Performance measure B7).
OFIE Completed meta assessment of course learning assessment and will maintain this effort until Assessment Management System is in place.

(2) Administer Community College Survey of Student Engagement in spring 2014 and 2016, 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).
Completed 2014 administration of CCSSE and posted reports on OFIE website CCSSE page. Currently working on new analyses. More than 80 faculty and staff participated in the 2014 CCSSE administration and more than 1000 students were surveyed.

(3) Assist in increasing extramural grant funds by 3 percent per year (Performance measure C1)
Effectively raised $11,999,604 in extramural funding from January 1, 2013 – October 31, 2014.

(4) Assist in increasing non-state revenue by 5 percent per year (Performance measure F5)
See item 3 above.

(5) Improve results on annual "Services Satisfaction Survey" by five percent per year. Survey is to be developed. **Awaiting integration of OFIE website with KCC Web, Quill; hiring casual hire position Nov 17, 2014 to provide web development support.**

Strategies

Implementing Institutional Improvement Matrix

A) Track ten institutional effectiveness measures.	**Completed tracking of 10 IEMs. Currently working to align new IEMs with Annual Report of Program Data and new Strategic Plan 2015 – 2021. 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.	**Completed and ongoing.**
C) Track annual progress on strategic planning performance measures. Update Kapiolani CC Strategic Plan Scorecard in spring 2014.	**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**
D) Administer 2014 and 2016 CCSSE.	**Administered CCSSE in 2014.**
E) Complete campus-wide follow-up surveys 2014 or 2015 in order to have data for October 2015 Accreditation Report.	**Pending update from Chancellor Richards.**
F) Transition ALO role to next generation faculty leader for 2015 Midterm Report and 2018 Comprehensive Self Evaluation.	**ALO Role transitioned to Sunyeen Pai and Joanne Whitaker.**

Coordinating strategic and long range planning

A) Engage in UHCC Strategic Planning.	• **OFIE Director part of UHCC Strategic Plan taskforce.**
B) Facilitate campus strategic plan in late fall 2013 and spring 2014.	• **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 advance 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 from the UHCC system in spring 2015.**

Professional research

A)	Assess and evaluate the Achieving the Dream, CCSSE, and program review data to better meet the diverse learning needs of Native Hawaiian and all students.	• **Provided requested reports, need to include on pending OFIE website data request form whether request is tied to AtD, program review, or other programmatic effort.** • **Data requests need to be better integrated into higher level analysis for improved decision making.**
B)	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.**
C)	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.**

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)	Apply for the Carnegie Community Engagement Classification in spring 2014.	• **Completed application and disseminated publicly on OFIE website Planning section.**
C)	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.**
D)	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.**
E)	Work with HI EPSCoR 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.**
F)	Develop new research avenues through National Council for Science and the Environment (NCSE).	• **Developed Community College Affiliate Program for the NCSE.**
G)	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.**
H)	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 conducted, however search did not result in successful hire. Position has been submitted for approval to readvertise.** • **In process of hiring 1.0 FTE Casual Hire for fiscal and administrative and web development functions, position developed in the five-year budget projection process.**
B)	Recruit student interns to assist in research, evaluation, and assessment efforts.	• **Recruited and retained student intern through Accounting department for fall 2013, spring 2014, and fall 2014 semesters. Chancellor funded intern to continue meta assessment of course learning assessment as a special project over the summer.** • **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.** • **Awaiting decision on location for the Assessment Coordinator (funded by FY2015 Title III Part F grant).**

Future New Data Measures

1) Number of student focus groups completed.
2) Number of myGRANT proposals completed annually.
3) Extramural funds raised through grants and contracts annually, including rtrf funds derived from the Office of the Vice President of Community Colleges.
4) Number of OFIE web pages created, updated and maintained.

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. Provide proposal development support to UHCC and other external entities as needed.

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

Jeff Arbuckle: Lead the development of institutional research agenda in collaboration with staff in the office. Produce research briefs or briefing papers. Coordinate processing data requests for ad hoc requests and UHCC initiatives (e.g. AtD, National Benchmarking Project) with APT B and A. Respond to ad hoc data requests from Kapiolani CC administrators, faculty and staff as needed.

Jeffrey Yamashiro: Assist in data request, research design, data collection, data analysis for institutional research purpose. Assist faculty and staff to conduct and analyze campus-specific program or grant projects evaluation and assessment. Spearhead special initiatives, including the Student Success Council, Statway, STEM and TRIO. Respond to ad hoc data requests from Kapiolani CC administrators, faculty and staff as needed. Continue to work as part-time clerical support (e.g. purchase orders, office budgeting, travel document processing) until full-time secretary is hired.

Band B new hire (converted from Yao Hill faculty position): 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. Respond to ad hoc data requests from Kapiolani CC administrators, faculty and staff as needed.

Jia Qiong: Facilitate institutional research related data extraction and analysis needs. Assist with maintenance of the office website. Assist with routine survey data collection. Facilitate student feedback survey collection, analysis and dissemination of results. Respond to ad hoc data requests from Kapiolani CC administrators, faculty and staff as needed. Manage OFIE website content with technical assistance from CELTT.

Student Intern: Two student assistants/interns will be hired to assist each grant evaluation project.

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)
UH System
UH Community College Office
UH Office for Research Services
University of Hawaii Foundation (grants)
Business Office (grants)
Human Resources Office (grants, IR)
Achieving the Dream initiative
Kahikoluamea Pathway initiative
Service-Learning Emphasis
Kupuna Education Program
STEM

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:
Office of the Governor
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

Community partners
Waikiki Elementary School
Waianae Comprehensive Health Center
Palolo Learning Center

External Grant Develop and Evaluation Companies

The Implementation Group, Washington, DC
WESTAT, INC, Washington, DC
Pacific Research and Evaluation-Portland, Oregon

Part VI. Resource and Budget Implications

A) Finish intended renovations for new office space in Ohia 101 & 102 to accommodate staffing requirements.
B) Hire vacant APT B position (converted from faculty to APT B) to meet the research, evaluation, assessment and technical demand of the office and the campus.
C) Ongoing staff development.
D) 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.
E) Recruit student interns to assist in research, evaluation, and assessment efforts.
F) Acquire hardware, software, and resources necessary to assist data collection, data analysis, faculty and staff training in assessment, evaluation and grant development.
G) Seek professional development opportunities and funding for workshops/trainings on grant proposal development, as well as grants and contracts administration.
H) Establish contact with new Congressional representatives in Washington, DC, and federal agencies.

Part VII. Evaluation of Data and Measurable Improvements

Data reported in Section V. Tactical Action Plan

1) Successful implementation of Institutional Improvement Matrix processes in 2013-14, 2014-15, 2015-16. **This matrix has been revised into the "Annual Integrated Program Review, Planning and Budget Allocation Cycle."**
2) Number of student focus groups completed.
3) Number of reports produced.
4) Number of data requests completed.
5) Number of grants successful/submitted each year, funds amount derived from OVPCC.
6) Number of surveys administered and assisted.
7) Number of evaluation and assessment projects assisted.
8) Number of trainings/presentations/publications conducted or produced.
9) Evaluative feedback from faculty, staff, and administrators who request our services.