

2013-2014
Executive Administration
Assessment:
Comprehensive Institutional Review v.2

Leon Richards, Chancellor
Kapi'olani Community College

September 22, 2014

KCC Strategic Plan: 2008-2015

- The KCC Strategic Plan (SP) for 2008-2015, was a collaborative planning effort of faculty, staff, students, and our community stakeholders.
 - The SP contains **Six Strategic Outcomes/Objectives, 29 Performance Evaluation Measures (PEMs)** and numerous **potential tactics** to attain the performance measures.
 - These six strategic outcomes, 29 PEMs and potential tactics were consolidated into **Eight Collegewide (or Campuswide) Strategies**, which covered all aspects of the College's programs, services, and operations.
- This **2013-2014 Executive Administrative Assessment Report** to the College's constituencies, the Vice-President for Community Colleges and the President of the 10 campus University of Hawai'i System serves as an institutional evaluation for AY2013 2014. In addition, this report delineates outcomes and strategies and tactics for KCC's strategic directives in AY2014-2015.

Strategic Outcomes for 2008-2015

- Strategic Outcome A: **NATIVE HAWAIIAN EDUCATIONAL ATTAINMENT:** Position Kapi'olani Community College and the University of Hawai'i as leading indigenous-serving higher education institutions.
- Strategic Outcome B: **HAWAII'S EDUCATIONAL CAPITAL:** Increase the educational capital of the state by increasing the participation and degree completion of students, particularly from underserved regions.
- Strategic Outcome C: **ECONOMIC CONTRIBUTION:** Contribute to the state's economy and provide a solid return on its investments in higher education through research and training.
- Strategic Outcome D: **GLOBALLY COMPETITIVE AND COLLABORATIVE WORKFORCE:** Address critical workforce shortages and prepare students for effective engagement and leadership in a global environment.
- Strategic Outcome E: **RESOURCES AND STEWARDSHIP:** Recognize and invest in faculty and staff resources and develop innovative and inspiring learning environments in which to work.
- Strategic Outcome F: **RESOURCES AND STEWARDSHIP:** Acquire, allocate, and manage public and private revenues and exercise exemplary stewardship over all of the University's resource for a sustainable future.

KCC Campus-wide Strategies (2008-2015)

1. Manage and Grow Enrollment Strategically.
2. Diversify, Improve, and Increase the College's Financial Aid Portfolio for Students.
3. Develop a New Ecology of Engaged Learning and Teaching for Retention and Persistence.
4. Develop a New Ecology of Engaged Learning and Teaching for Degree and Certificate Completion and Transfer.
5. Diversify, Sustain, and Increase the College's Funding Portfolio and Revenue Streams.
6. Increase Financial, Technological, and Physical Resources and Faculty and Staff Expertise.
7. Strengthen Community Outreach and Partnerships.
8. Improve Ongoing Cycles of Integrated Research, Planning, Assessment, Evaluation, and Budgeting.

I. Manage & Grow Enrollment Strategically

Performance Measures	2006 Baseline Year	AY 2013 Benchmark Goal	AY 2013 Outcome
♦ Native Hawaiian Enrollment Growth	840	1182	1,478
♦ Enrollment Growth All Students	7,272	7,838	8,376
♦ Recent High School Students Entering	696	831	747
♦ Under-served Regions Enrollment (AY 2013-14)	1,058	1,263	1,337
♦ *International Student Enrollment			
- UHCC Strategic Plan Report	630 (U)	885 (U)	891 (U)
- HIC Annual Report: Internat'l Ed (KCC) (**Calendar Yrs 2006, 2012, 2013 respectively)	**1160(D)	**1534(D)	**1616(D)

*International Student Enrollment: U=Unduplicated; D=Duplicated

(***Outcomes in this report in **blue** indicate Benchmark Year Goal was met; Outcomes in **red** indicate Benchmark Year Goal was *not* met.)

I. Manage & Grow Enrollment Strategically

Strategies, Tactics & Outcomes for 2014-15:

- 1. Increase the productivity and efficiency of enrollment measures for the following participants and for groups in concert with the 55 by 2025 campaign action plan, and Performance-Based Funding metrics and other related initiatives:
 - a. Working adults (25-49 year olds) by 13.5% (from 2,648 to 3,006)
 - b. Native Hawaiians by 5% (from 1,478 to 1,552)
 - c. Pacific Islanders by 2% (from 150 to 153)
 - d. Filipinos by 3% (from 1,045 to 1,076)
 - e. GED/Adult High Schools participants by 4% (from 178 to 185)
 - f. High School going rates by 8% (from 747 to 809)
 - g. Fall-to-Fall persistent rates to 65% (from 55% to 65%)
 - h. Class-fill rates - Maintain
 - CTE fill rate is 90%
 - General Ed Course Numbers less than 100 –fill rate is 96%
 - General/Pre-paraprofessional course fill rate is 90%

I. Manage & Grow Enrollment Strategically

Strategies, Tactics & Outcomes for 2014-15:

- 2. Increase International Student enrollment by 3%, taking into consideration DBEDT, the University of Hawai'i and KCC targets and goals such as:
 - a. Continuing to develop and execute a coherent strategy for international recruitment, enrollment management strategies, and education abroad activities that address revenue goals and educational benefits of all students in a global-diverse student body;
 - b. Developing and scaling up cohort-based, articulated pathway programs, especially with UH approved and/or accredited international partners;
 - c. Updating, expanding, and enhancing strategic and focused marketing and enrollment strategies and tactics in Greater China, Southeast Asia, South Asia, the Middle East, and Europe;
 - d. Working within the UH system to remove barriers to procuring the services of international educational recruitment representatives & related student recruitment organizations, such as ELS, HEC, etc.

I. Manage & Grow Enrollment Strategically

Strategies, Tactics & Outcomes for 2014-15:

- 3. Increase KCC In-reach and Outreach efforts to better serve all students by:
 - a. Increasing on-line and hybrid classes to 35%;
 - b. Increasing KCC course offerings of bread and butter classes on 3 to 4 feeder high school campuses including DOE Adult Schools;
 - c. Exploring and piloting 2 to 3 alternatives to the 16-week-semester class offering format;
 - d. Expanding dual enrollment programs with DOE, such as Running Start, Jump Start, etc.

- 4. Increase credit and non-credit continuing education enrollment by 5% and 6% respectively, by developing and implementing a marketing Action Plan that includes a refinement of the College website, brand advertisements, collateral materials, and activities to better promote KCC and its programs such as venues on KFVE (What's Cooking Hawai'i, KCC Farmer's Market, etc.

- 5. Develop and implement internal incentives and rewards for program enrollment growth, graduation and transfer.

II. Diversify, Improve and Increase the College's Financial Aid Portfolio for Students

Promote low-income NH Student Success and Graduation by increasing the overall financial aid participation rate from 19.4 to 38% by 2015.

Performance Measure	2006 Baseline Year	AY2012-13 Benchmark Year Goal	AY2012-13 Outcome
Native Hawaiian Pell Participation Rates	19.4%	29.4%	36.7%
All Students PELL Participation Rates	16.1%	27.5%	33.2%

II. Diversify, Improve and Increase the College's Financial Aid Portfolio for Students

Strategies, Tactics & Outcomes for 2014-15:

- ▣ Increase the productivity and efficiency measures for awarding financial aid to all students, especially NH and other underrepresented groups by:
 - ▣ a. Improving the College's financial aid participation rate to 38% - 40% by 2015;
 - ▣ b. Improving the information and availability of scholarships to students;
 - ▣ c. Increasing and enhancing KCC full participation in the UHCC/UH System efforts to centralize financial aid applications, procedures and processes;
 - ▣ d. Increasing students' knowledge of availability of financial aid resources and providing help and assistance via the operations of a fully functioning One-Stop Financial Aid mini-lab in partnership with Targeted Student Population faculty/staff, FYE, TY, Kuilei (High School to College Connections), Single Parents, DSSO, TRIO, Kapo'oloku Program, Kūlia ma Kapi'olani, etc.

III. Develop a New Ecology of Engaged Learning & Teaching for Retention, Persistence, & Success

Performance Measure	2006 Base Year	Fall 2011 Outcome	Fall 2012 Outcome
♦ AtD Cohort Developmental Writing Courses Success	75%	72%	65%
♦ AtD Cohort Developmental Math Course Success	62%	70%	59%
♦ AtD Cohort Developmental Reading Course Success	74%	78%	72%
♦ AtD Cohort Persistence Rate (Fall to Spring)	74%	74%	74%
♦ AtD Cohort Persistence Rate (Fall to Fall)	55%	56%	52%
♦ AtD Cohort First Year Success (Full-Time)	46%	52%	47%
♦ AtD Cohort First Year Success (Part-Time)	26%	32%	30%

III. Develop a New Ecology of Engaged Learning & Teaching for Retention, Persistence, & Success

<u>Perkins</u> Performance Measure	Perkins Indicator Goal	2012-2013 UHCC System Outcome	2012-2013 Kapi'olani CC Outcome
♦ Technical Skill Attainment	90.00%	93.35%	96.90%
♦ Credential, Certificate or Degree	50.00%	51.73%	70.24%
♦ Student Retention or Transfer	74.25%	81.80%	86.84%
♦ Student Placement	60.00%	67.03%	62.05%
♦ Non-traditional Participation	17.00%	24.19%	33.50%
♦ Non-traditional Completion	15.25%	23.85%	32.97%

III. Develop a New Ecology of Engaged Learning and Teaching for Retention, Persistence, & Success

Strategies, Tactics & Outcomes for 2014-15:

- 1. Increase student success rates in the foundation English and Math Program to 80% by developing and implementing such tactics as:
 - a. Refining the mission of Kahikoluamea to include responsibility for the English and Mathematics Foundation program;
 - b. Integrating English 21 (Reading) into the English Foundation (writing/composition) sequences;
 - c. Scaling-up and/or continuing the development of high yield student success course models, such as ALP, Statway, Emporium, and I-Best with integration of Wrap-around, Just-in-Time and other related support services.

III. Develop a New Ecology of Engaged Learning and Teaching for Retention, Persistence, & Success

Strategies, Tactics & Outcomes for 2014-15:

- ▣ d. Developing, implementing and evaluating certified and centralized, focused peer mentoring and tutoring programs.

- ▣ e. Shifting registration from course-based to curriculum pathway-based decision making using the program velocity model.

- ▣ f. Improving course placement methods and course preparation, delivery and success to reduce the time to one year to complete the English and Math Foundation Program.

III. Develop a New Ecology of Engaged Learning and Teaching for Retention, Persistence, & Success

Strategies, Tactics & Outcomes for 2014-15:

- 2. Increase Student Retention, Persistence and Success by developing engaged learning and teaching strategies, such as:
 - a. Developing and integrating entrepreneurship, sustainability, service learning, and undergraduate research with an emphasis on place-based, culture-based, and community-based research across-the-curriculum;
 - b. Developing and implementing the recommendations of the Queen Kapiolani Student Success Campuswide Initiative which encompasses the Dream-builders and URE reports and presentations;
 - c. Implementing Papa O Ke Ao.

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Address critical shortages and prepare students for effective engagement and leadership in a global environment.

Performance Measure	2006 Baseline	FY 2012-13 Benchmark Year	FY 2012-13 Outcome Goal
♦ NH Certificate and Degree Completion	64	89	149
♦ NH Transfer to UHM, UHH, UHWO, UHMC	25	34	76 (AY2013-14)
♦ All Students - Certificate and Degree Completion	641	795	1193
♦ All Students – Transfers to UHM, UHH, UHWO, UHMC	328	440	451 (AY2013-14)
♦ STEM Degree Completion	212	301	307
♦ Pursuing ASNS Degree	5	250	354 (Fall 2013)

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Strategies, Tactics & Outcomes for 2014-15:

- 1. Increase graduation and transfers by understanding, anticipating, and aligning curricula and academic programs with State, Community, and Workforce needs, and by developing, refining, and articulating academic programs for increased graduation and transfer:
 - a. Complete the Accreditation Commission for Business Schools and Programs (ACBSP) Self-Study and Visitation for CTE programs in Business, i.e., Accounting, Information Technology, Marketing, Management, etc;
 - b. Re-engineer the College's Marketing program into an AS in Business with concentrations in Marketing, Management, Entrepreneurship, etc;

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Strategies, Tactics & Outcomes for 2014-15:

- ▣ c. Offer the Health Care Informatics concentration in Medical Assisting;
- ▣ d. Initiate a program review and obtain facilities for the stopped-out ESS program;
- ▣ e. Implement the AA with a concentration in ICS/ Computer Sciences and/or ASNS degree with a concentration in ICS/Computer Science within the STEM Program;
- ▣ f. Complete and implement curriculum changes for an AS degree in Culinary Arts with a concentration in Institutional Food Service Management;

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Strategies, Tactics & Outcomes for 2014-15:

- ▣ g. Complete and implement a 2+2 degree pathway in Culinary/Food Sciences and Food Security with UH-Mānoa College of Tropical Agriculture;
- ▣ h. Complete and articulate the C3T-3 grant proposal for APC and BAS degree in Hospitality Management with UH-West O‘ahu;
- ▣ i. Explore the feasibility via an Authorization-to-Plan programs in Research/Lab Tech and Gerontology;

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Strategies, Tactics & Outcomes for 2014-15:

- ▣ j. Explore the feasibility of partnership with other CCs or UH systems on program development in sustainable science (interdisciplinary coursework on energy, water, food security, technology); health sciences and wellness; STEM to include data sciences, digital/creative media, cyber security, etc.;
- ▣ k. Implement the CORE Action Plan to include a dedicated space and programmatic expansion of pathways in Education, SLT, Deaf Education, and Educational Interpreting;
- ▣ l. Pilot a KCC department (Social Sciences) – UH Mānoa (College of Social Sciences) model for developing articulation of disciplines, programs, degree pathways, etc., which may include the offering of 300-level courses taught at KCC by KCC faculty.

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Strategies, Tactics & Outcomes for 2014-15:

- 2. Increase the productivity and efficiency STEM Enterprise metrics by focusing on and enhancing in areas such as:
 - a. Leadership, organization and structure;
 - b. Facilities;
 - c. Marketing, communication and interaction with feeder high high schools;
 - d. Increased interdisciplinary collaborations in food sciences, health sciences, public health, environmental sciences, education, ICS and sustainability sciences;
 - e. Increased extra-mural grant funding, especially from the National Science Foundation, Kamehameha Schools, etc.

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Strategies, Tactics & Outcomes for 2014-15:

- 3. Increase graduation and transfer through existing and new strategic and engaged partnerships with:
 - a. Lumina Foundation for awarding credit when credit is due;
 - b. University of Hawai'i system for auto-reward practices, such as Reverse Transfer, Prior Learning Assessment (PLA), Auto-Admit, etc.;
 - c. UHM through Ka'ie'ie version 2.0 for dual admission and dual enrollment;
 - d. UH-WO through Mananawai for articulated degree pathways;
 - e. UHH through Ho'omi'i for articulated degree pathways.

IV. Develop a New Ecology of Engaged Learning & Teaching for Degree & Certificate Completion & Transfer

Strategies, Tactics & Outcomes for 2014-15:

- 4. Increase graduation and transfer by establishing and enhancing mechanisms for counselors to provide services and activities in the areas of career development, graduation, transfer, and job placement within their assigned units.
- 5. Develop, centralize, and offer a comprehensive job placement services model by 2015, which will include the hiring of a job placement individual(s).
- 6. Implement and develop student success initiatives and pathways for part-time students, veterans and returning adults.

V. Diversify, Sustain & Increase the College's Funding Portfolio & Revenue Streams

Performance Measure	2006 Baseline Year	FY 2011-12	FY 2012-13
♦ Increase Extramural Funds	\$4,706,625	\$7,557,797	\$4,471,108
♦ Increase Non-State Revenue	\$23,528,587	\$41,101,996	\$34,468,721
♦ UHCC Enrollment Growth Fund Support	\$143,53 (FY 2007-08)	\$506,178	\$171,057
♦ Summer School Tuition Revenues	\$2,101,434	\$3,050,623	\$3,075,181
♦ Continuing Education and Contract Training	\$3,900,479	\$4,247,715	\$4,915,903
♦ Grant Funds	\$3,100,815 (28 Awards)	\$5,649,387 (34 Awards)	\$7,678,821 (30 Awards)
♦ Revenues from Philanthropic Partnerships	\$1,145,278 (2010)	*\$6,009,827	\$3,982,552
♦ Categories of Private Donors	NA	N= 943	N=932

*Included \$3million donation from Hilton Hotels for CIP

V. Diversify, Sustain & Increase the College's Funding Portfolio & Revenue Streams

Strategies, Tactics & Outcomes for 2014-15:

- Increase the productivity and efficiency of funding portfolio and revenue streams measures through an enhancement, consolidation, and refocus on grant development, administration, and management.
 - a. Increase Extramural grants and contract funds by 8%.
 - b. Increase KCC-UH Foundation partnership/fundraising (UHF) totals by 3-5% through the use of KCC ambassador program, increased private and faculty/staff donations, philanthropic partnerships, etc.
 - c. Increase economy of scale purchasing and commercial enterprises in Culinary Arts, Microbiology and Biochemistry, OCET, etc. in concert with the UHCC system initiatives
 - d. Increase Continuing Education and Contract Training participants and revenues by 8%.

VI. Increase Financial, Technological, and Physical Resources & Faculty & Staff Expertise

Acquire, allocate, and manage public and private revenues and exercise exemplary stewardship over all the College's resources for a sustainable future.

Performance Measure	2006 Baseline	FY 2011-12 Outcomes	FY 2012-13 Outcomes
♦ Increase Professional Development Funding for Staff and Faculty	\$775,797	\$1,335,488	TBA
♦ Repair & Maintenance Annual Average Request	\$5.6 million	\$ 2.3 million	\$2.0 million
♦ Reduce Electricity Use Square Feet	20.10	15.63	15.51

VI. Increase Financial, Technological, and Physical Resources & Faculty & Staff Expertise

Strategies, Tactics & Outcomes for 2014-15:

Increase the productivity and efficiency measures of financial, technological, and physical resources and faculty/staff expertise with a focus on the following tactics:

- ▣ a. Create a healthy campus by:
 - ▣ (1) Developing, implementing, and educating the KCC 'ohana via programs and activities on the Violence Against Women Act and Title IX requirements;
 - ▣ (2) Developing and disseminating user-friendly informational materials and activities for students and employees publicizing available resources for victims, available options for victims needing assistance, and rights and options for victims, and confidentiality protection;
 - ▣ (3) Commit campus personnel to work in tandem with systems personnel and provide technical assistance to institutionally comply with required UH, UHCC and KCC Title IX, Violence Against Women Act, EEO, & Affirmative Action policy elements;
 - ▣ (4) Continuing campus-wide efforts at producing a tobacco-free campus;
 - ▣ (5) Working with HMSA on KCC becoming a Blue Zone.

VI. Increase Financial, Technological, and Physical Resources & Faculty & Staff Expertise

Strategies, Tactics & Outcomes for 2014-15:

- ▣ b. Create and invest in establishing a high performance campus environment by:
 - ▣ (1) Continuing the review, refinement, and implementation of outcomes-based professional development programs and activities for faculty and staff continuous improvement;
 - ▣ (2) Developing, implementing and evaluating the recommendations of the Queen Kapi'olani Student Success Campus-wide Initiative, including Dream Builders and URE initiatives for student success;
 - ▣ (3) Continuing to improve and test the efficiency of the College's Emergency Operations Plans and Procedures using NIMS guidelines and related best practices;
 - ▣ (4) Completing the development, implementation and evaluation of SAOs for continuous improvement of the Business Office, Human Resources Office, Auxiliary Services, and related student and employee services in such areas as procurement, personnel transactions, customer services, and personnel safety.

VI. Increase Financial, Technological, and Physical Resources & Faculty & Staff Expertise

Strategies, Tactics & Outcomes for 2014-15:

- c. Create, invest, and sustain the physical and technological infrastructure of the KCC campus by:
 - (1) Continuing the development and enhancement of a progressive Technology Plan containing measureable outcomes and a degree of centralization, especially in the areas of procurement, inventory, services, etc.
 - (2) Adapting model policies and practices for the development and management of KCC physical plant and environs to include:
 - (a) Instituting a Green Purchasing Policy for all supplies, equipment and building materials (e.g., computers, cleaning products, paper, and other material goods);
 - (b) Integrating sustainability criteria into vender selection processes and developing and integrating sustainability strains into existing courses and activities where appropriate;
 - (c) Improving and investing in sustainable energy practices and products
 - (d) Developing a Financial Plan with the UH/State and Federal agencies that responsibly leverage State and College financial capacities and resources.

VI. Increase Financial, Technological, and Physical Resources & Faculty & Staff Expertise

Strategies, Tactics & Outcomes for 2014-15:

- ▣ (3) Initiating a review and refinement of both the College's Reorganization Plan and Long Range Development Plan (LRDP).
- ▣ (4) Working with the VP-UHCC Office and Hawaii's Health Systems Corporation (HHSC) to obtain full and complete use of the Sinclair Building (Leahi Hospital) including a partnership on creating a teaching hospital, Food Innovation Center, etc.
- ▣ (5) Working with the VP-UHCC Office to develop and implement and assess Teaching Equivalency (TE) Models/ Guidelines for health sciences, EMS, and Nursing programs.
- ▣ (6) Continuing to improve the physical environment of the campus through planned execution of repairs and maintenance projects.

VII. Strengthen Community Outreach and Partnerships

PEMs	2006 Baseline	2013 Outcome (calendar year)
♦ Continuing Education Enrollment Growth	5,269	*5,845

*Includes Honda International Center contract participants. However, there "maybe" a margin of error in the enrollment numbers, that can be attributed to unaccounted enrollment numbers for "some" other contract classes during calendar year 2013.

VII. Strengthen Community Outreach and Partnerships

Strategies, Tactics & Outcomes for 2014-15:

- 1. Increase KCC outreach efforts to better serve employers/business and industry partnerships by:
 - a. Increasing by 8% the number of employers served and participants trained through continuing education courses, customized training, rapid responses and other outreach efforts;
 - Establishing an additional three or more strategic partnerships with City & County, State, and Federal departments and/or agencies;
 - c. Increasing the OCET College participation in the Hawai'i Language Roadmap Initiative.

VII. Strengthen Community Outreach and Partnerships

Strategies, Tactics & Outcomes for 2014-15:

- 2. Increase the productivity and efficiency of OCET in-reach efforts by employing the following tactics:
 - a. Implement the KCC OCET Action Plan as required by the 2014 Internal Auditor Report;
 - b. Complete and update the OCET Business and Organizational Plan for the 2015-2019 timeframe;
 - c. Explore the possibility and feasibility of OCET transforming into a commercial enterprise;
 - d. Continue to work with VP UHCC Office to fully participate and implement DESTINY software/system at KCC OCET;
 - e. Continue to increase the College's visibility and enhanced partnership by working with Hawai'i Farm Bureaus Federation (HFBF) to both better market and promote KCC programs and services and in merchandising products and services.

VIII. Improve Ongoing Cycles of Integrated Research, Planning, Assessment, Evaluation, & Budgeting

Performance Funding Measures

Performance Funding Measure	2006 Baseline Year	FY 2012-13 Benchmark Year Goal	FY 2012-13 Outcome
♦ Degree and Certificate Achievement	641	795	1,193
♦ Native Hawaiian Degree and Certificate Achievement	64	89	149
♦ STEM Degree and Certificate Achievement	212	301	307
♦ PELL Recipients	716	1,355	1,898
♦ Transfers to UH 4-Year Institutions	328	440	451 (AY2013-14)

VIII. Improve Ongoing Cycles of Integrated Research, Planning, Assessment, Evaluation, & Budgeting

Strategies, Tactics & Outcomes for 2014-15:

- Increase and improve productivity and efficiency measures for integrating research, planning, assessment, evaluation, and budgeting for continuous improvements.
 - a. Continue to maintain and improve the College's 100% achievement rate of the five UHCC Performance Funding Measures and the Carl D. Perkins Performance Measures.
 - b. As an integral factor in continuous improvement, continue the College's efforts to meet the October 15, 2013 Accreditation Follow-up Visit Report six recommendations, including SLO and/or SLO assessment improvements; integrated planning process improvements; faculty evaluation; campus technology planning; program reviews for support units; and communication procedures improvements.
 - A Plan of Action and Timeline have been developed and is being implemented for the November 7, 2014 Accreditation Follow-up Visit.

VIII. Improve Ongoing Cycles of Integrated Research, Planning, Assessment, Evaluation, & Budgeting

Strategies, Tactics & Outcomes for 2014-15:

- c. Initiate detailed college-wide planning for development of the KCC 2015-2021 Strategic Plan. The Office for Institutional Effectiveness (OfIE) will take the lead but will work in concert with the Chancellor's Advisory Committee (CAC) through its Budget & Planning Work Group.
 - (1) The CAC via the Budget & Planning Work Group will assist in reviewing, defining, and refining the current Institutional Improvement Matrix to include both academic and non-academic core effectiveness measures.
 - (2) The CAC via its Accreditation and Assessment Workgroup will continuously review and enhance K5.202 Program Review Policy with an emphasis on operationalizing the Annual Integrated Program Review, Planning, and Budgeting Allocation Cycle.

VIII. Improve Ongoing Cycles of Integrated Research, Planning, Assessment, Evaluation, & Budgeting

Strategies, Tactics & Outcomes for 2014-15:

- ▣ d. Maintain and improve the College's and/or ACCJC's requirements for continuous quality improvement via:
 - ▣ (1) Five Year Curriculum Review of Courses
 - ▣ (2) SLOs
 - ▣ (a) CLRs (Course Learning Reports)
 - ▣ (b) PLRs (Program Learning Reports)
 - ▣ (c) LASR (Learning Assessment Schedule & Report)
 - ▣ (3) Program Reviews
 - ▣ (a) ARPDs (Annual Review of Program Data)
 - ▣ (b) CPRs (Comprehensive Program Review)
 - ▣ (4) Program Accreditation and Certification
 - ▣ (5) SAOs (Service Area Outcomes)
 - ▣ (6) Strategic Plan Scorecard
 - ▣ (7) Executive Institutional Assessment Report

- ▣ e. Increase productivity and efficiency metrics of filling and reallocating positions based on the College's Integrated Planning and Budgeting model which factors in the IEM, Executive Administration Assessment Reports, ARPD, CPR, Strategic Plan, etc.

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