

Integrated Planning for Institutional Effectiveness

Purpose:

This policy identifies the various components that Hawai‘i CC uses to plan for, implement support for, evaluate and improve student success. Each planning component provides evidence for Hawai‘i CC to continuously modify and sustain process improvement, which ensures institutional effectiveness. The integration of the planning components also provides a means for Hawai‘i CC to determine the effectiveness of meeting its mission and providing higher education opportunities in response to community needs.

Background:

During spring and fall 2011, the Chancellor convened several meetings of campus leaders (Chancellor; Vice Chancellors for Academic Affairs and Administrative Services; Deans of Liberal Arts and Career and Technical Education; Academic Senate and College Council Chairs; Accreditation Liaison Officer; UH Center at West Hawai‘i Director; Kauhale Director; Institutional Researcher; and the co-Chairs for the Self evaluation Steering Committee) to discuss the need for developing a policy that connects the various planning processes that occur on campus. On October 17, 2011, the draft was approved by this group. The College Council approved it on November 4, 2011. On November 18, 2011, the Academic Senate approved it.

Relevant UH System policies on planning:

- University of Hawai‘i Board of Regents (BOR) [Chapter 4, Planning](#): Section 4-1, basic requirements for mission statements; Section 4-3, [Unit Academic Plans](#); Section 4-5, [Institutional Accountability and Performance](#); Section 4-7, [Community Colleges](#)
- UH Executive policy, [E 4.201, Integrated Long-Range Planning Framework](#), serves as the implementing policy for BOR Chapter 4 by containing statements on “(1) the purposes of university planning; (2) the planning concepts and processes that provide the foundation for University of Hawai‘i planning; (3) the major components (outcomes/documents) of long-range planning at the University; (4) assessment and evaluation activities; (5) lead responsibility for planning implementation; and (6) the planning calendar.”
- [University of Hawai‘i Budget Office](#) web site has links to several documents for overall UH System budget planning.
- University of Hawai‘i Community Colleges (UHCC)
 - Original policies for UHCC planning were developed as part of the Chancellor for Community Colleges Memo (CCCM) series.
 - As a result of the decentralization of the Chancellor for Community Colleges’ office, some CCCMs were delegated to UHCC Chancellors and others were incorporated into a new set of policies, University of Hawai‘i Community Colleges Policy (UHCCP) series. A chart of the conversion is on the UHCC web page at http://www.hawaii.edu/offices/cc/docs/policies/UHCC_Policy_Conversion_Analysis.pdf
 - Strategic planning for the UHCC system is in [UHCCP 4.101](#), Strategic Academic Planning.
 - Program Review for the UHCC system is in [UHCCP 5.202](#), Review of Established Programs.

Components of planning

Mission

The Hawai'i CC [mission](#) provides the impetus for all of the college's planning efforts. For planning purposes, a [vision](#) statement and the institutional learning outcomes (ILOs) are also included with the mission.

The College Council, under the guidance of the Chancellor, is responsible for regularly reviewing the mission and assessing the [ILOs](#).

Kauhale

Through [Kauhale](#), Hawai'i CC strives for excellence to meet its mission and outcomes, and to ensure student success. Kauhale maximizes "community" in Hawai'i CC's mission through dialogue, planning, innovation, and assessment across traditional college divisions and units. Kauhale assists in the integration of the College's planning efforts.

Planning Documents

Hawai'i CC's [Strategic Plan](#) is aligned with the UH system and UHCC system strategic plans, all of which chart the course for the future direction of Hawai'i's public postsecondary education in response to changing academic, workforce and economic needs. The Academic Master Plan (AMP) provides a vision and direction for Hawai'i Community College (Hawai'i CC) to meet anticipated educational needs in fulfillment of its mission. The development of the AMP integrates Hawai'i CC's strategic planning and comprehensive program review processes. The AMP drives the Resources Master Plan and, as appropriate for specific objectives, the Technology Master Plan.

In the Technology Master Plan, Hawai'i CC integrates planning for technology in support of teaching and learning. The Hawai'i CC Resources Master Plan combines human, physical and fiscal resources into one college-wide plan.

STRATEGIC PLAN

Responsibility for the development of the Strategic Plan belongs with the Chancellor and Administrative Team in consultation with faculty, staff and students. The Strategic Plan may include UH System initiatives.

The College Council oversees an [annual review](#) of the Strategic Plan to determine the college's progress toward the achievement of specific action strategies.

ACADEMIC MASTER PLAN

The development and regular review of the Academic Master Plan (AMP) are the responsibility of the Vice Chancellor for Academic Affairs (VCAA) as the Chief Academic Officer, in consultation with deans, department/division chairs and their respective faculty in the disciplines, and the Academic Senate.

AMP initiatives come from within the college (i.e., programs, etc.), from the UH System, or from outside of the college (i.e., community or workforce needs, etc.).

TECHNOLOGY MASTER PLAN

The development and regular review of the Technology Master Plan (TMP) including hardware, software, licensing, networking, etc. is the responsibility of the Technology Committee.

TMP initiatives cover the following: administrative and academic computing, distance education technology needs, videoconferencing, in-class media support, campus web page development and maintenance.

RESOURCES MASTER PLAN

The development and regular review of the Resources Master Plan (RMP) is the responsibility of the Vice Chancellor for Administrative Services.

RMP initiatives include the following: physical facilities (CIP, LRDPs, Space Management Advisory Committee for utilization of existing space, parking, repair/maintenance schedule), equipment (depreciation schedule, vehicles, etc.), human resources, budget (supplemental, biennium), and extramural funding (i.e., grant or federal) and plans for institutionalization, if applicable.

Implementation

Planning at Hawai'i CC begins with instructional programs and non-instructional units. These provide the means by which Hawai'i CC provides curriculum and support to students and the community served.

Evaluation and Continuous Process Improvement

How well students are learning and are supported is determined by Hawai'i CC regularly gathering and evaluating evidence college-wide. All **instructional programs and non instructional units** complete comprehensive reviews every **three** years as part of the Program and Unit Review Process (PURP). An evaluation of each comprehensive review by members of the College Effectiveness Review Committee (CERC) informs modifications or updates to the *Strategic Plan, Academic Master Plan, Resources Master Plan* and the *Technology Master Plan*. Other information such as Repair/Maintenance and Depreciation is collected and given to the Vice Chancellor for Administrative Services to update the Resources Master Plan as needed. Action Plans in each comprehensive review include connections to specific Strategic Plan Action Strategies, an analysis of goals met since the previous comprehensive review submission, and self-identified strengths and weaknesses, and are considered and evaluated by CERC members in order to develop resource allocation recommendations that are sent to the Chancellor. The CERC also sends feedback and recommendations for improvements to programs and units via the Vice Chancellor for Academic Affairs. Assessment results reported in the comprehensive reviews are evaluated by the Assessment Committee, which send feedback and recommendations for improvements to programs and units via the Vice Chancellor for Academic Affairs.

- Assessment (5-year cycle)—VCAA evaluates and gives feedback to departments/divisions/programs/units and updates the Academic Master Plan, as needed
- Annual Program/Unit Reviews—administrators evaluate and update the Strategic Plan and Master Plans, as needed
- Comprehensive Program/Unit Reviews (5-year cycle)—CERC evaluates and gives feedback to departments/divisions/programs/units; Vice Chancellors for Academic and Administrative Services update the Master Plans, as needed
- Comprehensive Program/Unit Reviews (5-year cycle)—CERC evaluates and gives resource allocation recommendations to the Chancellor; Chancellor and Administrative

team develop biennium and supplemental budgets, and update the Strategic Plan.

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