RECOMMENDATION 1: IMPROVING INSTITUTIONAL EFFECTIVENESS

To evaluate institutional effectiveness, the College should continue to improve its strategic planning processes by developing measurable performance indicators for setting institutional goals and strategic directions. (Standard I.B.4; Standard I.B.7; Standard III.B.2b)

DESCRIPTION

The Strategic Planning Process

The Strategic Planning process at the college has undergone major transformation since the November 2007 Progress Report and visit.

In response to Recommendation 1, a meeting was held in November 2006 in which a broad representation of faculty, staff and students decided on membership for a larger, more inclusive Strategic Planning Committee. In addition to recommending additional members, the group also recommended how to appoint members. By December 2006 most new members were in place (2006 Self-Study, Planning Agenda Item, pg. 92).

The enlarged committee focused on updating the Strategic Plan (see Strategic Planning Committee Minutes), identifying what had been accomplished so far as well as adding strategic priorities from Program Reviews and Annual Assessments. The plan (Appendix 4) itself was modified to include measurable success indicators and percentage of completion.

The “Resources Needed” and “Responsibility” columns were updated in January 2007, and budget priorities were set for a joint meeting with the Budget Committee on February 20. At this meeting, the Committees reviewed the Strategic Plan and Budget Process, discussed how decisions would be made, and discussed previously established priorities.

The Strategic Planning and Budget Committees met together again in March 2007, and updated the plan to include measures and benchmarks. However, new information had become available on the updating of the UH System and UHCC
Strategic Planning, the April 2007 meeting was used for “planning to plan” rather than anything substantive.

In July of 2007 the College began reworking its Strategic Plan with planning consultant Dr. Julie Slark who had been recommended by the 2006 Visiting Team. In October 2007, Dr. Slark and approximately 35 of Windward’s faculty, staff, and administrators spent three days dissecting the existing plan and came to the following conclusions:

• First, the College’s current Strategic Plan also included the College’s Operational Plan, Budget Plan, and Staffing Plan, and these needed to be separated if the College was to plan more effectively.

• Second, the College needed to make sure that the Strategic Plan had an overarching vision statement.

• Third, the College needed to establish goals with measurable outcomes that had established timelines, assigned responsibilities, and monitoring mechanisms. The College immediately set out to accomplish these items.

During the Fall 2007 semester, while Windward was reworking its Strategic Plan, The University of Hawai‘i System (UH System) and the University of Hawai‘i Community Colleges (UHCC) modified their System Strategic Plans. The original 2002-2010 UH System and UHCC plans were supplemented by strategic outcomes documents with performance measures set to run from 2008–2015. The documents contained initiatives committing the University System to participate in Achieving the Dream (AtD) and enhance the output of Science, Technology, Engineering, and Math (STEM) students for the state’s workforce.

AtD is a national initiative that was created to help more community college students, particularly low-income and minority populations, to succeed in completing courses and earning degrees and certificates. AtD is built on the principle that broad institutional change should be consistently informed by student achievement data. Colleges participating in the AtD effort, like the UHCCs, have agreed to use data to drive strategies, monitor progress, and evaluate outcomes that seek to:

• Close performance gaps among students
• Involve faculty, students, staff, and community members, in college efforts
• Report data and outcomes widely both on and off campus
• Form partnerships with local businesses and other community resources
• Advocate for state and national policy changes as needed

The AtD initiative helps participating colleges to focus on a student-centered vision, build a culture of evidence and promote the goals of equity and excellence.
In light of the UH System Strategic Planning initiative, the UHCC System Strategic Planning Council began to evaluate and propose UHCC Strategic Outcomes and Performance Data that would conform to the UH System Strategic Outcomes and Performance Measures, 2008-2015. The Vice President for Community Colleges (VPCC) visited each college to review benchmarks, baseline data, and suggested performance targets. The colleges were asked to review the proposals and agree or suggest new targets. The Office of the VPCC compiled the responses and established the UHCC System Strategic Outcomes and Performance Measures, 2008-2015 for each College. The Performance Measures for 2015 became the Strategic Plan Action Outcomes measures for the updated 2008-2015 Windward Community College Strategic Plan.

To stay aligned with these changes, Windward once again had to revisit its Strategic Plan. The broad areas that had just been modified in July and October with Dr. Slark now had to be integrated with the directives and outcomes of the new UH System and UHCC Strategic Plans before being presented to the campus for review and comment.

To coordinate its strategic planning activities, the College hired a Director of Planning and Program Evaluation in December 2007. The Director supports the Strategic Planning and Institutional Effectiveness Committees and is the designated Recorder for the Budget Committee. At Convocation on January 8, 2008, after reviewing the UH System and UHCC Strategic Plans, the Director led an activity in which both non-credit and credit faculty and staff participated in developing the over-arching vision of the new Strategic Plan.

The Director then made appointments to participate in a follow-up activity with individual departments during the Spring 2008 semester. For Instruction, this activity was based on each department’s Annual Assessment or 5-Year Program Review and culling out data pertinent to the Strategic Plan. Unfortunately, soon after the Convocation, the Director of Planning went on medical leave, so a faculty member on the Strategic Planning Committee visited each of the academic departments and worked with them on the follow-up activity. The Chancellor, the Vice Chancellor of Administrative Services, the Vice Chancellor of Student Affairs, and the Director of Vocational and Continuing Education met with their constituencies and developed new outcomes as well. These were presented to the Strategic Planning Committee for review and comment throughout the Spring 2008 semester. The modified version of the 2008 Strategic Plan, using comments and suggestions from the Committee, was used for the Biennium Budget Stocktaking presented by Chancellor Meixell on April 28, 2008, and for the Legislative Budget Requests submitted to the Vice President for Community College’s Office on June 1, 2008. It was uploaded to the web for review and comment from the entire campus beginning in May 2008.
After feedback was received from the entire College, the Strategic Plan was discussed thoroughly and modified once again at the first meeting of the Strategic Planning Committee in October 2008. This modified plan (Appendix 4) and the separate Operational Plan were presented to the Faculty Senate on November 18, 2008. The Operational Plan is still under development and will be under constant review by the Strategic Planning Committee and Budget Committee as they assess the Strategic Plan Performance Outcomes.

**MEASURABLE OUTCOMES**

*University of Hawai`i System Philosophy*

Appendix 4 of this Midterm Report contains the Windward Community College Strategic Outcomes and Performance Measures developed by the Strategic Planning Committee which were reviewed by the Faculty Senate, and the faculty and staff as a whole. They are aligned with the objectives introduced by the UHCC Strategic Planning Council and the goals of the UH and UHCC Strategic Plans 2008-2015.

The following quote from the UH System Strategic Outcomes and Performance Measures, 2008-2015 brochure dated May 2008 sums up the University of Hawaii System philosophy for measuring outcomes. ([http://www.hawaii.edu/ovppp/uhplan/SOPM.pdf](http://www.hawaii.edu/ovppp/uhplan/SOPM.pdf)):

> During the 2007-08 academic year, the University community and its public revisited the strategic plan. Participants broadly affirmed our strategic goals and the values underlying our goals. They recommended we better differentiate system and campus roles, and establish clear and measurable outcomes to assess performance and progress. Participants agreed that articulating our plan in terms of the higher education needs of the State adds a valued dimension and reaffirms our University’s commitment to serving the State. Based on these recommendations, the University developed this companion piece to our plan which assigns strategic outcomes and performance measures to be accomplished by 2015. This update will guide the future priorities of the University and inform our budget planning process for the next three biennia.

> Performance measures assigned to each strategic outcome demonstrate our willingness to be held accountable and enable us to effectively assess our progress. The goals we have set for 2015 are stretch goals, and challenge us to reinvent ourselves. We use quantitative measures to provide evidence of our efforts, but acknowledge that many of our core values – academic rigor and excellence, integrity and service, aloha and respect – while not addressed here, are central to our mission.
The Process of Measuring Outcomes at Windward Community College

In the 2008-2010 Academic Years, the Strategic Planning and Budget Committees will adhere to the following cycle:


2. The measurable outcomes for the year 2015 were included in the WCC Strategic Outcome Objectives, which were reviewed and revised by the Strategic Planning Committee, and then posted on the web for review by the entire campus prior to the end of the Spring 2008 semester.

3. These outcomes were revised based on discussions with the Achieving the Dream campus leaders, the Strategic Planning Committee, the ETC, and other constituencies involved in achieving Windward’s Strategic Plan Outcomes.

4. The revised outcomes were placed up on the WCC web site before the end of the Spring semester, and were available for Campus comment until the middle of September.

5. The Strategic Planning Committee reviewed the expected outcomes with the actual outcomes based on census and end-of-term data beginning in September 2008 through the end of the Spring 2009 semester.

6. If when reviewing the expected outcomes with the actual outcomes, the Strategic Planning Committee found that the College had matched or exceeded the expected outcome, then the College met expectations. If the College had not matched the expected outcome or the outcome was lower than the expected outcome, then the College had not met expectations.

7. The Strategic Planning Committee provided feedback on the meeting/non-meeting of expectations at the Convocation at the beginning of the Fall 2009 semester.

8. The feedback and procedures and policies instituted to meet the performance expectation will be addressed in the organizational structures Annual Assessment or 5-Year Program Review due on November 1, 2009.

9. The Strategic Planning Committee will use the information provided in the Annual Assessment/5-Year Program Review to modify the Strategic Plan and the outcome measures during the 2009-2010 Academic Year.
10. The modified Strategic Plan will be put on the WCC website for campus-wide review and comment before the end of the Spring 2010 semester through September 2010.

11. The next revised Strategic Plan and performance measures will be presented to the Graphics Department in October 2010.

12. The revised Strategic Plan and performance objectives will be presented to the Faculty Senate in November 2010.

13. The revised Strategic Plan and performance objectives will be presented to the Campus and UH System Offices in December 2010.

14. The entire process continues throughout the life of the current Strategic Plan, and is used in the development of the new Strategic Plan and Performance Measures from 2016 onward.

Analysis

Through a collaborative process, WCC has developed strategic institutional goals that are aligned with the UH and UHCC Systems. It has also developed measurable performance indicators to determine if these goals have been met. The Director of Planning and Program Evaluation will monitor the implementation of the Strategic Plan modifications necessary to meet strategic outcomes. It is also the Director’s responsibility to keep abreast of any changes made to the System and Community College Strategic Plans and to ensure that the College’s Strategic Plan remains aligned with them.