Windward Community College
Annual Departmental Report
2012 – 2013

Chancellor Office
Chancellor Douglas Dykstra
December 1, 2013
Executive Summary

The Chancellor’s office at Windward Community College historically consisted of only the Chancellor (formerly “provost”) and one secretary. Since 2004, marketing, institutional research and private fundraising have been managed through the office with assistance from various college staff and faculty. In December 2007, the Office of Planning and Program Evaluation was established through funds received from the UHCC Vice President’s Office for support of new planning and institutional research activities and is managed through this office. In 2011 the office absorbed a programmer re-assigned from the dissolved Employment Training Center program. The programmer provides assistance both to the Institutional Research, as well as the Planning and Program Evaluation branches of the Chancellor’s Office.

The Chancellor’s Office communicates directly with campus community by means of public appearances at campus events and e-mail messages via the wccfacstaff mass e-mail address.

The Planning and Budget Council with the Chancellor as convener has now completed two full cycles of program review analyses for the purpose of budget planning in both the Biennium year and the Supplemental years. This body continues to fine tune its operating procedures to improve members’ understanding of the budget process at the campus, system and state levels. Moreover, this is the body that advises on the prioritized re-allocation of vacant faculty positions, the use of available funding for new and replacement equipment, allocation of available funding between equipment needs and staff development expectations and long term budget planning for equitable increases or decreases in supplies budgets for the departments.

To support faculty and staff in strategic and operational planning activities, program assessment, accreditation, governance evaluation, and closing the loop in the planning and budget process, the Windward CC Office of Planning and Program Evaluation was established in December 2007 as a unit within the Chancellor’s Office. This office coordinates its activities with those of the Employment Training Center until 2010, the Institutional Effectiveness Committee, the Strategic Planning Committee, and Budget Committee until 2009 and now the Planning and Budget Council, the Office of Institutional Research, the Faculty Senate, and the Windward CC Administration.

Thus, the Office of Planning and Program Evaluation is charged with coordinating educational initiatives that support:

- Assessment and Evaluation of Current and Future Programs;
- Student Support Services;
- Strategic Planning and Budgeting;
- Faculty and Staff Development; and,
- Accreditation

and supports the institution by:

- Supporting the Office of the Chancellor by providing overall coordination of planning, research, and assessment activities;
• Assuring that the planning processes that are taking place are on schedule through reporting to the Planning and Budget Council;
• Supporting accreditation-related reporting activities;
• Coordinating, facilitating, and supporting the annual assessment and program review processes for all vocational and academic credit programs, non-credit programs, and non-instructional support programs;
• Communicating to the College progress toward meeting its strategic goals, student-learning outcomes, and other relevant information;
• Supporting committee activities; and,
• Providing staff support.

The Chancellor has been active in seeing that the assessment of General Education Student Learning Outcomes and Associate in Arts Student Learning Outcomes following the timeline set by the two 2011 Summer Task Forces he commissioned is followed. The foregoing processes should be completed by end of Spring 2014. The first comprehensive report on General Ed and AA Degree SLOs will be in the Fall 2015 semester, with yearly reports during all subsequent academic years.

Moreover, based on the figures reported to the College by the UHCC Office, Windward is meeting and/or exceeding most of the measurable outcomes in the Strategic Plan. For measure 3.1, Increase, Extramural Funding by 3 percent per year, according to our 2011-2012 Strategic Plan Actuals, the College has increased its funding from $2,093,351 in Fiscal Year 2006-2007 to $7,018,812 in Fiscal Year 2011-2012. The predicted goal for Fiscal Year 2011-2012 was $2,426,769 which was based on 3 percent of the 2006-2007 compounded per year. In fact, Windward has already exceeded its goal in Extramural funding for Fiscal Year 2014-2015, the last year in its current Strategic Plan.

Extramural funding has become more and more important to the College as the General Fund budget allocated from the legislature has been reduced by restrictions and reductions over the past few years. The monies received from extramural funding have been used to jump start the Veterinary Assisting/Veterinary Technology programs as well as the Agripharmatech program as a means of purchasing the equipment necessary for these programs to function. Therefore, although Windward CC has exceeded its expected goal, to maximize the College’s potential to expand its funding sources and take the burden off of faculty, administrators, and staff, the hiring of a Grant Writer is being requested.

Since 2002, the OIR has steadily become more efficient in providing the ad hoc information requested within the requestor’s timeline for information. The response rate of returning submitted normalized ad hoc requests within 1-7 days has risen each year and the response rate for ad hoc requests taking 8-14 and over 14 days to complete has decreased. This is due to training, interaction with other members of the IR Cadre, and the gaining of overall experience and a growing familiarity and expertise using the the ODS database and the software used to access the database. A summary of responses to IR requests from 2008 to 2013 by percent and count is presented below.

(note: for 2008-2012 the data shown are for Fall, Spring and Summer; for 2012-2013 the data
shown are for Summer, Fall and Spring to align the reporting for the annual assessment with the AY, July 1 to June 30).

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In 2002-2007 the OIR had no funds allocated to its functioning. In 2008, at the request of the Director, an account code was established and the office received an allocation of $1,000. In 2009 and 2010, an accounting of expenses was initiated revealing the actual cost of software licenses and renewals and estimated office expenses. The Offices of Institutional Research and Planning and Program Evaluation are requesting that a budget line be established for 2013-2014 for their combined operation of $29,500.

The primary objectives of the Marketing and Public Relations Office (MPRO) are:

1. To develop and implement an annual marketing plan with the support and input from the Marketing Committee consisting of a cross-section of campus constituents.

2. To promote the College’s brand and sustain a strong institutional image by regularly communicating College news and pertinent information to internal/external constituents.
3. To support WCC’s faculty/staff/administrators with marketing and public relations projects to help the College meet its enrollment goals and objectives in a timely, accurate and cost-effective manner.

4. To maintain professional standards for the College’s publication and communications.

The yearly budget for MPRO is $36,000. The budget is planned with strategies that are executed based on providing the greatest reach of messages on behalf of the College to the largest targeted audiences possible. Through MPRO’s public relations efforts, more than 50 press releases were distributed to various media resulting in approximately 980 column inches of free print and online news site publicity. In addition, more than 2 hours of free broadcast publicity on primetime TV news and public television, along with numerous radio public service announcements can be linked to these efforts.

The Windward CC website is the cornerstone of our brand and a lifeline to our community. MPRO supports the WCC website by providing a steady stream of content, as well as feedback on design and content-related issues. Moreover, MPRO has been a leader in organizing, promoting and executing successful events such as the Grand Opening of the Library Learning Commons and 40th Anniversary celebrations. In addition, MPRO plays a key role in promoting annual events like the Windward Ho‘olaule‘a, Palikū Arts Festival and the WCC Bon Dance, as well as Atelier Hawai‘i, Imaginarium shows, the Native Hawaiian Scholarship ‘Aha, major Palikū productions, StarPoets Contests and Chemistry Forum events.

MPRO feels that a web developer is needed to upgrade and maintain website. If not a web developer than a web designer should be hired to periodically upgrade the website and to accommodate responsive mobile applications and emerging web technologies.

The office also needs replace one camera and the fluorescent bulbs for cine lights and purchase a slider (dolly) and mount for use in video as well as a tripod, CF card, and extra batteries.

In addition to its marketing and public relations functions, MPRO supports fundraising efforts by the fund development director of community colleges at UH Foundation. Activities included the Chancellor’s Gala, Scholarship Reception, and Ambassadors meetings, as well as creating initiative information kits for fund development meetings with the chancellor. These activities helped the private fundraising at the College to increase 57 percent during the 2012-13 academic year from 2011-12 to a total of $1,403,953.
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Windward Community College Mission Statement

Windward Community College offers innovative programs in the arts and sciences and opportunities to gain knowledge and understanding of Hawai‘i and its unique heritage. With a special commitment to support the access and educational needs of Native Hawaiians, we provide O‘ahu’s Ko‘olau region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment—inspiring students to excellence.

Part I: Chancellor’s Office

Mission Statement

The Unit mission statement stood alone up until 2010 as follows:

The Chancellor’s Office will support and facilitate all activities of the College that lead to achievement of the College mission.

Statement of Purpose

The Chancellor’s Office added a Statement of Purpose as well as Process Outcome statements during the 2009-10 academic year as follows:

The Chancellor’s Office provides the college with chief executive leadership mediated by deft administrative assistance to assure productive relations with the campus community, general public and university hierarchy. Direct services to the campus provided by the Chancellor’s staff include:

- marketing/publications and promotional services to broadly disseminate awareness and appreciation of college activities and achievements;
- data delivery for institutional research, program review and institutional effectiveness analyses;
- assistance and leadership with program planning and accreditation requirements.

Process Outcome Statements:

Students, staff and faculty will identify the Chancellor’s Office as a service site that hears their concerns and directs them to the process, policy or office/official that directly addresses their concerns.

The Chancellor’s relations with faculty/staff, students and the broader public will build the conviction that the college is a stable, responsive and innovative institution.
Summary of Program Status

The Leadership functions of the Chancellor’s Office include the following:

External

1. Meet with public, attend public functions and events;
2. Analyze and present information with a particular emphasis upon communication with accrediting bodies;
3. Work with the Congressional delegation, state legislators and city council members to win their support;
4. Work with BOR, president, and other chancellors to get support for the College;
5. Build rapport and relationships with community leaders to gain support.

Internal

1. Facilitate long-range planning, such as the Windward Community College Strategic Plan;
2. Develop and implement policies;
3. Provide vision and direction;
4. Take action to facilitate activities, courses, programs;
5. Determine College issues, needs, people, resources;
6. Address problems and work with students, faculty, and staff to find solutions;
7. Give direction to the leaders of the College that reflect the Windward Community College Mission;
8. Engender good morale on campus;
9. Find solutions and take action to resolve problems and issues;
10. Attend, listen, contribute, and lead meetings;
11. Encourage and provide support to staff;
12. Make and communicate decisions;
13. Talk to, and listen to people at all levels of the College and community.

**Activities of the Chancellor’s Office**

The Chancellor’s Office communicates directly with campus community by means of public appearances at campus events and e-mail messages via the wccefacstaff mass e-mail address.

The Planning and Budget Council with the Chancellor as convener has now completed two full cycles of program review analyses for the purpose of budget planning in both the Biennium year and the Supplemental years. This body continues to fine tune its operating procedures to improve members’ understanding of the budget process at the campus, system and state levels. Moreover, this is the body that advises on the prioritized re-allocation of vacant faculty positions, the use of available funding for new and replacement equipment, allocation of available funding between equipment needs and staff development expectations and long term budget planning for equitable increases or decreases in supplies budgets for the departments. Meeting notes for the past may be found at the following site: [http://www.wcc.hawaii.edu/ir/PBCounci.html](http://www.wcc.hawaii.edu/ir/PBCounci.html)

With respect to accreditation preparations, the Follow-Up Report was submitted to the ACCJC on October 15, 2013. A visit will occur on an as yet to be determined date in late October or as late as mid-November, and the formal accreditation response from the ACCJC will be received in late January 2014.

Additionally, the Chancellor has been active in seeing that the assessment of General Education Student Learning Outcomes and Associate in Arts Student Learning Outcomes following the timeline set by the two 2011 Summer Task Forces he commissioned is followed. The foregoing processes should be completed by end of Spring 2014. The first comprehensive report on General Ed and AA Degree SLOs will be in the Fall 2015 semester, with yearly reports during all subsequent academic years.

**Measureable Outcomes**

The Chancellor’s connections to the community have continued to expand:

- State Hospital Citizen’s Advisory Board membership has continued;
- Inducted as a member of the Royal Order of Kamehameha, 2010;
- Board of Governors for the Louis Stokes Alliance for Minority Programs (NSF);
- Pacific American Foundation (PAF) relations continue to be close as the College is finalizing the purchase of Waikalua Loko fishpond in conjunction with PAF which will be the owner/operator of the property;
- Kane‘ohe Business Group membership continues;
- Member of the Board of Directors of Hawai‘i Council for the Humanities and Chair of the Grants sub-committee;
- Member of the Board of Directors of the Kailua Chamber of Commerce;
- Regular reporter of Windward CC events at the Kane‘ohe Neighborhood Board;
• Member of the Pacific Post-Secondary Educators Consortium;
• Member of the Community College Instructional Program Review Committee;
• Rebuttal to the ACCJC Visiting Team Report in December 2012 to defend the College against unsubstantiated claims of shortcomings;
• Presentations to Kane‘ohe Rotary Club & Kane‘ohe Business Group as well as the State House Finance Committee have helped to present the college in a positive light.

Program Improvement

The campus has begun to adopt practices of process outcomes data gathering and analysis for its service oriented units, and the program/unit reviews produced in Fall 2013 should employ process outcomes data in a more central role as the driving element in concert with strategic plan requirements for budget requests.

The consolidation of the committees into the Planning and Budget Council has been an improvement. It has provided a basis for representation of constituencies and a procedure that focuses on budget recommendations in the Spring and Strategic Plan review and recommendations in the Fall. This pattern is more in keeping with the rhythm of UH System deadlines.

Analysis of the Program

The most recent College Governance Sub-committee assessment questionnaire has produced results that suggest that the student body is significantly unaware of the Chancellor’s Office. Those students who have expressed an opinion have been typically very supportive, however 30-32 percent of the student responses fall in the “I do not know” category when responding to questions about the Chancellor’s Office supportiveness, responsiveness and openness. Faculty/Staff responses in these three categories range from 75-85 percent agreement/strong agreement about the supportiveness/responsiveness and openness of the Chancellor’s Office. Moreover, Faculty/Staff responses reflect widespread awareness of the Chancellor’s Office.

Action Plan

The Chancellor’s Office has developed the following action plan based upon the feedback from its College Governance Sub-committee surveys recently completed. The plan includes two measureable improvement actions as follows:

• Staff meetings with agenda, and follow-up as needed to be held by fac/staff direct reports to the Chancellor at least once per semester. The foregoing will be measured by the agendas for meetings held during the academic year.

• Participation in student government induction, Phi Theta Kappa induction, Frosh Camp and Agree to Degree activities to boost awareness of the Chancellor’s Office.
Budget Implications

There are no new budget requests.

Part II. Office of Planning and Program Evaluation

Mission

The Office of Planning and Program Evaluation (OPPE) provides comprehensive support services to the faculty, staff, and administration for planning, research, accreditation, and assessment.

Process Outcomes

The Office of Planning and Program Evaluation

- Assures that an Assessment Schedule is set up, and that this Schedule is followed by departments each year;
- Assures sustainable continuous improvement of student learning, student achievement, and student success by reviewing and modifying performance measures in the Strategic Plan through analysis of expected and actual outcomes, and disseminating this information to the campus-at-large; and,
- Assures that accreditation reports and documents are produced and delivered in a timely manner.

Description of the Office of Planning and Program Evaluation

Windward Community College (Windward CC) uses ongoing and systematic evaluations to make improvements based on the College’s Mission, Vision and Core Values. The College has an ongoing, cyclical planning process that engages faculty and staff. Department Chairs with input from faculty, Program Directors, and Vice Chancellors create funding requests for upcoming years based upon information detailed within their respective annual assessments and five-year comprehensive program reviews. Budget requests must be tied both to program reviews and to the campus Strategic Plan.

To support faculty and staff in these strategic and operational planning activities, program assessment, accreditation, governance evaluation, and closing the loop in the planning and budget process, the Windward CC Office of Planning and Program Evaluation was established in December 2007 as a unit within the Chancellor’s Office. This office coordinates its activities with those of the Employment Training Center until 2010, the Institutional Effectiveness Committee, the Strategic Planning Committee, and Budget Committee until 2009 and now the
Planning and Budget Council, the Office of Institutional Research, the Faculty Senate, and the Windward CC Administration.

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- Supporting accreditation-related reporting activities;
- Coordinating, facilitating, and supporting the annual assessment and program review processes for all vocational and academic credit programs, non-credit programs, and non-instructional support programs;
- Communicating to the College progress toward meeting its strategic goals, student-learning outcomes, and other relevant information;
- Supporting committee activities; and,
- Providing staff support.

Activities of the Office of Planning and Program Evaluation

OPPE performs the following activities in order to meet the College’s planning, research, accreditation, and assessment demands:

- Develops the Windward Community College Strategic Plan Performance Indicators, monitoring them every year, and updating them if necessary;
- Participates in the budget decision-making process through membership on the Planning and Budget Council, which makes recommendations to the Chancellor regarding biennium and operating budget decisions using the performance measures of the strategic plan and Student Learning Outcome assessment as indicators;
- Assures that 20 percent of the courses per department each year are assessed when the College is performing course assessment, so all courses taught at the College will be assessed every five (5) years;
• Assures that all Windward CC General Education/AA degree learning outcomes are assessed from Fall 2012 onward in a two-year cycle as determined by the General Education Task Force;

• Assures that all program SLOs and certificate SLOs are assessed within the Departmental Reports and reported in the AA degree Annual Report;

• Creates ACCJC Follow-Up, Mid-Term, and Annual Reports; with other responsible parties, creates Substantive Change Requests; and works with the designated editor to assure that the Self Evaluation of Educational Quality and Institutional Effectiveness (SEEQIE) is accurate and ready for submission to the ACCJC; and,

• Convenes the Accreditation Steering Committee during the SEEQIE period and the Institutional Effectiveness Committee throughout the academic year.

**Measurable Outcomes**

During the reporting period, the Department Chairs were asked to choose five courses that would be assessed for Fall 2012 for the General Education/AA Liberal Arts Student Learning Outcome, and five courses that would be assessed in Spring 2013 for the Information Literacy Outcome. The assessment of the Communication Outcome was completed in Spring 2013. Of the 583 students assessed, 526 (90 percent) met the outcome based on the Communication Rubric developed. The assessment of the Information Literacy Outcome will be completed in Fall 2013.

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Extramural funding has become more and more important to the College as the General Fund budget allocated from the legislature has been reduced by restrictions and reductions over the past few years. The monies received from extramural funding have been used to jump start the Veterinary Assisting/Veterinary Technology programs as well as the Agripharmatech program as a means of purchasing the equipment necessary for these programs to function. Therefore, although Windward CC has exceeded its expected goal, to maximize the College’s potential to expand its funding sources and take the burden off of faculty, administrators, and staff, a Grant Writer is being requested.
Analysis of the Program

The following endeavors show the Office of Planning and Program Evaluation has supported Windward CC from 2008-2011:

- **Strategic Planning**
  - Facilitated continuous review of the Strategic Plan by members of the Planning and Budget Council since its inception.
  - Conducted workshops with the Vice Chancellor for Academic Affairs and the Director of Institutional Research for the campus-at-large on how to tie SLO assessment and Strategic Plan Measures to the budget requests.

- **Accreditation.**

  **Reporting to the Accrediting Commission for Community and Junior Colleges (ACCJC)**
  - Compiled the Annual Report to the ACCJC for the Chancellor to file June 2012.
  - Assured that the Vice Chancellor for Administrative Services had access to compile the ACCJC Annual Financial Report for the Chancellor to file June 2012.
  - Compiled the Student Learning Outcomes Report for the Chancellor to file in October 2012.
  - Compiled the Follow-Up Report based on the College and System Recommendations reported in the External Team Evaluation.

**Substantive Change Requests**

- In October 2012, with the convener of the Mission, Vision, and Core Values Committee, compiled the Substantive Change for the Revision of Windward CC’s Mission, Vision, and Core Values Statements.

- In October 2012, with the Program Coordinator and the Dean of Division II, compiled the Substantive Change for the Associate of Science degree in Veterinary Technology.

- In January 2013, with the Dean of Division II, compiled the Substantive Change for the Certificate of Completion in Sustainable Agriculture.
2012 Self-Evaluation of Educational Quality and Institutional Effectiveness

- Formed and convened the Accreditation Steering Committee.
- Compiled the Self-Evaluation of Educational Quality and Institutional Effectiveness.
- Distributed the Self Evaluation to the ACCJC and all ACCJC Visiting Team members.
- Worked with the Team Assistant on details related to the Visiting Team’s needs.

ACCJC Self-Evaluation 2012 Team Visit

- Worked closely with the Media Coordinator and the Chancellor’s Secretary to assure that Windward CC would be able to submit a hard copy of the Self-Evaluation and evidence as well as a DVD containing the same information to the ACCJC, the UHCC System Office, and all the members of the Visiting Team by August 15, 2012.
- Sent supplemental materials in as timely a manner as possible to the Team Assistant for the October 15 – 18, 2012 visit.
- Worked closely with the Chancellor’s Secretary on assuring that on the Pre-Visit, the Team Leader and Team Assistant had rooms for two days, and that a State car was provided for their use.
- Worked closely with the Chancellor’s Secretary on housing, special dietary needs, and car arrangements and with Computing Services to assure that all computer, printer, and network needs were met on campus and off-campus for the October visit.
- Wrote short biographical sketches on each team member to display on the Windward CC web site along with their picture.

- Assessment and Evaluation
  - Assured that 100 percent of the courses in the Course Catalog have SLOs listed.
  - Assured that General Education/AA in Liberal Arts Program Student Learning Outcome assessment commenced in Fall 2012, and that all four General Education and Program Outcomes would be assessed by Spring 2014.
  - Developed rubrics for all General Education and AA Degree outcomes.
• Developed Convocation Workshops on Assessment of General Education and AA degree Student Learning Outcomes.

• Held Campus-wide dialogue on General Education and AA degree Student Learning Outcomes based on Department dialogue.

• Assured that all Non-Instructional Units and Developmental Education courses as well as Instructional Programs turn in their Annual Assessments and Five-Year Comprehensive Program Reviews in time for Planning and Budget Council review.

• Disbanded the GSIEC in Fall 2012.

• Created the Committee on Governance Assessment (CGA) as a sub-committee of the IEC charged with the following responsibilities:

  1. Creating relevant surveys and rubrics or suggest other alternative forms of assessment that can be used prior to the end of the semester (first week of May) to assess the Office of the Chancellor, Office of Administrative Services, Office of Academic Affairs, Office of Student Affairs, and Office of Career and Continuing Education;

  2. Determining how the sample population will be constructed. The committee needed to decide this because the former GSIEC surveys were sent out to the entire campus and consisted of member and non-member surveys;

  3. Determining what data, if any, would be needed from the Office of Institutional Research;

  4. Agreeing on what will be reported to the IEC and when the IEC should distribute the assessment instrument; and,

  5. Giving feedback on the self-analysis done by the offices assessed and provide feedback on it.

• Provided feedback to the CGA regarding the survey to be distributed.

• Distributed the survey on the Administrative Offices to the College via Survey monkey.

• Released the Administrative Offices survey results to the CGA.

• Received the Self Assessments from the Administrative Offices.

• Posted the survey results on the Windward website.
Program Improvement

The OPPE needs to assure that all departments are participating in General Education and Program Learning Outcome Assessment. So far, one department, Humanities, has assessed only four courses rather than five for the first two General Education/AA in Liberal Arts Learning Outcomes. Although it is important that the rubric does not define what is taught in a class, if there are five classes that could be assessed, then they should be. The OPPE will also need to assure that hybrid, distance education, cable, and other instructional modalities are assessed in addition to face-to-face classes.

In Fall 2014, Windward CC will be doing a more scaffold approach to assessment. We will be going back to the 20 percent of courses per department at this time, and assessing both the course and the program it is affiliated with. To assure 100 percent compliance, a Policy on Course Assessment that holds the units responsible and includes sanctions for those who do not turn in an assessment must be established. These assessments will be incorporated into the Departmental Annual Reports.

The Office of Planning and Program Evaluation must also be more proactive in establishing workshops for Planning and Budget Council members on how to tie SLO assessment and Strategic Plan Measures to the requests made by the departments concerned. It also should help facilitate, through the IEC, development of workshops for faculty and staff on institutional, program, and course SLO development, data analysis, and assessment.

Although Windward is out-performing its Strategic Plan 3.1, Extramural funding objectives, soliciting monies through various federal/state/local grant opportunities depends on word of mouth. A general-funded Grant Writer working out of the Chancellor’s Office, who would work with college-wide departments as well as the Office of Planning and Program Evaluation on specific grant opportunities, would increase WCC’s ability to acquire more extramural funds in these tight budget times.

The implementation of the new Governance Assessment Policy began again in the 2012-2013 academic year. Continuation of the assessment of our governance entities is important for Windward CC to maintain the shared governance and institutional integrity that has been achieved in the last five years. The Office of Planning and Program Evaluation is committed toward fulfillment of the process outcomes developed for the planning process as well as governance evaluation and the assessment of Windward’s institutional, program, and course student learning outcomes and is eager, willing, and able to work independently or collaboratively with Windward CC’s administration, faculty, and staff to achieve these endeavors.

Action Plan

- Assured that Academic Subject Certificates are part of the Annual Departmental Reports and that they are assessed through the Annual Report and/or 5-Year Program Review of the Associate in Arts in Liberal Studies
- Assess Strategic Plan Performance Measures for all of our Strategic Plan items;
• Assess Windward’s progress in achieving continuous, sustainable improvement level on ACCJC rubrics for Program Review and Planning and proficiency level for SLOs;
• Revisit Program and Academic Subject Certificate SLOs, using current or revised Mission, Vision, and Core Values statements;
• Assure that the new Policy and Procedures for Assessment of Governance Entities is institutionalized and accepted by the campus;
• Assure that 100 percent of the quartile of the courses in programs that need to write an Annual Assessment/Program Review are assessed; and,
• Assure that Windward CC’s four newly established General Education and Associate in Arts SLOs are assessed and discussed following the new process by Spring 2015.
• Develop workshops on tying SLO Assessment and Strategic Plan Measures to Budget Requests.
• Hire 1.0 FTE Grant Writer (PBB) to solicit funds and analyze which interventions using these funds have improved student learning and persistence to graduation.

Budget Implications

See the detailed budget for both OPPE and IRO in the Office of Institutional Research section of this report.

1.0 FTE Grant Writer, approximately $42,492/year.

Part III. Office of Institutional Research

Mission

The Office of Institutional Research (OIR) supports faculty and staff in reporting the institutional information of the College. It also presents this information to students and prospective students for their decision-making regarding the College.

Description and History of the Office of Institutional Research

In 2002, Windward Community College had no office of OIR in its organizational charts and had no positions designated for that purpose. As needs for institutional and accreditation information continued to grow, a senior faculty member, on nine month re-assignment, was requested to assume the role of Institutional Researcher for the college. In addition, the College’s Administrative Computer Specialist provided support for institutional administration programming. In the Title III grant awarded October 1, 2005, the College received funds to hire an APT Institutional Researcher.

In 2009, the OIR was staffed by one eleven month faculty member, the Director, and one eleven month APT Institutional Researcher supported by the last year of the Title III Grant. The Administrative Programmer transferred and due to internal re-allocation, there was no programmer position to support the office and institution.
In 2010, the APT Institutional Researcher was converted to a full-time general-funded position. In addition, the APT Programmer from ETC was re-assigned to the OIR to provide joint programming support for the OIR and the Office of Planning and Program Evaluation (OPPE), especially to support accreditation and assessment efforts.

The OIR continues to receive a growing number of internal institutional ad hoc query requests and is also involved in many system initiatives, e.g., Achieving the Dream, The National Community College Benchmarking Program, the Graduate Leavers survey, and other sophisticated longitudinal and assessment studies.

**Process Outcomes**

- To provide quantitative data and analysis to students, faculty, staff, and administration to strengthen and improve courses, programs, and services.
- To present institutional information to students and prospective students for their decision-making regarding the College.

**Activities of the OIR**

In accomplishing the attainment of its mission and process outcomes, the OIR supports the institution by:

- Researching, preparing, and presenting reports detailing institutional information for students, faculty, department chairs, administration, the UH System and the public.
- Supporting the various efforts of the College in compiling program reviews and annual assessments and analyzing institutional effectiveness through assessment.
- Supporting the various constituencies of the College in responding to requests for ad hoc information queries and reports.
- Supporting the various committees involved in program development, assessment and institutional effectiveness.
- Researching and preparing reports for accreditation self-studies.
- Contributing to strategic planning and the implementation of accreditation self-study planning recommendations.
- Reporting selected aspects of the Human Resources information for the institution.
- Preparing supporting information for reports for private, state, and federal grant proposals.
- Contributing to system-wide initiatives through participation in the Institutional Research Cadre.
- Providing leadership and coordinating efforts to collect and communicate information useful in the analysis of institutional research issues.
- Developing and staying up-to-date on various methods to produce information that is useful to leaders of the organization.
Supporting the Planning and Budget Council.

Measurable Outcomes

Since 2002, the OIR has steadily become more efficient in providing the ad hoc information requested within the requestor’s timeline for information. The response rate of returning submitted normalized ad hoc requests within 1-7 days has risen each year and the response rate for ad hoc requests taking 8-14 and over 14 days to complete has decreased. This is due to training, interaction with other members of the IR Cadre, and the gaining of overall experience and a growing familiarity and expertise using the the ODS database and the software used to access the database. A summary of responses to IR requests from 2008 to 2013 by percent and count is presented below.

(note: for 2008-2012 the data shown are for Fall, Spring and Summer; for 2012-2013 the data shown are for Summer, Fall and Spring to align the reporting for the annual assessment with the AY, July 1 to June 30).

<table>
<thead>
<tr>
<th>Percent of IR Requests Answered</th>
<th>1-7 days</th>
<th>8-14 days</th>
<th>Over 14 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>41.67</td>
<td>36.11</td>
<td>22.22</td>
</tr>
<tr>
<td>2009</td>
<td>47.92</td>
<td>29.17</td>
<td>22.92</td>
</tr>
<tr>
<td>2010</td>
<td>56.00</td>
<td>26.00</td>
<td>18.00</td>
</tr>
<tr>
<td>2011</td>
<td>68.25</td>
<td>15.87</td>
<td>15.87</td>
</tr>
<tr>
<td>2012</td>
<td>66.13</td>
<td>19.35</td>
<td>14.52</td>
</tr>
<tr>
<td>2013</td>
<td>62.71</td>
<td>22.03</td>
<td>15.25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Count of IR Requests Answered</th>
<th>1-7 days</th>
<th>8-14 days</th>
<th>Over 14 days</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>15</td>
<td>13</td>
<td>8</td>
<td>36</td>
</tr>
<tr>
<td>2009</td>
<td>23</td>
<td>14</td>
<td>11</td>
<td>48</td>
</tr>
<tr>
<td>2010</td>
<td>28</td>
<td>13</td>
<td>9</td>
<td>50</td>
</tr>
<tr>
<td>2011</td>
<td>43</td>
<td>10</td>
<td>10</td>
<td>63</td>
</tr>
<tr>
<td>2012</td>
<td>41</td>
<td>12</td>
<td>9</td>
<td>62</td>
</tr>
<tr>
<td>2013</td>
<td>37</td>
<td>13</td>
<td>9</td>
<td>59</td>
</tr>
</tbody>
</table>
Goal for 2013-14: to maintain the response time for normalized ad hoc information requests within 14 days, and to within 21 days for advanced requests requiring more investigation (note: this goal was met for the 2008-13 period).

The OIR is increasingly requested to provide analysis and reports for customized, sophisticated longitudinal studies of institutional information. When these requests are received, the requestor is informed of the approximate time anticipated to successfully respond to the request. In some cases, the information requested cannot be prepared in a timely manner due to the complexity of the request, prioritization of the workload of the office, and/or the abilities of the office.

Goal for 2013-14: to continue to work with requestors to clearly define, or refine, the request in such a way that customized information requests are satisfactorily completed within a month of the request. The OIR now receives the initial data request, reviews it and schedules a conference with the requestor, as needed, to refine the request. This has greatly improved the process and it has increased the satisfaction of the requestor with the data provided (note: this goal was met for 2008-13 period).

The OIR is responsible for presenting reports to support system-wide initiatives (i.e., ATD, NCCBP, Graduate/Leavers, WAI Project, Hawaii Graduation Initiative) and annual and five-year program reviews. To date, the OIR has responded to the submittal deadlines of these activities within the specified deadlines.

Goal for 2013-14: to maintain the on-time submittal of information at 100 percent (note: this goal was met for the 2008-12 period).

The OIR makes extensive efforts to present institutional information in a retrievable manner on the OIR webpage. The webpage now presents a wealth of information regarding the institution and requires continual updating to maintain its currency and relevancy.

Goal for 2013-14: to continually update the OIR webpage so that it maintains currency on information for all archival and current information, and to revise the webpage so that official and in-house information are clearly presented and are retrievable.

Goal for 2013-14: to update, as needed in support of OPPE, the OIR webpage to provide institutional research information to continually support Accreditation review.

Goal for 2013-14: to provide support to the OPPE, as needed, in the creation of a webpage specifically presenting accreditation-related information.

In 2009, the OIR initiated email notices to faculty and staff alerting them to the addition of new information to the OIR webpage. The webpage now has “Quick Facts” and “Other Facts”, and “College-based Information” links which provide information to answer the most frequently and commonly asked local questions regarding the institution. Those curious about other institutional information may continue to “drill down” into more specific information through the other links to official UHCC and System IRO information provided on the webpage.
Goal for 2013-14: to maintain the email alerts for new information posted on the OR webpage for the information added (note: this goal was met for 2008-13 period).

Administrative and other decision-makers at the College need daily “desktop” access to institutional information to make planning decisions. COGNOS was touted as providing this access but it is now known that this will not occur. The OIR has proposed that two software programs, Hyperion and PL/SQL, be installed on administrative and department chairs computers enabling them to run routines, prepared by the OIR, which will allow them to directly query the ODS and manage the data therein to their specifications. This effort requires the purchase of additional licenses for the institution.

This goal from 2009-10 has not been achieved due to UHCC policy regarding COGNOS, and technical and cost considerations in implementing the OIR Hyperion/PL/SQL alternative.

Goal for 2013-14: to continue to research and develop ways for administrators and department chairs to access data from their desktop in accordance with the new data governance policies of Executive Policy E2.215, Institutional Data Governance.

**Program Improvement**

In 2009-10, the OIR was at a critical point in its development. In order to provide the information for complex and sophisticated longitudinal studies, precise in-depth detailed studies, and to support the needs of the Office of Planning and Program Evaluation, programming support was required. The APT Institutional Researcher position, originally part of the expiring Title III Grant, position was institutionalized as a general funded position.

In addition, the APT Programmer from ETC was assigned to the OIR and will provide programming information to the OIR and Office of Planning and Program Evaluation.

**Action Plan**

The OIR will continue to provide the institution with institutional research, as needed, to support its mission.

The OIR will continue to enhance its abilities to provide institutional information through training and interaction with the IR Cadre.

The OIR will strive to provide information to the constituencies of the institution in timely and appropriate reports.

The OIR will strive to develop ways in which “desktop” access to institutional information is provided to decision-makers.
The OIR will continue to implement changes in the way it responds to information requests following the new data governance policies of Executive Policy E2.215, Institutional Data Governance.

The OIR and OPPE will participate in the formalized PBC budget process enabling them to purchase supplies and equipment, renew software licenses, and otherwise expend funds to support their missions.

**Budget Implications**

In 2002-2007 the OIR had no funds allocated to its functioning. In 2008, at the request of the Director, an account code was established and the office received an allocation of $1,000. In 2009 and 2010, an accounting of expenses was initiated revealing the actual cost of software licenses and renewals and estimated office expenses. A typical budget for 2013-2014 for the combined operation of the Offices of Institutional Research and Planning and Program Evaluation is presented below.

### Typical Budget for the OIR and OPPE

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies</td>
<td></td>
</tr>
<tr>
<td>office supplies</td>
<td>1,000</td>
</tr>
<tr>
<td>printer and scanner supplies</td>
<td>1,500</td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
</tr>
<tr>
<td>Four computer upgrades (per year)</td>
<td>3,500</td>
</tr>
<tr>
<td>color printer and scanner and software (per year)</td>
<td>500</td>
</tr>
<tr>
<td>Software</td>
<td></td>
</tr>
<tr>
<td>Hyperion license renewal (4)</td>
<td>4,200</td>
</tr>
<tr>
<td>PL/SQL license renewal (4)</td>
<td>1000</td>
</tr>
<tr>
<td>SPSS license renewal (1)</td>
<td>400</td>
</tr>
<tr>
<td>Survey Monkey license renewal (1)</td>
<td>400</td>
</tr>
<tr>
<td>Professional Development</td>
<td></td>
</tr>
<tr>
<td>training and memberships</td>
<td>5,500</td>
</tr>
<tr>
<td>Travel (conferences)</td>
<td>3,000</td>
</tr>
<tr>
<td>Webinars</td>
<td>1,000</td>
</tr>
<tr>
<td><strong>Total (per year)</strong></td>
<td><strong>22,000</strong></td>
</tr>
</tbody>
</table>
Part IV. Marketing and Public Relations Office (MPRO)

Mission
The Marketing and Public Relations Office’s (MPRO) mission is to promote public awareness and understanding of the College, its programs, policies and services with internal and external constituencies including prospective students, news media, community, potential donors, current students, faculty and staff.

Program Outcomes
MPRO serves two primary functions:

1. To build and maintain a positive image of WCC among its various constituencies; and
2. To assist the college community in maintaining and building student enrollment by 5% each year.

Activities of MPRO
MPRO’s primary objectives are:

- To develop and implement an annual marketing plan with the support and input from the Marketing Committee consisting of a cross-section of campus constituents.
- To promote the College’s brand and sustain a strong institutional image by regularly communicating College news and pertinent information to internal/external constituents.
- To support WCC’s faculty/staff/administrators with marketing and public relations projects to help the College meet its enrollment goals and objectives in a timely, accurate and cost-effective manner.
- To maintain professional standards for the College’s publication and communications.

ASSESSMENT RESULTS FOR AY 2012-2013

Number of Staff Members in MPRO
There are two staff members dedicated to accomplishing marketing and communications goals and activities: a marketing/public relations officer and a graphic designer with a yearly budget of $36,000. The budget is planned with strategies that are executed based on providing the greatest reach of messages on behalf of the College to the largest targeted audiences possible.

Number and types of marketing and communication services provided
1. Media relations (press releases, response to inquiries, requests for info, etc.)
2. Ad design/production (art direction, graphic design/layout digital and print)
3. Communication design/production (e.g. newsletters, posters, course schedules, catalogs, brochures, flyers, posters, etc.)
4. Signage design
5. Web design consultation
6. Online communications (Spotlight, e-marketing, etc.)
7. Photography and photo editing
8. Videography and video editing
9. Special events coordination/execution
10. Copywriting (advertising, print, online publications)
11. Editing
12. Report writing (campus, UHCC System)
13. Speech writing
14. Feature story writing
15. Script writing (TV and radio)
16. Powerpoint or multi-media presentation
17. Video production/coordination
18. Social media networking (Facebook, Twitter, YouTube)
19. Recruitment/outreach activities
20. Talent search and
21. Consultation

Accomplishments for AY 2012-2013

Public Relations

Through public relations efforts, MPRO produces more than 50 press releases for distribution to various media resulting in approximately 980 column inches of free print and online news site publicity. In addition, more than 2 hours of free broadcast publicity on primetime TV news and public television, along with numerous radio public service announcements can be linked to these efforts.

There were 98 public relations projects in AY2012-2013, ranging from coordinating and executing news media management and relations, to supervising coverage of campus activities and issues in media, disseminating visuals and news releases of campus activities to media outlets, scheduling news interviews, monitoring electronic/print coverage of news, creating talking points, responding on behalf of the College to sensitive media issues, creating content for presentations, and overseeing promotional material to the public.

Some highlights of the public relations efforts are:
- Over 200 column inches of publicity in Midweek Islander have brought scores of community members to Chemistry Forums, student concerts and performances, Talk Story and Out Loud in the Library events
- Over 120 column inches of publicity Gallery ‘Iolani’s exhibitions in the StarAdvertiser with large, full-color photos
- Over 300 column inches of publicity on the Windward Ho’olaule’a, Palikū Arts Festival and WCC Bon Dance helped to attract over 20,000 visitors to campus

19
Media blitz (TV, print, radio, social media) helped promote the Paliku Arts Festival with over 4,000 in attendance
Radio, print and social media filled more than 400 seats at Scholarship ‘Aha events
Malmalama o Koʻolau newsletter informs 10-15,000 Kaneohe-Kailua households and WCC mail list members of programs and events at the College twice a year
Facebook, Twitter and YouTube social media keeps students and followers up-to-date with WCC news and conversation

Event and Program Planning and Promotion

MPRO has been a leader in organizing, promoting and executing successful events such as the Grand Opening of the Library Learning Commons and 40th Anniversary celebrations. In addition, MPRO plays a key role in promoting annual events like the Windward Hoʻoalauleʻa, Palikū Arts Festival and the WCC Bon Dance, as well as Atelier Hawaiʻi, Imaginarium shows, the Native Hawaiian Scholarship ‘Aha, major Palikū productions, StarPoets Contests and Chemistry Forum events.

In addition, MPRO supports fundraising efforts by the fund development director of community colleges at UH Foundation. Activities include the Chancellor’s Gala, Scholarship Reception, and Ambassadors meetings, as well as creating initiative information kits for fund development meetings with the chancellor.

Additional Local and National Marketing and Public Relations involvement

- Leadership role on campus as chair of Mission Statement committee and co-chair of 2010 Self Study, Standard III-B–Physical Resources
- Leadership role on campus as part of the Emergency Communications Team – responsible for emergency communication during an emergency through social media
- Leadership role in the community as President of Kaneohe Business Group 2009-2011
- Leadership role on campus and community as event co-chair, faculty booth chair and publicity chair on Windward Hoʻoalauleʻa Steering Committee 2008-2013
- Leadership role in the community as publicity chair of Castle High School Project Grad committee 2008–2013
- Leadership role as UHCC Marketing Committee member to create island-wide ad campaign–print, television, and Web promotions 2006–2013
- Leadership role in the community representing the College at Neighborhood Board Meetings

Communication Design

MPRO completed 346 design and photography projects in AY 2012-2013—a total value ranging from $250,000 to $350,000 if contracted outside the College. All of the activities are within the scope of MPRO's mission and meet the objectives relating to MPRO's stated goals.
There were 346 design projects in AY2012-2013, ranging from catalog, schedules, newsletters e-communications, advertising, brochures, fact sheets, signage to Web-based advertising, social media and incorporated video presentations.

**Photography**

Although not an official function of MPRO, creating original photography for Windward CC continues to be a significant part of MPRO’s operations, with total of 36 photo shoots completed for a wide variety of faculty clients, projects and events. These images are used in TV spots, print advertisements, print articles, books, various websites, posters, fund development appeals, fliers, brochures, WCC newspapers and Malamalama ‘o Ko’olau newsletters, PowerPoint presentations, online news, direct mail pieces and campus signage, but to name a few.

Quality photography contributes to building and maintaining a positive public image of the College, its faculty, programs, facilities and students. MPRO produces highly cost-effective images tailored specifically to the aesthetics and demographics of the WCC campus community.

- There were 36 photography projects in AY2012-2013, ranging from faculty headshots to architectural features, program highlights, and advertising set-ups to event shooting and specialized product shots

**Video Production and Editing**

With the acquisition of an HD DSLR video camera, lighting and grip equipment, as well as video editing software in 2011, MPRO finally began its foray into video production and editing. Marketing initiatives are trending increasingly towards video production geared specifically for websites, social media, such as YouTube, Facebook, Vimeo, etc. MPRO sees video production as pivotal and plans to devote increasingly greater time and resources to that end.

- There were 6 Video Production projects in 2012-2013:
  - Dr. Inge White's Agripharmatech Student Testimonials for BOR
  - Windward Ho'olaule'a 2013 :30 and :60 ads for TV promotion
  - Student Leslie Baker Scholarship Testimonial
  - LLC Grand Opening Interviews with Original Staff and Lawmakers
  - Service-Learning Fair

**Website**

Windward CC’s website is the cornerstone of its brand and a lifeline to the community. MPRO supports the WCC website by providing a steady stream of content, as well as feedback on design and content-related issues.

During the AY2009-2010, investments were made to upgrade the WCC website server resulting in an increase of traffic and keyword search for Windward Community College.
There is a correlation of increased traffic* and hits to the WCC portal website when television and print ads run, and during flights of radio advertising, driving potential students to the website for program information and applications.

- *The Windward CC website received 1,510,026 unique visits in AY2012-2013 compared to 721,031 visits in AY2010-2011 – an increase of 109.4%. We are able to see a trend of spikes in activity especially in August and January, at each semester’s start. Comparing to 236,258 visits in AY2007-2008, it is clear that the WCC website is a fundamentally important communications instrument.

**Social Media**

MPRO is the designated administrative office responsible for online presence of Windward CC’s Social Media – the engagement of multi-directional conversation on the Web. In 2011, MPRO established a WCC Social Media “hub,” where all valid campus Facebook pages co-exist under the umbrella of Windward Community College’s institutional Facebook page. Today, WCC leverages the power of Web-based interaction with students, parents, alumni, donors and the media through:

- Facebook
- Twitter
- YouTube
- Instagram

For example, promotion of Windward Ho‘olaule‘a event through Facebook resulted in more than 10,000 people who saw our posts, shared from a small fan base of 49. Today, our Facebook has 406 fans who share with more than 3,000 people, who share with others (numbers unknown), and exponentially, the numbers keep growing as fans share our posts.

Social media has become the go-to source for emergency communications in the event of campus closures due to weather, power outages, etc. Students rely on social media through mobile devices such as smartphones and tablets to receive up-to-the-minute information.

**Cost-Saving Measures**

**On-Demand Printing of Academic Catalog**

In 2009, WCC shifted from a one-year catalog to a two-year catalog. This year, Windward CC moved toward a Web-based catalog, with paper copies being printed only on demand and for a nominal fee. The College’s Schedule of Classes is based online.

MPRO utilizes an in-house Xerox graphics printer recently acquired on a five-year lease to print small quantities of posters, brochures, invitations, fliers, and a host of other print collateral, saving the college thousands of dollars in commercial printing costs.

**MPRO Comparable Measures**

Most importantly, MPRO has exceeded its objective to assist in increasing and sustaining enrollment by 5 percent annually. WCC has been one of the consistent leaders in enrollment
growth within the UH System over the past five years.

Enrollment increases (Fall):

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>2,316</td>
<td>18.2</td>
</tr>
<tr>
<td>2010</td>
<td>2,625</td>
<td>13.3</td>
</tr>
<tr>
<td>2011</td>
<td>2,705</td>
<td>3.0</td>
</tr>
<tr>
<td>2012</td>
<td>2,741</td>
<td>4.4</td>
</tr>
<tr>
<td>2013</td>
<td>2,840</td>
<td>2.2*</td>
</tr>
</tbody>
</table>

*As per memo from Linda Johnsrud, UH Executive Vice President of Academic Affairs (Sept. 9, 2013).

- Enrollment in 2012-2013
  While UH Community Colleges saw an overall 3.5 percent decrease in enrollment for the Fall 2013 semester largely due to the upturn of the economy and more students entering the workforce, Windward Community College had the largest increase in both enrollment (2.2 percent) and student semester hours (3.3 percent).

Action Plan

To enhance the effectiveness of MPRO, the following are suggestions for program initiatives:

- More involvement with stakeholders at the planning level
- Web training for future Web development
- CS Cloud as an upgrade from our current Adobe products (downloadable software; not currently covered by IT purchasing)
- Video training for future Web/media involvement – Final Cut Pro X training
- Include Marketing Committee goals and outcomes for improvement in future assessments
- Work with Academic Affairs to improve database processes for ease of production on print and Web-based catalog – explore online catalog and mobile app (not pdf as is currently used)
- Continue marketing efforts by reaching further into the non-traditional student market and support Student Affairs counselors with developing informational packets to distribute to college and career fairs
- Continue to improve public relations efforts to increase public awareness of WCC’s programs, services and special events
- Create an online newsletter, magazine or blog highlighting college programs, successes and donor news
- Leverage social media networking by adding Flickr and Vimeo photo apps
- Work with recent data from Media Preferences survey (Oct. 2012) to provide targeted services to users of technology, and non-technology users
- Discuss other areas of funding for marketing projects
- The College’s website is a critical marketing and communications tool that requires regular maintenance and periodic design upgrades. At this time there is no full-time Web developer. If resources were invested, the WCC website could address the needs of visitors more fully, and integrate and leverage online and responsive mobile applications now available.
Budget Implications

Web developer is needed to upgrade and maintain website/or Web designer to periodically upgrade website and to accommodate responsive mobile applications and emerging web technologies.

Camera Equipment needed:
- Replace one camera
- Purchase camera and video equipment:
  - a slider (dolly) and mount for use in video;
- CF card
- Tripod

Part V. Private Fundraising

In 2009 the College lost its full time Development Officer in support of private fundraising from the University of Hawai‘i Foundation. In 2010 the college was assigned .25 FTE of a UH Foundation Development Officer’s time to support private fundraising.

Mission

The mission of the University of Hawai‘i Foundation, the 501 (c) 3 fundraising arm of Windward Community College, is to transform and create a better future for Hawai‘i through alumni and community philanthropic support for public higher education, to be a trusted manager of private investments, and to build and sustain the university’s relationships with donors, alumni, the community, and institutional and university partners.

Fund Raising Program Description

- Identify, cultivate and solicit individuals (alumni, friends, parents, community leaders and others) who have the capacity to make gifts to WCC.

- Establish key areas of interest with donors.

- Make appropriate suggestions for gifts of support to donors: monetary and/or in-kind support.

- Involve and educate donors with WCC fundraising and its related activities so they can help make our case to other potential donors.

- Ensure donors are properly thanked and recognized.

- Inform community members/donors about WCC, its programs and support needs via direct mail, media, and guest speaker opportunities at community organization meetings.

- Educate and involve faculty, staff and academic leadership in the fundraising process.
• Prepare proposals for private foundations for monetary grants or in-kind support.

• Establish positive relationships with elected officials.

• Establish accounts within system to properly steward donor-specific gifts.

• Work with the U.H. Foundation Officer to maximize private fundraising on behalf of the College.

Fundraising Activities of the Chancellor’s Office

• The Development Officer (DO) cultivates and builds rapport with alumni, friends, parents, community leaders and others to ask for gifts of support for WCC.

• The DO develops key areas of interest with donors.

• The DO makes appropriate asks of potential donors.

• The DO advises the Chancellor on all funding strategies with appropriate informational updates.

• The DO educates and involves WCC volunteers.

• The DO thanks donors for gifts of support of $150 and above with an informal handwritten note.

• The DO thanks all donors with a formal thank you letter.

• The DO calls donors of $500 and above.

Program Improvements

The Chancellor will continue to work with the Development Officer pursuing donor priorities that include:

• Advancement Fund
• Scholarships
• Library Learning Commons Naming Opportunities
• Palikū Theatre
• Imaginarium/Observatory
• PaCES
• Visual Arts and Performing Arts Credit Programs
• Certified Nursing Assistant Pathways
• Veterinary Technology Program
• Agripharmatech Program

Finally, the Chancellor worked with the University of Hawaii Foundation Officer to promote private fundraising to include a Gala Fundraiser Dinner in the summer 2012, Office of Estate and Gift Planning seminar during the academic year, as well as scholarship reception, and grants activities with private foundations to include Castle Foundation and Robert Wood Johnson Foundation. The chief component of the private fundraising during the academic year was from a successful grant written to support high risk students and funded by the Castle Foundation. The grant writer for this project was Vice Chancellor Ardis Eschenberg and the project was funded for $922,000 over a four year period.

Measure Outcomes

As mentioned previously, the College lost its Development Officer in 2008, and the position was not replaced until 2010-11. During the interim the Chancellor worked with volunteer help and staff support from UH Foundation on an ad hoc basis. Private fundraising increased 57 percent during the 2012-13 academic year from 2011-12 to a total of $1,403,953.

Analysis of the Program

Currently the program is in transition working with a re-constituted Windward Ambassadors membership to expand the group and to attract new donors to the college. The Ambassadors are central to the planning and executing of an annual fundraising Gala, as well as receptions for scholarship donors and alumni.

Action Plan

- Maintain relationships with existing donors, particularly those who have renewed or increased their contributions to scholarship funds and other Foundation accounts.

- Reconstitute the Windward Ambassadors membership and renew relationships with former members while welcoming new members.

- Renew relationships with existing advisory councils to assure that they feel appreciated and to solicit their advice about fund raising.

- Work closely with elected representatives to position the College to support its budgetary needs.

- Continue to prepare proposals for private foundations for monetary grants or in-kind support.

- Another Scholarship Reception as well as a fund-raising Gala to be held during the spring semester 2014.
Budget Implications

There are no new budget requests.
Appendix A. PBC Request Forms