

KAUA‘I COMMUNITY COLLEGE

Integrated Planning

1. Purpose

To establish a mission statement and integrated planning process that will support the college goals and guide decision-making within the context of the University of Hawai‘i System.

2. Policy

Kaua‘i Community College maintains a relevant mission statement and implements an integrated planning process to support that mission statement. The process includes broad participation from the college and the community that it serves.

3. Related University Policies

Strategic academic planning within the Kaua‘i Community College is carried out as a means to implement key components of the following University of Hawai‘i policies:

- A. University of Hawai‘i Board of Regents Policy 4.201 [Mission and Purpose of the University](#)
- B. Board of Regents Policy, Chapter 4, Section 4-3, [Unit Academic Plans](#).
- C. University of Hawai‘i System wide Executive Policy, E4.201, [Integrated Long-Range Planning Framework](#)
- C. University of Hawai‘i Community Colleges Policy, [UHCCP 4.101, Strategic Academic Planning](#)
- D. University of Hawai‘i Community Colleges Policy, UHCCP 5.202, [Review of Established Programs](#)
- E. [Kaua‘i Community College Policy, KCCP 1-6](#), Review of Established Programs

4. Mission Statement

A. Mission Statement Principles

The college mission statement is developed and maintained according to the following guidelines set forth by the Board of Regents Policy 4.201, Mission and Purpose of the University.

B. Mission Statement Review and Revision

- i. The mission statement will be reviewed and revised, if necessary, at least every five years to ensure currency. In the event of a campus or University of Hawai‘i system action that suggests a change in the college mission between five-year reviews, the mission will be reviewed by College Council following said action. If

the College Council determines a more thorough review is necessary, the five-year review process (B.iii) will be enacted.

- ii. Program and unit assessments from the previous year's annual program review update (APRU) and comprehensive program review (CPR), University of Hawaii Community College (UHCC) performance indicators and other college metrics will be used to measure the college's strategic priorities and goals. If a change to the mission is deemed necessary, the five-year process (B.iii) will be enacted.
- iii. In the fifth year that is designated for a full review of the mission statement, a Mission Statement Task Force will be appointed (C.iii). The task force will incorporate input from all areas and may offer revisions to the mission statement for College Council consideration for approval. The College Council will consider the Mission Statement Task Force's recommendations, and submit recommendations to the chancellor. If there are changes to the mission statement, the revised mission statement will be presented to the Board of Regents for approval.

C. Mission Statement Responsibilities

- i. The Chancellor shall have the responsibility to:
 - a. Initiate the process to review the mission statement;
 - b. Create a timeline for the process that is coordinated with the UHCC and UH System planning processes;
 - c. Initiate the review process at a College Council meeting;
 - d. Appoint a task force to review, and if determined necessary, re-write or revise the mission statement;
 - e. Direct student leadership to solicit input from students;
 - f. Work with the college to revise the mission statement; and
 - h. Incorporate broad input from both internal and external constituencies.
- ii. The members of the College Council shall have the responsibility to:
 - a. Participate in the review, revision, and/or development of a new mission statement;
 - b. Involve their constituencies in the mission statement process and communicate between the College Council and their constituencies;
 - c. Select and approve the final statement; and
 - d. Review and evaluate the mission statement process every five years.
- iii. The members of the Mission Statement Task Force, appointed by the chancellor, shall have the responsibility to:
 - a. Compile suggested changes and incorporate changes where appropriate; and
 - b. Provide suggested revisions to the College Council to review and recommend for approval.

5. Integrated Planning

A. Integrated Planning Principles

- i. Kua'i Community College's mission and goals shall drive the planning process.
- ii. The planning process shall promote student learning and the achievement of students' educational goals.
- iii. The planning process integrates multi-year and annual planning across levels and units, and integrates planning with college organizational structures, operations, and operational cycles.
- iv. Through the planning process, the college community requirements, and external imperatives in order to evaluate and, as needed, revise its philosophy, mission, goals, objectives, programs, and services.
- v. The evaluation of the results of past years' plans is an integral part of the planning process for subsequent years.
- vi. The planning process facilitates communication about the process and its results to all members of the college community by employing open procedures that affirm collegiality through a spirit of mutual respect and trust.

B. College Strategic Planning Responsibilities

- i. The chancellor shall have the responsibility to:
 - a. Initiate the planning procedures.
 - b. Create a timeline for the process that is coordinated with the UHCC and UH system planning processes.
 - c. Work with the college to develop and publish a multi-year strategic plan.
 - d. Incorporate broad input from both internal and external constituencies.
 - e. Use the outcomes of the strategic planning process to set college goals and priorities that are reflected in program planning, budget planning, and resource allocation decisions.
 - f. Annually assess the college's progress toward identified goals and priorities in the currently approved Strategic Plan.
- ii. The members of the College Council shall have the responsibility to:
 - a. Participate in the development of college goals and priorities.
 - b. Involve their constituencies in the planning process and maintain communication between the College Council and their constituencies.
 - c. Bring attention to internal and external issues of which they are aware that may potentially impact the college.
 - d. Provide advice and input on college assessments, goals, and priorities.
 - e. Participate in the evaluation of the college's effectiveness in achieving

goals and strategic priorities using program and unit assessments from the previous year's APRUs and CPRs, UHCC performance indicators and other college metrics. Assist the campus in implementing recommendations that may occur from this discussion such as a strategic priority change or a change to the mission, etc.

C. Program Planning Responsibilities

i. The program members shall have the responsibility to implement a program review according to KCCP 1-6.

ii. The division chairs and appropriate administrators shall have the responsibility to:

Report on the status of their programs on progress towards strategic goals to the College Council and assign appropriate rankings to resource requests for College Council's consideration.

iii. The College Council shall have the responsibility to:

Evaluate programs and standing committees based on their progress towards goals and make recommendations to the chancellor for funding consideration.

D. College Strategic Planning Procedures

i. The University of Hawai'i's strategic planning cycle typically spans 6-10 years and will be updated as needed during that time. The college follows this cycle and the planning process begins when the UH system process is initiated.

ii. The Chancellor will initiate the planning process in College Council and create a timeline for the process. The chancellor together with the College Council will organize college discussions and solicit input from students and community members. The College Strategic Plan will be nested within the context with the UHCC Strategic Imperatives and attendant performance measures.

iii. The Kaua'i Community College Strategic Plan will be the focus of the integrated planning that is promulgated through the program review processes.

E. Program Review Planning Procedures

i. Planning takes place at the program levels through the program review processes. The CPR and the APRU aligns all program actions with strategic goals and data. The APRU and CPR processes guidelines are in KCCP 1-6.

- ii. The APRU process includes annual data updates for review, adjustment of action plans, and requests for resources that align with KCC, UH System, and State of Hawai'i budget processes. The CPR is a five-year evaluation of programs. This comprehensive review includes the development of a five-year plan, with specific actions supported by data, to guide continuous program improvement until the next CPR.
- iii. Annually, programs will use APRUs and CPRs (including program student learning outcomes assessments) to assess their effectiveness in achieving college and program goals. Recommendations to refocus priorities or change the college goals or mission that stem from this discussion will move to the College Council for further discussion and possible approval.

F. Evaluation

- i. The college regularly evaluates the integrated planning processes. The APRU and CPR processes are updated by the UHCC System. Resource allocation is reviewed annually by members of College Council.