INTRODUCTION

The Kaua‘i Community College (KCC) current Strategic Plan, was developed and adopted in 2001-02, covering the period 2003 – 2010. Concurrent with the development of the Strategic Plan, the College also reviewed and revised its mission statement, which was approved by the Board of Regents at the same time as the plan. Simultaneously, the University of Hawai‘i Community College system (UHCC) and the 10-campus UH System strategic plans were being developed and brought before the Regents. The campus strategic goals nest within the overall goals of both systems.

Since its adoption, the campus has worked to implement the integrated planning and budgeting process described in the Assessment Concept Map, copied below from the plan document. The Program Review (PR) and Annual Program Review Update (APRU) processes have been through one entire cycle and have been fundamental to the development of the last two biennial budget requests. The review procedure has also helped us to develop and implement a prioritization process in which the College Council rates and ranks all resource requests put forward through the PR/APRU for each program. The process is governed by college policy KCCM 1-6, which is on the College’s website at: http://info.kauaicc.hawaii.edu/admin/gov/progreview/index.htm

The Chancellor uses these recommendations in making final allocations and in the development of legislative budget requests, external grant applications and external fundraising efforts. The Chancellor also reports on campus progress on plan goals at the Fall Convocation every August. The fall 2007 presentation is posted on the campus website at: http://info.kauaicc.hawaii.edu/admin/gov/Admin/systemlinks.htm

The College has also made considerable strides in implementing the final, necessary connection to regular and formal Student Learning Outcomes assessment, as referenced in the Assessment Concept Map. A faculty member has been working one-on-one with other faculty in developing a coordinated assessment plan for program courses. Funding has also been provided to develop a common database in which to store the assessment information from each class, to allow for program wide and even campus wide analyses. The curriculum review process and the Curriculum Action Form (CAF) ensure that each course clearly states the SLOs for the course, how the course SLOs align with the Program SLOs and how those, in turn, align with the campus SLOs. Information on the forms and process are on the College’s website at: http://www2.hawaii.edu/~dressler/assessmenthome.html
Mission
Kauai Community College is an open access, post-secondary institution that serves the community of Kauai and beyond. We deliver education and training in a caring, student-focused and intellectually stimulating environment. This results in empowered life-long learners who think critically, appreciate diversity and lead successful, independent, socially-responsible and personally-filling lives.

Goals
Access
Learning & Teaching
Workforce Development
Personal Development
Community Development
Diversity

Communication & Dialogue within college and with internal/external stakeholders

Assessment

Program Level Assessment
Program Review including:
PHIs
Prog. SLOs
Focus Groups
Advisory Boards, etc…

College Level Assessment
College-wide SLOs:
Rubrics
CCSSE
Data, etc…

Course Level Assessment
Course SLOs:
Portfolio
Capstone Project
Rubric, etc…

Implementation
Curriculum & Support

College-Wide SLOs:
Communication
Cognition
Information Competency
Social Interaction
Aesthetic Responsiveness
Personal Development & Responsibility

Assessment Concept Map
In 2007, the campus, as part of a systemwide process, began the review and updating of this plan. A unified and coherent system review informed and enriched the campus discussion with data and new perspectives. As a result of this system effort, the current Strategic Goals on campus and system levels were reaffirmed and a set of specific and objective Strategic Performance Measures were developed to guide planning on campus through 2015.

**THE MISSION**

The Mission of KCC remains the same and has been regularly reviewed by the College Council.

“The common purpose of the University of Hawai‘i system of institutions is to serve the public by creating, preserving, and transmitting knowledge in a multi-cultural environment.” (*University of Hawai‘i System Strategic Plan: Entering the University’s Second Century, 2002-2010*) Within that overall Mission the Community Colleges have as their special mission to broaden access, to specialize in teaching and learning, to provide a trained workforce, to provide opportunities for personal enrichment, to contribute to the community and to use our uniqueness to create curriculum and foster relationships throughout the world.

*Kaua‘i Community College Mission Statement*

Aligned with the University of Hawai‘i Mission, the Kaua‘i Community College mission reflects its island culture and the University’s commitment to education.

Kaua‘i Community College is an open access, post-secondary institution that serves the community of Kauai and beyond. We provide education/training in a caring, student-focused and intellectually stimulating environment. This education/training contributes to the development of life-ling learners who think critically, appreciate diversity, and lead successful, independent, socially responsible, and personally fulfilling lives.

As a respected leader and powerful economic engine on Kaua`i, we create quality of life for our graduates and community. As an integral part the University of Hawaii system, we provide an expansive continuum of opportunities in academic, technical, vocational and cultural programs. We offer open access and solutions for community needs, as well as stepping stones for our diverse local and global student body to achieve their dreams. Our mission is accomplished through:
• Timely and timeless learning, both practical and theoretical, comprehensive and accessible to students of all ages and backgrounds.
• An appreciation for intellectual pursuits which fosters in our students the ability to analyze problems, think critically, and communicate ideas effectively through writing, speech, and/or an artistic medium.
• Creative synergies of curriculum and programs that maximize the use of technology for global reach and adaptability to change
• Programs and facilities to attract, support and house an international student body.
• Partnerships: campus, community, UH system, state, national and global
• Active, involved leadership and participation throughout our campus.
• Community leadership and service, institutionally and individually.
• Customized programs and events, which broaden our reach and expand our role for visitors, residents, and students seeking degrees or simply the joy of learning.
• Ongoing assessment and evaluation of services, changing and improving as needed.
• Professional development and support for all employee

THE PLANNING PROCESS

In 2006-07 the UH system undertook an extensive analysis of state higher education needs, presented as the Second Decade Project. The results of that analysis were presented broadly, throughout the campuses and their communities. Several presentations were made on the Kaua‘i campus and the presentations were made available on the web. This data-driven discussion was the first step in the review of the current strategic plans on both the campus and system levels.

In 2007-08 the campus, again in concert with the UHCC and UH systems, began the formal process of reviewing the current strategic plans on both system and campus levels. The UHCC system office facilitated Strategic Planning Council made up of the Chancellors, Faculty Senate chairs and student government representatives from each campus and UHCC VP John Morton, Associate VP for Academic Affairs Mike Rota and Associate VP for Administrative Affairs Mike Unebasami. The group was supported by staff from the system office.

As described in the UHCC Strategic Planning Questions document
The work of the Strategic Planning Council is to develop a consensus around a set of issues and outcomes that are within the framework of the UH system plan major goals and planned outcomes, but relevant to the community colleges as a system. It is also the work of the Council to get agreement on the language describing the issues and outcomes as well as the specific performance outcomes we are seeking to achieve during the planning period.

UH system VP Linda Johnsrud came to the KCC campus on October 25, 2007 to get direct input from interested faculty, staff, students and community members for the 10-campus UH system plan. In addition, a website was established and the notes from all campus discussions were posted, including those from Kaua‘i. Stakeholders throughout the system and the general public were able to read, consider and make comments upon all of the materials presented through an on-line forum.

As a result of these UH systemwide discussions, the current plan strategic goals were reaffirmed and a set of objective performance measures were developed. University of Hawaii System Strategic Outcomes and Performance Measures, 2008–2015:

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.

On the campus, the College Council served as the primary forum for the review process. The various system discussions were incorporated into the campus process. Three Campus Conversations, open to all faculty and staff, were scheduled to gain input from a wide audience about the proposed Performance Measures and to determine if there were any Kaua‘i specific measures we wished to add to the list. The notes from those meetings were shared with the
campus community and posted on the College website http://info.kauaicc.hawaii.edu/admin/gov/Admin/systemlinks.htm
These discussions were then added to the UHCC and 10-campus system input and considered by the College Council in making final decisions about the current Goals and, more importantly, the Performance Measures.

**PLANNING CONTEXT**

The UHCC system Strategic Planning Council developed a thorough paper on the planning context, which was one of the resources used by the College in its own review. That analysis is also available on the College website at: http://www.hawaii.edu/vpaa/system_aa/strategic%20plan/UHCC_Strategic_Planning_Context.pdf

The KCC campus process acknowledged this system analysis, in particular looking at campus data on the demographics of our student body and the community we serve, as well as the impact of global, national and statewide economic issues. Indeed, the workforce needs of our community as well as the reality of the significant numbers of academically underprepared students who enroll at KCC were the underpinnings of our original strategic planning in 2002. The nature of those challenges has not changed appreciably. However, the current status of the College’s responses to those issues, as well as the economic condition of the community has changed.

In addition to these broad issues, the College considered some Kaua‘i specific issues.

*Kauai Specific External Issues*

- Kaua‘i has a significant and growing population of senior citizens, beyond the age ranges which are the focus of the system plans. Many of these seniors are part time residents of the island, but the majority are year round residents. Their needs and interests are a significant part of the needs of the community.

- The Kauai Comprehensive Economic Development Strategies (CEDS) document identifies six industry clusters as the focus of economic development for the county. They are:
  - Food & Agriculture
  - Health & Wellness
  - Sports & Recreation
  - Arts & Culture
  - High Technology
  - Renewable Energy
A growing number of businesses, as well as the county government, are implementing sustainable practices and processes, and new businesses are growing to support these needs.

**Kauai Specific Internal Issues**

- The College Success Center, a comprehensive response to the needs of underprepared students, coordinates the efforts of instruction, student services and academic support. Piloted through grant projects supported by Perkins and Title III funding, the successful pilots are now being implemented with college funds.

- The STEM Initiative with the local high schools has reestablished a close working relationship between faculty at the college and the schools, especially in the STEM areas. Faculty in English are also ready to launch a similar effort with their counterparts in the high schools, and faculty in CTE have already produced similar articulation agreements.

**STRATEGIC PLAN UPDATE**

The table below shows the alignment among the major strategic planning concepts and goals underlying the University’s and the College’s Strategic Plan and this current update. First among these elements is the State’s Agenda for Higher Education, which includes:

- Increase the Educational Capital of the State
- Address Underserved Populations and Regions
- Diversify the Economy
- Expand the Workforce
- Renew and Expand Infrastructure

The UH system Strategic Plan Goals, which were **reaffirmed** in this update process, are:

**GOAL 1: Educational Effectiveness and Student Success**

Embrace a culture of excellence and performance as the hallmarks of effective learning and student success.

**GOAL 2: A Learning, Research, and Service Network**

Engage diverse elements of the UH system in intellectual capital formation that enables Hawaii to flourish.

**GOAL 3: A Model Local, Regional, and Global University**

Transform the international profile of the University of Hawaii system as a distinguished resource in Hawaiian and Asian-Pacific affairs, positioning it as
one of the world’s foremost multicultural centers for global and indigenous studies.

**GOAL 4: Investment in Faculty, Staff, Students, & Environment**
Recognize and invest in human resources as the key to success and provide them with an inspiring work environment.

**GOAL 5: Resources and Stewardship**
Acquire, allocate, and manage the resources needed to achieve success and exercise exemplary stewardship over University assets.

The Kauai Community College Strategic Goals remained aligned with these 10-campus UH System goals as noted in the table below.

**STRATEGIC PLAN PERFORMANCE MEASURES**

The result of this strategic plan review and update process on both the system and campus levels was the development of a set of quantifiable Performance Measures, by which the campus may objectively track its progress toward its Strategic Goals.

The Kaua‘i Community College Strategic Goals and accompanying actions are mapped against the above agenda and UH Goals on the one hand, and against the newly adopted Performance Measures on the other.

The College’s own SLO assessment process must also be integrated into these strategic Performance Measures. Then the College will continue to track progress on all these measures, as well as on the most fundamental of outcomes, student learning.