KAUA`I COMMUNITY COLLEGE
Review of Established Programs

1. Purpose

This policy addresses that portion of the University of Hawai`i System-wide Executive Policy E5.202 which concerns established program reviews and delineates the relationship among annual and periodic reviews of institutional effectiveness to operational decision making and resource allocation.

2. Policy

Kaua`i Community College's academic programs and non-instructional units shall undergo an Annual Program Review Update (APRU) and a Comprehensive Program Review (CPR) on a regular basis to assess effectiveness so as to incorporate improvements or to inform other decisions related to the program.

3. Related University Policies

    A. Board of Regents Policy 5.201 Instructional Programs
    B. University of Hawai`i System-wide Executive Policy E5.202, Review of Established Programs
    C. University of Hawai`i Community Colleges Policy (UHCCP) 5.202 Review of Established Programs
    D. Kaua`i Community College Policy Guideline 1-8 Procedures for New or Revised Mission Statement and for Integrated Planning

4. Definitions

    A. Established programs include academic programs which have received final approval by the Board of Regents following the provisional cycle, and those programs offered prior to 1974 and continuously thereafter.
    B. Any coherent set of services or courses may also be defined as a program for review purposes by the appropriate Administrator upon review of the College Council and approval of the Chancellor. See the *Comprehensive Program Review Schedule* on the Institutional Effectiveness Website for currently defined programs.
    C. The CPR cycle for established programs is a five-year cycle with annual updates of action plans and an analysis of program health indicator data.
    D. The APRUs are annual reviews of program health indicators and progress on action plans from full program reviews, which provide feedback directly into budgeting, staffing and other resource allocation decisions.

5. Responsibilities

A. Chancellor
   i. Submits to the Board of Regents via the Vice President for Academic Planning and Policy an annual report on the program review process including action memorandum and review documents when recommending termination.
   ii. Ensures that program review data and action plans are incorporated into campus budget, staffing, facilities, and other resource allocation decisions.
   iii. Reads all CPRs and together with Vice Chancellors and Directors present a *Findings and Recommendation* report on CPRs to College Council ensuring that all areas of the College are aware of the impact of the programs' plans on that area of the College.
   iv. Publicizes all College Council meetings where APRUs and CPRs are to be discussed.
   v. Disseminates to the campus the APRU rankings and budget decisions made as a result of those rankings.

B. Vice Chancellors and Directors
   i. Ensure that programs and units complete the APRU and CPR on schedule.
   ii. Submit an annual summary report of program(s) progress toward program goals and identified action steps.
   iii. Review and discuss all CPRs with other Executive Cabinet members within two months of review by College Council and collectively meet with programs to discuss the iv. findings and recommendations. A summary of the discussion will be shared with the Division Chair and Program Coordinator.
   iv. Participate in the evaluation of the program review processes.

C. Director of Institutional Effectiveness and University Center
   i. Maintains the program review and sends a copy to the Board of Regents via the Vice President for Academic Planning and Policy.
   ii. Through the Institutional Researcher, transmits appropriate annual program health indicator data to the Vice Chancellors, Directors and Division Chairs/unit heads.
   iii. Through the Institutional Researcher provides appropriate longitudinal data for program reviews.
   iv. Initiates the evaluation of local program review processes.
   v. Develops the APRU and CPR review schedule for College Council in collaboration with the Chancellor.

D. College Council
   i. Reviews the action plans of all APRUs and CPRs for consistency with College mission and strategic goals.
   ii. Prioritizes program review action plans and accompanying resource requests in accordance with College priority goals and recommends allocations to the Chancellor for approval using the guidelines set forth in *Guidelines for Program Review Action Plans and Resource Allocation* (Appendix A).
   iii. Participates in the evaluation of the program review processes.
   iv. Updates the program review calendar to reflect new programs and other changes as directed by the Chancellor.

E. Division Chairs

     i. Ensure that all APRUs and CPRs accurately reflect the programs and program needs of the division.

    ii. Participate in the evaluation of the program review processes with the College Council for APRUs and the Executive Cabinet for CPRs.

   iii. Ensure that all action items from program reviews are addressed.

6. Guidelines

The process of on-going program review for established programs and services should be:
- Objective and data-informed
- Collegial, inclusive, and collaborative
- Focused on improvement of outcomes
- Consistent and openly communicated to both internal and external audiences
- Closely tied to operational and strategic planning and decision making

A. CPR

The CPRs should address not only program data and analysis to establish the current state of the program, but also an action plan for the future that is linked to the College mission and goals. The general format for instructional programs is located in UHCCP 5.202 Attachment 1-B. Kaua`i Community College provides a more detailed Comprehensive Program Review Outline which is located on the Program Review webpage. Programs will address all applicable program criteria questions as an aid to addressing Part IV of UHCCP 5.202 Attachment 1-B. Alternate components and measurements for non-instructional programs and services are located in UHCCP 5.202 Attachment 2, 3, or 4.

B. APRU

The APRU for established programs and services will include an update on the progress made on action plans from past reviews, an analysis of program health indicators, and resource and allocations requests. The general format for the annual program review update for instructional programs is located in UHCCP 5.202 Attachment 1-A or on the UHCC Annual Report of Program Data (ARPD) website. Kaua`i Community College provides a more detailed Annual Program Review Update Outline which is located on the Program Review webpage. Alternate components and measurements for the annual program review update for non-instructional programs and services will be the same as that of the CPR (UHCCP 5.202 Attachment 2, 3, or 4) or can be found on the ARPD website.

C. Prioritizing, Integrating, and Quality Assurance

Programs will use the *APRU Status Report and Resource Request Form* included in the Kaua`i Community College APRU and CPR outlines to report on the status of their action plans and resource allocations from the previous year(s) as well as present the current years' resource request. The CPR process will be reviewed by the College every two years on the even years and improvements implemented the following year.

College Council will prioritize the current years' resource requests according to the *Guidelines for Program Review Action Plans and Resource Allocation Decisions* (Appendix

College Council will also review the prioritizing and decision-making process annually every spring and improvements implemented in the following year.

Annually, in the fall semester, the College will assess the status of College goals and priorities through the measurement of performance indicators, program and institutional student learning outcomes, and other data (e.g. CCSSE, surveys, etc.). Progress towards program goals as detailed in APRUs and CPRs are an integral part of this review. Identified changes will be incorporated into the goals and strategic priorities once the College discussion is completed.

7. Related Documents

Comprehensive Program Review Outline
Annual Program Review Update Outline
Kaua`i Community College 2016 - 2021 Strategic Goals

**APPENDIX A: GUIDELINES FOR PROGRAM REVIEW ACTION PLANS
AND RESOURCE ALLOCATION DECISIONS**

1. APRU/CPR Action Plans

The final step in the program review process that links data analysis and decision making to resource allocation is the review of the CPR and APRU action plans and resource requests. The CPR cycle is 5years with APRUs during the intervening years. Every program completes either a CPR **or** an APRU each fall semester. Based upon the analysis of data of such factors as enrollment, workforce needs, transfer rates, program efficiency, student achievement, and student learning outcomes, programs develop a set of action plans and associated resource requests in their program reviews. These action plans then become the basis of the annual status reports embodied in the APRUs.

This document describes the overall process and the specific procedure followed by College Council in evaluating and recommending priorities among the various resource requests.

2. Levels of Review

The action plans and requests for resources are reviewed and prioritized on four levels:

- Program
- Division/Unit
- College Council
- Chancellor, Vice Chancellors, and Directors

A. Each **program** will update its action plan and prioritize its requests as it prepares its APRU or CPR. The plan should address the status of the prior requests and College priorities.

B. Each **division/unit,** which contains two or more programs will review the resource requests contained in the APRU/CPR action plans and prioritize the list of items according to the division/unit process.

C. **College Council** will review all APRU/CPR action plans and the itemized resource requests using a set of priorities and criteria that are reviewed each year. The priorities are identified through broad-based internal and external feedback of the College's mission and Strategic Goals. The criteria are reflective of the elements expected in the program review process (i.e., alignment with Strategic Goals, outcomes-oriented, data-informed, and focus on student learning).

D. The **Chancellor, Vice Chancellors, and Directors** will review the recommendations of College Council and assign the funding source for each request. Funding sources may

include Biennium and Supplemental Budget requests, current service base reallocations, external grant proposals, private fundraising or revenue generating activities by the programs themselves.

E. The **Chancellor** will make the final decisions on resource allocations based on recommendations from College Council, the Vice Chancellors, and Directors and priorities set by the College, the UHCC System, and the UH System.

3. Review and Revision of the Action Plan and Resource Allocation Process

This process and the specific criteria and priorities will be reviewed and revised, as deemed appropriate by College Council, in each spring semester for implementation in the following fall semester. Any changes, especially in the priorities or criteria, will be communicated to the programs before the end of the spring semester, or as soon as the changes are approved.

4. Timeline

August - September
The UHCC Policy and Planning Office, together with the College's Office of Institutional Effectiveness, will assemble performance indicators, student learning outcomes data, and other metrics that measure College goals in preparation for the APRUs, CPRs, and College discussions. The Chancellor conducts a College Conversation to discuss progress toward College goals and strategic priorities. Input from the conversation may result in changes to priorities.

September – October
The APRU and CPR cycles begin in the fall semester. The APRU tracks and analyzes annual review of program data (ARPD) , student learning outcomes, and other measurements that keep the college in alignment with the mission and goals. APRU and CPR reports are due at the end of October. The Vice President for Community Colleges (VPCC) visits the campus to report and discuss performance data, which measures progress towards College goals.

November-December
College Council reviews all APRU and CPR reports and ranks all resource requests by established criteria using a ranking rubric (Section 5 below).

January
The Chancellor, in consultation with the Executive Cabinet, approves the resource requests that are to be fulfilled and disseminates to College Council, programs, and divisions/units. APRU and CPR action plans are reviewed and readied for the UH System budgetary process. Administrative reviews of CPRs are completed and consultation with programs and divisions/units ensue.
February – May

The budget process for the system occurs from February to May. The Biennium or Supplemental Budget planning occurs in the spring semester. The Biennium Budget covers the following years: 2017-2019, 2019-2021, etc. The Supplemental Budget occurs if there is sufficient money in the state budget that will provide extra funding in the second year of the Biennium (2018-2019, 2020-2021, etc.).

April
VPCC visit with performance measure updates.

5. Resource Request Criteria Ranking Rubric (Scale of 0-9)

Criteria	0 Does Not Meet	1 Partially Meets	2 Mostly Meets	3 Fully Meets	4 Partially Meets	5 Mostly Meets	6 Fully Meets	7 Partially Meets	8 Mostly Meets	9 Fully Meets
Alignment	The request is not aligned to one of the Strategic Goals or one of the priority goals.	The request is aligned to one of the Strategic Goals but not to one of the priority goals.			The request is aligned to one priority goal.			The request is aligned to more than one priority goal and mission.		
Outcomes	The outcome is not specific, measurable, or aligned with one of the College's measures or one of the UHCC measures.	The outcome is specific and measurable and aligned with one of the College's measures or one of the UHCC measures.			The outcome statement describes how and when the outcome will be measured.			The outcome is relevant to meeting the priority goal(s).		
Evidence**	The program does not cite existing data to support its request.	The program cites existing data to support its request.			The program gathers and analyzes at least one type of data to support its request.			The program gathers and analyzes more than one type of data to support its request.		
Impact	The expected outcomes will not affect some of the students on campus.	The expected outcomes will affect some of the students on campus.			The expected outcomes will affect a large number of the students on campus.			The expected outcomes will affect most of the students on campus.		
Collaboration	The request does not demonstrate collaboration with one other department within the same division.	The request demonstrates collaboration with one other department within the same division.			The request demonstrates collaboration with one other division or college department outside of the division.			The request demonstrates collaboration with more than one other division or college department outside of the division.		

**Effective types of data would include quantitative and/or qualitative data to systematically evaluate, plan, implement, and improve the quality of our educational programs and services.