



A Roadmap of Where We Have Been and Where We Are Heading

A message from Dr. Robert Franco, Director of the Office for Institutional Effectiveness

I led and facilitated the development of College's Strategic Plans for 2002-2010, 2008-2015, and 2015 -2021.

The major tension in these plans is always between UH and UHCC alignments and amplifying what makes Kapi'olani Community College unique and wonderful. It's a lot to capture in one document.

The 2008-2015 plan was necessitated 2 years early as the UH system transitioned from President Evan Dobbelle to President David McClain. Dobbelle had envisioned a UH system without a UHCC System Office and that ran us into the uncharted and never-before-experienced waters of ACCJC "warnings." The system noise at that time was loud but that strategic plan and the leadership of McClain and Vice-President John Morton saw us through to safe, sustainable shores.

McClain and Morton both keynoted at the opening of our HUD-funded opening of the Palolo Ohana Learning Center and McClain often used a phrase that I've relied on in the last decade, "**We need to strengthen the signal to noise ratio.**"

The current strategic plan signaled a major shift to "student success" and I believe we lead the UH system in our student success practices, strategies, and innovations, but we need to reduce the noise. Today, the new tension is between "belt-tightening" and "innovating to meet the emerging needs of the State."

The current pandemic and the ones to follow combined with the existential threat of climate change will challenge and pound us, including all our students and their families, with loudly amplified noise. Communities in our Oceanic neighborhood are burning, sinking, and blown away with major demographic dislocations dialed into the decades ahead.

The next strategic plan is an opportunity for us, including our students and their families, to strengthen the signal of student, staff, faculty and community success in everything we do. A third tension in all our strategic planning is whether the unit of analysis, of focus, is local, regional and/or global. You can see this tension in our current Mission statement: How do we "prepare indigenous, local, national, and international students for their productive futures" when there is elevated noise and weakening signals? Finally, we need to avoid too much planning and integrate all best elements and outcomes of recent planning into one STRATEGIC PLAN FOR THE SUCCESS OF ALL OF US.

2019 Snapshot: Percentage of Quantifiable Measures Reached in 4 Directions

Hawai'i Graduation Initiative: Focus on Student Success

50%

16 Measures



8 Met/Exceeded
 8 Not Met
 Half credit for 2 measures

Hawai'i Innovation Initiative: Productive Futures for Students, Faculty, and Staff

33%

9 Measures



1 Met/Exceeded
 2 Not Met
 6 Not included

Grow Enrollment: Improve Reenrollment and Outreach

33%

9 Measures



3 Met/Exceeded
 6 Not Met

Modern Teaching & Learning Environments

Needs Updating

16 Measures



16 Not Included

Evaluating Our Outcomes, Evaluating Our Metrics

In the 2019 analysis, Kapi'olani CC met or exceeded 24% of its outcomes in the current strategic plan (12/50). Science/Natural Sciences excelled in all four outcomes in number of majors, transfers, internships, and degree completion. The number of sustainability designated courses nearly reached its 2019 target by offering 47 courses. Finally, 1,687 Native Hawaiian students joined KCC, surpassing the goal of 1,682.

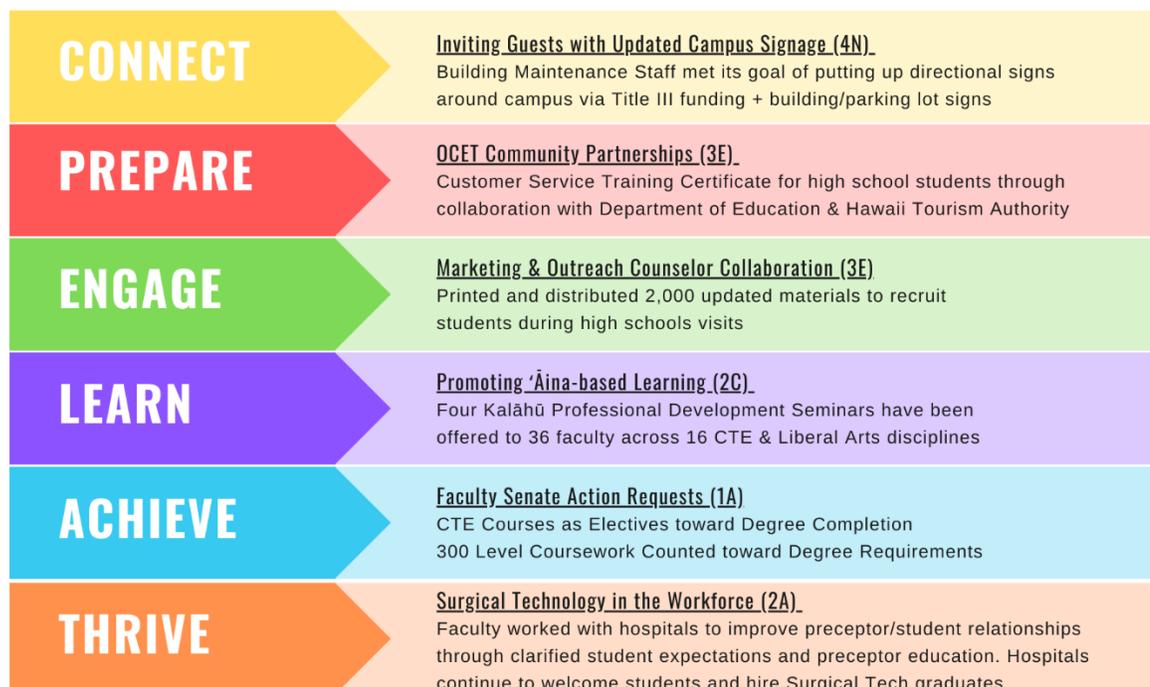
32% of quantifiable measures were not met in the current strategic plan (16/50), including increases in degree completion by Pell recipients, CTE certificate completion, and international student enrollment.

44% of the measures were not included in the analysis due to a lack of standardization or replicability (22/50), including all metrics in Direction 4: Modern Teaching and Learning Environments. For instance, 4N states “engage with all stakeholders and visitors and empower them with authoritative and relevant information and services” without quantifiable methods to determine the direction or magnitude of how this would occur.

Strategic Direction	Met (N)	Not Met (N)	Percentage of Measures Included in the Analysis
1. Hawai'i Graduation Initiative: Focus on Student Success	8	8	100%
2. Hawai'i Innovation Initiative: Productive Futures for Students, Faculty, and Staff	1	2	33%
3. Grow Enrollment: Improve Reenrollment and Outreach	3	6	100%
4. Modern Teaching and Learning Environments	?	?	0%

Aligning Our Student Success Pathways with the Strategic Plan Measures

The campus community has been moving toward the direction of measuring what matters most through Continuous Improvement + Student Success Pathways. These connections have been captured on the Strategic Plan Scorecard for the past two years (2018 and 2019), which demonstrates our commitment to student success within the Strategic Plan through measurable goals. As we proceed, continuing to empower stakeholders to see where they fit within this integrated model has the potential to lead to greater relatability in the metrics we use to measure the *success of all of us*.



For detailed metrics and specific numbers, check out the Scorecard:

<https://www.kapiolani.hawaii.edu/wp-content/uploads/2020/04/Strategic-Plan-Scorecard-2019.pdf>