SUBJECT: Integrated Planning, Resource Allocation, and Assessment

1. Purpose:
   It is the purpose of this policy to:
   a. Establish a planning, resource allocation, and assessment process that integrates the various components into a system that assures that academic and facilities planning is consistent with the Board of Regents established mission for the college, that planning takes into consideration the evolving economic, educational, and social needs of the community; that program design and improvement efforts are consistent with priorities detailed in the currently approved University system and college Strategic Plan; that resource allocation decisions are consistent with the implementation of the college Strategic Plan and the improvement of established programs and services; and that the outcomes of a regular assessment programs, services inform the planning, budgeting and program design and delivery; and
   b. Implement a transparent planning, resource allocation, and assessment process that has established tasks and milestones to ensure systematic participation from among the established college governing bodies as well as program faculty, staff, and administrators; and is able to be completed in time to meet established University system budget making deadlines.

2. Policy:
   It is the policy of Honolulu Community College that the planning, budgeting, and assessment process consist of the following:
   a. A college Strategic Plan that includes the following sections (see attachment 1 for more details):
      1. Mission and Philosophy;
      2. Planning Context;
      3. Assessment;
      4. Priorities; and
      5. Resource Requirements
   b. An Implementation Plan that details the activities needing to be undertaken to accomplish the established Strategic Plan Priorities. The Implementation Plan for each of the established priorities that includes (see attachment 2 for an example of the elements):
      1. The administrator accountable for the specific implementation activity;
      2. Other individuals involved in the implementation;
      3. A brief description of the implementation activity; and
      4. The additional resources (if any) needed to accomplish the planned implementation.
   c. A resource allocation process that includes:
1. A Current Service annual base budget determined by an analysis of the continued need for the level of service or instructional capacity.
2. An opportunity for each program and service to seek additional resources beyond the Current Service for the following:
   1. To meet additional operational requirements;
   2. To meet Health and safety requirements;
   3. To implement a Strategic Plan priority; and/or
   4. To make program improvements as detailed in a completed program review.
3. A multi-year campus financial plan incorporating anticipated revenues and expenses, including the full implementation of the campus Strategic Plan priorities.
4. A published annual schedule of major activities and deadlines (See Attachment 3 for the Annual Budget Development Flow Chart).

d. An assessment process that includes:
   1. Annual program health indicators assessment of programs and services;
   2. A multi-year roll-up assessment of programs and services; and
   3. An annual report to the campus and community on the progress toward accomplishing the outcomes established as part of the campus Strategic Plan.

e. A campus-wide consultation process that involves the College Leadership Team, as well as each of the established governing bodies (see HCCP 1.101) in the implementation of strategic priorities and resource allocation decisions.

3. Related Policies:

   a. University of Hawai’i Board of Regents Policy Chapter 4, PLANNING; (http://www.hawaii.edu/offices/bor/policy/borpch4.pdf)

4. Responsibilities

The Planning Council, consistent with its approved charter and by-laws, shall make recommendations to the Chancellor on the college Strategic Plan, including the major priorities within the plan; the Implementation Plan, including annual revisions; and the resource allocation plan, including the annual allocation plan.

Each of the college governing groups established through HCCP 1.101, consistent with their respective charters and by-laws, shall evaluate all resource requests, make additional requests if necessary, and transmit their priorities to the Planning Council for consideration in the development of the college resource allocation plan.
The Chancellor in consultation with other administrators and the established governing bodies shall develop and maintain a policy framework that integrates the planning, implementation, resource allocation, and assessment processes into an integrated well functioning system; shall approve an annual college budget and resource allocation plan; and shall periodically evaluate the effectiveness of the planning, resource allocation, and assessment system.

The Vice Chancellor for Administrative Services shall establish and publish an annual Resource Allocation time table that allows for adequate participation from each program and division, as well as consultation with the College Leadership Team as well as each established governing group.

The Vice Chancellors and Deans shall establish and maintain an up-to-date Implementation Plan in each area of the Strategic Plan for which they have leadership responsibility; the Vice Chancellor for Academic Affairs in collaboration with the College Leadership Team shall consolidate the various Implementation Plans into a single plan for review and consultation with the Planning Council each fall according to the annual Resource Allocation time table published by the Vice Chancellor for Administrative Services.

The Vice Chancellors and Deans in collaboration with the College Leadership Team shall solicit from among their programs all requests for additional resources according to the annual Resource Allocation guidelines and time table published by the Vice Chancellor for Administrative Affairs.

This policy supersedes all existing HCC policies and procedures related to strategic planning, budgeting and assessment.

APPROVED

Michael T. Rota, Chancellor
HONOLULU COMMUNITY COLLEGE
STRATEGIC PLAN OUTLINE
2010-2015

I. MISSION AND PHILOSOPHY

- Describe the mission of the Honolulu Community College in relation to the overall mission of the Community College system and the University.
- Detail the Honolulu Community College core values which influence the fundamental decisions, attitudes and behaviors of its faculty and staff.

II. PLANNING CONTEXT

- Discuss the external factors (e.g., demographic, social, economic, technological, etc.) affecting the Community Colleges, including the impact of members of the community with special educational needs such as the educationally under prepared, limited English-speaking, the handicapped, etc.
- Discuss the internal factors (e.g., staffing, curriculum, resource reallocation, student characteristics, etc.) affecting our ability to deliver quality programs and services
- Highlight the major planning assumptions that will play a role in the development of a plan

III. ASSESSMENT

- Summarize the major highlights of the Honolulu Community College’s most recent accreditation reports, program reviews, and other evaluative studies relating to the HCC, its faculty and staff, and its programs.
- Describe progress toward implementing previous HCC priorities, with special reference to progress toward meeting established long-range goals, the University’s Strategic Plan, and the Community College’s Strategic Plan, 2002-2010.

IV. PRIORITIES 2010-2015

- Detail HCC campus-wide priorities for the planning period.
- Summarize individual area priorities for the planning period.

V. RESOURCE REQUIREMENTS

- Describe the major emphasis and the resources required to accomplish the priorities detailed in the Plan.
- Detail a financial plan necessary to accomplish the priorities detailed in the plan.
### Implementation Plan Elements

<table>
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<tr>
<th>A: Promote Learning &amp; Teaching for Student Success</th>
<th>Lead Administrator</th>
<th>Other Administrators</th>
<th>Others Involved</th>
<th>Governing Body</th>
<th>Link to Implementation Plan</th>
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Annual Budget Development Flow Chart

1. Strategic Plan 2010-2015
2. Implementation Plan & Update
3. Program Reviews
4. Budget Requests
5. Review by Gov. Bodies - I
6. Review by Gov. Bodies - II
7. Review by Planning Council
8. Approval by Chancellor
9. Annual Allocation Letter