

# Questions Concerning the Current UHCC Strategic Planning Process

## Background

The Community Colleges system has used the strategic planning process to establish a focus on critical issues affecting the colleges and the State and to set budget priorities for more than 20 years. It is a process that has allowed us to implement a unified approach in the development of our budget requests for both the University of Hawai'i (UH) system and legislative consideration. This process has become increasingly important over the past decade as the State moved to a single appropriation for all community colleges and our accreditors adopted standards that called for the integration of planning, budgeting, and assessment processes for both the UHCC system and the colleges.

Consistent with good practice, we have regularly monitored our progress toward meeting our established outcomes, updated our assessment of the internal and external environments, and modified our priorities as necessary to reflect changing conditions prior to the development of each biennial budget request. When planning the preparation for the 2010-2011 Biennium Budget process, it became apparent that we needed to do more than just reaffirm our existing UHCC 2002-2010 Strategic plan since that plan expires before the start of the last year of the biennium. At the same time, the UH system Second Decade assessment identified a number of statewide issues that we would need to address in the development of the 2010-2011 budget requests and beyond.

In spring 2007, we convened the UHCC Strategic Planning Council. The Council members reviewed our current situation, agreed to maintain an alignment between our planning outcomes and those of the UH system plan, and established a time table that, if followed, will allow the UHCC system and the colleges to be prepared to participate in the UH system budget stock-taking process (mid-March 2008) and have agreement in the major components of a 2010-2011 Biennial Budget request by the time the Academic Year ends in early May 2008. Successful completion of that time table should also result in an update of the UHCC System Strategic Plan and college plans by the end of the 2007-2008 Academic Year, since it is the implementation of those plans that result in the need for the specific resource requirements being requested. The time table also called for the approval of the UHCC Strategic Plan by the Board of Regents prior to their considering the UH System total budget request in fall 2008.

### **1. Will the current UHCC Strategic Plan, 2002-2010, be terminated before 2010?**

The work begun by the UHCC Strategic Planning Council in spring 2007 will bring our plans (both UHCC system and colleges) into alignment with the UH System Strategic Plan, update the issues we believe need to be addressed, state our desired outcomes, and extend the life of the UHCC 2002-2010 Strategic Plan through 2015. At the conclusion of the Council's work/process we will have an updated plan entitled UHCC 2002-2015 Strategic Plan incorporating the UHCC Strategic Plan 2002-2010 and the Strategic Outcomes and Performance Measures 2008-2015 (draft 2-4-08), and will be aligned with the University of Hawai'i System Strategic Plan. It is also our expectation, as well as those of the State Auditor (Report 07-08, December 2007) and the Accrediting Commission for Community and Junior Colleges (ACCJC), that the individual college plans be in alignment with the UH System and UHCC System goals and planned outcomes.

Please be clear, as stated by VP Linda Johnsrud when she met with the Strategic Planning Council, the University of Hawai'i System is not revising the 2002-2010 Strategic Plan –

the goals remain the same. The work VP Johnsrud has been conducting over the past year, starting with the Second Decade Project, is a revisit of the UH System Strategic Plan 2002-2010, and adds Strategic Outcomes and Performance Measures which the UH system and the State Auditor noted were lacking.

**If yes, will the Strategic Outcomes and Performance Measures 2008-2015, UHCC (draft 2-4-08) then become the new UHCC Strategic Plan?**

As described above, the current UHCC System Strategic Plan is not being terminated. Rather, it is being updated and extended through 2015. The purpose of the extension is to have an operational plan to guide the development of our 2010-2011 Biennial Budget as well as aligning the UHCC system plan and college plans with the UH System Plan.

**2. If the current UHCC Strategic Plan, 2002-2010, continues through 2010, exactly how will the finalized Strategic Outcomes and Performance Measures, 2008-2015, UHCC (draft 2-4-08) fit into or with the goals of the current UHCC Strategic Plan, 2002-2010?**

Along with the revision of the goal language to align with the UH System Strategic Plan, we will cluster the UHCC Strategic Outcomes and Performance Measures in the updated UHCC Strategic Plan 2002-2015 to align with the UH System Strategic Plan (an ongoing process). Also see number 3 below.

**3. As stated in the UHCC Strategic Plan Council Record of Proceedings (January 25, 2008), “Colleges are to use the UH system/UHCC system *Outcome clusters, Action Outcomes, data, and wording* for each but colleges may add other items.” (Italics added)**

**a. For clarification, does the reference above mean that each college must have in its respective new or revised strategic plan, as a minimum, the exact contents of the M. Rota February 4, 2008 powerpoint?**

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. One of the issues that regularly arises in the development of system plans is the reality that except for a relatively few items, the implementation activities need to take place at the colleges. Therefore, unless the colleges incorporate the system issues and the planned outcomes into their own plans it is very unlikely that the widely agreed upon system outcomes will be achieved. At the same time, each college is at a different stage relative to its ability to meet the system outcomes and may have additional unique outcomes it needs to achieve to be successful within its own community.

Therefore, we are expecting that each college as a first step: incorporate the UHCC Strategic Outcomes 2008-2015 into their college plan (if college discussions result in a belief that the current plan language needs to be changed, please provide recommended changes to the Council); evaluate the proposed college performance data and propose changes to better reflect the college need/ability to implement the changes needed to attain that level of performance (while the UHCC system goal is to attain the stated total, some colleges need to do more than is proposed, and some need to do less); and, finally,

add college specific outcomes that are not reflected/included in the current UHCC system outcomes.

We all need to keep in mind that this is still a “work in progress”; however, there are some important tasks to be completed that have time constraints. Therefore, we need to: have UHCC system and college outcomes completed prior to the UH system budget stock taking (mid-March 2008); get agreement on the major components of the UHCC system and college plans and 2010-2011 Biennial Budget request before the end of the current Academic Year; and, have the updated UHCC Strategic Plan 2002-2015 ready for BOR consideration by the end of the summer.

**b. Are colleges expected to use the exact headings from the University of Hawai‘i Community Colleges Strategic Plan Outline, 2008-2015? If so, what goes under item IV. Priorities, 2008-2015? Specifically, are the draft UHCC 5 strategic outcomes the same as the “...UHCC system-wide priorities for the planning period?”**

Yes, colleges are expected to use the same headings and outcome statements; however, they can insert additional outcomes and categories should their local planning process identify additional issues for the planning period. Each college, however, will use a 2015 numeric outcome that is unique to their campus target (see the college specific section on the Excel file distributed with the UHCC outcomes). The college values are subject to revision as described above.

Early in the process, and consistent with the UH system, we were using the term: “UHCC system-wide priorities”; we changed our language to (UHCC strategic outcomes” to maintain consistency with UH system terminology. Again, please remember it is an ongoing process; there will be modifications as noted above.

**c. What is the final strategic planning product expected from each campus?**

University policy and ACCJC expectations are that the UHCC system and each college should have an up-to-date plan that guides program development and budget acquisition and allocation practices. Current UHCC system and college plans end with the 2010 fiscal year. Each college needs to develop an update to its existing plan that guides the budget development and resource allocations through the 2015 fiscal year. While the college plan does not require Board of Regents approval, the college planning should be sufficiently advanced so that it can identify its planned outcomes through 2015 as part of its participation in the UH system budget stock taking process (mid-March in previous years). In addition, each college needs to identify its strategic outcomes and resource requirements before the end of the current Academic Year since they will become a component of the updated UHCC Strategic Plan 2002-2015 that needs to be ready for BOR consideration by the end of the summer

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