



KAPĪ'OLANI CC OPERATIONAL POLICY

KOP #1.111
March 19, 2014

SUBJECT: Planning and Assessment Integration with Resource Allocation (PAIR)

1. Purpose:

- a. The primary purpose of this policy is to serve as the framework for a transparent and participatory planning, assessment and resource allocation process that integrates the various components of these activities into a systemic process that assures that resource allocation is related to assessment, strategic planning and program outcomes. The process will have established tasks and milestones and can be completed in time to meet established University system budget making deadlines and to ensure systematic participation from among the established college governing bodies as well as program faculty, staff, and administrators;
- b. This policy will also serve to ensure that:
 - i. The College's integrated process is consistent with the University of Hawaii's Board of Regents approved mission for the University, the Community Colleges and the College;
 - ii. Planning takes into consideration the evolving economic, educational, and social needs of the community;
 - iii. Program design and improvement efforts are consistent with priorities detailed in the currently approved University system and college Strategic Plan;
 - iv. Resource allocation decisions are consistent with the implementation of the college Strategic Plan and the improvement of established programs and services;
 - v. The results of a regular assessment of program and service outcomes inform the planning, budgeting and program design and delivery; and,
 - vi. 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 is implemented.

2. Policy:

It is the policy of Kapi'olani Community College that the planning, budgeting, and assessment process consist of the following:

- a. A college Strategic Plan that is reviewed yearly for progress and updated every 5 years.
- b. An implementation plan, which details the activities that will be undertaken to accomplish the established Strategic Plan Outcomes and Performance Measures. The implementation plan for each of the established Outcomes and Performance Measures that includes:
 - i. The administrator accountable for the specific implementation activity;
 - ii. Other individuals involved in the implementation;
 - iii. A brief description of the implementation activity; and
 - iv. The additional resources (if any) needed to accomplish the planned implementation.
 - v. Estimated timeline for completion or established objective as described.
- c. A resource allocation process that includes:
 - i. A current service annual base budget determined by an analysis of the continued need for the level of service or instructional capacity.
 1. The continued need and level of service required shall be discussed in the program review.
 - ii. An opportunity for each program and service to seek additional resources beyond the Current Service for the following:
 1. To resolve or mitigate an imminent health and safety need;
 2. To achieve a Strategic Plan Outcome or Performance Measure; and/or
 3. To make program improvements or adjustments as detailed in a completed Annual Report of Program Data (ARPD), Comprehensive Program Review (CPR), or Annual Report.
 - iii. A 5-year needs requirements (budget) projection that is completed by all programs, offices, and activities. The 5-year projection shall include all expenditures that a program, office, or activity will incur and all revenues that will be gained by the program, office, or activity.
 - iv. A multi-year campus financial plan incorporating anticipated revenues and expenses, including the resource requirements of full implementation of the campus Strategic Plan Outcomes and Performance Measures.
 - v. A published annual schedule or timeline of major activities and deadlines (See Attachment 3 for the Annual Budget Development Flow Chart) as it relates to the College Cycle.
- d. An assessment process that includes:
 - i. Annual program health indicators assessment of programs and services;

- ii. A multi-year roll-up assessment of programs and services; and
- iii. An annual report or review on the progress toward accomplishing program outcomes and performance measures as established in the campus Strategic Plan.
- e. A campus-wide consultation process that involves the Administrative Staff Council, as well as each of the established governing bodies (see KOP #1.112) in the implementation of strategic priorities and resource allocation decisions.
- f. Attachment 1 is a graphic representation of the process.

3. Related Policies:

- a. University of Hawai`i Board of Regents Policy Chapter 4, PLANNING; (<http://www.hawaii.edu/offices/bor/policy/borpch4.pdf>)
- b. University of Hawaii Executive Policy 4.201, INTEGRATED LONG-RANGE PLANNING FRAMEWORK (<http://www.hawaii.edu/apis/ep/e4/e4201.pdf>)
- c. University of Hawaii Community Colleges Policy; UHCCP 4.101 STRATEGIC ACADEMIC PLANNING (<http://www.hawaii.edu/offices/cc/docs/policies/4.101.pdf>)
- d. University of Hawaii Community Colleges Policy; UHCCP 5.202 REVIEW OF ESTABLISHED PROGRAMS (<http://www.hawaii.edu/offices/cc/docs/policies/5.202.pdf>)
- e. Accrediting Commission for Community and Junior Colleges (ACCJC); ACCREDITATION STANDARDS 2002. (http://www.accjc.org/wp-content/uploads/2011/01/ACCJC_WASC_ACCREDITATION_STANDARDS2011.pdf)

4. Responsibilities

The Chancellor's Advisory Council (CAC), 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 Authorized Governance Organizations (AGO's) established through KCCP #1.112, consistent with their respective charters and by-laws, shall evaluate all resource requests, make additional requests if necessary, and transmit their priorities to the CAC for consideration in the development of the college resource allocation plan.

The Chancellor in consultation with other administrators and the established AGO's 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

timetable that allows for adequate participation from each program and unit, as well as consultation with the College leadership as well as each AGO.

The Vice Chancellors and Deans shall establish and maintain up-to-date implementation plans that are designed to meet the requirements of the College's strategic plan. The Vice Chancellor for Academic Affairs in collaboration with the Deans, Directors, and other Vice Chancellors shall consolidate the various implementations into a single plan for review and consultation with the CAC each fall according to the annual Resource Allocation timetable published by the Vice Chancellor for Administrative Services.

The Vice Chancellors and Deans in collaboration with the Administration Staff Council shall solicit from among their programs all requests for additional resources according to the annual Resource Allocation guidelines and timetable published by the Vice Chancellor for Administrative Services.

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

APPROVED:

 18/27/14

Leon Richards, Chancellor

_____ Date

Attachment 1

Annual Budget Development Flow Chart

