

**PLANNING COUNCIL
APRIL 3, 2009
MEETING MINUTES**

Attachments referenced in minutes:

- (A) April 3, 2009 Agenda
- (B) Minutes from March 13, 2009 meeting
- (C) Strategic Plan Update
- (D) March 31, 2009 Town Hall meeting summary
- (E) HCC Specific Outcomes and Measures
- (F) Budget Request flowchart (proposed November 2007)

Meeting called to order with no quorum 9:05 AM (Quorum met at 9:32 AM)

1) Minutes passed as amended (see attachment A)

- a) The third sentence in III. Legislative Update – Brian Furuto, is amended as follows:
“The state in total is now facing a projected deficit of \$1.8B over the FY09, FY10, and FY11 three year period.”

2) Legislative Update:

- a) Considering the economic climate, the result of the House budget was favorable to the UH. The budget adheres to the University’s and Governors request of only a 10% reduction in the UH’s general fund appropriations. This translates into approximately \$70M for the biennium (FB09-11 = FY10 and FY11).
- b) The Senate Decking deadline is April 9. Therefore, we can expect that the Senate money committee (WAM) will “close their books” on the budget no later than Monday, April 6, 2009.
- c) We can expect that Conference on all bills will begin by April 20 and Budget Conference to begin by April 16.
- d) A quick word about non-general fund transfer bills (“Fund Draining” measures). This happens every year. There is little impact on most transfer actions since many of the expenditures that support that fund are paid for through general funds. However, given the economic situation this year, we may see more money being transferred out of non-general funds. In some circumstances, the transfer may impact funds that do not have a relationship to the general fund (i.e., student fees).
- e) There are few non-fiscal bills that will make drastic changes to the UH’s operations. We can expect, however, resolutions and bills that call for the UH to undertake studies or perform work and analyses so that the legislature can enact future changes.

3) HCC's general fund expenditure for FY08

- a) Ken Kato has performed a first of its kind analysis on prior year's general fund expenditures. This presentation will be posted on the Strategic Planning and PC intranet sites.
- b) The importance of this analysis is that it will bring us more into line with our end goal of an integrated Strategic Planning and Budgeting cycle.
- c) Ken will also perform the same type of work on the FY09 expenditures after the close of the fiscal year (June 30, 2009). It will be available for the Fall 2009 program reviews.
- d) Ken will determine what kind of schedule we will be using in the future to perform this type of analysis.

4) Strategic Plan Update (Attachments C and E)

- a) A new Strategic Planning website has been created by Brian and Todd Kobayashi. It can be found at <http://honolulu.hawaii.edu/intranet/strategicplan/index.html>. HCC remains the only UHCC college that has a planning website that includes this level of information.
- b) The Strategic Planning Subcommittee has developed most (around 80%) of the measures for the HCC-specific additional strategic outcomes and measures. The deadlines that we have come up with are deadlines that need to be driven by members of the Planning Council. Some are items that the Planning Council needs to oversee; some are items that people on the Planning Council (for example Program Deans and Division Chairs) need to be guiding. Therefore, the subcommittee needs to get feedback on these measures. All the items will affect the campus in some way, so the subcommittee would like to send the updated Strategic Plan document out to the whole campus next Wednesday. If the Planning Council objects to this or wants to suggest changes, we need to hear about this before next Wednesday (4/8).

The subcommittee came up with the additional measures in the following way:

- i) Identified key steps in the process of achieving each additional outcome
- ii) Came up with deadlines that would need to be met to carry out that process based on giving the campus enough time to act on the results (of achieving that particular milestone)

This last step was based on the discussion at our last meeting on 4/1.

Attachment E reflects the Subcommittee's proposed Strategic Outcomes and Measures. This is a fluid, working document.

5) Town Hall Summary (Attachment D)

- a) The last town hall was held on March 31, 2009. Approximately 20-25 people were in attendance.

6) Budget Request Items:

- a) Cory Takemoto proposed using the same template to summarize requests as we have used in the past. This template is based on what we are now calling the Strategic Plan, but because of the new Strategic Planning efforts, will now be referred to as the Budget Implementation Plan.
- b) ALL items that are budget requests, including those that are currently in the Strategic Plan, will be updated AND re-submitted through a process to that which was discussed over the course of PC meetings during the Spring and Fall of 2008. A chart was discussed and will be sent to the committee as an addendum to the minutes.
- c) In addition, ALL requests, new and re-submitted, will use a template that can easily be translated and transferred to the final Form A that is required for all approved budget requests that will be considered by the President, the BOR, the Administration, and the Legislature.
- d) Brian Furuto will be putting together a draft template.
- e) Ken Kato was concerned about ensuring that all unapproved requests are kept in a repository. This information is necessary for him to fill out budget documents that are required for out-years projections. Ken and Brian will work on developing a repository database for those requests that have been approved by our campus, but did not make it past the UHCC System budget office.

7) IT Strategic Plan:

- a) Rose Sumajit informed the PC that a draft IT Strategic Plan that was developed by Bill Becker can be found on the PC Lualaba site.

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Next Meeting May 8, 2009 @ 9:00 AM

(A)

Planning Council Meeting Agenda for 04/03/09 (Revised)

1. Approval of the minutes from the 3/13/09 meeting.
2. Legislative Update.
3. HCC's general fund expenditure for FY2008.
4. Strategic Plan Update.
5. Summary/comments from the Town Hall meeting.
6. Template for Budget Request items.
7. Repository for Budget Request items.

Next Meeting: May 8, 2009

(B)

Planning Council Meeting
Friday, March 13, 2009
7-401

Present: Gary Boydell, Dolores Donovan, Ross Egloria, Brian Furuto, Ralph Kam, Ken Kato, Erika Lacro, Sandy Matsui, Shanon Miho, Scott Murakami, James Niino, Jim Poole, Sam Rhoads, Marcia Roberts-Deutsch, Bert Shimabukuro, Mark Silliman, Cynthia Smith, Cory Takemoto, Kerry Tanimoto, Jonathan Wong

Absent/Excused: Dean Arashiro, Keala Chock, Rose Sumajit, Mike Rota

Guest: Vern Takebayashi

- I. Call to Order: 9:12 a.m. by Cory Takemoto
- II. Minutes Approved: Motion by Marcia Roberts-Deutsch, 2nd by Ralph Kam. Minutes approved
- III. Legislative Update - Brian Furuto
Crossover deadline was on Tuesday (3/10)
Council of Revenues Report projects that State revenues are projected to be -2% less than the December forecast. Hawaii is now looking at -5% growth which translates into approximately \$260 million less over the FY09-FY11 3 year period. The state in total is now facing a \$900+ million deficit over FY09-11. For FY09 there will be an additional to \$90 million in restrictions for the current FY.

American Recovery and Reinvestment Act of 2009 – Ken Kato

The Federal Government will allocate \$53.6 billion to States of which \$39.5 billion to be given to Education. Ken discussed the requirements and standards for implementation of the Act

UH System is projected to get approximately \$10 million

The State may run at deficit next year so the ARRA funds may be used to cover that shortfall

The Governor will need to decide and develop a plan to allocate the funds

Position losses: State proposed to cut 300 positions or so. Most of these are vacant positions. The effect on the College is unknown at this time as we do have some vacant positions where offers for employment were made for Fall.

- IV. Update of Mission Statement Review

Tuesday, 3/31/09
1pm – 2pm

The “Criteria for Items in the Implementation Plan” was distributed and reviewed.

Motion by Cynthia Smith

“The Planning Council formally adopt the “Criteria for Items in Implementation Plan” as the formal document for submission of items

2nd by Marcia

Motion carried at 10:33 a.m.

VII. Results from the CC Inventory

Erika Lacro distributed and discussed the CC Inventory results. Discussion revolved on the benefits of the results in gauging how well we are in becoming a seamless organization.

Next Meeting: April 3, 2009

Meeting adjourned at 10:42 a.m.

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Strategic Plan Update

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by members of the Planning Council. Some are items that the Planning Council needs to oversee, some are items that people on the Planning Council (for example Program Deans and Division Chairs) need to be guiding. Therefore, the subcommittee needs to get feedback on these measures. All the items will affect the campus in some way, so the subcommittee would like to send the updated Strategic Plan document out to the whole campus next Wednesday. If the Planning Council objects to this or wants to suggest changes, we need to hear about this before next Wednesday (4/8).

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If you have any questions, you can ask other members of the subcommittee or you can e-mail me.

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Summary of the Town Hall Meeting

3/31/2009 1:00pm – 2:00pm 2-201

The meeting began with Brian Furuto giving a brief update of our current budget situation with the most recent projection from the State's Council on Revenues and the budget restrictions set by the governor. This was followed by a summary of the budgeting process with both internal (campus defined) and external (system/legislative defined) deadlines.

Ken Kato then gave an overview of the federal stimulus funds that will be used for education. He pointed out the restrictions set by the federal government on how the funds are to be used and emphasized that the money for higher education is available to both public and private institutions.

Cory Takemoto followed with a presentation of the criteria for budget request items as approved by the Planning Council pointing out that the prioritization process is later this year since we are not expecting any new funds in the Supplemental Year Budget. The presentation included examples of previous requests that were appropriately supported by data. Mike Rota clarified that the Board of Regents did not submit any Program Change Requests to this year's legislature. It was also pointed out that currently no new program requests will be submitted in the Supplemental Year Budget other than what the UH Administration has already approved.

The floor was then opened for questions and comments and index cards were passed out for attendees to write their comments down.

Comments from the cards.

1. Announce Town Meetings several times – including the day before. Add agenda to announcement. Put on College Calendar.
2. Good presentation for clearer understanding of future.

(E)

**HCC-SPECIFIC ADDITIONAL
STRATEGIC OUTCOMES AND MEASURES
REVISION 4**

VERSION TRACKING

Outcomes Developed March 11, 2009

Outcomes Released for Planning Council Review March 12, 2009

Measurable Statements (for outcomes 1-4) developed April 1, 2009

Measurable Statements Released for Planning Council Review April 3, 2009

1. Improve and update campus operational practices and increase operational transparency by: (UHCC Goal E - Develop Sustainable Infrastructure for Student Learning)

- a. Expanding the web-based handbook which details standard operating procedures in a number of critical areas, including: Strategic Planning, budget development, etc.
 - i. By December 2009 identify business critical operating SOP's.
 - ii. By September 2010 publish revised operating procedures handbook.
- b. Updating the campus facilities master plan and seek funding to implement the plan.
 - i. By December 2009, ensure that funding request for facilities master plan is included in the FY2011 Executive Budget request.
 - ii. By December 2009, ensure that funding request for ASTC is included in the FY 2011 Executive Budget request.
 - iii. By May 2011 contract with consultant to complete facilities master plan update.
 - iv. By June 2011 vendor selection for ASTC completed.
 - v. By June 2012 complete facilities master plan update.
- c. Evaluating the current planning, budgeting, and assessment processes and make appropriate changes to increase the utility, timeliness, and transparency of each element.
 - i. By September 2009, develop the Planning Timeline and Planning Workflow/Procedures that will be used each year.
 - ii. By September 2009, communicate importance of the integrated planning, budgeting, and assessment process to the campus and its stakeholders.

- iii. By August 2009, develop or revise the assessment “template” for each operating unit.
 - iv. Increase the number of program/unit assessments by 5 each year.
- d. Making more efficient use of resources to reduce labor intensive tasks and human error.
- i. By May 2010, reduce redundancies by performing responsibility and workflow review.
 - ii. By May 2010, identify workflow processes that can be improved.
 - iii. Revise operating procedures or reorganize unit(s) as necessary to ensure that we are operating at a high level of efficiency and capacity.

2. Improve student access and success, and operational efficiency by: (UHCC Goal A - Promote Learning & Teaching for Student Success)

- a. Evaluating the expansion and delivery of instructional programs.
 - i. By December 2009, review all delivery methods of instructional programs, including an enrollment assessment.
 - ii. Perform ongoing evaluation for expansion or development of new delivery methods, or termination of current delivery methods.
 - iii. Increase enrollment in low-enrolled programs.
 - iv. Expand programs at capacity using the enrollment growth fund by 2 classes per semester.
- b. Developing and implementing instructional methodologies that improve student learning outcomes.
 - i. Faculty Development Committee to perform annual research on "Best Practices" for the classroom and adopt practices where feasible.
 - ii. Improve student average grade for "gateway" courses by 17 points on a 100 point scale.
 - iii. Increase industry employment rate for students or graduates by 3%
- c. Assessing and improving the effectiveness of student and academic support services.
 - i. By December 2009, identify gaps in current services offered and perform feasibility analysis (i.e., funding, personnel, and other resources) for improving current or instituting new services.
 - ii. By July 2010, implement new student support services.
 - iii. Increase student retention rate by ____%.
 - iv. Increase graduation and transfer rate by ____%
 - v. Increase student aid (financial aid and scholarships) participation by ____%

3. Support the development of an institutional culture of evidence by: (UHCC Goal E - Develop Sustainable Infrastructure for Student Learning)

- a. Developing and implementing data tools that facilitate the tracking of student progress (including graduates, leavers, and those who transfer to another educational institution); assess the attainment of student learning outcomes, and report institutional progress in meeting strategic goals.
 - i. By September 2009, create team/subcommittee to identify resource requirements, research tracking methods, and develop tracking procedures and database tools, if necessary.
 - ii. Increase the number of exit surveys completed by ___%
 - iii. By May 2010, build and maintain student tracking database.
 - iv. By April 2010, develop and mail out experience survey to alumni.

4. Building on our resources and strengths, heighten the visibility and focus the identity of HCC by: (UHCC Goal E - Develop Sustainable Infrastructure for Student Learning)

- a. Defining our ideal "customer" (student population) & what best meets their needs.
 - i. By ____, identify our ideal student.
 - ii. By ____, evaluate our ideal students.
 - iii. By ____, determine student support services and other requirements that support the overall success of our ideal student.
 - iv. By ____, create recruitment and retention strategies based upon the research done on our ideal student.
- b. Increasing engagement with the high schools and other business and community groups.
 - i. Increase HCC attendance at college recruitment events by ____.
 - ii. Increase HCC counselor visits to high schools by ____.
 - iii. Increase HCC attendance at neighborhood board, Kalihi Business Association, and other community group meetings by ____.
- c. Refining and implementing a strategic marketing plan.
 - i. By ____, update the campus strategic marketing plan.
- d. Developing a detailed enrollment management plan based on statistical data that will establish a foundation for targeted recruitment and retention strategies.

5. Support faculty and staff professional growth and educational opportunities to be better prepared to respond to anticipated employee turnover by: (UHCC Goal D - Develop our Human Resources: Recruitment/Retention/Renewal)

- a. Instituting a campus professional development initiative that prepares individuals to move into positions of increasing responsibility.
- b. Publishing a web-based mandatory departmental orientation program for all new HCC employees.

6. Contribute to the continued development of a seamless higher education system by: (UHCC Goal B - Functions as a Seamless State System)

- a. Improving and sustaining curricular articulation between HCC and UH Manoa, particularly in the area of General Education.
- b. Exploring opportunities, and where appropriate, to develop program-to-program articulation agreements with baccalaureate granting institutions.

7. Respond to the evolving workforce needs of the various communities served by HCC by: (UHCC Goal C - Promote Workforce and Economic Development)

- a. Refining and improving the alignment between our program offerings, curricula, and enrollment, and the external demand.