

TACTICAL PLANNING FRAMEWORK
FOR ACADEMIC AND SUPPORT UNITS AND EMPHASES, 2009-2012

- I. Background
 - a. Introduction
 - b. Brief history
 - c. Current situation: strengths that can be built on, weaknesses needing improvement
 - Internal – Consider 3-year program review if available, current tactical plan, accreditation review including planning agenda items, recommendations and commendations. Your planning should result in improvements in the College's five effectiveness measures for fall entering cohorts of home-based students:
 - 1) course success rates;
 - 2) fall to spring re-enrollment rates;
 - 3) percent of students completing 20 credits or a certificate in academic year 1;
 - 4) percent of students completing 40 credits, a degree or certificate, or transferring to a baccalaureate campus in academic year 2;
 - 5) percent of students completing 60 credits, a degree or certificate, or transferring to a baccalaureate campus in academic year 3.

All academic departments must be in compliance with the five-year curriculum review policy by fall 2011. All degree programs and some support units must complete at least one cycle of learning outcomes assessment by spring 2012, our Self Study Year. One cycle consists of having assessed all program outcomes and implemented strategies for improvement.

 - External – Review pages 8-13 of this Strategic Plan. Identify specific external factors influencing your planning, including recent enrollment growth.

- II. Mission Statement – Review "Vision, Values, and Mission Statements" on page 14 of this Strategic Plan. Also review pages 15-20. From the 11 components of the Mission Statement identify and prioritize those that you will help the College achieve. Compose mission statement.
- III. Appropriate Strategic Outcomes – Your strategic outcomes should align with and help the College achieve its strategic outcomes as identified in the Strategic Planning Matrix on the following pages. Code your outcomes to match the College's outcomes (A=Hawaiian Attainment, B=Educational Capital, C=Grants Development, D=Workforce Development, E=Professional Development, F=Resource Stewardship).
- IV. Tactical Plan Performance Measures - Your performance measures should align with and help the College achieve its performance measures as identified in the Strategic Planning Matrix on the following pages. Code your performance measures to match College performance measures (examples A1, B2, C1, D4, E1, F2).
- V. Strategies – Develop strategies to address weaknesses identified in your program review data and to support College outcomes. Review the Potential Strategies (pages 24-39) and Collegewide Strategies (facing page) identified in this Strategic Plan. Specify your strategies. Develop synergies with other academic and support units and community partners. Work with OFIE on assessment. Identify resource needs and potential funding sources.