	Office of the Chancellor	Office of Planning and Programs Assessment	Office of Institutional Research	Marketing and Public Relations Office	Private Fundraising's Program
Goals	1. Students, staff and faculty will identify the Chancellor's Office as a service site that hears their concerns and directs them to the process, policy or office/official that directly addresses their concerns. 2. The Chancellor's relations with faculty/staff, students and the broader public will build the conviction that the college is a stable, responsive and innovative institution.	1. Assures that an Assessment Schedule is set up, and that this Schedule is followed by departments each year 2. Provides updates to the catalog with accurate institutional (General Education/AA degree), program, and course SLOs and descriptions; 3. Assures sustainable continuous improvement of student learning, student achievement, and student success by reviewing and modifying performance measures in the Strategic Plan through analysis of expected and actual outcomes, and disseminating this information to the campus-at-large; and, 4. Assures that accreditation reports and documents are produced and delivered in a timely manner.	1. To provide quantitative data and analysis to students, faculty, staff, and administration to strengthen and improve courses, programs, and services. 2. To present institutional information to students and prospective students for their decision-making regarding the College.	1. To build and maintain a positive image of WCC among its various constituencies. 2. To assist the college community in maintaining and building student enrollment by 5% each year.	1. Identify, cultivate and solicit individuals (alumni, friends, parents, community leaders and others) who have the capacity to make gifts to WCC. 2. Establish key areas of interest with donors 3. Make appropriate suggestions for gifts of support to donors: monetary and/or inkind support. 4. Involve and educate donors with WCC fundraising and its related activities so they can help make our case to other potential donors. 5. Ensure donors are properly thanked and recognized. 6. Inform community members/donors about WCC, its programs and support needs via direct mail, media, and quest speaker opportunities at community organization meetings. 7. Educate and involve faculty, staff and academic leadership in the fundraising process. 8. Prepare proposals for private foundations for monetary grants or in-kind support. 9. Establish positive relationships with elected officials. 10. Establish accounts within system to properly steward donor-specific gifts.
Outcomes	1. The Chancellor's connections to the community have continued to expand: 2. State Hospital Citizen's Advisory Board membership has continued; 3. Inducted as a member of the Royal Order of Kamehameha, 2010; 4. Board of Governors for the Louis Stokes Alliance for Minority Programs (NSF); 5. Pacific American Foundation (PAF) relations continue to be close as the College is finalizing the purchase of Waikalua Loko fishpond in conjunction	1. Course assessment lists were submitted to department chairs in the Spring for inclusion in their Departmental Reports. The chairs negotiated with faculty if the course on the list was not taught in the year in question, assuring that they were assessing the requisite 20 percent of courses within their department for the year. 2. Approval of content by the Vice Chancellor of Academic Affairs 3. The Strategic Plan was set up with expected outcomes for each year from 2006-2015. The Office of Academic	1. Providing ad hoc information requested within the requestor's timeline for information. 2. Customized information requests are satisfactorily completed. 3. Support system-wide initiatives and five-year program reviews, and complete these activities within the specified deadlines. 4. Update the OIR webpage so that it maintains currency on information for all archival and current information, and to revise the webpage so that official and in-house information are clearly	1. To develop and implement an annual marketing plan with the support and input from the Marketing Committee, consisting of a cross-section of campus constituents. 2. To promote the College's brand and sustain a strong institutional image by regularly communicating College news and pertinent information to internal/external constituents. 3. To support WCC's faculty/staff/administrators with marketing and public relations projects to help the College meet its goals and	1. The Strategic Plan measure 3.1 shows that the college has exceeded its Extramural Fund E&E every year since 2009. These funds include fundraising done through RCUH and the Chancellor.

	with PAF which will be the owner/operator of the property; 6. Kane'ohe Business Group membership continues; 7. Member of the Board of Directors of Hawai'i Council for the Humanities and Chair of the Grants sub-committee; 8. Member of the Board of Directors of the Kailua Chamber of Commerce; 9. Regular reporter of Windward CC events at the Kane'ohe Neighborhood Board; 10. Member of the Pacific Post-Secondary Educators Consortium; 11. Presentations to Kane'ohe Rotary Club & Kane'ohe Business Group as well as the State House Finance Committee have helped to present the college in a positive light .	Planning, Assessment, and Policy Analysis based in the UH Community College Office sends the actual data count to Windward CC in the Spring in order for to determine whether we are meeting and/or exceeding most of the measurable outcomes in the Strategic Plan 4. Acceptance of Self Study, Follow-Up Reports, Mid-Term Report, and Substantive Change Reports by the ACCJC	presented and are retrievable. 5. Initiate email notices to faculty and staff alerting them to the addition of new information to the OIR webpage.	objectives in a timely, accurate and cost-effective manner. 4. To maintain professional standards for the College's publication and communications.	

Assessment Tools/Results				
	1. The accreditation survey reflects broad based satisfaction with the Chancellor's effectiveness (78% of staff respondents rate excellent/satisfactory; 75% of faculty respondents rate excellent/satisfactory). 2. The accreditation survey reflects broad based satisfaction with the Chancellor's effectiveness accessibility (85% of faculty respondents rate excellent/satisfactory; staff were not asked about accessibility).	1. Each department assessed at least 20 percent of the courses within their department during the current year, based on the number of courses that were on the list given to the chair and those presented within the Departmental Report. 2. Data published online and given to students. 3. An analysis of the data provided by the Academic Planning, Assessment and Policy Office, showed that Windward met or exceeded the expected outcomes in all areas of the Strategic Plan except for: • Native Hawaiian Attainment and Hawaii's Educational Capital: Cohort Placing Into College Level Reading, Writing and Math • Native Hawaiian Attainment: Percent of AtD Cohort Enrolled in Developmental Writing in Their First Year • Native Hawaiian Attainment and Hawaii's Educational Capital: Percent Successful if Enrolled in Developmental Writing in Their First Year • Native Hawaiian Attainment and Hawaii's Educational Capital: Transfers to Non-UH baccalaureate granting institutions • Hawaii's Educational Capital: Number of International Students Enrolled in Fall • Hawaii's Educational Capital: Number of Recent High School Graduates Enrolled in Fall • Hawaii's Educational Capital: percent of AtD Cohort Enrolled in Developmental Reading in Their First Semester • Hawaii's Educational Capital: Percent of AtD Cohort Missing Math Placement Test; Hawaii's Educational Capital: Percent	1. Requests are formalized by a form on the OIR web page. After the form is signed by the Reqistrar's supervisor, reports are generated using the UH System's Operational Data Store and data is given to the Requester in the form requested. Customized information requests are satisfactorily completed and distributed in a timely manner. The response rate of returning ad hoc requests within 1-7 days has gone from 41.67% in 2008 to 66.13% in 2012. Meaning that the response rate for ad hoc requests taking 8-14 and over 14 days to complete has decreased over the same time period. 2. System-wide initiatives are handled using Bi-Wiki and in consultation with the other System IR personnel. These are recurring transactions that have templates that are used. All system-wide initiatives were completed by their deadlines, which are set by the Office of Academic Planning, Assessment and Policy Analysis. 3. The IR webpage is updated with information from the various System and Ad Hoc Reports every Spring and Summer. It now presents a wealth of information regarding the institution and requires continual updating to maintain its currency and relevancy.	1. Averages more than 70 press releases distributed annually to various media per year, resulting in approximately 980 column inches of free print publicity. More than 2 hours of free broadcast publicity on primetime TV news and public television, along with numerous radio public service announcements 2. Leader in organizing and executing successful events such as the Chancellor's Gala, Grand Opening of the Library Learning Commons, and 40th Anniversary celebrations. 3. Plays a key role in promoting annual events like the Windward Ho'olaule'a, Palikū Arts Festival and the inaugural WCC Bon Dance, as well as Atelier Hawai'i, Imaginarium shows, the Native Hawaiian Scholarship 'Aha, major Palikū productions, StarPoets Contests and Chemistry Forum events. 4. Completes an average of 375 design and photography projects per year—a total value ranging from $250,000 to $350,000 annually if contracted outside the College. All of the activities are within the scope of MPRO's mission and meet the objectives relating to MPRO's stated goals. 5. Averages 34 photo shoots completed per year for a wide variety of faculty clients, projects and events. 6. Video production and editing geared specifically for social media, such as YouTube, Facebook, Vimeo, etc. 7. Supports the WCC website by providing a steady stream of content, as well as feedback on design-related issues. 8. The WCC website received 721,031 visits in AY2010-2011 compared to 561,319 visits the year before, an increase of 28.6%. 9. Established a WCC Social Media "hub," where all valid campus Facebook pages co-exist under the umbrella of Windward Community College's institutional Facebook page. 10. Exceeded its objective to assist	1. Analysis of the Strategic Plan expected and actual outcomes showed that the College had exceeded its extramural funding by $1,532,960. The College used these monies for the new Veterinary Technology and Agripharmtech programs as well as for necessary equipment for its current programs. However, since the College General Funds have been cut substantially, the College will need to increase its extramural funding even more, and has requested a Grant Writer be hired to do so.

		Successful if Enrolled in Developmental Math in Their First Year • Degrees and Certificates of Achievement that lead to occupations where wage is above the US average • Total Number of International Students • Amount Spent on Professional Development Activities • Professional Development Ratio • Repairs and Maintenance Funding Requests • Annual KWH/Gross Square Foot consumed These were reported to the Planning and Budget Council and to the Admin Staff so initiatives could be planned. 4. Continued Accreditation Status with ACCJC.		in increasing and sustaining enrollment by 5% annually.	

| Planned Actions/Assessment Tools | 1. Monthly staff meetings with agenda, meeting notes and follow-up to be held by fac/staff direct reports to the Chancellor. The foregoing will be measured by the agenda and meeting notes for meetings September-May of each academic year.
2. Process outcomes to be defined collegially by the Chancellor's Staff Meeting. Eight process outcomes are published in this annual review, and methods of gathering data on their achievement are still to be developed.
3. Student, faculty and staff input mechanism to be implemented by the Chancellor's Staff includes two to three afternoon reception/teas with the Chancellor per semester open to the entire campus community. | 1. Assess Strategic Plan Performance Measures for all of our Strategic Plan items;
2. Assess Windward's progress in achieving continuous, sustainable improvement level on ACCJC rubrics for Program Review and Planning and proficiency level for SLOs;
3. Revisit Program and Academic Subject Certificate SLOs, using current or revised Mission, Vision, and Core Values statements;
4. Assess the accuracy of all program maps and guides and place in Catalog and place them on the WCC web site;
5. Assure that the new Policy and Procedures for Assessment of Governance Entities is institutionalized and accepted by the campus;
6. Assure that 100 percent of the 20 percent of the courses in programs that need to write an Annual Assessment/Program Review are assessed;
7. Assure that Windward CC's four newly established General Education and Associate in Arts SLOs are assessed and discussed following the new process by Spring 2015;
8. Develop workshops on tying SLO Assessment and Strategic Plan Measures to Budget Requests. | 1. The OIR will continue to provide the institution with institutional research, as needed, to support its mission.

2. The OIR will continue to enhance its abilities to provide institutional information through training and interaction with the IR Cadre.

3. The OIR will strive to provide information to the constituencies of the institution in timely and appropriate reports.

4. The OIR will strive to develop ways in which "desktop" access to institutional information is provided to decision-makers.

5. The OIR and OPPE will establish a formal budget process and allocation for the offices enabling them to purchase supplies and equipment, renew software licenses, and otherwise expend funds to support their missions. | To enhance the effectiveness of MPRO, the following are suggestions for program initiatives:
• More involvement with clients (faculty/staff) needed at the planning level
• Web training for future Web development
• Video training for future Web/media involvement
• Improve communications through website and Intranet initiatives
• Include Marketing Committee goals and outcomes for improvement in future assessments
• Work with Academic Affairs to improve database processes for ease of production on print and Web-based catalog
• Continue marketing efforts by reaching further into the non-traditional student market and support Student Affairs counselors with developing informational packets to distribute to college and career fairs
• Continue to improve public relations efforts to increase public awareness of WCC's programs, services and special events
• Create an online newsletter, magazine or blog highlighting college programs, successes and donor news
• Leverage social media networking by adding Flickr and Vimeo photo apps
• Work with recent data from Media Preferences survey (Oct. 2012) to provide targeted services to users of technology, and non-technology users
• Discuss other areas of funding for marketing projects | • Maintain relationships with existing donors, particularly those who have renewed or increased their contributions to scholarship funds and other Foundation accounts.

• Reconstitute the Windward Ambassadors membership and renew relationships with former members while welcoming new members.

• Renew relationships with existing advisory councils to assure that they feel appreciated and to solicit their advice about fund raising.

• Work closely with elected representatives to position the College to support its budgetary needs.

• Continue to prepare proposals for private foundations for monetary grants or in-kind support |

				• The College's website is a critical marketing and communications tool that requires regular maintenance and periodic design upgrading. At this time there is no full-time Webmaster. If resources were invested, the WCC website could address the needs of visitors more fully, and integrate and leverage online and mobile applications now available.	