

**Procedures Regarding Review and Modification of  
Institutional Learning Outcomes (ILOs) and  
Institutional Unit Outcomes (IUOs)**

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**INTRODUCTION:**

Institutional Learning Outcomes (ILOs) represent Hawai'i Community College's expectations for degree and certificate recipients. They are developed through pervasive dialogue by our Kauhale and serve as a guiding force in developing curriculum and co-curricular activities. In order to help our students clearly understand our expectations for their learning, we align our Course Learning Outcomes (CLOs) to our Program Learning Outcomes (PLOs), and our PLOs to our ILOs. Through our system of aligned learning outcomes, we help our students increase their knowledge about the world and enhance their abilities to respond effectively to professional, personal, and intellectual challenges and opportunities. Our Institutional Learning Outcomes define what graduates of Hawai'i Community College are expected to achieve as a result of their general education, major, and co-curricular activities.

In addition to instructional programs on campus that directly impact student learning through academic courses, all of our non-instructional unit offices also play a critical role in the success of our students in a variety of ways. Whether it be units that provide direct services to students, like Counseling or the Admissions and Records Office, or units that manage behind-the-scenes responsibilities to aid in the overall operation of the college, such as Human Resources or POM, each unit annually assesses their operations and aligns their efforts with that of the College to ensure overall student success.

With this in mind, and with the approval of the Chancellor and Administrators, in Fall 2015 Hawai'i Community College began developing Institutional Unit Outcomes (IUOs) for non-instructional units that parallel the Institutional Learning Outcomes (ILOs). Guided by the Institutional Assessment Coordinator and the Assessment Committee, staff and non-instructional faculty from the administrative, student affairs, and academic support service units collaboratively have proposed IUOs that will allow them to authentically align their work with the College's Mission in support of student learning. Once these new IUOs are adopted by the College community, each service unit will determine if they will align their Unit Outcomes (UOs) with the College's ILOs or IUOs, based on their unit's services, goals, and initiatives.

At the Fall 2015 ILO Assessment Summit and subsequent E 'Imi Pono Faculty/Staff Development Day assessment activities, instructional faculty were given the opportunity to provide input on what they felt were critical factors in developing an ILO review and modification process. After robust cross-disciplinary dialogue, several shared themes emerged. The most common proposals were that the process to review the ILOs must include campus-wide input and that the College Council should be centrally involved in the ILO review process. A number of respondents felt that a 3-to-5 year interval for review was ideal, including several groups who felt that ILO review should be tied to the 5-year strategic planning cycle. Other options included signature-approval sequences running from the DCs and Deans to the VCs and Chancellor, and review by the Faculty Senate.

During the linked activities of the Fall 2015 IUO Assessment Summit, unit staff and non-instructional faculty from across the College met to discuss and exchange ideas about the development of Institutional Unit Outcomes and outcomes-modification procedures. During this dialogue-rich session, participants proposed language and concepts for the College's new IUOs, as well as provided suggestions for future revision protocols. Certain components of a possible revision procedure were repeated by

multiple participants; among the most central of these ideas was the proposal that the IUO revision cycle should occur in sync with the revision of the Strategic Plan, i.e. that the College should review the IUOs every four years and implement any changes in the fifth year when the new Strategic Plan also is implemented. Several units also proposed that the College Council should manage the process and provide guidance, and/or have final approval authority over revisions.

Keeping all this feedback in mind and focusing on the most commonly repeated suggestions, the following proposal was developed to guide the review and modification of our HawCC Institutional Learning Outcomes and Institutional Unit Outcomes.

**PROPOSAL:**

From the inception of Hawai'i Community College's Institutional Learning Outcomes, no documented College-wide discussion has been held or policy developed regarding how often our ILOs should be reviewed or the process by which such a review should occur. College-wide discussions about the development of Institutional Unit Outcomes also have included concerns about protocols for their future review and revision.

Recognizing that our ILOs are the cornerstones of our College's efforts to promote student learning and that our IUOs are significant supports in that effort, standardized policies and procedures for review are needed to ensure that the ILOs and IUOs are reviewed periodically and that changes can be proposed and adopted in a systematic and fair way.

Our ILOs and IUOs also must be aligned with the University of Hawai'i System's mission, vision, and strategic plan. Thus, fully reviewing our ILOs and IUOs every 5 years as a part of the development and updating of Hawai'i Community College's Strategic Plan, which is based on the UH System strategic plan, makes expedient sense. Therefore, every five years, once the new proposed HawCC strategic plan has been disseminated for review by the Kauhale, it is proposed that a review of the ILOs and IUOs also should commence.

In each review cycle, to ensure that the College's Mission and Vision also are in alignment with the newly developed campus strategic plan, it is proposed that the Mission and Vision statements be reviewed along with ILOs and IUOs. Any changes made to any of these guiding statements (Mission, Vision, ILOs, IUOs) should be in alignment with and support the sense and sentiment of all related guiding statements. Since the draft of our new strategic plan, HawCC Strategic Directions for 2015-2021 (<http://hawaii.hawaii.edu/docs/hawcc-strategic-directions-2015-2021.pdf>) recently has been provided

to the Kauhale for review and comment, it is proposed that the review of the HawCC Mission, Vision, Institutional Learning Outcomes, and proposed Institutional Unit Outcomes commence immediately, with the final changes vetted and voted on by the College community by the end of April 2016 to be implemented in the Fall 2016.

### **THE PROCEDURES:**

Being that developing and utilizing these guiding statements are the kuleana of the entire campus community, it is proposed that the HawCC College Council, as the campus' all-Kauhale governing body, initiate the review of the College's Mission, Vision, ILOs, and IUOs in fall 2015, during the same period that the new 5-year strategic plan is being reviewed by the College.

#### Proposed timeline:

- October 2015: Task force formed to help guide the process along. Task force should consist of constituencies from across the campus community, but need not necessarily be College Council members.
- October/November 2015: Campus-wide notification from the Chancellor announcing the timeline for review of the Mission/Vision/ILOs/IUOs. College Council members encourage campus discussions amongst their constituencies. Google docs created to facilitate campus-wide suggestions/questions/proposed changes to both modification procedures and the statements' texts.
- November 6, 2015: Changes/concerns with review procedures submitted to College Council as recommendations; voting by College Council reps to ratify.
- Nov. 6 to Dec. 15, 2015 (could run through January if need be): Wala'au sessions hosted by College Council to discuss suggested revisions to the mission, vision, ILOs and IUOs (procedures and text) by the larger campus community.
- January 2016: Task force takes into consideration all campus feedback and drafts proposed revisions to the Mission/Vision/ILOs and proposes new IUOs, then introduces them through College Council. In turn, College Council shares these with the campus community for another feedback period through March 2016. More wala'au sessions can be conducted if needed.
- March - April 2016: Final edits made based on feedback received by the task force.
- Mid-April 2015: Final proposed versions of all guiding statements go out to the campus for a vote, including the current (unchanged) statements. Voting is anonymous, confidential, and one-person-one-vote. The opportunity to vote is offered to all members of the Kauhale, including faculty, instructors, lecturers, all

staff, and administrators. The voting period is sufficient to assure a fair and rational process. In each guiding statements' case, the version with the highest number of total votes wins.

- Once the vote is finalized, the approved modifications go forward as a Recommendation from the College Council to the Chancellor for final approval. Any final changes/edits deemed necessary for alignment or compliance with the UH System's equivalent statements can be made by the Chancellor prior to formal adoption as official Hawai'i Community College statements.
- Implemented over the summer 2016, the new Mission, Vision, ILOs, and IUOs will go into effect in Fall 2016.