

The Mission and Planning Environment

The institutional mission is an integral part of all programs and services provided to students at ASCC. Guided by the institutional mission to provide high quality programs and services all academic departments / programs and administrative divisions set annual goals and objectives aligned to



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the college mission with all academic departments aligning program learning outcomes to the institutional student learning outcomes. The internal and external stakeholders review the mission statement every two years. The institutional mission is integrated into the biennial academic catalog outlining all programs and services offered at the American Samoa Community College. The catalog is published and printed for distribution and posted on the ASCC website <http://www.amsamoa.edu>.

Since October 2008, progress made toward all divisional goals and objectives has been tracked through quarterly reports. The Quarterly reports are compiled by the Institutional Effectiveness Division and prepared for review by the Board of Higher Education and the President. The quarterly reports are distributed to each administrative and academic program allowing for more accountability and transparency in meeting the divisional goals and in working toward achievement of the mission. The Quarterly Reports have also allowed for better planning and implementation of activities that are aligned to the institutional vision of preparing our students for successful transfer to other institutions, career opportunities, and contribution to the community.

The importance of integrated and broad-based planning came to the forefront of ASCC's efforts to address the recommendations outlined by the accrediting commission in February 2009. In response to the recommendations, priority was placed on participation of all internal stakeholders in an institutional Program Review. As the institution went through the Program Review process, stakeholders took on a clearer and more defined awareness of their participatory role in providing ongoing support and resource availability to the only territorial institute of higher learning.

ASCC's Integrated Planning Process

The institutional integrated planning process occurred in several stages. The **first stage** of Program Review was: (1) formation of committees, (2) data collection and analysis, and (3) program review identification of priority needs or recommendations. The **second stage** of integrated planning involved Strategic Planning of subcommittees and the drafting of committee plans. The **third stage** of integrated planning required stakeholder review of the plans before implementation. The three stages of institutional planning developed by ASCC ensure a broad-based and data driven decision making process to address the needs of the institution.

In February 2009, the American Samoa Community College conducted its first Institutional Program Review (IPR), which began the integrated, broad based planning process. The IPR involved all academic and administrative divisions of the college. This was the first Program Review to include the administrative divisions and programs. The Academic Program Review (APR) began in 2002 and is currently in its fourth cycle of review. The IPR allowed ASCC to collect and compile data from all programs and divisions to meet its mission statement.

The first stage began with the formation of the Institutional Planning Committee (IPC) composed of broad-based representation of administration, faculty, staff, students, and the Board of Higher Education (BHE). From this committee a core group was formed to identify and implement a planning process. The core group, the Institutional Planning Executive Core Committee (IPECC), scoped out a schedule, designed IPR surveys, and invited all faculty and staff to participate in the surveys covering the scope of work in the areas of Inputs, Operations, and Outputs. Surveys were disseminated to all divisions and programs throughout the months of February through May. The Institutional Effectiveness (IE) division collected surveys and summaries were compiled and returned to all programs and divisions. The IE Division of ASCC was responsible for the collection of surveys, data entry, data analysis, and report summaries. At the beginning of each month a meeting of the IPC was held to discuss progress made in review of all programs and divisions.

The next step of the IPR allowed each institutional division and program to review and discuss as a division the report summaries. Based on this discussion, each division submitted five (5) priority needs (recommendations). From each division and program list of priority needs, the IPECC compiled an IPR summary identifying four (4) strategic focus areas. The four (4) strategic areas of focus were identified as:

- Academic Excellence
- Staffing
- Technology
- Physical Facilities/Maintenance.

Strategic goals were identified within each focus area to allow for more detailed, integrated, and broad based planning.

The second stage of integrated planning ensured broad-based representation and addressed the strategic focus areas with the formation of four subcommittees made-up of an

IPECC facilitator, a program administrator, staff and faculty representation. The subcommittees met on a daily basis throughout the month of June to formulate institutional plans in Academic Excellence, Staffing, Technology, and Physical Facilities/Maintenance. The final drafts for each plan were completed in July. Integrated budget planning must emphasize all planning activities outlined in the strategic plans.

The third stage of the planning process required a review of the plans by all internal and external stakeholders. This review took place at the end of July 2009 with all internal stakeholders reviewing the completed draft of the plan. External stakeholders were given the opportunity to review the plan in its entirety. After the review, all plans including the budget plan were finalized by August 2009.



Presentation of the Institutional Strategic Plan to the Board of Higher Education

Strategic Plan Evaluation and Continuation

Quarterly Reports and Plan Evaluation

The action plans were written to be integrated with the ASCC Quarterly Reports. As of the Academic Year 2009 (AY 2009), all divisions identified 5 annual goals and objectives to meet these goals. The AY 2009 goals were submitted to the ASCC President in October 2008. The Institutional Effectiveness (IE) Division tracked the progress made toward each division goal through a standard template for reporting. This template is used by all divisions and allows for quarterly review by each division of progress toward the identified goals. The IE division compiles the division reports into a Quarterly Report document and distributes copies to all ASCC division heads, to the Board of Higher Education, to the ASCC President, and to the American Samoa Governor. The distribution of this report provides internal and external transparency.

Integration of Quarterly Reports with Annual Review

Beginning AY 2010 (October 2009) all division goals and objectives must be identified with alignment to the ASCC Institutional Strategic Plan. The quarterly reports provide an ongoing process of tracking progress of divisional and program goals. With alignment of the divisional and program goals to the Institutional Master Plans, a continual review of the plans is made at the end of each quarter and formally documented in the 1st, 2nd, 3rd, and 4th Quarterly Reports. A formal review of the plans will occur annually at the end of the 3rd quarter. The 3rd quarter report provides a clear picture of progress outlining goals achieved and goals not achieved. The annual review of the institutional plan requires an evaluation of activities completed in the year and a proposed list of activities for the 5th year. The annual review of the

Master Plans provides flexibility allowing for evolving developments to be considered while maintaining a 5-year timeline that guides the actions within the strategic focus areas.

The development of the planning process allows the institute to better address the evolving needs of an institute of higher education (IHE). As ASCC moves into the 21st Century the challenges of global changes on a small island community are tremendous. In order for ASCC to develop its community to face the ever-changing environment in education, the IPR is a living process that has an annual review of planning and implementation allowing for addendum and flexibility of the institution to meet its challenges. This process continues to exist by providing a voice to all internal and external stakeholders to participate in broad-based and integrated planning processes.



IPC – Institutional Planning Sub-Committee Members



IPECC – Institutional Planning Executive Core Committee

Strategic Vision, Key Goals and Objectives

As identified in the IPR, ASCC strives to provide its stakeholders with a plan preparing our students to be contributors in an ever-changing environment. The key goals and objectives in the four identified strategic areas of Academic Excellence, Technology, Physical Facilities & Maintenance, and Staffing are: