AMERICAN SAMOA COMMUNITY COLLEGE

"Saili le atamai"

"Mo Nei, ma a Taeao"

For Today and Tomorrow

AMERICAN SAMOA COMMUNITY COLLEGE
INSTITUTIONAL STRATEGIC PLAN
2009 – 2014

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MESSAGE FROM PRESIDENT SETH GALEA'I

"Mo Nei, ma a Taeao"
For Today and Tomorrow

The shared vision of the American Samoa Community College is to provide quality courses, programs and services to students, enabling them to meet the challenges of the 21st Century. That vision has guided the development of this 2009 to 2014 institutional plan through months of debate and discussion as ASCC completed a comprehensive, institution-wide review of all programs and services and a focused dialogue that shaped each component of the plan.

Many challenges face the higher education community, as colleges are being asked to provide more and better services with increasingly limited resources. The ASCC Institutional Planning Committee, which included faculty, staff, administrators, Board Members and ASCC graduates, was guided by the focus on academic excellence in a student-centered environment and tempered by the realities of limited resources.

The plan that follows charts a path for institutional improvements over the next five years. The process of creating the plan, from Program Review to analysis of data to articulating the details of the vision as it is to be realized in Academic Excellence, Technology, Facilities and Maintenance, and Staffing goals and objectives was a transformative experience for the ASCC community.

The Samoan proverb, "*E mama se avega pe a pulupulu lima fa'atasi*", which means "Many hands lighten the load" describes the College's approach to integrated institutional planning. The voices of ASCC came together with experiences and ideas, problems and solutions, all contributing to the document which follows.

We have titled our plan "Mo Nei, Ma A Taeao" ("For Today and Tomorrow") to reflect our solid foundation as well as our excitement and confidence as we face the challenges ahead. We are confident in ASCC's ability to meet these challenges and to provide the quality of education that will prepare our students for success after graduation as they meet the challenges of their own futures.
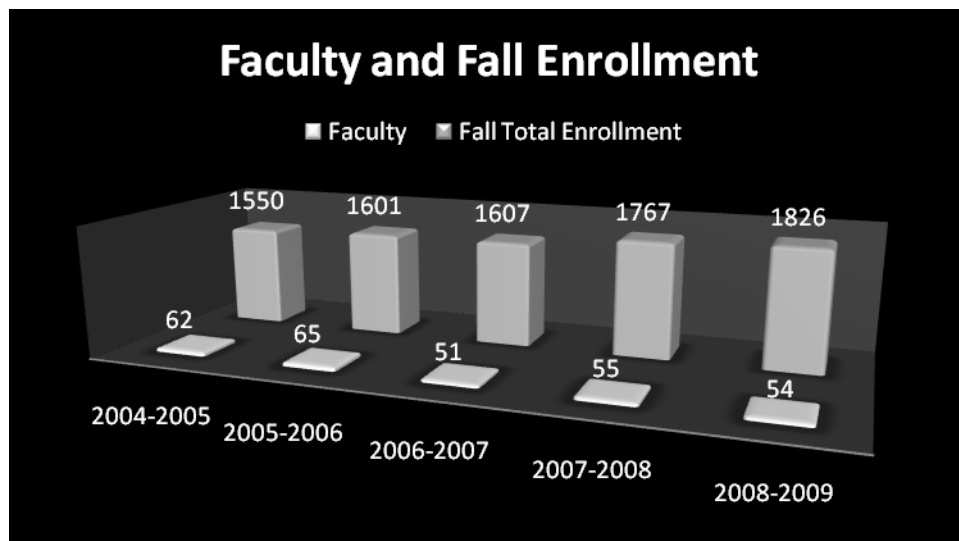
We look forward to sharing our plans and progress with you and welcome you as part of our ASCC community.

Introduction to the American Samoa Community College

- ASCC was established in 1970 to provide post-secondary education opportunities in the liberal arts, teacher training, vocational-technical education and general education to the residents of American Samoa. ASCC offers Associate of Arts and Associate of Science degrees, as well as Certificate programs in a variety of academic and technical area.

- ASCC is located on Tutuila, the largest of American Samoa's seven islands in the village of Mapusaga, nine miles west of Pago Pago, the territory's center of trade and commerce. American Samoa lies about 2,500 miles southwest of Hawaii and 1,800 miles northeast of New Zealand. Tutuila comprises approximately three-fourths of American Samoa's 76 square miles and is home to 90% of its population of nearly 60,000.

- The other six islands are Aunu'u, Ofu, Olosega, Ta'u, Swains and Rose Atoll.

- In July of 1970, ASCC was established as part of the American Samoa Department of Education. The first freshman class of 131 attended classes in the old Lands and Survey Building (the current site of the Lumana'i Building) in Fagatogo. The following year the College was moved to the old Fia Iloa High School building in Utulei. The move to a permanent campus was made in September of 1974, when ASCC took over the site of the former Mapusaga High School.

- In 1979, a grant from the U.S. Economic Development Administration enabled ASCC to complete five new buildings, with modern facilities for instruction in science, nursing, fine arts and vocational education, as well as a student cafeteria and a gymnasium.

- In 2003, dedication ceremonies were held for a new, state of the art library at ASCC.

- In 2008, a new lecture hall, administrative offices, and two new teacher education classrooms were constructed at the former auditorium location.

- ASCC currently offers courses from 11 Institutional programs, 9 AA Degree programs, 18 AS Degree Programs, and 15 Certificate of Proficiency programs.

- ASCC has 19 academic departments and 7 service divisions providing high quality programs and services to a mean enrollment of 1670 students per FALL semester.

- ASCC offers courses throughout the academic year in the Fall and Spring semesters, a six-week regular summer session, 10-week Fall and Spring accelerated sessions, and two accelerated 5-week summer sessions.

As of Spring 2009, the faculty to student ratio is 1:26 with 54 full time faculty members and a cadre of adjunct faculty.

Faculty and Fall Enrollment

■ Faculty   ■ Fall Total Enrollment

	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Faculty	62	65	51	55	54
Fall Total Enrollment	1550	1601	1607	1767	1826

The American Samoa Community College Mission Statement:

The mission of the American Samoa Community College is to foster successful student learning by providing educational programs and high quality services that will enable students to achieve their educational goals and to contribute to the social, cultural, political, economic, technological, and environmental well-being of American Samoa.

To fulfill this mission, the College, as an open admissions United States accredited Land Grant institution, provides access to associate degree and certificate programs of study. These programs prepare all students including those who are educationally underserved, challenged, or non-traditional for:

- *transfer to institutions of higher learning*
- *successful entry into the workforce*
- *research and extension in human and natural resources*
- *awareness of Samoa and the Pacific.*

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

VP Dr. Kolhoff-Belle, President Dr. Galeai, VP Etuale

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:

- o Academic Excellence
- o Staffing
- o Technology
- o 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:

I. *Academic Excellence:*

Goal 1: ASCC will enhance and deliver innovative, effective education & support programs to facilitate Student Academic Success by:

- Providing highly qualified faculty, appropriate facilities and a curriculum that reflects Communication, Job and Life Skills

- Assessing and Revising/Restructuring (recommendations to improve) Curriculum

- Emphasizing High Quality Teaching & Services

- Developing and implementing programs that serve the needs of the Community

- Increasing the Quality and Availability of Educational Technology

- Delivering/Providing Academic Support by strengthening services (Academic Counseling, Tutoring, Finances, Resources and Campus Life)

- Enhancing Opportunities for Student Academic, Career and Personal Success

- Expanding Academic Programs to meet the Mission of ASCC

Goal 2: ASCC will support Faculty & Staff Performance Commitment by:

- Providing a Work Environment that encourages professional growth, recognizes and support excellence in Services and provides advancement opportunities

II. *Technology:*

Goal 1: ASCC will effectively maintain and develop its <u>Computer and Server</u> assets and services to internal and external stakeholders by:

- Meeting the challenge of current Computer and Server needs of ASCC stakeholders.

- Meeting the challenge of future technological needs of ASCC stakeholders

Goal 2: ASCC will effectively maintain and develop its Network & Communication assets and services to internal and external stakeholders by:

- Providing reliable network and telecommunications connectivity

Goal 3: ASCC will effectively maintain and develop its Multimedia/Peripheral assets and services to internal and external stakeholders by:

- Enhancing the opportunities for all ASCC stakeholders to utilize and access multimedia services

Goal 4: ASCC will effectively maintain and develop its Distance Learning and Online Services to internal and external stakeholders by:

- Providing opportunities and access for Distance Learning and Online Services

III. *Physical Facilities & Maintenance:*

Goal 1: ASCC will implement the existing facilities plan through formalized planning and plan schedule of new construction by:

- Constructing the Multipurpose Facility, Fale Samoa, the ITT Building, Teacher Education Building, Fine Arts Building and the refurbished Malae to accommodate institutional programs that leads to the fulfillment of our mission.

Goal 2: ASCC will improve our services through renovations by utilization and the allocation of resources to maximize productivity by:

- Upgrading our physical assets through the renovations of our classrooms/labs and offices for the successful implementation of our academic programs and services.

Goal 3: ASCC will effectively maintain its facilities and equipment to maximize productivity by:

- Upgrading our physical assets (i.e. facilities and equipment) through continuous maintenance activities thus extending the life span of ASCC's facilities and equipment ensuring the successful implementation of our academic and non-academic programs.

- Upgrading our physical assets (i.e. facilities and equipment) through continuous maintenance activities thus extending the life span of ASCC's facilities and equipment ensuring the successful implementation of our academic and non-academic programs.

IV. *Staffing:*

Goal 1: ASCC will invest and promote professional and employee development to enhance institutional effectiveness.

- Provide professional development training and degree opportunities supported by the institution to enhance and retain employees with competencies that promote high quality of services.

Goal 2: ASCC will offer competitive and equitable compensation that aligns with employee performance.

- Provide a comprehensive classification and performance evaluation program that will encourage employees to maximize quality of services.

Goal 3: ASCC will ensure adequate staffing that will promote high quality programs and services.

- Budget positions for identified high need areas.

AMERICAN SAMOA COMMUNITY COLLEGE
INSTITUTIONAL MASTER PLANS:

Academic Excellence

Technology

Physical Facilities & Maintenance

Staffing

Institutional Planning Committees

Academic Excellence Subcommittee

Mrs. Rosevonne Pato*

Mr. Sonny J. Leomiti*

Ms. Annie Panama

Ms. Cherie Ripley

Dr. Kathleen Kolhoff-Belle

Dr. Daniel Chang

Physical Facilities Subcommittee

Mr. Mikaele Etuale*

Mrs. Anna Failauga

Mr. Kenape Aumavae

Mr. Tavita Elisara

Mr. Faamasani Tuitasi

Staffing Subcommittee

Ms. Tafa Tupuola*

Mrs. Komiti Panama-Emmsley

Mrs. Virginia Mailo-Filiga

Mr. Fred Suisala

Ms. Hillary Fraser

Dr. Irene Helsham

Technology Subcommittee

Mr. Sal Poloai*

Mrs. Okenaisa Fauolo-Manila

Mr. Michael Leau

Ms. Grace Tulafono

Mrs. Sifagatogo Tuitasi

Institutional Planning Executive Core Committee

Academic Excellence Goals, Objectives, Performance Indicators, Activities, & Expected Outcomes

Strategic Focus:
- o *High Quality Educational Programs & Services*
- o *Commitment to Providing Academic Excellence*

Strategic Response:
The Academic Plan *is central to all planning. The Academic Excellence Plan ensures integrated planning with all other master plans since all plans were written with alignment to the Academic Plan.*

Academic Excellence Subcommittee -Annie Panama, Dr. Kathleen Kolhoff-Belle, Dr. Irene Helsham (sitting), Sonny Leomiti, Dr. Daniel Chang, Cherie Ripley (standing)

The purpose of the Institutional Planning Subcommittee Academic Excellence (IPSAE) is to enhance and establish academic divisions/departments and programs to fulfill the mission of the American Samoa Community College. Utilizing data and information collected from the Institutional Program Review and other documentations gathered from ASCC divisions/departments, programs and the office of Institutional Effectiveness, IPSAE developed a master plan consisting of strategic goals and objectives, key performance indicators and possible actions that will influence high quality programs and services offered at ASCC as means to define Academic Excellence.

To assure broad-based planning in IPSAE, a group of individuals were selected representing all levels of the institution. Cognizant of program functions and institutional operations, each member contributed to assure a sound planning system.

Strategic Goal #1:
"ASCC will enhance and deliver innovative, effective education & support programs to facilitate Student Academic Success"

Strategic Objective #1:
Provide highly qualified faculty, appropriate facilities and a curriculum that reflects Communication, Job and Life Skills.

Performance Indicators:

1. To designate faculty & professional staff teaching & providing services within their area of expertise.

    Activities:

    - Implement scheduling and staffing based on qualifications and experiences

2. To recruit faculty and adjunct to fill vacant positions.

    Activities:

    - Advertise position openings

    - Implement and adhere to the approved hiring procedures

3. To increase the number of faculty positions in specialized/high need areas.

    Activities:

    - Allocate and prioritize financial resources for new faculty and staff positions

    - Develop specialized recruiting procedures through external professional organizations and networks

4. To maximize the use of classrooms for instruction and special projects.

    Activities:

    - Extend the hours of instruction for Academic & ITT Courses and Special Projects

    - Reclaim classrooms that have been converted to other uses as new construction allows

5. To emphasize the alignment of Course Learning Outcomes and Program Learning Outcomes to the Institutional Learning Outcomes.

    Activities:

    - Orient and continue professional development for Student Learning Outcome assessments

Expected Outcomes:

1. *Faculty & Staff have been designated according to Expertise.*
2. *Vacant Teaching Positions & identified High Need Content areas have been fulfilled.*
3. *Maximization of Classroom Scheduling and Classroom/Office space.*
4. *Division/Department and Program alignment of Student Learning Outcomes are in sync with Institutional Learning Outcomes*

Strategic Objective #2:
Assess and Revise/Restructure (recommendations to improve) Curriculum

Performance Indicators:
1. To continue Academic Program Review.

   Activities:

   - Maintain the two year program review cycle

   - Develop and implement a two year cycle of Student Services Program Review concurrent to Academic Affairs Program Review

2. To provide a systematic process to organize and interpret assessment data.

   Activities:

   - Organize data collection
     1. *Systemize data collection*

   - Develop and implement an instrument to analyze and report SLO data

3. To evaluate the effectiveness of academic programs.

   Activities:

   - Make data-based recommendations for curriculum improvements

4. To review the curriculum through the biennial catalogue update.

   Activities:

   - Produce/update the college catalogue every two years

Expected Outcomes:
1. *A continuous Institutional Program Review Cycle has been identified & implemented.*
2. *An Assessment Instrument and Process has been Identified to determine the effectiveness of Academic Divisions/Department and Programs*

Strategic Objective #3:
Emphasize High Quality Teaching & Services

Performance Indicators:
1. To increase effective instructional delivery & services.

   Activities:

   - Provide adequate resources for Teaching & Learning
     1. *Textbooks*
     2. *Lab Materials & Supplies*
     3. *Maximize the use of copying and printing resource materials*

   - Implement a plan for the availability of technological equipment for teaching and learning

        1. *Availability of laptops, multimedia projectors, technical staff, extension cords)*
        2. *Provide functional electrical outlets in all classrooms*
        3. *Provide functional lighting and air conditioning*

- Centralize a stock of basic teaching supplies accessible for faculty and staff

2. To continue to evaluate teacher/staff performance.

    Activities:

- Revise faculty and professional staff performance evaluation to include Student Learning Outcomes Assessment

- Revise the student evaluation of faculty

- Modify and revise the Graduate Satisfaction Survey
       1. *Develop and implement a student satisfaction survey for continuing students*

- Implement peer and supervisor classroom observations and provide constructive feedback

3. To use faculty/staff performance data to improve individual effectiveness.

    Activities:

- Implement data-based decisions on individual and group professional needs
       1. *Content based activities and opportunities*
       2. *Pedagogy based opportunities*

4. To provide professional development activities in teaching & learning.

    Activities:

- Provide in-service and off-island opportunities
       1. *Data-based Curriculum, Instruction and Assessment Improvements*

Expected Outcomes:
1. ***Academic Resources are available for all Academic Divisions/Departments and Programs.***
2. ***A process to determine the Effectiveness of Instruction & Services has been implemented***
3. ***Enhancements in Curriculum and Instruction, Divisions/Departments and Programs Curriculum Framework and Assessment of Learning Outcomes have improved the operations of a department or program via Professional Development.***

Strategic Objective #4:
Develop and implement programs that serve the needs of the Community

Performance Indicators:
1. To continue to develop and improve Community & Cultural Research.

   Activities:

   - Document and disseminate research results more effectively
     1. *Land Grant/SEA grant & Samoan Studies Institute*

2. To continue to develop and improve Community Workforce Training & Placements.

   Activities:

   - Expand and implement opportunities for credit/noncredit training
     1. *ITT night school, Evening College, Adult Education- (AELEL), Apprenticeship Program*

   - Formalize, implement and expand ongoing career placement programs

   - Strengthening existing programs:
     1. *Nursing, Teacher Education, Business, Health Science, LSAMP, and ITT*

   - Develop additional placement programs:
     1. *Formal Relationships with ASG, Private Sector Employers, Career Fairs and Career Forum)*

   - Provide career workshops for students:

     1. *Resumes and Job Application*

3. To continue to maintain and expand Community Partnerships.

   Activities:

   - Strengthen the community advisory councils

   - Formalize partnerships with ASG, private sectors and nonprofit organizations

4. To promote and emphasize Service Learning Outreach Programs.

   Activities:

   - Provide more service learning opportunities for ASCC students

   - Expand ASCC awareness of ongoing Service Learning activities:
     1. *Provide internal & off-island opportunities*

Expected Outcomes:
1. *Community awareness based on research and other operations pertinent to public affairs have increased.*
2. *Increase in Work Placements and Community Workforce Trainings.*
3. *Increase in Partnerships*
4. *Service Learning is offered in all academic divisions/departments and programs.*

Strategic Objective #5
Increase the Quality and Availability of Educational Technology

Performance Indicators:

1. To research the capability and interest of faculty/staff to integrate technology in teaching & learning.

   Activities:

   - Survey faculty/staff for the actual use of technology in teaching &
     1. *Analyze data and develop a plan to help faculty/staff to increase the use of technology*

2. To provide professional development for faculty/staff and support technicians.

   Activities:

   - Implement a plan to increase the use of technology
     1. *Professional Development, In-service Workshops, Off-island Training, Consultants*

3. To revive distance learning and integration of existing technologies.

   Activities:

   - Assess the current distance learning infrastructure
     1. *Upgrade, activate and maintain adequate distance learning system*
     2. *Increase the number of distance learning courses offered by ASCC*

   - Assess the value added impact of distance learning on student achievement

4. To expand the development and integration of evolving technologies.

   Activities:

   - Research the compatibilities of newer technologies to ASCC's existing resources

   - Establish and pilot test a Smart Classroom/eClassroom

     1. *Assess the effectiveness*
     2. *Plan for future developments*
     3. *Secure and install necessary resources*
     4. *Provide training for faculty/staff*
     5. *Assess the value added impact of Smart Classroom/eClassroom on student achievement*

Expected Outcomes:
1. **Technological System upgrades and multimedia technological devices appropriate to Instruction & Services offered at ASCC have been identified and implemented.**

2. *An increase in course offered via Distance Learning with assigned support technicians that assure the stability of instructional delivery.*
3. *An evaluation of the effectiveness of a Smart/eClassroom towards Student Learning Outcomes and Instructional Delivery.*

Strategic Objective #6:
Deliver/Provide Academic Support by strengthening services (Academic Counseling, Tutoring, Finances, Resources and Campus Life)

Performance Indicators:

1. To improve Academic, Career, VA and Personal Counseling.

Activities:

- Improve the collection of student contact data
- Provide professional development for counseling staff
- Provide adequate space
- Increase awareness of counseling services and coordination of referrals throughout the campus

2. To improve and provide Comprehensive Tutoring Programs.

Activities:

- Improve the collection of student tutoring contact data
- Provide professional development for tutoring staff (Student Services)
- Increase awareness of tutoring services and coordination of referrals throughout the campus
- Coordinate the different tutoring services

3. To improve and provide opportunities for student recruitment and college preparation.

Activities:

- Increase college prep outreach
- Continue to increase college prep activities:
  1. *Gear Up, College Access Challenge Program, Upward Bound, Nursing Bound, Teacher Bound, ELI Outreach, Early Admissions, and GED Program*

4. To provide opportunities for students to receive adequate financial assistance.

Activities:

- Maximize student access to financial aid, employment and scholarships
- Increase the accuracy of financial aid applications and records
- Improve and follow-up on the disbursement of financial aid checks

5. To promote a vibrant and secure environment for campus life.

Activities:

- Increase the number and scope of extracurricular activities
  1. *SGA, Student Clubs, Intramural Activities, Academic Enrichment Activities, and Cultural/Diversity Enrichment Activities*
- To implement an awareness plan for student/faculty/staff safety
  1. *Medical/Crisis Intervention, Hazardous Materials, Natural Disasters, and Campus Security Assistance*
- Consistently enforce Zero Tolerance Policy

6. To assure accurate and accessible student records.

Activities:

- Implement a data-based record system and adequate back-ups.
- Secure student records archive
- Produce timely and accurate reports
  1. *Students, Internal Divisions, & External Agencies*

Expected Outcomes:
1. **A process for student awareness, gathering and reporting student information based on the effectiveness of ASCC's Tutoring Services, Counseling Services have been identified and implemented.**
2. **An Awareness Program for Campus Life has been identified and implemented.**

Strategic Objective #7:
Enhance Opportunities for Student Academic, Career and Personal Success

Performance Indicators:

1. To provide and expand transfer counseling.

Activities:

- Improve the collection of transfer data
- Provide adequate space for transfer counseling & resources
- Increase awareness of transfer opportunities

2. To provide and expand employment counseling.

   Activities:

   - Improve the collection of student employment data

   - Provide adequate space for employment counseling & resources

   - Increase awareness of employment counseling

3. To track alumni employment, transfer and enrichment.

   Activities:

   - Improve the collection of incoming student, graduate and alumni data

   - Develop a meaningful process to organize and report data

4. To strengthen and increase articulation agreements

   Activities:

   - Update and reconfirm existing articulation agreements

   - Expand and create new articulations agreements with other institutions

Expected Outcomes:
1. **A process for student awareness, gathering and reporting student information based on the effectiveness of ASCC's Transferability and Student Success Data have been identified and published.**
2. **An increase in articulation agreements with accredited institutions.**

Strategic Objective #8:
Expand Academic Programs to meet the Mission of ASCC

Performance Indicators:
1. To obtain & complete the accreditation requirements for the Four-Year Program.
   Activities:
   - Receive substantive change approval from WASC ACCJC
   - Meet the accreditation standards of the WASC ACSCU (Senior Commission)
   - Assure adequate funding for program operation and improvements

Expected Outcome:
1. **To attain Accreditation for the Four-Year Program**

Strategic Goal #2:
"ASCC will support Faculty & Staff Performance Commitment"

Strategic Objective #1:
Provide a Work Environment that encourages professional growth, recognizes and supports excellence in services and provides advancement opportunities

Performance Indicators:
1. To provide administrative resources for faculty/staff in teaching and learning.

   #### Activities:
   - Improve & implement administrative procedures that focus on support for instruction and student services

2. To provide recognition of Merit.

   #### Activities:
   - Recognize faculty and staff achievements through media and other networks

3. To implement professional improvement & degree advancement.

   #### Activities:
   - Provide adequate funding for professional development
     1. *Partial tuition subsidies for advanced degrees*

4. To provide consistent resources for promotion.

   #### Activities:
   - Consistently apply personnel policies for promotion and advancement

5. To implement faculty/staff reclassification & ranks.

   #### Activities:
   - Implement reclassification
   - Develop and adopt a system for faculty rank

Expected Outcomes:
1. *A process has been determined to acknowledge and/or assist Faculty & Staff for professional improvement and degree advancement.*
2. *Faculty Ranks have been identified and implemented.*
3. *Reclassification has been implemented.*

Technology Goals, Objectives, Performance Indicators & Activities, Expected Outcomes

The purpose of this Technology Master Plan is to establish technology guidelines that will help to direct the American Samoa Community College (hereinafter ASCC) as we move into technological driven global community. This Plan contains procedures, visions and recommendations for technological enhancement within ASCC that will occur over the next three years. However, this Plan should be

Technology Subcommittee – Michael Leau, Sal Poloai (sitting), Grace Tulafono, Okenaisa Fauolo-Manila, Sifagatogo Tuitasi (standing)

viewed with a degree of flexibility since it is impossible to account for rapidly evolving technology and funding issues.

The Institutional Planning Core Committee (IPCC) Technology Sub-Committee served as initiator and the primary source of information for this Plan. Data and information were collected from inputs, operations and outcomes of the ASCC Program Review from all 26 departments, divisions, departments and/or offices within ASCC. The data collected provides a wealth of data and information from a wide range of ASCC stakeholders to begin to understand the need to acquire, align and utilize technology to provide a rich learning experience for our students.

The Committee's makeup allowed for easy access to several of the most technological dependent areas on campus and provided a significant source of information and recommendations for the structure and body of this Plan.

Understanding that this Plan focuses on three major elements that are crucial for the success of any technology master plan – (1) organization, (2) processes, and (3) technology - this Plan examines the current status of technology on the ASCC campus. It contains administrative procedural recommendations that should be implemented and supported if the College intends to continue to maintain the high standard of education it currently provides. It outlines budgeting requirements that facilitate currency in technology and infrastructure. It includes future staffing needs that require consideration to support the College's growth in technology. In effect, this Plan should become a "*living document*" that serves as the strategic guide for current and future technology for ASCC.

A review of this Plan should be conducted every year and a report submitted by the IPCC Technology Sub-Committee to the ASCC Curriculum Committee and any other pertinent body such as, but not limited to the Board of Higher Education, ASCC Administration and ASCC stakeholders on the status of the implementation progress and success of this Plan on the direct or indirect impacts it makes on student learning.

Strategic Focus:

How will ASCC effectively maintain and develop its technology and physical assets and its technology services to our internal and external stakeholders?

Strategic Response:

In beginning the process to meet the Strategic Focus, The Integrated Planning Subcommittee (IPS) began to gather information from the 2009 ASCC Program Review and compile the requests for technology base services, equipment and tools. In better understanding, the IPS also had compiled other data and information of technology using a variety of ASCC documents, information and inventories that could provide a better understanding to the technological environment at ASCC and how it supports student learning. Some of these documents are 2009 ASCC Program Review, 2009 ASCC Computer Inventory, ASCC Student computer lab usage form.

The IPS compiled the evidence and data to better understand the technological scenario and analyzed the information of the data to provide a clearer picture of the dire technological needs of ASCC stakeholders to provide, support and deliver student learning activities. The IPS concluded with the following broad statement in meeting these technological challenges to support academic growth on ASCC's campus for its students:

ASCC will effectively maintain and develop its technology assets and services (Computers & Servers, Network & Communication, Multimedia & Peripherals, and Distance Learning and Online Services) to internal and external stakeholders through its institutional integrated Technology Plan.

The following pages will outline the path to achieve this plan to provide, enhance and support the technological assets and services to ASCC stakeholders.

Computers & Servers #1

Narrative:

In response to the overwhelming usage of technology by ASCC students, faculty and staff, the IPS decided to address these issues on two levels. One was to address the immediate and current computer and server needs as well as projecting and forecasting future computer server needs that will be needed in order for student success to grow.

The following are the strategic areas in which the plan will address the following issues:

Strategic Goal #1:
"To effectively maintain and develop its Computer and Server assets and services to internal and external stakeholders"

Strategic Objective #1:
To meet the challenge of current Computer and Server needs of ASCC stakeholders.

Performance Indicators:
1. To develop and implement computer accessibility plan.

   Activities:

   - Increase the number of computers to meet the ratio of 1 computer per 10 students (Current ratio is 1:24)

   - Increase the hour of computer lab availability from 8 to 10

   - To renovate Rooms 15 and 16 to accommodate additional computers

2. To develop and implement computer/server purchasing / maintenance plan

   Activities:

   - Review and update the current policy on computers/servers purchasing
     1. *Enforce MIS approval on all computers/servers purchasing*
     2. *Acquire additional staff support*
     3. *Create a maintenance schedule for campus computers/ servers*

3. To develop and implement computer/server replacement plan

   Activities:

   - Create an institutional computer replacement/disposal

4. To assess and provide computer training opportunities for ASCC employees

   Activities:

   - Provide workshops on computer basics (i.e. ASCC e-mail access, PDF conversions, MS Office Suite, etc.)

   - Provide workshops on Colleague Software

   - Provide opportunities for technical trainings

Expected Outcomes:

   1. ***Increase the computer accessibility for students on campus by 100% to assure that they can work on assignments for class by increasing the Computer to Student ratio;***

   2. ***To assure that technology acquired by ASCC is compatible and appropriate to support student learning;***

   3. ***Increase efficiency of replacing technology to assure that accessibility and use is not disrupted by 50% for students and ASCC stakeholders;***

   4. ***ASCC faculty and staff are provided adequate technology training to use for integration into their daily work to assure efficiency.***

Strategic Objective #2:
To meet the challenge of future technological needs of ASCC stakeholders

Performance Indicators:

1. To research and develop technological options that is appropriate to ASCC's students and employees.

    Activities:

    - Identify future technological tools appropriate for ASCC Students
        1. *1 laptop per student per smart classroom*
        2. *Kiosks for online registration*
        3. *Other wireless technology*

    - Employees
        1. *Smart classroom (Faculty)*

2. To integrate the use of technology campus-wide

    Activities:

    - Provide access to Colleague (Web Advisor)

    - Provide faculty with technology integration training

    - Purchase servers to support the integration software for the entire campus

3. To research and procure funding for identified computer/server needs

    Activities:

    - Identify the computer/server total cost of ownership for the life of the technology

    - Identify the costs covered under the student technology fee

    - Identify the costs covered by the MIS budget to support faculty and staff

    - Research and implement a surcharge on all campus computer and server purchases

    - Research and procure funding to support and maintain the continuity of computers and servers

    Expected Outcomes:

    1. *Appropriate technology for ASCC stakeholders;*

    2. *Campus-wide use of Datatel/Colleague online features to ASCC stakeholders;*

    3. *Increased funding sources to support growing needs of technology for ASCC stakeholders*

Network & Communication #2

Narrative:

This section was not really highlighted in the 2009 ASCC Program Review as an issue, but the IPCC felt strongly that without network and communication to interconnect computers and servers, it would make other technological tools mentioned in this plan to perform at its

highest level of providing highly quality services and program to ASCC Stakeholders. Other issues that are dependent upon the network and communication are internet and telephony. By including the plan on development, research and implementation will allow for ASCC to fully access its technological resources.

The following are the strategic areas in which the plan will address the following issues:

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Strategic Goal #2:
"To effectively maintain and develop its Network & Communication assets and services to internal and external stakeholders"

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Strategic Objective #1:
Provide reliable network and telecommunications connectivity

Performance Indicators:

1. To research and procure optional solutions for network and telecommunications expansion

    #### Activities:

    - Research, design and implement VoIP (Voice over Internet Protocol)

    - Acquire a VoIP technician(s))

    - Subscribe to Internet 2 (Network Services for Colleges and Universities)

2. To develop and implement a campus-wide local area network (LAN) using a variety of network media

    #### Activities:

    - Standardize and centralize all campus external connections

    - Design and implement the fiber network backbone

    - Design and implement wireless hot spots on campus

    #### Expected Outcomes:

    1. *Establish telephone exchange to connect all of ASCC offices and division to common carrier;*

    2. *Reduce cost of telecommunications over long period by acquiring VoIP technology;*

    3. *Standardize and interconnect all offices and divisions to ASCC Local Area Network;*

    4. *Establish robust local network connectivity.*

<u>*Multimedia & Peripherals #3:*</u>

Narrative:

ASCC utilizes a variety of tools, that are difficult to place in a specific area, so the IPCC had agreed that items mentioned in the 2009 ASCC Program Review such as keyboards, mouse, printers, VGA wires, projectors and a variety of other technological tools will be categorized in this area as a strategic area of focus due to the enormity of request and frequency in the 2009 ASCC Program Review. In attempting to address the issues of replacement, support, maintenance and acquisition of these tools, the following are the strategic areas in which the plan will address the following issues:

<u>*Strategic Goal #3:*</u>
"To effectively maintain and develop its Multimedia/Peripheral assets and services to internal and external stakeholders"

<u>*Strategic Objective #1:*</u>
To enhance the opportunities for all ASCC stakeholders to utilize and access multimedia services.

<u>*Performance Indicators:*</u>
1. To develop and implement an access plan for multimedia services

   <u>*Activities:*</u>
   - Purchase multimedia technologies
   - Create a Multimedia Center and centralize all multimedia assets and services for Academic Affairs
   - Develop an institutional policy for multimedia accessibility and support

2. To develop and implement a maintenance and support plan for all ASCC multimedia service.

   <u>*Activities:*</u>
   - Identify and assess all campus multimedia technologies
   - Identify supported multimedia technologies and standardize accordingly
   - Provide technical training for multimedia support staff
   - Acquire multimedia support staff

<u>*Expected Outcomes:*</u>
1. *Establish common location for faculty and staff to access multimedia technologies to support activities in classroom, community outreach and professional development;*
2. *Establish plan to provide immediate support to reduce down time of technologies being utilized by ASCC stakeholders.*

Distance Learning & Online Services #4

Narrative:

Distance learning was an issue raised both in the WASC recommendation and standards as well as the 2008 Academic Affairs Program Review. It was reported in the Academic Program Review that 82% of courses offered relied on technology. The need is to assure that classrooms are prepared to meet the challenges of a technology savvy generation and also to assist with preparing faculty to integrate technology into the pedagogy and learning styles, but to better use the technology to support other programs that provide intervention, counseling and resources for ASCC stakeholders.

Online services are issues of concern raised by ASCC staff in the 2009 ASCC Program Review. With the acquisition of a new Student Information and Financial System (Datatel/Collegue), ASCC is currently in preparation to deploy various online features for students, faculty and staff. These online features will greatly assist in providing resources, an environment of transparency with academic program and streamline processes within ASCC.

The following are the strategic areas in which the plan will address the following issues:

Strategic Goal #4:
"To effectively maintain and develop its Distance Learning and Online Services to internal and external stakeholders"

Strategic Objective #1:
To provide opportunities and access for Distance Learning and Online Services

Performance Indicators:

1. To develop and implement an asynchronous online resources plan

Activities:

- Develop smart classrooms

- Implement online registration, data collection, advising, grading, etc.

- Develop and design online student learning services (counseling, tutorials, etc.)

Expected Outcomes:

1. *Establish smart classrooms to support academic learning.*
2. *Assess & Implement distance learning and smart classroom training.*
3. *Implement access to Datatel/Colleague to ASCC stakeholders to support the mission of the institution.*
4. *Develop activities with Student Services to provide online resources to support student learning activities.*

Physical Facilities & Maintenance Goals, Objectives, Performance Indicators, Activities, & Expected Outcomes

Physical Facilities & Maintenance Subcommittee – Mikaele Etuale, Queen Anna Failauga, Kenape Aumavae (Missing from Picture) Tavita Elisara, Faamasani Tuitasi

Strategic Focus:
ASCC will effectively maintain and develop its human & physical assets and its services to our internal and external stakeholders through its institutional integrated Facilities Renovation Plan, Maintenance Plan, and 2020 Campus Facilities Plan.

Strategic Response:

The Physical Facilities & Maintenance Subcommittee (PFMS) commenced its work in June to develop a plan addressing the College's facilities strategic focus, based on the integrated planning process. From the Program Review results and data identified by the College's stakeholders, three main areas of focus were identified, 1) New Construction, 2) Renovation and Repair, and 3) Maintenance.

The PFMS's effort to address the strategic focus compiled data, reviewed documents, and assessed our institutional facilities in order to obtain a better understanding of needs identified by the program review. From the subcommittee's review of data and documents, it developed three strategic goals to address the major strategic focus, leading to quality facilities providing high quality services and conducive to the student learning process, leading to the success and achievement of our institutional mission.

<u>Strategic Goal #1: "New Construction"</u>
"ASCC will implement the existing facilities plan through formalized planning and plan schedule of new construction"

<u>Strategic Objective #1:</u>
To construct the Multipurpose Facility, Fale Samoa, the ITT Building, Teacher Education Building, Fine Arts Building and the refurbished Malae to accommodate institutional programs that leads to the fulfillment of our mission.

Performance Indicators:
1. To continue with the 2020 Campus Facilities Plan (CFP)

Activities:

- Review the advantages (+) and disadvantages (-) identified in the 2020 CFP to increase the quality and availability of educational resources.

- Take necessary steps to complete the 2020 CFP.

2. To comply with Federal and Local requirements/regulations. (i.e. permits, NEPA, EPA, building codes, etc)

    Activities:

    - Coordinate with appropriate agencies to comply with necessary regulations for.
        1. *Environmental Impact Assessment (EIA)*
        2. *Elevation certification*
        3. *National Environmental Policy Act (NEPA) regulations*
        4. *Public works permits/certificates / site plans*

3. Comply with government procurement policies in terms of contractual & bidding processes

    Activities:

    - Consult with the Procurement Officer/ASCC Legal Counsel on procurement policies regarding bidding processes.

    - Consult with the Procurement Officer/ASCC Legal Counsel on policies regarding contractual processes.

    - Implement the bidding process to its completion

4. Comply with local safety and Administration of Disabilities Act (ADA) requirements

    Activities:

    - Consult with ASCC Legal Counsel on Federal and local Safety and ADA requirements and compliance.

    - Coordinate with contractor the implementation of safety and ADA regulations into the design and construction process.

    - Conduct an awareness training for student/faculty/staff safety

Expected Outcome:

1. ***The construction of the anticipated buildings identified by the 2020 Campus Facilities Plan that is safe and conducive for the successful implementation of our academic and non-academic programs.***

Strategic Goal #2: "Renovation & Repair"
"ASCC will improve our services through renovations by utilization and the allocation of resources to maximize productivity"

Strategic Objective #1:
To upgrade our physical assets through the renovations of our classrooms/labs and offices for the successful implementation of our academic programs and services.

Performance Indicators:

1. Identify renovation recommendations identified by the Program Review Overall Summary report (PROS).

   #### Activities:

   - Assess recommended renovations as identified in the PROS report.

   - Arrange into categories the identified renovation recommendations from PROS.
     1. *Major renovation, Minor renovation, Beyond repair, need to be new construction*

   - Establish and pilot test a Smart Classroom/eClassroom

   - Identify renovations for classrooms/labs.
     1. *Provide functional electrical outlets*
     2. *Provide adequate lighting & air conditioning*
     3. *Expand the use of classrooms to distance learning*
     4. *Upgrade classrooms/lab to accommodate students with disabilities.*

   - Identify renovations for offices.
     1. *Provide functional & adequate lighting*
     2. *Provide adequate workspace*

   - Reclaim classrooms that have been converted to other uses as new construction allows.
     1. *Main Quad section*

2. Prioritize renovation activities based on immediate needs identified.

   #### Activities:

   - Develop a timeline on renovation activities based on immediate needs identified.

   - Implement renovation activities as prioritized in timeline.

   - Identify and renovate an existing central room for multimedia center.

   - Inclusion of safety and accessibility into renovation activities.

- Integrate appropriate departments into development of renovation activities (i.e. MIS for technology plan, Academic Affairs)

3. Develop a timeline for the completion of renovation activities

   Activities:

   - Implement the renovation timeline to its completion.

Expected Outcomes:
1. **Upgraded classrooms with technological capabilities to support our instructional programs.**
2. **Upgraded academic faculty and support services offices that lead to quality services and instructional program implementation.**

Strategic Goal #2: "Maintenance"
"ASCC will effectively maintain its facilities and equipment to maximize productivity"

Strategic Objective #1:
To upgrade our physical assets (i.e., facilities and equipment) through continuous maintenance activities thus extending the life span of ASCC's facilities and equipment ensuring the successful implementation of our academic and non academic programs.

Performance Indicators:
1. To review the existing maintenance plan.

   Activities:

   - To review the current air conditioning maintenance plan

   - Review inventory of all air conditions on campus

   - Review job orders of all work done on maintaining air conditions

   - To include the air conditioning maintenance in the comprehensive maintenance plan

2. To conduct a review of all ASCC facilities.

   Activities:

   - Conduct a thorough count of all existing facilities

   - Review job orders for all work done on facilities maintenance

   - Integrate facilities in the comprehensive maintenance plan

3. To review records and other necessary documentation of work orders that pertains to facilities and equipment maintenance.

Activities:

- Conduct an inventory of existing equipment
- Review job orders on maintenance work done on heavy equipment.
- Integrate equipment in the comprehensive maintenance plan.

4. To involve internal stakeholders in the development of the comprehensive maintenance plan.

   Activities:

   - Identify an internal/external institutional committee to develop a comprehensive maintenance plan.
   - Establish a timeline in the successful implementation and completion of maintenance plan.
   - Continuous assessment of implemented maintenance plan.

Strategic Objective #2:
To upgrade our physical assets (i.e,. facilities and equipment) through continuous maintenance activities thus extending the life span of ASCC's facilities and equipment ensuring the successful implementation of our academic and non academic programs.

Performance Indicator:

1. To involve internal/external stakeholders in the development and implementation of the comprehensive maintenance plan

   Actions:

   - Identify an internal/external institutional committee to develop a comprehensive maintenance plan.
   - Establish a timeline in the successful implementation and completion of maintenance plan.
   - Continuous assessment of implemented maintenance plan.
   - Identify areas for improvement in the continuous implementation of maintenance plan.

Expected Outcomes:
1. ***The successful development of an institutional maintenance plan to continuously upgrade and maintain our physical assets.***
2. ***The continuous assessment and review of the maintenance plan during its implementation so that our physical assets are continuously upgraded ensuring quality services are provided and student learning achieved.***

Staffing Goals, Objectives, Performance Indicators, Activities, & Expected Outcomes

Staffing Subcommittee – Tafa Tupuola, Dr. Irene Helsham, Virginia Mailo-Filiga (standing), Hillary Fraser, Fred Suisala, Komiti Panama-Emmsley (sitting)

Staffing Plan Overview:

The purpose of the staffing plan is to implement the services to support the mission of the institution, the goals of the Academic Excellence, Technology, and Facilities plans, and the programs of ASCC. With broad-based and integrated planning, it is imperative to have the qualified personnel in place to execute with some measure of success.

Because of the non-existence of an institutional Staffing Plan throughout the past years, the development of this Staffing Plan was very challenging. The development of the first Staffing Plan addressing the needs of the institution as identified in the Program Review and the recommendations as prioritized by the chairpersons and division personnel required input from all internal stakeholders. The Staffing Plan in its entirety was developed through integration with the other master plans.

Strategic Focus:

Based on the results of all division/department program reviews, quarterly reports, and the Academic Excellence, Technology, and Facilities Plan for 2010-2012 three strategic focus areas were identified for staffing:

1. *Professional, Governance and Employee Development*
2. *Reclassification*
3. *Adequate Staffing*

Strategic Response:

In order for ASCC to fulfill its mission and goals, it is crucial for all employees to receive the necessary support and training opportunities to enable them to undertake their roles to the highest standards, meeting the highest quality services as stated in the college's mission.

The staffing activities are integrated with the performance indicators/activities that support Academic Excellence, Technology and Facilities Plans. It is a detailed process of anticipated future performance indicators and activities in reaching the objective of each strategic focus area.

Strategic Objective #1:
Provide professional development training and degree opportunities supported by the institution to enhance and retain employees with competencies that promote high quality of services.

Performance Indicators:
1. To establish a committee to develop guidelines for Professional and Employee Development training plan**.**
   #### Activities:
   - Identify interdisciplinary committee for Professional and Employee Development

   - Develop guidelines for selecting, monitoring, and service obligation to ASCC.

   - Establish and maintain institutional documented policy for conducting Professional and Employee Development activities.

   - Evaluate available training alternatives to determine which provides the most effective mechanism for developing employee competencies.

   - Assigned responsibility for assisting and advising divisions/departments on Professional and Employee Development activities and procedure

2. To support required training.
   #### Activities:
   - Identify qualified individuals to conduct required training *(Train the Trainer).*
       1. *Academic Excellence Plan:*
            - *The use of technology.*
            - *Distance learning infrastructure.*
            - *Smart Classroom/eClassroom*
       2. *Technology Plan:*
            - *Technical training*
            - *Colleague Software*
            - *Computer basics*
            - *Multimedia/peripheral*
       3. *Facilities Plan:*
            - *Safety and awareness*

- Safety, EPA, permits

- Conduct high quality training in:
  1. *Academic Excellence Plan:*
     - *Use of technology.*
     - *Distance learning infrastructure.*
     - *Smart Classroom/eClassroom*
     - *Student Learning Outcome Assessment*
  2. *Technology Plan:*
     - *Computer basics.*

- Conduct customer service training for support staff and administrators

3. To promote personal and professional growth.
   Activities:
   - Provide opportunities that will enhance personal and professional growth
     1. *Academic Excellence Plan:*
        - *In-service and off-island opportunities.*

4. Support and promote degree programs for employees for professional growth.
   Activities:
   - Provide funding personnel in pursuit of a higher degree

Expected Outcomes:
1. **An established interdisciplinary professional development committee that establishes selection criteria and guidelines**
2. **Delivery of high quality and required training from qualified trainers in (Technology, Distance Learning, Smart Classroom/eClassroom, Technical Training, Colleague Software, Computer basics, Multimedia/peripherals, Safety and awareness, Customer service)**
3. **Promotion of personal and professional growth.**
4. **Support and promoting degree programs for professional growth.**

Strategic Goal #2:
"ASCC will offer competitive and equitable compensation that aligns with employee performance"

Strategic Objective #1:
Provide a comprehensive classification and performance evaluation program that will encourage employees to maximize quality of services.

Performance Indicators
1. To invest and improve competitive and equitable pay.

Activities:

- Implement approved reclassified pay schedule for faculty and staff

- Revise and implement new class contracts scale for adjunct faculty.
    1. *Academic Excellence:*
        - *Implement reclassification.*

2. To support standard classification process

Activities:

- Transition from Teacher classification to academic ranking
    1. *Academic Excellence:*
        - *Develop and adopt a system for faculty ranks*

3. Improve performance evaluation process and instrument that assess effectiveness.

Activities:

- Review and enhance criteria of effective teaching, scholarly activities, and potential contribution to the mission
    1. *Academic Excellence:*
        - *Implement and adhere to the approved hiring procedures*

Expected Outcomes

1. ***Competitive and equitable salary scale.***
2. ***Standard classification process such as faculty ranks.***
3. ***Improved performance evaluation instrument and process that assess effectiveness.***

Strategic Goal #3:
"ASCC will ensure adequate staffing that will promote high quality programs and services"

Strategic Objective #1:
Budget positions for identified high need areas.

Performance Indicators:
1. To implement and adhere to hiring procedures.
    Activities:
    - Follow hiring procedures
        1. *Academic Excellence:*
            - *Implement and adhere to the approved hiring procedures.*

2. To identify adjunct, part-time, consultation, contractual and temporary positions.
    Activities:
    - Support expansion of special projects and activities.

3. To promote and expand student employment for transitioning into the workforce.
   Activities:
   - Align student employment process with institution.
     1. *Academic Excellence:*
        - Maximize student access to financial aid employment and scholarships.

   - Design and implement student employee performance evaluation that is aligned with SLO's

Expected Outcomes
1. ***Enforcement of hiring procedures.***
2. ***Adequate staff supporting special projects and activities.***
3. ***Alignment of student employment process with institution procedures.***
4. ***Student employee performance evaluation aligned with SLO's.***

Budget Notes:

Integrated planning requires a realistic view of currently available resources, expected resources and resources that must be generated from new sources. The following sections will address the strategic goals and strategic objectives, identifying necessary resources to accomplish the objectives and anticipating the appropriate revenue sources.

ACADEMIC EXCELLENCE:
Strategic Goal #1: ASCC will enhance and deliver innovative, effective education and support education and support program to facilitate student academic success.

- *Strategic Objective #1: Provide highly qualified faculty, appropriate facilities and a curriculum that reflects Communication, Job and Life Skills (ASCC Institutional Student Learning Objectives)*

  - Resource Requirements: The first steps in achieving this objective is to analyze the current use of existing resources, re-allocating as necessary for improved academic programs and services. Implementation and enforcement of existing policies should be revenue neutral. While extending the hours of instruction to include late afternoon classes, "Evening College", Night School (ITT) and weekend classes will initially cost more money, they are expected to generate sufficient tuition revenue from previously under-served students to be self-sustaining.

- *Strategic Objective #2: Assess and revise/restructure the curriculum based on recommendations for improvement from the Curriculum Committee*

  - Resource Requirements: This is an on-going activity, coordinated with the comprehensive catalog review every two years, and is a budgeted activity, which will continue with existing resources. The data analysis activities will require additional staff, which may be achieved either through re-assignment of current employees or securing additional funds from tuition revenues, local funding or ARRA stimulus funding.

- *Strategic Objective #3: Emphasize high quality teaching and services*

  - Resource Requirements: There are three aspects under this strategic objective – assuring on-going availability of textbooks, lab supplies and other basic instructional resources; improving instructional technology; and revising the evaluation of teaching and services to include an emphasis on Student Learning Objectives.

- o ASCC does not currently have the cash reserves to totally meet the need for books and supplies at the beginning of each new semester. The procurement of these books and supplies has been centralized in the new campus bookstore, with better management of inventory, better control of ordering, and the implementation of cooperative agreements with other agencies of the American Samoa Government to enhance Bookstore revenues. Bookstore profits enhance the general budget and are anticipated to grow to the point that the cash flow problems surrounding book and supply orders are reduced significantly.

- o Improving instructional technology first requires a review of existing resources, which may be accomplished with current resources, and then purchasing additional resources. A "technology fee" has been implemented for all students, significant funds from the ARRA Stimulus program have been requested, and ASCC has been notified that fiber optic ISP support through the University of Hawaii will be provided without cost, freeing some revenues for technology expansion. The college will continue to seek grants to support expansion, implementation and maintenance activities.

- o Revising the evaluation of teaching and services can be accomplished with existing resources.

- *Strategic Objective #4: Develop and implement programs that serve the needs of the community*

  - o Resource Requirements: Many research and community outreach activities may be expanded using existing resources from the Land Grant and Sea Grant Programs or the Samoan Studies Institute.

  - o Evening College and Night School, along with specialized workforce training programs, should generate sufficient revenues to be self-sustaining.

  - o New career workshops and career placement programs may be initiated with existing resources, but will require grant funds to be fully implemented.

- *Strategic Objective #5: Increase the quality and availability of educational technology*

  - o Resource Requirements: ASCC has proposal pending through the ARRA Stimulus Program to support significant expansion of educational technology. If Stimulus funds are not approved, the college will seek additional revenues through federal and private grant applications.

- *Strategic Objective #6: Deliver/provide academic support by strengthening services (academic, counseling, tutoring, finances, resources and campus life)*

    o These activities can be completed with better use of existing resources.

- *Strategic Objective #7: Enhance opportunities for student academic, career and personal success.*

    o Resource Requirements: These activities rely heavily on improved collection and analysis of data, which will require an additional data technician (as described above) and then more effective use of existing resources.

- *Strategic Objective #8: Expand academic programs to meet the mission of ASCC*

    o Resource Requirements: Activities focus on the implementation of an accredited Bachelor of Education program. Sufficient resources have been allocated to meet current program needs, but the college will continue to seek ARRA Stimulus Funds and other grant resources to expand the program in coming years.

Strategic Goal #2: ASCC will support faculty and staff performance and commitment

- *Strategic Objective #1: Provide a work environment that encourages professional growth, recognizes and supports excellence in services, and provides advancement opportunities*

    o Resource Requirements: While some recognition activities (including implementing faculty ranks) may be accomplished within the current budget, additional funds are necessary to expand professional development opportunities. ARRA Stimulus Funds have been request for this activity, other existing grants include professional development opportunities, and the college will continue to seek grant funds to support full implementation.

TECHNOLOGY:
Strategic Goal #1: To effectively maintain and develop its computer and server assets and services to internal and external stakeholders.

- *Strategic Objective #1: To meet the challenge of current computer and server needs of ASCC stakeholders*

- *Strategic Objective #2: To meet the challenge of future technological needs of ASCC stakeholders*

Strategic Goal #2: To effectively maintain and develop its network and telecommunications assets and services to internal and external stakeholders.

- *Strategic Objective #1: Provide reliable network and telecommunications connectivity*

Strategic Goal #3: To effectively maintain and develop its multimedia and peripheral assets and services to internal and external stakeholders.

- *Strategic Objective #1: To enhance opportunities for all ASCC stakeholders to utilize and access multimedia services*

Strategic Goal #4: To effectively maintain and develop its distance learning and online services to internal and external stakeholders.

- *Strategic Objective #1: To provide opportunities and access for distance learning and online services*

  - o Resource Requirements: Achieving each of the Technology goals and objectives listed above will require a significant investment of new resources. ASCC has requested support for full implementation from the ARRA Stimulus Funds, and is taking in-house measures to generate and utilize revenues from the student technology fee, and working to make more effective use of existing resources. The college will continue to seek additional grant funds to support achievement of these goals and objectives.

PHYSICAL FACILITIES & MAINTENANCE
Strategic Goal #1: ASCC will implement the existing facilities plan (reference 2020 Campus Facilities Plan) through formalize planning and plan schedule.

- *Strategic Objective #1: (New Construction) To construct the Multipurpose Building Land Grant Wellness Building, Fale Samoa, the ITT building, Teacher Education Building, Fine Arts Building and the refurbished malae to accommodate institutional programs that lead to the fulfillment of our mission*

  - o Resource Requirements: Territorial Capital Improvement Project (CIP) funds have been provided to date to cover approximately 80% of the cost to construct the Multipurpose Building and Fale Samoa and 100% of the Wellness Building. Additional funds have been requested from the American Samoa Government, through ARRA Stimulus Programs or other sources, to complete construction. The remaining projects will be prioritized and CIP funding requested over the next three-to-six years.

Strategic Goal #2: (Renovations and Repairs) ASCC will effectively maintain and develop its human and physical assets and its services to our internal and external stakeholders through its integrated Facilities Renovation Plan, Maintenance Plan and 2020 Campus Facilities Plan.

- *Strategic Objective #1: To upgrade our physical assets through the renovations of our classrooms/labs and offices for the successful implementation of our academic programs and services.*

Strategic Goal #3: (Maintenance) ASCC will implement the existing facilities plan through formalized planning and plan schedule.

- *Strategic Objective #1: To upgrade our physical assets through maintenance of our classrooms/labs and offices for successful implementation of our academic programs and services*

    o Resource Requirements: Completing the activities of renovation, repair and maintenance will require a significant infusion of new funds into the ASCC budget. While basic maintenance and some renovation tasks are completed by the current ASCC Maintenance and Operations staff, major projects are beyond the reach of ASCC's current resources. Significant funding has been requested from the ARRA Stimulus Program and ASCC will continue to seek CIP funds for specific projects.

STAFFING:
Strategic Goal #1: ASCC will invest in and promote professional, Governance and employee development to enhance institutional effectiveness.

- *Strategic Objective #1: Provide professional development, training and degree opportunities to enhance institutional effectiveness.*

    o Resource Requirements: ASCC's budget for professional development continues to increase slowly each year, as this is a priority identified by all departments through Program Review. Additional professional development funds are available through ASCC grants and professional networks, such as PEC. The ASCC Human Resources Office provides regularly scheduled staff training. Additional funds are necessary for the college to be able to support advanced degree programs and technology training.

Strategic Goal #2: (Reclassification) ASCC will offer competitive and equitable compensation that aligns with employee performance.
- *Strategic Objective #1: Provide a comprehensive classification and performance evaluation program that will encourage employees to maximize quality of services*

   o Resource Requirements: Two funding sources – ARRA Stimulus Funds and a tuition increase (either in lieu of or after the expiration of ARRA funds) have been identified to support this major activity.

Strategic Goal #3: ASCC will ensure adequate staffing that will promote high quality programs and services.

  • *Strategic Objective #1: Budget positions for identified high need areas.*

   o Resource Requirements: Current budget and existing resources are not sufficient to support additional faculty or staff positions. The only options for funding additional positions are a) an increase in local appropriations or b) increased tuition.

Institutional Planning Timeline:

	---	2009: 2nd qtr Jan/Mar	3rd qtr Apr/Jun	4th qtr Jul/Sep	2010: 1st qtr Oct/Dec	2nd qtr Jan/Mar	3rd qtr Apr/Jun	4th qtr Jul/Sep	2011: 1st qtr Oct/Dec	2nd qtr Jan/Mar	3rd qtr Apr/Jun	4th qtr Sep/Oct
Planning:	---	IPC /IPECC Formation Summarize, Analyze Data, **Institutional Program Review**	IP Sub committees Draft Plans from PR & identify division priorities & institutional focus areas	Finalize master plans (Education, Facilities, Staff, Technology) **Finalize Institute Strategic Plan (ISP)**	Annual Goals for each division submitted to the President, IE, and IPECC Implement ISP	**Institutional Program Review** to coincide with Academic Program Review	Annual Review of Plans IPC IPECC to revise or maintain activities for 5th year of plan	BHE monitors progress of plan	Annual Goals for each division submit to the President, IE, IPECC		Annual Review of plans IPC, IPECC	BHE monitors progress of plan
Assessment:	---	Institutional Program Review (IPR)	Program Review Summary	Divisions review 3rd qtr report for annual assessment of goals APC analyzes assessment data	Annual progress Report 1st – 4th qtrs Division assessment, revise , set goals for 2010	IE evaluates progress of Goals, objectives IPECC quarterly review	IPECC /IPC analyze plans and make revisions Through Program Review	Divisions review 3rd qtr report for annual assessment of goals APC analyzes assessment data	Annual progress Report 1st – 4th qtrs Division assessment, revise, set goals for 2011	IE evaluates progress of Goals, objectives IPECC quarterly review	IPECC /IPC analyze plans and make revisions Through Program Review	Divisions review 3rd qtr report for annual assessment of goals APC analyzes assessment data
Budgeting:	---		ASCC Divisions submit proposed budget requests *Budget submitted by the Pres & reviewed by the BHE*	Budget Submit to ASG Fono /Gov approves budget	Start Budget allocation to all ASCC divisions	Monitor Links to Plans with allocation Start Budget prep for next cycle	ASCC Divisions submit proposed budget requests ASCC budget approval *Budget submitted by the Pres & reviewed by the BHE*	Budget Submitted to ASG Fono/ Gov approves budget	Start Budget allocation to all ASCC divisions	Monitor Links to Plans with allocation Start Budget prep for next cycle	ASCC Divisions submit proposed budget requests	Budget Submit to ASG Fono /Gov Approves budget

Reporting:	---	1st Qtr Reports Distributed	2nd Qtr Reports Distributed	3rd Qtr Reports distribute Regional Fact Book data submitted **5 yr Strategic Plan**	4th qtr Reports **2009 annual summary** of goals & objectives	1st Qtr Reports Distribute	2nd Qtr Reports Distribute	3rd Qtr Reports Distribute **Catalog Complete**	4th Qtr Reports **2010 annual summary**	1st Qtr Reports Distribute	2nd Qtr Reports Distribute	3rd Qtr Reports Distribute
Accreditation:	---	Response to ACCJC	Progress Report to ACCJC	Finalize Report to ACCJC	Submit Report with Strategic plan WASC Visit	ACCJC meeting for progress and review of term for ASCC	ACCJC annual retreat in AS		Report to ACCJC WASC visit	ACCJC meeting for review of term for ASCC		
	2012: 1st qtr Oct/Dec	**2nd qtr Jan/Mar**	**3rd qtr Apr/Jun**	**4th qtr Jul/Sep**	**2013: 1st qtr Oct/Dec**	**2nd qtr Jan/Mar**	**3rd qtr Apr/Jun**	**4th qtr Jul/Sep**	**2014: 1st qtr Oct/Dec**	**2nd qtr Jan/Mar**	**3rd qtr Apr/Jun**	**4th qtr Sep/Oct**
Planning: *IPC = Institutional Planning Committee* *IPECC = Institutional Planning Executive Core Committee*	Annual Goals for each division submit to the President, IE, IPECC	**Institutional Program Review**	Annual Review of plans IPC IPECC	BHE monitors progress of plan	Annual Goals for each division submit to the President, IE, IPECC		Annual Review of plans IPC IPECC	BHE monitors progress of plan	Annual Goals for each division submit to the President, IE, IPECC	**Institutional Program Review**	Annual Review of plans Strategic Focus Areas identified **Master plans** based on PR	**5 yr strategic plan**
Assessment: *APC = Assessment Planning Committee*	Annual progress Report 1st – 4th qtrs Division assessment, revise, set goals for 2012	IE evaluates progress of Goals, objectives IPECC quarterly review	APC, IPECC/IPC analyze plans and make revisions Through Program Review	Divisions review 3rd qtr report for annual assessment of goals APC analyzes assessment data	Annual progress Report 1st – 4th qtrs Division assessment, revise, set goals for 2013	IE evaluates progress of Goals, objectives IPECC quarterly review	APC, IPECC/IPC analyze plans and make revisions Through Program Review	Divisions review 3rd qtr report for annual assessment of goals APC analyzes assessment data	Annual progress Report 1st – 4th qtrs Division assessment, revise, set goals for 2014	IE evaluates progress of Goals, objectives IPECC quarterly review	APC, IPECC/IPC analyze plans and make revisions Through Program Review	Divisions review 3rd qtr report for annual assessment of goals APC analyzes assessment data

Budgeting:	Start Budget allocation to all ASCC divisions	Monitor Links to Plans with allocation Start Budget prep for next cycle	ASCC Divisions submit proposed budget requests *Budget submitted by the Pres & reviewed by the BHE*	Budget Submit to ASG Fono /Gov Approves budget	Start Budget allocation to all ASCC divisions	Monitor Links to Plans with allocation Start Budget prep for next cycle	ASCC Divisions submit proposed budget requests *Budget submitted by the Pres & reviewed by the BHE*	Budget Submit to ASG Fono /Gov Approves budget	Start Budget allocation to all ASCC divisions	Monitor Links to Plans with allocation Start Budget prep for next cycle	ASCC Divisions submit proposed budget requests *Budget submitted by the Pres & reviewed by the BHE*	Budget Submit to ASG Fono /Gov approves budget
Reporting:	4th Qtr Reports **2011 annual summary**	1st Qtr Reports Distributed	2nd Qtr Reports Distributed	3rd Qtr Reports distribute **Catalog Complete**	4th qtr Reports **2012 annual summary**	1st Qtr Reports Distribute	2nd Qtr Reports Distribute	3rd Qtr Reports Distribute **Catalog finalized**	4th Qtr Reports **2013 annual summary**	1st Qtr Reports Distribute	2nd Qtr Reports Distribute	3rd Qtr Reports Distribute **5 yr Strategic Plan Catalog Complete**
Accreditation:	Midterm Report		Annual Report to ACCJC				Annual Report to ACCJC		Self Study Report			

Budget Activities Timeline:

Activities	SA	Unit/Cost	Year 1	Year 2	Year 3	Year 4	Budget	Notes
1. Increase faculty in high need areas:	S	$40,000	(4) $160,000	(3) $120,000	(3) $120,000	(2) $80,000	$480,000	
2. Maximize classroom use:	T	-		40 Computers	60 Computers	20 Computers	$280,000	
	F	$20,000	Move to computer lab.	*(5) $100,000	(4) $80,000 (New)	(5) $100,000 (New)	$280,000	*Renovation and classroom furniture available after MPB.
	S		-	-	(1)	-	$15,000	Custodial
3. Professional Development:	S							
o Database Curriculum		$4,500	(5) $22,500	(5) $22,500	(5) $22,500	(5) $22,500	$90,000	
o Assessment		$4,500	(30) $135,000	(30) $135,000	(15) $67,500	(10) $45,000	$382,500	
o Pedagogy		$4,500	-	(10) $45,000	(10) $45,000	(10) $45,000	$135,000	

o *Colleague*		$4,500	(15) $67,500	(15) $67,500	(15) $67,500	(15) $67,500	$270,000
o *Distance Learning*		$4,500	(5) Depts. $22,500	(5) Depts. $22,500	(5) Depts. $22,500	(5) Depts. $22,500	$90,000
o Academic Support Services			*(X)* $50,000	*(X)* $50,000	*(X)* $50,000	*(X)* $50,000	$200,000
o Degree Advancement			$40,000	$40,000	$40,000	$40,000	$160,000
o Smart Classroom		$4,500	(10) $45,000	(30) $135,000	(20) $90,000		$270,000
o Shared Governance			80,000	80,000	80,000	80,000	320, 000
4. Smart Classroom:	*T*		50% Equipment	25% Equipment	15% Equipment	10% Equipment	$250,000
	F		Classroom (1)	Classroom (2)	Classroom (3)	Classroom (2)	
	S	$25,000	*(1) $25,000	$25,000	*(1) $50,000	$50,000	$150,000	*Technician
5. Distance Learning Classroom:	*T*		Equipment	Equipment	Equipment	Equipment	$150,000
	T			25% Research	75% Procure and implement		$100,000

*Technician

			(1) Classroom	(2) Classroom	(3) Classroom	(2) Classroom		
	F							
	S		*(1)	-	*(1)	-	$0	*DL and Smart Classroom will share same Technician
6. Institution Committees:	S							
o Curriculum			$5,000	$5,000	$5,000	$5,000	$20,000	
o Planning			$5,000	$5,000	$5,000	$5,000	$20,000	
o Assessment			$5,000	$5,000	$5,000	$5,000	$20,000	
o Faculty Senate			$5,000	$5,000	$5,000	$5,000	$20,000	
7. Adequate Staffing Academic Support Services:	S			-	-			
o Counselors		$35,000	(1) $35,000	$35,000	$35,000	(2) 70,000	$210,000	
o Student Employment: Tutors, etc.			$25,000	$25,000	$25,000	$25,000	$100,000	
8. Program Review:	S		-					

o *Assessment data*				$15,000		$15,000	$30,000	
o *Evaluate Academic Prog.*			$4,000	$4,000	$4,000	$4,000	$16,000	
o *Biennial Catalog Review*			$80,000		$80,000		$160,000	
o *Planning Committees*			$10,000	*$15,000	$10,000	*$15,000	$50,000	***Review**
o *Monitor Focus Area*			$4,000	$4,000	$4,000	$4,000	$16,000	
o *Faculty Handbook*			$0	$7,000	$0	$7,000	$14,000	
9. Research:	**S**		$35,000	$35,000	$35,000	$35,000	$140,000	*Ex. Service Learning research, SSI, printing, supplies, publishing, etc.*
10. Expand Academics:								
o *Accreditation Process*			$6,000	$40,000	$40,000	$5,000	$91,000	
o *Course Development*							$0	

o *Faculty*	*S*						$0	
o *Transportation*			$3,000	$3,000	$3,000	$3,000	$12,000	
o *Professional Development*	*S*	$4,500		$9,000	$4,500	$4,500	$18,000	
o *Assessment*	*S*		$6,000	$6,000	$6,000	$6,000	$24,000	
11. Reclassification:	*S*	320 Employees	1,500,000	-	-	-	$1,500,000	
12. Recognition /& Faculty Rank:	*S*		$12,000	$12,000	$12,000	$12,000	$48,000	
13. Multi-Purpose Building& Wellness Building	*F*		X	X	X	-	CIP Funded	
14. Physical Facilities & Maintenance:	*F*		X	X	X	X	$ 2,445,000	*Equipment, materials, and A/C*
15. New Construction: o *Teacher Education* o *ITT* o *Fale Samoa* o *Refurbishment*	*F*		X	X	X	X	$ 4,000,000	
16. Upgrade Local Area Network (fiber & wireless hotspots):	*T*		65%	25%	10%		$250,000	

17. Multimedia Equipment:	T		50%	25%	15%	10%	$100,000	Equipment
18. Research, design & implement VOIP:	T		10%	75%	15%	0	$350,000	
19. Review & update Computer & server purchasing policy:	T		100%				$1,500	
20. Develop maintenance schedule for campus computers & servers:	T		15%	85%			$800	
21. Create & enforce computer replacement/disposal plan:	T						$800	
22. Provide access to Colleague to all stakeholders:	T		10%	35%	30%	15%	$12,000	
23. Identify & implement computer/server TCO:	T		100%				$800	
24. Identify costs covered under Student Technology fee:	T		100%				$0	
25. Identify costs covered by MIS budget:	T		100%				$0	
26. Research & implement technology surcharge for computer/server purchases:	T		85%	15%			$800	

27. Research & procure funding to support/maintain the continuity of computers/servers:	T		30%	35%	35%		$36,000
28. Research & subscribe to Internet 2:	T		30%	70%			$250,000
29. Standardize & centralize all campus external connections:	T		100%				$0
30. Develop policy for multimedia accessibility & support:	T		100%				$800
31. Identify supported multimedia technologies & standardize accordingly:	T		100%				$0
Total							**$13,445,000.00**