



May 4, 2016

Dear Kapi'olani Ohana:

Subject: Retirement

Many of you have voiced your disappointment over recent events on our campus. It is not my way, nor has it ever been my purpose, to be the focus of the College's energies or to be a distraction from its essential purpose, serving the educational needs of its students. Please note, that I believe the College does have competent and caring administrators, faculty, staff, and students in leadership position and that they have been doing the best job possible with the resources at their disposal. Let me make it clear that ultimately the responsibility for maintaining a fiscally sound institution in the face of reduced resources, and creating and maintaining a quality educational product under conditions of increased educational demands/needs of a global economy, the University system, our accrediting agency, and our students rests in the Chancellor's Office. In meeting these responsibilities the record shows unequivocally that Kapi'olani Community College has met these challenges and in most cases excelled since 2007 when it was my honor to accept the position of Chancellor.

I have worked diligently to carry out the responsibilities of the Chancellor's Office and to continue and extend the high educational standards that have been associated over the years with Kapi'olani Community College. Below please find some of our mutual accomplishments at the College over the past nine years.

1. Kapi'olani Community College since 2007 has strategically grown enrollment. In fall 2007 we had 7,517 students, while in fall 2015 we had 7,816; and in fall 2007 we had 916 Native Hawaiian students, which represented 12.2% of our student population, while in fall 2015 we had 1,318, representing 16.9% of our student population.

2. Kapi'olani CC has increased the rate of students, including Native Hawaiian students, receiving Pell Grants. In fiscal year 2008, there were 724 students who received PELL Grants, 118, or 16.3% of which were Native Hawaiian students. In fiscal year 2015, KCC provided Pell Grants for 1,710 students, 336, or 19.6% of which were Native Hawaiian students.

Furthermore, KCC offered \$659,000 in scholarships to 322 students this past year. The College raised more than \$3.6 million in private/philanthropic donations in FY 2014-2015, including over \$1million from the Kaneta Foundation for the Lunalilo Scholarship Program.

3. Overall, attainment of degrees and certificates has increased for all students, as well as for Native Hawaiian students, and consequently graduation rates have steadily increased. In the fiscal year ending 2008, the College granted 685 Degrees and Certificates, 76, or 11.1% of which were to Native Hawaiian students. In fiscal year 2015, the College granted 1,335 Degrees and Certificates, 189, or 14.2% of which were to Native Hawaiian students.

4. STEM Degree and Certificate of Achievement have increased. For example, in the fall term, 2007 there were 9 students enrolled in the Associate in Science in the Natural Sciences (ASNS) Program, 3, or 33.3% of which were Native Hawaiian students. In the fall term, 2015, there were 457 students enrolled in the ASNS Program, 86, or 18.8% of which were Native Hawaiian students.

Furthermore, in the fiscal year ending 2008 the College awarded 3 ASNS degrees, none of which were to Native Hawaiian students. In the fiscal year ending 2015 the College awarded 58 ASNS degrees, 14, or 24.1% of which were to Native Hawaiian students.

5. In addition, KCC's student transfer rates to four-year UH colleges and other 4-year institutions have increased since 2007. In the fall term, 2007, Kapi'olani CC transferred to UH 4-year institutions 385 students, 52, or 13.5% of which were Native Hawaiian students. In the fall term 2015, KCC transferred to UH 4-year institutions 490 students, 77, or 15.7% of which were Native Hawaiian students.

Furthermore, in the fall term, 2007, KCC transferred into STEM Programs at UH 4-year institutions 36 students, 4, or 11.1% of which were Native Hawaiian students. In fall term, 2015, KCC transferred into STEM Programs at UH 4-year institutions 106 students, 14, or 13.2% of which were Native Hawaiian students.

6. Kapi'olani CC has developed a meaningful partnership with the DOE, especially with Kaimukī High School and has begun our Middle College Initiative. In 2013-2014 KCC offered PACS 108 (Intro to Pacific Island Studies) and REL 150 (World Religions) to 50 high-achieving high school students as part of our *Kuilei High School to College Connection*.

7. KCC pioneered degree pathways programs within the University of Hawai‘i System – with UH Manoa (Ka‘ie‘ie), UH West Oahu (Mananawai), and UH Hilo (Hooimi). These dual admission, dual enrollment programs enable our students to pursue and start their bachelor degree at KCC. In addition, several AAs and ASNS degrees with concentrations have been approved.

8. Kapi‘olani CC launched the AA degree pathway program with concentrations. Based on a data-driven system, which relied on Ka‘ie‘ie 2.0 and the UHCC overlay project, and the top 35 programs in which former KCC students were enrolled at UH Mānoa, 18 fully-articulated, differentiated, and concentrated pathways have been established at KCC.

For example, in partnership with UH Manoa, UH West Oahu, and the hospitality industry, KCC signed MOAs with UHM-CTHAR in Food Science/Culinology and Culinary Institutional Food Services, and with UH West Oahu for a HOST Advance Professional Certificate and eventually a 4-year Bachelor degree in Applied Science in Hospitality Tourism.

9. Kapi‘olani CC has continued its leadership in being an innovative institution of higher learning through a variety of programs, such as our Culinary, Food Security, and the Culinary Institute of the Pacific. In addition, KCC has been innovative through its efforts for Community Engagement, e.g., through HUD grants for the Hawaiian Healing Center at Waianae Coast Comprehensive Health Center, the Center in Pālolo Pipeline Center and the Pālolo ‘Ohana Learning Center, Waikiki Elementary School: Mindful Learning Center, Kapi‘olani Service and Sustainability Learning.

10. We have continued our excellence in our Health Programs and been innovative in workforce development in this area. The students graduating from our Health Programs continued their fantastic pass rate on State and National Certifying Boards. In addition, with C3T-3 grant support, KCC has led a UHCC system-wide effort, in collaboration with DOH and DOE, to develop and implement successfully, a new health education program called School Health Aide (SHA).

11. Kapi‘olani CC has continued to augment the funding provided through the State Legislature and its tuition and fees by obtaining extramural funds. Since the calendar year 2009 the College has obtained 225 grant awards, totaling \$51,409,936. These awards include funding to: strengthen institutional infrastructure through Title III, National Science Foundation; build infrastructure and create scholarships for STEM majors; strengthen community partnerships through HUD and numerous international education awards; create private public

partnerships for the Culinary Institute of the Pacific – Diamond Head project from the Economic Development Administration; strengthen programs beyond Kapi‘olani CC borders through consortium proposals and state-wide workforce development partnerships; and renewal of institution building grants and Title III proposals.

12. Kapi‘olani CC has an innovative and robust international education program that provides opportunities for Hawai‘i’s residents to gain international experience, both on campus through interaction with our international students and in foreign countries, such as Japan, China, Korea, and Vietnam through the Freeman Foundation Program.

However, the impact of international students on our campus and our State goes far beyond the benefit to our local students through interaction with students from different cultures and perhaps, world views. For example, from an economic viewpoint, while only 10% of our students are international, they generate 29% of the College’s tuition revenue. In addition, according to the State of Hawai‘i DBEDT Office, KCC international activities resulted in the following benefits: (1) Impact on Hawai‘i Economy: \$37,474,689 in 2014 and \$39,178,754 in 2015, an increase of 4.5%; (2) Total Direct Spending: \$16,912,096, in 2014 and \$18,138,312 in 2015, an increase of 7.3%; (3) State Tax Revenue: \$2,446,264 in 2014 and \$2,557,502 in 2015, an increase of 4.5%; and (4) Number of Jobs Supported: 406 in 2014 and 435 in 2015, an increase of 7.3%.

We as a campus and as a family need to continue to move forward with renewed energy and focus. The primary focus of my career has been, and remains to be, the building of students’ character and the education of their intellect and attitudes so that they can better serve themselves and their community, and better function in the world at large. However, the current hostile environment on our campus is not favorable to these goals, as it diverts energy and focus from meeting the needs of our students. For this reason, I announce that I will retire from my present position as Chancellor of Kapi‘olani Community College and from the University of Hawai‘i system on December 31, 2016. During the next few months, prior to my retirement, I will be working on several International Education related projects.

In closing, I do hope that my successors will continue to move Kapi‘olani Community College forward with a vision that is broad, a heart that is inclusive, and a mind that is discerning. Ironically, under the circumstances, I am reminded of the words of Martin Luther King, Jr., on the occasion of his acceptance of the award of the Nobel Peace Prize in Oslo, December 10, 1964, “ I believe that

unarmed truth and unconditional love will have the final word in reality. This is why right, temporarily defeated, is stronger than evil triumphant."

I thank you sincerely for all that you do to make our College and its heritage great and hope that you will continue to focus on student engagement, student learning, and student achievement for student success as you "Strive for the highest."

Sincerely,



Leon Richards  
Chancellor