

STATE OF HAWAI`I APPLICATION
TO PARTICIPATE IN ROUND FOUR OF THE
ACHIEVING THE DREAM DEMONSTRATION

Submitted by the
Office of the Vice President for Community Colleges
University of Hawai`i System
Honolulu, Hawai`i

December 2006

BACKGROUND

The University of Hawai`i Community College system (UHCC) includes seven community colleges. Colleges are located on the main Hawaiian islands of Hawai`i, Kaua`i, Maui, and Oahu. The islands of Lanai and Molokai are served by Education Centers staffed and operated by Maui Community College. The UHCC system office is located on Oahu at a central site independent of the seven colleges. The seven colleges of the system form an interdependent network that is nested within the ten institution University of Hawai`i system (There are three upper division institutions – University of Hawai`i at Mānoa, University of Hawai`i at Hilo, and University of Hawai`i at West Oahu).

As the sole publicly funded community college in the state, the UHCC is responsible for providing access to a quality postsecondary education throughout the state.

In fall 200, the UHCC enrolled more than 25,000 students in certificate and degree programs across the state as detailed in Table 1. A significant portion of that enrollment consisted of students who are identified as being Hawaiian or part Hawaiian. These are the indigenous people of the islands who can trace their ancestry in the islands prior to 1778, the data of first western contact.

Table 1

College	Fall 2005	Hawaiian/ Part Hawaiian	% of Enrollment
Hawai`i CC	2,377	698	29.4%
Honolulu CC	4,183	712	17.0%
Kapi`olani CC	7,289	789	10.8%
Kaua`i CC	1,059	211	19.9%
Leeward CC	5,709	850	14.9%
Maui CC	2,903	647	22.3%
Windward CC	1,713	561	32.7%
Total	25,233	4,468	17.7%

Part of the Community Colleges role in providing access to postsecondary education has been to provide opportunities to individuals previously under-represented in higher education. In Hawai`i, that has included Hawaiians and Filipinos. A concerted effort in dealing with identifying and removing barriers to minority student enrollment, retention and success in the late 1980s appears to be having success. Between 1994 and 2004, Hawaiian student enrollment increased significantly. Hawaiian and Filipino students now represent the largest ethnic groups in the Community Colleges.

Both national and state data have shown that individuals with higher levels of education, as measured by degree completed, are more likely to be employed, and have earned higher annual and lifetime incomes on average. In addition, the community and the economy benefit from individuals with higher levels of education.

The National Center for Public Policy and Higher Education in its *Measuring up 2006: The State Report Card on Higher Education* stated for Hawai'i, "During the past 12 years, the proportion of students completing certificates and degrees relative to the number enrolled has increased substantially (by 26%)." When focusing on the benefits of higher education, The Report indicated, "Hawaii has seen an increase in the benefits the state receives from having a more highly educated population. This year, Hawaii earns an A – in benefits."

However, a closer look at UHCC student completion data indicates that Hawaiian students have not been as successful as other students either in continued enrollment, graduation, or transfer to a baccalaureate college, and therefore are likely not receiving the full economic benefits of their postsecondary education work. Improving their performance will be the focus of our participation in the Achieving the Dream demonstration project.

FUNDING AND LEADERSHIP COMMITMENTS

College Selection

The University of Hawai'i Community Colleges (UHCC) system is comprised of seven colleges located throughout the state. Unlike most states, we are a single administrative entity, responsible for policy, planning, budgeting, reporting, and program implementation through our seven colleges. For major initiatives, such as Achieving the Dream, we have successfully organized systemwide workgroups with participation from each college and the UHCC system. We are planning to organize a similar approach if we are selected to participate in the Achieving the Dream initiative.

Over the years, as a statewide system in an island state, we have developed a pattern of operation across our seven colleges that promotes resource sharing and cross campus collaboration. We have established a number of administrative and faculty groups that meet on a regular basis, we have developed a substantial telecommunications infrastructure that facilitates real-time face-to-face communication for use in instruction and meetings, and we have installed a new student information system to facilitate students' cross-college enrollment and registration. This new system also allows us to undertake the institutional data collection and analysis necessary to successfully participate in the Achieving the Dream demonstration.

While this approach will involve more individuals in the process than the examples cited in the published guidelines, we will be able to handle those additional costs through the resource commitments from our partners and our own internal sources. Over the five years of the project, we believe that the total resources needed to implement this statewide consortium approach will be approximately \$1,500,000. It is our analysis that the commitment of \$100,000 per year from each of our partners as well as \$100,000 per year (both financial and in-kind staff support) from within the UHCC will be sufficient to assure a successful outcome. We believe this approach to organizing the participation of our colleges is critical to the success of any implementation activities, and will provide the greatest impact on the students whose future success is dependent upon improved institutional practices and services.

The following colleges are committed to participating in this collaborative, statewide initiative:

Hawai`i Community College
Hilo, Hawai`i
Rockne Freitas, Chancellor

Honolulu Community College
Honolulu, Hawai`i
Ramsey Pedersen, Chancellor

Kapi`olani Community College
Honolulu, Hawai`i
Leon Richards, Interim Chancellor

Kaua`i Community College
Lihu`e, Hawai`i
Peggy Cha, Chancellor

Leeward Community College
Pearl City, Hawai`i
Peter Quigley, Chancellor

Maui Community College
Kahului, Hawai`i
Clyde Sakamoto, Chancellor

Windward Community College
Kaneohe, Hawai`i
Angela Meixell, Chancellor

Funding Commitments

Implementing the State of Hawai`i participation in the Achieving the Dream demonstration project will be the shared responsibility of the University of Hawai`i system through the Office of the Vice President for Community Colleges, the Office of Hawaiian Affairs, and the Kamehameha Schools. Our financial partners are major institutions within the state that play leadership roles within the Hawaiian community. Each has committed to provide \$100,000 per year for the five years of our involvement in the Achieving the Dream demonstration project.

The Office of Hawaiian Affairs (OHA) (<http://www.oha.org/>) is a semi-autonomous entity of the State of Hawaii charged with the administration of 1.8 million acres of what was previously royal land held in trust for the benefit of native Hawaiians. Created by the 1978 Hawai`i State Constitutional Convention, native Hawaiians were given the right for the first time through the Office of Hawaiian Affairs to make their own decisions as to investment of ceded lands and collect revenue generated by those lands to fund programs for the benefit of Hawaiian people.

Kamehameha Schools (<http://www.ksbe.edu/>) is a private co-educational institution in Honolulu, Hawai`i serving over 6,500 students from pre-school through the twelfth grade. Kamehameha Schools was established in 1887 under the terms of the last will and testament of Bernice Pauahi Bishop, a direct descendant of Kamehameha the Great and last Princess of the House of Kamehameha. Bishop's will established a trust currently called the Bernice Pauahi Bishop Estate, the largest private landowner in the State of Hawai`i.

Both of these entities have improving the educational status of Hawaiians as major components of their established missions, the resources necessary to assure adequate financial support over the five years of planned activities, and both have expressed a commitment to participate as partners with us in this initiative (letters are attached).

Relationship to Organizational Priorities

The 2002-2010 UHCC Strategic Plan, approved by the University of Hawai`i Board of Regents in November 2002 has the following long-term goals:

- A. Promote Learning and Teaching for Student Success
- B. Function as a Seamless State System
- C. Promote Workforce and Economic Development
- D. Develop Our Human Resources:
Recruitment, Retention, and Renewal
- E. Develop an Effective, Efficient, and Sustainable
Infrastructure to Support Student Learning

The Achieving the Dream demonstration project relates directly to both our fundamental mission as an educational institution, and our first Strategic Plan goal: Promote Learning and Teaching for Student Success. The UHCC Strategic Plan detailed the following actions thought necessary to improve student success:

- Increase the success rate of under prepared students by designing and delivering more effective programs and services.
- Increase retention and success rates of all students.
- Increase student success by providing international, multi-cultural, and inter-cultural education opportunities for successful participation in an evolving global community;
- Strengthen UHCC as a premier resource in Hawaiian, Pacific Island and Asian programs; promote a respect for differences, and champion diversity.
- Increase student success by providing specialized support and counseling to students with disabilities.

The UHCC system, through its focused strategic planning and implementation activities seeks to help more students reach their individual goals which may include obtaining a better job, earning a community college certificate or degree, or attaining a bachelor's degree. Each college is expected to identify student populations that currently experience low rates of

success, develops interventions to improve student outcomes, and measures changes in student success. To gauge our progress to achieve our Strategic Plan Goals as a whole, all colleges are expected to document over time the percentage of students who accomplish the following:

- successfully complete developmental courses and progress to credit-bearing courses;
- enroll in and successfully complete gatekeeper courses;
- complete the courses they take, with a grade of C or higher;
- reenroll from one semester to the next; and
- earn certificates and/or degrees.

By 2010, we expect our colleges to show measurable improvement in success rates among the studied groups, with no reduction in enrollment for these populations.

Primary Contact

The primary project contact person discussing next steps, including preparing technical assistance agreements and contracts is:

Mr. Michael Rota
Associate Vice President for Academic Affairs
University of Hawai'i Community Colleges
2327 Dole Street
Honolulu, HI 96822
Phone: 808-956-7471 E-Mail: mrota@hawaii.edu

Commitment to Meeting the Achieving the Dream requirements

If selected to participate in the demonstration, the UHCC is committed to:

- Form a core team and a data team to lead the planning and oversee the implementation of Achieving the Dream within the UHCC system; Send five members of the core team to a Kickoff Institute that will be held July 8-11, 2007;
- Submit a work plan and budget for the 2007-2008 planning year after the Kickoff Institute;
- Submit annual student cohort data for inclusion in the national Achieving the Dream database through 2012;
- Send three or more team members to the annual Achieving the Dream Strategy Institutes (starting in January, 2008) that focus on proven strategies and programs for increasing student success;
- Engage faculty, students, and the community in analysis and discussion of issues affecting student success;
- Prepare a comprehensive four-year implementation plan and budget (due May 15, 2008), with at least \$300,000 dedicated to Achieving the Dream

interventions and activities each year plus additional funds for technical assistance, services, and support as estimated in the October 1, 2006 guidelines;

- Submit annual progress and financial reports;
- Share lessons and experiences with the community of learners from Achieving the Dream colleges, states, national partner organizations, and funders; and
- Contribute materials and stories about your college and your experiences with Achieving the Dream in support of the Initiative's communication and public engagement activities.

ATTACHMENTS

Letters of Participation and Financial Commitment

Kamehameha Schools

Office of Hawaiian Affairs



KAMEHAMEHA SCHOOLS

December 27, 2006

Dr. John Morton
Vice President for Community Colleges
University of Hawai'i
2444 Dole Street
Honolulu, Hawai'i 96822

Dear John:

Please accept this letter of intent to support the UH Community Colleges and their participation in the national Achieving the Dream demonstration project.

We at Kamehameha Schools are excited by the potential that this collaboration has to improve the outcomes for groups of community college students who have traditionally been less successful in their education endeavors, specifically Native Hawaiian learners. This collaboration is in complete alignment with the objective of our Education Strategic Plan which is "to increase the capability and well-being of the Native Hawaiian people by creating long-term intergenerational change via education."

In collaboration with UHCC and the Office of Hawaiian Affairs (OHA), Kamehameha Schools intends to contribute a total of \$500,000 toward the Achieving the Dream initiative. It is estimated that our contribution will be approximately \$100,000 per year for five years. Details related to the timing of this contribution and expected program outcomes will be outlined in a subsequent memorandum of agreement (MOA) between our organizations.

Based upon my recommendation to support this project, subsequent MOA discussions with your organization and our CEO's final approval, this collaboration can be finalized within 4-6 weeks. It is Kamehameha Schools' intent to finalize all discussions so that we may fund the program's first-year efforts by April 1, 2007.

It is our intent that KS will not receive Federal Financial Assistance in connection with this collaboration and neither KS nor UH Community Colleges will receive any funds from any federal grant or other compensation that will benefit KS in connection with this collaboration. In the event KS determines that implementation of the terms of this collaboration may result in receipt by KS of Federal Financial Assistance, KS reserves the right to terminate its participation in this collaboration immediately without notice.

In addition, it is our intent that KS is entering into this collaboration voluntarily and is not acting under the direction or compulsion of any governmental agency or performing a public function that such

LTR-Dr. John Morton, Letter of Intent
December 27, 2006
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agency would otherwise be required to perform, and are thus not acting under color of state or federal law.

We look forward to working with you and supporting the successful implementation of this project.

Sincerely,



Christopher J. Pating
Vice President, Strategic Planning & Implementation

cc: Dee Jay Mailer, CEO of Kamehameha Schools



OFFICE OF HAWAIIAN AFFAIRS

December 28, 2006

John Morton, Interim Vice President for Community Colleges
University of Hawai'i System
2440 Dole Street; Bachman 207
Honolulu, Hawai'i 96822

Aloha, John,

The Office of Hawaiian Affairs (OHA) is pleased to support the University of Hawai'i Community College system in its endeavor to increase student success for its Native Hawaiian population by participating in the Achieving the Dream initiative. Goal Four of the OHA's strategic plan is to develop and implement a strategy to ensure Native Hawaiians access to all education opportunities. This collaborative effort moves OHA towards meeting its strategic goal in the area of education. As a partner to this endeavor, OHA commits to this endeavor the amount of \$100,000 a year for five years (subject to approval by the Board of Trustees).

We look forward to continued collaboration with the University of Hawai'i Community Colleges in this important effort.

'O wau iho nō,


for Clyde W. Nāmu'o
Administrator

/mb
c: Mike Rota
Mike Unebasami

About the Office of Hawaiian Affairs

Under the direction of nine trustees elected statewide, OHA has functioned operationally as both a government agency with a strong degree of autonomy and as a trust. Its purpose is to provide the opportunity for a better life and future for all Hawaiians. The mix of trust funds earmarked for Hawaiians of at least 50 percent blood quantum and general funds provided annually by the Legislature allows OHA to serve Hawaiians of any blood quantum. In furtherance of its mission to improve their conditions, OHA participates in task forces and community discussions. OHA provides many community-based programs with major funding and coordinates joint activities with participating organizations. It advocates for Hawaiians in the State Legislature, state and federal courts, U.S. Congress, and local media as well as by supporting community initiatives and interests.