August 3, 2011

Manuel Cabral, Chancellor  
Auli'i Silva, Native Hawaiian Student Support Coordinator  
Leeward Community College  
96-045 Ala 'Ike  
Pearl City, HI 96782-3303

Dear President and Team Leader:

Thank you for the report on your Achieving the Dream activities and expenditures. The report helped us better understand the challenges your college faces and the progress you are making toward increasing student success. ATD has completed a review of the narrative and approved it.

We are encouraged by several things including:

Committed Leadership
- The commitment shown by the president, administrators, faculty, and staff to student success and closing achievement gaps.
- The designation of student success as a top priority at the institution.
- The active leadership of the Vice Chancellor for Academic Affairs through the creation of critical ATD task forces: Developmental Education, Gatekeeper Courses, Graduation and Transfer, and Course Success.

Use of Evidence to Improve Policies, Programs, and Services
- The use of disaggregated, longitudinal data in institutional decision-making.
- The positive evaluation data on the developmental math and English interventions.
- The cooperation between the UHCC system programmers and the college’s institutional effectiveness leader to make data access more user-friendly.

Broad Engagement
- The involvement of a broader spectrum of stakeholders in decision-making.
- More extensive professional development for faculty and staff.
- The considerably broadened active engagement of employees in the work of ATD through the creation of four new ATD task forces.
Systemic Institutional Improvement
- The growing culture of evidence at your institution.
- The increased capacity of the institutional research office.
- The scaling of the developmental math intervention.
- The reallocation of resources to support student success interventions.
- The provision of funding to support professional development for members of the specially formed ATD college-wide task forces to focus on the outcomes driven ATD/Strategic Plan.

Based on your report and our observations of your work over the past year, we urge you to pay special attention to the following issues in the coming year. Your data facilitator and coach can help you address these challenges.

Committed Leadership
- Enhance the effectiveness of your Student Success Task Force (ATD team) by assuring the involvement of key mid-level administrators.
- Continue to encourage greater involvement of faculty leaders in the design, implementation, and evaluation of interventions as well as decisions as to which interventions are most effective and should be scaled up.

Use of Evidence to Improve Policies, Programs, and Services
- Continue to strengthen the institution’s institutional research capacity so it can be responsive to requests for information and generate useful information for institutional decision-making.
- Assure that adequate IT systems are in place to allow for user-friendly retrieval and analysis of data.
- Continue to strengthen the systematic analysis and reporting of longitudinal data on student cohorts.
- Continue to institute policies and procedures to ensure the integrity of data collected.
- Continue to regularly disaggregate student data to identify achievement gaps.
- Assure that crucial institutional research staff vacancies are filled as soon as possible.
- Continue to strengthen plans for evaluating interventions.
Broad Engagement

- Further strengthen plans for sustained community, staff, student, and faculty engagement.
- Further involve faculty and student services staff on committees concerned with student success.
- Further communicate the student success work, successes, and challenges to internal and external stakeholders.
- Continue to encourage dialogue among different areas and stakeholders at the institution and in the greater community.

Systemic Institutional Improvement

- Move forward with plans to implement the Ke Ala `Ike Native Hawai`ian Excellence Program intervention.
- Move forward with the Developmental Education & Academic Program Counselors intervention.
- Address challenges that have slowed the implementation of the Developmental English Learning Communities intervention.
- Continue to strengthen plans to scale up and/or institutionalize successful interventions, especially the redesign of developmental math classes.
- Further reallocate institutional funds to continue student success interventions that are shown to be successful.
- Further imbed the culture of evidence and inquiry throughout the institution.
- Institute campus-wide, evidence-based processes for diagnosing gaps in student achievement, formulating strategies to address gaps, evaluating strategies and using the results to make further improvements.
- Further implement plans to align and integrate the Achieving the Dream work with the core activities, processes, and policies of the institution.
- Continue to strengthen the college’s strategic planning process that parallels the UHCC system’s strategic plan, relying on data to set goals, measure performance, and allocate resources.

Since Leeward Community College is moving into its 4th year of implementation, you should expect up to three days assistance from your coach and three days assistance from your data coach in the coming year. While you will receive fewer days of technical assistance from your data coach and coach, this does not reflect a reduction in their commitment, or ours, to support your Achieving the Dream work. Your data coach and coach will continue to participate in the annual Strategy Institute, providing another opportunity to lend support and advice.
In order to maintain uniformity in your budget format and line items, please use your 2011 financial report in all Achieving the Dream budgetary matters. If the college needs to revise any line item by more than 20 percent, and that line item is greater than $10,000, the college must seek advance approval from MDC. At the end of this fiscal year, any remaining funds may be carried over into the next year’s budget while staying in the same line item. Any deviation needs advance approval from MDC. Please contact info@achievingthedream.org for more information.

We look forward to another year of collaboration with you and to seeing you at the 2012 Strategy Institute.

Sincerely,

Carol A. Lincoln
Senior Vice President
Achieving the Dream

cc: Bernadine Fong, Coach
    Bill Piland, Data Coach