August 4, 2011

Douglas Dykstra, Chancellor
Lui Hokoana, Dean of Student Services
Windward Community College
45-720 Kea'ahala Road
Kane'ohe, HI 96744

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 chancellor, administrators, faculty, and staff to student success and closing achievement gaps.
• The designation of student success as a top priority at the institution.
• Support of the ATD initiative by newer top administrators that accompanies the unwavering support of the administrators that have been associated with the initiative from the beginning.

Use of Evidence to Improve Policies, Programs, and Services
• The use of disaggregated data in institutional decision-making.
• The positive evaluation data on the Financial Aid, Supplemental Instruction, Learning Communities, and First-Year Experience interventions.
• The use of formative data, pending more summative data becoming available, to track trend lines and performance gaps.

Broad Engagement
• The involvement of a broad spectrum of internal stakeholders in decision-making.
• Introduction of the Learn-to-Learn professional development series.
• Pro-active engagement of stakeholders through building initiative teams.
Systemic Institutional Improvement
- The growing culture of evidence at your institution.
- The enthusiasm garnered by the Frosh Camp intervention.
- Expansion of the Financial Aid Outreach intervention.
- The reallocation of resources to support student success interventions.
- The new staff position, an Evaluation Specialist, created to enhance the culture of evidence and improve student success.
- Ramping up of the Mandatory Orientation initiative.
- Closing the achievement gap between Native Hawai’ian students and other students.
- The expansion of the Supplemental Instruction initiative.
- Involvement of students in developing improvement strategies.

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
- Continue the practice of putting student success first in all decisions.
- Encourage ATD teams to share experiences and collaborate with counterparts across the UHCC System.

Broad Engagement
- Further strengthen plans for sustained community engagement, including involving local Native Hawai’ian groups from the community.
- Further involve additional faculty on committees concerned with student success.
- Further communicate the student success work, successes, and challenges to internal and, especially, external stakeholders.
- Continue to encourage dialogue among different areas and stakeholders at the institution and in the greater community.
- Continue to expand the base of faculty who are actively involved with the student success agenda.

Systemic Institutional Improvement
- Move forward with plans for analyzing quarterly data.
- Continue to strengthen the plan for scaling up the Frosh Cohort pilot.
• Increase the number of students impacted by the Learning Community intervention, which the data show is increasing student success.
• Continue to strengthen plans to scale up and/or institutionalize successful interventions.
• Further imbed the culture of evidence and inquiry throughout the institution.
• Expedite course redesign efforts in Math, English, and Gatekeeper courses.

Since Windward 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