

Our Student Success Journey

Student Success Vision:

Ne'epapa to transform our campus community toward a collective culture that moves in unison to advance student success.

Student Success Mission:

No ke kauhale ke kuleana to fulfill our shared responsibility and commitment, as a campus community, to celebrate, support, and promote student success.

As champions of student success, we invite all students to experience a campus culture that truly supports their exploration, understanding, and achievement of their academic pursuits and their personal aspirations; a campus culture that models attitudes, behaviors, and values that foster a sense of belonging, community, and engagement; and a place that provides access to a wealth of opportunities and resources for students to develop, thrive, and succeed.

Kapi'olani Community College affirms that student success does not occur in a “center” or physical structure, but in a place, a community, where everyone is responsible for helping students succeed in their learning and in their lives. For the past five years, our College has refocused its efforts on creating a student success campus and culture, where all members take responsibility, work together, and build a community that supports and celebrates students' engagement, learning, achievement, and success - ***No Ke Kauhale Ke Kuleana*** (the responsibility of the community).

How the Journey Began

In September 2012, our former Chancellor appointed a Foundations Taskforce to develop recommendations to improve the quality of student learning outcomes and student success in pre-college MATH and ENG courses. The taskforce identified a gap between a growing number of students and their attainment of success at our College. In March 2013, the taskforce recommended that a student success center be created to bridge this divide. Thus, to address this recommendation, in November 2013, our Faculty Senate established an Ad Hoc Student Success Committee (SSC) and tasked the members with crafting a vision for creating a student success center on campus. Approximately forty faculty members from different departments and disciplines volunteered to be a part of this initiative.

This is their story...

Taking the First Step

We, the SSC, moved forward, inspired by our student success vision, *Ne‘epapa* (to move forward as one), and mission, *No Ke Kauhale Ke Kuleana* (the responsibility of the community), which constantly reminded us that the journey that lay before us was not about what we wanted or what we thought would work best for our own needs, but what was best for our students and our College.

Our diligence to look through the lens of “students first” was predicated on four guiding principles of student success:

- Empowerment: Understands that every student has unique strengths and needs affecting their success, and is committed to working collaboratively with them to discern their goals and building a clear pathway to success (recognizing it may not always be in a straight line) by proactively supporting them in ways that lead to their increasing self-direction, motivation, and independence.
- Mālama (take care of): Promotes a holistic approach to working with students that begins with visible, easy access to services, programs, opportunities, etc., a warm and knowledgeable welcome when they arrive, sufficient time to know them and their aspirations in order to provide them with “no runaround” services, and follows up to ensure they have been served to the best of our ability.
- Exploration and Learning: Encourages students’ exploration of their interests and aspirations and supports their academic success by providing access to faculty, staff, lecturers, volunteers, and peers for all subject areas at a variety of times, locations, and formats, and by providing learning events that are open, fun, catalytic, and celebratory.
- ‘Ohana (family): Fosters a campus-wide culture of ‘ohana, where students are welcomed into a safe, non-judgmental community that fosters connections to this place, one another, and the larger community, and provides socially catalytic spaces to meet and engage with one another, or just hang-out, rejuvenating mind, body, and spirit.

The core values of respect, trust, integrity, collaboration, transparency, open communication, and *pono* (right and just in actions and thoughts) also grounded us through this journey, particularly in times when differences of opinions occurred.

So, as we took our first step in this journey, we forged ahead with conviction, gifted with a powerful vision and mission, sound guiding principles, and deeply rooted values.

Gathering & Listening to the Voices of our Campus Community

Our journey truly began when our campus community was brought together to share their knowledge, insights, wisdom, and experiences. Capturing, gathering, and listening to the voices of our campus and of our colleagues near and far were vital and essential for our College to create a student success campus and culture.

To achieve this openness, the SSC provided numerous [opportunities](#) for the voices of our students, faculty, staff, and administrators to be heard and gathered via open forums, "talk story" sessions, surveys, focus groups, committee meetings, facilitated sessions, and an all-day

retreat/work session. Offering these varied, open, two-way, levels of engagement across the levels of hierarchy substantiated the significance of campus inclusivity, transparency, mutual respect, and validation. It demonstrated to our campus community that everyone has a voice, that their voices are valued, and their contributions are recognized and appreciated.

These avenues of dialogue allowed the SSC to hear the views, perspectives, thoughts, hopes, and dreams of our students, faculty, staff, and administrators; to learn about their experiences; to transcend positional barriers, and to gather input for recommendations on creating a student success campus and culture. It also allowed us to observe, discuss, and share best practices with colleagues, both near and far. Through rich conversations and multiple approaches for feedback, the strengths that our College possessed were validated and additional ways to build upon those strengths emerged.

Nā Pouhana (Pillars of our Community)

To hold up and strengthen our community for student success, the SSC came up with four *pouhana* (pillars). Every individual and the contributions they impart to the community are the *pouhana* (pillar; post set in the middle of each end of the house, supporting the ridgepole; support, mainstay, as of a family). Without the *pouhana*, a *hale* (house) will fall. This translation, according to Nāwa‘a Napoleon, *Moamoa* (keeper of the traditions of Kalāhū, O‘ahu) of ‘Aha Kalāualani and Dean of Arts & Sciences, describes the characteristics of the *pouhana* that are of most importance. The four *pouhana* do not stand alone and are not separate from each other; instead each must join together to create a stronger foundation for the community. If one *pouhana* is disconnected, overlooked, or ignored, the community will weaken and collapse.

POUHANA 1: FORTIFY – to strengthen; to increase the effectiveness of

POUHANA 2: REVITALIZE & ADVANCE – to give new life to; to restore, and to improve further

POUHANA 3: UNIFY – to be brought together as a whole

POUHANA 4: SUSTAIN – to keep going as an action or process; to supply with necessities

Thus, the SSC integrated 14 recommendations, 32 objectives, and 83 actions throughout the four *pouhana* to reinforce and interconnect each one. From the wealth of knowledge, wisdom, and experiences amassed during our journey, these recommendations, objectives, and actions emanated as necessary to fortify, revitalize, unify, and sustain a student success campus and culture at our College.

Through the lens and lives of our students, the SSC created a [final report](#), a culmination of the many voices of our students, faculty, administration, and colleagues near and far. The final report

was unanimously approved by the Faculty Senate and forwarded to the Chancellor on April 7, 2014.

Our Journey Continues

Where Are We Now

On May 29, 2014, our former Chancellor formed and tasked the Queen Kapi`olani Student Success Council to advance the grassroots movement and initiative, established by the Faculty Senate Ad Hoc Student Success Committee (SSC), on creating a student success campus and culture. “This initiative must and should be integrated into and become a hallmark image of who, what, how, and why as a campus we are dedicated and committed to student engagement, student learning, and student achievement for success”. This Council still exists today. Former and present members of students, faculty, staff, and administrators across campus continue to work toward achieving the 14 recommendations, 32 objectives, and 83 actions outlined in the *Pouhana* Report, as well as collaborate on other student success initiatives to move our campus forward.

In August 2016, to support the recommendations in the SSC’s *Pouhana* Report, a team of faculty and staff submitted a Title III-Part F grant proposal titled, *Strengthening Kapi`olani’s Campus and Culture for Student Success: Kauhale Ke Kuleana, the Responsibility of the Whole Village*. Our College was awarded \$10M over a period of five years to re-envision and renovate existing areas and buildings to create collaborative and engaging learning spaces; and to implement programs and services to increase student success. The College is currently in its third year of implementation. The following year, the College received a second Title III-Part A grant titled, *Phase II: Kauhale Ke Kuleana, Strengthening Kapi`olani’s Campus and Culture for Student Success*, focusing on Native Hawaiian student success. In Spring 2017, the second floor of the Lama Library was renovated using Title III-Part F monies to create the *Lamakū* Learning Center. The opening of this center in September 2017 actualized a steadfast resolution to bridging the success gap for students in pre-college MATH and ENG courses, the impetus for the College’s journey to improve and advance student success in 2012.

Additionally, in August 2016, the College appointed a full time Student Success Coordinator to support campus and system-wide student success initiatives. Concurrently, the University of Hawai‘i Community College (UHCC) system adopted a Student Success Pathway (SSP) [model](#) to organize the seven community colleges around a cohesive and unified agenda to maximize and scale efforts for student success. The Student Success Pathway is an integrated, institution-wide approach to student success based on research supported by organizations such as Achieving the Dream and Complete College America.

This model provided a solid framework to further strengthen and mobilize the College’s commitment to student success, building upon the grassroots efforts of the SSC. The College customized the UHCC SSP model to meet the needs of our students, providing benchmarks or pivot points in the students’ college journey where they need the most supports to succeed. To actualize this model, in spring 2017, [53 SSP plans](#), consisting of department/program/unit-specific strategies to increase student engagement, learning, achievement, and success, were completed, implemented, and monitored.

Closing Thoughts

The College expresses our deep gratitude to our former Chancellor for having the foresight to enhance our campus so that students feel a sense of place and belonging and to our current interim Chancellor for fully supporting and continuing the College's dedication to student success.

The journey of the Faculty Senate Ad Hoc Student Success Committee, their travels near and far, their listening and valuing of all voices, and their gathering of lessons learned along the way, were the catalysts to revamp and refine our College's student success efforts. The College experienced an epiphany, that student success does not occur in a physical, inanimate construct - but in a dynamic milieu, a community, where everyone takes responsibility for inspiring and supporting students to be successful in their learning and in their lives. The invaluable dialogues led to the embracing and fulfilling of ***No Ke Kauhale Ke Kuleana*** (the responsibility of the community) and the poignant realization that student success is found within the strong fibers that bind a community and encircles and uplifts our students.