

Student Success Committee

Pouhana

Table of Contents

Pouhana 1: Fortify	3
Recommendation 1.1: Ensure that every person, especially students, feel a sense of belonging, connectivity, and success on the campus.	3
Recommendation 1.2: Create and enhance spaces that support the learning, development, and success of students, faculty (including lecturers), and staff.....	5
Recommendation 1.3: Increase visibility and navigation of our student success campus.....	9
Pouhana 2: Revitalize and Advance	12
Recommendation 2.1: Reinvigorate the campus to engage in student success efforts.	12
Recommendation 2.2: Strengthen and broaden the scope of academic learning supports, programs, and workshops to students, to promote student success.	17
Recommendation 2.3: Strengthen and broaden the scope of services to students, to promote student success.	22
Recommendation 2.4: Ensure that the campus is adequately staffed with personnel to implement small and large-scale student success efforts.	25
Pouhana 3: Unify	28
Recommendation 3.1: Ensure that all campus stakeholders have input into creating a student success campus.....	28
Recommendation 3.2: Ensure a high level of communication, collaboration, coordination, and transparency for student success at all levels.	30
Recommendation 3.3: Reorganize units, departments and student support services to increase student success.....	33
Pouhana 4: Sustain	35
Recommendation 4.1: Create a solid infrastructure that fosters a student success campus.	35
Recommendation 4.2: Employ a comprehensive system of measurements, assessments, and evaluations to inform improvements of the College’s student success campus.....	38
Recommendation 4.3: Develop and implement a marketing/branding plan for the College’s student success campus.....	41
Recommendation 4.4: Create a portfolio of temporary and permanent funding and personnel resources to sustain a student success campus.....	42

Pouhana 1: Fortify

“to strengthen; to increase the effectiveness of”

Recommendation 1.1: Ensure that every person, especially students, feel a sense of belonging, connectivity, and success on the campus.

Objective(s):

- (a) Adopt a student success campus philosophy.
- (b) Embed student success efforts into institutional plans and other planning documents.
- (c) Participate in student success trainings and events.
- (d) Become a student success ally – “one who supports and/or is connected by a mutual relationship or common purpose.”

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Develop, practice, and commit to a campus philosophy of student success.	Fall 2014/On-going	Everyone	None	Na Ke Kauhale Ke Kuleana – “It is the responsibility of the village.”
2. Embed student success practices, strategies, initiatives, etc., throughout the college's mission, strategic plan, department and unit tactical plans, ARPDs, and CPRs.	Fall 2014/On-going	Everyone	None	Demonstrates a strong campus commitment to student success.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
3. Participate in a series of student success trainings – “It takes a village.”	Start Spring 2015/On-going	Everyone	None	Demonstrates a strong campus commitment to student success.
4. Participate in events that build a sense of community, networking, connectivity, and sharing that fosters a student success campus and culture.	Start Spring 2015/On-going	Everyone	To be determined.	<p>Events are fun (with games and tournaments), open doors, create conversations, and celebrate learning.</p> <p>**Throughout this document, staff also includes casual and emergency hires.</p>
5. Volunteer to be a student success ally for the campus, particularly at high-traffic services, programs, centers, etc., and those in first point of contact locations.	Start Spring 2015/On-going	Everyone	None	<p>It is everyone's responsibility to ensure that every student feels welcomed, connected, and a sense that s/he belongs at KCC.</p> <p>Students reported that being connected to one or more people on campus who support(s) them made a positive difference.</p>

Recommendation 1.2: Create and enhance spaces that support the learning, development, and success of students, faculty (including lecturers), and staff.

Objective(s):
<p>(a) Ensure that campus is accessible to all.</p> <p>(b) Create spaces that will enhance student learning, achievement, and engagement.</p> <p>(c) Create spaces that will foster faculty and staff leadership and development.</p> <p>(d) Create a space for a campus health and wellness center.</p>

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Verify that all campus facilities (inside and out) are ADA compliant.	Immediate	Chancellor Vice Chancellor of Administrative Services	Budget allocation to update facilities (inside and out) to ADA standards.	
2. Create and furnish a Reading and Writing Center, Math Lab, and designated spaces for tutoring for all students in all subjects at all levels.	By August 2014	Chancellor Administrative Team Head Librarian	Budget allocation for furniture, equipment, materials, etc. Physical space(s).	Possible location – Lama Library

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
3. Create and furnish an office space for the Student Success Learning Centers & On-line Support Coordinator. (Recommendation 2.4)	By August 2014	Chancellor Administrative Team Head Librarian	Budget allocation for furniture, equipment, etc. Physical space.	Possible location – Lama Library
4. Create an office space(s) for the Student Success Peer Mentor & Tutor Coordinator and the Student Success Peer Mentors/Tutors. (Recommendation 2.4)	By August 2014	Chancellor Administrative Team Head Librarian	Budget allocation for furniture, equipment, etc. Physical space(s).	Possible location – Lama Library
5. Create more study/learning spaces (both group/collaborative and individual) and classrooms for students.	Start Fall 2014/On-going	Chancellor Vice Chancellor of Administrative Services Vice Chancellor of Academic Affairs Head Librarian Student Success Council (Recommendation 3.1)	Budget allocation for furniture, equipment, etc.	Possible location – Lama Library and other locations.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
6. Create more spaces for students to “hang out”, interact, and make connections (i.e., coffee shop - gathering places - community building).	Start Fall 2014/On-going	Chancellor Vice Chancellor of Administrative Services Head Librarian Student Success Council (Recommendation 3.1)	Budget allocation for furniture, equipment, etc.	Possible location – Lama Library and other locations. Many students reported that they wanted a coffee café in the library.
7. Create an office space for the Health & Wellness Coordinator and a place for the Health & Wellness Center. (Recommendation 2.4)	By Fall 2015	Chancellor Administrative Team	Budget allocation for furniture, equipment, materials, etc. Physical space(s).	Possible locations – Kahikoluamea Center – top floor, and other possible locations.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
<p>8. Create an office space for the Student Success Training & Development Coordinator and a place for the Faculty (including lecturers) & Staff Leadership & Development Center.</p> <p>(Recommendation 2.4)</p>	By Fall 2015	Chancellor Administrative Team	<p>Budget allocation for furniture, equipment, materials, etc.</p> <p>Physical space(s).</p>	<p>Possible locations – Kahikoluamea Center – top floor, Naio 203, and other possible locations.</p> <p>Faculty, lecturers, and staff may use this space to share what they've learned in professional development activities, especially conferences, meetings, workshops, etc., held off-campus.</p> <p>This center could also be a place for faculty, lecturers, and staff to collaborate on initiatives and to share practices, strategies, and pedagogies that support students.</p>
<p>9. Inventory under-utilized places on campus and create a plan to use these spaces to support student success programs.</p>	Fall 2016/On-going	Chancellor Administrative Team Student Success Council (Recommendation 3.1)	<p>Budget allocation for furniture, equipment, materials, etc.</p> <p>Physical space(s).</p>	

Recommendation 1.3: Increase visibility and navigation of our student success campus.

Objective(s):
<p>(a) Increase students’ and visitors’ ability to find their way around campus.</p> <p>(b) Increase faculty (including lecturers) and staff awareness of various locations on campus.</p>

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Increase visibility of our college through banners, clear entry point signs, college flags, etc.	Start Fall 2014/On-going	Chancellor Administrative Team Student Success Council (Recommendation 3.1)	Budget allocation for increased campus visibility.	Every college campus that we visited had great visibility from a several hundred yards away. College banners, flags, etc., should be fade-resistant and weather proof.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
2. Improve campus signage (and other methods) of buildings, offices, programs, services, centers, etc.	Start August 2014/On-going	Chancellor Administrative Team Student Success Council (Recommendation 3.1)	Budget allocation for signage across campus.	Students commented that the campus was very confusing and that buildings, offices, programs, services, etc., were very difficult to find. This will help to connect students to the next thing they need whether it is another person or service or place, by finding it on an interactive information board, signage on kiosks, by physically walking them there, or by other methods.
3. Increase visibility of campus personnel.	Start August 2014/On-going	Chancellor Administrative Team Student Success Council Other relevant person(s)	To be determined.	Use of name tags is a highly effective and personable method.
4. Upgrade physical and on-line maps of buildings, offices, programs, services, centers, etc.	By Fall 2015/On-going	Chancellor Administrative Team CELTT Student Success Council (Recommendation 3.1)	Budget allocation for mapping across campus.	The maps on campus are not easy to follow and the on-line map needs to be more interactive and clear.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
5. Regularly check and update mapping of buildings, offices, programs, services, centers, etc., on campus and via website (within 24 hours of notification).	On-going	Chancellor Administrative Team CELTT Student Success Council (Recommendation 3.1)	None	All information on campus buildings, offices, services, centers, etc., should be kept updated and changed, if need be, in a timely manner.
6. To support students and visitors in their navigation of the campus, increase faculty, lecturers, and staff awareness of locations of buildings, offices, programs, services, centers, etc.	Start Spring 2015/On-going	Student Success Training & Development Coordinator (Recommendation 2.4)	None	This will help faculty, lecturers, staff, and administration to connect students to what they need whether it is another person, program, service, place, etc.

Pouhana 2: Revitalize and Advance

“to give new life to; to restore, and to improve further”

Recommendation 2.1: Reinvigorate the campus to engage in student success efforts.

Objective(s):

- (a) Attend interactive and engaging student success events and trainings.
- (b) Offer incentives and recognize all who participate in student success efforts.
- (c) Participate in the campus’ health and wellness program.
- (d) Employ innovative student success practices in and outside of the classroom
- (e) Standardize training for student success peer mentors, tutors, and other student assistants.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Create, attend, and assess an on-going campus-wide, mandated “Student Success 101” training.	Start Fall 2015/On-going	Everyone Student Success Training & Development Coordinator (Recommendation 2.4)	None	This training will cover a “basic” set of knowledge about the campus (program, supports for students, navigation to key resources, admissions/registration information, etc.) and guiding principles and values of a caring campus community.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
2. Participate in a series of highly interactive, collaborative, and engaging student success trainings – “It takes a village.”	Start Fall 2014/On-going	Everyone Student Success Training & Development Coordinator (Recommendation 2.4)	None	Training needs to be mandated or incentives (Recommendation 2.1 – Action 4) have to hold great weight or value to participants, otherwise participation will be low.
3. Increase, develop, attend, and assess development opportunities for faculty (including lecturers) and staff to promote student success.	Start Fall 2014/On-going	Everyone Student Success Training & Development Coordinator (Recommendation 2.4)	None	Development opportunities include, but not limited to: Open Classroom, Teaching Squares; C4WARD Groups, Cross-training/shadowing, etc.
4. Create and implement a comprehensive / tracking incentive and recognition system for students, faculty, lecturers, and staff who engage in student success.	Start Fall 2014/On-going	Student Success Training & Development Coordinator	Budget allocation for TEs, if needed.	Celebrate milestones in student, faculty, lecturer, and staff successes (e.g., students making the transition from the 2nd semester to the 3rd semester is a key time because they have to come back to campus after the summer.) Incentives need to have great value to participants otherwise participation will be low.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
5. Create, attend, and assess a campus Health & Wellness Program.	Start Spring 2015/On-going	Everyone Health & Wellness Coordinator (Recommendation 2.4) Mental Health Counselor	None	
6. Create/increase, attend, and assess mental health workshops, events, and activities.	Start Spring 2015/On-going	Everyone Mental Health Counselor Health & Wellness Coordinator (Recommendation 2.4)	None	
7. Institutionalize and attend an annual student success 1-day retreat.	End of Spring 2015/On-going	Everyone Chancellor Student Success Council (Recommendation 3.1)	Budget allocation for food and external facilitator(s).	Creates a continuous campus-wide venue for communication and collaboration on student success.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
8. Provide campus events that build a sense of community, networking, connectivity, and sharing between and among students, faculty, lecturers, staff, and administration.		Everyone	None	Events are fun (with games and tournaments), open doors, create conversations, and celebrate learning.
9. Create, implement, and assess a faculty/staff mentorship program.	Start Fall 2015	Student Success Training & Development Coordinator Other relevant person(s).	To be determined.	Pair faculty with new lecturers, counselors, instructors, etc. Pair experienced staff with new staff.
10. Create and implement a campus-wide plan to utilize innovative and high impact practices in and outside of the classroom to support student success.	Start Fall 2014/On-going	Everyone Student Success Training & Development Coordinator Student Success Coordinator for Academic Affairs Student Success Coordinator for Student Affairs (Recommendation 2.4)	None	Research on high impact practices and student success can be found at: https://www.aacu.org/leap/hip.cfm

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
11. Create a website of grant resources where faculty and staff can go to apply for innovative student success mini grants.	Start Fall 2015	OFIE Team	None	

Recommendation 2.2: Strengthen and broaden the scope of academic learning supports, programs, and workshops to students, to promote student success.

Objective(s):
(a) Establish programs and supports that will enhance student learning, achievement, and engagement.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Develop and implement a standardized, certified, tiered training plan for peer mentors, tutors, and other student assistants.	Start Fall 2014/On-going	Student Success Peer Mentor & Tutor Coordinator Student Success Learning Centers & On-line Support Coordinator (Recommendation 2.4)	Budget allocation for standardized, certified training program.	Recommend standardized training/certification program: College Reading and Learning Association (CRLA) - http://www.crla.net/

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
2. Establish content and programs for a Reading and Writing Center, Math Lab, and content area tutoring for all students in all subjects at all levels.	Fall 2014/On-going	Student Success Learning Centers & On-line Support Coordinator Student Success Peer Mentor & Tutor Coordinator (Recommendation 2.4) Instructional Faculty & Lecturers	None	Require faculty to assist in tutoring, the Reading & Writing Centers, and the Math Labs, along with general and specialized tutors.
3. Develop, implement, and assess directed learning activities and other pedagogical methods that reinforce knowledge and skills needed for academic success that are directly tied to the Reading and Writing Center, Math Lab, and content area tutoring.	Fall 2015/On-going	Student Success Learning Centers & On-line Support Coordinator (Recommendation 2.4) Instructional Faculty & Lecturers	None	A Directed Learning Activity (DLA) is an exercise developed by a faculty member that students complete in an academic learning support center (i.e., math lab). A DLA allows the students to gain more practice on a concept or skill introduced in class. A DLA differs from a homework assignment in that a DLA 1) usually has a short time limit – 30 to 45 minutes, and 2) requires a follow-up session with a tutor after completion. DLAs functions as an "extension of the classroom." DLAs are designed for every state of the learning process: knowledge-building, application, analysis, and evaluation.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
4. Develop, implement, and assess a “Student Success Across the Curriculum” program for all disciplines.	Start Fall 2014/On-going	Student Success Coordinator for Academic Affairs Student Success Training & Development Coordinator (Recommendation 2.4) All Faculty & Lecturers	None	Similar to Writing Across the Curriculum.
5. Develop, implement, and assess a supplemental instruction program, and/or other programs for low pass-rate, gatekeeper courses and other identified courses.	Spring 2017/On-going	Student Success Coordinator for Academic Affairs Student Success Learning Centers & On-Line Support Coordinator Student Success Peer Mentor & Tutor Coordinator (Recommendation 2.4) Instructional Faculty & Lecturers	Budget allocation for specialized tutors.	Supplemental Instruction (SI) is an academic assistance program that utilizes tutor-led study sessions. SI sessions are regularly scheduled, informal review sessions in which students compare notes, discuss readings, develop organizational tools, and predict test items. Students learn how to integrate course content and study skills while working together. The sessions are facilitated by SI tutors, students who have previously done well in the course and who attend all class lectures, take notes, and act as model students.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
6. Develop, implement, and assess an embedded tutoring program and/or other tutoring programs for selected courses.	Fall 2016/On-going	Student Success Coordinator for Academic Affairs Student Success Learning Centers & On-Line Support Coordinator Student Success Peer Mentor & Tutor Coordinator (Recommendation 2.4) Instructional Faculty & Lecturers	Budget allocation for specialized tutors.	Embedded tutoring is an innovative program designed to connect students with tutors. This program places specialized tutors in selected courses. In this program students gain a content-specific tutor who can offer break-out sessions, contribute a seasoned student voice to discussions, lead small group activities, conduct one-on-one tutorials, and offer supplemental instruction. Tutors also allow faculty members to offer targeted instruction for one group while the tutor works with another group in class, creating a constructive environment where students are more engaged with their work.
7. Focus on and assess intrinsic motivational factors and other affective domains related to student learning, development, and success, in and outside of the classroom.	Start Spring 2015/On-going	Student Success Training & Development Coordinator (Recommendation 2.4) Everyone	None	Intrinsic motivational factors (i.e., academic self-efficacy, hope, resilience, etc.) have been shown to positively affect student retention, success, and persistence.
8. Increase and/or develop, implement, and assess SOS workshops on self-motivation, hope, confidence, and other affective domains.	Fall 2015/On-going	SOS Workshop Coordinator Faculty, Lecturers, & Staff	None	Encourage peer mentors to conduct more SOS workshops – promotes student-to-student interaction.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
9. Increase use/create, implement, and assess on-line academic learning supports and programs to support all students enrolled in distance education courses.	Fall 2015/On-going	Student Success Learning Centers & On-line Support Coordinator Student Success Peer Mentor & Tutor Coordinator (Recommendation 2.4) Instructional Faculty & Lecturers	Budget allocation for specialized tutors. Continue funding BrainFuse or other tutoring on-line resources.	In addition to programs like UHM's On-line Learning Academy (OLA) and BrainFuse. Encourage students to use OLA.
10. Organize, centralize, and enhance on-line and printed learning resources and other pertinent information for students.	Fall 2015/On-going	Student Success Learning Centers & On-line Support Coordinator Student Success Peer Mentor & Tutor Coordinator	None	

Recommendation 2.3: Strengthen and broaden the scope of services to students, to promote student success.

Objective(s):
(a) Establish services that will enhance student learning, engagement, and development. (b) Establish a health and wellness program for students. (c) Increase service operations to accommodate students.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Increase career development services and guidance to students in their first year of college.	Fall 2014/On-going	Counseling Faculty FYE Coordinator Academic Advisors Other relevant faculty	None	
2. Increase financial aid services and opportunities.	Fall 2014/On-going	Financial Aid Team	None	
3. Update and maintain wireless system access across campus.	On-going	CELTT Administrative Team	Budget allocation for updating and maintaining wireless access.	

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
4. Expand laptop loan services and develop a system to track use.	On-going	CELTT Administrative Team Other relevant person(s)	Budget allocation for laptops and software.	
5. Create and implement a textbook loan and rental service, and develop a system to track its use.	Spring 2016/On-going	Head Librarian Other relevant person(s)	Budget allocation for textbooks.	Require all instructional faculty to put a copy of course textbook(s) on reserve.
6. Increase affordable printing services across campus and identify appropriate access points.	On-going	CELTT Administrative Team Head Librarian Other relevant person(s)	Budget allocation for printers, software, vend station, PC, etc. Physical space(s).	
7. Increase charging outlets/stations across campus and identify appropriate space(s).	On-going	CELTT Administrative Team Head Librarian Other relevant person(s)	Budget allocation for charging outlets and stations. Physical space(s).	
8. Create and assess a student health & wellness program.	Fall 2015/On-going	Health & Wellness Coordinator (Recommendation 2.4)	None	Provide basic health services as well. Partner with Nursing program to provide services (e.g., free TB shots).

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
9. Establish a variety of affordable food venues on campus.	Fall 2016/On-going	Chancellor Administrative Team Other relevant person(s)	Vendors Physical space(s).	Examples: Food trucks, kiosks, etc.
10. Designate one or two 15-30 minute student parking stalls to quickly access services (e.g., Cashier's Office, Financial Aid Office, KISC, etc.).	By Fall 2015	Chancellor Administrative Team Other relevant person(s)	Parking space(s).	Near `Ilima Building.
11. Increase access to services (e.g., KISC, Placement & Testing Office, Library, Financial Aid, etc.) by having shorter lines, shorter wait times, and longer operational hours.	By Fall 2015	Vice Chancellor of Student Affairs Other relevant person(s)	Budget allocation to be determined.	Extend hours during high traffic periods or certain days of the week.

Recommendation 2.4: Ensure that the campus is adequately staffed with personnel to implement small and large-scale student success efforts.

Objective(s):
(a) Establish positions to build and sustain a student success campus.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
<p>1. Create new and redefine/repurpose existing positions to specifically focus on student success:</p> <p>(a) Dean or Director of Student Success;</p> <p>(b) Student Success Specialist;</p>	By August 2014 / On-going	<p>Chancellor</p> <p>Campus-wide Screening Committee</p> <p>Student Success Council</p> <p>(Recommendation 3.1)</p>	Budget allocation for personnel.	<p>SSC Committee recommends that all proposed positions be 11-month.</p> <p>(a) The Dean/Director of Student Success will be responsible for overseeing student success campus-wide and able to impact the entire campus in support of student success.</p> <p>(b) The Student Success Specialist will be responsible for the daily management and operational needs of assigned student success efforts.</p>

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
<p>(c) Student Success Coordinator for Academic Affairs;</p> <p>(d) Student Success Coordinator for Student Affairs;</p> <p>(e) Student Success Training & Development Coordinator;</p> <p>(f) Student Success Learning Centers & On-line Support Coordinator;</p>				<p>(c) The Student Success Coordinator for Academic Affairs will be responsible for collaborating with instructional faculty (including lecturers) on student success efforts, creating a seamless coordination between programs, centers, etc., and ensuring transparent communication between and among all faculty.</p> <p>(d) The Student Success Coordinator for Student Affairs will be responsible for collaborating with counseling faculty on student success efforts, creating a seamless coordination between services, programs, etc., and ensuring transparent communication for all.</p> <p>(e) The Training & Development Coordinator will be responsible for all training and professional development activities related to student success for faculty, lecturers, staff, and administration.</p> <p>(f) The Student Success Learning Centers & On-Line Support Coordinator will be responsible for overseeing the Reading and Writing Centers and the Math Lab, as well as developing programs for these areas. This individual is also responsible for establishing tutoring across all subject</p>

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
<p>(g) Health & Wellness Coordinator;</p> <p>(h) Student Success Peer Mentor & Tutor Coordinator; and</p> <p>(i) Student Success Peer Mentors & Tutors</p>				<p>areas and levels and creating on-line learning resources.</p> <p>(g) The Health & Wellness Coordinator will be responsible for developing a health and wellness program which involves creating a healthy campus and providing wellness activities related to student success for the campus, including students.</p> <p>(h) The Student Success Peer Mentor & Tutor Coordinator will be responsible for overseeing, scheduling, training, and coordinating all student success peer mentors and tutors.</p> <p>(i) The student success peer mentors and tutors will be responsible for supporting students and helping them learn, engage, and achieve. The peer mentors and tutors will be utilized to strengthen and advance student success efforts across campus.</p>

Pouhana 3: Unify

“to be brought together as a whole”

Recommendation 3.1: Ensure that all campus stakeholders have input into creating a student success campus.

Objective(s):

(a) Establish a Student Success Council.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Organize a Student Success Council under the Chancellor as a standing council.	By Summer 2014	Chancellor	Budget allocation for the Chair of the Student Success Council, if applicable.	Assures shared governance. The primary role of the Student Success Council would be to work in conjunction with the Dean/Director of Student Success in overseeing the implementation of proposed changes, the development of a student success campus, etc.
2. Appoint current student success center committee executive team and other members as the initial Student Success Council.	By Summer 2014	Chancellor Campus-wide Representatives	None	Establishes continuity and invites campus-wide representation.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
3. Select campus-wide representation to make up the Student Success Council.	By Fall 2014	Chancellor Campus-wide Representatives	None	For certain positions (e.g., math/writing/reading lab coordinator, etc.), serving on the Student Success Council is part of their responsibility.
4. Create and assign roles and responsibilities to the Student Success Council.	Start Summer 2014/On-going	Chancellor Student Success Council	None	Student Success Council serves as the first point of campus contact in student success practices and initiatives. Advises the Chancellor.
5. Task Student Success Council with ensuring the effective implementation of student success-proposed recommendations, objectives, and actions.	On-going	Chancellor Student Success Council	None	Ensures recommendations and work plans are followed and carried out.
6. Task Student Success Council with strengthening collaborations with administration, faculty, lecturers, and staff to execute proposed recommendations, objectives, and actions.	On-going	Chancellor Student Success Council	None	Builds strong partnerships between classroom, community, student support, etc.
7. Task Student Success Council to build partnerships with other committees on other campuses to align system-wide student success efforts.	Fall 2015/On-going	Chancellor Student Success Council	None	Aligns student success efforts, practices, and initiatives across the UHCC system.

Recommendation 3.2: Ensure a high level of communication, collaboration, coordination, and transparency for student success at all levels.

Objective(s):
(a) Communicate, coordinate, and collaborate across campus at all levels.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Implement a purposeful, campus-wide communication plan for student success.	Start Fall 2014/On-going	Chancellor Administrative Team Student Success Council Everyone	None	Communication plan should include descriptions of the roles/services of instructional faculty, non-instructional faculty (counselors, librarians, etc.), and support staff to facilitate coordination, collaboration, and referral for student success. Instructional, counseling, student affairs, and learning support faculty need to understand one another's roles.
2. Create a seamless flow of coordination between academic learning supports, student support services, and resource centers to address student needs.	On-going	Chancellor Administrative Team Student Success Council Everyone	None	Strengthens coordination and communication across campus.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
3. Collaborate with administrative team to increase involvement of the whole campus in student success efforts.	Start Fall 2014/On-going	Student Success Council Administrative Team Everyone	None	
4. Collaborate with department chairs to increase the involvement of faculty and lecturers in student success efforts.	Start Fall 2014/On-going	Student Success Council Department Chairs All Faculty & Lecturers	None	Appoint lecturers to be lecturer liaisons to the Student Success Council.
5. Collaborate with department chairs, program and unit heads to increase the involvement of APT and civil service staff in student success efforts.	Start Fall 2014/On-going	Student Success Council Department Chairs Program and Unit Heads All staff	None	
6. Collaborate with the Vice Chancellor of Administrative Services to increase the involvement of auxiliary staff in student success efforts.	Start Fall 2014/On-going	Student Success Council Vice Chancellor of Administrative Services All Staff	None	The Vice Chancellor of Administrative Services will help to increase student success engagement of civil service and auxiliary service staff. These personnel are essential to our campus.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
7. Collaborate with representatives of the Staff Council to increase the involvement of all staff in student success efforts.	Start Fall 2014/On-going	Student Success Council Staff Council All Staff	None	Provides a way to increase student success involvement from civil service and auxiliary service staff.
8. Collaborate with representatives from Student Congress, Board of Student Activities, etc., to increase student involvement and provide updates on student culture and needs.	Start Fall 2014/On-going	Student Success Council Student Congress Board of Student Activities All Students	None	Ensures students' voices are heard.

Recommendation 3.3: Reorganize units, departments, and student support services to increase student success.

Objective(s):

(a) Create clear organizational and reporting lines between student affairs and academic affairs.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Organize all student support services and counselors under the Vice Chancellor for Student Affairs.	Fall 2014	Chancellor Administrative Team Student Success Council All relevant persons involved	To be determined.	Continue to have counselors liaison (or be physically housed with different departments/units, programs, etc.) for services to students, but organize counseling under the Vice Chancellor for Student Affairs (one chain of command). This will allow counselors to work more efficiently and accessibly. Increases clarity, stronger collaboration, and communication for faculty (including lecturers), staff, and students.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
<p>2. Explore current practices and organizational models in the area of developmental education, specifically focusing on courses and instructional faculty, and select and implement a model for reorganization that fosters student success.</p>	<p>Selection of organization model in Fall 2014; Reorganization in Spring 2015</p>	<p>Chancellor Administrative Team Student Success Council All relevant persons involved</p>	<p>To be determined.</p>	<p><u>Comments Received:</u> Organizing developmental education courses and instructional faculty under the Vice Chancellor for Academic Affairs will allow faculty (including lecturers) to collaborate and work more efficiently in creating a seamless and smooth transition (from course to course) for students. Strengthens the pathway for all students. Increases clarity, stronger collaboration, and communication for faculty (including lecturers), staff, and students. There is no perception of separation between students in developmental education and “college-ready” students.</p>

Pouhana 4: Sustain

*“to keep going as an action or process;
to supply with necessities and nourishment”*

Recommendation 4.1: Create a solid infrastructure that fosters a student success campus.

Objective(s):

- (a) Embed student success efforts into institutional plans and other planning documents.
- (b) Address workload matters as it relates to student success efforts.
- (c) Consider including student success efforts, practices, initiatives, etc., in tenure/promotion dossiers and other relevant documents.
- (d) Create budget, staffing, and resource plans to sustain student success efforts.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Embed student success values, strategies, and practices throughout the college's strategic plan, CPRs, ARPDs, and departmental and unit tactical plans.	Immediate/ On-going	Everyone	None	Keeps college accountable for student success.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
2. Reexamine office hours and workloads to reflect campus-wide commitment to student success.	Fall 2014/On-going	Chancellor Administrative Team Human Resources	Budget allocation for TEs/overloads.	Faculty/lecturers may have tutoring responsibilities in the Reading and Writing Center, Math Lab, and/or other designated tutoring venues, as part of their assigned workload or in place of their office hours. These labs will be open to all students. Since lecturers are not required to sit on committees, assisting in these centers/labs can be a way of providing service to the College. Providing this support reflects the college's commitment to student success.
3. Encourage the inclusion of student success practices, etc., in staff evaluations, faculty peer evaluations, lecturer assessments, contract renewals, promotion dossiers, and tenure applications, and 5-year reviews to reflect campus-wide commitment to student success.	On-going	Everyone	None	Mechanisms to ensure the maintenance of workload need to be put in place that would include the following: reexamining position descriptions; expectations for staff evaluations; and expectations for contract renewal, tenure, promotion, and 5-year review; and orientation for new hires.
4. Tie student success to budget allocation.	On-going	Chancellor Administrative Team	To be determined.	Ensures stable and sustainable funding for student success.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
5. Develop and implement a balanced staffing and resource plan.	Spring 2016/On-going	Chancellor Administrative Team Human Resources	Budget allocation to be determined.	Students have requested extended hours for academic and support services. Sustaining such operations involves careful consideration of hours of operation, staffing, and resource management. Another challenge is that student preferences for lab hours tend to change from semester to semester.

Recommendation 4.2: Employ a comprehensive system of measurements, assessments, and evaluations to inform improvements of the College’s student success campus.

Objective(s):
(a) Complete an assessment cycle(s) on student success efforts. (b) Complete an annual student success report.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Establish student learning outcomes and service area outcomes for student success.	Start Fall 2014/On-going	SLO Assessment Coordinators & Coaches Units, Departments, Programs, & Services Student Success Council Other relevant person(s)	None	SLOs that help the college understand the whole student not only academic standing.
2. Examine data and assessment needs to track and inform student success efforts on campus.	On-going	OFIE Team Student Success Council	None	There are several resource centers on campus that are successfully collecting and analyzing transactional and assessment data that tie services with achievement metrics. We can learn from these centers and perhaps build a campus-wide system.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
3. Inventory and expand data collection methods and instruments measuring the effect of services and programs on academic, career, affective, and personal domains of student success.	On-going	OFIE Team Student Success Council Other relevant person(s)	Budget allocation for expansion of data collection instruments.	Explore changes to the common application form to identify student reasons for coming to college. This will create a baseline for measuring success related to a student's personal objectives.
4. Identify and measure the effects of new strategies and practices, embedded in the college's strategic plan, department and unit tactical plans, ARPDs, and CPRs, on student success.	Start Fall 2014/On-going	OFIE Team Units, Departments, Programs, & Services Student Success Council	None	Set aside at least 3 credits of assigned time per semester for a faculty member to collect, analyze, and report on collected data. This person would work closely with OFIE.
5. Adopt/develop a comprehensive data collection system that tracks student usage of student success programs and services and enables the comparison re: student success metrics of those who use the programs and services with those who do not (e.g., ID card swipe system).	Start Fall 2014/On-going	Chancellor Administrative Team OFIE Team Other relevant person(s)	Budget allocation for data system.	Success campuses we visited utilized an ID card swipe system that tracked services utilized, frequency of utilization, etc., to assess and evaluate services and service delivery.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
6. Analyze and evaluate data collected based on the parameters recommended by the Student Success Council. Data will describe enrolled students and could include graduates and leavers.	Spring 2015/On-going	OFIE Team Other relevant person(s)	None	This will help evaluate the college's success in fostering student success. The college should also have a system in place to follow up with students after they leave KCC.
7. Generate recommendations for improvement.	Spring 2015/On-going	OFIE Team Student Success Council Other relevant person(s)	None	
8. Produce and submit an annual student success report (with a student success scorecard) to inform the campus of findings and recommendations.	Spring 2015/On-going	OFIE Team Student Success Council Other relevant person(s)	Budget allocations for improvements.	Assign a full-time analyst for student success.

Recommendation 4.3: Develop and implement a marketing/branding plan for the College’s student success campus.

Objective(s):
(a) Market and brand the college’s student success campus. (b) Design a student success website.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Create and implement a marketing/branding plan for the College’s student success campus – “It takes a village.”	Spring 2015/On-going	KCC’s Marketing Office Students Student Success Council Campus-wide Representation	To be determined.	Students in various programs (i.e., NMA) could develop a visual graphic that symbolizes a student success campus.
2. Create, update, and maintain a student success website.	Fall 2015/On-going	CELTT Students Other relevant person(s)	None	Students in various programs (i.e., NMA, ITS) could develop a student success website.
3. Develop social network sites to promote student success.	Fall 2015/On-going	CELTT Students Other relevant person(s)	None	Students in various programs (i.e., NMA, ITS) could develop student success social media sites.

Recommendation 4.4: Create a portfolio of temporary and permanent funding and personnel resources to sustain a student success campus.

Objective(s):
(a) Secure temporary and permanent funding and personnel for student success.

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
1. Review resource needs of proposed student success objectives and actions, as well as the College’s current needs, to move toward a student success campus.	Start Fall 2014/On-going	Chancellor Administrative Team Human Resources Student Success Council	None	
2. Investigate and secure in-kind services, one-to-one matches, donors, endowments, grant funding, etc., to establish a student success campus.	Fall 2016/On-going	Chancellor Administrative Team Human Resources OFIE Team UH Foundation Representative Community Relations	To be determined.	

Actions	Timeframe	Person(s) Responsible	Budget/Resources Needed	Comments/Notes
		Representative Student Success Council		
3. Secure permanent funding and human resources for student success positions, programs, services, centers, etc.	On-going	Chancellor Administrative Team Human Resources OFIE Team Student Success Council	To be determined.	Job descriptions need to be specific and appropriate for the work hours the employee will work. Use assigned time when needed. Additional workload occurs when facilities and IT services are insufficiently staffed to support programs. When this becomes a chronic issue the job expectations should take this into account.