

MINUTES OF THE REGENTS' COMMITTEE  
ON COMMUNITY COLLEGES

Date: Friday, November 4, 2005

Place & Time: Marine Education Center,  
Honolulu Community College  
9:37 a.m.

Committee Members Present: Regents Haynes (presiding)  
de la Peña  
Migita  
Tanaka  
Yamasato

Other Regent Present: Regent Bender

Others Present: David McClain, Interim President, University of  
Hawai'i  
Sam Callejo, Vice President for Administration  
Walter S. Kirimitsu, Vice President and University  
General Counsel  
Linda K. Johnsrud, Interim Vice President for  
Planning and Policy  
Michael T. Rota, Associate Vice President for  
Academic Affairs  
Michael Unebasami, Associate Vice President for  
Admin. Affairs  
Ramsey Pedersen, Chancellor, Honolulu  
Community College  
Peggy Cha, Chancellor, Kaua'i Community College  
Peter Quigley, Interim Chancellor, Leeward  
Community College  
Angela Meixell, Chancellor, Windward Community  
College  
Leon Richards, Acting Chancellor, Kapi'olani  
Community College  
Clyde Sakamoto, Chancellor, Māui Community  
College  
Douglas Dykstra, Vice Chancellor for Academic  
Affairs, Hawai'i Community College  
David Iha, Executive Administrator and Secretary of  
the Board  
Carl Makino, Executive Assistant to the Board

President McClain thanked the Committee for convening to discuss Community College (CC) issues. He explained that the Regents were responding to an issue raised by the Accrediting Association for Community and Junior Colleges (ACCJC). Specifically, ACCJC requires a degree of engagement and familiarity by the Board with the issues and operations of the Community Colleges. The Community College Committee which is more robust and more involved with the Community Colleges would allow the Board to address the ACCJC standards without impacting the other business of the Board in its governance of the University system.

The frequency of the Community College Committee meetings would be on a quarterly basis and intended to be of sufficient length in a workshop format to allow for an in depth exploration of the issues facing the Community Colleges. The first meeting will focus on broad Community College mission issues and the degree to which the Community College is meeting that mission. The focus will include access, workforce development, baccalaureate transfer and engagement with local communities and to the degree that new Board members are appointed to the community college committee the first meeting of each year. The second meeting will focus on the financial health of the Community Colleges including all sources of funds and financial aid for students. The third meeting in the spring will focus on program review and assessment results and the final meeting would focus on planning directions for the upcoming year. The location of the meetings as proposed by Vice President Morton is that they would rotate among the campuses so that in the two-year period all campuses including both East and West Hawai'i sites.

Associate Vice President Rota explained that the meeting items were designed to be a discussion around community college issues. He provided an overview of the Community College system, its organizational structure, demographics, and mission. He noted that all of the campuses are accredited by ACCJC. The next accreditation visit is scheduled for all the campuses for Fall 2006 and therefore they are in the middle of a self-study process.

The Community Colleges focuses on fulfilling the University's mission of providing access to all people who can benefit from such opportunities in the State of Hawai'i. The Community Colleges is open to anyone eighteen years of age or older and can benefit from the instruction provided. The mission also focuses the needs of the community which takes into consideration workforce and economic development.

During the discussion on the demographic information and data provided, Regent Tanaka inquired as to how the Community Colleges markets the information in order to get students into the programs. Associate Vice President Rota said the respective Chancellors would answer the question based on their campus. However, there are issues that address the workforce needs of the State. One of the issues around workforce is also participation in the workforce.

The respective Community College Chancellors then provided highlights of their campuses. Each Chancellor focused on their programs as well as their special and unique program offerings. They also informed the Committee of their initiatives, vision, and the challenges facing their respective campuses.

Following the presentations, Committee members addressed questions to the respective Chancellors. Regent Migita inquired about the need for remedial courses at Hawai'i CC and how to fix the problem. Vice Chancellor Dykstra responded that 48% systemwide are testing out in remedial math. Associate Vice President Rota added that it is a national issue and President Bush's No Child Left Behind is attempting to deal with that issue. It's a particularly difficult issue in the State of Hawai'i for a variety of reasons but he assured that the Community Colleges will be working with the Department of Education who has adopted a goal that by 2010 every high school graduate will be ready for either work or further education without any need reeducation. President McClain added that the University has a P-20 initiative, being one of 35 states that have such an effort.

Regent Tanaka inquired about training in the area of transportation. Vice Chancellor Dykstra informed that Hawai'i CC has a diesel, auto body, and automotive tech programs. In those programs they prepare their students for ASE certification so we are nationally certified. In transportation the campus prepares students for ASE certification. Regent Tanaka commented that Chancellor Quigley of Leeward CC is the only campus offering a driver training program despite a shortages for commercial drivers.

President McClain recognized Chancellor Pedersen for a recent award. Chancellor Pedersen explained that the Pacific Technology Foundation and a group of people in the technology community give out technology educator of the year awards each year and he was selected as one of the people receiving the award for all the work Honolulu CC does in the IT industry.

President McClain asked Chancellor Cha to expand on a gift from the Boeing Corporation of about \$200,000. Chancellor Cha informed that Boeing had given Kauai CC a tremendous in kind contribution of equipment for the laser lab so they are able to open a photonic course with the electronics program. Boeing not only gave the equipment but in addition sent a number of people who worked 10 and 12 hours days helping to set up the lab. President McClain added that Kauai CC was not the only campus to receive a sizeable grant. The Economic Development Administration of the Federal Government, announced an award of \$600,000 to Kapi'olani Community College for the Culinary Institute of the Pacific.

Regent Haynes asked why the percentage of 18 to 24 year olds without a high school diploma was so high on Kaua'i. Chancellor Cha stated that about 60% of the students on Kaua'i who take the competency placement test end up in the remedial and

developmental level for math and about 46% are remedial and developmental for English. One of the interesting things that came out of the study that was done through the comprehensive economic development plan is that about 1 in 10 youths between the ages 16 and 19 years old are neither in school nor working. She attributed part of the reason to be the underground economy on Kaua'i.

Regent Haynes stated that he was glad to see an accounting curriculum at Leeward CC due to the demand in the marketplace. Chancellor Quigley responded that it was the high point of their business programs but they still need to determine why there aren't more students whose goal is centered on finishing the AA and going on for the BA. It's the number one program in the nation in enrollment and growth so accounting is a high demand major.

In response to Regent Migita, Chancellor Quigley informed that Leeward CC is exploring programs that could address educational needs for the military population in the area. The community colleges made some decisions in the past relative to which campuses should address military needs. That issue will be revisited soon. He added that Leeward CC is aware that its focus on the military bases can be better than it is. One program being mentioned in the last briefing at Leeward CC was nursing. Leeward CC does not have a nursing program so a partnership with Kapi'olani CC might bring the nursing program to the Leeward Coast area as well as the military bases. Associate Vice President Rota added that some research was done to determine what it would require to be more responsive to the military and there are a lot of players who are meeting the military training needs who have a very different cost structure than the University of Hawai'i and can be much more competitive with the military. President McClain concurred, adding that the faculty union contract specifies minimums that we must pay in different pay grades and lecture categories. Those minimums make us uncompetitive against some of the competitors on military bases and that's the choice we've made as we negotiated those contracts.

Regent Tanaka asked if the international students attending Māui CC help the economy in terms of adding to the workforce or if they leave upon completion. Chancellor Sakamoto informed that the majority return to their home country. Some might stay, depending upon their visa. He added that a preliminary conversation was held with the ILWU Union about the internships they had to create in the hotels for example where there are workforce shortages. The union seemed enthusiastic about the college contributing a part-time workforce in areas consistent with their majors. Associate Vice President Rota added that there are immigration issues that need to be dealt with. For example a person coming into the U.S. for education cannot stay after that education is completed. They can apply to come into the U.S. as any other person in that country but they cannot work in the U.S. immediately following their education. Furthermore, there are two issues with non-resident students. How to get more people who are eligible to be in our workforce and how

do we drive enough marginal revenues to be able to expand opportunities to resident students.

Regent Tanaka expressed understanding as to why Māui CC has recruited heavily internationally. Chancellor Sakamoto informed that they will pay four to five times what the residents would pay and that helps to keep tuition for resident students at a reasonable rate. He stated that it has been Māui CC's rationale that the non-residents would be subsidizing the investment of local students in the infrastructure and ongoing costs so its not an unfair situation. It is simply our local residents with their taxes having invested in all of the personnel in the infrastructure and on Māui its been considerable so we're leveraging that to then pose to the non-resident their contribution which would be higher because of the recent development of our facilities and frankly the attraction of Māui itself.

Associate Vice President Rota provided a brief update on the issue of articulation. The community colleges have about 3,000 student transfers each Fall within the University system. About 700 or 800 community college students transfer to Mānoa and about 700 students come from the baccalaureate campuses back to the community colleges. About 350 to 400 community college students go to Hilo and West O'ahu and then there's the transfers between Mānoa and UH-Hilo and West O'ahu. One of the biggest legs of that transfer diagram is more than a thousand students transfer between community colleges. The University system is designed to make that flow possible according to what the students need to do to meet their degree objectives and one of the reasons for going to the new student information system was to facilitate students' ability to do that.

Regent Tanaka stated that there had been complaints about the difficulties in transferring within the system and whether things had improved. Associate Vice President Rota informed that the system is getting better although not completely without some challenges. President McClain added that the system will never be perfect and it will never be everything that people want. Often, according to Associate Vice President Rota, it's a matter of students knowing where they want to go and not changing their mind after they decide that. But students will change their mind so its when they do that they are not ready to take that next step. The result is the student who could not transfer a course designed to fulfill a requirement in automotive technology but not engineering. He added that the University council on articulation tries to get people from campuses together to see how transferring can be made more simple and more predictable.

Regent Yamasato inquired if there was a problem in transferring the basic core courses. Associate Vice President Rota informed that the general education pieces are very well articulated and the process allows new courses to get into that articulation. The problem is more with the prerequisite courses or with courses students want to count towards their majors. He added that the current policy on articulation allows for students who have completed the Associate Degree to transfer to the Mānoa campus and fulfill the

campuses general education requirements even though there may be some prerequisites depending on major.

Associate Vice President Rota explained that one of the issues that the Regents' policy calls for is that the community colleges to be mindful of workforce development when planning. He presented data on Hawai'i's workforce, stating that the workplace is changing, requiring higher levels of skills which reduces the number of low skilled jobs. Hawai'i needs to fill about 28,000 jobs annually, these are numbers effective June 2005 and if you look at the biggest number of jobs, food preparation, food serving most of those jobs and the office administration and support activities are at the top. As a State we only convert, of 100 ninth graders, 12 to a degree or certificate. As compared to the other 50 states we're sitting at about the 48th percentile so removing the barriers involves getting more students or individuals especially those who are not currently in workforce to pursue and successfully complete education and training beyond high school within the State. We need to have them here because we need to employ them after they're finished. Providing effective remediation for under-prepared students, removing the barriers, providing targeted financial aid to support low or moderate income student 's education and training beyond high school, adequate support for those students. He therefore emphasized the Community Colleges' mission to provide education and training to meet the demands of Hawai'i's workforce.

The meeting was recessed at 12:25 p.m. and reconvened at 1:00 p.m. in the same location.

Associate Vice President Rota explained the accreditation process for the Community Colleges. The community colleges are accredited by the Accrediting Commission of Community and Junior Colleges part of the Western Association of Schools and Colleges. We have a re-accreditation visit coming up in the Fall of 2006 and in preparation for that we are involved in the self-study process. As part of the standards expectations the Board would be involved with the self study process and engaged in dialogue about the administration, organizational structure, operations, and governance.

Standard IV called Leadership and Governance looks at how the Board is functioning relative to its responsibilities. Ms. Chappell-Long from the Office of the Associate Vice President for Community Colleges explained that the discussion the Committee would focus on Standard IV B which is the relationship of the colleges to the Board and to the administration. The first area would be to describe the Board's approach to selecting the President. Secretary Iha explained that he would assist Chairperson Lagareta to respond to that area.

The next question asked if the institution had policy manuals and whether policies

are reviewed on a regular basis. Secretary Iha explained that the Board does not have an established time table for policy review. Historically, inasmuch as the majority of Board policies find their genesis at the administration level, the Board has always expected the administration to maintain an oversight of policies and to recommend amendments as times and situations change. Rarely are policies adopted without being recommended by the administration.

The next question dealt with independent policy making and protection from undue influence and if policies are clear about unilateral actions by Board members and how supportive the Board has been of the Community Colleges. President McClain asked if the Standards Committee could cite examples when they thought outside pressure was being exerted on the Board. Ms. Chappell-Long said her Committee had no examples. Secretary Iha added that to his knowledge in the time he has been with the Board Office the Board has not had any undue pressures from political or external influences.

The next question looked at involvement with the accreditation process and with this newly reorganized standing committee. She asked for comments as to how the Board will be evaluating access learning, teaching, workforce development, and diversity. President McClain stated the strategic plan contained several numerical benchmarks so it will be easy to evaluate. Associate Vice President Rota added that his office has been keeping track of those measures as part of the strategic plan review process.

The next question asks about procedures to elect Board officers and standing committee memberships. Secretary Iha explained that in accordance with its bylaws, the Board holds an election of officers in July. The Chairperson, in consultation, with usually the Vice Chair, appoints members to respective standing committees.

The next area speaks to the governing Board having a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code and again we're looking for evidence. Secretary Iha explained that the Board's bylaws includes a conflict of interest policy and at recent meetings, Regents exercised their responsibilities by recusing themselves from certain actions because of potential or appearance of conflict.

The next area had to do with how do Board actions reflect the commitment to supporting and improving student learning outcomes as reflected in the accreditation standards and expectations for institutional improvement. President McClain stated that evidence is contained in the biennium budget proposal that was submitted to the Legislature last year and the supplemental budget that was submitted this year, both of them approved by the Board of Regents. Both have clear statements of approval of community college initiatives that are about improving student learning outcomes so that's where I would go with the measure of commitment and support is show me the money. I think the Board at times has also testified before the Legislature although much of that is

given to the administration so there may be examples of Board testimony on this issue.

Ms. Chappell-Long stated that the commission was concerned about the Board's remaining focus at the policy level. She asked that the Regents describe their efforts and effectiveness in remaining at the level of governance. President McClain responded that the Commission had expressed in its own report that the Board had succeeded in pulling itself back from the operational level so the Standards Committee could cite ACCJC's own reports on this matter as evidence. Secretary Iha commented that the Board agenda reflects some of these issues related to community colleges. Program approvals, termination are all policy issues that are reflective of the Board focusing on policy so that can be evidence of remaining at that level.

A final question from the Standards Committee was, "how familiar was the Board with the accreditation process." Regent Tanaka stated that they were getting more familiar with the process. That was part of the reason for setting up the Regents' Committee on Community Colleges as currently structured. This is the first quarterly meeting and the material received contained a lot of information regarding accreditation. The Regents will work with the administration to be sure we can meet the accreditation committee's review of the Community College system and the Board.

Regent Haynes thanked those who participated in the session, stating that it had been very informative and educational for the Committee.

There being no further business before the Committee, the meeting was adjourned at 1:50 p.m.

Respectfully submitted,

David Iha, Secretary

Dated: December 2, 2005

c: Chairperson Kitty Lagareta  
Members, Committee on Community Colleges  
Interim President David McClain  
Interim Vice President John Morton