

Midterm Report

Prepared for the Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

October 15, 2009

University of Hawai'i Community Colleges System

Honolulu, Hawaii

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STATEMENT ON REPORT PREPARATION

This UHCC report was prepared by the Office of the Vice President for Community Colleges with input from the Board of Regents staff, community college Vice Chancellors for Administrative Affairs, and the UHCC Strategic Planning Council.

The UHCC Strategic Planning Council is comprised of the Chancellors, the Faculty Senate Chairs, and the Student Body Presidents from each of the seven UHCC colleges, as well as the Vice President and Associate Vice Presidents of the UHCC System.

The draft report was presented at the UHCC Chancellors annual retreat (August 2009) for review and revisions.

The Report was approved by the University of Hawai'i Board of Regents on October 15, 2009.

BACKGROUND

The University of Hawai'i Community Colleges (UHCC) is a statewide system of seven separately accredited institutions embedded within a larger ten-institution statewide University of Hawai'i (UH) system which is also comprised of 3 baccalaureates. In the last few years, the Accrediting Commission for Community and Junior Colleges (ACCJC) Western Association of Schools and Colleges (WASC), has expressed some concerns regarding this organizational model. The concern has been focused on the ability of the UHCC System to operate as a coherent, mission driven organization given some of the complexities of the ten campus arrangement. In response to those concerns, the UHCC was one of the first multi-college districts accredited by the ACCJC to schedule common dates for the reaccreditation of its seven colleges. This alignment of visits has allowed for a more extensive look at the role and functioning of both the University System and UHCC System.

In preparation for the ACCJC Comprehensive visit in Fall 2000, the Office of the Chancellor for Community Colleges undertook a separate self study of the University of Hawai'i Community Colleges system operations. While the ACCJC does not accredit systems, it was believed at the time that the preparation of a system self study would be the most appropriate way to demonstrate that the system functions were performing in a manner consistent with ACCJC Standards and in a way that brought symmetrical policy and operational elements to the campuses as a whole.

Since the 2000 ACCJC Comprehensive Visit and report and before the 2006 Comprehensive Visit and report, there have been major organizational changes within the University of Hawai'i System and the UHCC System that have affected the ability of UHCC to fully meet all the recommendations contained in the report. In 2001, with the arrival of President Evan Dobbelle, the University began the reorganization of its administrative structure by separating the President's role from that of the Chancellor for the UH Mānoa campus and adding a system Vice President for Academic Affairs (VPAA). As part of that system administrative reorganization, the University of Hawai'i Board of Regents (BOR) received a proposal in November 2002 that included the elimination of the Office of the Chancellor for Community Colleges. This reorganization proposal, which was approved by the BOR in December 2002 and approved by the ACCJC through its Substantive Change approval process in April 2003, resulted in a change in the reporting relationship that existed between the CEOs of the individually accredited community colleges and the UH System.

The 2002 University reorganization resulted in the creation of a Council of Chancellors reporting directly to the President. The Council included the chancellors of each of the ten individual campuses within the UH System. The reorganization also eliminated the Office of the Senior Vice President and Chancellor for Community Colleges and reassigned the support functions of the office to various UH system-level vice presidential offices and to the seven community colleges. In June 2004, President Evan Dobbelle left the University of Hawai'i System, and Dr. David McClain was appointed President.

As part of the action approving the 2002 University reorganization, the ACCJC requested a series of reports detailing various aspects of the implementation of the reorganization. These reports were followed by site visits from the Commission. As a result of that process, it became increasingly clear that the new organization presented significant challenges in the colleges' ability to continue to meet the ACCJC standards. Following a review of several alternative organizational models and discussion and consultation, the BOR, on June 21, 2005, approved a reorganization of the University of Hawai'i system-wide administration. Key elements of the reorganization included:

- a. The creation of a new position of Vice President for Community Colleges (VPCC) within the University of Hawai'i system organization. The VPCC is responsible for executive leadership, policy decision-making, resource allocation, development of appropriate support services for the seven community college system, governance and advocacy for the community colleges.
- b. Reconsolidation of the academic and administrative support units for the community colleges under associate vice presidents for community colleges.

On July 23, 2005, the BOR appointed Dr. John Morton, formerly Chancellor of Kapi'olani Community College, as Interim Vice President for Community Colleges. Dr. Morton was subsequently appointed on a permanent basis on March 16, 2007.

ACCJC Reaccreditation 2007

In June 2005, the BOR approved a system-level reorganization of the Community Colleges. The purpose of the reorganization is to establish a new organizational infrastructure for the UH System of community colleges while retaining the integrity of the individually accredited colleges. A dual reporting relationship was also proposed, whereby the community college chancellors report to the new Vice President for Community Colleges for leadership and coordination of the Community College matters, and concurrently report to the UH System President for University systemwide policymaking and decisions impacting the campus.

From October 22-28, 2006, peer evaluation teams visited the seven community colleges of the UH System. As in previous evaluation visits, the seven campus team chairs formed an eighth team and conducted an assessment of the functioning of the UHCC System. In January 2007, the Commission reaffirmed the accreditation of each of the seven colleges, and requested that a report be submitted by October 15, 2007.

Special Report and Visit Fall 2007

On November 14, 2007, a two person team representing the Commission visited the UHCC system to verify the contents of the October 15, 2007 Special Report. The team reported, "Overall, the University of Hawaii Community Colleges are progressing well in meeting the elements of Recommendation 1..."; and the team further stated that "by the colleges' midterm report the structure should be fully functional and codified in policies,

procedures and practices.” Significant organizational, policy and management tools have been implemented since the 2007 to insure that the UHCC System meets and exceeds ACJCC expectations.

RECOMMENDATIONS

The 2006 Accreditation report included the following recommendation for the Community College System

Recommendation 1: It is recommended that the Office of the President and Vice President for Community Colleges conduct a systematic evaluation process to determine the effectiveness of the new community college organization and governance structure between—and among the system and its community colleges in the areas concerning:

- a. Strategic planning processes (Standard I.B.3)**
- b. Program review and assessment practices (Standards I.B.1, II.A.1.c, II.A.2.a,e,f, II.B.1, II.B.3.a, and II.b.4)**
- c. The allocation of resources (Standards I.B.6, III.D.1.a,d, IV.B.3.c)**
- d. Facilities management, including deferred maintenance (Standards III.B.1a,b, III.B.2.b)**
- e. Board and administrative leadership (Standard IV.B.3.a)**

This recommendation was the subject of a special report and site visit in Fall 2007. A copy of the 2007 visit report is included as Attachment 1 - UHCC Special Report 2007. This midterm report focuses on changes or further improvements that have occurred in these areas above since 2007.

a. Strategic planning processes (Standard I.B.3)

The University of Hawai‘i Community College (UHCC) System under the leadership of the Vice President for Community Colleges (VPCC) has used the strategic planning process to set budget priorities as well as to establish a focus on critical issues affecting the colleges and the State. When planning the preparation for the Fiscal Biennium (FB) 2009-2011 budget process, it became apparent that UHCC needed to do more than just reaffirm the existing UHCC 2002-2010 Strategic Plan as that plan was set to expire before the start of the last year of the biennium. At the same time, the University of Hawai‘i (UH) System was completing a Strategic Plan Update which identified a number of statewide issues that needed to be addressed.

Per UHCC Policy 4.101 Strategic Academic Planning, the VPCC convened the UHCC Strategic Planning Council in Spring 2007. The membership of the UHCC Strategic Planning Council consists of the Chancellor, Faculty Senate Chair, and student government chair from each campus, and the Vice President and Associate Vice Presidents for the Community Colleges. Meeting notes and materials may be found at

[UHCC Strategic Planning Council website](#). The Planning Council's work brought UHCC and College strategic plans into alignment with the UH System Strategic Plan 2002-2010, updated the issues that needed to be addressed, established desired strategic outcomes and performance measures, and extended the life of the UHCC System 2002-2010 Strategic Plan through 2015. The Planning Council developed consensus around a set of issues and outcomes within the framework of the UH System Strategic Plan 2002-2010 major goals and planned strategic outcomes that are relevant to the UHCC System. Additionally, the Planning Council developed specific performance measures for the UHCC System.

In Spring 2008, the Planning Council began to evaluate and report performance data that contributes to the [UH System Strategic Outcomes and Performance Measures, 2008-2015](#) (Attachment 2 - UHCC Strategic Outcomes and Performance Measures, Appendix B). The VPCC visited each college to review benchmarks, baseline data, and suggested performance targets. The colleges were asked to review the proposals and agree to the proposals or suggest new targets. Each college was starting from a different point and had a different capacity – all of which were taken into account in establishing [UHCC System Strategic Outcomes and Performance Measures, 2008-2015](#). Underlying the system goals and outcomes are college-level goals and outcomes. In Fall 2008, the Planning Council finalized the strategic outcomes, performance measures (definitions and sources), and expected levels of performance and made public the results of their work. The Office of the Vice President for Community Colleges (OVPCC) distributed updated performance levels in Spring 2009 and the VPCC held forums at each college to discuss the UHCC system and college-level performance. This process will be repeated annually. UHCC Strategic Plan Current Goals and Outcomes for the system and individual colleges are included as Attachment 3 - UHCC Strategic Plan Goals and Outcomes. The OVPCC staff is also working to build a reporting tool which will be easily accessible to the public.

Assessment of the strategic planning process is conducted using the Community College Inventory survey instrument. The survey instrument used for the 2008 assessment (Attachment 4 - Community College Inventory) was modified to reflect a system approach. The revised survey instrument includes system terminology (e.g., “practice has been implemented systemwide”). Additionally, the survey is now administered electronically.

As part of the review of the progress in meeting the UHCC System's strategic goals, the Planning Council reviewed and discussed the full Community College Inventory results in Spring 2009. Survey data are used for determining progress for Goal E performance measures in the [UHCC STRATEGIC PLAN 2002-2010 UPDATE: Strategic Outcomes and Performance Measures, 2008-2015](#). Goal E is as follows:

“Develop and sustain an institutional environment that promotes transparency, and a culture of evidence that links institutional assessment, planning, resource acquisition, and resource allocation.”

Survey results compared with Spring 2007 indicate that the UHCC system is doing better on “creating an environment that enables and supports the dissemination of student information” and “strengthening student information and institutional analysis offices with the staffing, training, and data tools that support implementation of a systemwide culture of evidence.” Survey responses indicated that the System is doing less well on “strategic focus, planning, and resource allocation.” The System will follow up to see if this is a significant issue or reflects the timing of the survey, which transpired during a period of statewide and systemwide budget restrictions and statewide discussions of layoffs and salary reductions. As will be described in a later section, the OVPCC is working to make the resource allocation process more transparent and more visibly linked to the planning process.

The Strategic Planning Council itself is likely to undergo some changes. At its September 2009 meeting, the Planning Council agreed that its membership should be expanded to include external policy leaders from the community and the larger University community. Final decisions are now being made on the expanded membership.

b. Program review and assessment practices (Standards I.B.1, II.A.1.c, II.A.2.a,e,f,II.B.1, II.B.3.a, and II.b.4)

The UHCC Policy Review of Established Programs [UHCCP 5.202](#) was implemented in 2005. Specific common frameworks/templates have been established and codified for *Instructional programs, Student Support Services, Administrative Services, and Academic Support Services*. The two Associate Vice Presidents facilitate the process in their respective areas. The program templates incorporate UH System policies/procedures, Commission standards, and needs of area personnel for standardized information. Completion of the annual program assessments is in December to allow more time for faculty and staff to review and analyze program data and incorporate needs into the University and UHCC budget development cycle. UHCC policy calls for completed reviews to be posted on the respective college website. The policy calls for the OVPCC to report the results of program review to the BOR.

The area that is the most developed is instruction. In 2006, the UHCC System formed the UHCC-Instructional Program Review Council (I-PRC) comprised of Chancellors, Chief Academic Officers, Institutional Researchers, Division Chairs, and OVPCC staff. The Council has positional and college representation. It proposes appropriate modifications to the instructional program review policies, procedures, and annual data reports. The full I-PRC meets twice a year with sub-groups meeting as needed. In 2006 and 2007, the I-PRC focused on developing comparable measures which are compiled by the OVPCC and forwarded to each college for analysis. In 2008, the I-PRC piloted and has now adopted standard benchmarks and a scoring rubric for determining program health in the areas of demand, efficiency, effectiveness, and overall health. The results of the health calls are included as Attachment - 5 Summary 2008 Annual Reports Program Data.

Evaluation of the 2008 process resulted in three major modifications to annual instructional reports of program data: 1) the need to revise the scoring rubric for Liberal Arts program; 2) the need for and the development of data elements for the separate review of remedial/developmental writing, reading, and mathematics; and 3) the break out of distance education classes within the program review. Discussion also began on tightening the alignment of the annual reports of program data to the comprehensive program reviews. The other review areas have developed common frameworks codified within the policy and are in the process of developing benchmarks. The UHCC Vice Chancellors/Deans of Student Services review and refine their framework and are in the process of developing benchmarks. Under the direction of the Vice Chancellors/Deans Academic Affairs, groups of academic support staff are reviewing and refining their framework and benchmarks. Similarly, the Associate Vice President for Administrative Affairs regularly meets with the campus Vice Chancellors for Administrative Services to establish program review benchmarks and results.

c. The allocation of resources (Standards I.B.6, III.D.1.a,d, IV.B.3.c)

FB 2009-11 Budget Development

The UH strategic planning process provides the direction and the focus for the budget development process. In the development of the FB 2009-11 Operating and Capital Improvement Program (CIP) budgets, priority was placed on repair, renewal, and replacement of current facilities and equipment along with collective bargaining requirements, inflation, and other operating budget requests

In addition to these requests, each campus was asked to propose a maximum of three general fund Program Change Requests (PCR) for consideration. Each request had to be congruent with the strategic outcomes, and required to have quantifiable and measurable goals.

Within the Community College System, strategic planning and budget development are closely linked processes. System collaboration and oversight are provided by the UHCC Strategic Planning Council. The Planning Council is the primary body for assuring systemwide participation in the UHCC strategic planning process and is formally established in policy, and its minutes, as well as the details of the strategic planning/budget development process are available for viewing on the UHCC web site.

Based on the budget instructions set forth by the President (Attachment 6 - 2009-2011 Biennium Budget Proposal Development), the Community Colleges developed general fund operating budget requests for 93.00 FTE and \$18,726,466 for FY 2010 and 113.00 FTE and \$22,818,295 for FY 2011 which included PCR items, inflation, furniture and equipment, new facilities support, and routine maintenance requests. The budget requests were consistent with the direction set forth by the Strategic Plan, especially with regard to the three PCR items per campus that were focused directly on specific strategic outcomes with quantifiable and measurable goals. In prioritizing the budget, the highest priority (Tier 1) PCR items focused on student success.

However, due to the sudden and severe downturn in the State economy, the University was forced to deviate from the budget development process held in the first half of 2008. All of the general fund requests referenced above were replaced by general fund budget reductions due to a rapidly declining economy. The FB 2009-11 Operating budget, approved by the BOR in October 2008, provided for three levels of general fund budget reductions, \$13.5 million at the 10% discretionary budget level, \$22.0 million at the 15% discretionary budget level, and \$30.6 million at the 20% discretionary budget level. The Community Colleges' share of the budget reductions were set at \$3.5 million at the 10% discretionary budget level, \$4.9 million at the 15% discretionary budget level, and \$6.3 million at the 20% discretionary budget level.

In addressing the mandated general fund budget reductions, strategic planning and the established strategic outcomes continued to guide the budget development process. (Attachment 7 - Budget Reductions email VP Morton) is a copy of the UHCC Budget Reduction Guidelines for the Fiscal Biennium 2009-2011. The guidelines focused on required utility budget reductions while protecting strategic areas of concern such as Native Hawaiian student success, remedial/developmental education, workforce shortage areas identified in the strategic outcomes, and repairs and maintenance.

FB 2009-11 American Recovery and Reinvestment Act of 2009 Funding

The final general fund appropriation under Act 162, SLH 2009 reflected a total budget reduction of \$6,916,351, which included a 20% general fund discretionary budget reduction of \$6,256,351 and unspecified Legislative budget reductions of \$660,000. However, with the addition of \$6,960,000 in Educational Stabilization funds (American Recovery and Reinvestment Act [ARRA]) for the UHCC, the UHCC appropriation provides for an increase of \$43,649 in each year of the biennium.

Educational Stabilization funding in the amount of \$3,660,000 will be distributed to the campuses to keep the general fund reductions at the 10% discretionary budget reduction level. The remaining balance of \$3,300,000 in Educational Stabilization funds will be used to address critical needs identified in the strategic planning and program review processes to improve key outcome measures. The Educational Stabilization funds will be used to restore and augment the Enrollment Growth funding, address identified equipment needs, expand financial aid, improve remedial/developmental education, augment the Achieving the Dream initiative, and address other identified Strategic Planning related requirements (Attachment 8 - System Allocations of Federal Stimulus Funds).

FY 2009 Budget Reductions and Restrictions

In FY 2009, a series of budget reductions and restrictions were assessed on the University and the Community College System. In addressing the distribution of the budget reductions and restrictions, the VPCC adopted several guiding principles. Specifically, the reductions were not to be taken in areas critical to the achievement of the strategic

plan goals and possible program reductions are to be driven by the results of program review. Attachment 9 - FY 2009 General Fund Budget Reductions and Restrictions is a memorandum from the VPCC with additional worksheets which detail the distribution of all reductions and restrictions for FY 2009 to the campuses.

FY 2010 Budget Restrictions

In FY 2010, the Governor imposed budget restrictions on all appropriated funds of the University based on projected State revenue shortfalls and the expectation of savings through the furlough of State workers. General fund budget restrictions of \$14,103,147, special fund budget restrictions of \$897,049, federal fund budget restrictions of \$576,778, and revolving fund budget restrictions of \$135,209 were imposed on the Community Colleges in FY 2010. The final settlements of on-going collective bargaining negotiations with the public unions will determine the course of action required for the Community Colleges to remain within budget constraints.

Budget Execution – Program Improvement Funding and Enrollment Growth Funding

Within the Community College budget an appropriation of \$254,156 is earmarked to support program improvement initiatives. The VPCC allocates these resources consistent with Strategic Planning goals, attainment of specific strategic planning outcomes, and the results of the program review process. Previously identified areas of program improvement include remedial/developmental education, Achieving the Dream initiative, Curriculum Central (on-line curriculum approval process), Community College Survey of Student Engagement (CCSSE – data analysis), National Community College Benchmark Project (benchmarks/data from peer institutions), Valencia Enterprises (on-line interactive faculty orientation program), and COGNOS maintenance (dashboard/report generator software). The allocation of these funds meets critical requirements in support of strategic planning and program review processes.

Enrollment growth funding of \$1,773,625 is also included in the general fund current service base of the Community College budget. The VPCC allocates these resources based on enrollment growth needs at the campuses, with consideration for the specific enrollment carrying capacity at each campus. The enrollment growth factor is a critical strategic outcome identified in the strategic planning and program review processes.

In view of the recently realized rapid enrollment growth and the further growth anticipated over the next biennium, the VPCC, with concurrence from the Chancellors, has committed an additional \$1,000,000 for FY 2010 and \$1,500,000 for FY 2011 in Educational Stabilization funding in support of additional classes to meet projected enrollment growth at each of the campuses.

Act 188, SLH 2008 – Higher Education Funding Formula and Performance Based Funding Model

The State Legislature, through Act 188, SLH 2008, created a six person task force to examine alternatives to funding for the UH System. Specifically, Act 188 seeks a formula that accounts for both enrollment driven factors and performance factors in determining the funding to be received by a campus. The task force is co-chaired by Senator Norman Sakamoto and Vice President for Community Colleges John Morton.

A draft report on a possible formula has been prepared by MGT of America, Inc. for consideration by the task force and ultimately by the President, Board of Regents, and the State Legislature. The decision on whether to recommend a change in financing to the Legislature will be made in Fall 2009.

d. Facilities management, including deferred maintenance (Standards III.B.1a,b, III.B.2.b)

FB 2009-11 Budget Development

As previously discussed, high priority was placed on repair, renewal, and replacement of current facilities and equipment in the recent development of FB 2009-11 Operating and Capital Improvement Program (CIP) budgets. The intent was to reduce deferred maintenance during the next biennium to the maximum extent possible, given the deteriorating condition of these capital assets. The UH strategic planning process, with emphasis on Resource and Stewardship, provides direction and focus for the budget development process.

In addressing the mandated general fund budget reductions, the previously discussed UHCC Budget Reduction Guidelines for the Fiscal Biennium 2009-2011 (Attachment 7 - 2009-2011 Biennium Budget Proposal Development), includes a strong statement, “You may not reduce repair and maintenance or equipment budgets.”

Additionally, \$1,000,000 in FY 2010 and \$500,000 in FY 2011 from the Educational Stabilization fund will be used to address identified equipment needs.

Repairs and Maintenance Funding

The UH System appropriation for Capital Renewal and Deferred Maintenance funding was set at \$107,000,000 for FY 2010 and \$27,285,000 for FY 2011. The Community Colleges’ allocation of this systemwide capital renewal and deferred maintenance appropriation was \$22,602,000 for FY 2010 and \$8,352,000 in FY 2011. The UHCC Associate Vice President for Administrative Affairs works directly with the Vice Chancellors of Administrative Services of all campuses in the development of an effective and equitable plan to meet the repairs and maintenance needs of all community college campuses.

The State Legislature has supported the effort to address the repairs and maintenance needs of the University. Over the last 14 years, the Community College share of the CIP repairs and maintenance allocation has amounted to \$112.8 million. In the last three biennia, the UHCC allocations of CIP repairs and maintenance funding totaled to \$17.0 million for FB 2005-07, \$21.0 million for FB 2007-09, and \$31.0 million in FB 2009-11. However, it is very difficult to meet the repair and maintenance needs of the seven separate campuses, including off-campus sites. The most recent evaluation of repair and maintenance needs (September 2009) for the campuses resulted in an estimate of \$65.6 million for the deferred repairs and maintenance backlog and \$68.3 million for pending modernization/renovation requirements.

The UHCC System will continue to seek additional support from the State Legislature to meet the backlog in repairs and maintenance and modernization/renovation projects. Concurrently, efforts are being made to explore other means of financing capital projects. At this time, Leeward Community College is participating in a \$2.0 million revenue bond issuance to finance the acquisition of property for the Waianae Education Center. The funds will be used to acquire the land and building, with limited funding available for the renovation of the facility. This financing alternative requires a long-term commitment of funds from Leeward CC to retire the debt.

Pacific Partners Consulting Group (PPCG) System

The UH has made a significant commitment to procure and implement a web-based budget modeling system designed to support campuses in documenting the backlog of maintenance and estimating the annual funding requirements for on-going capital investment. The Facilities Renewal Reinvestment Model (FRRM) was designed by the Pacific Partners Consulting Group, Inc. (PPCG) and customized for the UH in FY 2008. This model uses UH campus building information and a Life-cycle methodology based on building sub-system and campus infrastructure life-cycles and replacement costs to estimate deferred maintenance and future capital repair needs.

The PPCG system tracks current replacement value of buildings, the building inventory, maintenance backlog, future capital needs, Facility Condition Index, etc. The data in this system is used extensively by the Office of Capital Improvements in developing the UH System Capital Renewal and Deferred Maintenance (CRDM) budget requests as well as allocations of CRDM funds to the campuses. The data is available to the campus administrators as an aid in administering to the repairs and maintenance needs of each campus.

e. Board and administrative leadership (Standard IV.B.3.a)

The accreditation recommendation in 2006 focused on Board and administrative leadership in light of the newly implemented organizational changes that re-established the community college system within the UH. The follow-up report to that visit noted that the new structure appeared to be working well and the dual reporting structure

whereby the Chancellors report both to the VPCC and the President of the University System was functioning as intended.

As noted in the 2007 report, there have been changes in governance, particularly with the BOR, that may affect the overall governance of the Community College System.

Change in Board of Regents Structure

As a result of changes in State law, the BOR was increased to fifteen members with all Regents nominated by a Regents Selection Advisory Committee, selected from this nominee list by the Governor, and confirmed by the State Senate. With both the increase in membership and normal turnover, the vast majority of the Board is new to University governance.

The Board leadership has organized the new Board into several new committees and task groups. Under the State's sunshine law, task groups are special purpose committees of the BOR that meet to discuss selected topics in depth but which may not take action on the matters under discussion. Any recommendation from the task group must first be presented at an open meeting of the Board and voted on at a subsequent meeting.

While the community college committee of the Board continues in existence, community college actions requiring Board approval are discussed and acted upon by the full Board through the regular Board meetings. There have been no difficulties in moving items to the Board or in getting timely approval of action items. The VPCC remains the principal liaison with the Board on all community college matters.

The new Board members have all been oriented to the University, including to the community colleges. For example, the September 2009 Board meeting included a presentation on the University's strategic goals, the relationship of the budget to these goals, and then a detailed discussion of how this planning and budgeting agenda is managed within the Community College System. The Board will also be undergoing additional leadership and Board training in November 2009.

Change in University Presidency

On August 1, 2009, Dr. M.R.C. Greenwood succeeded Dr. David McClain as President of the UH System. Dr. Greenwood previously served as Chancellor of the University of California Santa Cruz and Vice Chancellor for Academic Affairs within the University of California System. During her tenure with the UC system, Dr. Greenwood had close working relationships with area community colleges and is very familiar with WASC and the accrediting requirements.

Dr. Greenwood highlighted the work of the Community Colleges in her inaugural speeches focusing on both the extraordinary enrollment increases and the emphasis that the community colleges have placed on student success through the Achieving the Dream and National Association of System Heads Access to Success initiatives. She is firmly

committed to the establishment of measurable outcomes and effective planning and budgeting to reach those outcomes.

There are no immediate plans to change the current organizational structure as it relates to the Community Colleges. As always, the structure will be assessed to ensure that it is meeting the needs of the Community Colleges and the related accreditation standards.

Change in Accreditation Status for Maui Community College

As a result of the approval by the Board of Regents for a second baccalaureate program at Maui Community College, Maui CC has transferred its accreditation to the WASC Senior Commission. While the accreditation agency has changed, Maui CC remains a part of the Community College System, is subject to the policies and procedures of the Community College System, and is part of the Community College budget. However, to comply with the accreditation requirements, all accreditation matters for Maui CC are now under the control of the Senior Commission.