



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

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January 23, 2004

Dr. Evan Dobbelle
President
University of Hawaii
2444 Dole Street, Bachman Hall
Honolulu, HI 96844



Dear President Dobbelle:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 7-9, 2004, reviewed the Progress Reports submitted by the University of Hawaii Community Colleges dated August 1, 2003 and November 1, 2003, and the Report of the team that visited the University on November 17-18, 2003. The Commission acted to accept the reports and to commend the University of Hawaii for the progress it has made in addressing the concerns of the Commission that were the subject of these two progress reports. The Commission also acted to request another Progress Report from the University of Hawaii by **April 1, 2004**. This report will be followed by a visit from Commission representatives.

The Commission wishes to note that the University and its staff have worked hard and with integrity to ensure the University fully understands and responds to accreditation standards and the Commission's concerns. They have engaged in open and honest discussion with the Commission's representatives. This discussion has identified some additional areas of concern to the Commission, which are included in the recommendations and comments made in the Substantive Change Team Visit Report of November 2003. That report made three recommendations in addition to the concerns expressed by the April 2003 visiting team.

The Commission also wishes to note that the University of Hawaii Community Colleges need to develop an annual independent audit that addresses Commission policies on financial management and stability. (A member of the University staff will be participating in a Commission Task Force in March 2004 that will provide new guidelines for accredited institutions on the audit requirements.) **The University is advised that it should have the independent audit in place, with two years' full audits, by the time of the next comprehensive review of the Hawaii Community Colleges in fall 2006.**

The University of Hawaii Community Colleges Progress Report should address the following issues:

1. **Recommendation 1:** The team recommends that the University of Hawaii Community College system and the University of Hawaii give careful thought to what would be the most effective delegation of responsibility and authority in personnel functions to the individual campuses, provide clear delineation of same, and ensure the college staffs receive appropriate training and support to conduct personnel functions in a manner that is consistent with Commission standards and which protects the overall integrity of the University of Hawaii personnel system. (Standards III.A.1 and 2)
2. **Recommendation 2:** The Team recommends that the UH Community Colleges develop policies and procedures to ensure:
 - that the community colleges engage in regular assessment of institutional effectiveness, including program review;
 - that the community college system as well as each college sets priorities for implementing plans for improvement that are based in analysis of research data;
 - that the colleges and the UHCC system incorporate these priorities into resource distribution processes and decisions;
 - that the colleges and the UHCC system develop and employ a methodology for assessing overall institutional effectiveness and progress toward meeting goals expressed through plans for improvements; and
 - that the colleges and the UHCC system report regularly to internal constituencies and the Board on this progress. (Standards I.B., II A. 1. and 2., II.B.3.a., II B. 4., II.C.1.e and II.C.2; III.A.6., III.B.2.b., III.C.1. and 2., III.D.1. a, IV.B.2.b, and the Preamble to the Standards.)

The Commission notes it has required the seven University of Hawaii Community Colleges to report on this issue by October 15, 2004; some of those reports will be followed by a team visit. The Commission recognizes that the system report in April will be of a work-in-progress. The system is urged to work closely with the seven colleges on this matter.

3. **Recommendation 3:** The team recommends that the governing board review its responsibilities to serve as a policy making board and to assume its role in evaluating the University President. The Board of Regents should develop appropriate policies to guide administrative hiring process and then allow the University President to implement and administer policies. The Board should refrain from making operational decisions more appropriately delegated to the system chief administrator, the University President. (Standards IV.B.1.a)

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4. The Team Report of April 2003 required the University of Hawaii Community Colleges to submit a report on how the University of Hawaii system structure has been finally staffed and funded.

The Commission remains concerned about the ability of the Board of Regents to provide adequate time and attention to appropriate matters concerning the functioning of the Community Colleges. The Commission urges the Board of Regents to include in its own annual self-assessment a review of how effectively the Board is able to get through its extensive agenda materials.

Enclosed is a copy of the *final* Team Report. Additional copies may now be duplicated. The Commission requires you to give the Progress Reports, the Team Report and this letter dissemination to the University staff and to those who were signatories to your Progress Reports. This group should include the College Chancellors, the Board of Regents, and the University of Hawaii system staff who work with the community colleges. The Commission also requires that the team report, the progress reports and this letter be made available to the public. Placing copies in the institutional libraries can accomplish this. Should you want the team report in electronic format to place on a website, please contact the Commission staff.

On behalf of the Commission, I wish to express continuing interest in the institution's educational programs and services. Professional self-regulation is the most effective means of assuring integrity, effectiveness and quality.

Sincerely,



Barbara A. Beno
Executive Director

BAB/tl

cc: Mr. Michael T. Rota, Associate Vice President for Academic Affairs w/enclosure
Dr. David McClain, Vice President for Academic Affairs w/enclosure
President, Board of Regents w/enclosure
Dr. Shirley Daniel, Interim Chancellor, Hawaii Community College
Mr. Ramsey R. Pedersen, Chancellor, Honolulu Community College
Dr. John Morton, Chancellor, Kapi'olani Community College
Ms. Peggy Cha, Chancellor, Kauai Community College
Dr. Mark D. Silliman, Chancellor, Leeward Community College
Dr. Clyde Sakamoto, Chancellor, Maui Community College
Dr. Angela Chaillé Meixell, Chancellor, Windward Community College

Enclosure