



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

*Western Association
of Schools and Colleges*

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February 11, 2013

Dr. Leon Richards
Chancellor
Kapi'olani Community College
4303 Diamond Head Road
Honolulu, HI 96816

Dear Chancellor Richards:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 9-11, 2013, considered the Institutional Self Evaluation Report and the report of the external evaluation team which visited Kapi'olani Community College October 15-18, 2012, the additional materials submitted, and the presentation by college officials.

The Commission took action to **reaffirm accreditation**, with a requirement that the College complete a **Follow-Up Report**¹ that must be submitted by **October 15, 2013**. The Report will be followed by a visit of Commission representatives. Reaffirmation is granted when an institution is found to substantially meet or exceed the Eligibility Requirements, Accreditation Standards, and Commission policies, but recommendations on a number of issues should be addressed. The Report should demonstrate, and the visiting team will verify, that the institution has addressed the recommendations noted below, resolved the deficiencies, and now meets Eligibility Requirements and Accreditation Standards. The recommendations are:

College Recommendations

College Recommendation 1:

In order to meet the Standard, and the recommendation made in 2006, to ensure improvements in planning processes, including program review, are integrated with resource allocations, the team recommends that the College provide clear descriptions of the planning timeline to demonstrate integration with the budgeting process. (Standard I.B)

College Recommendation 2:

In order to meet the Standards, the College planning processes should be effectively communicated to all College constituencies and reviewed on an annual basis to ensure that resource allocation leads to program and institutional improvement. (Standards I.B.4, I.B.6)

With regard to Recommendation 2 above, the Commission wishes to note that effective communication in this context involves both college-wide dissemination and clarification to facilitate understanding.

Dr. Leon Richards
Kapi'olani Community College
February 11, 2013

College Recommendation 3:

In order to meet the Standards, the team recommends that the College assess student learning outcomes for every course, instructional program, and student support program and incorporate the findings into course and program improvements. (Eligibility Requirement 10, Standards I.B, I.B.1, II.A.1.a, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.e, II.A.2.f, II.A.2.i, II.A.3, II.B.4, II.C.2)

College Recommendation 4:

In order to meet the Standards, the team recommends that the College utilize student learning outcomes assessment to support institutional planning decisions. (Standards I.B, I.B.1, II.A.1.a, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.e, II.A.2.f, II.A.2.i, II.A.3, II.B.4, II.C.2)

College Recommendation 5:

In order to fully meet the Standards, the team recommends the College: 1) identify student learning outcomes for all student services programs, 2) assess student attainment of these outcomes, and 3) conduct dialogue to use assessment results to implement program improvements. (Standards II.B.4, II.C.2)

College Recommendation 6:

See UHCC Recommendation 3.

College Recommendation 7:

In order to meet the Standard, and the recommendation made in 2006, the team recommends that the College fill the vacancies deemed essential to the running of the College and remedy the time lag between the verbal commitment and an employee's start day of effected employees. (Standard III.A.2)

College Recommendation 8: In order to meet the Standard, the team recommends that the College develop a technology plan to identify technology needs and inform the budgeting process. (Standard III.C)

College Recommendation 9: In order to fully meet the Standards, it is recommended that the College clarify and strengthen the review, assessment and planning recommendation roles of the Policy, Planning and Assessment Council to better serve and inform the College community and better align governance decision-making structures with those of the UH System. (Standards III.D., IV.A., IV.B.)

System Recommendations

UHCC Recommendation 1: Institutional Mission and Effectiveness

In order to meet the Standards for institutional effectiveness and integration of planning and resource allocation processes, including program review, it is recommended that:

- The VPCC and the Chancellors develop broad-based, ongoing, collegial dialogue between and among the UHCC and the colleges to better assess the breadth, quality, and usefulness of UHCC analytical tools (e.g., UHCC Annual Report of Program Data (ARPD) and planning processes through feedback from college stakeholders. In addition, the UHCC and Chancellors should provide training for the appropriate use of the tools to support on-going improvement and effectiveness.
- The Chancellors provide clear descriptions and training regarding the planning timeline and budgeting process. The information and training should be available to all college constituencies and reviewed regularly to ensure accuracy for resource allocation that leads to program and institutional improvement. (Standards I.B.3, I.B.1, II.A.1.c, II.A.2.a, e, f, II.B.1, II.B.3.a, and II.b.4, I.B.1, I.B.4, I.B.6)

UHCC Recommendation 2: Student Learning Programs and Services

In order to meet the Standards, degrees offered by the colleges must be consistent with the general education philosophy as outlined in the college catalog and the rigor of the English and Math courses needed to fulfill the degree requirements must be appropriate to higher education. (Eligibility Requirement 11, Standards II.A.3, II.A.3.b)

UHCC Recommendation 3: Student Learning Programs and Services and Resources

In order to meet the Standard, the UHCC and the colleges shall take appropriate actions to ensure that regular evaluations of all faculty members and others directly responsible for student progress toward achieving stated student learning outcomes include, as a component of the evaluation, effectiveness in producing student learning outcomes. (Standard III.A.1.c)

UH Recommendation 4: Resources

In order to meet the Standards, it is recommended that a comprehensive UH system wide technology plan that includes and supports distance education be developed and implemented and is integrated with institutional planning. (Standards II.A.1.b, II.A.1.c, II.A.2.c, III.C.2, III.C.1, III.C.1.c, III.C.2)

UH Recommendation 5: Board and Administrative Organization

In order to meet the Standards, it is recommended that the UH BOR adopt a regular evaluation schedule of its policies and practices and revise them as necessary. In addition, the UH BOR must conduct its self evaluation as defined in its policy and as required by ACCJC Standards. (Standards IV.B.1.e, IV.B.1.g)

Kapi'olani Community College conducted an educational quality and institutional effectiveness review as part of its self evaluation. The Commission suggests that the plans for improvement of the institution included in its self evaluation efforts be taken into account in the continuing improvement of Kapi'olani Community College.

The External Evaluation Report provides details of the team's findings with regard to each Eligibility Requirement and Accreditation Standard and should be read carefully and used to understand the team's findings.

Dr. Leon Richards
Kapi'olani Community College
February 11, 2013

The recommendations contained in the Evaluation Report represent the best advice of the peer evaluation team at the time of the visit, but may not describe all that is necessary to come into compliance. Institutions are expected to take all action necessary to comply with Eligibility Requirements, Accreditation Standards and Commission policies. The Commission wishes to remind you that while an institution may concur or disagree with any part of a report, the College is expected to use the External Evaluation Report to improve educational programs and services and to resolve issues identified by the Commission.

A **final copy** of the External Evaluation Report is enclosed. Additional copies may now be duplicated. The Commission requires that the College give the Institutional Self Evaluation Report, the External Evaluation Report, and this letter appropriate dissemination to College staff and to those who were signatories of the College Self Evaluation Report. This group should include the campus leadership the Vice President for Community Colleges, and the Board of Regents.

The Commission also requires that the Institutional Self Evaluation Report, the External Evaluation Report, and this Commission action letter be made available to students and the public by placing a copy on the College website. *Please note that in response to public interest in disclosure, the Commission now requires institutions to post accreditation information on a page no farther than one click from the institution's home page.* If you would like an electronic copy of the External Evaluation Report, please contact 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, Ph.D.
President

BAB/tl

cc: Dr. Robert Franco, Accreditation Liaison Officer
Dr. John Morton, Vice President, Hawai'i Community College System
President, Board of Regents, University of Hawai'i System
Dr. Brian King, Chancellor, Los Rios Community College District, Team Chair

¹ Institutions preparing and submitting Midterm Reports, Follow-Up Reports, and Special Reports to the Commission should review *Guidelines for the Preparation of Reports to the Commission*. The *Guidelines* contain the background, requirements, and format for each type of report and presents sample cover pages and certification pages. The *Guidelines* are available on the ACCJC website under College Reports to ACCJC at: (<http://www.accjc.org/college-reports-accjc>).

Major Findings and Recommendations of the 2012 Visiting Team

As a result of the October 2012 visit, the team made the following commendations and recommendations:

Commendations

Commendation 1: The team commends the College for refining and implementing a mission statement that reflects the commitment of the College and the Hawaii system to meet the educational needs of the native Hawaiian people. The commitment to honoring and nurturing the native Hawaiian culture is reflected in the structure and activities of programs throughout the College. (I.A.)

Commendation 2: The College is commended for its success in career and technical programs as demonstrated by exceeding all six Carl Perkins Career and Technical Education Act Health Indicators of performance standards in 2009-2010. (II.A.2.a)

Commendation 3: The College is to be commended for the depth and breadth of the programs and campus cultural activities, and the contributions of these activities to an environment that honors Native Hawaiian faculty, staff, and students and encourages diversity and civic engagement for all constituent groups. (II.A.1, II.2.d, II.3.c)

Commendation 4: The College is to be commended for the broad participation of all staff in the accreditation process.

Recommendations

Recommendation 1: In order to meet the Standard, and the recommendation made in 2006, to ensure improvements in planning processes, including program review, are integrated with resource allocations, the team recommends that the College provide clear descriptions of the planning timeline to demonstrate integration with the budgeting process. (I.B)

Recommendation 2: In order to meet the Standards, the College planning processes should be effectively communicated to all College constituencies and reviewed on an annual basis to ensure that resource allocation leads to program and institutional improvement. (I.B.4, I.B.6)

Recommendation 3: In order to meet the Standards, the team recommends that the College assess student learning outcomes for every course, instructional program, and student support program and incorporate the findings into course and program improvements. (ER 10, I.B, I.B.1, II.A.1.a, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.e, II.A.2.f, II.A.2.i, II.A.3, II.B.4, II.C.2)

Recommendation 4: In order to meet the Standards, the team recommends that the College utilize student learning outcomes assessment to support institutional planning decisions. (I.B, I.B.1, II.A.1.a, II.A.1.c, II.A.2.a, II.A.2.b, II.A.2.e, II.A.2.f, II.A.2.i, II.A.3, II.B.4, II.C.2)

Recommendation 5: In order to fully meet the Standards, the team recommends the College: 1) identify student learning outcomes for all student services programs, 2) assess student attainment of these outcomes, and 3) conduct dialogue to use assessment results to implement program improvements. (II.B.4, II.C.2)

Recommendation 6:

See UHCC Recommendation 3.

Recommendation 7: In order to meet the Standard, and the recommendation made in 2006, the team recommends that the College fill the vacancies deemed essential to the running of the College and remedy the time lag between the verbal commitment and an employee's start day of effected employees. (III.A.2)

Recommendation 8: In order to meet the Standard, the team recommends that the College develop a technology plan to identify technology needs and inform the budgeting process. (III.C)

Recommendation 9: In order to fully meet the Standards, it is recommended that the College clarify and strengthen the review, assessment and planning recommendation roles of the Policy, Planning and Assessment Council to better serve and inform the College community and better align governance decision-making structures with those of the UH System. (IV.A., III.D., IV.B.)

System Recommendations

Please note the UHCC report is appended to the end of this report and is made part of the College's report.

UHCC Recommendation 1: Institutional Mission and Effectiveness

In order to meet the Standards for institutional effectiveness and integration of planning and resource allocation processes, including program review, it is recommended that:

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- The Chancellors provide clear descriptions and training regarding the planning timeline and budgeting process. The information and training should be available to all college constituencies and reviewed regularly to ensure accuracy for resource allocation that leads to program and institutional improvement. (Standards I.B.3, I.B.1, II.A.1.c, II.A.2.a, e, f, II.B.1, II.B.3.a, and II.b.4, I.B.1, I.B.4, I.B.6)

UHCC Recommendation 2: Student Learning Programs and Services

In order to meet the Standards, degrees offered by the colleges must be consistent with the general education philosophy as outlined in the college catalog and the rigor of the English and math courses needed to fulfill the degree requirements must be appropriate to higher education. (ER 11, Standards II.A.3, II.A.3.b)

UHCC Recommendation 3: Student Learning Programs and Services and Resources

In order to meet the Standard, the UHCC and the colleges shall take appropriate actions to ensure that regular evaluations of all faculty members and others directly responsible for student progress toward achieving stated student learning outcomes include, as a component of the evaluation, effectiveness in producing student learning outcomes. (Standard III.A.1.c)

UH Recommendation 4: Resources

In order to meet the Standards, it is recommended that a comprehensive UH system wide technology plan that includes and supports distance education be developed and implemented and is integrated with institutional planning. (Standards II.A.1.b, II.A.1.c, II.A.2.c, III.C.2, III.C.1, III.C.1.c, III.C.2)

UH Recommendation 5: Board and Administrative Organization

In order to meet the Standards, it is recommended that the UH BOR adopt a regular evaluation schedule of its policies and practices and revise them as necessary. In addition, the UH BOR must conduct its self evaluation as defined in its policy and as required by ACCJC Standards. (Standards IV.B.1.e, IV.B.1.g)