



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

*Western Association
of Schools and Colleges*

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February 11, 2013

Mr. Douglas Dykstra
Chancellor
Windward Community College
45-720 Kea`ahala Road
Kaneohe, HI 96744

Dear Chancellor Dykstra:

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, the presentation and materials made by College representatives, and the report of the external evaluation team that visited Windward Community College October 15-18, 2012.

The Commission took action to **reaffirm accreditation**, with a requirement that the College complete a **Follow-Up Report¹** 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.

College Recommendations

College Recommendation 1:

As noted in the 2006 visiting team report and in order to meet the standards, the team recommends that the institution complete the development and assessment of student learning outcomes for all courses, programs and general education, as well as develop and assess learning outcomes for student services, using the results for improvement of student learning and achievement and institutional effectiveness. (I.B.3, I.B.7, II.A.2.b, II.A.2.c, II.B.4)

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College Recommendation 2

In order to fully meet the standards it is recommended that the college design, document and implement an effective, integrated planning model, system of program review and resource allocation process which is inclusive of all institutional planning activities including administrative services and technology. The college should develop formal systematic evaluation mechanisms for assessing the quality and effectiveness of planning structures and processes and use assessment results for the improvement of learning and institutional effectiveness. (I.B.1 through I.B.7; II.A.2, II.B.4, II.C.2, III.A.6, III.B, III.B.2, III.C.1, III.C.2, III.D.1, III.D.3, III.D.4, IV.A.1, IV.A.5, IV.B.1, IV.B.3.g)

College Recommendation 3

In order to fully meet the standard, the team recommends that the institution develop and implement a comprehensive staffing plan as well as a professional development plan designed to meet the needs of its personnel and fully implement the civil service evaluation process. (III.A.1.b, III.A.2, III.A.5, III.C.1.b)

College Recommendation 4

In order to fully meet the standard, the team recommends that the college develop sustainable financial resources to provide adequate staffing, equipment, student and academic support services as well as funding for operations. (II.A, II.B, II.C.1; II.C.1.b; II.C.1.c; II.C.1.d, III.A, III.B, III.C)

College Recommendation 5

In order to fully meet the standards, the team recommends that the institution regularly evaluate its governance, decision-making structures and planning processes in order to assure their integrity and effectiveness. The college should also widely communicate the results of the evaluations and use them as the basis for continuous and ongoing improvement of learning and institutional effectiveness. (I.B.1, I.B.4, I.B.6, IV.A.4, IV.A.5)

UH and UHCC 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.

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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)

Windward 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 Windward Community College.

The External Evaluation Report that was sent to the institution 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. 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

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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 the Report, Windward Community 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 attached. 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: Ms. Jan Lubin, Accreditation Liaison Officer
Dr. John Morton, Vice President for Community College, University of Hawai'i
President, Board of Regents, University of Hawaii System
Dr. Cynthia Azari, President, Riverside City College, 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*. It contains the background, requirements, and format for each type of report and presents sample cover pages and certification pages. It is available on the ACCJC website under College Reports to ACCJC at: (<http://www.accjc.org/college-reports-accjc>).