Campus Progress Report
for
Maui Community College
310 Ka`ahumanu Avenue
Kahului, Hawai`i 96732

For Submission to
Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

October 15, 2005
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Maui Community College (MCC) continues to implement and refine its comprehensive program review and assessment process for educational programs, student services programs, and administrative support services and to integrate the results into the College’s planning, budgeting, and resource allocation processes. MCC has also taken an active role in the implementation of the University of Hawai‘i System recommendations 2, 6, and 7. The following is a progress report on those activities, as requested in your June 28, 2005 letter to Chancellor Clyde Sakamoto.

Recommendation 2. The team recommends that the University of Hawaii 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 set priorities for implementing plans for improvement that are based in analysis of research data;
- That the colleges and the UH CC system incorporate these priorities into resource distribution processes and decisions;
- That the colleges and the UH CC system develop and employ a methodology for assessing overall institutional effectiveness and progress toward meeting goals expressed through plans for improvement; and
- That the colleges and the UH CC system report regularly to internal constituencies and the Board on their progress (Standards I.B, II.A.1 and 2, II.B.3, II.B.4, II.C.1.e, II.C.2, III.A.6, III.C.1, III.C.2, III.D.1.a, IV.B.2.b, and the Preamble to the Standards).

The Chancellor, Dean of Instruction, Director of Administrative Services, Dean of Student Services, and others at MCC have taken active roles in the establishment of system-wide common measures for academic, administrative, and student services program review and assessment.

The common processes agreed upon will allow the community college system, as well as each college, to assess institutional effectiveness and set priorities for implementing plans for improvement that are based on analysis of research data. The processes will also make it possible for the individual campuses and the system to establish data-based priorities and to incorporate those priorities into resource distribution processes and long-range planning.

The MCC institutional researcher is working with system colleagues to create a method for delivering consistent, timely, system-wide data that will be used in the assessment, program review, and planning processes. The University of Hawai‘i Board of Regents (BOR) is now receiving regularly scheduled progress reports of college and system activities through an expanded BOR community college committee (described under Recommendation 7).
Recommendation 6: The team recommends that UH Community Colleges and the University of Hawai`i system identify more clearly the community college system functions and authority assigned to the two Associate Vice President offices and staff, and communicate those to the colleges and the University System-wide Support. Both organizations must then design workflow and decision-making processes that allow the Community College System-wide Support staff to provide support and delegated authority in areas of academic planning, administrative (including personnel) and fiscal operations (Standards IV A.5, III A.3, 1B).

Maui Community College Chancellor Clyde Sakamoto worked with system colleagues to design a reorganization of the community colleges that will meet ACCJC recommendations. Highlights of that reorganization follow:

1. A new position within the University of Hawai`i System, Vice President for Community Colleges, was created and delegated with the responsibility for system governance and advocacy for the community colleges.

2. System support functions were realigned to ensure that the Associate Vice President for Academic Affairs and the Associate Vice President for Administrative Affairs and their staff members are totally committed to community college support. The two positions now report directly to the Vice President for Community Colleges.

3. The new structural design allows community college chancellors to retain their authority in their individual college-based operations and also to participate in system policy, planning, and resource allocation decisions. The chancellors will participate in both the Council of Community College Chancellors and the University-wide Council of Chancellors, reporting on community college matters to the Vice President for Community Colleges and on University-wide matters to the President of the University. This structure is designed to ensure policy and planning coherence and equitable resource allocation within the community college system.

4. Along with system colleagues, Maui Community College Chancellor Sakamoto is assisting the new interim Vice President for Community Colleges to establish clear levels of authority, responsibility, and reporting lines, for both the colleges and the system, in areas of academic planning and administrative and fiscal operations.

Recommendation 7: The team recommends that UH Community Colleges identify and implement the means to ensure that the Community College governance system at the system head and board levels meet accreditation standards, particularly policies and processes that ensure the quality, integrity, and effectiveness of the student learning programs and services (Standard IV B, all).

MCC has worked with the UH System and the Board of Regents to ensure that the Community College governance system meets ACCJC accreditation standards outlined in Recommendation 7. The following actions have been implemented:
At its September 19, 2005 meeting, the UH Board of Regents officially enlarged its community college committee and clarified the committee’s duties. On the new six-person committee are members from the neighbor islands, ensuring representation for all of the community colleges. The new BOR committee will meet quarterly; schedules will allow sufficient time for in-depth explorations of issues, policies, and processes that will ensure the quality, integrity, and effectiveness of student learning programs and services:

Meeting one (Date to be determined): community college access; workforce development; baccalaureate transfer; and engagement with local communities;

Meeting two (November or December): financial health of the community colleges, including sources of funds and financial aid for students;

Meeting three (February): program review and assessment results, with a focus on those programs that were most successful and those that were most likely to be stopped out, terminated, or significantly modified.

Meeting four (April or May): planning directions for the upcoming year, with a focus on major initiatives and budget-related proposals.

Vice President John Morton has effectively managed the transition from Chancellors reporting directly to the UH President to a dual reporting system. This system allows VP Morton to be privy to, involved in, and supportive of community college campus proposals to the President or to the Board. As VP Morton has emphasized, the transition incorporates both the advantages of facilitating decision-making and preserving the UHCC VP office and staff resources.

Additionally, Program Review discussions among the chancellors and VP have focused on the involvement of the UH Board of Regents and on addressing the WASC standards. On the MCC campus, program reviews are an ongoing part of Executive Committee discussions and involvement. The comprehensive program review and evaluation process for MCC educational programs, student services programs, and administrative support services initiated in Academic Year 2002-03 continue on schedule.

For example, the 2003-04 cycle of annual and comprehensive program review reports for instruction were completed in September 2004. The comprehensive reports have undergone the process of analysis and evaluation by two review teams, one composed of internal and external members, and the other composed of campus Executive Committee members. After the analyses and evaluations were completed, program coordinators met with the Dean and Assistant Dean of Instruction to discuss the implications of the data in terms of program effectiveness, demand, efficiency, budget, and outcomes. Individual program plans of action were implemented, and results based on data from the program reviews were integrated into the college’s planning, budgeting, and decision-making processes. The Strategic Plan Implementation Committee is presently reviewing and refining this and other analytical processes.
Financial review data indicate that several programs, Culinary Arts, Oral Health, and the Office of Continuing Education and Training, are facing budget challenges. As part of the Program Review process, strategies for addressing these challenges have been integrated.

The UH Community College System has established a policy that requires each institution to maintain a 3% operating reserve. In order to meet this requirement, advance the implementation of our Strategic Plan, and establish financial stability, the college is implementing a combination of strategies and resource applications:

- Creating more revenues through increased resident and non-resident enrollment in both credit and non-credit classes;
- Accessing Rural Development Project grant funds by identifying sustainable revenue generation possibilities that coincide with instructional and institutional missions;
- Improving efficiency through class scheduling, class sizes, cost controls, and other means;
- Leveraging extramural grants and gifts to meet critical needs;
- Making electricity restoration funds as MCC’s top priority Supplemental Budget request. Other priorities include WASC Program Review support staffing; Workforce Development (Oral Health, Biotech, and Early Childhood Education faculty positions); Maintenance and Janitorial support for all new facilities; and Hawaiian Studies requests;
- Constructing a privately funded, 400-bed student housing facility to address resident and non-resident student needs;
- Investigating the possibility of lowering the escalating campus electric bill by the use of alternative energy sources;
- Seeking grants that will allow growth in programs that address high demand workforce needs;
- Partnering and sharing expenses with secondary education institutions to create a pipeline of students who are well-prepared for post-secondary experiences;
- Applying for and receiving grants that fund innovative programs that address academic needs of Native Hawaiians.

In addition to this Campus Progress Report, Maui Community College has inserted its responses into the UH System report: “University of Hawai‘i Report on the Substantive Change Request Related to the System Reorganization and Other Commission Recommendations.”