

January 31, 2005



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COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

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Mr. Utis Williams
Superintendent-President
Compton Community College
1111 East Artesia Boulevard
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Dear President Williams:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 12-14, 2005 reviewed the report of the Special Visit Team that visited Compton College on July 20 to 21, 2004, and took action to place Compton Community College on **Show Cause** and require that College correct the deficiencies noted.

Show Cause is issued when the Commission finds that an institution is in substantial non-compliance with its eligibility criteria, standards, or policies or when the institution has not responded to the conditions imposed by the Commission. The Commission requires the institution to show cause why its accreditation should not be withdrawn. In such cases, the burden of proof will rest on the institution to demonstrate why its accreditation should be continued. If the loss of accreditation will likely cause an institution to close, during the show cause period, the institution must make preparations for closure according to the Commission's *"Policy on Closing an Institution."* The accredited status of the institution continues during the period of the show cause order.

The Show Cause is issued because Compton Community College is so seriously out of compliance with all of Standard IV, most of Standard III.A, all of Standard III.D, and Eligibility Requirements 3, 17, and 18 that the integrity of the College and its continued operation are severely compromised. The Special Visit Team grouped its findings into three main categories – fiscal management and stability of the College, personnel practices, and College governance – as noted below.

Fiscal Management and Stability of the College (Standard III.D, ER 17 and 18)

1. The College should cease using an interim Business Officer and immediately advertise and fill the Business Officer position through the established management hiring procedures. The individual selected should have sufficient education, training and experience to perform the position. Furthermore, the College should seek a mentor for its new Business Officer position from among the other state public college business officers, who should be supported to attend Chief Business Officer meetings regularly.

2. The College should eliminate the duality of authority created by the Deputy Superintendent, establish a reporting relationship, and restructure the necessary authority to ensure that the President can provide supervision of the College financial management staff.
3. The College should review its present administrative structure to determine its efficacy in ensuring institutional integrity, and that the College immediately design and implement strong administrative evaluation systems that will enable the President to better hold administrative staff responsible for their job performance.
4. The College should develop and implement a policy for changing its independent audit firm at least every five years, and the College should hire a new auditor for its 2004-05 fiscal year audit.
5. The College should immediately establish policy and procedures for the initiation and administration of off-campus educational programs that ensure that decisions to offer such programs go through established governance processes, including curricular review, that they serve the interests and mission of the institution, and that they are offered in a manner that maintains the academic and fiscal integrity of the College.
6. The College should, following all the recommendations contained in the FCMAT report, establish and implement sound fiscal accountability, planning, and reporting processes that ensure its fiscal stability and integrity.

Human Resources and Personnel Practices (Standard III.A)

7. The College should review all job descriptions and revise them to ensure that they represent current skill sets needed to fulfill the duties and responsibilities assigned to each position.
8. The College should develop criteria for selection and retention of personnel, review the qualifications of current employees and select carefully any new employees to ensure that they are qualified by education, training, and expertise to adequately support the college.
9. The College should conduct personnel evaluations on a regular basis and demonstrate that it has used these to improve performance. Evaluations for all individuals who are responsible for student learning outcomes should have as a component of their evaluation effectiveness in producing those outcomes.
10. The College should establish and implement a written code of ethics for all personnel, and establish, in policy, how violations of the code will be effectively addressed.
11. The College should review its current personnel policies to determine whether they are equitable, adjust them as needed, and administer them in a fair and equitable manner.

12. The College should address its confused and top-heavy administrative structure and develop appropriate titles and job descriptions that are based on institutional needs, not on personal qualifications, traits, or histories of incumbents.

13. The College should establish a program for staff and professional development to ensure employees develop and retain skills necessary to support educational and institutional quality at the College.

Leadership and Governance (Standard IV, ER 3)

14. The College should review and revise its entire governance processes to ensure that appropriate and significant voice is provided to administrators and faculty on matters of academic significance, and that budgetary and other resource use decisions be made through a sound governance and decision making process

15. The Board of Trustees should take immediate action to curtail its behavior pattern of working directly with college staff, vendors, and consultants and delegate to the President the full responsibility for administration and implementation of policy.

16. The Board of Trustees should review and revise its Ethics Policy to make it an effective guide to Board behavior, and to include a new Conflict of Interest Statement, and a process for addressing behavior that violates its revised ethics policy.

17. The Board of Trustees should develop and immediately implement an ongoing training schedule that will provide the Board with the skills to adhere to a governance process that recognizes the roles of the Board, the college administration including the president, and the faculty and staff, and that enables them to recognize and carry out their fiduciary responsibilities to the Compton Community College District. The American Association of Community College Trustees, the ACCJC, and the Association of Governing Boards should be used to provide initial training to the trustees on the basic skills and principles of boardmanship.

18. The Board should seek immediate training to enable it to understand the basic financial documents such as the college budget, the external audit, and the chief financial policies and requirements of the California Community College system in order to facilitate the Board's assumption of its appropriate role of providing for the fiscal integrity and well being of the College

19. The governing board, administrators, faculty, and staff should demonstrate that they are working for the good of the institution and its students by developing and implementing sound governance policies and procedures that build on employee ethics statements, sound research and analysis of institutional and student needs, and that promote the educational mission of the college.

20. The Board should design and implement an annual evaluation of the Board and its performance that is holistic and includes meaningful input by board members, college leadership and members of the public. In consultation with the President, the Board should develop an annual plan for Board development that educates current and new Board members.

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21. The District should immediately review and revise its policies, organizational charts and executive contracts to create and implement a job description that gives to the President the responsibilities for all operations of the college.

22. A strengthened presidency should create an organizational structure that is planned and staffed to reflect the College's needs for expertise and leadership in administration, including human resources and financial management; in academic matters, including instructional, student support services and learning resources; and in physical facilities management, including physical plant construction and maintenance and technological equipment support and maintenance.

23. The newly trained Board should reaffirm its delegation of administrative responsibility to the College President, and complete annual evaluations of the College President according to policy.

The Commission asks that the college submit a Progress Report by March 15, 2005 addressing the issues above. This will be followed by a visit by Commission representatives. The report and findings of the Commission representatives will be considered at the June 2005 meeting.

Enclosed is a copy of the *final* Special Visit Team Report. Additional copies may now be duplicated. The Commission requires you to give the team report and this letter appropriate dissemination to your college staff. The Commission also requires that the report and the Action Letter be made available to the public. Placing copies in the college library can accomplish this. Should you want the report electronically to place on your web site or for some other purpose, please contact Commission staff.

The Commission further recommends that Compton Community College demonstrate that it has met all FCMAT recommendations as well as the Special Visit Team recommendations at the time of its next comprehensive review will occur during the academic year 2006.

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

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cc: Ms. Rachelle Sasser, Accreditation Liaison Officer
Board President, Compton Community College
Dr. Jan Kehoe, Team Chair
Special Visit Team Members
Ms. Linda Henderson, USDOE
Mr. Arthur Q. Tyler, Special Trustee, Compton Community College