

June 30, 2017

Dr. John S. Tanner  
President  
Brigham Young University - Hawaii  
55-220 Kulanui Street  
Laie, Oahu, HI 96762

Dear President Tanner:

This letter serves as formal notification and official record of action taken concerning Brigham Young University – Hawaii (BYUH) by the WASC Senior College and University Commission (WSCUC) at its meeting June 21-23, 2017. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to BYUH March 12-15, 2017. The Commission also reviewed the institutional report and exhibits submitted by BYUH prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution’s May 8, 2017 response to the team report. The Commission appreciated the opportunity to discuss the visit with you, and your colleagues: Dr. John D. Bell, Vice President for Academics; and Mrs. Rosalind M. Ram, ALO. Your comments were very helpful in informing the Commission’s deliberations. The date of this action constitutes the effective date of the institution’s new status with WSCUC.

### **Actions**

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of eight years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2024 and the Accreditation Visit in spring 2025
4. Schedule the Mid-Cycle Review in spring 2021
5. Request an Interim Report to be submitted by March 1, 2021 to address progress in the following areas:
  - a. Establishing a diversity policy and plan to ensure a diverse faculty
  - b. Reviewing the Board policies, procedures, communication, and compliance with WSCUC standards
  - c. Investigating models of faculty governance
  - d. Reviewing faculty workloads

### **Commendations**

The Commission commends BYUH in particular for the following:

1. Sustained commitment to WSCUC reviews. The documents and campus interviews provided evidence of a clear commitment to addressing the continuing issues from prior WSCUC reviews.

2. Demonstrated commitment to its mission. This was evident in both the documentation and the interactions across students, staff, faculty, and administration on campus. A focus of the mission is serving a diverse student population. The number of countries represented in the student body exemplifies this. Students report that this diversity attracted them to BYUH and is responsible for their retention. The students reported that they benefited from the small campus atmosphere, learning opportunities, ability to build a strong network, and above all, to serve.
3. Improved communication, transparency, and morale as a result of the leadership of the President and the Academic Vice President. Faculty appreciate the administration's willingness to listen to the voice of faculty and to take action. The new leadership has focused on balancing efficiency, effectiveness, and quality, as well as addressing issues that are important to stakeholders.
4. Integrated assessment, program review, academic planning and budgeting processes. Evidence from written documents and interviews illustrated a clearly designed and well-followed process that Faculty, Department Chairs, Deans, and the Vice President for Academics use to identify potential program improvements, on the basis of which they then make the case during the budget process for the resources necessary to implement said improvements.

## **Recommendations**

The Commission identifies the following issues for further development:

1. Aligned with the mission of the institution, BYUH consistently enrolls a diverse student body. However, this diversity is not reflected in the staff and faculty composition. To achieve the University's objectives, the Commission recommends that the University establish a diversity policy and plan including goals, objectives, metrics, and targets for ensuring a diverse faculty representative of the students it serves. (CFRs 1.4, 1.8)
2. The BYUH Board would benefit from more engagement with the WSCUC accreditation process and WSCUC standards and policies, as well as a means to communicate compliance with conflict of interest as required under the Independent Governing Board Policy. The Commission recommends a review of Board operating policies, procedures, and communication practices to ensure its commitment to open communication with the Commission to ensure its compliance with and commitment to the standards.. (CFRs 1.8, 3.9)
3. The Commission found that BYUH lacks a faculty governance system grounded in leading practices. While there is faculty satisfaction with the current administration's leadership and the recent changes made to include faculty input, it is important to have a system and a structure in place for long-term sustainability of faculty governance. The Commission recommends that the institution investigate models of faculty governance, determine what issues should be under the purview of the faculty, and codify the role of faculty leadership in shared governance. (CFRs 3.7, 3.10)

4. Given faculty engagement in program review, assessment, and service; intense teaching loads; and a strategic plan calling for continued growth, sustaining a healthy faculty is at risk. The Commission recommends that BYUH review faculty workload and assignments to develop and implement an approach to and plan for a sustainable faculty work life. (CFR 3.1)

In taking this action to reaffirm accreditation, the Commission confirms that BYUH has addressed the three Core Commitments and has successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. Between this action and the time of the next review for reaffirmation, the institution is encouraged to continue its progress, particularly with respect to student learning and success.

In accordance with Commission policy, a copy of this letter will be sent to the chair of BYUH's governing board in one week. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the BYUH's website and widely distributed throughout the institution to promote further engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Finally, the Commission wishes to express its appreciation for the extensive work that BYUH undertook in preparing for and supporting this accreditation review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Mary Ellen Petrisko  
President

MEP/ lw

Cc: William Ladusaw, Commission Chair  
Rose Ram, ALO  
Thomas Monson, Board Chair  
Members of the Accreditation Visit team  
Christopher Oberg, Vice President  
Lori Williams, Vice President