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for COMMUNITY and  
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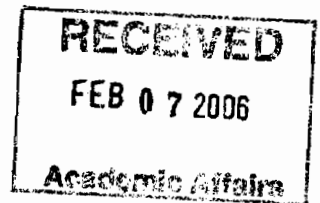
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January 31, 2006



Dr. Kathleen "Casey" Crabill  
Superintendent-President  
College of the Redwoods  
7351 Tompkins Hill Road  
Eureka, CA 95501

Dear President Crabill:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting on January 11-13, 2006, reviewed the institutional self study report and the report of the evaluation team which visited College of the Redwoods on Tuesday, October 18-Thursday, October 20, 2005. The Commission acted to issue a **Warning** and to ask that College of the Redwoods correct the deficiencies noted. The college is required to complete a Progress Report by **March 15, 2006**. That report will be followed by a visit of Commission representatives.

A warning is issued when the Commission finds that an institution has pursued a course of action which deviates from the Commission's eligibility criteria, standards of accreditation, or policy to an extent that raises a concern regarding the ability of the institution to meet accreditation standards. The accredited status of the institution continues during the warning period. However, the institution's accreditation will not be reaffirmed until the conditions which warranted the warning are removed.

I also wish to inform you that under U.S. Department of Education regulations, institutions on sanction are expected to correct deficiencies within a two-year period or the Commission must take action to terminate accreditation.

The Progress Report of **March 15, 2006** should focus on the recommendations below:

**Previous recommendations from the fall 1999 team:**

**Recommendation 1** The team recommends that the college develop and implement a comprehensive integrated strategic planning process that clearly defines the connection between planning, research, evaluation, budget, and program development. The team recommends that planning be based on broad involvement from faculty, students, classified staff, and administration from the campuses as well as from the North Coast communities.

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**Recommendation 3** The team recommends that the college use collaborative processes to develop and implement a plan for an organizational structure for technology support and services that is clear, coordinated, efficient, and effective, and that addresses the need for sufficient staff training and funding at all campuses and sites.

**Recommendation 4** The team recommends that the college use research, information from the community, current students, and analysis of outcomes to assess and modify as needed the choice of course and program offerings and class scheduling to respond to community needs.

**Recommendation 5** The team recommends that the college collaboratively develop a clear plan for facility modification, facility construction, and/or alternate use of facilities and land resources. This plan should be based on the results of program/service assessment and other strategic plans.

**New recommendations from the fall 2005 team:**

**Recommendation 1** The team recommends that the college develop and implement a means of systematic, collaborative, and evidence-driven Program Review for all instruction, student services, and institutional support areas. In order to assure maximum effectiveness, such reviews should be conducted on a regular cycle that links the findings to the annual planning process for all programs and services. (Standard IB.3, IB.4, IB.5, IB.6, IB.7, IIA.1, IIA.2, IIB.3, IIB.4, IIC.2, IIIA.6, IIIB.1, IIIB.2, IIIC.2, IIID.1, IIID.2g, and IIID.3)

**Recommendation 5** The team recommends that the district improve its planning processes to include: the development of a long-range educational plan; the development of a facilities master plan; and the development of an information technology plan. It is further recommended that the district develop a long-range financial planning process to provide early notice of structural imbalances between revenue and expenditures; to identify resources needed to adequately support changes in technology systems, facilities, and enhancement to student support systems; and to regulate the pace of changes consistent with available funds. (Standard IA.1, IA.4, IB.3, IB.4, IB.5, IB.6, IB.7; IIIB.2b, IIIC.1, IIIC.1c, IIIC.2, IIID.1a, IIID.1b, IIID.1c, and III.2)

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**Recommendation 6** The team recommends that the college develop a financial plan that will accomplish the following goals:

- Respond to declining revenue resulting from the loss of full-time equivalent students,
- Establish a prudent and sufficient unrestricted general fund balance reserve,
- Address changes in annual expenditures to assure that such expenditures are equal to or less than available resources (Standard IID.2c)

**Recommendation 7** The team recommends that the college improve its capacity for collaborative and data-driven decision-making. Such decision-making should incorporate broad-based participation, use of qualitative and quantitative data, and establish appropriate measures of effectiveness (Standard IB.3, IB.4, IB.5, IB.6, IB, IIA.1, IIA.2, IIA.2f, IIB.3, IIB.4, IIC.2, IIIA.6, IIIB.1, IIIB.2, IIIC.2, IIID.1, IIID.2g, IIID.3, IVA.1, IVA.2, and IVA.3).

I have previously sent you a copy of the evaluation team report. Additional copies may now be duplicated. The Commission requires you to give the team report and this letter dissemination to your college staff and to those who were signatories of your college self study. This group should include campus leadership and the Board of Trustees. The Commission also requires that the team report and the self study report 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 recommendations contained in the evaluation team report represent the observations of the evaluation team at the time of the visit. The Commission reminds you that while an institution may concur or disagree with any part of the team report, the college is expected to use the report to improve the educational programs and services of the institution.

All colleges are required to file a Midterm Report in the third year after each comprehensive evaluation. College of the Redwoods should submit the Midterm Report by **October 15, 2008**. Midterm Reports indicate progress toward meeting the evaluation team's recommendations and forecast where the college expects to be by the time of the next comprehensive evaluation. The college also includes a summary of progress on college-identified concerns as expressed in the self study report.

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The college conducted a comprehensive self study as part of its evaluation. The Commission suggests that the plans for improvement of the institution included in the self study report be taken into account in the continuing development of College of the Redwoods. The next comprehensive evaluation of the college will occur during Fall 2011.

Finally, let me take this opportunity to remind you that federal legislation affecting accrediting agencies requires that accredited colleges conduct systematic assessment of educational outcomes (see especially Standards I and II). A further requirement is that accrediting agencies pay close attention to student loan default rates.

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. Jeffrey L. Bobbitt, Accreditation Liaison Officer  
Board President, Redwoods Community College District  
Dr. Susan Carroll, Team Chair  
Evaluation Team Members