MEMORANDUM

TO: Senior Vice President and Chancellor Joyce Tsunoda

FROM: Glenn K. Nakamura

SUBJECT: Approval of Organizational Charts for the Reorganization To Establish the Office of Employment Training Center and Continuing and Community Education

Your approval of the two attached organizational charts associated with the reorganization to establish the Office of Employment Training Center and Continuing and Community Education at Windward Community College (OETCCCE) is requested. Although the Board of Regents (BOR) approved the establishment of the Statewide UHCC/K-12 Partnerships Office, and the OETCCCE, the BOR did not approve two of the proposed position organizational charts associated with this reorganization. As we have mentioned in previous correspondence, this is a normal occurrence. Therefore, all proposed organizational charts not included in BOR agenda item A-7 for the January 2002 BOR meeting must still be approved, i.e., signed and dated. The date of your approval should be January 18, 2002 to coincide with the BOR’s approval date.

After these organizational charts are approved, please send a set of the charts to the University Budget Office. Also, please ensure that copies of this approved reorganization are distributed to agencies specified in Administrative Procedure A3.101, University of Hawai‘i Organizational and Functional Changes. A copy of the three organizational charts approved by the BOR is attached for your files.

Please contact Ronald Salto of this office if there are any questions regarding this matter.

Attachment

c: Director Michael Yoshimura (w/o attachment)
Reorganization of the Office of the Senior Vice President and Chancellor for Community Colleges, Employment Training Center, and Windward Community College

The Senior Vice President and Chancellor for Community Colleges requests approval to reorganize the Office of the Senior Vice President and Chancellor for Community Colleges, Employment Training Center (ETC), and Windward Community College (WCC). The major organizational changes would involve the offices as follows:

1. **Office of the Employment Training Center and Continuing and Community Education (OETCCCE) at WCC.**

   The OETCCCE will be created by reassigning the Employment Training Center, currently a subunit under the Senior Vice President and Chancellor for Community Colleges, to WCC and consolidating it with WCC’s Continuing Education and Training program. This would integrate ETC training and services with the outreach and community service operations of WCC. The ETC currently reports to the Senior Vice President and Chancellor for Community Colleges and offers non-credit basic skills and vocational instruction to at-risk individuals.

   **No change** in current functions and responsibilities of the ETC and Continuing Education program at WCC are proposed. Also, student access to ETC programs will be unaffected by this reorganization as ETC services will continue to be offered from existing locations. At this time, only the ETC’s administrative functions will be physically relocated to the WCC campus. Positions currently assigned to the WCC Continuing Education and Training program will become part of the administrative staff of the proposed OETCCCE. Benefits of this consolidation include: a) increased opportunities for access to facilities and grounds for the ETC; and b) additional resources for occupational and vocational training, remedial education, and English as a Second Language programming for the WCC.

2. **Office of Statewide UHCC/K-12 Partnerships**

   This office will be established as a subunit of the Office of the Vice Chancellor for Academic Affairs which reports to the Senior Vice President and Chancellor for Community Colleges. Responsibilities of this new office include heading the Community Colleges systemwide effort in developing closer, more coordinated statewide partnerships with the State Department of Education and independent schools to improve State-delivered educational and training services. This will enable the Community Colleges to increase its focus in this area. The proposed Office of Statewide UHCC/K-12 Partnerships will be staffed with two positions reassigned from

1/18/02
the ETC (Pos. Nos. 89031, State Director for Employment Training, and 13374, Secretary III).

With this reorganization, improvements to currently offered programs are envisioned and existing positions can be utilized to provide additional services.

No new positions will be required to implement this reorganization and no additional funding will be requested. Although the current services budget of the Community Colleges will not be reduced because of this proposal, the proposed reassignment of two positions from the ETC to the new Office of Statewide UHCC/K-12 Partnerships eliminates the need to establish two additional positions for this purpose.

Consultation with the University of Hawai'i Professional Assembly has been completed and as of the date of this memorandum, the Community Colleges administration was in the final stages of its consultation with the Hawai'i Government Employees' Association.

Recommendation: That the Board approve the proposed reorganization of the Office of the Senior Vice President and Chancellor for Community Colleges, the Employment Training Center, and Windward Community College, as presented in the attached organizational charts, with the understanding that implementation details will conform to existing policies, statutes and collective bargaining agreements.
OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR FOR COMMUNITY COLLEGES

ACADEMIC AFFAIRS
Vice Chancellor for Academic Affairs, M10E, #89222

Secretarial Services
Secretary IV, SR18, #15498

PLANNING, ASSESSMENT AND POLICY ANALYSIS
Institutional Research and Analysis Program Officer, M04M, #89340
Secretary II, SR14, #47760 (.50)
UH Institutional Analyst II, P08, #80217 (.75) (.25 N)

ACADEMIC SUPPORT SERVICES
Academic Affirm Program Officer, M04M, #89289
Secretary II, SR14, #39494
UH Educational Specialist III, P05, #80489 (N), #80489 (N)
Assistant Dean of Instruction, M04M, #89169 $

STATEWIDE UHCC/K-12 PARTNERSHIPS
State Director of Employment Training, M08S, #89031
Secretary III, SR16, #13374

APPROVED BY THE UNIVERSITY BOARD OF Regents
JAN 18 2002

Date

Perm
General Fund 16.25
(N) Federal Funds 1.25

1/18/02
MEMORANDUM

TO: Allan K. Ikawa
Chairperson, Board of Regents

FROM: Evan S. Dobelle
President, University of Hawai‘i

SUBJECT: PROPOSED REORGANIZATION OF THE COMMUNITY COLLEGES-
OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR,
EMPLOYMENT TRAINING CENTER, AND WINDWARD COMMUNITY
COLLEGE

SPECIFIC ACTION REQUESTED

Approval of the Board of Regents is requested to reorganize the Office of the
Senior Vice President and Chancellor for Community Colleges, Employment Training
Center (ETC), and Windward Community College (WCC).

RECOMMENDED EFFECTIVE DATE

It is requested that this reorganization be effective upon approval of the Board of
Regents.

PURPOSE/NATURE OF THE REQUEST

The major organizational changes proposed in this reorganization involve the
establishment of two offices as follows:

1. Office of the Employment Training Center and Continuing and Community
   Education (OETCCCE) at WCC.
The OETCCCE will be created by reassigning the Employment Training Center, currently a subunit under the Senior Vice President and Chancellor for Community Colleges, to the WCC and consolidating it with the WCC Continuing Education and Training program. This would integrate ETC training and services with the outreach and community service operations of WCC. The ETC currently reports to the Senior Vice President and Chancellor for Community Colleges and offers non-credit basic skills and vocational instruction to at-risk individuals.

No change in current functions and responsibilities of the ETC and Continuing Education program at WCC are proposed. Also, student access to ETC programs will be unaffected by this reorganization as ETC services will continue to be offered from existing locations. At this time, only the ETC’s administrative functions will be physically relocated to the WCC campus. Positions currently assigned to the WCC Continuing Education and Training program will become part of the administrative staff of the proposed OETCCCE. Benefits of this consolidation include: a) increased opportunities for access to facilities and grounds for the ETC; and b) additional resources for occupational and vocational training, remedial education, and English as a Second Language programming for the WCC.

2. Office of Statewide UHCC/K-12 Partnerships

This office will be established as a subunit of the Office of the Vice Chancellor for Academic Affairs which reports to the Senior Vice President and Chancellor for Community Colleges. Responsibilities of this new office include heading the Community Colleges systemwide effort in developing closer, more coordinated statewide partnerships with the State Department of Education and independent schools to improve State-delivered educational and training services. This will enable the Community Colleges to increase its focus in this area. The proposed Office of Statewide UHCC/K-12 Partnerships will be staffed with two positions reassigned from the ETC (Pos. Nos. 89031, State Director for Employment Training, and 13374, Secretary III).

With this reorganization, improvements to currently offered programs are envisioned and existing positions can be utilized to provide additional services.
IMPACT ON STAFFING AND RESOURCES

No new positions will be required to implement this reorganization and no additional funding will be requested. Although the current services budget of the Community Colleges will not be reduced because of this proposal, the proposed reassignment of two positions from the ETC to the new Office of Statewide UHCC/K-12 Partnerships eliminates the need to establish two additional positions for this purpose.

CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES

Consultation with the University of Hawai'i Professional Assembly has been completed and as of the date of this memorandum, the Community Colleges administration was in the final stages of its consultation with the Hawai'i Government Employees' Association.

RECOMMENDED ACTION

Approval of the Board of Regents is requested for this reorganization of the Office of the Senior Vice President and Chancellor for Community Colleges, Employment Training Center, and Windward Community College.

Attachment

c:  Board Secretary David Iha (w/attachment)
    Senior Vice President and Chancellor Joyce Tsunoda (w/attachment)
    Vice President J. R. W. Sloane (w/attachment)
    Acting Director Glenn Nakamura (w/attachment)
Executive Summary
Reorganization Proposal for the Consolidation of the
Employment Training Center and Windward Community College

Under this reorganization proposal, the Employment Training Center (ETC) will merge with the Continuing Education and Training unit of Windward Community College. The proposed reorganization does not reduce or change the basic functions and responsibilities of the Employment Training Center or the Continuing Education and Training unit of Windward CC. This transition will streamline the administrative functioning of ETC, with a consolidation of levels of management and a reduction in administrative costs. As a result of this efficiency, the State Director for Employment Training and its support secretary will be reallocated to head the Community Colleges’ effort in developing closer, more coordinated state-wide operating partnerships with the State Department of Education and independent schools.

The proposed reorganization will change ETC’s structure from that of being a stand-alone institution to one of being a state-wide effort headquartered at Windward Community College. The concept is to integrate the ETC training and services as part of the outreach and community service operations of Windward Community College. ETC will continue as a state-wide operation, home-based at Windward CC, just as the Pacific Center for Advanced Technology Training Program (PCATT), home-based at Honolulu CC, is a state-wide program. ETC’s special mission will be retained and operations will continue on a state-wide basis through other community college campuses. All Community Colleges will be considered in promoting the special mission of the Employment Training Center. The reorganization will not impact student access to ETC programs as ETC’s student services and education and training services will continue to be offered from existing locations.

In addition to the ETC situation, Windward Community College has been operating its Continuing Education and Training Office with only two permanent positions. With scant resources, and insufficient staff, they have been unable to fully meet the needs of the windward Oahu community for timely continuing education and training services.

Programmatically, the merging of the two units combines two small organizations with specific separate functions, into one, larger comprehensive organization. This transition combines the strengths, and eliminates the weaknesses, of two very different organizations. It is expected that the combined organization will gain from the strengths of its parts, such that it will result in a college that is able to do far more through the integration of the units. Without an affiliate campus, the Employment Training Center has continuously struggled to find free or inexpensive facilities for its programs and services. With recent growth and expansion at Windward Community College, there will be increased opportunities for ETC to have access to facilities and grounds. As a result of this consolidation of two organizations, a strong and viable, comprehensive community college unit is created.

Significant efficiencies for the Community Colleges will be realized through this consolidation, with positions being freed to lead the development of partnerships with the State Department of Education and independent schools. Official position descriptions of affected positions will be reviewed and updated, as appropriate, to reflect current duties, responsibilities, and supervision. No additional funding will be requested as a result of this reorganization.
Reorganization Proposal
Consolidation of the Employment Training Center and
Windward Community College

I. Present Organization

Employment Training Center

The Employment Training Center (ETC) is a Community College program under the Senior Vice President and Chancellor for Community Colleges that offers non-credit basic skills and vocational instruction to “at-risk” individuals. Organizationally, ETC consists of the Office of the State Director, Student Services, and Instructional Services.

ETC annually serves approximately 1,685 students in programs ranging from 4 weeks to 30 weeks. Unlike classes at most community colleges, ETC classes meet from 20 to 33 contact hours per week. Each program is assigned to a counselor who works intensively with the students and instructors.

Under the present organization, the State Director of Employment Training, via the Assistant State Director of Employment Training, administers all program areas. The Employment Training Center is supported by a total of 19.00 FTE permanent general funded positions, 7.00 FTE temporary general funded positions, and 8.00 FTE special funded positions.

Windward Community College

Windward Community College is part of the University of Hawaii Community Colleges, primarily serving the “windward” population of the island of Oahu. Primarily liberal arts in focus, Windward CC offers quality transfer programming for Associate in Arts degree seekers, as well as selected vocational and occupational training programs for certificates. The college’s specializations include the fine arts, the natural sciences, and Hawaiian language and cultural studies.

Windward Community College enrolls approximately 1550 credit students, and a varying number of non-credit students, per semester. Programmatic and fiscal responsibility rests with the Provost. Under the supervision of the Provost, there are four major divisions within the college, Instruction, Student Services, Administrative Services, and Continuing Education and Training.

Under the present organization, the Continuing Education and Training division is supported by 2.00 FTE general funded positions, the Director of Continuing Education and Training (#89207) and the Secretary II (#31480).
II. Proposed Reorganization

Under the proposed organization, the Employment Training Center (ETC) will merge with the Continuing Education and Training unit of Windward Community College. The proposed reorganization does not reduce or change the basic functions and responsibilities of the Employment Training Center or the Continuing Education and Training unit of Windward CC. This transition will streamline the administrative functioning of ETC, with a consolidation of levels of management and a reduction in administrative costs. As a result of this efficiency, the State Director for Employment Training and its support secretary will be reallocated to address a critical area of concern for the Community Colleges.

Windward CC - Office of Continuing Education and Training

- The functions and responsibilities of the Employment Training Center will merge with Windward Community College’s Office of Continuing Education and Training. All positions, except for the State Director for Employment Training position (#89031 – ETC), the Secretary III (#13374 – ETC), and the Account Clerk IV (#31739 – ETC) will be transferred to Windward CC’s Office of Continuing Education and Training.

- Correspondingly, the name of this unit changes from the “Office of Continuing Education and Training” to the “Office of the Employment Training Center and Continuing and Community Education” in accordance with the expanded role of the unit.

- ETC’s Assistant State Director of Employment Training (#89177 - ETC) will replace the Director of Continuing Education and Training (#89207 – Windward CC) as the head of this unit. This position will have supervisory authority over the combined units, and will be re-described to reflect the role of a new classification, “Dean of the Employment Training Center and Continuing and Community Education”.

- The former Director of Continuing Education and Training (#89207 – Windward CC) position will report to the renamed “Dean of the Employment Training Center and Continuing and Community Education” and be re-described to reflect the new role of the position.

- ETC’s Secretary II (#14072 – ETC) will continue to support the renamed “Dean of the Employment Training Center and Continuing and Community Education”. The secretary position will be redescribed to reflect updated duties and responsibilities of the position.
• Windward CC’s Secretary II (#31480 – Windward CC) will continue to support the Director of Community Education and Training. The secretary position will be re-described to reflect updated duties and responsibilities of the position.

• ETC’s entire Student Services staff will be transferred intact to Windward CC’s “Office of the Employment Training Center and Continuing and Community Education”. This includes the 2.00 FTE Clerk Typist II (#35418(B), #44423), 1.00 FTE UH Student Services Specialist II (#80460), and 6.00 FTE Faculty (#83817, #87011, #87013, #87396, #86895T, #86897T).

• ETC’s entire Instructional Services staff will be transferred intact to Windward CC’s “Office of the Employment Training Center and Continuing and Community Education”. This includes the 1.00 Clerk Stenographer II (#14065), 1.00 FTE Clerk Typist II (#51323(B), 1.00 FTE Educational Assistant III (#51262), and 17.00 FTE Faculty (#82397, #83581, #84619, #84639, #86759, #86760, #87394, #87395, #87397, #84744(B), #84745(B), #84746(B), #84747(B), #84757(B), #86894T, #86898T, #86900T).

Windward CC - Administrative Services

• ETC’s Account Clerk IV (#31739(B) – ETC) will be transferred to the Administrative Services - Business Office of Windward CC and report to the UH Administrative Officer IV (#80177 – Windward CC). The position will be re-described to reflect updated duties and responsibilities of the position.

• Supervision of Windward CC’s Clerk III (#24394 – Windward CC) will change from the Clerk V (#26598 – Windward CC) to the Account Clerk IV (#23883 - Windward CC). The positions will be re-described to reflect updated duties and responsibilities of the positions. This change is necessary to maintain operational effectiveness and efficiency in view of changes to financial and fiscal requirements. The implementation of two new purchasing systems, FMIS and RCUH, and the increase in extramural grants have necessitated this organizational change in the Business Office.

• Administrative support services will be provided by the Administrative Services unit of Windward CC (formerly provided by the Administrative Services unit of Honolulu CC).

Office of the Senior Vice President and Chancellor for Community Colleges

• The State Director for Employment Training position (#89031 – ETC) and the Secretary III (#13374 – ETC) will be transferred the Office of the Senior Vice President and Chancellor for Community Colleges, to head the Community Colleges system-wide effort in developing closer, more coordinated state-wide operating partnerships with the State Department of Education and independent schools.
III. Background/Nature of the Proposed Reorganization

The Employment Training Center (ETC) was established in 1964 as the federally funded Manpower Training Organization (MTO), serving both youths (age 16+) and adults who required short-term occupational training and basic academic skills at less-than-college levels as well as personal development services. The individuals served by the Employment Training Center (ETC) are those who face severe economic problems such as unemployment, unemployability, underemployment, personal and family crisis, physical disadvantages, and high school alienation.

Throughout its nearly four decades of operation, ETC has been very successful in serving these special target populations. With frequent entry and exit opportunities, accessible physical locations, and strong personal support services that address situations which may be barriers to learning including transportation, child care, health care, a need to be removed from an unsafe environment, learning disabilities, etc., ETC provides an accessible and a welcoming environment that these students require. ETC is a transition center to employment or further education and training opportunities, and an oasis where individuals develop self-respect and prepare for productive lives.

Just as ETC has reached a point in history where its services are perhaps needed more than ever, the funds available for serving this population are rapidly declining and becoming less accessible. Federal funds in past eras of Manpower, then Comprehensive Employment Training Act (CETA), the Job Training Partnership Act (JTPA), which were dedicated to exactly the population served by ETC, have been discontinued. An increase in the State general fund subsidy is not a realistic option, and the federal funds available through the new Workforce Investment Act (WIA) pass through very circuitous paths. ETC can no longer count on the timely availability of federal funds to execute carefully developed service delivery plans.

The proposed reorganization will change ETC's structure from that of being a stand-alone institution to one of being a state-wide effort headquartered at Windward Community College. The concept is to integrate the ETC training and services as part of the outreach and community service operations of Windward Community College. ETC will continue as a state-wide operation, home-based at Windward CC, just as the Pacific Center for Advanced Technology Training Program (PCATT), home-based at Honolulu CC, is a state-wide program. ETC's special mission is to serve the community by providing short-term, career focused education and training in a flexible, learner-centered and supportive environment. This mission will be retained and operations will continue on a state-wide basis through other community college campuses. All Community Colleges will be considered in promoting the special mission of the Employment Training Center.
The reorganization will not impact student access to ETC programs in any significant manner. Students will continue to have access to ETC instructional services through community college campuses state-wide. The ETC Student Services subunit will remain housed at the Honolulu Community College campus, a central location for the island of Oahu. Similarly, current programs offered at Kapiolani and Leeward CC campuses will continue to handle registration and other pertinent student affairs through Student Services counselors located at the respective program sites.

Only ETC Administrative functions will move to the Windward campus, however, the nature of these responsibilities requires minimal interaction with students. Some education and training programs may eventually move to Windward CC, however, this will be due to opportunities associated with the availability of new facilities on the Windward campus.

To maintain the current level of services to ETC students, ETC Student Services will not integrate with Windward CC Student Services. The ETC Student Services unit differs from that of Student Services units at other CC campuses. The ETC model operates on a frequent entry/frequent exit model unlike the semester based programs at other campuses. ETC counselor responsibilities range from intakes every other week to transition services as the students leave ETC for further education and/or employment. These responsibilities differ from that of credit counselors who perform more traditional student service functions. Each ETC program is assigned a program counselor who is a member of the student’s professional team. Counselors work together with instructors in the delivery of orientation, development of an individualized education plan, monitoring of attendance and collegiate adjustment, delivery of personal development workshops, as well as on-going individual and group counseling. This team concept has been effective in serving the many needs of the special student population at ETC.

IV. Reasons for the Re-Organization

In addition to the ETC situation, Windward Community College has been operating its Continuing Education and Training Office with only two permanent positions. Currently, non-credit instructional services are provided by lecturers and other non-regular employees. With scant resources, and insufficient staff, they have been unable to fully meet the needs of the windward Oahu community for timely continuing education and training services.

Programmatically, the merging of the two units has another, perhaps greater impact. This reorganization is for the purpose of combining two small organizations with specific separate functions, into one, larger comprehensive organization. This transition combines the strengths, and eliminates the weaknesses, of two very different organizations. It is expected that the combined organization will gain from the strengths of its parts, such that it will result in a college that is able to do far more through the integration of the units.
As an example, Windward Community College has suffered from a shortage of resources for occupational and vocational training, remedial education, and English as a Second Language programming. The Employment Training Center is strong in all of those areas. The Employment Training Center was not authorized to offer credit programming and was unable to offer degree path programs to its students. Under the consolidation, ETC students will be more easily moved onto a credit track as they become prepared. Windward Community College students who are under-prepared will have increased access to the remedial services, or second language services that they require.

Without an affiliate campus, the Employment Training Center has continuously struggled to find free or inexpensive facilities for its programs and services. With recent growth and expansion at Windward Community College, there will be increased opportunities for ETC to have access to facilities and grounds. As a result of this consolidation of two organizations, a strong and viable, comprehensive community college unit is created.

Under the proposed reorganization, the administrative functioning of ETC will be streamlined, resulting in a reduction in operating costs. There will be a reduction in the number of administrative units under the Community Colleges and a reduction in the number of budgetary units. A net cost savings of approximately $80,000 is anticipated through the reallocation of two positions, the State Director and secretary, to another critical area of concern for the Community Colleges (net cost savings considers anticipated upgrades for other program staff).

The State Director for Employment Training and the secretary positions will be transferred to the Office of the Senior Vice President and Chancellor for Community Colleges, to head the Community Colleges effort in developing closer, more coordinated state-wide operating partnerships with the State Department of Education and independent schools. This is a critical area that has been neglected over the years and would have required a reallocation of positions and funding had these positions not been made available for transfer. Focus will be placed on “pre-K and upwards” approaches for remediation tied to skills development, early-admit and middle college options, credit for experiential learning, life-long learning and other operational models which integrate available services and promote delivery of seamless educational services. The University of Hawaii Community Colleges must take leadership in the DOE, independent schools, and higher education partnerships to improve coordination, effectiveness, and efficiency of state-delivered educational and training services.

Working with faculty and administrators, whether within the University or the K-12 sector, requires individuals with a strong working knowledge of the curricula development process, and sufficient experience to work successfully with faculty, deans, school principals, district level educational professionals, and system level academic administrators. In addition to the Vice Chancellor for Academic Affairs, the Community Colleges Academic Affairs Office currently has only two individuals
employed to deal with all the program development, program approval, and curricula coordination and articulation within the Community Colleges, between the Community Colleges and baccalaureate college, and with state and federal agencies handling workforce development issues.

Over the past several years, involvement in K-12 educational reform has increased as a result of the State's initiatives in School to Work, Tech Prep, teacher education, adult literacy, and Running Start. Each of these initiatives has grown to a level that requires daily attention from an experienced academic leader. Given the lack of current staff to work in this arena, the reassignment of staff from ETC to lead these efforts is the most appropriate use of available resources.

V. Other Alternatives Considered

A number of options for reorganizing the Employment Training Center were considered before the selection of this plan. Integrating ETC with another Oahu community college was considered, but it was found that the best match for combined strengths was Windward Community College.

The alternative of maintaining the same organizational structure was rejected due to the primary concern of both programs to improve effectiveness in meeting public demand for education, training, and community services.
PREVIOUS

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
# OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR FOR COMMUNITY COLLEGES

## ACADEMIC AFFAIRS

Vice Chancellor for Academic Affairs, M10E, #89222

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## PLANNING, ASSESSMENT AND POLICY ANALYSIS

- Institutional Research and Analysis Program Officer, M04M, #89347
- Secretary II, SR14, #87769 (.50)
- UH Institutional Analyst II, P08, #80217 (.75) (.25 N)

## ACADEMIC SUPPORT SERVICES

- Academic Affairs Program Officer, M04M, #89289
- Secretary II, SR14, #89494
- UH Educational Specialist III, P09, #80489 (N), #80490
- Assistant Dean of Instruction, M04M, #89160 $

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S Position could be transferred from Kapiolani CC, to be redescribed to Academic Affairs Executive/Managerial position.

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**CHART UPDATED**

**DATED** OCT 1 2008

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<thead>
<tr>
<th>General Fund</th>
<th>8.25</th>
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<tbody>
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<td>(N) Federal Funds</td>
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STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
COMMUNITY COLLEGES
OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR
FOR COMMUNITY COLLEGES

FUNCTIONAL STATEMENTS

OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR
FOR COMMUNITY COLLEGES

Plans, directs and coordinates the programs and operations of seven Community Colleges within the University of Hawai'i System, and the Employment Training Center.

- Coordinates Community College programs which include, but are not limited to, college transfer, general education, vocational, technical, occupational, short-term and long-term credit and non-credit, continuing education and student and community service programs.

- Assists the University System administration in developing policies which affect the units within the University, including the Community Colleges.

- Develops, coordinates and implements the equal employment opportunity and affirmative action program for the Community Colleges System. Ensures compliance with Federal, State and University policies and procedures. Investigates grievances and complaints. Develops proactive programs and activities to address underutilization and to ensure the rights of protected individuals.

ACADEMIC AFFAIRS

This office is responsible for providing leadership in internal operational policy-making that has impact on the development and implementation of systemwide academic objectives and goals.

- Develops a strong planning base derived from the University Strategic Plan and Master Plan, and an understanding of campus missions as articulated in the Campus Academic Development Plans.

- Provides systemwide coordination and leadership in academic affairs in the areas of educational programs, intercampus and interagency relations, and special needs programs.

- Provides assistance to colleges in their pursuit of their educational goals including: academic planning, program development, and institutional assessment.

- Develops curriculum and programs to fulfill community education and vocational education needs.

- Negotiates or participates in negotiating training contracts with agencies.

- Works with senior systemwide and campus administrators, Board of Regents (BOR) and its committees, Legislative committees and their staffs and with City, State and Federal agencies and community groups.

- Assists campuses in program, curriculum, and course development in fulfilling agencies' training needs.
Office of the Senior Vice President/Chancellor for Community Colleges
Functional Statements
Page 2

Academic Support Services

- Coordinates curriculum and program development through drafting academic policies and reviewing program proposals.
- Coordinates and facilitates inter-campus and intra-campus program articulation.
- Provides support for academic program management by reviewing program and degree proposals, assessing budget requests, and advising on academic personnel requests.
- Undertakes research on selected academic program development issues.
- Coordinates the development of federally funded vocational educational activities and programs, and monitors their implementation.
- Coordinates with the campuses, educational curriculum and academic programs by responding to community needs.

Academic Planning, Assessment and Policy Analysis

- Coordinates the development of the academic program planning process.
- Facilitates the completion of selected planning and evaluation activities including: the State Higher Education Functional Plan, strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.
- Prepares selected reports to facilitate the management of academic programs.
- Supports program planning and evaluation by developing and maintaining an academic program database.
- Conducts selected policy analysis studies.

ADMINISTRATIVE AFFAIRS

This office is responsible for providing leadership and direction to campuses by formulating policy and exercising management responsibilities in all aspects of administrative affairs including budget, fiscal, human resources, and facilities planning and management.

- Develops planning and management systems to promote policy compliance within the Community College System.
- Provides centralized support services in budgeting, fiscal, personnel, and external funding.
- Participates at the policy level on collective bargaining contract negotiations and contract interpretation including the handling of grievances.
- Contact or coordinates activities involving relationships with senior systemwide and campus administrators, BOR and its committees, legislative committees and their staffs and with City, State and Federal agencies and community groups.
Reviews, approves, if delegated, and processes administrative matters; conducts management and other studies; and issues required reports. Resolves problems and issues which have systemwide or inter-campus impact.

Coordinates all activities relating to the Capital Improvements Program (CIP), and repairs and maintenance projects of the Community Colleges.

Chairs the Community Colleges Computer Consortium Committee which establishes policy guidelines and coordinates the resources and efforts of the colleges for administrative and other uses.

**Physical Facilities, Planning and Construction**

- Plans, organizes and coordinates long- and short-range physical facilities plans for the Community College System.
- Coordinates activities with private contractors, campus administrators, governmental inspectors and supervises and participates in the preparation of plans for new construction projects and building alterations.
- Prepares capital improvements budget for Community Colleges in consultation with the provosts, chancellors and other executive officials.
- Provides occupational and environmental health and safety support for the Community Colleges in coordination with the University of Hawai'i Environmental Health and Safety Office (EHSO). The EHSO maintains systemwide responsibility for most of these health and safety functions.

**Computer and Telecommunications**

- Coordinates and directs data base management and analysis.
- Develops the Community Colleges systemwide computer services and telecommunications programs.
- Develops policies and procedures and administers them upon adoption.
- Serves as liaison with the appropriate system office in coordinating the Community College activities in the respective areas.
- Prepares and develops long-range plans and goals for Community College systemwide computer services and telecommunications program.

**Budget and Planning**

- Coordinates, reviews, and prepares budgets and expenditure plans and reports required by the University, State and Federal governments.
- Develops system budget and allocation plans.
- Develops budgetary and control systems and procedures.
- Conducts special studies and analysis affecting the budget.
Finance and Operations

- Develops, reviews, and revises policies and operational fiscal affairs procedures.
- Supervises the compliance of existing University and governmental policies and regulations on fiscal matters.
- Coordinates, reviews and administers extramural contracts and grants.
- Provides messenger and mail services to the various campuses.

Human Resources

- Develops and directs the personnel system for the Community Colleges, which include reviewing proposed personnel actions, advising the Chancellor on the course of action, and final auditing of personnel, fringe benefits transactions and personnel appointments.
- Provides overall systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensure appropriate implementation.
- Serves as the Chancellor and Community Colleges' principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serves as grievance hearings officer.
- Serves as principal liaison with the University System Office of Human Resources.

STUDENT AND COMMUNITY AFFAIRS

This office is responsible for providing leadership and operational policy in the development and planning of systemwide student services and community affairs programs.

- Provides leadership and coordination to student services and continuing education systemwide planning and programming.
- Provides leadership in developing programs interlinked with private sector businesses and the national and international community.
- Coordinates resource development and alumni programs coordination.
- Creates and maintains linkages with community and governmental agencies to assess and to fulfill community education and training needs.

Student Affairs

- Develops and prepares Community College systemwide policy regarding student services.
- Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.
Serves as systemwide expert in interpreting and applying policies and procedures in exceptional or unique student affair cases.

Staff Development

- Develops, plans and coordinates staff development activities for the Community College System. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledges and abilities.
- Identifies Community College faculty and staff goals, objectives, and directions to respond to these needs.
- Develops and plans general criteria and guidelines for individual and class career pathing.

Community Affairs

- Identifies and develops systemwide linkages with private sector businesses and industries to address their educational needs.
- Develops and prepares Community College systemwide policy regarding community affairs.
- Conducts analyses of community services policies and procedures to ensure programmatic consistency among campuses. Recommends resolutions to identified problematic areas.

Public Information

- Develops and coordinates effective public information program for the Community College system.
- Works with all facets of media, including the newspapers, television, radio, etc.
- Prepares and develops public information documents, such as annual reports, news articles, magazine articles, etc.

OFFICE OF INTERNATIONAL AFFAIRS

This office is responsible for providing leadership in international education programs and support services.

- Establishes and implements systemwide policies and procedures to ensure the effective systemwide coordination of the international programs relating to immigration, study abroad, scholar services, protocol, exchanges, etc.

International Education Programs and Exchanges

- Coordinates international education as it relates to facilitating and supporting the teaching as well as the research faculty.
- Provides faculty with opportunities to be international and comparative in their research.
Office of the Senior Vice President/Chancellor for Community Colleges  
Functional Statements  
Page 6  

- Provides students with a curriculum representative of ideas and examples from the work's knowledge.  
- Provides students on a systemwide basis with a range of opportunities to study and conduct research abroad.  
- Enables faculty and students to cooperate across departmental and collegiate lines to do international projects.  
- Supports faculty in bringing experience and serving in technical assistance projects and other kinds of international work.  

International Students and Scholars Services  

- Provides services to international scholars and coordinates campus activities relative to counseling international student and faculty employees.  
- Manages scholar immigration matters, coordinates appointments of faculty and performs other related scholar services.
PREVIOUS
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
• Assists and screens all federal proposals for compliance with federal guidelines and UH policies
• Prepares all financial reports and statements for federal projects
• Handles all disbursing functions
• Establishes and maintains account numbers for the entire College: federal, special, general, and agency funds
• Screens all travel requests and completions for compliance with UH policies.
• Develops and implements applicable policies and procedures

Human Resources Office
The Human Resources Office is responsible for all personnel and employment related matters at the College. This office:

• Coordinates recruitment and hiring of new employees, including casual and emergency appointments
• Manages personnel transactions and records
• Coordinates Equal Employment Opportunity/Affirmative Action
• Manages staff development and training for staff
• Administers workers' compensation
• Manages collective bargaining contracts
• Maintains and disseminates information on working conditions, salaries and fringe benefits, and employee benefits
• Reviews and makes recommendations on changes in position classifications
• Develops and implements applicable policies and procedures

Telephone Services
The Telephone Services unit is responsible for ensuring that telephone services are maintained. This office:

• Installs, maintains, and repairs telephone system in coordination with telephone system provider
• Reviews all requests for telephone services for possible in-house servicing
• Maintains telephone database to ensure accuracy of charges for telephone services usage
• Maintains records of maintenance and service contracts
Administrative Services - Employment Training Center (ETC) Support

The Honolulu Community College's Office of the Director of Administrative Services provides administrative support services required by ETC. The State Director and Assistant State Director maintain fiscal and personnel authority, and control program budgets and program hiring. The Director of Administrative Services at Honolulu CC acts as an advisor to ETC's administration for program budgeting, resource development, and facilities planning. ETC provides on-site preparation and processing of documents and liaison services required in support of the full range of administrative services provided by Honolulu CC.

- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services administers and executes fiscal operations, including budget maintenance, accounting, disbursing, contract and grants fiscal management, procurement, payment, etc.

- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services administers and executes personnel functions, including the processing of personnel transactions, assuring that the personnel actions are in compliance with applicable University and State regulations, and collective bargaining agreements.

- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services supervises property and inventory activities and maintains inventory records.

- With the arrangement of ETC programs being delivered on the individual community college campuses, each host campus provides for basic cleaning and maintenance of grounds and buildings. Host campuses also provide security to ensure the safety of the facility users and the assets of the State.
PREVIOUS

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGE SYSTEM
WINDWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a post-secondary education program in liberal arts, vocational/technical, and occupational education.

◊ Offers liberal arts course work which leads to the Associate in Arts degree and lower division preparation for baccalaureate degrees.

◊ Offers vocational/technical course work which leads to certificates and/or to the Associate in Science degree.

◊ Offers occupational course work which leads to certificates and/or to the Associate in Science degree.

◊ Offers continuing education and community service programs of both the non-credit and credit variety.

OFFICE OF THE PROVOST

The Office of the Provost is responsible for the orderly and proper functioning of Windward Community College. The Office is responsible for directing all aspects of the administration and development of the College in order that the College fulfills its mission.

Within the established policies and procedural guidelines of the University of Hawaii and applicable Federal and State statutes, the Office of the Provost oversees the management and operations of the College in the following functional areas:

◊ Curriculum and instruction.

◊ Library and media services.

◊ Student services including admissions and records, academic and career counseling, student activities, financial aid, and job placement.

◊ Finance, accounting, budgeting, word processing, and copying services.

◊ Personnel transactions and records.

◊ Physical plant and grounds, including parking and security.

◊ Community services.

Additionally, the Office of the Provost is responsible for the following functions:

◊ Issues campus policies and guidelines governing the activities of the College.

◊ Recommends the hiring, tenuring, promotion, leave-taking, and termination of personnel.

◊ Submits the recommended biennial and supplemental budgets.

◊ Maintains liaison with other campuses of the University, post-secondary education institutions within the service area of the College, agencies such as secondary and trade schools, community groups, and State and County officials or representatives.
Advises the Chancellor for Community Colleges on matters of campus and system-wide concern.

Facilitates the staff development program of the College.

**INSTRUCTION**

The Office of the Dean of Instruction is directly responsible for all of the functions concerned with credit instruction, academic support services, and extramural grants. This includes the following:

- Evaluates instructional programs consistent with the Educational Development Plan of the College.
- Develops and coordinates all new instructional program proposals and reviews on-going instructional programs.
- Evaluates outcome of instructional programs.
- Coordinates personnel action which relate to hiring, tenure, leaves, promotion, and termination of faculty and staff within above program areas.
- Prepares the instructional and academic support budget and allocations, and controls expenditures.
- Coordinates the development and periodic review of the Educational Development Plan, Vocational Education State Plan, and all accreditation reports.
- Coordinates with other University units on faculty personnel matters which may have system-wide implications.
- Develops curriculum and innovations in learning and teaching.
- Publishes the College catalog, class schedules, and the regulating of course offerings.
- Coordinates extramural grant proposal development.
- Coordinates all learning assistance center activities.
- Administers academic computing.

**Instructional Divisions (I and II)**

Each instructional division is responsible for the development, supervision, and improvement of instruction and curricula of selected disciplines which comprise that division. This includes the following:

- Supervises the division curriculum and instruction.
- Coordinates the preliminary scheduling, classroom assignments, and development of the catalog descriptions for courses and programs.
- Provides clerical assistance as may be required by faculty for support of instruction.
- Prepares reports and conducts program evaluations and reviews.
- Updates educational plans.
- Assists, supervises and develops special projects related to expertise within the disciplines.
Plans budget and reviews expenditure of disciplines within the Division.

Library

The Library is responsible for the organization, development, and control of all aspects of the Library which includes staffing, materials, maintenance of recognized library standards, and presenting its budget requirements. This includes the following:

- Acquires an adequate collection of library materials including books, periodicals, audio tapes, video materials, films, slides, and related materials.
- Plans and develops long- and short-range goals of library services.
- Keeps apprised of new developments in library technology and equipment, and evaluates their applicability to instructional needs.
- Plans budget and reviews expenditure of library funds.
- Operates the Automated Library System at Windward Community College.

Media Production Center

The Media Production Center plans, organizes, and administers the educational media services for the College. This includes the following:

- Provides information, advice, and assists faculty on various instructional methodologies utilizing multi-media for more effective learning.
- Maintains a basic resource of equipment, materials, and facilities for circulation, previewing, listening, and production services for classroom teaching and general support activities.
- Conducts demonstrations to familiarize faculty and students with available equipment to enable them to operate the equipment.
- Serves as liaison to faculty, staff, and educational agencies for interchange of ideas and resources involving audiovisual media including workshops, institutes, projects, or research.
- Assists program heads in formulation of budget requirements and matters related to instructional media.

STUDENT SERVICES

The Office of the Dean of Student Services is responsible for planning, implementing, and evaluating those supportive student services which are designed to complement the instructional programs of the College, thus enabling students to benefit more fully from their college experiences. This includes the following:

- Implements University and campus policies affecting the general welfare of students.
- Plans and supervises admissions, registration and student record services; financial aid counseling; academic
advising services; co-curricular activities; job placement services; and the alumni affairs programs.

- Creates and maintains all official student records.
- Assists students in their adjustment to college by understanding their needs, interest, and their pursuit of personal self-development programs.
- Assists students in meeting the costs associated with enrolling at the College.
- Assists students in determining their academic and career goals and advises them regarding educational requirements.
- Advises student organizations in the conduct of activities and supervises the expenditure of mandatory student activity and publication fees in accordance with approved budgets and University policies, through the co-curricular program.
- Assists students who have special needs, such as the academically disadvantaged, handicapped, veterans and non-native speakers, to receive the necessary services.
- Assists students seeking to transfer to other colleges upon termination of enrollment.
- Provides job placement services both on- and off-campus which includes pre-employment orientation, development of employment opportunities, listing of job opportunities, follow-up surveys on college leavers/graduates and alumni relations.

Admissions and Records

This office is directly responsible for the student admission, registration, and academic record functions of the College. This includes the following:

- Coordinates all activities associated with receiving applications, admitting, and registering students for college.
- Manages the student information systems data.
- Disseminates consumer information regarding academic programs and admission requirements to prospective students.
- Assures all grades issued by instructors are properly recorded and students properly notified.
- Maintains accurate records of all students and certifies course completion/evaluation.

Guidance and Counseling

This office is directly responsible for the guidance and counseling functions of the College. This includes the following:

- Provides pre-college information, testing, and orientation of new students.
- Provides outreach services to educationally and culturally "disadvantaged".
- Provides career guidance services.
Provides academic advisement and transfer evaluation services.

Provides special services to students who are handicapped or are veterans.

Financial Aid

This office is directly responsible for the student financial aid functions of the College. This includes the following:

- Supervises and manages the delivery of financial aid services to students seeking such assistance.
- Maintains accurate records of financial aid transactions.
- Reviews and disseminates information to prospective students, while complying with Federal and State statutes affecting same.

Special Student Services

This office is directly responsible for providing support services to the Special Services Project and students of the College and is funded through external means. This includes the following:

- Administers the peer tutorial program, including the selection, training, and supervision of tutors.
- Extends special assistance to the handicapped, including those who are learning disabled, for whom testing services are coordinated with cooperating agencies.
- Provides assistance to the Learning Assistance Center (LAC) by providing for and conducting study skills and personal development workshops for the LAC participants.
- Administers the Return-to-Academics program (RAP) for students on academic probation by providing assistance in designing an individual educational and support program with the intention of returning to good academic standing.
- Recruits economically and culturally disadvantaged students and provides information on the College and its resources, including financial aid, career counseling, and special programs.

Administrative Services

The Office of the Director for Administrative Services administers, coordinates, and supervises various administrative support services and activities of the College. This includes the following:

- Coordinates CIP planning and maintains liaison between the College, contractors, State Department of Accounting and General Services, and the University of Hawaii Facilities Planning Office.
- Develops the biennial and annual budget.
- Develops the expenditure plan and maintains fund control.
◊ Provides for cashiering and disbursement of funds, certifies availability of resources and propriety of expenditures.

◊ Administers human resource management

◊ Administers administrative computing.

◊ Maintains facilities and grounds for preservation, safety, and health.

◊ Provides other auxiliary services such as the Bookstore, vending machines, lunch wagon, mail, and telephone services.

\[NOTE: \] The Bookstore is a branch of and under the operational control of the UH Manoa Bookstore.

**Business Office**

This office is directly responsible for cashiering, purchasing, disbursing, and mail for the College. This includes the following:

◊ Collects and records payment for tuition, fees and fines; issues receipts; and credits proper account.

◊ Procsures goods and services.

◊ Prepares contract specifications for acquisition of goods and services that require formal bidding.

◊ Prepares reimbursements in accordance with University policy for the payment of goods and services using the imprest checking and petty cash accounts.

◊ Coordinates U.S. and campus mailing services.

**Human Resources**

This section is responsible for the human resource management, recordkeeping and personnel transactions for the College. This includes the following:

◊ Monitors the recruitment process to ensure compliance with established procedures and the Equal Employment Opportunity/Affirmative Action (EEO/AA) policy.

◊ Assists with position classification, pay administration, and contract interpretations.

◊ Administers workers' compensation, temporary disability insurance, and other employee benefit programs.

◊ Updates organizational charts.

◊ Provides on-campus student employment services.

**Computing and Data Processing**

This section is responsible for the management and maintenance of the central computing and data processing equipment and software for the College's administrative programs. This includes the following:

◊ Develops and maintains the information system which includes systems analysis, systems design,
application programming, systems testing, and systems installation.

- Oversees scheduling and control, equipment operation, production support, and data entry.
- Develops standards and provides technical support for data processing, technical assistance, and training.

Operations and Maintenance

This section is responsible for the maintenance of all facilities and grounds on campus. This includes the following:

- Performs custodial and groundskeeping services.
- Performs minor repairs and upkeep of physical plant facilities.
- Maintains inventory control and recordkeeping.
- Provides transportation services.
- Provides campus security.
- Performs preventative maintenance program for college facilities and equipment.
- Conducts programs to maintain health, safety, and sanitation standards.

Continuing Education and Training

The Office of the Director of Continuing Education & Training promotes, implements, and publicizes all non-formal, including non-credit instructional programs and activities and the regular credit summer session. This includes the following:

- Delivers programs and services effectively in serving identified community needs.
- Plans, develops, and administers the delivery of continuing education programs which includes non-credit courses, special credit programs, workshops for professional competencies improvement, and cultural exhibits and performances which are designed to enrich the lives of Windward residents.
- Develops procedures and activities for faculty, students, and community members to assume a participatory role in the planning for the continuing education programming, which includes the development of staff support to a Continuing Education and Training Advisory Committee.
- Works directly with community organizations, groups, and individuals in Windward, Oahu; various community advisory boards and planning committees; and representatives of business, industry, labor, and governmental agencies to assess the needs and interests in the College’s instructional capabilities in order to establish appropriate educational programs related to, but exclusive of the regular instructional program.
- Provides technical support to faculty, students, and staff in executing community services or outreach activities, which includes the development of understanding community needs and the application of appropriate resources to meet those needs.
Recruits temporary faculty to teach non-credit courses in accordance with policies and procedures of the University and State of Hawaii.

Prepares and executes the program's budget in accordance with University and State policies.

Maintains data and files required for reporting and evaluating effectiveness of program.

Administers the Summer Session program which includes advertising, and coordinating of day-to-day matters associated with the functioning of this program.

Plans, develops and coordinates the public relations activities within the prescribed University guidelines.

Schedules community use of campus facilities in accordance with University policy.

Supervises and operates the central duplicating services.

Operates the Fujio Matsuda Technology Training and Education Center at Windward Community College.
PREVIOUS

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
EMPLOYMENT TRAINING CENTER

POSITION ORGANIZATION CHART

CHART II

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**STATEMENT OF ORGANIZATION CHART**

**EMLOYMENT TRAINING CENTER**

State Director of Employment Training, M08E, #89031
Assistant State Director of Employment Training, M03M, #89177

1/ Secretary II, SR14, #14872
   Account Clerk IV, SR13, #31739(B)+

2/ Secretary III, SR16, #13374

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**Student Services**

Coordinator**
   Clerk Typist II, SR08, #35418(B)+
   Faculty (6.00)
   #83817, #87011, #87013, #87396, #86895*T, #86897*T
   UH Student Services Specialist II, P06, #80460+
   Clerk Typist II, SR08, #44423*

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**Instructional Services**

Program Coordinators**
   Clerk Stenographer II, SR09, #14065****
   Clerk Typist II, SR08, #51323(B)+****
   Educational Assistant III, SR10, #51262+***
   Faculty (17.00)
   #82397, #83581, #84619, #84639, #86759,
   #86760, #87394, #87395, #87597, #84744(B),
   #84745(B), #84746(B), #84747(B), #84757(B),
   #868941*, #86898T*, #86900T*

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1/ Positions report to the Assistant State Director
2/ Position reports to the State Director
*    Temporary
**   Coordinators are appointed from faculty positions
     within the unit.
***  Clerical staff report to specific Program
     Coordinators as reflected
        in position descriptions.
+     Positions to be redescribed

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CHART UPDATED
DATE    JUL - 1 2001

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Perm</th>
<th>Temp</th>
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<td>7.00</td>
</tr>
<tr>
<td>Special Funds</td>
<td>8.00</td>
<td></td>
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</tbody>
</table>
• Prepares student reports that are requested by participating agencies and organizations.

**INSTRUCTIONAL SERVICES**

• Provides for the planning, organizing, developing, delivering and evaluating of instructional programs, services and activities.

• Conducts individualized learning activities utilizing state-of-the-art techniques and technology.

• Counsels and guides trainees in attaining their educational goals.

• Evaluates student progress and maintains records.

• Requests, installs, uses, and maintains instructional materials, supplies and equipment for enhancement of trainee learning.

• Participates in professional development activities.

• Maintains a teaching-learning environment that promotes a desirable trainee-instructor relationship and ensures maximum learning.
APPROVED

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
COMMUNITY COLLEGES
OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR FOR COMMUNITY COLLEGES

FUNCTIONAL STATEMENTS

OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR FOR COMMUNITY COLLEGES

Plans, directs and coordinates the programs and operations of seven Community Colleges within the University of Hawai‘i System.

- Coordinates Community College programs which include, but are not limited to college transfer, general education, vocational, technical, occupational, short-term and long-term credit and non-credit, continuing education and student and community service programs.

- Assists the University System administration in developing policies which affect the units within the University, including the Community Colleges.

- Develops, coordinates and implements the equal employment opportunity and affirmative action program for the Community Colleges System. Ensures compliance with Federal, State and University policies and procedures. Investigates grievances and complaints. Develops proactive programs and activities to address underutilization and to ensure the rights of protected individuals.

ACADEMIC AFFAIRS

This office is responsible for providing leadership in internal operational policy-making that has impact on the development and implementation of systemwide academic objectives and goals.

- Develops a strong planning base derived from the University Strategic Plan and Master Plan, and an understanding of campus missions as articulated in the Campus Academic Development Plans.

- Provides systemwide coordination and leadership in academic affairs in the areas of educational programs, intercampus and interagency relations, and special needs programs.

- Provides assistance to colleges in their pursuit of their educational goals including: academic planning, program development, and institutional assessment.

- Develops curriculum and programs to fulfill community education and vocational education needs.

- Negotiates or participates in negotiating training contracts with agencies.

- Works with senior systemwide and campus administrators, Board of Regents (BOR) and its committees, Legislative committees and their staffs and with City, State and Federal agencies and community groups.

- Assists campuses in program, curriculum, and course development in fulfilling agencies’ training needs.

Academic Support Services

- Coordinates curriculum and program development through drafting academic policies and reviewing program proposals.
Office of the Senior Vice President/Chancellor for Community Colleges
Functional Statements
Page 2

- Coordinates and facilitates inter-campus and intra-campus program articulation.
- Provides support for academic program management by reviewing program and degree proposals, assessing budget requests, and advising on academic personnel requests.
- Undertakes research on selected academic program development issues.
- Coordinates the development of federally funded vocational educational activities and programs, and monitors their implementation.
- Coordinates with the campuses, educational curriculum and academic programs by responding to community needs.

**Academic Planning, Assessment and Policy Analysis**

- Coordinates the development of the academic program planning process.
- Facilitates the completion of selected planning and evaluation activities including: the State Higher Education Functional Plan, strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.
- Prepares selected reports to facilitate the management of academic programs.
- Supports program planning and evaluation by developing and maintaining an academic program database.
- Conducts selected policy analysis studies.

**Statewide UHCC/K-12 Partnerships**

- Establishes a curriculum articulation process between the DOE, independent schools and the UHCC.
- Facilitates coordination of Adult Basic Education and remediation services among the DOE, UHCC and other agencies.
- Develops a curriculum articulation process and effectiveness measures with independent secondary schools in Hawai‘i.
- Initiates development of teacher certification and in-service education programs involving the DOE, independent schools, UHCC and post-secondary teacher education institutions.
- Develop a set of measures to evaluate the effectiveness and efficiency of these collaborative processes and programs.
- Promote community awareness of and support for these coordinated undertakings.
ADMINISTRATIVE AFFAIRS

This office is responsible for providing leadership and direction to campuses by formulating policy and exercising management responsibilities in all aspects of administrative affairs including budget, fiscal, human resources, and facilities planning and management.

Develops planning and management systems to promote policy compliance within the Community College System.

Provides centralized support services in budgeting, fiscal, personnel, and external funding.

Participates at the policy level on collective bargaining contract negotiations and contract interpretation including the handling of grievances.

Contact or coordinates activities involving relationships with senior systemwide and campus administrators, BOR and its committees, legislative committees and their staffs and with City, State and Federal agencies and community groups.

Reviews, approves, if delegated, and processes administrative matters; conducts management and other studies; and issues required reports. Resolves problems and issues which have systemwide or inter-campus impact.

Coordinates all activities relating to the Capital Improvements Program (CIP), and repairs and maintenance projects of the Community Colleges.

Chairs the Community Colleges Computer Consortium Committee which establishes policy guidelines and coordinates the resources and efforts of the colleges for administrative and other uses.

Physical Facilities, Planning and Construction

Plans, organizes and coordinates long- and short-range physical facilities plans for the Community College System.

Coordinates activities with private contractors, campus administrators, governmental inspectors and supervises and participates in the preparation of plans for new construction projects and building alterations.

Prepares capital improvements budget for Community Colleges in consultation with the provosts, chancellors and other executive officials.

Provides occupational and environmental health and safety support for the Community Colleges in coordination with the University of Hawai‘i Environmental Health and Safety Office (EHSO). The EHSO maintains systemwide responsibility for most of these health and safety functions.

Computer and Telecommunications

Coordinates and directs data base management and analysis.

Develops the Community Colleges systemwide computer services and telecommunications programs.
Office of the Senior Vice President/Chancellor for Community Colleges
Functional Statements
Page 4

Develops policies and procedures and administers them upon adoption.
Serves as liaison with the appropriate system office in coordinating the Community College activities in the respective areas.
Prepares and develops long-range plans and goals for Community College systemwide computer services and telecommunications program.

Budget and Planning

Coordinates, reviews, and prepares budgets and expenditure plans and reports required by the University, State and Federal governments.
Develops system budget and allocation plans.
Develops budgetary and control systems and procedures.
Conducts special studies and analysis affecting the budget.

Finance and Operations

Develops, reviews, and revises policies and operational fiscal affairs procedures.
Supervises the compliance of existing University and governmental policies and regulations on fiscal matters.
Coordinates, reviews and administers extramural contracts and grants.
Provides messenger and mail services to the various campuses.

Human Resources

Develops and directs the personnel system for the Community Colleges, which include reviewing proposed personnel actions, advising the Chancellor on the course of action, and final auditing of personnel, fringe benefits transactions and personnel appointments.
Provides overall systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensure appropriate implementation.
Serves as the Chancellor and Community Colleges’ principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serves as grievance hearings officer.
Serves as principal liaison with the University System Office of Human Resources.

STUDENT AND COMMUNITY AFFAIRS

This office is responsible for providing leadership and operational policy in the development and planning of systemwide student services and community affairs programs.

Provides leadership and coordination to student services and continuing education systemwide planning and programming.
Provides leadership in developing programs interlinked with private sector businesses and the national and international community.

Coordinates resource development and alumni programs coordination.

Creates and maintains linkages with community and governmental agencies to assess and to fulfill community education and training needs.

**Student Affairs**

Develops and prepares Community College systemwide policy regarding student services.

Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.

Serves as systemwide expert in interpreting and applying policies and procedures in exceptional or unique student affair cases.

**Staff Development**

Develops, plans and coordinates staff development activities for the Community College System. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledges and abilities.

Identifies Community College faculty and staff goals, objectives, and directions to respond to these needs.

Develops and plans general criteria and guidelines for individual and class career pathing.

**Community Affairs**

Identifies and develops systemwide linkages with private sector businesses and industries to address their educational needs.

Develops and prepares Community College systemwide policy regarding community affairs.

Conducts analyses of community services policies and procedures to ensure programmatic consistency among campuses. Recommends resolutions to identified problematic areas.

**Public Information**

Develops and coordinates effective public information program for the Community College system.

Works with all facets of media, including the newspapers, television, radio, etc.

Prepares and develops public information documents, such as annual reports, news articles, magazine articles, etc.
OFFICE OF INTERNATIONAL AFFAIRS

This office is responsible for providing leadership in international education programs and support services.

Establishes and implements systemwide policies and procedures to ensure the effective systemwide coordination of the international programs relating to immigration, study abroad, scholar services, protocol, exchanges, etc.

International Education Programs and Exchanges

Coordinates international education as it relates to facilitating and supporting the teaching as well as the research faculty.

Provides faculty with opportunities to be international and comparative in their research.

Provides students with a curriculum representative of ideas and examples from the work's knowledge.

Provides students on a systemwide basis with a range of opportunities to study and do research abroad.

Enables faculty and students to cooperate across departmental and collegiate lines to do international projects.

Supports faculty in bringing experience and serving in technical assistance projects and other kinds of international work.

International Students and Scholars Services

Provides services to international scholars and coordinates campus activities relative to counseling international student and faculty employees.

Manages scholar immigration matters, coordinates appointments of faculty and performs other related scholar services.
APPROVED

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
Honolulu Community College is committed to a comprehensive offering of technical-occupational and liberal arts programs and continuing education courses. The College offers open-door admissions and equal opportunity for all students regardless of their prior educational experience, quality teaching, affirmative action for non-traditional students, and responsiveness to the community’s needs for up-to-date technical training. The College’s philosophy is based in a belief in:

- Education as a lifelong process
- Universal access to quality higher education
- A learning-centered environment
- Promotion of citizenship and individual community involvement
- Continuous evolution to ensure that students are prepared for the realities of participation in an ever-changing society.

The mission of Honolulu Community College is to:

- Serve the community as an affordable, flexible, learning-centered, open-door comprehensive community college that meets the post-secondary educational needs of individuals, businesses, and the community.

- Serve the Pacific Rim as the primary technical training center in areas such as transportation, information technology, education, communications, construction, and public and personal services.

The College offers credit and non-credit programs in a variety of liberal arts and occupational-technical areas. The College currently offers or is authorized to offer the Associate in Arts degree, Associate in Science degree, Associate in Applied Science degree, Associate in Technical Studies degree, Certificates of Achievement, and Certificates of Completion, Academic Subject Certificates, and Certificates of Attendance. The College also provides a variety of short term credit and non-credit education and training programs. Non-credit offerings include apprenticeship and journeyworker training, certificated training in advanced technologies, and other general interest and occupational classes. The College’s program areas include the University College (liberal arts), Transportation and Trades, Communication and Services, and the College Skills Center (remedial and developmental education). Some of the specific degree and certificate offerings, such as those in Aeronautics Maintenance Technology; Boat Maintenance and Repair; Commercial Aviation; Computing, Electronics, and Networking Technology; Cosmetology; and Occupational and Environmental Safety Management are available only through Honolulu Community College.
ADMINISTRATIVE SERVICES

Administrative Services is composed of Operations and Maintenance, the Business Office, the Human Resources Office, and Telephone Services. In addition to the functions carried out by these units, the Office of Administrative Services coordinates the development of the College budget and, for Administrative Services, prepares budgets and oversees expenditures. The Office is also responsible for overall administrative policy development and implementation, legal matters, and financial audit functions. These functions are carried out within University guidelines and in conjunction with other University administrative and legal offices.

Operations and Maintenance
Operations and Maintenance is responsible for creating and maintaining an attractive, clean, and safe learning environment. Operations and Maintenance:

- Provides custodial services
- Maintains grounds, including landscape design and maintenance
- Maintains buildings, including development and implementation of preventive maintenance programs
- Plans construction and renovation of facilities, including liaison with Office of Physical Facilities, Planning and Construction
- Directs campus safety programs, including security, hazardous waste management, OSHA compliance, and emergency planning
- Operates parking and transportation services
- Operates the physical plant, including development and implementation of energy management programs
- Develops and implements applicable policies and procedures

Business Office
The Business Office is responsible for all fiscal, budget, grants management, and property management functions at the College. This office:

- Coordinates accounting and financial records
- Manages procurement process
- Manages payroll
- Receives and accounts for cash (oversees the cashiering functions carried out in other units)
- Prepares and executes operational and capital budget
- Manages contracts and grants
- Provides for the orderly delivery of mail, as well as the processing of all outgoing mail
- Controls expenditures of all projects: general funds, special funds, federal, and extramural funds, by certifying as to the availability and compliance with fiscal policies
Honolulu Community College  
Functional Statements  
Page 16

- Assists and screens all federal proposals for compliance with federal guidelines and UH policies
- Prepares all financial reports and statements for federal projects
- Handles all disbursing functions
- Establishes and maintains account numbers for the entire College: federal, special, general, and agency funds
- Screens all travel requests and completions for compliance with UH policies.
- develops and implements applicable policies and procedures

**Human Resources Office**

The Human Resources Office is responsible for all personnel and employment related matters at the College. This office:

- Coordinates recruitment and hiring of new employees, including casual and emergency appointments
- Manages personnel transactions and records
- Coordinates Equal Employment Opportunity/Affirmative Action
- Manages staff development and training for staff
- Administers workers' compensation
- Manages collective bargaining contracts
- Maintains and disseminates information on working conditions, salaries and fringe benefits, and employee benefits
- Reviews and makes recommendations on changes in position classifications
- Develops and implements applicable policies and procedures

**Telephone Services**

The Telephone Services unit is responsible for ensuring that telephone services are maintained. This office:

- Installs, maintains, and repairs telephone system in coordination with telephone system provider
- Reviews all requests for telephone services for possible in-house servicing
- Maintains telephone database to ensure accuracy of charges for telephone services usage
- Maintains records of maintenance and service contracts
APPROVED

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
OFFICE OF THE SENIOR VICE PRESIDENT AND CHANCELLOR FOR COMMUNITY COLLEGES

OFFICE OF THE PROVOST
  - Chart II

INSTRUCTION
  - Chart III

STUDENT SERVICES
  - Chart IV

ADMINISTRATIVE SERVICES
  - Chart V

EMPLOYMENT TRAINING CENTER AND CONTINUING AND COMMUNITY EDUCATION
  - Chart VI

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE

Organization Chart
Chart I

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
JAN 18, 2002
Date

Perm     Temp
General Fund 109.50  8.00
(B) Special Funds  8.00
STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE
ADMINISTRATIVE SERVICES

Position Organization Chart
Chart V

OFFICE OF THE PROVOST

ADMINISTRATIVE SERVICES
Director of Administrative Services, MO4M, #89048

Secretary II, SR14, #26602

Business Office
UH Administrative Officer IV, P09, #80177
Account Clerk IV, SR13, #31739(B)+
Account Clerk IV, SR13, #23883+
Clerk III, SR08, #24394+
Clerk V, SR12, #26598
Cashier I, SR10, #43310

Human Resources
UH Personnel Officer III, P07, #80479

Computing & Data Processing
UH IT Specialist, PBB, #80979

Operations & Maintenance
General Maintenance & Services
Supervisor I, SR18, #49225
Building Maintenance Worker I, BC09, #32315
General Laborer II, BC02, #49184
Groundskeeper I, BC02, #51350
Janitor III, WS02, #31275
Janitor II, BC02, (5.00), #24427,
#24428, #27388, #36454, #49157

Perm
General Fund 19.00
(B) Special Funds 1.00

*Position description to be redescribed.
Approved Pursuant To BOR Action

Joanne Tsunoda  
Senior Vice President and 
Chancellor For Community Colleges  

Date: JAN 18 2002

* Temporary  
** Coordinators are appointed from faculty positions within the unit.  
*** Clerical staff report to specific Program Coordinators reflected in position descriptions.  
+ Positions to be redescribed
STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGE SYSTEM
WINDWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a post-secondary education program in liberal arts, vocational/technical, and occupational education.

- Offers liberal arts coursework which leads to the Associate in Arts degree and lower division preparation for baccalaureate degrees.
- Offers vocational/technical coursework which leads to certificates.
- Offers continuing education and community service programs of both the non-credit and credit variety.
- Provides basic skills and vocational instruction to "at risk" populations via the Employment Training Center.

OFFICE OF THE PROVOST

The Office of the Provost is responsible for the orderly and proper functioning of Windward Community College. The Office is responsible for directing all aspects of the administration and development of the College in order that the College fulfills its mission.

Within the established policies and procedural guidelines of the University of Hawaii and applicable Federal and State statutes, the Office of the Provost oversees the management and operations of the College in the following functional areas:

- Curriculum and Instruction
- Library and Media services
- Student services including admissions and records, academic and career counseling, student activities, financial aid, and job placement
- Finance, accounting, budgeting, word processing, and copying services
- Personnel transactions and records
- Physical plant and grounds, including parking and security
- Employment Training Center
- Continuing Education and Training
- Community services

Additionally, the Office of the Provost is responsible for the following functions:

- Issues campus policies and guidelines governing the activities of the College.
- Recommends the hiring, tenure, promotion, leave-taking, and termination of personnel.
- Submits the recommended biennial and supplemental budgets.
- Maintains liaison with other campuses of the University, post-secondary education institutions within the service area of the College, agencies such as secondary and trade schools, community groups, and State and County officials or representatives.
Advises the Chancellor for Community Colleges on matters of campus and system-wide concern.

Facilitates the staff development program of the College.

**INSTRUCTION**

The Office of the Dean of Instruction is directly responsible for all of the functions concerned with credit instruction, academic support services, and extramural grants. This includes the following:

- Evaluates instructional programs consistent with the Educational Development Plan of the College.
- Develops and coordinates all new instructional program proposals and reviews on-going instructional programs.
- Evaluates outcome of instructional programs.
- Coordinates personnel action that relates to hiring, tenure leaves, promotion, and termination of faculty and staff within above program areas.
- Prepares the instructional and academic support budget and allocations, and controls expenditures.
- Coordinates the development and periodic review of the Educational Development Plan, Vocational Education State Plan, and all accreditation reports.
- Coordinates with other University units on faculty personnel matters that may have system-wide implications.
- Develops curriculum and innovations in learning and teaching.
- Publishes the College catalog, class schedules, and the regulation of course offerings.
- Coordinates extramural grant proposal development.
- Coordinates all learning assistance center activities.
- Administers academic computing.
- Administers regular credit summer session.

**Instructional Divisions (I and II)**

Each instructional division is responsible for the development, supervision, and improvement of instruction and curricula of selected disciplines, which comprise that division. This includes the following:

- Supervises the division curriculum and instruction.
- Coordinates the preliminary scheduling, classroom assignments, and development of the catalog descriptions for courses and programs.
- Provides clerical assistance as may be required by faculty for support of instruction.
- Prepares reports and conducts program evaluations and reviews.
- Updates educational plans.
- Assists, supervises and develops special projects related to expertise within the disciplines.
Plans budget and reviews expenditure of disciplines within the Division.

Library

The Library is responsible for the organization, development, and control of all aspects of the Library, which includes staffing, materials, maintenance of recognized library standards, and presenting its budget requirements. This includes the following:

- Acquires an adequate collection of library materials including books, periodicals, audiotapes, video materials, films, slides, and related materials.
- Plans and develops long- and short-range goals of library services.
- Keeps apprised of new developments in library technology and equipment, and evaluates their applicability to instructional needs.
- Plans budget and reviews expenditure of library funds.
- Operates the Automated Library System at Windward Community College.

Media Production Center

The Media Production Center plans, organizes, and administers the educational media services for the College. This includes the following:

- Provides information, advises, and assists faculty on various instructional methodologies utilizing multi-media for more effective learning.
- Maintains a basic resource of equipment, materials, and facilities for circulation, previewing, listening, and production services for classroom teaching and general support activities.
- Conducts demonstrations to familiarize faculty and students with available equipment to enable them to operate the equipment.
- Serves as liaison to faculty, staff, and educational agencies for interchange of ideas and resources involving audiovisual media including workshops, institutes, projects, or research.
- Assists program heads in formulation of budget requirements and matters related to instructional media.
- Supervises and operates the central duplicating services.

STUDENT SERVICES

The Office of the Dean of Student Services is responsible for planning, implementing, and evaluating those supportive student services which are designed to complement the instructional programs of the College (excluding the Employment Training Center, which is staffed with specialized program counselors and support positions), thus enabling students to benefit more fully from their college experiences. This includes the following:

- Implements University and campus policies affecting the general welfare of students.
Plans and supervises admissions, registration and student record services; financial aid counseling; academic advising services; co-curricular activities; job placement services; and the alumni affairs programs.

Creates and maintains all official student records.

Assists students in their adjustment to college by understanding their needs, interest, and their pursuit of personal self-development programs.

Assists students in meeting the costs associated with enrolling at the College.

Assists students in determining their academic and career goals and advises them regarding educational requirements.

Advises student organizations in the conduct of activities and supervises the expenditure of mandatory student activity and publication fees in accordance with approved budgets and University policies, through the co-curricular program.

Assists students who have special needs, such as the academically disadvantaged, handicapped, veterans and non-native speakers, to receive the necessary services.

Assists students seeking to transfer to other colleges upon termination of enrollment.

Provides job placement services both on- and off-campus which includes pre-employment orientation, development of employment opportunities, listing of job opportunities, follow-up surveys on college leavers/graduates and alumni relations.

Admissions and Records

This office is directly responsible for the student admission, registration, and academic record functions of the College. This includes the following:

- Coordinates all activities associated with receiving applications, admitting, and registering students for college.
- Manages the student information systems data.
- Disseminates consumer information regarding academic programs and admission requirements to prospective students.
- Assures all grades issued by instructors are properly recorded and students properly notified.
- Maintains accurate records of all students and certifies course completion/evaluation.

Guidance and Counseling

This office is directly responsible for the guidance and counseling functions of the College. This includes the following:

- Provides pre-college information, testing, and orientation of new students.
- Provides outreach services to educationally and culturally "disadvantaged".
- Provides career guidance services.
• Provides academic advisement and transfer evaluation services.

• Provides special services to students who are handicapped or are veterans.

Financial Aid

This office is directly responsible for the student financial aid functions of the College. This includes the following:

• Supervises and manages the delivery of financial aid services to students seeking such assistance.

• Maintains accurate records of financial aid transactions.

• Reviews and disseminates information to prospective students, while complying with Federal and State statutes affecting same.

Special Student Services

This office is directly responsible for providing support services to the Special Services Project and students of the College and is funded through external means. This includes the following:

• Administers the peer tutorial program, including the selection, training, and supervision of tutors.

• Extends special assistance to the handicapped, including those who are learning disabled, for whom testing services are coordinated with cooperating agencies.

• Provides assistance to the Learning Assistance Center (LAC) by providing for and conducting study skills and personal development workshops for the LAC participants.

• Administers the Return-to-Academics program (RAP) for students on academic probation by providing assistance in designing an individual educational and support program with the intention of returning to good academic standing.

• Recruits economically and culturally disadvantaged students and provides information on the College and its resources, including financial aid, career counseling, and special programs.

Administrative Services

The Office of the Director for Administrative Services administers, coordinates, and supervises various administrative support services and activities of the College. This includes the following:

• Coordinates CIP planning and maintains liaison between the College, contractors, State Department of Accounting and General Services, and the University of Hawaii Facilities Planning Office.

• Develops the biennial and annual budget.

• Develops the expenditure plan and maintains fund control.
Provides for cashiering and disbursement of funds, certifies availability of resources and propriety of expenditures.

Administers human resource management

Administers administrative computing.

Maintains facilities and grounds for preservation, safety, and health.

Provides other auxiliary services such as the Bookstore, vending machines, lunch wagon, mail, and telephone services.

\1 NOTE: The Bookstore is a branch of and under the operational control of the UH Manoa Bookstore.

Business Office

This office is directly responsible for cashiering, purchasing, disbursing, and mail for the College. This includes the following:

Collects and records payment for tuition, fees and fines; issues receipts; and credits proper account.

Procures goods and services.

Prepares contract specifications for acquisition of goods and services that require formal bidding.

Prepares reimbursements in accordance with University policy for the payment of goods and services using the imprest checking and petty cash accounts.

Coordinates U.S. and campus mailing services.

Human Resources

This section is responsible for the human resource management, record-keeping and personnel transactions for the College. This includes the following:

Monitors the recruitment process to ensure compliance with established procedures and the Equal Employment Opportunity/Affirmative Action (EEO/AA) policy.

Assists with position classification, pay administration, and contract interpretations.

Administers workers' compensation, temporary disability insurance, and other employee benefit programs.

Updates organizational charts.

Provides on-campus student employment services.

Computing and Data Processing

This section is responsible for the management and maintenance of the central computing and data processing equipment and software for the College's administrative programs. This includes the following:

Develops and maintains the information system which includes systems analysis, systems design,
application programming, systems testing, and
systems installation.

- Oversees scheduling and control, equipment
  operation, production support, and data entry.
- Develops standards and provides technical support
  for data processing, technical assistance, and
  training.

Operations and Maintenance

This section is responsible for the maintenance of all
facilities and grounds on campus. This includes the
following:

- Performs custodial and groundskeeping services.
- Performs minor repairs and upkeep of physical plant
  facilities.
- Maintains inventory control and record keeping.
- Provides transportation services.
- Provides campus security.
- Performs preventative maintenance program for
  college facilities and equipment.
- Conducts programs to maintain health, safety, and
  sanitation standards.

EMPLOYMENT TRAINING CENTER AND CONTINUING AND COMMUNITY EDUCATION

Office of the Dean of the Employment Training Center and
Continuing and Community Education

The Office of the Dean of the Employment Training Center and
Continuing and Community Education, develops, promotes, and
implements all non-credit and special credit instructional
programs and college community activities.

The Office is responsible for the Employment Training Center
(ETC) component which provides basic skills and vocational
instruction to Hawai‘i’s "at-risk" populations (i.e., disabled
persons, limited English speakers, academically and/or
economically disadvantaged groups, etc.). Serving as a
"transition center," ETC’s non-credit programs help completers to
advance to further education, or to find employment.

Employment Training Center

Directs, manages, plans, and evaluates instructional
programs, student support services, and academic support programs
in accordance with established policies.

- Develops short and long term goals and objectives for the
  improvement and growth of the program.
- Develops institutional and program budgets to implement
  the planned services and activities.
- Maintains linkages with the University administration,
  government agencies, participating agencies, and
  community organizations.
- Develops policies governing the activities of the
  organization.
- Coordinates organizational, community college, and
  university system policies and regulations.
Directs, manages, plans, and evaluates all instructional and student services programs.

Assures instructional vitality and provides an environment that leads to quality teaching and effective student learning.

Assures delivery of quality training and instructional programs which respond to the workforce and educational needs of the community.

Coordinates the development of project proposals for extramural funding to maintain ongoing job training programs, develops new proposals to respond to community needs, and acts as principal investigator on college grants.

**Instructional Services**

- Provides for the planning, organizing, developing, delivering and evaluating of instructional programs, services and activities.
- Conducts individualized learning activities utilizing state-of-the-art techniques and technology.
- Counsels and guides trainees in attaining their educational goals.
- Evaluates student progress and maintains records.
- Requests, installs, uses, and maintains instructional materials, supplies and equipment for enhancement of trainee learning.
- Participates in professional development activities.
- Maintains a teaching - learning environment that promotes a desirable trainee - instructor relationship and endures maximum learning.

**Student Services**

- Provides for the planning, developing, conducting and evaluating of support activities concerning students.
- Provides program and course information to cooperating agencies and prospective students.
- Provides orientation to incoming students.
- Conducts admission and registration procedures.
- Provides academic, occupational, and personal assessment activities.
- Plans and provides student advocacy activities.
- Maintains student records and reports.
- Provides support activities for student occupational or educational placement, conducts follow up studies, and prepares reports.
- Establishes and maintains effective relationships with participating and cooperating schools and agencies.
Office of Continuing and Community Education

- Delivers non-credit programs and services designed to serve identified community needs.

- Plans, develops, and administers the delivery of continuing education programs which includes non-credit courses, special credit programs, workshops for professional competencies improvement, and cultural exhibits and performances which are designed to enrich the lives of Windward residents.

- Works directly with community organizations, groups, and individuals in Windward, Oahu; various community advisory boards and planning committees; and representatives of business, industry, labor, and governmental agencies to assess the needs and interests in the College’s instructional capabilities in order to establish appropriate educational programs.

- Provides technical support to faculty, students, and staff in executing community services or outreach activities, which includes the development of understanding community needs and the application of appropriate resources to meet those needs.

- Prepares and executes the program’s budget in accordance with University and State policies.

- Maintains data and files required for reporting and evaluating effectiveness of program.

- Plans, develops and coordinates the public relations activities within the prescribed University guidelines.

- Schedules community use of campus facilities in accordance with University policy.

- Operates the Fujio Matsuda Technology Training and Education Center at Windward Community College.

- Recruits temporary faculty for non-credit courses.