MEMORANDUM

TO: Chancellor Joyce Tsunoda

FROM: Albert Simon

SUBJECT: REORGANIZATION OF THE OFFICE OF THE CHANCELLOR FOR COMMUNITY COLLEGES

I have reviewed the subject proposal and am approving your plan to restructure the internal sections of the Chancellor's Office.

As a reminder, please have your Human Resources Office include an executive summary with your transmittal of copies of the revised, approved organizational charts and functional statements to the various offices. The Board of Regents Office has recently reminded me that it is not receiving on a consistent basis the executive summaries of organizational changes as well as charts showing both current and previous unit structure.

Attachment
TO: President Albert J. Simone

SUBJECT: REORGANIZATION OF THE OFFICE OF THE CHANCELLOR FOR COMMUNITY COLLEGES

Attached for your review and approval is the proposed reorganization of the Office of the Chancellor for Community Colleges. The reorganization proposes to restructure the internal sections of the Chancellor's Office in order to more efficiently and effectively utilize staff. Because students are not affected, Board of Regents approval is not required.

We have completed consultation with the union and the UH Personnel Management Office.

Your review and approval of this reorganization would be greatly appreciated.

Joyce S. Tsunoda
Chancellor for Community Colleges

Attachments

cc: Vice Chancellors Higa
    Rota
    Sakaguchi
OFFICE OF THE CHANCELLOR FOR
COMMUNITY COLLEGES
REORGANIZATIONAL PROPOSAL

I. PRESENT ORGANIZATION

The Office of the Chancellor for Community Colleges consists of the Chancellor's Office and its three (3) major divisions: 1) Academic Affairs, 2) Administrative Affairs, and 3) Student & Community Affairs. In addition, the Employment Training Office is included within but as a separate entity of the Chancellor's Office.

A Vice Chancellor (ME-09) is responsible for providing overall executive planning, leadership, direction and program development for each respective division with the exception of the Employment Training Office which is headed by a Director.

The following is a summary of the current program functions and staffing pattern:

A. Academic Affairs

   Responsible for providing leadership in internal operational policymaking that has impact on the development and implementation of systemwide academic objectives and goals.

   The subdivisions in Academic Affairs are:

   1. Academic Support Services
   2. Planning, Assessment and Policy Analysis

B. Administrative Affairs

   Responsible for Community College systemwide policy and planning for broad administrative programs, including budget, fiscal, personnel, facilities planning and management and legislative liaison.

   The subdivisions in Administrative Affairs are:

   1. Budget and Fiscal
   2. Planning and Management
   3. Personnel
C. Student and Community Affairs

Responsible for providing leadership and operational policy in the development and planning of systemwide student services and community affairs programs.

The subdivisions in Student and Community Affairs are:

1. Student Affairs
2. Community Affairs
3. Public Information

II. PROPOSED ORGANIZATION

A. Academic Affairs

The Academic Affairs Office as one of the three major subdivisions within the Chancellor's Office remains structurally unchanged. However, internal restructuring will take place:

1. Academic Support Services
2. Planning, Assessment, and Policy Analysis

The following is a description of the change in each unit:

1. Academic Support Services

The primary change is the establishment of a new Managerial Position No. 89289, Academic Affairs Program Officer, MD4-M in the Academic Support Services. This position serves as the overall Supervisor of the unit and provides the leadership and direction in the articulation and academic planning process.

Position No. 39494, Clerk-Stenographer II, SR-09, will be assigned on a full-time basis to provide secretarial support to the managerial position, Academic Affairs Program Officer, MD4-M. The position will serve as the trusted personal assistant to this managerial position.

2. Planning, Assessment, and Policy Analysis

In order to provide effective leadership and development for academic planning, assessment, and policy analysis, Position No. 80490, UH Educational Specialist III, PR-09 will be varianced to a new "managerial" position. The managerial position will be able to provide long- and short-range planning, coordination and expertise needed to develop the community colleges institutional research and policy efforts in areas such as graduate and "leaver" follow-up surveys, program review and evaluation, academic development planning, and executive decision support data base.
With this separation of fiscal and budget responsibilities, the fiscal services will be able to provide more focused and efficient services to the campuses and the Chancellor’s Office. In addition, the Secretary II, SR-12, #39271 will be assigned on a full-time basis to support the Finance and Operations unit.

5. Human Resources

The overall program and functional responsibilities of the Personnel Office will remain the same. The proposed retitling of the subdivision to Human Resources will be consistent with the currently accepted terminology.

Presently, the Workers’ Compensation and Fringe Benefits Section is supervised by a UH Personnel Officer V, P-11, Position No. 80093. In addition, there are 1,600 FTE positions assigned to the Section — Personnel Clerk V, SR-13, Position No. 39182 and Personnel Clerk IV, SR-11, Position No. 42157.

The reorganization proposes that the soon-to-be vacant Personnel Clerk V, SR-13, Position No. 39182 be varianced to a UH Personnel Officer V, P-11, to supervise the Workers’ Compensation and Fringe Benefits Section. This restructuring will provide for more effective leadership and direction to this section. In addition, with the recent delegation to the Community Colleges of the leave accounting system and the anticipated delegation of the Health Fund administration, from Systems Personnel, the Personnel Clerk IV, SR-11, Position No. 42157, is immediately required on a full-time basis in the Workers’ Compensation and Fringe Benefits Section.

The restructuring will address the needs of the Human Resources Program to provide vigorous and able leadership, direction, and initiatives for the human resource program in the Workers’ Compensation and Fringe Benefits areas.

C. Student and Community Affairs

The proposed reorganization establishes a new unit in the Office to reflect the following units:

1. Student Services
2. Community Affairs
3. Public Information
4. Staff Development (new)

The new staff development unit has been transferred from the old Planning and Management Unit. The duties and responsibilities of the UH Educational Specialist III, PR-09, Position No. 80447 position have not changed. However, the subject position will now report directly to the Vice Chancellor for Student and Community Affairs, ME-09.
III. Impact on Staff

Based on the foregoing reorganization proposals, the following personnel actions and probable impact on positions are anticipated.

1. UH Educational Specialist III, PR-09, #80490 to be varianced to the proposed new Director of Academic Planning, Assessment, and Policy Analysis, M05-M.

2. UH Computer Specialist IV, PR-09, #81038 to be varianced to the proposed new Director of Computer andTelecommunications, M05-M.

3. Clerk-Stenographer II, SR-09, #39494 to be varianced to Secretary II, SR-12.

4. Director of Planning and Management, M05-M, #89248 to Director of Budget, M05-M (new class).

5. UH Administrative Officer VI, PR-13, #80211 for classification review.

6. Secretary II, SR-12, #39271, for classification review.

7. Personnel Clerk V, SR-13, #39182 to be varianced to the UH Personnel Officer V, PR-11.

8. UH Personnel Officer V, PR-11, #80093 for classification review.


10. Clerk-Stenographer II, SR-09, #39274, to be varianced to Secretary II, SR-12.

There may be some cost implications associated with the personnel actions proposed. However, they can be accomplished within our appropriations and no additional resources are requested.

IV. Principal Assumptions

That the proposed organizational structure will facilitate the achievement of program goals and objectives on a more effective and timely manner.

That staff assignments and responsibilities will be clarified; workload balanced; and morale boosted.
V. Alternatives

A. Maintain the Current Structure

Maintaining the current structure would seriously hamper the ability of the Chancellor’s Office from achieving its stated program goals. The current structure is no longer reflective of how the internal program organization is functioning and is no longer efficient or effective.

B. Reorganize

The proposed reorganization will more clearly reflect an internally and structurally consistent organization. Each unit will be defined relative to program goals and will facilitate the achievement of these planning objectives.
STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
CHANCELLOR'S OFFICE

POSITION ORGANIZATION CHART

ACADEMIC AFFAIRS

Vice Chancellor of Academic Affairs,
M09-E, #89222
Secretary IV, SR-16, #15498

ACADEMIC SUPPORT SERVICES

Academic Affairs Program Officer
M04-M, #89289
1. UH Educa. Sp III, P09, #80489
2. Clerk-Steno. II, SR-09, #39494

PLANNING, ASSESSMENT AND
POLICY ANALYSIS

1. UH Educational Sp III,
   P09, #80490
   UH Institutional Analyst II,
   P08, #80217

1. To be varianced from UH Educational Specialist III, PR-09, Position No. 80490 to proposed new class
   Director of Academic Planning, Assessment, and Policy Analysis, MO5-M.

2. To be varianced from Clerk-Stenographer II, SR-09, Position No. 39494 to Secretary II, SR-12.

APPROVED
President, University of Hawaii
Date: MAY 14, 1990
To be varianced from UH Computer Specialist IV, PR-09, Position No. 81038, to proposed new class to Director of Computer Telecommunications, MO5-M.
STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
CHANCELLOR'S OFFICE
POSITION ORGANIZATION CHART
CHART IV-3

BUDGET MANAGEMENT

Director of Plng & Mgt, M05-M, #89248

BUDGET AND RESOURCE

UH Budget Specialist V
PR-11, #81577

BUDGET EXECUTION AND CONTROL

4Proposed new class, Director of Budget, M05-M.

APPROVED

President, University of Hawaii
Date: MAY 4 1990
FINANCE & OPERATIONS

UH Administrative Officer VI, PR-13, #80211
Secretary II, SR-12, #39271

Purchasing/Disbursing
Account Clerk IV, SR-12, #23596

Accounting
UH Admin Officer I, P03, #81793 (FF)

Operations

APPROVED

President, University of Hawaii
Date: MAY 4, 1999
STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
CHANCELLOR'S OFFICE

POSITION ORGANIZATION CHART
CHART IV-5

HUMAN RESOURCES

Director of Personnel and EEO/AA,
M05-M, #89049
Secretary III, SR-14, #01802
Clerk-Typist II, SR-08,
#39272

TRANSACTIONS & CLASSIFICATION

UH Personnel Officer I,
P03, #80876

WORKERS' COMPENSATION & FRINGE BENEFITS

Personnel Clerk V, SR-13,
#39182
UH Personnel Officer V, P11,
#80093
Personnel Clerk IV, SR-11,
#42157

5To be varianced from Personnel Clerk V, SR-13, Position No. 39182 to UH Personnel Officer V, P11.

EEO/AA & POSITION CONTROL

APPROVED

[Signature]
President, University of Hawaii
Date: MAY 4 1970
STUDENT AND COMMUNITY AFFAIRS

Vice Chancellor of Student & Community Affairs, M09-E, #89266
6 Clerk-Steno II, SR-09, #39274

STAFF DEVELOPMENT
UH Educational Specialist III, PR-09, #80447

STUDENT AFFAIRS

COMMUNITY AFFAIRS
Community Affairs and Special Programs Coordinator
M03-M, #89270

PUBLIC INFORMATION
UH Public Information Officer II, PR-08,
#80122

Alumni Coordinator

Administrative Intern

6 To be varianced from Clerk-Stenographer II, SR-09, Position No. 39274 to Secretary II, SR-12.
May 14, 1990

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES

MAJOR FUNCTIONS
OFFICE OF THE CHANCELLOR

Plan, direct, and coordinate the programming and operations of six Community Colleges within the University of Hawaii System, and the Employment Training Office.

- Coordinate 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. As appropriate, coordinate activities with the Chancellor for University of Hawaii at Hilo as they relate to Hawaii Community College.

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

OFFICE OF ACADEMIC AFFAIRS

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

- Develop a strong, planning base derived from the University Strategic Plan, "New Directions for the 80s," and an understanding of campus missions as articulated in the Academic Development Plans.

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

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

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

- Negotiate or participate in negotiating training contracts with agencies.
. Work 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.

. Assist campuses in program, curriculum, and course development in fulfilling agencies' training needs.

**Academic Support Services**

. Coordinate curriculum and program development through drafting academic policies and reviewing program proposals.

. Coordinate and facilitate inter-campus and intra-campus program articulation.

. Provide support for academic program management by reviewing program and degree proposals, assessing budget requests, and advising on academic personnel requests.

. Undertake research on selected academic program development issues.

. Coordinate the development of federally funded vocational education activities and programs, and monitor their implementation.

. Coordinate with the campuses, educational curriculum and academic programs by responding to community needs.

**ACADEMIC PLANNING, ASSESSMENT AND POLICY ANALYSIS**

. Coordinate the development of the academic program planning process.

. Facilitate 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.

. Prepare selected reports to facilitate the management of academic programs.

. Support program planning and evaluation by developing and maintaining an academic program database.

. Conduct selected policy analysis studies.
OFFICE OF 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 budgeting, fiscal, human resources, and facilities planning and management.

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

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

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

- Contact or coordinate 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.

- Review, approve, if delegated, and process administrative matters; conduct management and other studies; and issue required reports. Resolve problems and issues which have systemwide or inter-campus impact.

- Coordinate all activities relating to the capital improvements, and repairs and maintenance projects of the Community Colleges.

- Chair the Community Colleges Computer Consortium Committee which was designed to establish policy guidelines and coordinate the resources and efforts of the colleges for administrative and other uses.

Physical Facilities, Planning and Construction

- Plan, organize, and coordinate long- and short-range physical facilities plans for the community college system.

- Coordinate activities with private contractors, campus administrators, governmental inspectors and supervise and participate 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.
Computer and Telecommunications

- Coordinate and direct data base management and analysis.
- Develop the community colleges systemwide computer services and telecommunications programs.
- Develop policies and procedures and administer them upon adoption.
- Serve as liaison with the appropriate system office in coordinating the community college activities in the respective areas.
- Prepare and develop long-range plans and goals for community college systemwide computer services and telecommunications program.

Budget

- Coordinate, review, and prepare budgets and expenditure plans and reports required by the University, State and Federal governments.
- Develop system budget and institutional allocation plans.
- Develop budgetary and control systems and procedures.
- Conduct special studies and analysis affecting the budget.

Financial and Operations

- Develop, review, and revise policies and operational fiscal affairs procedures.
- Supervise the observance of existing University and governmental policies and regulations on fiscal matters.
- Coordinate, review and administer extramural contracts and grants.
- Provide messenger and mail services to the various campuses.
Human Resources

- Develop and direct the personnel system for the community colleges to include reviewing proposed personnel actions and advising the Chancellor on the course of action, final auditing of personnel transactions, fringe benefits, workers' compensation and personnel appointments.

- Provide overall systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensure appropriate implementation.

- Serve as the Chancellor and community colleges' principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serve as grievance hearings officer.

- Serve as principal liaison with the University Personnel Management Office.


OFFICE OF 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.

- Provide leadership and coordination to student services and continuing education systemwide planning and programming.

- Provide leadership in developing programs interlinked with private sector businesses and the national and international community.

- Responsible for the resource development and alumni programs coordination.

- Create and maintain linkages with community and governmental agencies to assess and to fulfill community education and training needs.
Student Affairs

- Develop and prepare community college systemwide policy regarding student services.

- Conduct analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommend resolution to identified problematic areas.

- Serve as systemwide expert in interpreting and applying policies and procedures in exceptional or unique cases.

Community Affairs

- Identify and develop systemwide linkages with private sector businesses and industries to address their educational needs.

- Develop and prepare community college systemwide policy regarding community affairs.

- Conduct analyses of community services policies and procedures to ensure programmatic consistency among campuses. Recommend resolutions to identified problematic areas.

Public Information

- Develop and coordinate effective public information program for the community college system.

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

- Prepare and develop public information documents, such as annual reports, news articles, magazine articles, etc.

Staff Development

- Develop, plan and coordinate 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.

- Identify community college faculty and staff goals, objectives, directions in order to respond to these needs.

- Develop and plan general criteria and guidelines for individual/class career pathing.