MEMORANDUM

January 22, 1992

TO: The Honorable Benjamin J. Cayetano
    Lieutenant Governor, State of Hawaii

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION,
         UNIVERSITY OF HAWAII, HAWAII COMMUNITY COLLEGE

Enclosed for your files is a copy of the reorganization which was
approved on December 20, 1991, for Hawaii Community College. The purpose
of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please call
Peggy S. Hong, Director of Personnel and EEO/AA, at 956-8592.

Joyce S. Tsunoda
Chancellor for Community Colleges

Enclosures

cc: The Honorable Yukio Takemoto
    Director, Department of Budget and Finance
    The Honorable Sharon Miyashiro
    Director, Department of Personnel Services
    University Personnel Management Office
    University Budget Office

An Equal Opportunity Employer
December 27, 1991

MEMORANDUM

TO: Senior Vice President/Chancellor Joyce Tsunoda

FROM: Rodney Sakaguchi

SUBJECT: COPY OF APPROVED REORGANIZATION FOR THE HAWAII COMMUNITY COLLEGE

Enclosed for your information and files is a copy of the reorganization approved by the Board of Regents on December 20, 1991, for the Hawaii Community College. Please ensure that copies of this reorganization are distributed to the appropriate agencies as required by Administrative Procedure A3.101, University of Hawaii Organizational and Functional Changes.

Attachment
MEMORANDUM

TO: Mr. H. Howard Stephenson  
Chairperson, Board of Regents

FROM: Albert J. Simone  
President, University of Hawaii  
and Chancellor, University of Hawaii at Manoa

SUBJECT: PROPOSED REORGANIZATION OF THE HAWAII COMMUNITY COLLEGE

1. Specific Action Requested

Approval of the Board of Regents is requested to reorganize the Hawaii Community College (HCC).

2. Recommended Effective Date

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

3. Background/Nature of the Proposal

a. Purpose

The purpose of this reorganization is to make the HCC a more fully functional community college which better meets student needs, as well as to reflect new HCC functions, programs, and staff within its organization.

b. Present Organization

The present HCC organization consists of the Office of the Provost and an Instruction unit headed by the Dean of Instruction. This Instruction unit contains four academic subunits which are: 1) General Education and Public Service; 2) Business Education and Affiliated Programs; 3) Trade and Industry; and 4) Cooperative Vocational Education.
c. Proposed Organization

The proposed HCC organization consists of the Office of the Provost, and organizational elements for Instruction, Student Services, and Administrative Services.

This reorganization restructures the existing Instruction unit by adding new Academic Support, and Community Services units to join the current Instruction unit. Within the Instruction unit, a new academic subunit for the Nursing Program is proposed, increasing the number of academic subunits from four to five. In the current organization, the Nursing Program is administered by the General Education and Public Service subunit.

Organizational units for the Learning Center, Library, and Academic Computing comprise the Academic Support services. The Community Services unit consists of organizational elements for Special Programs and Community Services, and an Apprenticeship Program.

The Student Services component consists of organizational units for Enrollment Services, and Counseling and Student Life. Student services include career and academic counseling, student employment, enrollment services, and financial aid.

Administrative services include budget and fiscal services, personnel administration, and operations and maintenance coordination.

Organizational components proposed in this reorganization are similar to those existing in other community colleges.

Services which will continue to be provided in coordination with the UHH for the present include operations and maintenance, student housing, campus center, office space coordination, library, student health, learning center, academic computing, and the international students program.

1. Impact On Staffing and Resources

The 119.50 permanent positions reflected in the proposed HCC organization, increases by 18, the current HCC staffing of 101.50 permanent positions. The budgetary transfer of these 18 positions to the HCC, i.e., one position from the UHH, and 17 positions from UOH-906, Community Colleges Systemwide Support is required.
Chairperson Stephenson  
November 8, 1991  
Page 3

Funding available for the implementation of this reorganization includes $530,497 in FY 1991-92 and $537,332 in FY 1992-93. These funds are budgeted in UOH-906.

Office space to accommodate new positions as well as those proposed for transfer to HCC is being coordinated with the UHH.

5. Consultation With Exclusive Employee Collective Bargaining Representatives

The Hawaii Government Employees Association and the University of Hawaii Professional Assembly have been consulted regarding this reorganization.

6. Recommended Action

It is requested that the Board of Regents place the HCC reorganizational proposal on the agenda for its November 1991 meeting. The HCC reorganization will provide for required student services and will permit needed positions to be filled. Approval of this reorganizational proposal is therefore recommended.

Attachment

cc: Board Secretary Shiramizu  
Senior Vice President/Chancellor Tsunoda  
Director Sakaguchi
EXECUTIVE SUMMARY

HAWAII COMMUNITY COLLEGE

REORGANIZATION

Enclosed is the proposed reorganization of Hawaii Community College, reflecting the goal of making the College a comprehensive community college as approved by the Board of Regents on November 16, 1990. The official Hawaii CC structure presently reflects a primarily instructional oriented college. The proposed reorganization will establish separate instructional, student services and administrative services components for the college, thereby fulfilling the academic, student and community service goals of the college.

Under the Office of the Dean of Instruction three organizational units are proposed: Academic Support, Community Services and Instruction. Academic Support offers assistance to support students’ classroom learning through a Learning Center, Academic Computing and Library services. The Community Services unit offers non-credit training and delivers special programs to meet community needs, including the distance learning option for credit courses. This is included under the Dean of Instruction to develop the concept of integrating non-credit and credit instruction. The Instruction unit has been modified to include a new Nursing Program division which will be created from the existing General Education and Public Services Division.

Student Services is a new unit for the College which will provide the necessary services related to students which are not directly instructional. It will be structured in a manner similar to other community colleges. The Enrollment Services unit will include the functions of admissions, registration, records, financial aid and student employment, and recruitment/outreach. The Counseling and Student Life unit will include career and academic counseling, services for special populations, and co-curricular program planning.

Administrative Services is also a new unit for the College and will provide administrative support services and activities including administrative management, budget and fiscal services, as well as coordinating with the University of Hawaii at Hilo to insure that shared functions of business office, personnel and auxiliary services are maintained.

Staffing for the programs will be through the existing (101.50) Hawaii CC positions and the reallocation to Hawaii CC of (1.00) position from UH at Hilo and the creation and reallocation of (17.00) positions appropriated by the 1991 Legislature to the Community College Systemwide Support.

The 1991 Legislature provided positions and funds for the separation of Hawaii CC from UH Hilo and sufficient funds are available. The following funds have been appropriated: $530,497 for 1991-92 and $537,332 for 1992-93.
REORGANIZATION OF
HAWAII COMMUNITY COLLEGE

I. PURPOSE

The Board of Regents, recognizing the unique mission of Hawaii Community College, at its meeting of November 16, 1990, approved the separation of Hawaii Community College from the University of Hawaii at Hilo. As a result, Hawaii CC became the seventh campus within the University of Hawaii's Community College System.

In order to effectively reflect the organization of Hawaii CC as a fully functioning and operating community college campus, a reorganization must be approved to reflect the new functions, programs, and staffing.

The following reorganizational proposal reflects the goals of making Hawaii CC a fully comprehensive community college with separate instructional, student services, and administrative services components. With the reorganization of Hawaii CC, the intent and objectives of developing the college to fulfill its academic, student, and community service goals will be achieved.

It is expected that the separation and reorganization of Hawaii CC will better meet student needs. The separation will allow Hawaii CC to better focus its academic programs and to serve the Big Island's educational and training needs, to the continuing benefit of present and future students. Further, with the establishment of the student services, community services and administrative components, the students will receive the full range of concomitant services unique to their specific academic and occupational goals.

II. PRESENT STRUCTURE

The official structure of Hawaii CC reflects a position count of (98.50) assigned to a primarily instructionally oriented college. The structure currently does not include functions within Hawaii CC which support and develop programs for student services, community services, administrative services, and the full range of academic support functions:

The current structure consists of the following programs:

A. Provost's Office

This Office is responsible for providing overall supervision and leadership for Hawaii CC. Also included in this office are limited administrative and student services functions. (1.00) FTE Provost, (1.50) FTE APT positions, and (1.00) FTE clerical support.
B. Dean's Office

This Office is responsible for supervising, coordinating and directing the academic and instructional services of Hawaii CC. The instructional unit departmental chairs report to the Dean of Instruction with regard to the day to day operations of the instructional programs. (1.00) FTE Dean and (3.00) FTE Clerical Support.

C. Instruction

Instruction consists of four (4) units with the following staffing patterns:

- General Education and Public Service
  (42.20) FTE faculty
  (2.00) FTE Clerical Support

- Business Education and Affiliated Programs
  (16.00) FTE faculty
  (2.00) FTE Clerical Support

- Trade and Industry
  (26.80) FTE faculty
  (1.00) FTE Clerical Support

- Cooperative Vocational Education
  (1.00) FTE faculty

III. PROPOSED REORGANIZATION

The proposed reorganization will restructure Hawaii CC to include (119.50) authorized positions in the following program areas:

A. Provosts' Office

(1.00) FTE Provost
(1.00) FTE Secretary

B. Instruction

Dean's Office
(1.00) FTE Dean of Instruction
(1.00) FTE Secretary

Instruction
(67.00) FTE Faculty
(7.00) FTE Clerical Support
* Academic Support

(1.00) FTE Faculty
(1.00) FTE APT
(1.50) FTE Clerical and Technical Support

* Community Services

(1.00) FTE Faculty
(1.00) FTE APT
(1.50) FTE Clerical Support

* Student Services

(1.00) FTE Dean of Student Services
(2.00) FTE Faculty
(4.00) FTE APT
(5.00) FTE Clerical Support

* Administrative Services

(1.00) FTE Director of Administrative Services
(0.50) FTE APT
(1.00) FTE Clerical Support

The new programs are asterized.

The staffing for these programs will be through reallocation of (101.50) [(98.50) positions reflected on the March 1991 chart, minus three (3.00) UH at Hilo positions and plus (6.00) positions not on the Hawaii CC chart] existing positions from UH at Hilo and the creation and reallocation to Hawaii CC of (17.00) positions as appropriated by the 1991 Legislature to the Community College Systemwide Support. In addition, two (2.00) positions which were inadvertently not included in the Hawaii CC chart of March 1991 are included. Further, one position has been deleted by the 1991 Legislature and is not included.

The following will be a detailed description of the reorganization of each of the major units: Provost, Instruction, Student Services and Administrative Services.

A. Provost's Office

1. Program

The Provost of Hawaii CC is responsible for providing the leadership, direction and guidance to the campus in administrative, academic, student services and community services through subordinate managers and staff. The day-to-day supervision of the administrative activities as reflected on the current chart of the administrative and student services APT positions will be eliminated and those functions and activities, along with the applicable positions, will be reassigned to the appropriate program areas.
2. **Staffing**

The previously assigned (1.50) FTE APT positions (Pos. Nos. 81784, formerly 90610F, and 80021) will be reassigned out from the Provost's Office into the respective functional areas. The remaining positions in the Provost's Office will be the Provost and the Secretary position, which is consistent with the operations and functioning of the other community colleges.

B. **Instruction**

1. **Instruction**

   a. **Program**

   Under the current structure, the Instruction Division was limited to providing academic instruction in General Education and Public Service, Business Education and Affiliated Programs, Trade and Industry, and Cooperative Vocational Education. The reorganization includes the current instructional divisions and also adds a Nursing Program. This expansion of the instructional program will respond to the identified academic needs of the students.

   The instructional units will be composed of the following:

   - General Education and Public Services
   - Trade and Industry
   - Business Education and Affiliation Programs
   - Nursing Programs (new)
   - Cooperative Vocational Education

   With the expansion of the Instruction Division, the program will include organizing and conducting formal post-secondary education classes; maintaining and improving on-going certificate and degree programs; developing new programs; conducting on-going evaluation of academic programs; and maintaining standards of accreditation.

   Consistent with the other community colleges, the instructional programs will be headed by rotating Chairpersons appointed from among instructional faculty within the department.

   b. **Staffing**

   Within Instruction, the following changes are reflected:
1) General Education and Public Education

In the current organization, the eleven (11.00) Nursing positions are incorporated into the General Education and Public Service Program. As part of the reorganization, these positions (Position Nos. 83535, 82780, 83348, 83664, 83741, 84001, 84774, 86568, 86571, 86567, and 86574) have been transferred from the program and have been included in the newly created Nursing Program Unit. Please note that 86574 was inadvertently not included in the March 1991 Hawaii Chart update.

As part of the 1991 Legislature, five (5.00) additional new positions have been appropriated to this program (Pseudo-Nos. 92930F, 92931F, 92932F, 92998F, and 92999F) to provide academic instruction in English, ESL, Math, Humanities, and Early Childhood Education. Transfer from the Community College Systemwide Support will be made to Hawaii CC.

Position No. 86565, reflected in the current chart has been abolished by the 1991 Legislature and has, therefore, been deleted from the reorganization.

The clerical support remains the same as currently established.

2) Trade and Industry

Position No. 83051, Apprenticeship Coordinator will be reassigned from the Trade and Industry program to the newly created Community Services component of the Instructional Division. The duties of the position will remain the same, however, the proposed organizational location of the position is more properly representative of the functions performed by the position.

Position No. 83156, has been internally reallocated to the Business Education and Affiliated Programs to fill the students needs in Fashion Technology. This position had previously been assigned duties in Trades and Industry, however, this program more appropriately fits in the Business Education division.

Finally, Position No. 44169, Clerk-Stenographer II is a new position allocated by the 1990-91 Legislature but which was inadvertently not included in the March 1991 Hawaii CC chart update. The remaining Secretary II, Position No. 22236 remains consistent as currently organized.
3) Business and Affiliated Programs

Position No. 83156 has been reassigned from Trade and Industry as discussed above to the Business Education and Affiliated programs.

   No change to the clerical support.

4) Nursing Program

This is a new unit which will be staffed by reallocated positions from General Education and Public Service. Prior to the proposed reorganization, the Nursing Program was subsumed in the General Education and Public Service Program. However, the location of this program in the area of general education was inappropriate. The Nursing Program has been in existence at Hawaii CC for many years and is similar in program scope and academic content to the other Nursing Programs at the Community Colleges. The new unit more properly and accurately reflects the program and academic field of study.

This unit will be staffed by reallocated positions from General Education and Public Service (Position Nos. 82780, 83741, 86568, 83348, 84001, 86571, 83535, 84774, 83664, 86567, and 86574). Please note that Position No. 86574 was appropriated in the 1990-91 Legislature but was not reflected in the March 1991 Hawaii CC chart update.

The Clerk-Typist II, Position No. 26306, has been reassigned from the Dean's Office to provide clerical and typing support to the Nursing Program.

5) Cooperative Vocational Education

The Clerk-Stenographer II, Position No. 25060, from the Dean's office has been reassigned on a (0.50) FTE basis to this office.

2. Academic Support

   a. Program

   The new Academic Support Unit will consist of the Learning Center, Library, and Academic Computing. Other than the Academic Computing activities, which were previously directed under the Provost's Office, the Learning Center and the Library were services supervised by UH at Hilo.
As part of the overall goal of ensuring Hawaii CC’s comprehensive services, the Learning Center, Library and Academic Computing will be developed and coordinated through the Office of the Dean of Instruction for Hawaii Community College. Consistent with the reorganization approved by the Board of Regents on March, 1991, the functioning of the Learning Center will provide support for remedial and developmental education. Hawaii CC will provide these services and will share and coordinate program activities with UH at Hilo.

b. Staffing

Within Academic Support, the following reflect the staffing changes:

1) Learning Center

   A UH Student Services Specialist II, F06, Position No. 80021, has been reassigned from the Provost’s Office. The Clerk-Stenographer II, Position No. 42647 (.50 FTE) is also shared on a half-time basis with the Business Education and Affiliated Programs.

2) Library

   A new faculty Librarian position (Pseudo No. 92992F) and a new Library Technician (Pseudo No. 92490F) will be transferred from the Community College Systemwide Support to Hawaii Community College.

3) Academic Computing

   Currently no positions have been assigned to perform these functions. However, a faculty position, on a rotating basis, will be assigned to perform these academic computing duties.

3. Community-Services

   a. Program

      Under the general supervision of the Dean of Instruction, the Community Services Program offers non-credit training on- and off-campus and delivers special programs to the community. Currently, community services activities for Hawaii CC are provided through the College of Continuing Education Program of UH at Hilo. However, the reorganization will establish the following two (2) units:

      1) Special Programs and Community Services

      2) Apprenticeship Programs
The separation of these services will provide focused activities for Hawaii CC and better respond to the particular programs and activities that Hawaii CC can provide to the community. These programs and services will include interactive television and cable access to credit and non-credit programs reaching to all populations and geographic locations on the islands. The apprenticeship training will be provided on weekends and evenings in the fields of carpentry, painting, plumbing, masonry, sheet metal, etc. Further, training may be offered in other fields as there is a demand.

b. Staffing

1) The Special Programs and Community Services

(1.00) FTE new UH Educational Specialist (Pseudo No. 92996F) will be assigned to provide support to this unit in developing the special programs and community activities. In addition, a new Clerk (Pseudo No. 92494F) will be assigned to the unit.

2) Apprenticeship Program

The Instructor Coordinator, Position No. 83051, formerly located in the Trade and Industry Program has been reassigned to this unit to more properly reflect the assigned duties of the position. In addition, to provide the clerical support needed, the Clerk-Stenographer II, Position No. 25060 from the Dean's Office has been reassigned on a (0.50) FTE basis in this office.

C. Student Services

1. Program

The Student Services program will provide all the necessary and complimentary services related to the needs of the students which are not directly instructional. These functions will include counseling, student life, enrollment services, career/life planning, pre-admissions counseling, financial aids, etc.

The provision of these services to students is a necessary and essential component of ensuring that Hawaii CC is a comprehensive and fully operational campus. Further, several services will still remain as jointly coordinated with UH-Hilo. These include student housing, campus center and international students.

2. Staffing

a. The Office of the Dean will consist of a new position, Dean of Students (Pseudo No. 92993F) and a new Secretary, Pseudo No. 92491F).
b. The Counseling and Student Life Unit will be staffed with one existing faculty position, Position No. 84770. A new faculty position, Pseudo No. 92995F, a new APT UH Educational Specialist position, Pseudo No. 91605F and a new Clerk, Pseudo No. 92493F will also be part of the unit. The faculty positions will provide counseling and guidance services and the new APT position will be responsible for the recruiting and retention of minority students.

c. The Enrollment Services Unit will be supervised by a new APT UH Student Services position, Pseudo No. 92994F, directing two (2.00) APT UH Student Services positions (Position Nos. 80967 and 80621) which were transferred from UH at Hilo. These APT positions will provide financial aids and admissions and records services. Finally, one (1.00) existing Clerk-Typist position (Position No. 43841), one (1.00) existing Clerk-Stenographer (Position No. 43857), and a new Clerk, Pseudo No. 92492F will support the work of the professional staff.

D. Administrative Services

1. Program

The Administrative Services Office will provide administrative support services and activities including administrative management, budget and fiscal services, personnel and operations and maintenance.

Presently, these services are being primarily performed through the University of Hawaii at Hilo with limited responsibility at Hawaii CC. The reorganization will allow Hawaii CC to operate and manage its administrative program, with some programs still coordinated through UH at Hilo, such as operations and maintenance and purchasing.

2. Staffing

The Administrative services program will be headed by a new position, Director of Administrative Services, Pseudo No. 92997F. In addition, a (0.50) FTE UH Administrative and Fiscal Support Specialist, Position No. 81784 (formerly Pseudo 90610F, transferred from the Provost's Office) and a new Secretary, Pseudo No. 92495F will provide support to the administrative services program.

IV. BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

A. With the separation of Hawaii Community College from the University of Hawaii at Hilo, the internal re-structuring of the college is necessary. New programs are necessary to implement
the internal restructuring which will include Academic Support, Community Services, Student Services and Administrative Services components. Without the addition of these programs, Hawaii CC will not be able to function as an independent and fully operational community college.

B. Position Impact

1. Position No. 81784, UH Administrative and Fiscal Support Specialist, PO1 (0.50) FTE, transferred from Provost's Office to Administrative Services. Position classified at PO1.

2. Position No. 80021, UH Student Services Specialist II, PO6 (1.00) FTE. Position will be variaanced to a UH Educational Specialist. Position to be budgetarily transferred from UH 214, UH-Hilo, Academic Support to UOH 403, Hawaii CC, Academic Support.

3. Position Nos. 83535, 82780, 83348, 83664, 83741, 84001, 84774, 86568, 86571, 86567, and 86574, Instructor positions transferred from General Education and Public Service to Nursing.

4. Pseudo Nos. 92930F, 92931F, 92932F, 92998F, and 92999F, Instructor positions in English, ESL, Math, Humanities and Early Childhood Education (General Education and Public Service) were appropriated by the 1991 Legislature and are to be established. Positions to be budgetarily transferred from UOH 905, Community College Systemwide Support to UOH 401, Hawaii CC, Instruction.

5. Position No. 86565, Instructor position was deleted by the 1991 Legislature.

6. Position No. 83051, Instructor position transferred from Trade and Industry to Community Services.

7. Position No. 83156 Instructor position transferred from Trade and Industry to Business Education and Affiliated Programs.

8. Position No. 26806, Clerk-Typist II, SR-08 (1.00) FTE. Position variance and redescription to Secretary II will be submitted.

9. Position No. 42647, Clerk-Stenographer II, SR-09 (1.00) FTE transferred on a (0.50) FTE basis from the Business Education and Affiliated Programs to the Learning Center.
10. Pseudo No. 92992F and 92490F, Instructor and Library Technician, respectively, (1.00) FTE to be budgetarily transferred from UOH 906, Community College Systemwide Support to UOH 403, Hawaii CC, Library.

11. Pseudo Nos. 92996F and 92494F, UH Educational Specialist and Clerk, respectively, (1.00) FTE will be established as appropriated by the 1991 Legislature. Positions to be budgetarily transferred from UOH 906, Community College Systemwide Support to UOH 402, Hawaii CC, Community Services.

12. Position No. 25060, Clerk-Stenographer II, SR-09, (1.00) FTE transferred (0.50) FTE from Dean's Office to Apprenticeship Program.

13. Pseudo Nos. 92993F and 92491F, Dean and Secretary, respectively, (1.00) FTE to be established as appropriated by 1991 Legislature. Positions to be budgetarily transferred from UOH 906, Community College Systemwide Support to UOH 404, Hawaii CC, Student Services.

14. Position No. 84770, Instructor (1.00) FTE transferred from UH Hilo to Hawaii CC, Student Services, Counseling and Student Life Unit.

15. Pseudo Nos. 92995F, Instructor; 91605F, UH Educational Specialist; and 92493F, Clerk, (1.00) FTE new positions will be established as appropriated by the 1991 Legislature. Positions 92995F and 92493F to be budgetarily transferred from UOH 906, Community College Systemwide Support to UOH 404, Hawaii CC, Student Services.

16. Pseudo No. 92994F, UH Student Services Specialist, (1.00) FTE new position to be established as appropriated by the 1991 Legislature. Position to be budgetarily transferred from UOH 906, Community College Systemwide Support to UOH 404, Hawaii CC, Student Services.

17. Position No. 80967, UH Student Services Specialist II, PO6, (1.00) FTE and Position No. 80621, UH Student Services Specialist I, PO3, (1.00) FTE will have revised position descriptions submitted.

18. Pseudo No. 92492F, Clerk, (1.00) FTE to be established as appropriated by the 1991 Legislature. Position to be budgetarily transferred from UOH 901, Community College Systemwide Support to UOH 404, Hawaii CC, Student Services.
19. Pseudo No. 92997F, Director of Administrative Services, (1.00) FTE and Pseudo No. 92495F, Secretary, (1.00) FTE, to be established as appropriated by the 1991 Legislature. Positions to be budgetarily transferred from UOH 906, Community College Systemwide Support to UOH 405, Hawaii CC, Institutional Support.

C. Space Availability

Presently, coordination with UH Hilo is on-going to accommodate the new and transferred positions in order to implement the reorganization. Funds were provided by the 1991 Legislature to rent space, if necessary.

D. Additional Cost

The 1991 Legislature provided positions and funds for the separation of Hawaii CC from UH Hilo and sufficient funds are available. (17.00) new positions were appropriated in the Community College Systemwide Program specifically for Hawaii CC. These positions will be transferred in the 1993-95 biennium to Hawaii CC.

The following funds have been appropriated for 1991-92 and 1992-93.

<table>
<thead>
<tr>
<th></th>
<th>1991-92</th>
<th>1992-93</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>$298,997</td>
<td>$336,332</td>
</tr>
<tr>
<td></td>
<td>(17.00)</td>
<td>(17.00)</td>
</tr>
<tr>
<td>B.</td>
<td>177,500</td>
<td>191,500</td>
</tr>
<tr>
<td>C.</td>
<td>54,000</td>
<td>9,500</td>
</tr>
<tr>
<td>Total</td>
<td>$530,497</td>
<td>$537,332</td>
</tr>
</tbody>
</table>

V. REASONS FOR PROPOSING THE REORGANIZATION

The reorganization will reflect an independent and operational community college able to provide the full range of academic and administrative services to the student of Hawaii CC. The programs are reflective of the normal and usual community college structure and are consistent with the overall community college administrative structure. Without the reorganization to implement the Board of Regents action, the new and transferred positions cannot be properly filled.

VI. OTHER ALTERNATIVES

Unless the reorganization is approved, Hawaii CC will not be able to operate and function. An approved structure is needed to effectively allocate resources so that the program objectives can be achieved.
PRESENT ORGANIZATIONAL
CHART AND FUNCTIONAL STATEMENTS
HAWAII COMMUNITY COLLEGE

Offers vocational-technical and general education courses and programs leading to Certificates of Achievement and the Associate of Science degrees.

OFFICE OF THE PROVOST

Directs the activities, curriculum and personnel of Hawaii Community College. This office coordinates all instructional activities to assure the orderly operation of vocational and general education programs.

- Coordinates overall instructional activity to assure that the programs meet student, Board of Regents, accreditation, community, and business needs.

- Coordinates and serves as liaison between the College and the community to assure that community and student needs and interests are met.

- Coordinates the on-going and new instructional programs of the College with the public schools, other community colleges, and the University of Hawaii system.

- Coordinates the activities of existing programs which require the supervision of appropriate liaison between the college and community such as labor unions, business associations, private and non-profit organizations and hospital and medical affiliates required for the programs. Communicates with various county and state agencies which require licensure approvals and contracts.

- Coordinates the federally funded projects with the various state, county and federal offices which manage the allocation of the funds. Each project requires separate contracts which need to be managed between the University's Contracts and Grants Office and county, state, and federal agencies.

- Coordinates the liaison between each of the twenty-four programs and their program advisory committees. The members of the committees are appointed by the College. Members meet each year to review recommendations from each program as well as consider the changing needs of the community.

- Participates and joins community and civic organizations to provide a liaison between the community in general and the College. Close working relationship between the college and community is required to provide a mechanism for mutual understanding.

- Supervises the Learning Center by ensuring that all students -- whether in Hawaii Community College or another unit in the University -- are served with quality remedial, developmental, and content tutoring programs.
Disadvantaged/Handicapped Program (continued)

- Plans, evaluates, and selects and purchases instructional materials and equipment as designated in the budget.

**DIVISIONS**

*(General Education and Public Services, Business Education and Affiliated Programs, Trade and Industry)*

Develops coherent programs among the disciplines within the respective divisions.

- Coordinates curricular offerings among the disciplines.
- Offers courses to meet the major needs of major programs in each discipline and the needs of general education and lower division students.
- Consults and cooperates with other divisions on curricular matters.
- Reviews and processes personnel transactions, administers student help and the operating and equipment budgets.
PROPOSED ORGANIZATIONAL

CHART AND FUNCTIONAL STATEMENTS
OFFICE OF THE PROVOST
Provost, M10-E, 89092

SECRETARIAL SERVICES
Secretary III, SR-16, 01909

STATE OF HAWAII
UNIVERSITY OF HAWAII
HAWAII COMMUNITY COLLEGE

PROPOSED POSITION ORGANIZATION CHART

OFFICE OF THE PROVOST
CHART II
A (2.00)

PURSUANT TO BOARD OF REGENTS' ACTION
DATE DEC 20 1991
INSTRUCTION
Dean of Instruction, M-06, 89108

STATE OF HAWAII
UNIVERSITY OF HAWAII
HAWAII COMMUNITY COLLEGE

PROPOSED POSITION ORGANIZATION CHART

INSTRUCTION
CHART IIIa
A (94.00)

GENERAL EDUCATION AND PUBLIC SERVICE

Chairperson *
Secretary II, SR-14, 22234
Clerk Steno II, SR-09, 42458

Instructors: (35.20)
82435 83717 86692
82521 84390 86693
82609 84967 86694
82812 84968 86695
82851 85377 86696
82972 86578 86733
83045 86580 92930F +
83202 86562 92931F +
83257 86563 92932F +
83420 86564 92999F +
83622 86566 92999F +
83623 86691
84624 (0.20)

TRADE AND INDUSTRY

Chairperson *
Secretary II, SR-14, 22236
Clerk Steno II, SR-09, 44169

Instructors: (23.80)
82442 83638 84151
82527 83701 84296
82889 83704 84328
83030 83774 84331
83047 83871 84366
83076 83973 84374
83143 84085 84620
83550 84140
84624 (0.80)

BUSINESS EDUCATION AND AFFILIATED PROGRAMS

Chairperson *
Secretary II, SR-14, 25059
Clerk Steno II, SR-09, 42647 (.50)

Instructors: (16.00)
82108 83059 84126
82236 83156 84647
82362 83209 84664
82451 83312 84969
82703 83531
82785 83899

NURSING PROGRAM

Chairperson *
Clerk Typist II, SR-08
26806 @

Instructors: (11.00)
82780 83741 86568
83348 84001 86571
83535 84774 86574
83664 86567

COOPERATIVE VOCATIONAL EDUCATION

Instructor-Coordinator 84622
Clerk Steno II, SR-09,
25060 (.50)

@ Position pending variance to Secretary.
* Chairperson is appointed from among instructional positions within department.
+ Position to be transferred to Hawaii CC from Community College Systemwide Support.
- Position pending establishment.
STATE OF HAWAII
UNIVERSITY OF HAWAII
HAWAII COMMUNITY COLLEGE

PROPOSED POSITION ORGANIZATION CHART

ACADEMIC SUPPORT
Dean of Instruction, M-06, 89108

ACADEMIC SUPPORT
Chart IIIb
A (3.50)

LEARNING CENTER

UH Student Serv. Spec. II, PO-6, 80021 @
Clerk Steno II, SR-09, 42647 (.50)

LIBRARY

Instructor 92992F +-
Librarian Tech., 92490 F +-

* ACADEMIC COMPUTING

* Duties to be performed on a rotating basis by existing faculty.
@ Position pending variance to Education Specialist
+ Position to be transferred to Hawaii CC from Community College Systemwide Support.
- Position pending establishment.
STATE OF HAWAII
UNIVERSITY OF HAWAII
HAWAII COMMUNITY COLLEGE

PROPOSED POSITION ORGANIZATION CHART

COMMUNITY SERVICES
Chart Ilc
A (3.50)

PURSUANT TO BOARD OF REGENTS' ACTION
DATE DEC 20 1991

COMMUNITY SERVICES
Dean of Instruction, M-06, 89108

SPECIAL PROGRAMS AND
COMMUNITY SERVICES
UH Education Spec., 92996F +-
Clerk, 92494F +-

APPRENTICESHIP PROGRAM
Instructor, 83051
Clerk Steno II, SR-09, 25060 (.50)

+ Position to be transferred to Hawaii CC from Community College Systemwide Support.
- Position pending establishment.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
HAWAI'I COMMUNITY COLLEGE

PROPOSED POSITION ORGANIZATION CHART

STUDENT SERVICES

Dean of Students, 92993F +- 

SECRETARIAL SERVICES

Secretary, 92491F +- 

COUNSELING AND STUDENT LIFE

Junior Specialist, 84770 @
Instructor, 92995F +- 
Clerk, 92493F +- 

UH Education Spec., 91605F -@@

ENROLLMENT SERVICES

UH Student Services Spec., 92994F +- 
UH Student Services Spec. II, PO-6, 80967
UH Student Services Spec. I, PO-3, 80621
Clerk Typist II, SR-08, 43841
Clerk Steno II, SR-09, 43857
Clerk, 92492F +- 

@ Position to be varianced to Instructor.
@@@ Position to be varianced to Student Services Specialist.
+ Position to be transferred to Hawaii CC from Community College Systemwide Support.
- Position pending establishment.

PURSUANT TO BOARD OF REGENTS' ACTION

DATE: DEC 20 1991
STATE OF HAWAII
UNIVERSITY OF HAWAII
HAWAII COMMUNITY COLLEGE

PROPOSED POSITION ORGANIZATION CHART

ADMINISTRATIVE SERVICES

CHART V

A (2.50)

PURSUANT TO BOARD OF REGENTS' ACTION

DATE DEC 20 1991

ADMINISTRATIVE SERVICES

Director of Administrative Services, 92997F +- 

BUSINESS OFFICE

UH Admin. & Fis. Sppt. Spec., PO-1, 81784 (.50)

SECRETARIAL SERVICES

Secretary, 92495F +- 

+ Position to be transferred to Hawaii CC from Community College Systemwide Support.
- Position pending establishment.
FUNCTIONAL STATEMENTS
HAWAII COMMUNITY COLLEGE

Provides a comprehensive post-secondary instructional program including outreach education, career education, and general education courses. Career education programs lead to certificates and Associate of Science degrees, and are designed to prepare the graduate for entry-level employment. General education courses may lead to the Associate of Arts degree and may also transfer to Baccalaureate degree programs offered on the four-year campuses. At present, this College provides the following programs:


Structured non-credit instruction is offered through the Apprenticeship Training and Job Training Partnership Act (JTPA) programs. Community services provides non-credit training related to the College's credit programs and general interest programs.

The College provides a wide range of student support services to meet the needs of a diverse student body.
OFFICE OF THE PROVOST

The Office of the Provost is responsible for the orderly and proper functioning of Hawaii Community College, and is responsible for carrying out the objectives of the College.

Within the rules and regulations of the University of Hawaii System, the Office of the Provost:

* Issues rules and regulations governing the activities of the College.

* Develops long-range plans for the growth and improvement of the College.

* Recommends appointments, tenure, leaves, terminations and promotions for all college personnel.

* Maintains accreditation standards as promulgated by the Accrediting Commission for Community and Junior Colleges, the State Legislature, and other governing bodies.

* Approves and submits a College budget to the University System.

* Serves as the College's liaison and representative to the general community including the Hawaii County Government, State Legislators, and other appropriate State and community agencies, organizations.

* Assures community involvement and program quality through the establishment of lay advisory bodies to critically review instructional programs, the continuance of a fund-raising committee, and the establishment of other committees as needed.
OFFICE OF DEAN OF INSTRUCTION

The Dean of Instruction is responsible for directing all instructional programs, Academic Support and Special Programs and Community Services. The main functions of the office are to plan, organize, and conduct formal post-secondary education classes; maintain and improve on-going certificate and degree programs, develop new programs; conduct on-going evaluation of academic programs; and maintain standards of accreditation. For all credit and non-credit instruction, the Dean:

* Supervises and participates in delivering programs and curriculum development, off-campus credit and non-credit programs; reviews instructional programs and coordinates programs and course revisions as needed.

* Supervises and coordinates the activities of division chairpersons and program coordinators including personnel recruitment, selection, training, and evaluation; academic advising; planning, budgeting, requisitioning, and record-keeping; scheduling of classes; coordinating facility usage for instruction. Assesses resource and staffing needs, prepares biennium budget for the instructional, academic support and special programs and community services areas.

* Recommends to the Provost personnel transactions which relate to hiring, tenure, leaves, promotions, and terminations.

* Plans, budgets, organizes, implements, and evaluates a staff in-service training program.

* Prepares grant applications; operationalizes plans to carry out various federally-funded programs.

* Maintains and updates articulation programs with the Department of Education, four-year campuses, and other agencies.

* Coordinates the development of the College's vocational education state plan, and all accreditation reports.

* Supervises and coordinates special programs such as non-credit, apprentice training programs, community service activities, externally-funded instructional programs and short-term training programs.
INSTRUCTION

The purpose of instruction is to offer courses to meet the major needs of academic programs in each division and the needs of general education and lower division students.

**General Education and Public Service, Trade and Industry, Business Education and Affiliated Programs, Nursing Program**

Under the general supervision of the Dean of Instruction, the four Divisions develop coherent programs among the disciplines within the respective divisions. The divisions each:

* Coordinate curricular offerings among the disciplines.

* Offer courses to meet the specific degree requirements of major programs and the needs of general education and lower division students.

* Consults and cooperates with other divisions on curricular matters.

* Recommends personnel transactions, administers annual operating and equipment budgets necessary to deliver the instructional programs.

**Cooperative Vocational Education**

The purpose of cooperative vocational education is to enrich the quality and scope of post-secondary education through educationally-related work experiences which afford students an opportunity to earn funds needed for their education, while enabling them to become better prepared to achieve their educational or career objectives. Instructors collaborate with local training station sponsors to assure that the educational objectives of the work laboratory are attained.
COMMUNITY SERVICES

Under the Dean of Instruction, this functional area offers non-credit training on-and off-campus and delivers special programs to the community.

Special Programs and Community Services

Offers to the community non-credit programs related to on-campus curricular programs and facilitates the delivery of credit programs using interactive television, cable access, and on-site methodology. Partnerships with business and secondary education will enhance outreach to all population groups and geographic areas of the island.

Apprenticeship Programs

Provides evening and weekend courses for apprenticeship training in the fields of carpentry, electricity, heavy equipment mechanics, masonry, painting, plumbing, and sheet metal. Training may be offered in other fields if there is a demand. The programs meet the requirement of the State of Hawaii Apprenticeship Law and enable an apprentice to complete the minimum hours of related instruction paralleling on-the-job training.
OFFICE OF STUDENT SERVICES

The purpose of this office is to provide all the necessary and complementary services related to the needs of students which are not directly instructional. The services are to better enable students to succeed in their learning experiences, adjust to the College and seek future goals in a more orderly fashion.

Counseling and Student Life

* Provides qualified, professional counseling services including assistance with career/life planning, establishing educational goals, adjusting to college life, developing job search skills, and job placement.

* Disseminates information about services available on campus, college transfer information, occupational exploration, and labor market trends, and provide referral services to community resources for specific services and information not available on campus.

* Coordinates assistance for students with disabilities and other groups in need of special assistance.

* Conducts orientation and provide workshops and classes on student development topics such as, career/life planning, decision making, goal setting, time management, and self-knowledge.

* Implements student center programs and other co-curricular activities; advise student government and other major student organizations.

Enrollment Services

* Provides information about the College to the general public and selected special target populations, and implement recruitment strategies for the College.

* Provides pre-admissions counseling services including clarification of career/educational goals and workshops on preparing for college, and assistance in applying for financial aid.

* Delivers timely financial aid services to meet the needs of entering and enrolled students, including coordination of all Federal and State student financial aid programs.
OFFICE OF ADMINISTRATIVE SERVICES

The Office of the Director for Administrative Services provides for the various administrative support services and activities of the College which generally include personnel, administrative management, budget and fiscal services, and operations and maintenance. This operation:

* Insures the College operates within Federal and State statutes, established policies and procedures of the University of Hawaii, and educates the campus community of applicable policies, guidelines, procedures, forms, and alternatives available in accomplishing tasks.

* Reviews and assists in the preparation of the College's long and short term educational plans, accreditation self-studies, program reviews, special studies, etc.; makes corrections and recommendations for improvement; prepares and implements the short and long range plans for the Business Office and the Operations and Maintenance Programs, in coordination with the University of Hawaii at Hilo.

* Performs and/or participates in special studies of interest or concern; making recommendations, offering alternatives, correcting problems, discussing the facts, etc., as appropriate.

* Monitors all aspects of the activities of extramurally-funded projects including critically reviewing the proposal, ensuring the activities can be performed with available resources and time frame, monitoring progress, and following-up on reporting requirements.

* Responds to requests for information, especially from systemwide offices, State agencies, and legislators.

* Coordinates the budgeting for the College, including the biennium budget requests, six-year operating budget plan, the Capital Improvements Program projects, and the Special Repairs and Maintenance Program requests; prepares the budget requests for the Business Office and Operations & Maintenance Programs in coordination with the University of Hawaii at Hilo.
Works with University of Hawaii at Hilo to insure that the business office's functions of procurement, personnel, payroll, cashiering, financial management, cash controls, telephone switchboard, campus mail, and budget execution are maintained.

Works with University of Hawaii at Hilo to see that proper maintenance and care of all physical facilities and properties of the College is performed, including adequate security of the premises; prepares short and long range plans and implements them within the resources available; monitors CIP, energy conservation, Special R&M and other campus projects.

**Business Office**

This operation is responsible for controlling all expenditures and coordinating fiscal services as related to the College's participation in the JTPA externally-funded project.