MEMORANDUM

TO: Board Secretary Pepper Shiramizu

FROM: Rodney Sakaguchi

SUBJECT: NOTIFICATION OF REORGANIZATION-KAPIOLANI COMMUNITY COLLEGE, COMPUTING CENTER

Enclosed for the information of the Board of Regents is a copy of a reorganization recently approved for the Computing Center in the Kapiolani Community College. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Senior Vice President/Chancellor Tsunoda at 956-7313 or Peggy Hong at 956-8592.

Attachment

cc: President/Chancellor Simone
    Senior Vice President/Chancellor Tsunoda
    Peggy Hong
MEMORANDUM

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

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, KAPIOLANI COMMUNITY COLLEGE, COMPUTING CENTER

Enclosed for your files is a copy of the reorganization which was approved on May 8, 1992 for Kapiolani Community College, Computing Center. 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 at 956-8592.

Joyce S. Tsunoda, Senior Vice President
and 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
EXECUTIVE SUMMARY

KAPIOLANI COMMUNITY COLLEGE
COMPUTING CENTER

Enclosed for your information is the approved reorganization of the Kapiolani Community College, Computing Center. The reorganization reflects the addition of two new Computing Center positions, one UH Educational Specialist and one UH Computer Specialist. The reorganization also combines administrative and academic computing by reassigning two Computer Specialists, one from Administrative Services and the other from Instructional Support, to the Computing Center. All four positions will be supervised by the existing UH Educational Specialist II (position to be redescribed), within the Computing Center.

Under the present organizational structure, academic computing support is provided by one UH Educational Specialist II, Position No. 81384, while two UH Computer Specialist IV’s, Position Nos. 81069 and 80529, support administrative computing.

Under the approved reorganization, different networking technologies and protocols, which have evolved for administrative and academic computing, can now be brought together to provide consistent training, application and user support.

The only additional cost of the reorganization will be the reclassification of the UH Educational Specialist II, Position No. 81384, which is estimated to be $8908, subject to appropriate classification reviews. The additional cost will be funded through an internal reallocation and will not require additional funding in the future.
Kapiolani Community College would like to request a reorganization of the Computing Center under the Dean of Instruction. The organizational changes are necessary to maximize the efficiency and effectiveness by centralizing and consolidating computing support functions.

Present Organization

Under the present organizational structure, academic computing support is provided by one UH Educational Specialist II, Position #81384 from the computing center, while two UH Computer Specialist IVs, one from administrative services (Position #81069) and the other from the instructional support office (Position #80529), support administrative computing.

Proposed Organization

The College wishes to combine administrative and instructional computing support by realigning the two computer specialists (Position Nos. 80169 and 80529) along with the two recently appropriated computing center positions, an UH Educational Specialist (Pseudo #92714F) and an UH Computer Specialist (Pseudo #92713F) under the existing UH Educational Specialist II, Position #81384, within the computing center.

Background/Nature of the Proposed Reorganization

Conditions prompting proposed reorganization

Lack of operational integration between the existing computing operations impede making the best use of scarce existing resources. This has particularly been the case in the areas of administrative computing and user support services. Different networking technologies and protocols have evolved for administrative and academic computing, and only now are being brought together. Critical services such as application support, training, and user support are often being provided inconsistently by different units: difficulty arises for users to know who to rely on for what kind of services; they may get different answers to the same questions or requests depending on whom they call, and multiple contact may be necessary to assure the success of a project in areas of overlapping responsibilities.
Explanation of the nature of the proposed reorganization

The reassignment of existing positions and functions

To permanently reassign the UH Computer Specialist IV, Position #81069, from the Administrative Services division, and the UH Computer Specialist IV, Position #80529, from the Instructional Support division, to the Computing Center division. Under the supervision of the UH Educational Specialist II, Position #81384, the two computer specialists will continue to provide support for administrative computing and communication needs, and other related activities as directed.

The addition of new positions, functions, and programs

During the 1991 legislative session two new Computing Center positions were approved by the legislature, a UH Computer Specialist, Pseudo #92713P, at $24,250, and a UH Educational Specialist, Pseudo #92714P, at $22,650. Both positions will be under the supervision of the existing UH Educational Specialist II, Position #81384, (position to be reclassified) and will provide support for instructional computing.

Position variances and whether new positions will be required as replacements for positions reclassified

A position variance will be required to reclassify the UH Educational Specialist II to a UH Computer Specialist.

How operational, organizational, functional, and programmatic relationships will be affected

This reorganization will have no impact on students. In addition, no new functions will be added nor will it affect operations.

The impact of the reorganization on existing positions

Only the existing UH Educational Specialist II, Position #81384 will be reclassified and submitted for reclassification.

Availability of office space or other requirements

No other additional requirements such as office space is needed. The two existing Computer Specialist IV's will have offices in the library, and the existing educational specialist as well as the two new positions will be located in the Computing Center.
Estimated additional cost of the reorganization

The only additional cost of the reorganization will be reclassification of the UH Educational Specialist II, Position #81384, which is estimated to be $8908, subject to appropriate classification reviews. The additional cost will be funded through an internal reallocation and will not require additional funding in the future.

Reasons for Proposing the Reorganization

Whether there is a basis in law or policy supporting the reorganization

The reorganization is not based on any law or policy.

Reasons for proposing the reorganization and why an organizational solution is being advocated

To make the best use of scarce existing resources with minimal additional costs, an organizational solution is being advocated. Also the Computing Center is already involved with administrative as well as with academic computing support; end user support; product evaluation; and user training.

How problems or conditions will be eliminated or improved upon

By creating one unit to be responsible for all computing resources the following will be achieved: duplicate services will be eliminated; improvement of computing resource management; comprehensive planning; and end-user support. The existing organization by having the computing resources dispersed does not facilitate the above.

Benefits and desired results which will be achieved by reorganizing

Aside from addressing the problems and conditions, the reorganization will promote a unity and direction for computing and related technologies. By integrating the positions within the computing center, comprehensive planning and management will be more effective.

Supporting qualitative and quantitative data

With over 6000 students per semester, faculty, staff and lecturers of approximately 450, the 5 positions supporting computing resources consisting of over 520 microcomputers and 2 minicomputers, needs to be organizationally aligned to be of maximum use. Other significant resources presently managed by these positions are the telephone system, 12 local area networks, and PACX.

Why functions are being grouped as they are

All campus computing functions are grouped with the Computing Center to provide a congruent and managerially effective support unit.
Other Alternatives

A new division to oversee all information services was considered as an alternative. However, because the Computing Center primarily provides academic support, a great percentage of its budget comes from Instructional Services. In addition due to high organizational costs and the time required for implementation it was deemed as an undesirable solution for the present.

Organizational Charts and Statements

Organizational charts reflecting the existing and proposed organization, as well as the existing and proposed function statements are included as attachments.

Attachments
FORMER ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
Office of the Provost

Provost, M11-E, #89100

Secretarial Services

Secretary IV, SR 18, #10391

Administrative Services

Administrative Assistant to the Provost, M03-M, #89028
UHComputer Sp IV, P09, #81069

General Funds (4,000)
Computing Center

UH Educational Specialist II, P06, #61381

 CURRENT
 State of Hawai‘i
 University of Hawai‘i
 Kapiolani Community College
 Instruction
 Position Organization Chart
 Chart III I

General Funds (1.00)

Chart Updated
Date  June 30, 1991
KAPIOLANI COMMUNITY COLLEGE

OFFICE OF THE PROVOST

The Office of the Provost plans, organizes, directs, and controls the Institution's academic and support programs at the campus level in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Curriculum and Instruction.
- Student services, admissions and records, counseling, student government.
- Library and media services.
- Campus planning and research.
- Finance, accounting and budgeting.
- Personnel transactions and records.
- Physical plant and grounds, including parking and security.
- Public relations.
- Institutional research and administrative data processing.
- Community services.

Administrative Assistant

Provides staff assistance to the Provost and is in charge of the total scope of activities leading to the planning and relocation of the College to its new site.

- Serves as coordinator and "project manager" to plan and coordinate the Incremental development and transfer of Kapiolani Community College programs to Ft. Ruger.
Works directly with consultants and agency personnel and coordinates their efforts with the College and Systems personnel on the development of the:

- Educational specifications
- Campus master plan
- Environmental impact statement
- Planning, programming and budgeting for renovation and new construction

Represents the Provost in a liaison role with various constituencies such as concerned citizens, students, faculty, staff, advisory committees, community groups, legislators, other units of the University of Hawaii System, and appropriate departments of the State of Hawaii and City and County of Honolulu.

Serves as a troubleshooter for the Provost, reporting on areas of particular concern and sensitivity in order to develop information leading to a decision or recommendation.

Handles and processes the substantial flow of mail and memorandum to the Provost and prepares a significant portion of the writing of letters, policy papers, and public statements under the direction of the Provost.

Has responsibility for gathering various types of data, applying appropriate statistical techniques, and producing reports.
Serves as the Provost's designee in handling collective bargaining complaints and grievances relating to interpretation and application of contracts' terms and conditions.

OFFICE OF STUDENT SERVICES

The Office of Student Services is responsible for planning, developing, and providing various support services and activities, primarily for the students of the college. This Office also protects students' rights. Services and activities of this program include:

- Admissions
- Registration
- Student Records Management
- Financial Aid
- Academic Assessment
- Enrollment Verification
- Evaluation of Academic Credentials
- Academic Advising
- Counseling
- Educational Accommodations for Physically Disabled
- Employment Services and Placement
- Student Co-curricular Activities

Enrollment Services

The primary function of this unit is to provide the activities and services generally associated with the matriculation process for the student and prospective student. The activities and services include:

- Providing information concerning the college's programs, instructional and non-instructional
services, and curricula, and developing recruitment and marketing activities for the college

- Processing admissions applications
- Providing academic assessment including course placement testing and student needs identification
- Providing college orientation activities for new students prior to initial registration
- Conducting student registration and managing student academic records
- Certifying enrollment status and other student status for educational and financial benefit programs, such as veterans' and social security programs, and responding to other official, or legal inquiries
- Evaluating student academic records including transfer credit evaluation and program completion
- Administering the Student Financial Aid program which includes student loans, scholarships, grants, tuition waivers, and employment.

Career and Personal Development

The primary function of this unit is to provide support services and activities that assist students in completing their academic and training objectives. Such services and activities include:

- Providing academic, career, vocational, and personal counseling
- Informing and advising students on program requirements
- Monitoring academic progress for high-risk students
- Conducting information and instructional sessions on college success and survival techniques which affect student retention and completion of educational objectives
- Providing and arranging for tutorial, notetaking, interpreter, and other similar services, including physical accommodations for selected student groups such as the disabled
- Providing job placement for currently-enrolled
students as well as graduates

- Counseling, advising, and conducting other individualized and group activities for students wishing to transfer to other community colleges or to baccalaureate-level campuses
- Offering co-curricular educational and social activities
- Providing dispensary-level health care and health education

OFFICE OF THE DEAN OF INSTRUCTION

The Office of the Dean of Instruction is responsible for the administration, development, and improvement of the instructional staff and curricula, and may serve as the Acting Provost.

- Oversees the recruitment, improvement, and evaluation of faculty.
- Applies and administers the University's and College's rules concerning faculty, curricula and budget.
- Coordinates the development of the College curriculum, program planning, and academic support services.

General Instruction Support

This office is responsible for certain defined areas as follows:

- Federal grants.
- Summer session.
- Class schedules.

Division of General Education, Business Education, Food Service Education, and Public Service

The Instructional division is responsible for the development, supervision and improvement of Instruction and
curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas: general education, business education, food service education, and public service.

- General education (transfer) programs in social sciences and language arts.
- Business education programs in accounting, business administration, and data processing.
- Food service and hospitality education programs.
- Programs in secretarial science and legal para-professional work (paralegal).

Division of General Education and Health Education

The instructional division is responsible for the development, supervision and improvement of instruction and curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas of general education and health education:

- General education (transfer) programs in mathematics and science, and the humanities.
- Health education programs in dental assisting, dietetic technician, medical assisting, medical lab technician, nurse's aides, occupational therapy assisting, practical nursing, radiologic technology, and respiratory therapy.

Library Services

The Library is responsible for the organization, development and control of all aspects of the library including staff, materials, maintenance of recognized library standards, and the budget. The following functions are carried out:
Acquisition of an adequate collection of library materials.

Long and short-range planning and development of library services.

Keeping apprised of new developments in library technology and equipment and evaluation of their applicability to the campus.

Budgetary planning and expenditure review of library funds.

**Educational Media Center**

The Educational Media Center performs a full range of scope and duties and responsibilities as follows:

- 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 equipment available and to enable them to operate equipment.

- Serves as liaison for the College faculty and staff and educational agencies for interchange of ideas and resources involving audio-visual media including workshops, institutes, projects, or research.
. Works with College program heads in formulation of budget requirements and matters related to instructional improvement.

. Coordinate video telecommunication and maintain the campus cable distribution system.

. Operate the graphics and printshop operations.

**Learning Assistance Center**

. Provide tutoring services for all disciplines with emphasis on reading, writing, math, and basic skills.

. Provide support for basic and developmental skills programs.

. Provide makeup testing and other outside of class support for other programs.

. Manage the College Credit Equivalency Program.

**Computing Center**

. Provide academic computing services and assistance to students and faculty and staff in the computing center.

. Schedule the use of the resources in the computing center.

. Perform and manage the maintenance of hardware in the computing center.

. Evaluate and make recommendation on the purchase of software.

. Provide assistance in the College’s computing across the curriculum program.
OFFICE OF ADMINISTRATIVE SERVICES

This office is responsible for the administrative management of the College including the Business Office, Personnel Office, and the operations and maintenance activities.

Business Office

This office is responsible for the following:

- Accounting and financial management.
- Procurement.
- Payroll.
- Cashiering.
- Contracts and grants administration.
- Operating and capital budget preparation.

Personnel Office

This office is responsible for the following:

- Personnel administration.
- Staff development activities and training.
- Workers compensation administration.

Operations and Maintenance

This office performs a variety of duties and responsibilities in the areas listed:

- Physical plant operations and maintenance.
- Inventory control and record keeping.
- Mail, transportation and communication services.
- Safety programs.
- Parking and campus security.
- Custodial and groundskeeping.
OFFICE OF COMMUNITY SERVICES

This office is responsible for all educational activities exclusive of the regular instructional programs of the College. The Office of Community Services consists of a Director to which two administrative support staff, a Secretarial Services Unit, and five non-credit instructional program units report.

Director of Community Services

The Director of Community Services is responsible for all functions concerned with non-credit programs. This includes the following:

- Identifies and responds to specific educational needs of the community.
  This includes assessing the special post-secondary educational needs of the community and private enterprises.
- Responsible for working with community organizations, groups and individuals in order to establish appropriate educational programs related to, but exclusive of, the regular instructional programs.
- Responsible for all new non-credit instructional program proposals and for program reviews of on-going non-credit instructional programs.
- Responsible for evaluating non-credit instructional program outcomes.
- Responsible for the execution of the Office of Community Services budget in accordance with University and State policies.
Secretarial Services

This unit consists of clerical staff to support the Director and Program Divisions.

Program Divisions (Fine Arts; Leisure and Recreation; Computer Education; Business and Office Technologies; Humanities; Food Service).

Each non-credit instructional program is responsible for the delivery, development, supervision and improvement of non-credit instruction and curricula in their respective program area. This includes the following:

1. Responsible for planning, developing curricula, and implementing non-credit courses and community service programs.
2. Responsible for preliminary scheduling, classroom assignments and development of program catalogs and brochures.
3. Responsible for the recruitment of temporary faculty to teach non-credit courses in accordance with policies and procedures of the University and State of Hawaii.
4. Responsible for non-credit instructional program budget allocation and expenditure control.
5. Responsible for maintaining data and files required for reporting and evaluating program effectiveness.
NEW ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
Instruction
Dean, M07-M, #89068

Computing Center

UH Educational Specialist II, P06, #81384*

UH Computer Sp IV, P09, #81069

UH Computer Sp IV, P09, #80529

UH Computer Sp, #92713F**

UH Educational Sp, #92714F**

* Proposed to be redescribed & submitted for reclassification
**Pending establishment: UH Computer Sp, #92713F
                         UH Educational Sp, #92714F

State of Hawai'i
University of Hawai'i
Kapiolani Community College

Instruction
Chart
Chart III I

APPROVED:

Joyce S. Tsunoda
Senior Vice President & Chancellor
for Community Colleges

Date 5/1/93
PROPOSED
Kapiolani Community College
Instruction
Computing Center

FUNCTIONAL STATEMENTS

* Provide overall direction and control over all campus computing policies.
* Provide administrative and academic computing services and assistance to students and faculty.
* Schedule the use of the resources in the computing center.
* Perform and manage the maintenance of hardware in the computing center.
* Evaluate and make recommendations on the purchase of software.
* Provide assistance in the College’s computing across the curriculum program.
March 16, 1992

MEMORANDUM

TO: Board Secretary Pepper Shiramizu  
FROM: Rodney Sakaguchi  
SUBJECT: NOTIFICATION OF REORGANIZATION-KAPIOLANI COMMUNITY COLLEGE

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on March 9, 1992, for the Office of the Dean of Instruction in the Kapiolani Community College. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Senior Vice President/Chancellor Tsunoda at 956-7313 or Peggy Hong at 956-8592.

Attachment

cc: President/Chancellor Simone  
    Senior Vice President/Chancellor Tsunoda  
    Peggy Hong
UNIVERSITY OF HAWAI'I

Chancellor for Community Colleges

MEMORANDUM

March 5, 1992

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

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF HAWAI'I,
   KAPIOLANI COMMUNITY COLLEGE, OFFICE OF THE DEAN OF INSTRUCTION

Enclosed for your files is a copy of the reorganization which was approved by the University for Kapiolani Community College, Office of the Dean of Instruction. 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 at 956-3592.

Joyce S. Tsunoda
Chancellor for Community Colleges

Enclosure

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
EXECUTIVE SUMMARY

KAPIOLANI COMMUNITY COLLEGE
OFFICE OF THE DEAN OF INSTRUCTION

Enclosed for your information is the approved reorganization of the Kapiolani Community College Office of the Dean of Instruction. The reorganization reflects the reorganization of two (2) vacant Clerk-Stenographer II, SR-09, Positions Nos. 29222 and 26763 from Secretarial Services to the Assistant Deans of Instruction.

The previous organizational structure reflected the two (2) Clerk-Stenographer II, SR-09 positions reporting directly to the Secretary III, SR-14, Position No. 21334 and working in a clerical pool setting. However, as the specialized duties of the Assistant Deans increased, it was necessary to assign one (1) Clerk-Stenographer II position to work directly with each Assistant Dean.

The reorganized structure reflects recognition of this one-to-one relationship and recognizes the specialities of each Assistant Dean, with each Assistant Dean position supervising one (1) Clerk-Stenographer II, SR-09 position.

With the approval of the reorganization, the positions will be redescribed, and position descriptions will be submitted for classification review. The anticipated additional costs will be covered through use of student help funds, and no additional funds will be requested to cover costs.
1. Present Organization

Under the present organizational structure all clerical support is in direct line to the Dean via the Dean’s Secretary, Position No. 21334, Secretary III. There are two Clerk-Stenographer II positions, Position Nos. 29222 and 26763, whose incumbents technically report to the Dean’s Secretary. The Assistant Deans report directly to the Dean and have no direct clerical support.

2. Proposed Organization

Under the proposed revised organizational structure, each Assistant Dean would supervise a Clerk-Stenographer II. No clerk would report to the Dean’s Secretary. Subsequent to reorganization, the existing Clerk-Stenographer positions would be re-described and submitted for reclassification.

3. Background/Nature of the Proposed Reorganization

As the specialized duties of the Assistant Deans have increased, and as the technical complexity of their duties has grown, it has been necessary for one Clerk-Stenographer to work directly with each Assistant Dean to learn their specializations.

The principal assumptions underlying this new organization are:

a. the efficiency and effectiveness of office operations would be increased by the addition of clerical support able to specialize in and fully assist with (through direct two-way communication) the complex duties of the respective Assistant Deans.

b. The College community will be able to have increased communication for special needs as the subject positions will be able to answer queries and problem-solve when the Assistant Deans are not available.

The details of the proposed reorganization are:

a. there will be a reassignment of existing positions, with re-descriptions and re-classifications requested. The function of supervision of the Clerk-Stenographer positions will move from the secretary to the two Assistant Deans.

b. there will be no new positions, functions, or programs.

c. there will be a request for position variances but no requests for new positions.
d. the operational nature of this office will not change. Programmatic and functional relationships will be rearranged to reflect existing operations and the reclassified positions. This reorganization would have no impact on students, faculty or other staff, except through expected improved office efficiency.

e. if the proposed reorganization is approved, a request will be submitted to redescribe and reclassify the two existing Clerk-Stenographer II positions to Secretary II positions.

f. the two Clerk-Stenographer positions are both vacant at this time. The proposed reorganization will result in no change in office requirements.

4. Reasons for Proposing the Reorganization

The organizational changes are necessary to better reflect the actual current situation and to provide a clerical support organization that will enhance the effectiveness and efficiency of the office. There is no known statement in law or policy relating to this reorganization.

The duties of the Dean’s Secretary have increased such that it is unrealistic to expect this position to manage the work flow of the entire office in addition to the other duties. This is particularly the case as the technical knowledge needed for much of the support work involves a variety of specialized computer programs. It is not realistic to ask the Dean’s Secretary to prioritize the work of the staff of the two Assistant Deans.

The staff needs of the positions supporting the Assistant Deans require capable personal assistants with specialized knowledge. Each Assistant Dean has functions and responsibilities unique from the other.

5. Other Alternatives Considered

In lieu of the re-organization, the office could continue in its present organization, which is not proving to be efficient. Short of the addition of additional positions to directly assist the Assistant Deans (an impractical alternative), no other alternative has been suggested or discovered.

6. Organization Charts

The proposed organization chart for Instructional Services is attached as Appendix A. A current chart is attached for comparison.

7. Action Recommended

The action recommended is to approve the reorganization of the Instructional Services Office which will result in a more effective and efficient Academic Support Unit.

Attachments:  Current:  Charts/Functional Statement
              Proposed:  Charts/Functional Statement (no change)
PREVIOUS ORGANIZATIONAL

CHART AND FUNCTIONAL STATEMENTS
KAPIOLANI COMMUNITY COLLEGE

OFFICE OF THE PROVOST

The Office of the Provost plans, organizes, directs, and controls the institution's academic and support programs at the campus level in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Curriculum and instruction.
- Student services, admissions and records, counseling, student government.
- Library and media services.
- Campus planning and research.
- Finance, accounting and budgeting.
- Personnel transactions and records.
- Physical plant and grounds, including parking and security.
- Public relations.
- Institutional research and administrative data processing.
- Community services.

Administrative Assistant

Provides staff assistance to the Provost and is in charge of the total scope of activities leading to the planning and relocation of the College to its new site.

- Serves as coordinator and "project manager" to plan and coordinate the incremental development and transfer of Kapiolani Community College programs to Ft. Ruger.
Works directly with consultants and agency personnel and coordinates their efforts with the College and Systems personnel on the development of the:

- Educational specifications
- Campus master plan
- Environmental impact statement
- Planning, programming and budgeting for renovation and new construction

Represents the Provost in a liaison role with various constituencies such as concerned citizens, students, faculty, staff, advisory committees, community groups, legislators, other units of the University of Hawaii System, and appropriate departments of the State of Hawaii and City and County of Honolulu.

Serves as a troubleshooter for the Provost, reporting on areas of particular concern and sensitivity in order to develop information leading to a decision or recommendation.

Handles and processes the substantial flow of mail and memorandum to the Provost and prepares a significant portion of the writing of letters, policy papers, and public statements under the direction of the Provost.

Has responsibility for gathering various types of data, applying appropriate statistical techniques, and producing reports.
Serves as the Provost's designee in handling collective bargaining complaints and grievances relating to interpretation and application of contracts' terms and conditions.

OFFICE OF STUDENT SERVICES

The Office of Student Services is responsible for the following activities of the Student Services Program:

- Admissions and records.
- Registration.
- Placement and financial aids.
- Student activities.
- Guidance and counseling.
- Resource to faculty and College administration on all student matters.
- Veterans.
- Disadvantaged and handicapped students.
- Foreign students.

Admissions and Records

The function of this office is to coordinate, direct and follow through on activities in the following areas:

- Dissemination of information concerning admissions and academic offerings.
- Processing of applications, registration, placement testing.
- Maintenance of student academic reports, evaluation and certification.
Articulating with instructors, staff and students regarding policies and regulations concerning academic standards, etc.

Counseling

Student Activities
- Serves as advisor to the Associated Students of Kapiolani Community College.
- Oversees all ASKCC social and service activities.
- Conducts intramural program.
- Supervises preparation of ASKCC budget and reviews expenditures.

Financial Aids
- Coordinates financial aids program including loans, deferred payments, scholarships, and grants.
- Counsels students on educational, vocational and other problems.

Job Placement
- Collects and disseminates occupational and career information and interprets local employment trends.
- Gathers, clarifies and publicizes employers' notices of job opportunities and maintains records of student referrals and employment.
- Secures part-time and full-time employment for currently enrolled students as well as graduates.
- Counsels students on educational, vocational and other problems.
General

- Coordinates orientation and small group testing programs.
- Assists students with educational, personal, vocational, and other problems.
- Maintains liaison with instructional divisions and high schools and other community agencies.

"OFFICE OF THE DEAN OF INSTRUCTION"

The Office of the Dean of Instruction is responsible for the administration, development, and improvement of the instructional staff and curricula, and may serve as the Acting Provost.

- Oversees the recruitment, improvement, and evaluation of faculty.
- Applies and administers the University's and College's rules concerning faculty, curricula and budget.
- Coordinates the development of the College curriculum, program planning, and academic support services.

General Instruction Support

This office is responsible for certain defined areas as follows:

- Federal grants.
- Summer session.
- Class schedules.

Division of General Education, Business Education, Food Service Education, and Public Service

The instructional division is responsible for the development, supervision and improvement of instruction and
curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas: general education, business education, food service education, and public service.

- General education (transfer) programs in social sciences and language arts.
- Business education programs in accounting, business administration, and data processing.
- Food service and hospitality education programs.
- Programs in secretarial science and legal para-professional work (paralegal).

Division of General Education and Health Education

The instructional division is responsible for the development, supervision and improvement of instruction and curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas of general education and health education:

- General education (transfer) programs in mathematics and science, and the humanities.
- Health education programs in dental assisting, dietetic technician, medical assisting, medical lab technician, nurse's aides, occupational therapy assisting, practical nursing, radiologic technology, and respiratory therapy.

Library Services

The library is responsible for the organization, development and control of all aspects of the library including staff, materials, maintenance of recognized library standards, and the budget. The following functions are carried out:
Acquisition of an adequate collection of library materials.

Long and short-range planning and development of library services.

Keeping apprised of new developments in library technology and equipment and evaluation of their applicability to the campus.

Budgetary planning and expenditure review of library funds.

Educational Media Center

The Educational Media Center performs a full range of scope and duties and responsibilities as follows:

- 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 equipment available and to enable them to operate equipment.

- Serves as liaison for the College faculty and staff and educational agencies for interchange of ideas and resources involving audio-visual media including workshops, institutes, projects, or research.
. Works with College program heads in formulation of budget requirements and matters related to Instructional Improvement.

. Coordinate video telecommunication and maintain the campus cable distribution system.

. Operate the graphics and printshop operations.

Learning Assistance Center

. Provide tutoring services for all disciplines with emphasis on reading, writing, math, and basic skills.

. Provide support for basic and developmental skills programs.

. Provide makeup testing and other outside of class support for other programs.

. Manage the College Credit Equivalency Program.

Computing Center

. Provide academic computing services and assistance to students and faculty and staff in the computing center.

. Schedule the use of the resources in the computing center.

. Perform and manage the maintenance of hardware in the computing center.

. Evaluate and make recommendation on the purchase of software.

. Provide assistance in the College's computing across the curriculum program.
OFFICE OF ADMINISTRATIVE SERVICES

This office is responsible for the administrative management of the College including the Business Office, Personnel Office, and the operations and maintenance activities.

Business Office

This office is responsible for the following:

- Accounting and financial management.
- Procurement.
- Payroll.
- Cashiering.
- Contracts and grants administration.
- Operating and capital budget preparation.

Personnel Office

This office is responsible for the following:

- Personnel administration.
- Staff development activities and training.
- Workers compensation administration.

Operations and Maintenance

This office performs a variety of duties and responsibilities in the areas listed:

- Physical plant operations and maintenance.
- Inventory control and record keeping.
- Mail, transportation and communication services.
- Safety programs.
- Parking and campus security.
- Custodial and groundskeeping.
OFFICE OF COMMUNITY SERVICES

This office is responsible for all educational activities exclusive of the regular instructional programs of the College. The Office of Community Services consists of a Director to which two administrative support staff, a Secretarial Services Unit, and five non-credit instructional program units report.

Director of Community Services

The Director of Community Services is responsible for all functions concerned with non-credit programs. This includes the following:

- Identifies and responds to specific educational needs of the community.
- This includes assessing the special post-secondary educational needs of the community and private enterprises.
- Responsible for working with community organizations, groups and individuals in order to establish appropriate educational programs related to, but exclusive of, the regular instructional programs.
- Responsible for all new non-credit instructional program proposals and for program reviews of on-going non-credit instructional programs.
- Responsible for evaluating non-credit instructional program outcomes.
- Responsible for the execution of the Office of Community Services Budget in accordance with University and State policies.
- 11 -

. Responsible for general supervision of non-credit instructional faculty and support staff to ensure performance is at an acceptable level.

. Responsible for personnel actions which relate to hiring, leaves, promotion and termination of non-credit instructional faculty and support staff.

. Responsible for overseeing curriculum development and innovations in non-credit learning and instruction.

The support positions under the Director of Community Services are responsible for program market analyses, extramural grant and proposal coordination, and revenue collection. This includes the following:

. Responsible for planning, developing and coordinating the public relations activities for the Office of Community Services within the prescribed University guidelines.

. Responsible for conducting market analyses for timely determinations on the viability of proposed program offerings as well as the relative success of on-going Office of Community Services programs.

. Responsible for development and coordination of extramural grant proposals for the Office of Community Services.

. Responsible for developing and implementing contract training proposals for the community and private sector.

. Responsible for revenue collection.
Secretarial Services

This unit consists of clerical staff to support the Director and Program Divisions.

Program Divisions (Fine Arts; Leisure and Recreation; Computer Education; Business and Office Technologies; Humanities; Food Service)

Each non-credit instructional program is responsible for the delivery, development, supervision and improvement of non-credit instruction and curricula in their respective program area. This includes the following:

- Responsible for planning, developing curricula, and implementing non-credit courses and community service programs.
- Responsible for preliminary scheduling, classroom assignments and development of program catalogs and brochures.
- Responsible for the recruitment of temporary faculty to teach non-credit courses in accordance with policies and procedures of the University and State of Hawai‘i.
- Responsible for non-credit instructional program budget allocation and expenditure control.
- Responsible for maintaining data and files required for reporting and evaluating program effectiveness.
KAPIOLANI COMMUNITY COLLEGE

OFFICE OF THE PROVOST

The Office of the Provost plans, organizes, directs, and controls the institution's academic and support programs at the campus level in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Curriculum and instruction.
- Student services, admissions and records, counseling, student government.
- Library and media services.
- Campus planning and research.
- Finance, accounting and budgeting.
- Personnel transactions and records.
- Physical plant and grounds, including parking and security.
- Public relations.
- Institutional research and administrative data processing.
- Community services.

Administrative Assistant

Provides staff assistance to the Provost and is in charge of the total scope of activities leading to the planning and relocation of the College to its new site.

Serves as coordinator and "project manager" to plan and coordinate the incremental development and transfer of Kapiolani Community College programs to Ft. Ruger.
Works directly with consultants and agency personnel and coordinates their efforts with the College and Systems personnel on the development of the:

- Educational specifications
- Campus master plan
- Environmental impact statement
- Planning, programming and budgeting for renovation and new construction

Represents the Provost in a liaison role with various constituencies such as concerned citizens, students, faculty, staff, advisory committees, community groups, legislators, other units of the University of Hawaii System, and appropriate departments of the State of Hawaii and City and County of Honolulu.

Serves as a troubleshooter for the Provost, reporting on areas of particular concern and sensitivity in order to develop information leading to a decision or recommendation.

Handles and processes the substantial flow of mail and memorandum to the Provost and prepares a significant portion of the writing of letters, policy papers, and public statements under the direction of the Provost.

Has responsibility for gathering various types of data, applying appropriate statistical techniques, and producing reports.
Serves as the Provost's designee in handling collective bargaining complaints and grievances relating to interpretation and application of contracts' terms and conditions.

OFFICE OF STUDENT SERVICES

The Office of Student Services is responsible for the following activities of the Student Services Program:

- Admissions and records.
- Registration.
- Placement and financial aids.
- Student activities.
- Guidance and counseling.
- Resource to faculty and College administration on all student matters.
- Veterans.
- Disadvantaged and handicapped students.
- Foreign students.

Admissions and Records

The function of this office is to coordinate, direct and follow through on activities in the following areas:

- Dissemination of information concerning admissions and academic offerings.
- Processing of applications, registration, placement testing.
- Maintenance of student academic reports, evaluation and certification.
Articulating with instructors, staff and students regarding policies and regulations concerning academic standards, etc.

Counseling

Student Activities

- Serves as advisor to the Associated Students of Kapolei
  Community College.
- Oversees all ASKCC social and service activities.
- Conducts intramural program.
- Supervises preparation of ASKCC budget and reviews expenditures.

Financial Aids

- Coordinates financial aids program including loans, deferred payments, scholarships, and grants.
- Counsels students on educational, vocational and other problems.

Job Placement

- Collects and disseminates occupational and career information and interprets local employment trends.
- Gathers, clarifies and publicizes employers' notices of job opportunities and maintains records of student referrals and employment.
- Secures part-time and full-time employment for currently enrolled students as well as graduates.
- Counsels students on educational, vocational and other problems.
General

- Coordinates orientation and small group testing programs.
- Assists students with educational, personal, vocational, and other problems.
- Maintains liaison with instructional divisions and high schools and other community agencies.

OFFICE OF THE DEAN OF INSTRUCTION

The Office of the Dean of Instruction is responsible for the administration, development, and improvement of the instructional staff and curricula, and may serve as the Acting Provost.

- Oversees the recruitment, improvement, and evaluation of faculty.
- Applies and administers the University's and College's rules concerning faculty, curricula and budget.
- Coordinates the development of the College curriculum, program planning, and academic support services.

General Instruction Support

This office is responsible for certain defined areas as follows:

- Federal grants.
- Summer session.
- Class schedules.

Division of General Education, Business Education, Food Service Education, and Public Service

The instructional division is responsible for the development, supervision and improvement of instruction and
curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas: general education, business education, food service education, and public service.

- General education (transfer) programs in social sciences and language arts.
- Business education programs in accounting, business administration, and data processing.
- Food service and hospitality education programs.
- Programs in secretarial science and legal para-professional work (paralegal).

Division of General Education and Health Education

The instructional division is responsible for the development, supervision and improvement of instruction and curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas of general education and health education:

- General education (transfer) programs in mathematics and science, and the humanities.
- Health education programs in dental assisting, dietetic technician, medical assisting, medical lab technician, nurse's aides, occupational therapy assisting, practical nursing, radiologic technology, and respiratory therapy.

Library Services

The Library is responsible for the organization, development and control of all aspects of the library including staff, materials, maintenance of recognized library standards, and the budget. The following functions are carried out:
Acquisition of an adequate collection of library materials.

Long and short-range planning and development of library services.

Keeping apprised of new developments in library technology and equipment and evaluation of their applicability to the campus.

Budgetary planning and expenditure review of library funds.

Educational Media Center

The Educational Media Center performs a full range of scope and duties and responsibilities as follows:

- 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 equipment available and to enable them to operate equipment.

- Serves as liaison for the College faculty and staff and educational agencies for interchange of ideas and resources involving audio-visual media including workshops, institutes, projects, or research.
. Works with College program heads in formulation of budget requirements and matters related to instructional improvement.

. Coordinate video telecommunication and maintain the campus cable distribution system.

. Operate the graphics and printshop operations.

Learning Assistance Center

. Provide tutoring services for all disciplines with emphasis on reading, writing, math, and basic skills.

. Provide support for basic and developmental skills programs.

. Provide makeup testing and other outside of class support for other programs.

. Manage the College Credit Equivalency Program.

Computing Center

. Provide academic computing services and assistance to students and faculty and staff in the computing center.

. Schedule the use of the resources in the computing center.

. Perform and manage the maintenance of hardware in the computing center.

. Evaluate and make recommendation on the purchase of software.

. Provide assistance in the College's computing across the curriculum program.
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Director of Community Services

The Director of Community Services is responsible for all functions concerned with non-credit programs. This includes the following:

1. Identifies and responds to specific educational needs of the community. This includes assessing the special post-secondary educational needs of the community and private enterprises.

2. Responsible for working with community organizations, groups and individuals in order to establish appropriate educational programs related to, but exclusive of, the regular instructional programs.

3. Responsible for all new non-credit instructional program proposals and for program reviews of on-going non-credit instructional programs.

4. Responsible for evaluating non-credit instructional program outcomes.

5. Responsible for the execution of the Office of Community Services Budget in accordance with University and State policies.
Responsible for general supervision of non-credit instructional faculty and support staff to ensure performance is at an acceptable level.

Responsible for personnel actions which relate to hiring, leaves, promotion and termination of non-credit instructional faculty and support staff.

Responsible for overseeing curriculum development and innovations in non-credit learning and instruction.

The support positions under the Director of Community Services are responsible for program market analyses, extramural grant and proposal coordination, and revenue collection. This includes the following:

Responsible for planning, developing and coordinating the public relations activities for the Office of Community Services within the prescribed University guidelines.

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Responsible for developing and implementing contract training proposals for the community and private sector.

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Each non-credit instructional program is responsible for the delivery, development, supervision and improvement of non-credit instruction and curricula in their respective program area. This includes the following:

- Responsible for planning, developing curricula, and implementing non-credit courses and community service programs.
- Responsible for preliminary scheduling, classroom assignments and development of program catalogs and brochures.
- Responsible for the recruitment of temporary faculty to teach non-credit courses in accordance with policies and procedures of the University and State of Hawaii.
- Responsible for non-credit instructional program budget allocation and expenditure control.
- Responsible for maintaining data and files required for reporting and evaluating program effectiveness.
May 13, 1992

MEMORANDUM

TO: Board Secretary Pepper Shiramizu
FROM: Rodney Sakaguchi
SUBJECT: NOTIFICATION OF REORGANIZATION-KAPIOLANI COMMUNITY COLLEGE, LEARNING ASSISTANCE CENTER

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on May 4, 1992, for the Learning Assistance Center in the Kapiolani Community College. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Senior Vice President/Chancellor Tsunoda at 956-7313 or Peggy Hong at 956-8592.

Attachment
cc: President/Chancellor Simone
    Senior Vice President/Chancellor Tsunoda
    Peggy Hong
MEMORANDUM

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

FROM: Joyce S. Tsunoda, Senior Vice President
       and Chancellor for Community Colleges

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, KAPIOLANI
         COMMUNITY COLLEGE, LEARNING ASSISTANCE CENTER

Enclosed for your files is a copy of the reorganization which was
approved on May 4, 1992 for Kapiolani Community College, Learning Assistance
Center. 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 at 956-8592.

Enclosure

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
EXECUTIVE SUMMARY

KAPIOLANI COMMUNITY COLLEGE
LEARNING ASSISTANCE CENTER

Enclosed for your information is the approved reorganization of the Kapiolani Community College, Learning Assistance Center (LAC). The reorganization reflects the addition of a new Instructor position, Pseudo No. 92704F, authorized by the 1991 Legislature, and the reassignment of 1.5 positions within the College to the LAC.

There are currently 2.5 positions assigned to the LAC. These include one full-time Instructor, one half-time UH Educational Specialist II, and one full-time Clerk-Typist II.

Under the approved reorganization there will be four full-time positions and 2 half-time positions. These will include three full-time Instructor positions, one half-time Instructor position, one half-time UH Educational Specialist II, and one full-time Clerk-Typist II.

The relocation and merger of the Learning Resource Center from the Pensacola Campus to the Diamond Head Campus has resulted in a new satellite Business Education-Learning Assistance Center, bringing the total to three learning assistance centers.

All three centers will fall under the supervision of a primary coordinator who will be appointed on an annual basis from faculty within the unit. The Coordinator will provide direct supervision and coordination of services within each center as well as accommodate the needs of students during semester breaks, weekend and evening classes, summer session, and programs that run on an 11-month schedule.

Since all the positions identified in the reorganization are authorized positions, there is no additional costs anticipated, subject to final classification of the newly authorized Instructor position. Any upward reallocation in the classification of this position will be handled through an internal reallocation and will not require additional funding in the future.
Kapiolani Community College would like to request a reorganization of its Learning Assistance Center (IAC). The current organizational structure does not reflect the new position that has been established for the Center nor does it reflect the reassignment of 1.5 positions from within the College to the IAC.

Present Organizational Structure

There are currently 2.5 positions assigned to the IAC. These are:

1. One full-time, Instructor, position number 86758, 11 month, responsible for learning enrichment activities and the coordination of the College Credit Equivalency Programs (CCEP). In addition, this position calls for coordinating independent learning programs, presenting learning strategies workshops, and developing resource materials to implement services offered by the IAC.

2. One half-time UH Educational Specialist II, position number 81163, 11 month, responsible for creating and implementing material for basic and developmental instruction. This position is also responsible for the coordination of developmental education activities within the IAC.

3. One Clerk-Typist II, position number 14214, who besides providing all clerical support, also serves as office manager.

Proposed Organization

1. Establishment of a New Position
The 1991 Legislature approved and appropriated $32,087 for a full-time Instructor position, pseudo number 92704F, for the IAC.

2. Reassignment of Positions
   a. Reassignment of full-time Instructor, position number 84072 is from the Office of Administration and Technology (OAT) Department. The reallocation of the position (currently vacant) will not impact the Office of Administration and Technology as the number of OAT majors has decreased from 247 in 1984 to 118 in 1991. The eight faculty positions currently providing instructional services are adequate to meet student demands. The use of the position in the IAC will allow the IAC to meet the expanded demand for services and to provide supervision for the satellite center in Business Education.
b. Reassignment of half-time Instructor, position number 86757, from the Math/Science Department to the IAC, serves as a resource instructor and functions as an assistant to the IAC Coordinator. As such, this position monitors and coordinates all supplemental learning activities for science and health programs in the Natural Science-Learning Assistance Center. There is no change in duties for the position; only the reporting shifts from the Math/Science department chair to the IAC coordinator.

3. The center operations will be supervised by a coordinator named from among the faculty in the unit. This appointment will be made on an annual basis.

Background/Nature of Proposed Reorganization

The proposed reorganization of the IAC is due to increased staffing as a result of rapid growth in programs and scope of activities. Since its inception, user demand for services and resources in the IAC has increased. Activities such as outreach and external programs have picked up momentum, and the relocation and merger of the Learning Resource Center from Pensacola Campus to Diamond Head Campus increased the type of services offered. These services resulted in a new satellite Business Education-Learning Assistance Center, the addition of laserdisc technology at the satellite Natural Science-Learning Assistance Center which has enhanced user-frequency of the NS-IAC by science and health programs, and involved retention activities for client groups like the high-risk students enrolled in math and science courses. These have all contributed to the dynamic, growth and impetus of the IAC.

Although there are three different sites, or physical locations, of learning centers at Kapiolani Community College, these centers share the same goals, purposes and mission statement of IAC’s systemwide. The three centers at Kapiolani Community College operate on different schedules and provide customized services to different student clientele. In order to ensure efficient administration and in order to preserve the integrity of the IAC as a whole, the College proposes that the satellite centers fall under the supervision of a primary coordinator. With this, the proposed reorganization plan will programatically place all positions on line with IAC activities and thus assure clear lines of communication and direction.

The proposed reorganization will not impact on students nor will there be any new functions added. There will also be no impact on operations as a result of the departments reassigning positions to the IAC. Instructor, Position Number 84072 from the QAT Department, has been vacant and thus there will be no decrease in student load since no students are currently being served by the position.

Half-time Instructor, Position number 86757, makes no change to the Math/Science Department since there is no change in the functions and duties of the position. The reassignment properly identifies a programmatic need to provide a qualified resource person to oversee and keep current all the resource material and supplementary activities, like tutoring, that occur in the NS-IAC.
Because all three sites are already in existence, there will be no need for additional office space to implement this proposed reorganization. Since all positions identified on the proposed reorganization plan have been appropriated, the only additional costs would be the classification of the newly approved Instructor position, pseudo number 92704P. Any increase in the classification of this position will be funded through an internal reallocation and will not require additional funding in the future.

Reasons for Proposing the Reorganization

1. The proposed reorganization plan will provide direct supervision and coordination of services within each center as well as accommodate the needs of students during semester breaks, weekend and evening classes, summer session, and special programs that run on a 11-month schedule (e.g., health programs). This plan will thus increase the efficiency and effectiveness of IAC programs by having a qualified and permanent staff to attend to the needs of faculty and students beyond the regular semester schedules.

2. The reorganization proposal insures continuity and quality time for the coordinator to make long range plans, work with the assistant coordinators (BE-IAC, NS-IAC), department chairs, and a possible advisory body, to evaluate the needs of all three centers and provide support services as recommended.

Structurally, the reorganization proposal respects the autonomy of the centers. It allows all three centers to work in tandem with each other to preserve the common objective of providing learning enrichment activities outside the classroom.

3. Because of the variety of services the IAC offers (supplementary instruction, learning skills, computer assisted instruction, tutoring, special programs like Honors and CEEP, makeup testing, alternate instructional systems, and use of microcomputers to name a few), it has great potential for learning and teaching assessment across the curriculum.

The reorganization plan will allow realistic time on task management to allow IAC resource staff to become a more efficient body for providing qualified data for these kinds of assessment.

Alternatives

The current structure can be maintained; however, temporary reassignments to staff the three IAC's will have to be continued. This arrangement does not programmatically reflect the most efficient design for IAC operations nor does it provide the continuity of service that is needed on a year-long basis. Maintaining the current organization will have a negative impact on students because of interrupted service as well as unavailable resource personnel to meet students' diverse needs outside the classroom.
Organizational Charts and Statements

Organizational charts reflecting the existing and proposed organization, as well as the existing and proposed function statements are included as attachments.

Attachments
Current Organization Charts
and
Functional Statements

KAPI'OLANI COMMUNITY COLLEGE

The Learning Assistance Center
Math/Science Department
Office Administration and Technology Department

Appendix A
# Learning Assistance Center

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Head/Chairperson, #</td>
<td></td>
</tr>
<tr>
<td>Instructor II, C2, #86758</td>
<td></td>
</tr>
<tr>
<td>UH Educational Specialist II, POS, #81163 (.50)</td>
<td></td>
</tr>
<tr>
<td>Clerk-Typist II, SR 08, #14214</td>
<td></td>
</tr>
</tbody>
</table>

*Unit Head/Chairperson is appointed from among Instructional positions at the College.

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State of Hawaii
University of Hawaii
Kapiolani Community College
Instruction

Position Organization Chart
Chart III h

General Funds (2.50)

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Chart Updated
Date June 30, 1991
Office Administration and Technology
and Paralegal Division/Department

Office Administration and Technology/Paralegal Education

Chairperson, #_________*
Instructors Total (9.00)
Full-time: #82348, #82380, #82876, #83071, #83734, #83771,
#84072, #84223, #84370

Paralegal Program
Chairperson, #_________*
Instructors Total (1.00)
Full-time: #83360

Office Administration and Technology/Paralegal Education,
Clerical Staff
Secretary II, SR 14, #18092

*Chairperson is appointed from among instructional positions within department.

State of Hawaii
University of Hawaii
Kapolei Community College
Instruction

Position Organization Chart
Chart III J

General Funds (11.00)

Chart Updated
Date June 30, 1991

CHART UPDATED
DATE 3 0 1991

CURRENT
General Education Division/Department

General Education

Mathematics/Science
Chairperson, #__________ *
Instructors Total (22.50)
Full-time: #82492, #82981, #83974, #84458, #82394, #83096,
#83252, #83688, #83733, #83357, #83939, #87401,
#82910, #86600, #86592, #86593, #86596, #86754,
#86718, #82031, #86827, #86830
Part-time: #85757 (.50)
UH Educational Specialist I, P03, #81246

Humanities
Chairperson, #__________ *
Instructors Total (14.00)
Full-time: #84971, #83094, #82831, #82825, #83809, #84974,
#82807, #84470, #82052, #82983, #87402, #87404,
#86502, #84882

* Chairperson is appointed from among instructional positions within department.

CHART UPDATED
DATE: JUN 30 1991

State of Hawaii
University of Hawaii
Kapiolani Community College
Instruction
Position Organization Chart
Chart III d

General Funds (37.50)

Chart Updated
Date June 30, 1991
OFFICE OF THE DEAN OF INSTRUCTION

The Office of the Dean of Instruction is responsible for the administration, development, and improvement of the instructional staff and curricula, and may serve as the Acting Provost.

- Oversees the recruitment, improvement, and evaluation of faculty.
- Applies and administers the University's and College's rules concerning faculty, curricula, and budget.
- Coordinates the development of the College curriculum, program planning, and academic support services.

General Instruction Support

This office is responsible for certain defined areas as follows:

- Federal grants.
- Summer session.
- Class schedules.

Division of General Education, Business Education, Food Service Education, and Public Service

The instructional division is responsible for the development, supervision and improvement of instruction and
curricula of selected academic departments and/or programs of the
College. It provides instruction in the following principal
areas: general education, business education, food service
education, and public service.

- General education (transfer) programs in social sciences
  and language arts.
- Business education programs in accounting, business
  administration, and data processing.
- Food service and hospitality education programs.
- Programs in secretarial science and legal
  para-professional work (paralegal).

**Division of General Education and Health Education**

The instructional division is responsible for the
development, supervision and improvement of instruction and
curricula of selected academic departments and/or programs of the
College. It provides instruction in the following principal
areas of general education and health education:

- General education (transfer) programs in mathematics and
  science, and the humanities.
- Health education programs in dental assisting, dietetic
  technician, medical assisting, medical lab technician,
  nurse's aides, occupational therapy assisting, practical
  nursing, radiologic technology, and respiratory therapy.

**Library Services**

The Library is responsible for the organization, development
and control of all aspects of the library including staff,
materials, maintenance of recognized library standards, and the
budget. The following functions are carried out:
Acquisition of an adequate collection of library materials.

Long and short-range planning and development of library services.

Keeping apprised of new developments in library technology and equipment and evaluation of their applicability to the campus.

Budgetary planning and expenditure review of library funds.

**Educational Media Center**

The Educational Media Center performs a full range of scope and duties and responsibilities as follows:

- 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 equipment available and to enable them to operate equipment.

- Serves as liaison for the College faculty and staff and educational agencies for interchange of ideas and resources involving audio-visual media including workshops, institutes, projects, or research.
. Works with College program heads in formulation of budget requirements and matters related to instructional improvement.

. Coordinate video telecommunication and maintain the campus cable distribution system.

. Operate the graphics and printshop operations.

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. Provide tutoring services for all disciplines with emphasis on reading, writing, math, and basic skills.

. Provide support for basic and developmental skills programs.

. Provide makeup testing and other outside of class support for other programs.

. Manage the College Credit Equivalency Program.

**Computing Center**

. Provide academic computing services and assistance to students and faculty and staff in the computing center.

. Schedule the use of the resources in the computing center.

. Perform and manage the maintenance of hardware in the computing center.

. Evaluate and make recommendation on the purchase of software.

. Provide assistance in the College's computing across the curriculum program.
Proposed Organization Charts and Functional Statements

KAPI'OLANI COMMUNITY COLLEGE

The Learning Assistance Center
Math/Science Department
Office Administration and Technology Department

Appendix B
State of Hawaii
University of Hawaii
Kapi'olani Community College
Instruction

Position Organization Chart
Chart #11

Instruction

Dean, M07-M, #89068

The Learning Assistance Center

Unit Head/Chairperson, # ____________________ *
  Instructor, Pseudo #92704F**
  Instructor II, C2, #86758
  Instructor II, C2, #84072
  Instructor II, C2, #86757, 0.5 FTE
  UH Education Specialist II, PO6, #81163 (.50)
  Clerk-Typist II, SR 08, #14214

*Unit Head/Chairperson is appointed from among instructional positions within the unit.

**Pending establishment: Instructor, Pseudo #92704F

APPROVED:

Joyce S. Taufoda
Senior Vice President & Chancellor for Community Colleges

Date: May 4, 1992
Instruction

Dean, M07-M, #89068

General Education Division/Department

General Education

Mathematics/Science
Chairperson, # ______________  Total (22.00)
Instructors  ______________
Full-time: #82492, #82981, #83974, #84456, #82394,
#83096, #83262, #83688, #83733, #83357,
#83939, #87401, #82910, #86600, #86592,
#86593, #86606, #86754, #85718, #82031,
#86827, #86830
UH Educational Specialist I, PO3, #81246

Humanities
Chairperson, # ______________  Total (14.00)
Instructors  ______________
Full-time: #84971, #83094, #82631, #82925, #83809,
#84974, #82607, #84470, #82052, #82983,
#87402, #87404, #85602, #84882

*Chairperson is appointed from among instructional positions within department.

State of Hawaii
University of Hawaii
Kapi'olani Community College
Instruction

Position Organization Chart
Chart IIIId

General Funds (37.00)

APPROVED:

Joyce S. Tsunoda
Senior Vice President & Chancellor for
Community Colleges

Date: May 4, 1992
Instruction

Dean, M07-M, #89068

Office Administration and Technology and Paralegal Division/Department

Office Administration and Technology/Paralegal Education

Office Administration and Technology Programs
Chairperson, #________
Instructors
Total: (8.00)
Full-time: #82348, #82360, #82875, #83071, #83734, #83771, #84223, #84370

Paralegal Program
Chairperson, #________
Instructors
Total: (1.00)
Full-time: #83360

Office Administration and Technology/Paralegal Education,
Clerical Staff
Secretary II, SR 14, #18092

*Chairperson is appointed from among instructional positions within department.

State of Hawaii
University of Hawaii
Kapi'olani Community College
Instruction

Position Organization Chart
Chart III]

General Funds (10.00)

APPROVED:

Joyce S. Tsunoda
Senior Vice President & Chancellor for Community Colleges

Date: May 4, 1992
Kap'iolani Community College
Instruction
The Learning Assistance Center

Functional Statements

- Provide tutoring services for all instructional areas such as reading, writing, math, science and health, and business education.

- Provide retention activities for instructional programs across the curriculum.

- Provide enrichment activities to augment classroom instruction, such as learning to learn skills.

- Provide support for basic and developmental skills programs.

- Provide makeup testing and other out-of-class support services.

- Provide alternate instructional systems and delivery for obtaining credits in basic skills courses.

- Manage the College Credit Equivalency Program.
April 16, 1992

MEMORANDUM

TO: Board Secretary Pepper Shiramizu

FROM: Rodney Sakaguchi

SUBJECT: NOTIFICATION OF REORGANIZATION-KAPIOLANI COMMUNITY COLLEGE, LIBRARY SERVICES

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on April 13, 1992, for the Library Services in the Kapiolani Community College. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Senior Vice President/Chancellor Tsunoda at 956-7313 or Peggy Hong at 956-8592.

Attachment

cc: President/Chancellor Simone
    Senior Vice President/Chancellor Tsunoda
    Peggy Hong
MEMORANDUM

April 13, 1992

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

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, KAPIOLANI COMMUNITY COLLEGE, OFFICE OF THE DEAN OF INSTRUCTION, LIBRARY SERVICES

Enclosed for your files is a copy of the reorganization which was approved on April 13, 1992. 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 at 956-8592.

George L. J. Hiraga
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
Enclosed for your information is the approved reorganization of the Kapiolani Community College, Office of the Dean of Instruction, Library Services. The reorganization establishes separate units for the library by functions (Technical Services, Circulation, Reference and Automation) and rearranges existing positions according to these functions.

In the last three to four years, the library staff has grown tremendously. This expansion has increased the library’s organizational complexity enormously, and as a result, the span of control for the Head Librarian has become unmanageable. Since the Head Librarian currently supervises a staff of twelve library professionals, para-professionals and non-professionals, this reorganization will reduce the Head Librarian’s span of control to a more manageable level.

As a result of this reorganization, Kapiolani Community College plans to request upward reallocation of three positions to reflect increased levels of responsibility and/or supervision.

Other than the salary increases of the three positions to be reallocated, no other impact on staffing or financial resources (additional costs) is anticipated.
PROPOSAL FOR REORGANIZATION

KAPIOLANI COMMUNITY COLLEGE
LIBRARY SERVICES

PRESENT ORGANIZATION:

The Head Librarian at Kapiolani Community College is responsible for the organization, development and control of all aspects of the library including staff, materials, maintenance of recognized library standards and the budget. The Library provides the full range of library services to the college which includes the following: Technical Services, Circulation, Reference, and Automation. These services are currently being provided to the students and patrons, but are not officially recognized as separate functions on the organizational chart and functional statement.

Presently, the Library consists of thirteen (13) positions: one Associate Professor, CC (Head Librarian), #86629; one Associate Professor, CC (Librarian), #83504; two Assistant Professors, CC (Librarians), #84185, #84438; one Instructor (Librarian), #86724; two Library Technician IV's, SR-11, #39859, #39796; four Library Assistant IV's, SR-09, #22311, #18087, #26762, #42087; one Library Assistant III, SR-07, #43605; one Clerk-Stenographer II, SR-09, #44249. The Associate Professor, CC (Head Librarian), #86629 provides direct supervision of all the library professional, paraprofessional and non-professional staff. The Clerk-Stenographer II, SR-09, #44249 provides general clerical support for the Library and secretarial support for the Head Librarian.

PROPOSED ORGANIZATION:

Kapiolani Community College is proposing to reorganize the Library to reflect the following functions:

1. Technical Services: Responsible for ordering and purchasing new library materials (acquisitions); adding new materials to the collection (cataloging and classification); labeling, stamping and electronically sensitizing new library materials (processing); discarding outdated or damaged library materials (processing). Instructor (Librarian), #86724 will become the Technical Services Librarian and will perform professional and supervisory duties. This position will supervise one Library Technician V, SR-11, #39859, who in turn will supervise two Library Assistant IV's, SR-09, #26762 and #22311.

2. Circulation: Responsible for loaning library materials to borrowers; receiving returned library materials; recheck returned materials; managing periodicals, reserve items, and other specially controlled library materials; scheduling library films and videos for use by instructors; registering patrons; collecting fines and performing related accounting work. Library Assistant IV, SR-09, #18087 will become the Circulation Manager and will supervise Library Assistant IV, SR-09, #42087 and Library Assistant III, SR-07, #43605. Library Assistant IV, SR-09, #18087, was selected on seniority basis to head Circulation.
3. Reference: Responsible for selecting new library materials for purchase; assisting library users with general research; obtaining specific information requested by library users; answering reference and directional questions; providing individual and group instruction in the use of library materials and information technologies; consulting with faculty to design and implement library reference and information services needed for their students. These duties will be performed by Associate Professor, CC (Head Librarian), #86629, Associate Professor, CC (Librarian), #83504; Assistant Professors, CC (Librarian), #84185 and #84438.

4. Automation: Responsible for maintaining the hardware and software of several automated systems used in performing all library functions; providing instruction and technical assistance to library staff on the use of automated resources; troubleshooting technical problems; installing new software and hardware; coordinating the library’s automated activities with other libraries, vendors and external specialists; generating special database reports. This unit will consist of Library Technician V, SR-11, #39796.

This proposed reorganization rearranges existing positions according to the above functions in order to recognize supervisory/subordinate relationships.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION:

1. In the last three to four years, the library staff has grown in number by nearly 100%. This expansion has increased the library’s organizational complexity enormously, and as a result, the span of control for Associate Professor, CC (Head Librarian), #86629 has become unmanageable. This position serves as the direct supervisor of all library professional, paraprofessional and non-professional staff. The Head Librarian's time is often occupied with matters of lesser importance, which retards the timeliness of decision-making on more important and urgent matters. The functional expertise and managerial skills of staff members at subordinate levels of the library organization cannot be productively exploited. The end result is that library service is much less effective and efficient than it should be.

It is necessary, therefore, to delegate some of the supervisory functions to subordinate levels of the library’s organizational structure to achieve more effective management and efficient, immediate control of the library’s resources. This proposed reorganization will distribute the supervisory load more effectively and develop leadership among the staff.

2. This proposed reorganization includes no new positions, functions or programs.

3. Position variances will not be needed and no new positions will be required as replacements for positions reclassified. As a result of this reorganization, Kapiolani CC plans to request reclassification for the following positions to reflect increased
levels of responsibility and/or supervision: Library Assistant IV, SR-09, to Library Technician V, SR-11, #18087; Library Assistant III, SR-07, to Library Assistant IV, SR-09, #43605; Clerk-Stenographer II, SR-09, to Clerk-Stenographer III, SR-11, #44249. In addition, updated position descriptions for Library Assistant IV’s, SR-09, #26762 and #22311, will be submitted once reorganization is approved.

4. In the last three years, Kapiolani CC’s enrollment has greatly increased, thus raising activity in the library and the demand for library services. Furthermore, the new, much enlarged library building includes a number of sophisticated new services, including electronic data transfer, video information distribution, and other similar projects that require close monitoring for successful application. It is necessary to reorganize and properly reflect functional units and supervisory/subordinate relationships.

This reorganization will not have a direct impact on students, but will have a positive impact on the services offered to students and patrons. Delegation of responsibility and accountability for operations in the Library will permit those persons most directly involved in achieving the success of those operations to exercise decision-making skills, expedite evaluation and improvement of library operations, and assure continued high-level quality and responsiveness in the delivery of library services.

5. There is no additional office space required as a result of this reorganization. Kapiolani CC is finalizing construction on a new library facility which will house the entire library staff. The College may purchase new equipment, furniture, etc, not as a result of the reorganization, but as a result of the new facility.

6. The only additional costs as a result of this reorganization will be the additional salary increase of the three positions to be reclassified. The estimated total cost of the reclassifications will be $398 per month, which will be funded through internal reallocations from supplies and equipment. No requests for additional funds will be made in the future.

**REASONS FOR PROPOSING THE REORGANIZATION:**

1. This reorganization is not based on any law or policy.

2. As previously mentioned, in the last three years, the library staff has grown in number by nearly 100%. This tremendous growth has increased the library’s organizational complexity enormously. Although the library is presently providing technical, circulation, reference, and automation services to students and patrons, these services are not recognized as separate functions on the organizational chart and the functional statement.

As a result, supervisory/subordinate relationships are not recognized. The span of control for the Associate Professor, CC
(Head Librarian), #86629 is unmanageable. It is necessary to reflect proper levels of supervisory/subordinate relationships and to delegate some of the supervisory duties to subordinate levels of the library’s organizational structure to achieve more effective management and efficient, immediate control of the library’s resources. This proposal will distribute the supervisory load more effectively and develop leadership among the library staff.

3. By reorganizing into functional units, recognizing supervisory/subordinate relationships and rearranging positions according to functions, the following will be achieved: the services provided by the library will be more effective and efficient; functional expertise and managerial skills of staff members at subordinate levels of the library will be better utilized. The existing organization, by not recognizing various functions and supervisory/subordinate relationships, does not facilitate the above.

4. There is no qualitative and quantitative data needed to support this reorganization.

5. As part of this reorganization, the services the library provides are being recognized as functions for the following reasons: to alleviate the unmanageable span of control in the existing library organization by delegating some of the Head Librarian’s supervisory duties to subordinate levels of the library organization; expedite decision-making and implementation of improvements in library operation; delineate and clarify the functions of the library and allow designated staff members to specialize and concentrate on tasks within those specific functional areas; and develop supervisory and managerial skills in those positions that will experience an increase in organizational responsibility.

ALTERNATIVES:

The library could maintain the current structure and take no action to deal with its increased organizational complexity. The existing organizational/supervisory structure, however, will fail to control the greatly expanded resources and staff of the library effectively.

Attachments:

Current Organizational Chart and Functional Statement
Proposed Organizational Chart and Functional Statement
PREVIOUS ORGANIZATIONAL
CHART AND FUNCTIONAL STATEMENTS
State of Hawaii  
University of Hawaii  
Kapiolani Community College  
Instruction  

Position Organization Chart  
Chart III f  

General Funds (13.00)  

Chart Updated  

Date June 30, 1991  

*Unit Head/Chairperson is appointed from among Instructional positions within the unit/department.

CHART UPDATED  

DATE: JUN 30 1991
FUNCTIONAL STATEMENT

- 5 -

General

- Coordinates orientation and small group testing programs.
- Assists students with educational, personal, vocational, and other problems.
- Maintains liaison with instructional divisions and high schools and other community agencies.

OFFICE OF THE DEAN OF INSTRUCTION

The Office of the Dean of Instruction is responsible for the administration, development, and improvement of the instructional staff and curricula, and may serve as the Acting Provost.

- Oversees the recruitment, improvement, and evaluation of faculty.
- Applies and administers the University's and College's rules concerning faculty, curricula and budget.
- Coordinates the development of the College curriculum, program planning, and academic support services.

General Instruction Support

This office is responsible for certain defined areas as follows:

- Federal grants.
- Summer session.
- Class schedules.

Division of General Education, Business Education, Food Service Education, and Public Service

The instructional division is responsible for the development, supervision and improvement of instruction and
curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas: general education, business education, food service education, and public service.

- General education (transfer) programs in social sciences and language arts.
- Business education programs in accounting, business administration, and data processing.
- Food service and hospitality education programs.
- Programs in secretarial science and legal para-professional work (paralegal).

**Division of General Education and Health Education**

The instructional division is responsible for the development, supervision and improvement of instruction and curricula of selected academic departments and/or programs of the College. It provides instruction in the following principal areas of general education and health education:

- General education (transfer) programs in mathematics and science, and the humanities.
- Health education programs in dental assisting, dietetic technician, medical assisting, medical lab technician, nurse's aides, occupational therapy assisting, practical nursing, radiologic technology, and respiratory therapy.

**Library Services**

The Library is responsible for the organization, development and control of all aspects of the Library including staff, materials, maintenance of recognized Library standards, and the budget. The following functions are carried out:
- 7 -

- Acquisition of an adequate collection of library materials.
- Long and short-range planning and development of library services.
- Keeping apprised of new developments in library technology and equipment and evaluation of their applicability to the campus.
- Budgetary planning and expenditure review of library funds.

**Educational Media Center**

The Educational Media Center performs a full range of scope and duties and responsibilities as follows:

- 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 equipment available and to enable them to operate equipment.
- Serves as liaison for the College faculty and staff and educational agencies for interchange of ideas and resources involving audio-visual media including workshops, institutes, projects, or research.
INSTRUCTION
Dean, M07-M, #89068

LIBRARY
Head Librarian __________

Clerk-Stenographer II,
SR-09, #44249+

TECHNICAL SERVICES
Faculty Position:
#85724
Library Technician V,
SR-11, #39859
Library Assistant IV,
SR-09, #26762, +
#22311 +

AUTOMATION
Library Technician V,
SR-11, #39796

CIRCULATION
Library Assistant IV,
SR-09, #16087+
Library Assistant IV,
SR-09, #42087
Library Assistant III,
SR-07, #43605+

REFERENCE
Faculty Positions:
#86629, #83504, #84185
#84438

*Head Librarian is appointed from among instructional positions within the unit.
+Position to be reclassified pending approval of reorganization.

APPROVED: _____________________________
TITLE: Chancellor for Community Colleges
DATE: April 13, 1992
Library Services
The Library is responsible for providing information services to students and faculty on an individual basis as part of their independent study and research in support of classroom learning activities.

Using recognized methods of professional librarianship, the Library staff provides information covering the total diversity of the College's curricula and the wide range of student abilities and faculty expertise. The main activity of the library staff is to mediate a carefully developed collection of information sources to library users according to their individual information needs. To accomplish this activity successfully, the Library is organized into four functional areas to perform the following:

Technical Services

- Orders and purchases new library materials.
- Catalogs and classifies all new materials added to the collection.
- Labels, stamps, and electronically sensitizes new library materials.
- Discards outdated or damaged library materials.
- Maintains, edits, and corrects records in the bibliographic database.
Circulation

. Loans library materials to borrowers.
. Receives returned library materials.
. Manages periodicals, reserve items, and other specially controlled library materials.
. Schedules library films and videos for use by instructors.
. Registers patrons.
. Collects fines and performs related accounting work.

Reference

. Reshelves returned materials.
. Assists library users with general research.
. Obtains specific information requested by library users.
. Answers reference and directional questions.
. Provides individual and group instruction in the use of library materials and information technologies.
. Consults with faculty to design and implement library reference and information services needed for their students.
. Encourages faculty to request materials for addition to the collection.

Automation

. Maintains the hardware and software of several automated systems used in performing all library functions.
. Provides instruction and technical assistance to the library staff in the use of automated resources.
. Troubleshoots technical problems.
. Installs new software and hardware.
. Coordinates the library’s automated activities with other libraries, vendors, and external specialists.
. Generates special database reports.
MEMORANDUM

TO:        Senior Vice President/Chancellor Joyce Tsunoda

FROM:      Rodney Sakaguchi

SUBJECT:   COPY OF APPROVED REORGANIZATION FOR THE STUDENT SERVICES OFFICE, KAPIOLANI COMMUNITY COLLEGE

Enclosed for your information and files is a copy of the reorganization approved by the Board of Regents on February 21, 1992, for the Student Services Office in the Kapiolani 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 STUDENT SERVICES OFFICE,  
    KAPIOLANI COMMUNITY COLLEGE

1. Specific Action Requested

   Approval of the Board of Regents is requested to reorganize the Student Services  
   Office (SSO) in the Kapiolani Community College (KCC).

2. Recommended Effective Date

   It is recommended that the reorganization of the Student Services Office be  
   effective upon approval by the Board of Regents.

3. Background/Nature of the Proposal
   
   a. Purpose

   The purpose of this reorganizational request is to improve the efficiency and  
   effectiveness of KCC student services through the more homogeneous  
   grouping of student enrollment services within the SSO. The KCC  
   anticipates that an improvement in registration rates and first semester  
   retention of new students will result from this reorganization. Further,  
   approval of this reorganization will permit the establishment of new student  
   health services and three new permanent positions.
In accordance with the Regents' policy on the establishment and reorganization of units, the Senior Vice President and Chancellor for Community Colleges recommends a reorganization of the Office of Student Services, Kapiolani Community College. The present organizational structure consists of two units; namely, Counseling and Admissions and Records. The reorganization would combine some of the existing counseling functions, student financial aid, admissions, registration and records to expand the existing Admissions and Records Unit to form the new Enrollment Services Unit. The remaining staff in the Counseling Unit will continue to be responsible for all of the academic advising, career and personal development, special services, and other support services for the students. The Counseling Unit will continue to be responsible for all of the academic advising, career and personal development, special services, and other support services for the students once they have enrolled at the College. The Counseling Unit, redesignated to Career and Personal Development, will also have the added responsibility of providing dispensary-level health care, health education, and counseling in such areas as drug awareness, drug prevention, AIDS, obesity and organizing wellness programs.

The proposal reflects the addition of a Student Health Nurse, a Clerk-Typist, and a Student Services Specialist. The Student Health Nurse will provide dispensary-level health care and health education while the Student Services Specialist will supervise and manage the registration and records functions in the Enrollment Services Unit. The Legislature authorized funding for the new positions.

This reorganization will seek to provide students with a well coordinated and integrated registration process to get student enrolled into the proper program with minimum level of difficulty. The College hopes to realize improved rates of registration and first semester retention of new students.

The specific effects on staffing include the addition of new positions; the transfer of six positions from Counseling to reflect the changes in duties and responsibilities; no additional costs anticipated.

RECOMMENDATION: That the proposed reorganization of the Student Services Office, Kapiolani Community College, as attached organization...
State of Hawaii
University of Hawaii
Kapiolani Community College
Student Services

Position Organization Chart

Student Services

Dean, M04-M, #89071

Secretarial Services

Secretary II, SR 14, #18088

Career and Personal Development

Department Chair*
Instructors, #83329, #83538, #83787, #86704, #82365, #82874, #87648, #87649

UH Student Health Nurse, #91713F
Clerk-Typist, #91154F

Instructor, #82695
Clerk-Typist II, SR 08, #44160

Clerk-Steno II, SR 09, #27004, #34661

* Department Chair appointed from Instructor positions within department.

Enrollment Services

Department Chair*
Instructors, #83367, #83453, #86603

UH Student Services Specialist, #92705F
Clerk IV, SR 10, #31576
Clerk III, SR 08, #22315
Clerk-Typist II, SR 08, #44254

UH Student Services Specialist II, P0 6, #80257
Clerk-Steno II, SR 09, #34675

UH Student Services Specialist II, P0 6, #81547
Clerk-Steno III, SR 11, #44592
Clerk-Steno II, SR 09, #09169
Clerk-Typist II, SR 08, #18086, #27015
b. Present Organization

The present SSO organization consists of a Counseling unit (CU) and an Admissions and Records unit (ARU). The CU is currently responsible for academic and admissions advising, career and personal development counseling, new student orientation, financial aid, outreach and recruitment, and special student services for students in the disabled, minority, and single parent categories. The ARU is currently responsible for the administrative processing of new student applications, registration of new students, and the maintenance of student records.

c. Proposed Organization

Under this reorganization, the following is proposed:

1) Some CU functions which are more closely related to the enrollment functions of the ARU will be transferred to the ARU. They are: a) admissions advising; b) new student orientation; c) outreach and recruitment; and d) financial aid. Six positions will be transferred from the CU to the ARU in conjunction with these functional transfers.

2) New functions of dispensary-level health care, and health education and counseling are being assigned to the CU. Drugs and AIDS are subjects which are included in the health education and counseling program. Two new permanent positions, a UH Student Health Nurse (91713F), and a Clerk-Typist (91154F) will provide these health-related student services.

3) A new permanent position, a UH Student Services Specialist (92705F), is being assigned to the ARU to supervise the registration and records functions.

4) The CU will be redesignated to the Career and Personal Development unit, and the ARU will be redesignated to the Enrollment Services unit.

4. Impact on Staffing and Resources

Six positions will be transferred and three new positions will be added to the SSO organization as described above. Also, the redescription of eight positions will be
required. Funds have been appropriated by the 1991 Legislature for the above three new permanent positions. Other than the cost for these three new positions, no other costs resulting from this reorganization are anticipated.

Additional office space will not be required.

5. **Consultation With Exclusive Employee Collective Bargaining Representatives**

The Hawaii Government Employees’ Association and the University of Hawaii Professional Assembly have been consulted on this reorganization and have no objections to this proposal.

6. **Recommended Action**

It is requested that the Board of Regents place the SSO reorganizational proposal on the agenda for its February 1992 meeting. This reorganization will assist in improving services to students and provide for the establishment of new functions and positions. Approval is therefore recommended.

Attachment

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

KAPIOLANI COMMUNITY COLLEGE
STUDENT SERVICES

Enclosed for your information is the proposed reorganization of the Kapiolani Community College, Student Services. The reorganization reflects the addition of three new positions which include, UH Student Health Nurse, Pseudo No. 91713F; Clerk-Typist, Pseudo No. 91154F; and UH Student Services Specialist, Pseudo No. 92705F. The present organizational structure consists of two units - Counseling, and Admissions and Records. The reorganization would combine some of the existing counseling functions, student financial aid, admissions, registration and records to expand the existing Admissions and Records Unit to form the new Enrollment Services Unit. The remaining staff in the Counseling Unit will continue to be responsible for all of the academic advising, career and personal development, special services, and other support services for the students once they have enrolled at the College. The Counseling Unit, redesignated to Career and Personal Development, will also have the added responsibility of providing dispensary-level health care, health education, and counseling in such areas as drug awareness, drug prevention, AIDS, obesity and organizing wellness programs.

Two new positions, UH Student Health Nurse and Clerk-Typist, were initially authorized by the 1990 Legislature and subsequently again by the 1991 Legislature. The UH Student Health Nurse will provide dispensary-level health care and health education. The Clerk-Typist will provide clerical support to the UH Student Health Nurse. Similarly, the 1991 Legislature authorized funding for the UH Student Services Specialist. This position will provide supervision and management to the registration and records functions within the Enrollment Services Unit.

In proposing this reorganization the College is seeking to provide students with a well coordinated and integrated registration process to get students enrolled into the proper program with minimum level of difficulty. In turn the College hopes to realize improved rates of registration and first semester retention of new students.

The specific effects on staffing include: the addition of three new positions; the transfer of six positions from Counseling to Enrollment Services; and the redescription of eight positions to reflect the changes in duties and responsibilities. There are no additional costs anticipated.
KAPIOLANI COMMUNITY COLLEGE
PROPOSED REORGANIZATION OF STUDENT SERVICES

Kapiolani Community College would like to request a reorganization of its student services under the Dean of Student Services. The reorganization would combine some of the counseling functions, student financial aid, admissions, registration, and records to expand the existing admissions and records unit into an enrollment services unit. This expanded unit would be charged with providing students with an informed and efficient means by which to enroll at the College.

This reorganization is the result of the recommendations of a task force organized by the Dean of Student Services.

Present Organization

The present organization structure of student services has two units - counseling and admissions and records. The broad counseling unit has responsibility for all levels of counseling, including outreach and recruitment, admissions advising and new student orientation, academic advising, career and personal development counseling, and special student services similar to those for disabled students, minority students, and single parents. The counseling unit also has responsibility for student financial aids.

The present admissions and records unit is responsible for the administrative processing of all new student applications, registration of all students, and maintenance and production of all student records.

Proposed Organization

The new organization would continue to consist of two units, Career and Personal Development and an expanded unit entitled Enrollment Services. This expanded unit would assume responsibility for all functions related to new student recruitment, admissions, orientation, advising, registration, and financial aids. This expanded unit would be created by combining some of the existing personnel who have these functions within the counseling unit with the staff of the admissions and records unit to create the new enrollment services unit.

The remaining staff in the counseling unit would continue to be responsible for all of the academic advising, career and personal development, special services, and other support services for the students once they have enrolled at the College. The counseling unit will also have the added responsibility of providing dispensary-level health care, health education, and counseling in such areas as drug awareness, drug prevention, AIDS, obesity and organizing wellness programs.
Principal Assumptions

The proposal is based on the following assumptions:

a) Prospective students will receive more accurate information and a more service-oriented admissions experience if all of the admissions functions are coordinated within one unit;

b) Better and more timely information will result in improved registration rates and student retention rates in the critical first semester;

c) This coordination can only be achieved through reallocation of existing personnel as no significant number of new staff will be forthcoming.

Reasons for the Proposal

Literature on community colleges suggests what significant improvements can be achieved in student retention and student first semester success if the potential students receive accurate information and counseling in preparing them for enrollment at the College. The non-traditional student that is typical of community college enrollees is often uncertain of their own capabilities or exactly what the college environment expects and can offer to them. Faced with obstacles, they will often not enroll or will enroll in courses or programs for which they are inadequately prepared. This leads to a higher than necessary level of dropouts.

The present organization separates the critical components of student outreach, orientation, financial aid counseling, and admissions counseling from those of application processing and registration. As a result, there is often misunderstanding or policies that work at cross purposes in terms of working with new students. For example, registration dates and deadlines may conflict with orientation and testing dates, leaving students without adequate information on how best to build their schedule. The present structure forces all planning, conflict resolution, and other policies related to student enrollment to be worked out by the Dean of Student Services. A more efficient organization, as proposed here would take those functions related to student enrollment and combine them into a single unit that can focus its attention, policies, and plans of the holistic processing of the student from the point of first contact until the student is actually registered.

Nature of the Proposed Reorganization

Kapiolani Community College seeks to improve this environment for students entering the College by combining those services that are most related to the students' first experiences with the College into a single unit entitled Enrollment Services. This unit would be charged with the following functions:
a) recruitment of students, including all outreach efforts to the high schools and the adult population;

b) providing admissions advising for students seeking information about the College's programs or admissions requirements;

c) new student placement testing, orientation, and advising;

d) financial aids counseling;

e) processing of all new student applications and admissions decisions;

f) registration, including early registration procedures for new students and mail-in of other forms of registration for continuing students;

g) all student records and certifications.

In carrying out these functions the unit will be seeking to provide students with a well coordinated and integrated approach to information. This would provide students with accurate information in a timely fashion with the goal being to get students registered into the proper program with the minimum level of difficulty. This in turn is intended to result in improved rates of registration and first semester retention of new students.

There should be no immediate costs as a result of this proposed reorganization as it involves only authorized positions. Similarly there is no additional office space required.

During the 1990 legislative session, funding was initially appropriated for the UH Student Health Nurse, Pseudo #91713F and Clerk-Typist, Pseudo #91154F. Subsequently in the 1991 session $21,399 was appropriated for the UH Student Health Nurse and $16,603 for the Clerk-Typist. Similarly, the legislature appropriated in the 1991 session $27,790 for the UH Student Services Specialist, Pseudo #92705F.

**Effect on Staffing**

The specific effects on staffing are:

a) transfer two faculty counseling positions (positions #83453 and #86603) from counseling to the new enrollment services unit. This, when combined with the existing faculty position in the unit, would provide three faculty positions in enrollment services;

b) transfer the two UH Student Services Specialist II's (positions #81547 and #80257) from counseling to enrollment services. These positions provide for student financial aids and other administrative support for registration;
c) transfer one Clerk-Steno II (position #34675) and one Clerk-typist II (position #18086) from counseling to enrollment services;

d) establish the new position of UH Student Services Specialist III, (pseudo #92705F) within the unit. This position was granted to the College by the 1991 Legislature and would provide supervision and management to the registration and records functions of the College;

e) the unit would be supervised by a Coordinator of Enrollment Services who would be selected on a rotating appointment from among the faculty members of the unit. This position would assume responsibility for overall management and coordination within the unit;

f) establish the new position of UH Student Health Nurse (pseudo #91713F) within the counseling unit. This position would provide dispensary-level health care and health education;

g) establish the new position of Clerk-Typist (pseudo #91154F) within the counseling unit. This position would provide clerical support to the UH Student Health Nurse;

h) to properly reflect the position of Clerk-Typist II, position #44160, under the Instructor (Counselor), position #82685 within the counseling unit;

i) redescribe the duties and responsibilities of the following positions and seek reclassification as necessary:

1) Student Services Specialist II, position #81547 - redescribe the duties and responsibilities to include more flexible support for the registrar while maintaining a major role as backup to financial aids;

2) Clerk-Steno II, position #09169 - redescribe the duties and responsibilities to provide clerical and general office management support to the entire enrollment services unit;

3) Clerk-Typist II, position #18086 - redescribe the duties and responsibilities to provide clerical support in the processing of new student applications;

4) Clerk-Typist II, position #27015 - redescribe the duties and responsibilities to give increased weight to the processing of student requests for transcript generation, permanent record changes, and certification;

5) Clerk IV, position #31576 - redescribe the duties and responsibilities to give increased weight to the processing of student requests for transcript evaluations;
6) Clerk III, position #22315 - redescribe the duties and responsibilities to give responsibility for student transcript generation, permanent record changes, and certification;

7) Clerk-Typist II, position #44254 - redescribe the duties and responsibilities to give responsibility for all clerical work related to registrations and correspondence for the registrar.

8) Clerk-Steno II, position #34675 - redescribe the position to reflect the change in supervision.

**Alternative Course of Action**

An alternative course of action would be to seek additional staffing within the admissions and records unit in order to meet the expanded functions. This alternative was rejected by the College as it perceives that it is critical to move now to address the problems associated with a disjointed student enrollment process. The reallocations as proposed in the reorganization allow for an immediate implementation of the concepts of enrollment services with minimal costs and disruptions.

**Organizational Charts and Statements of Functions**

Organizational charts reflecting the existing and proposed organization, as well as the existing and proposed function statements are included as attachments.

Attachments
PRESENT ORGANIZATIONAL
CHART AND FUNCTIONAL STATEMENTS.
Serves as the Provost's designee in handling collective bargaining complaints and grievances relating to interpretation and application of contracts' terms and conditions.

OFFICE OF STUDENT SERVICES

The Office of Student Services is responsible for the following activities of the Student Services Program:

- Admissions and records.
- Registration.
- Placement and financial aids.
- Student activities.
- Guidance and counseling.
- Resource to faculty and College administration on all student matters.
- Veterans.
- Disadvantaged and handicapped students.
- Foreign students.

Admissions and Records

The function of this office is to coordinate, direct and follow through on activities in the following areas:

- Dissemination of information concerning admissions and academic offerings.
- Processing of applications, registration, placement testing.
- Maintenance of student academic records, evaluation and certification.
Articulating with instructors, staff and students regarding policies and regulations concerning academic standards, etc.

Counseling

Student Activities

- Serves as advisor to the Associated Students of Kapiolani Community College.
- Oversees all ASKCC social and service activities.
- Conducts intramural program.
- Supervises preparation of ASKCC budget and reviews expenditures.

Financial Aids

- Coordinates financial aids program including loans, deferred payments, scholarships, and grants.
- Counsels students on educational, vocational and other problems.

Job Placement

- Collects and disseminates occupational and career information and interprets local employment trends.
- Gathers, clarifies and publicizes employers' notices of job opportunities and maintains records of student referrals and employment.
- Secures part-time and full-time employment for currently enrolled students as well as graduates.
- Counsels students on educational, vocational and other problems.
General

- Coordinates orientation and small group testing programs.
- Assists students with educational, personal, vocational, and other problems.
- Maintains liaison with instructional divisions and high schools and other community agencies.

OFFICE OF THE DEAN OF INSTRUCTION

The Office of the Dean of Instruction is responsible for the administration, development, and improvement of the instructional staff and curricula, and may serve as the Acting Provost.

- Oversees the recruitment, improvement, and evaluation of faculty.
- Applies and administers the University's and College's rules concerning faculty, curricula and budget.
- Coordinates the development of the College curriculum, program planning, and academic support services.

General Instruction Support

This office is responsible for certain defined areas as follows:

- Federal grants.
- Summer session.
- Class schedules.

Division of General Education, Business Education, Food Service Education, and Public Service

The Instructional division is responsible for the development, supervision and improvement of instruction and
PROPOSED ORGANIZATIONAL

CHART AND FUNCTIONAL STATEMENTS
* Department Chair appointed from Instructor positions within department.
REORGANIZATION - FUNCTIONAL STATEMENT

OFFICE OF STUDENT SERVICES

The Office of Student Services is responsible for planning, developing, and providing various support services and activities, primarily for the students of the college. This Office also protects students' rights. Services and activities of this program include:

- Admissions
- Registration
- Student Records Management
- Financial Aid
- Academic Assessment
- Enrollment Verification
- Evaluation of Academic Credentials
- Academic Advising
- Counseling
- Educational Accommodations for Physically Disabled
- Employment Services and Placement
- Student Co-curricular Activities

Enrollment Services

The primary function of this unit is to provide the activities and services generally associated with the matriculation process for the student and prospective student. The activities and services include:

- Providing information concerning the college’s programs, instructional and non-instructional
services, and curricula, and developing recruitment and marketing activities for the college

- Processing admissions applications
- Providing academic assessment including course placement testing and student needs identification
- Providing college orientation activities for new students prior to initial registration
- Conducting student registration and managing student academic records
- Certifying enrollment status and other student status for educational and financial benefit programs, such as veterans' and social security programs, and responding to other official, or legal inquiries
- Evaluating student academic records including transfer credit evaluation and program completion
- Administering the Student Financial Aids program which includes student loans, scholarships, grants, tuition waivers, and employment.

Career and Personal Development

The primary function of this unit is to provide support services and activities that assist students in completing their academic and training objectives. Such services and activities include:

- Providing academic, career, vocational, and personal counseling
- Informing and advising students on program requirements
- Monitoring academic progress for high-risk students
- Conducting information and instructional sessions on college success and survival techniques which affect student retention and completion of educational objectives
- Providing and arranging for tutorial, notetaking, interpreter, and other similar services, including physical accommodations for selected student groups such as the disabled
- Providing job placement for currently-enrolled
students as well as graduates

- Counseling, advising, and conducting other individualized and group activities for students wishing to transfer to other community colleges or to baccalaureate-level campuses

- Offering co-curricular educational and social activities

- Providing dispensary-level health care and health education