

# UNIVERSITY OF HAWAII

University Budget Office

September 21, 1989

MEMORANDUM TO: Chancellor Joyce Tsunoda  
FROM: Rodney Sakaguchi *R. Sakaguchi*  
SUBJECT: APPROVED ORGANIZATIONAL CHARTS, LEEWARD COMMUNITY  
COLLEGE, OFFICE OF STUDENT SERVICES

The proposal submitted to the Board of Regents to reorganize the Office of Student Services at Leeward Community College was approved on September 15, 1989. Attached are copies of the approved organizational charts and functional statements. Please distribute copies of the charts and functional statements to the appropriate employee organizations and State or University offices. Transmittal memoranda should be prepared in accordance with the University's "Guidelines for Processing Organizational and Functional Changes".

If there are any questions, please contact Nadine Shiroma at extension 8472.

Attachments

## EXECUTIVE SUMMARY

### REORGANIZATION OF THE UNIVERSITY OF HAWAII LEEWARD COMMUNITY COLLEGE OFFICE OF STUDENT SERVICES

Enclosed for your information is the reorganization of Leeward Community College, Office of Student Services. The reorganization reflects the expanded programs and organization of the Office of Student Services.

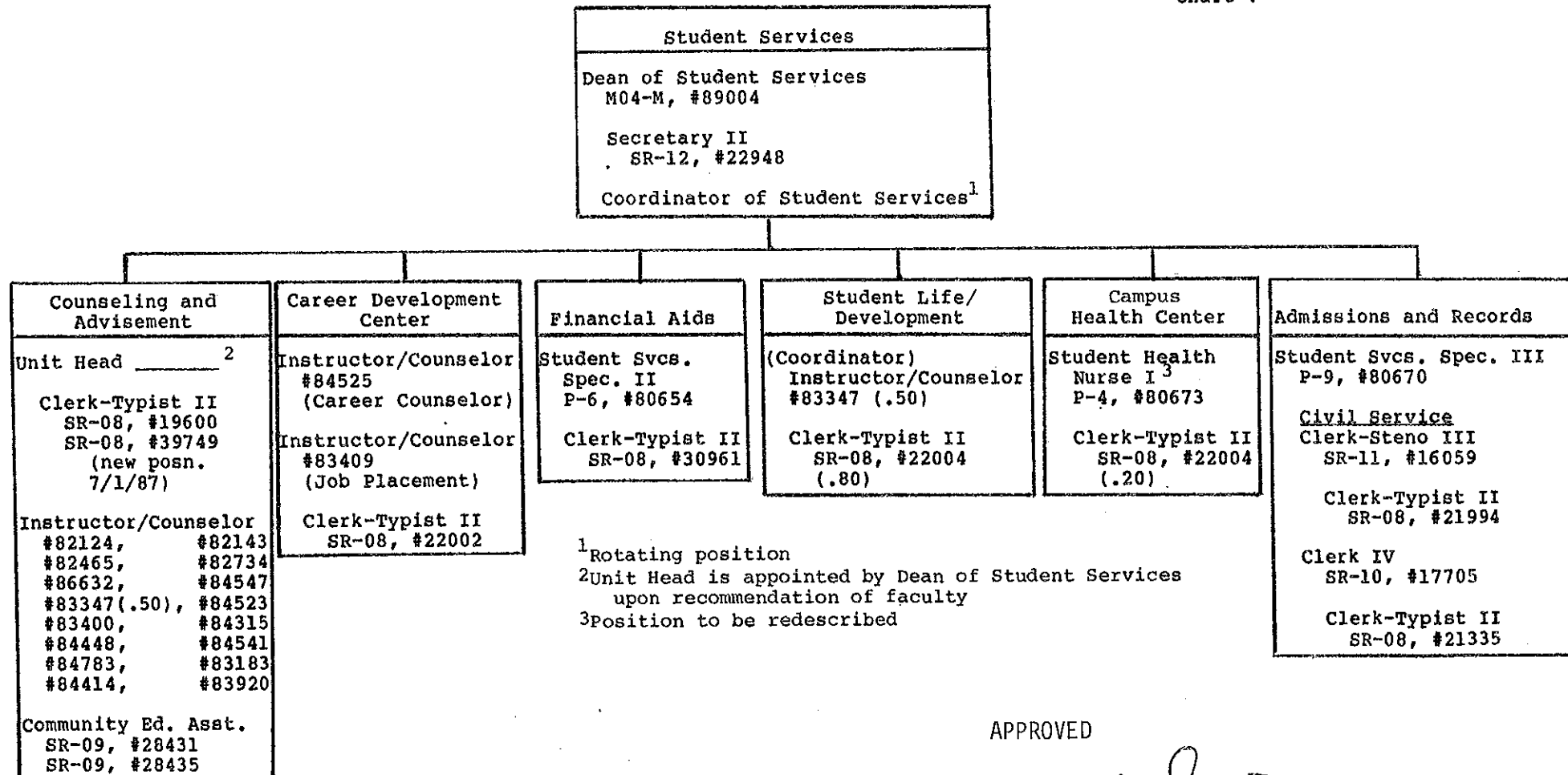
The change in organization formalizes the unit structure that has been in existence for some time. This change accurately reflects the functional and organizational requirements of student services and supports more effective communication and efficient management of the total Student Services operation. The reorganization also addresses the program review recommendations.

Prior to reorganization, the Student Services division consisted of five units: Counseling and Guidance, Career Development, Psychometry, Student Activities, and Admissions. The reorganization changes the structure of the units to the following: Counseling and Advisement, Career Development Center, Financial Aids, Student Life/Development, Health Center, and Admissions and Records.

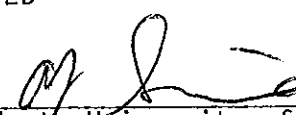
The reorganization establishes a unit head for Counseling and Advisement, thereby providing for daily supervision of the clerical staff and improved communications with the counseling staff. Other changes include the establishment of a separate financial aids unit and a separate campus health center.

The reorganization has minimal monetary impact.

State of Hawaii  
University of Hawaii  
Leeward Community College  
Student Services  
Chart V



APPROVED

  
\_\_\_\_\_  
President, University of Hawaii

SEP 20 1989

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Date

OFFICE OF STUDENT SERVICES (Chart V)  
MAJOR FUNCTIONS

Supervises and coordinates the College student services programs including student activities, registration, admissions, student records, financial aid, counseling and advisement career advising and job placement, health center, and special projects.

- Responsible for the planning, direction, and overall coordination of the programming and operations of the programs in student services.
- Recommends and monitors the student services budget including operating funds, student activity funds, and special funds.
- Coordinates activities with other major component areas such as instruction and academic support.
- Represents the College at meetings and conferences involving student affairs.

Student Services Coordinator

- Facilitates the development and implementation of student services programs.
- Coordinates the budget preparation, processes and monitors the expenditure of these funds for the division.
- Supervises the daily functions and facilitates the interaction of all the student services units.

Counseling and Advisement

- Unit head supervises clerical staff (#39749 as of 7/1/89).
- Conducts a systematic program of advisement and orientation for all new/returning/transfer students.
- Provides counseling assistance to any student requesting such services in the areas of academic planning, career goals, and academic/interpersonal problems and barriers.
- Responsible for the continued development and administration of the self development (SSCI 101) courses.
- Responsible for services to special groups of students such as the disadvantaged, handicapped, veterans, immigrants, women's groups, men's groups, learning disabled, and other target groups in need of special help (#86632 as of 7/1/87).

- Responsible for providing general counseling and advising student services at designated satellite centers to the college like LCC Waianae.

#### Career Development Center

- Responsible for specialized counseling and guidance in the area of career exploration and development.
- Responsible for the continued development and administration of the career exploration courses (IS 104) a one credit class and (IS 105) a three credit class.
- Provides job hunting skills and guidance in search of part time or full time employment.
- Develops and maintains career shadowing data banks for vocational education programs at the college.
- Develops and maintains a computer assisted job placement data bank relative to vocational education programs at the college and other employment opportunities relevant to studies at the college.
- Provides vocational exploration and evaluation of life experience for college credit.

#### Student Life/Development

- Coordinates and develops extracurricular programs and services of benefit and interest to students.
- Serves as the advisor to ASLCC, the Associated Students of Leeward Community College.

#### Campus Health Center

- Provides emergency and non emergency care on a nursing level and conducts health screening.
- Provides health education and counseling for students and academic community on demand.
- Provides workshops, programs, and classes on current health issues and topics of vital interest to the students and the academic community.
- Provides first aid training to the emergency health officers on the campus.

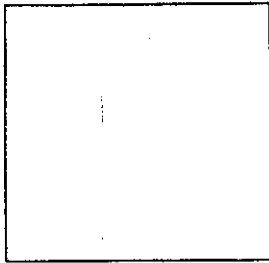
Financial Aids Office

- Administers financial support from federal and state funds.

Admissions and Records

- Coordinates and supervises the activities relating to admissions and records.
- Serves as the resource person to all areas of the College and the community regarding the activities of the Admissions and Records Office.
- Serves as a liaison with the Community College Institutional Research Office in the maintenance of records.
- Supervises work of clerical staff.

*Rodney Hakaque*



UNIV OF HAWAII  
UH BUDGET OFFICE  
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UNIVERSITY OF HAWAII • HONOLULU, HAWAII 96822

PRESIDENT

September 1, 1989

MEMORANDUM TO: Dr. Kenneth Kato  
Chairman, Board of Regents

FROM: Albert J. Simone *Albert J. Simone*

SUBJECT: PROPOSED REORGANIZATION OF THE OFFICE OF THE DEAN  
OF STUDENT SERVICES, LEEWARD COMMUNITY COLLEGE

1. Specific Action Requested

The Board of Regents is asked to review and approve a proposal to reorganize the Office of the Dean of Student Services, Leeward Community College (LCC). See Attachment A.

2. Recommended Effective Date

As soon as possible -- upon Board approval.

3. Purpose/Background

The Office of the Dean of Student Services supervises and coordinates all of the student services programs of the college. These services are currently provided by five functional units:

- A. Counseling and Guidance - Provides orientation, academic planning and counseling assistance to new and returning students and specific target groups in need of special assistance.
- B. Career Development - Provides specialized vocational and career development counseling. Administers federal and state financial aids programs.
- C. Psychometry - Administers, evaluates and interprets diagnostic and placement testing. Conducts workshops and serves as tests and measurements resource unit for faculty and staff.
- D. Student Activities - Coordinates extracurricular programs and services for students. Provides emergency and routine nursing care and health screening, education and counseling services.

- E. Admissions - Coordinates and supervises the admissions and registration process; establishes and maintains permanent student academic records.

In response to program review recommendations and changing needs of the college, LCC seeks to update and restructure its student services operations by establishing autonomous units that reflect the functional responsibilities of the Student Services Office.

#### 4. Proposed Reorganization

Under the proposed reorganization, the Psychometry Unit will be abolished and a separate Financial Aids Office and Health Center established. The remaining four units will be renamed and a part-time unit head appointed within Counseling and Guidance. The Student Services functions at LCC will be provided as follows:

- A. Counseling and Advisement (currently "Guidance and Counseling") - The name change is intended to emphasize the advising function but will have no effect on the responsibilities assigned to the unit. A unit head will be selected on a rotating basis to coordinate the work assignments of the clerical staff. This part-time appointment (20% FTE) will span one academic year. In response to the need for more generalist counselor/instructors, staffing will be augmented by two positions --#84523 from the Career Development Office and #83920 from the Psychometry Unit.
- B. Career Development Center (currently "Career Development Office") - With the establishment of a separate Financial Aids Office, this unit will focus on career development counseling which includes the maintenance of a computer-assisted job placement data bank and career shadowing data banks for vocational education programs at the college. Though staffing will be reduced by the transfer of instructor/counselor position #84523 to Counseling and Advisement, the transfer will not affect the functions or workload of the unit. Also, with the abolishment of the Psychometry Unit, clerk-typist position #22002 will be assigned full-time to the Career Development Center.



- C. Financial Aids - This office is being established to function autonomously. Two positions -- #80654 and #30961 -- will be transferred from Career Development to administer the state and federal financial aids programs.
- D. Student Life/Development (currently "Student Activities") - This unit is being renamed to reflect a more comprehensive program of services and to focus attention on the social, intellectual and community aspects of student life. Health care services previously provided by this unit will be transferred to a separate Health Center. Clerical assistance for Student Life/Development and Health Center will continue to be provided through the split appointment of clerk-typist position #22004.
- E. Health Center - When originally established, the Health Center was funded by student activity fees and thus considered a part of the Student Activities Unit. The center is now funded by State general funds and is being formally established as an autonomous unit. The unit will be staffed by existing Student Health Nurse position #80673 and part-time clerk-typist position #22004 (20% FTE).
- F. Admissions and Records (currently "Admissions") - Though renamed, the functions and structure of this unit remain unchanged.

In 1988 the college's Academic Support Unit was reorganized and the testing and measurement functions of the Psychometry Unit transferred to the Learning Resource Center. Since these services are no longer provided by Student Services, the Psychometry Unit is to be abolished and position #83920, which now functions as an instructor/counselor, transferred to Counseling and Advisement.

##### 5. Impact on Staffing and Resources

The restructuring of LCC's Student Services operations will involve the transfer of existing positions as outlined in the preceding section. All positions affected by the reorganization will be reviewed and redescribed and one position -- Student Health Nurse #80673 -- reclassified. The estimated cost of the reclassification action is \$1550 and will be funded by the program's existing budget. Staff will be housed in existing facilities.

Kenneth Kato  
September 1, 1989  
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6. Impact on Students

Services currently provided to students at LCC will not be altered but will be enhanced by an organizational structure updated to meet the current needs of the college and its student community and designed to facilitate communication and efficient management of the entire student services operation.

7. Recommended Action

It is requested that the Board place the Leeward Community College reorganization proposal on the agenda for its September meeting. The reorganization will provide for the effective, efficient management of University resources. Approval is therefore recommended.

Attachment

cc: Secretary Shiramizu  
Director Sakaguchi  
Chancellor Tsunoda

ATTACHMENT A

REORGANIZATION OF THE UNIVERSITY OF HAWAII,  
LEEWARD COMMUNITY COLLEGE, STUDENT SERVICES DIVISION

Enclosed for your information is the reorganization of Leeward Community College, Student Services Division. Prior to reorganization, the Student Services Division consisted of five units: Counseling and Guidance, Career Development, Psychometry, Student Activities, and Admissions. The reorganization changes the structure of the units to the following: Counseling and Advisement, Career Development Center, Financial Aids, Student Life/Development, Health Center, and Admissions and Records.

The change in organization formalizes the unit structure that has been in existence for some time. This change reflects the principal assumption of the reorganization which is the need to structure autonomous units responsible for specific tasks; this will reflect accurately the functional and organizational requirements of student services and support more effective communication and efficient management of the total Student Services operation. The reorganization reflects the operation within Student Services and is in response to the program review recommendations.

January 1, 1989

PROPOSED ORGANIZATIONAL CHANGES  
TO STUDENT SERVICES FOR LEEWARD COMMUNITY COLLEGE

PRESENT ORGANIZATION

Under the present organizational structure, Student Services programs for Leeward Community College consist of the following major functional areas:

Office of the Dean: Responsible for the planning, direction, and coordination of the programming and operations of the Student Support Services provided at Leeward Community College. Existing positions are the Dean of student services, MO4-NM, 89004; Secretary II, SR-12, #22948.

Counseling and Guidance: This unit is responsible for providing 1) orientation and academic advising to all new/returning students; 2) counseling assistance to students for academic planning, preparation to complete degrees/certificates 3) counseling assistance to students encountering academic and interpersonal problems and barriers, 4) responsible for the development and administration of the (SSCI 101) Self development course; 5) responsible for services to special groups of students such as the disadvantaged, handicapped, learning disabled, veterans, immigrants, women's groups, displaced workers, men's groups, and others identified as target groups in need of special help; 6) responsible for providing all basic student support services to satellite educational centers like LCC Waianae. Existing positions in this unit are Instructor-Counselors, #82124, #82465, #84547, #83400, #84448, #84541, #83183, #82143, #82734, #83347, #84315, #84783, #84414 (.5), #86632; Community Education Assistants, SR-09, #28431, #28435; Clerk Typist II, SR-08, #19600, #39749.

Career Development: This unit is responsible for providing specialized counseling and guidance in career development; administering financial support from federal and state funds; providing vocational exploration; evaluation of life experience for college credit, and opportunities for cooperative education; providing job hunting skills and guidance in search of part or full time employment. Existing positions are Student Services Specialist II, P6, #80654; Clerk Typist II, SR-08, #30961; Instructor-Counselor, #84525, #84523; Placement Officer, #83409; Clerk Typist II, SR-08, #22002 reports via a line to this unit.

Psychometry: This unit was responsible for administering, evaluating, and interpreting all diagnostic/placement testing during student orientation; administering, evaluating, and interpreting tests on a referral basis and/or by individual student request; conducting in service workshops and being the test/measurement resource to the faculty and staff. Existing positions in this unit are Psychometrist, #83920; Clerk Typist II, SR-08, #22002 reports via a line to this unit.

Student Activities: This unit is responsible for coordinating extracurricular programs and services of benefit and interest to students; providing emergency and non emergency care on a nursing level and conducts health screening; providing health education and counseling for students and academic community on demand; supervising the Kokua Information Center. Existing positions in this unit are Coordinator, #88414 (.5); Clerk Typist II, SR-08, #22004; and UH Student Health Nurse I, P4, #80673.

Admission: This unit is responsible for coordinating and supervising the activities related to admissions and records; serves as a resource to all areas of the college and community regarding the activities of the Admissions and Records office; serves as a liaison with the Community College Institutional Research Office in the maintenance of records; supervises work of clerical staff. Existing positions in this unit are Student Services Specialist III, P9, #80670; Clerk Steno III, SR-11, #16059; Clerk Typist II, SR-08, 21994; Clerk IV, SR-10, #17705; Clerk Typist II, SR-08, #21335.

#### PROPOSED ORGANIZATION:

Under the proposed organizational plan, the following changes would be made to the organization and function of the Student Services at Leeward Community College:

1. Counseling and Advisement: The unit is retitled to emphasize the advising function; however, this is not a new function. The overall functions of this unit remain the same as currently stated. A counselor in an existing position would be appointed on a part-time basis to serve as unit head. The unit head would be a counselor appointed by the Dean of Students upon recommendation of faculty. The appointment would be for an academic year at a time. The unit head would supervise the work of the two clerical staff assigned to



the unit. A generalist counselor instructor position would be transferred back to this unit from the Career Development Center, position number #84523.

Two new positions have been added to this area: a Clerk-Typist II, position #39749, was authorized by the legislature for 7/1/87; an Instructor II (Counselor), position #86632, was authorized by the legislature for 7/1/87.

2. Career Development Center: Instructor Counselor position number 84523, a generalist counselor, would be placed within the Counseling and Advisement unit and transferred out of the Career Development Unit. The Career Development Center would have assigned to it only the existing current positions of position number 84525, career counselor, and position number 83409, job placement counselor. The clerical services needed for the Career Development unit would now be provided by the transfer of position number 22002, Clerk Typist II, SR-08, partially assigned to the Psychometry Unit. The movement of the counselor will not effect the workload of the unit. The financial aids function has been separated from this unit.

3. Financial Aids:

Separate the financial aids office from within the Career Development Unit. The financial aids function would exist as an autonomous unit. Position number 80654, Financial Aids Officer, Student Services Specialist II, P-6, and position number 30961, Clerk Typist II, SR-08, would provide the service in this separate functional unit. This office will be responsible for administering financial support from federal and state funds.

4. Psychometry:

Deletion of the Psychometry function as a specific unit within Student Services. Position number 83920, psychometrist (instructor-counselor) was redirected in 1970's from a psychometry function to a generalist counselor instructor position. Technical support for the testing and measurement function will now be provided by the Learning Resource Center (LRC), as described in the reorganization of the Academic Support Unit. A position will be established, position number 98751F, Instructor II to provide services in this functional area. Position number 22002, Clerk Typist II, SR-08, will be transferred from Psychometry to Career Development to provide total clerical services to the latter unit.

5. Student Life/Development:

Retitle Student Activities as Student Life/Development in order to reflect a more comprehensive program of services for the campus student community. It is appropriate to focus attention on the social and intellectual and community factors of the campus in addition to the classroom emphasis. A generalist counselor will be assigned .50 on a rotational/annual basis to serve as coordinator of this unit. The assignment is not a permanent one. Position number 83347 would continue to provide the coordinating function as a .5 FTE and the clerical services would be provided by .80 FTE of position number 22004, Clerk Typist II, SR-08. The other .20 FTE of position #22004, Clerk-Typist II, SR-08, would continue to provide clerical support to the Campus Health Center. There will be no classification impact on this position. The Campus Health Center would function as an autonomous unit, not under the auspices of the Student Life/Development Unit.

6. Campus Health Center: Separate the Campus Health Center from within Student Activities. The Campus Health Center would function as an autonomous unit. Position number 80673, Health Nurse I, P-4, and .20 FTE of position number 22004, Clerk Typist II, SR-08 would provide the services in this separate functional area. This unit will provide the necessary health services and health education programming for the campus. The Campus Health Center would no longer function under the Student Life/Development Auspices.

7. Admissions and Records: The functions and structure of this unit remain the same. The positions are unchanged: UH Student Services Specialist III, P9, #80670; Clerk Steno III, SR-11, #16059; Clerk Typist II, SR-08, #21994; Clerk IV, SR-10, #17705; Clerk Typist II, SR-08, #21335.

PRINCIPAL ASSUMPTIONS:

The principal assumptions related to the propose reorganizational plan are:

1. The need to structure autonomous units responsible for specific tasks will 1) reflect accurately the functional and organizational requirements of student services and 2) support more effective communication and efficient management of the total Student Services operations.



2. Support of the testing function will be incorporated within the function of the academic support provided instruction via the Learning Resource Center, (LRC), at the college.

REASONS FOR THE PROPOSAL:

A change in organization is necessary to clarify the functional and organizational requirements within student services. The reorganization will reflect day-to-day operations within student services and is in response to the program review recommendations.

IMPACT IN STAFFING:

1. Separate the positions responsible for financial aid services into a distinct unit. Position number 80654, student services specialist II, P-6, and position number 30961, Clerk Typist II, SR-08, would be assigned to the specific unit of Financial Aids. No classification impact would occur.
2. With the transfer of the testing support function to the Learning Resource Center, the Clerk Typist II, position number 22002, SR-08, would be reassigned from the psychometry unit to the career development unit. No classification impact would occur.
3. The Student Life/Development unit will be autonomous. A generalist counselor will be assigned the coordinatorship of this unit on a .50 FTE basis; this assignment is rotational and confirmed each year. Position #83347 would provide the coordinator function as a .50 FTE and the clerical services would be provided by .80 FTE of position #22004, Clerk-Typist II, SR-08. No classification impact would occur.
4. Separate the positions responsible for campus health services to an autonomous Campus Health Center Unit. Position number 80673, Health Nurse I, P-4 will be redescribed and a reallocation of this position for the campus requested. .20 FTE of position 22004, Clerk Typist II, SR-08, would continue to provide clerical support for the Health Center Unit; no classification impact for this position would occur.
5. With the formation of a unit head for the Counseling and Advising unit, position number 19600, Clerk Typist II, SR-08, and position number 39749, Clerk Typist II, SR-08, would be supervised by the unit coordinator. No classification impact is expected.

6. The counselor, #84523, will be switched from the Career Development Center Counseling and Advisement to the Career Development Center. No classification impact is expected.

ALTERNATIVES:

1. Maintain the structure as it currently exists with no recognition of the autonomous and unique nature of the Financial Aids Office and the Campus Health Center. In addition, it does not structurally reflect the most efficient design for operating student services.
2. In assessing the functional and organizational requirements, the proposed reorganization is viewed as the most accurate, practical, and effective structure.

CHARTS

See Attached Charts:

Current Chart

Proposed

CURRENT

Organizational Charts  
and Functional Statements

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
LEEWARD COMMUNITY COLLEGE

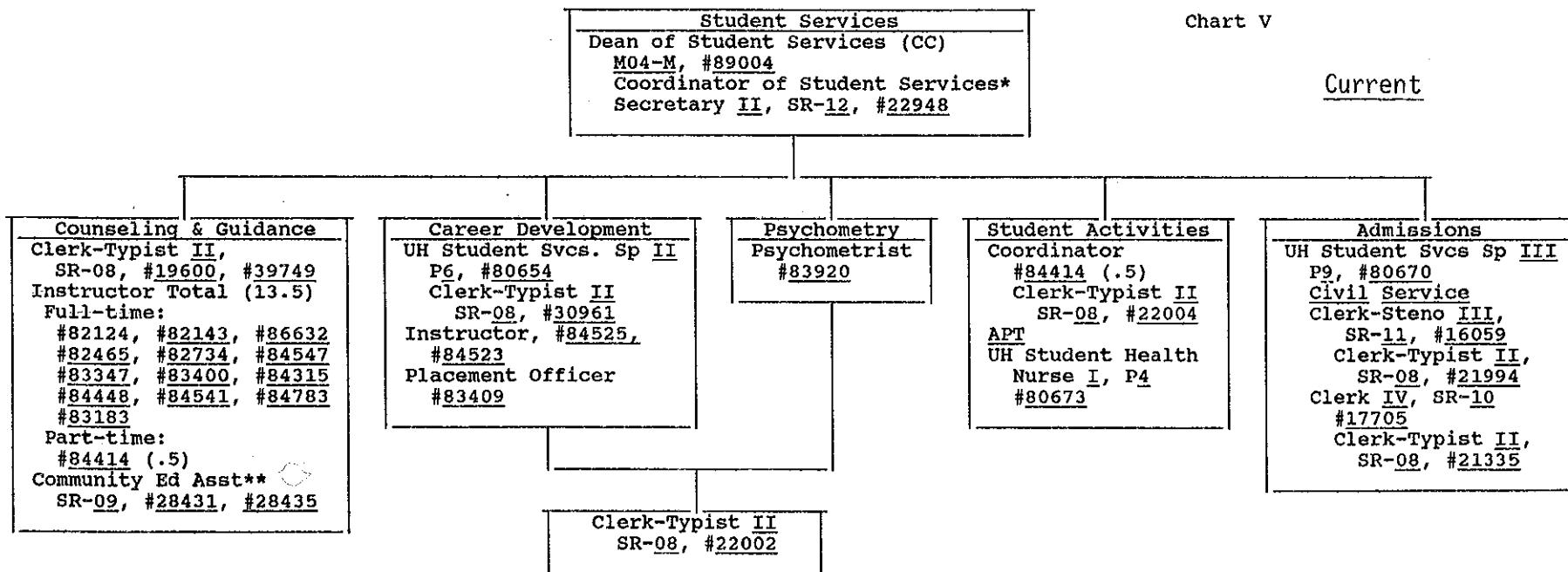
STUDENT SERVICES

Position Organization Chart

06/30/89

Chart V

Current



\*Rotating position

\*\*Assigned to Waianae-Nanakuli Education Center

JUN 30 1989

OFFICE OF STUDENT SERVICES (Chart V)

Supervises and coordinates the college student services programs including activities, registration, admissions, student records, financial aid, psychometry, counseling and guidance, and job placement.

- . Recommends and monitors the student services budget including operating funds, student activity funds and special funds.
- . Coordinates activities with other major component areas such as instruction and academic support.
- . Represents the College at meetings and conferences involving student affairs.

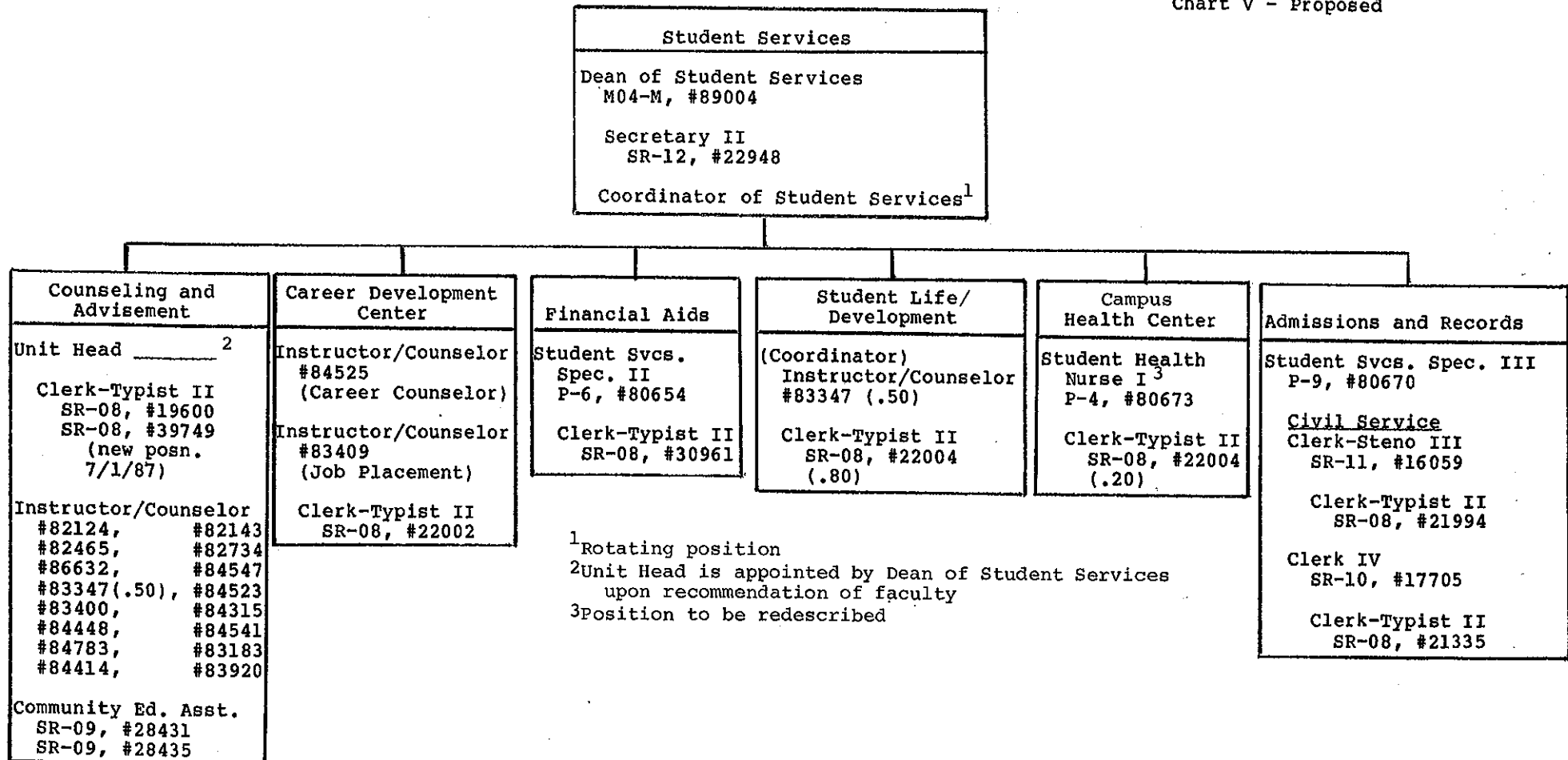
Student Services Coordinator

- . Facilitates the development and implementation of student services programs.
- . Coordinates the budget preparation, processes and monitors the expenditure of these funds for the division.
- . Supervises the daily functions of the counseling staff and facilitates the ongoing interaction between the Office of Student Services and those of the Registrar, Student Activities, Psychometry, and Career Development.

Counseling and Guidance

- . Conducts a systematic program of advisement and orientation for all new students.
- . Provides counseling assistance to any student requesting such services in areas of academic planning, career goals, and interpersonal problems.
- . Responsible for the continued development and administration of the ISS self-development courses.

State of Hawaii  
University of Hawaii  
Leeward Community College  
Student Services  
Chart V - Proposed



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Counseling and Advisement

- Unit head supervises clerical staff (#39749 as of 7/1/89).
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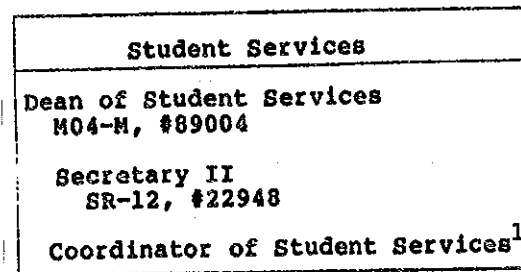
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Admissions and Records

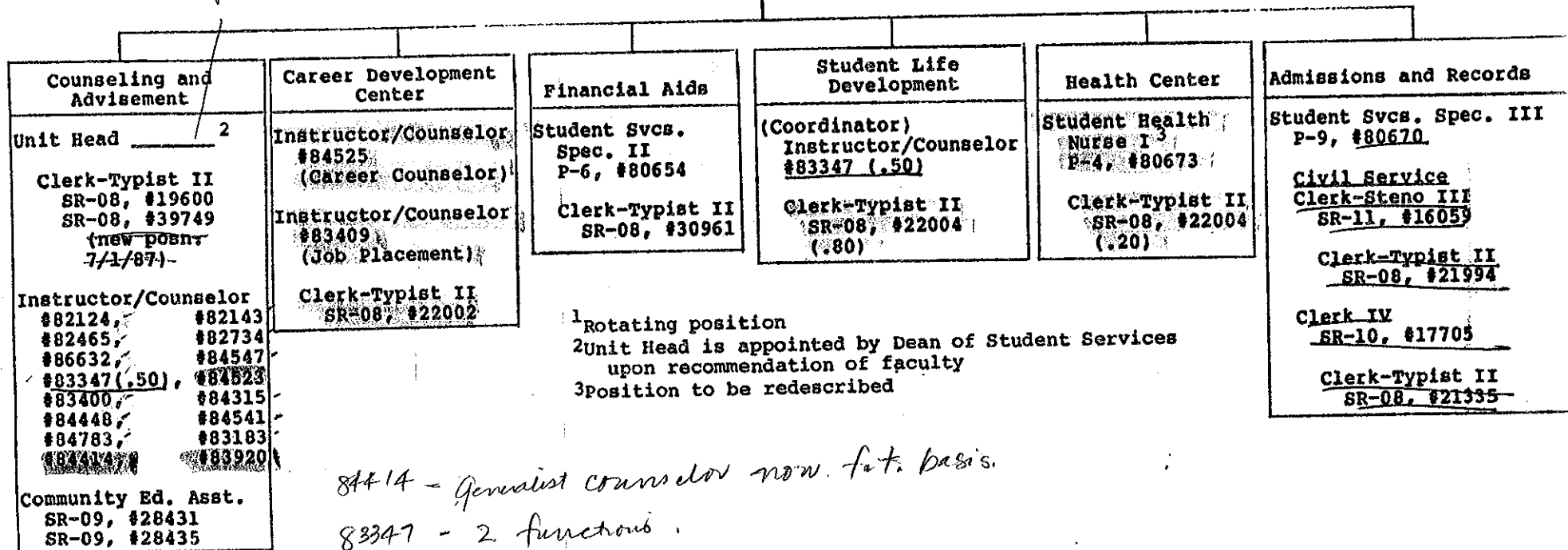
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- Supervises work of clerical staff.

State of Hawaii  
University of Hawaii  
Leeward Community College  
Student Services  
Chart V - Proposed



*no additional comp*

*← receive at time for 1st time provided by leg*



<sup>1</sup> Rotating position

<sup>2</sup> Unit Head is appointed by Dean of Student Services upon recommendation of faculty

<sup>3</sup> Position to be redescribed

*84414 - Generalist counselor now. f.t. basis.*

*83347 - 2 functions.*

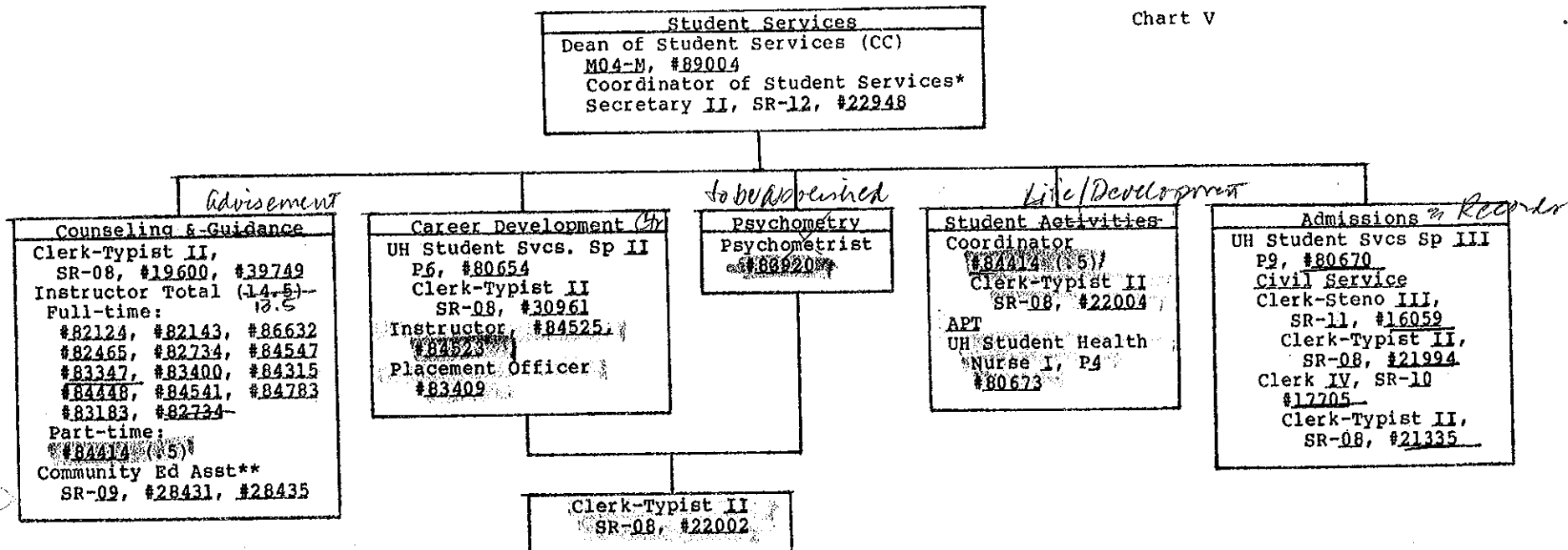
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
LEEWARD COMMUNITY COLLEGE

STUDENT SERVICES

Position Organization Chart

06/30/89

Chart V



\*Rotating position

\*\*Assigned to Waianae-Nanakuli Education Center