March 14, 1991

MEMORANDUM

TO: Dr. Kenneth N. Kato
           Chairperson, Board of Regents

FROM: Rodney Sakaguchi

SUBJECT: NOTIFICATION OF REORGANIZATION - COLLEGE OF CONTINUING
           EDUCATION AND COMMUNITY SERVICE, UNIVERSITY OF HAWAII AT
           MANOA

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on March 7, 1991 for the College of Continuing Education and Community Service (CCECS), University of Hawaii at Manoa. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please contact Dean Joseph W. Choy of the CCECS at 956-8866.

Attachment
cc: President/Chancellor Simone
       Dean Choy

EXECUTIVE SUMMARY

COLLEGE OF CONTINUING EDUCATION AND COMMUNITY SERVICE
OFFICE OF THE DEAN

Enclosed for your information is a minor reorganization of the Office of the Dean, College of Continuing Education and Community Service. This minor reorganization places the UH Publications Specialist II, Position #81968, under the Dean.

The rationale for this reorganization is to reflect the college-wide education program support responsibilities of the position. The position originally functioned primarily for our noncredit, Courses and Curricula, programs. However, the necessity for effective program support to all college educational programs has become more and more evident. In order to accomplish this, the position needs to be situated in the Dean's Office, thus reflecting the college-wide responsibilities of the position.

With the emphasis on program support, the position needs to be identified with this new emphasis and therefore a reclassification recommendation has been forwarded to reclassify the position as a UH Educational Support II. The additional annual amount of $1,991 will be required; the position is a Special Fund position and these funds are available.
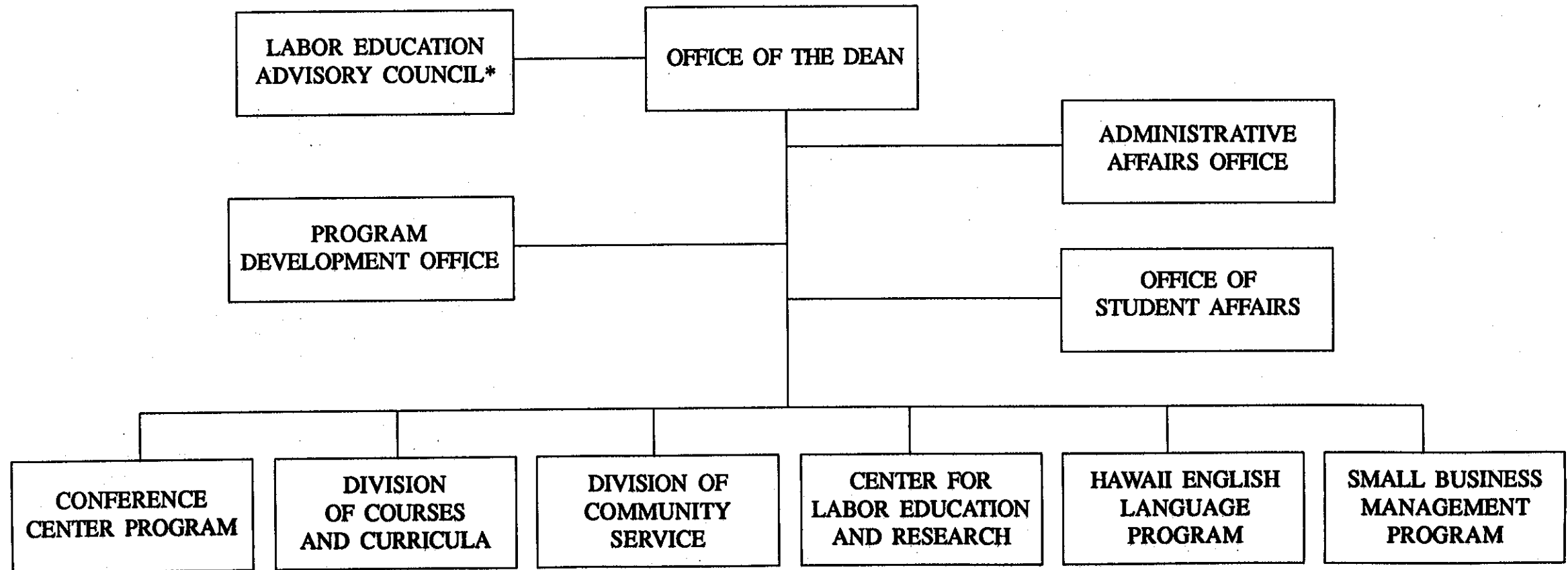

Attachments:
      Current Organizational Charts and Functional Statements
      New Organizational Chart

CURRENT ORGANIZATION CHARTS
AND
FUNCTIONAL STATEMENTS

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┌──────────────────────┐         ┌──────────────────────┐
│  LABOR EDUCATION     │─────────│  OFFICE OF THE DEAN  │
│  ADVISORY COUNCIL*   │         └──────────────────────┘
└──────────────────────┘                    │
                                             │        ┌──────────────────────┐
                                             │────────│  ADMINISTRATIVE      │
                                             │        │  AFFAIRS OFFICE      │
┌──────────────────────┐                     │        └──────────────────────┘
│  PROGRAM             │─────────────────────│
│  DEVELOPMENT OFFICE  │                     │        ┌──────────────────────┐
└──────────────────────┘                     │────────│  OFFICE OF           │
                                             │        │  STUDENT AFFAIRS     │
                                             │        └──────────────────────┘
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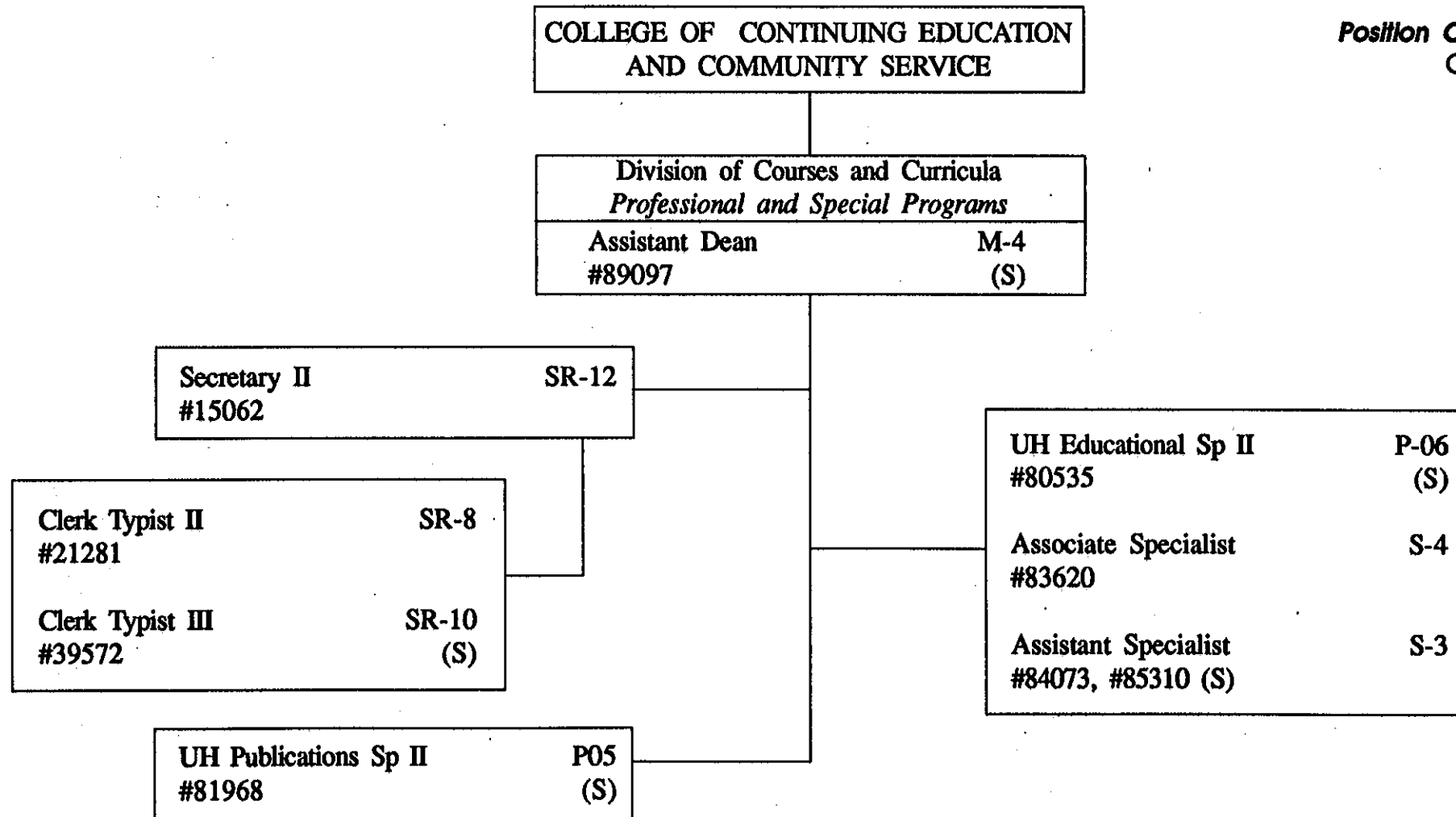| CONFERENCE CENTER PROGRAM | DIVISION OF COURSES AND CURRICULA | DIVISION OF COMMUNITY SERVICE | CENTER FOR LABOR EDUCATION AND RESEARCH | HAWAII ENGLISH LANGUAGE PROGRAM | SMALL BUSINESS MANAGEMENT PROGRAM |

*Act 202, SLH 1976, Advisory Body to the Dean
for the Center for Labor Education and Research

Updated: June 30, 1990

UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF CONTINUING EDUCATION
AND COMMUNITY SERVICES
Division of Courses and Curricula
PROFESSIONAL AND SPECIAL PROGRAMS

Position Organization Chart
Chart III-A

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COLLEGE OF  CONTINUING EDUCATION
AND COMMUNITY SERVICE
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Division of Courses and Curricula
Professional and Special Programs

Assistant Dean              M-4
#89097                      (S)
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Secretary II                SR-12
#15062
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Clerk Typist II             SR-8
#21281


Clerk Typist III            SR-10
#39572                      (S)
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UH Publications Sp II       P05
#81968                      (S)
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UH Educational Sp II        P-06
#80535                      (S)

Associate Specialist        S-4
#83620

Assistant Specialist        S-3
#84073, #85310 (S)
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Updated: June 30, 1990

COLLEGE OF CONTINUING EDUCATION AND COMMUNITY SERVICE

Functional Statements

The College of Continuing Education and Community Service (CCECS) serves the continuing education needs of individual adults and groups through formal and informal courses, conferences and institutes, cultural and specialized events, and other educational experiences. These educational opportunities are provided at various places and times on Oahu and the neighbor islands for students who cannot attend regularly scheduled courses at the Manoa Campus. It also administers the academic affairs of students who have been admitted to the UH but who are not candidates for a degree at the Manoa Campus.

OFFICE OF THE DEAN

Under the general direction of the President, University of Hawaii, plans, organizes, directs, evaluates and controls the programs of the CCECS. Represents the College in community meetings and other events.

. Provides leadership to the College.

. Establishes program priorities.

. Establishes policies and procedures based on Board of Regents and University of Hawaii policies.

. Directs staff and program directors to assure that functions assigned to the College are carried out.

. Represents the College in meetings of the Deans and Directors.

. Represents the College in other administrative activities such as legislative hearings, meetings to solve College problems within and without the University of Hawaii system and at functions in which the College is a participant.

. Oversees the development and evaluation of programs which are consistent with the mission of the College.

PROFESSIONAL AND SPECIAL PROGRAM

Under the general direction of the Dean, this division establishes and administers noncredit course programs designed to serve individuals who otherwise cannot avail themselves of the regular University day program. Such individuals are thereby provided an opportunity to upgrade their professional occupational skills or achieve personal enrichment.

The division determines the courses to be offered based on requests emanating from the public, recruits qualified instructors; seeks approval for courses and instructors from appropriate academic departments; develops course informational materials; initiates employment contracts and related forms; schedules the classes; publicizes the programs; procures and distributes textbooks; assists in the conduct of registration; counsels and advises instructors; monitors programs

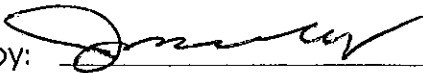The procedures described above are applied to the following distinct programs:

.   Accelerated Noncredit Course Program: Regularly scheduled (three-times-a-year) noncredit course offerings on campus.

.   Noncredit Special Program: A program of noncredit courses and activities that do not fit the regularly scheduled three-times-a-year program.

.   Continuing Education for Professionals Program: A program that provides a series of noncredit programs to professionals to stay abreast of changes in their field of employment.

NEW
ORGANIZATION CHARTS

UNIVERSITY OF HAWAII AT MANOA
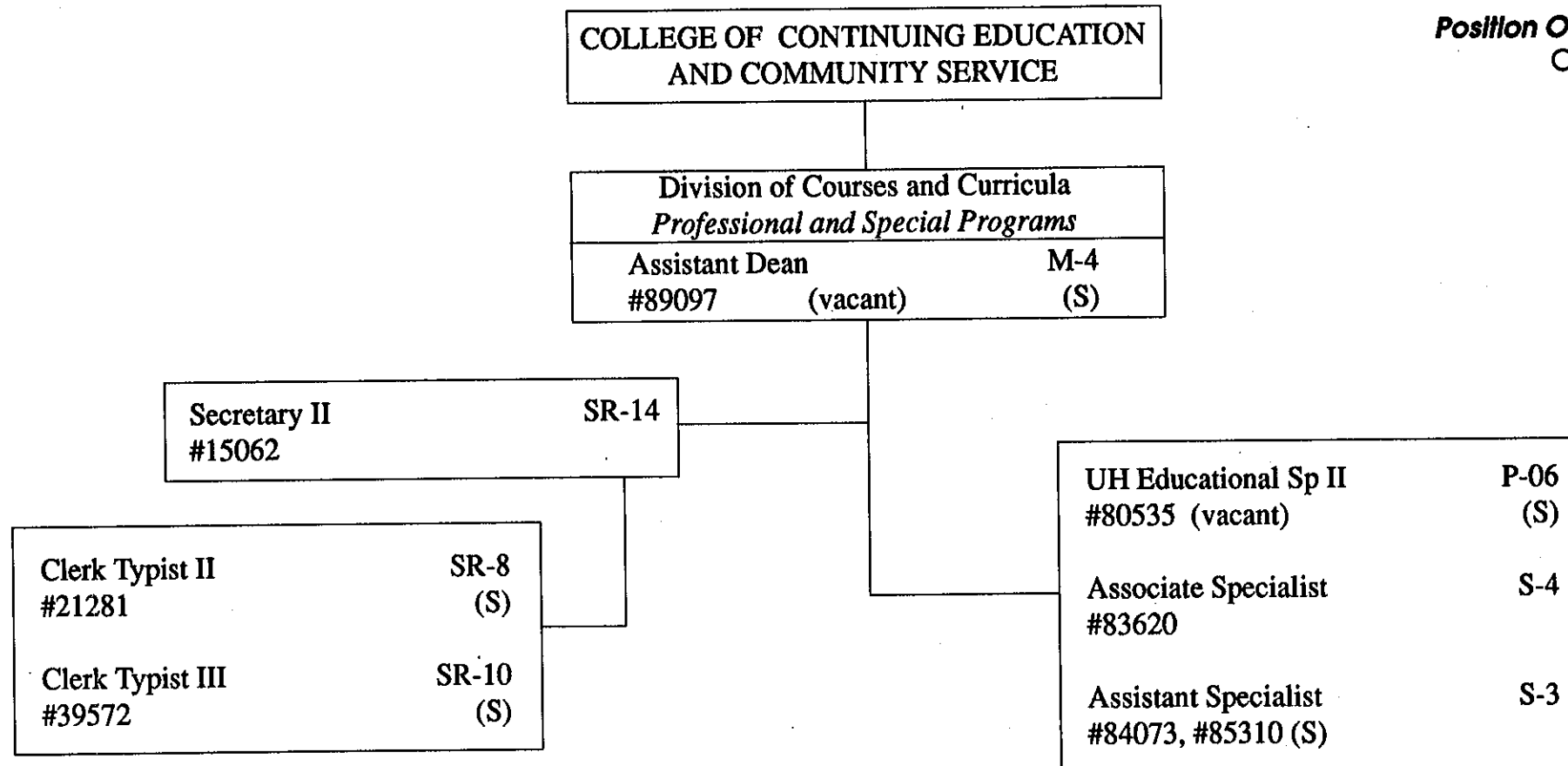COLLEGE OF CONTINUING EDUCATION
AND COMMUNITY SERVICES

Office of the Dean and Staff Office
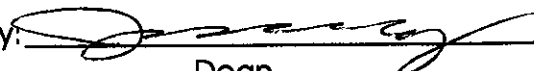**Position Organization Chart**
Chart II

Office of the Dean

Dean	M-11
#89128	

Secretary III	SR-16
#10867	

Associate Dean	M-6
#89074	

Student Affairs Office

Assistant Dean	M-3
#89065	

Secretary II	SR-14
#24871	

UH Administrative Officer IV	P-09
#80142	

Secretary II	SR-14
#00491	

Counseling, Registration & Record Services

UH Educational Sp III	P-09
#80229	

Specialist	S-5
#83721	

Account Clerk IV	SR-13
#14209, #11485	

Clerk Typist III	SR-10
#10868	

Clerk IV	SR-10
#21626	

Clerk Typist III	SR-10
#17425	

UH Publications Sp II	P-05
#81968	(S)

Program Development

Specialist	S-5
#84637	

Approved by: _(signature)_
Title: Dean
Date: **MAR 7 - 1991**

UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF CONTINUING EDUCATION
AND COMMUNITY SERVICES
Division of Courses and Curricula
PROFESSIONAL AND SPECIAL PROGRAMS

Position Organization Chart
Chart III-A

COLLEGE OF CONTINUING EDUCATION
AND COMMUNITY SERVICE

Division of Courses and Curricula
Professional and Special Programs
Assistant Dean   M-4
#89097   (vacant)   (S)

Secretary II   SR-14
#15062

Clerk Typist II   SR-8
#21281   (S)
Clerk Typist III   SR-10
#39572   (S)

UH Educational Sp II   P-06
#80535 (vacant)   (S)
Associate Specialist   S-4
#83620
Assistant Specialist   S-3
#84073, #85310 (S)

Approved by: _____
Title: _____ Dean _____
Date: ___ MAR 7 1991 _____
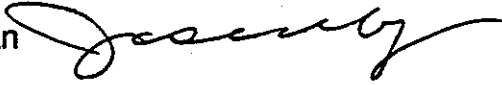
University of Hawaii at Manoa
College of Continuing Education and Community Service
2530 Dole Street • Honolulu, Hawaii 96822
FAX Number: (808) 956-3364

July 27, 1990

MEMORANDUM

TO: James Takushi, Director
             Personnel Management Office

FROM: Joseph W. Choy, Dean

SUBJECT: **MINOR REORGANIZATION OF CCECS's OFFICE OF STUDENT AFFAIRS**

Enclosed you will find a memorandum from the Hawaii Government Employees Association that they have been consulted concerning the minor reorganization of the College's Office of Student Affairs. We have also enclosed the approved organizational chart and rationale for the reorganization.

We now await two outstanding matters. They are:

1.   Reclassification request for the UH Educational Specialist II (#80229).

2.   Reclassification request for the Clerk Steno III (#17425).

Thank you for your assistance in this matter. Should you have any questions, please feel free to contact me at X68866.

attachments

COLLEGE OF CONTINUING EDUCATION AND COMMUNITY SERVICE
OFFICE OF STUDENT AFFAIRS

BRIEF DESCRIPTION OF CURRENT ORGANIZATIONAL STRUCTURE

The Office of Student Affairs (OSA) is managed by the Assistant Dean for student academic services. Currently, the office is separated into three functional sections: evaluation services, counseling services and administrative/support services. The administrative/support services section is further divided up into records, word processing and registration units.

The Secretary II, as head of the administrative and support services section, supervises the overall operations of this section and reports directly to the Assistant Dean. The secretary handles all correspondence for the Assistant Dean, prepares all confidential and personnel records, makes the requisite arrangements for on-campus registrations, prepares the office and college calendar, coordinates the OSA budget management and report activities, develops the work schedules and supervises the registration and records units.

The Clerk-Steno III oversees the records unit of the office. This position verifies that all students satisfy the academic requirements for enrollment in classes, insures that all data collected and transferred to the permanent files are accurate and complete, schedules and runs requisite computer batches for all records functions, takes dictation and prepares follow-up letters for records-related problems.

The Clerk-Typist III oversees the registration unit. The position is responsible for all registration activities and related computer functions. These responsibilities include conducting on-site registration at classroom and conference sites, entering of all registration and grade data into the computer and verifying that this data is accurate, overseeing the logistics for conducting registration, providing registration related reports to appropriate offices in timely fashion, and providing information services for the office.

The Educational Specialist II provides all counseling services to students enrolled in both day and CCECS-delivered programs and has overall responsibility for planning, coordinating and evaluating registration policies, procedures and instructions. In addition, this position is responsible for overseeing the academic affairs of all unclassified students, resolving all registration and records-related problems, identifying and articulating OSA computer needs and conducting orientation sessions for students and CCECS instructors.

The Specialist provides consultative services to credit and noncredit instructors to assist them in their teaching assignments. The position also distributes and compiles evaluative data on all CCECS course offerings which are shared with each instructor, course programmer and department chairperson (credit courses only).

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BRIEF DESCRIPTION OF THE PROPOSED FUNCTIONS AND ORGANIZATION AND THE
SPECIFIC ACTIONS REQUESTED

To meet the increasing demand for different types of registration-
related services, changing methods and locations for delivering
courses, changing demographics of students and increased variety of
program offerings, and actual changes in workload in certain areas, a
reorganization for the Office of Student Affairs is proposed to meet
the current and projected future needs.

The reorganization is necessitated because of the following reasons:
growth in the number of day unclassified students whose academic
affairs are administered by CCECS' Office of Student Affairs;
significant changes in degree and admissions requirements; growth in
the number of students, programs and courses offered by CCECS program
areas, especially in outreach credit programs at off-campus and
off-island sites; growth in the number and size of conferences
administered by CCECS' Conference Center; growth in different types of
support services provided to programs; and workload changes resulting
from computer support needs.

The tremendous increase in unclassified enrollment in the regular day
school program---from 1,451 in Fall 1984 to 1,945 in Fall 1989---has
heavily taxed our counseling staff, especially since the increase was
in undergraduate enrollment. Because unclassified undergraduates do
not qualify for any financial aid benefits, register last, and must
reapply for admission to gain enrollment into a degree-granting
college, these students have tremendous counseling support needs in
selecting the appropriate courses to satisfy the new admissions and
degree requirements of the college in which they wish to earn their
degree.

Although the actual registrations in the evening credit program
increased only minimally, from 11,584 in fiscal year (FY) 84-85 to
11,741 in FY 88-89, the total number of courses offered increased from
593 to 718 courses. The increase in course offerings is a reflection
of increased outreach efforts by different programs many of which are
located off-campus. These new initiatives require increased
coordination amongst the Office of Student Affairs, the Extended
Program Department, course sponsors, student services offices (e.g.,
financial aids), college/school student academic services offices and
faculty. Hence, OSA staff must meet with course and program sponsors
to identify the unique needs of the program and clientele; to develop
specialized registration procedures appropriate for the program/target
population; to establish appropriate counseling and administrative
support services for students; to establish procedures for orienting
faculty to CCECS programs, procedures and expectations; and finally,
to insure that accreditation and academic standards are adhered to.

In addition to the growth in credit offerings, noncredit registrations
increased from 12,472 in 526 courses in FY 84-85 to 19,089 in 976
courses in FY 88-89. Conference Center registrations totaled 3,107
for 15 conferences for FY 88-89 as compared to 594 for 5 conferences
for FY 87-88. Projected registrations for future conferences
currently range from a low of 30 to a high of 6,000 registrations for
a single conference!

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Finally, as programs expand, new services are needed to meet the needs of specific populations. Hence, to meet these demands, OSA has responded by providing additional support services which have added to its workload. As an example, to insure that all teachers have the opportunity to enroll for DOE-funded courses offered through CCECS, CCECS services DOE specialists by receiving, inputting and reporting all requests received from all teachers. This alone resulted in OSA processing over 4,000 course requests from teachers---each of whom received a decision letter through CCECS' services.

Despite the increased workload, the staffing at the Office of Student Affairs has not increased. The proposed reorganization recognizes the need for the Assistant Dean to address the long-range needs of CCECS by developing appropriate plans and goals for meeting the growing diversity of programs, students and community and acquiring and utilizing the most effective technology available to accomplish these goals. It also recognizes the need for additional staffing as well as the importance of centralizing functions within sections to better respond to the increased volume of students, programs and services. Most significantly, it recognizes the importance of having a professional staff to coordinate all aspects of the various programs to insure that work flow and requirements are well articulated and then accurately and efficiently implemented and most importantly, preserve the academic integrity of all programs. Hence, an Educational Specialist position will be assigned to directly oversee and supervise the counseling, registration and records section and to coordinate with departments, organizations and individuals in the planning, implementing and evaluating of registration, record-keeping and student support (i.e., counseling) procedures and practices for special programs including outreach programs being delivered off-campus. It also includes an additional counseling position to support the counseling needs of the growing student population, especially the expanding number of nontraditional students who have multiple needs which must be fully supported.

Hence, the proposal includes:

1) the assignment of the Educational Specialist II (#80229) as the coordinator for registration (including admissions), records and counseling;
2) the addition of an Educational Specialist II position (temporary counselor position with possible conversion to permanent status);
3) the consolidation of counseling, registration and records units into one section under the direction of the Educational Specialist II (#80229);
4) the consolidation of administrative, registration and records reporting functions under the Educational Specialist II (#80229).

The proposed functions for this new organization will be as follows.

ASSISTANT DEAN OF STUDENT SERVICES

The Assistant Dean provides for the overall management of the operations of the Office of Student Affairs and is responsible for the long-range planning of all support-related services and needs for all programs and students, registration services for the entire college and program delivery modes. These responsibilities include the following:

1. developing, administering and managing the staff, budget and programs of the Office of Student Affairs;
2. insuring that all CCECS-delivered programs comply with University academic standards and accreditation requirements;
3. developing and implementing College academic policies and procedures for day and evening credit students as well as other policies and procedures for noncredit program offerings;
4. planning for the future needs of the College and its students, identifying the student services resources, including personnel as well as new technologies, required to support these needs;
5. identifying computer resources that meet the needs of the College as well as the computer interface requirements of the appropriate campus computer permanent record files;
6. overseeing the development and implementation of any requisite computer interface to transfer requisite data;
7. serving on various University councils and committees which impact the programs delivered/administered by CCECS and students served by CCECS;
8. articulating non-traditional student needs with other campus personnel, administrators, offices, etc. so that appropriate services can be provided and existing policies and procedures revised to better meet the needs of the new student population;
9. informing CCECS directors of changes in University academic policies and procedures which may affect their areas of responsibility;
10. communicating regularly with all CCECS program areas to insure that program needs are met;
11. developing requisite reports, studies, statistical data to meet the needs of students and organizations served by CCECS programs as well as the various university schools, colleges and departments;
12. analyzing enrollment and student data to identify trends and to project future needs;
13. insuring that outreach services are developed and provided to meet the needs of the general community and in consonance with University objectives.

The Specialist, Educational Specialist II (#80229) and Secretary II report directly to the Assistant Dean.

ADMINISTRATIVE AND SUPPORT SERVICES

The administrative and support services section will provide word processing and scheduling for the office (i.e., Assistant Dean/professional staff appointment, computer, class/conference, registration, calendars) as well as support services in the areas of personnel, budget, academic status. The Secretary oversees this unit and is responsible for the following functions:

1. serves as Secretary to the Assistant Dean for student academic services and provides secretarial support services to the Assistant Dean and other professional staff by:
    a. taking dictation and transcribing documents from shorthand and machine;
    b. typing all confidential correspondence;
    c. preparing all personnel documents and overseeing the submission of all requisite time sheets for payroll purposes;
    d. composing replies for routine types of correspondence;
    e. screening, scheduling and securing requisite information for appointments;
2. assists in the planning and coordination of all computer operations and registration schedules for OSA;
3. prepares the consolidated master calendar of all CCECS programs and terms for the entire college as well as the master office (OSA) calendar based on the information and schedules submitted by the Extended Program, Professional and Special Program and Conference Center directors, Educational Specialist II (#80229) and Assistant Dean in the Office of Student Affairs;
4. prepares the office work schedule and staffing;
5. assists with OSA budget and report activities including routine statistical reports;
6. insures that forms are revised and ordered in a timely fashion;
7. reviews all correspondence to insure that accurate information and materials are enclosed and letters responded to in timely fashion;
8. prepares all statistical reports required by the University and other client groups;
9. generates academic action letters, memos and notices prepared by the Assistant Dean and Educational Specialist and distributes these to the appropriate offices in timely fashion at the end of the regular semesters;
10. provides the following support service functions for all sections in the office:

    a. types and prints on the word processor and computer, all correspondence letters and certification notices for the office - the Assistant Dean, counselor and other staff - as well as all copy for OSA's publications;
    b. generates form letters on the computer for ELI testing, financial obligation and residency notices;
    c. maintains office correspondence files;
    d. reviews, edits and mails out all correspondence;
    e. prepares copy for brochures, special mailings.

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In addition, the Secretary will assist the Assistant Dean and Educational Specialist II (#80229) in preparing and distributing the computer batch schedule for the credit program, preparing all correspondence which must be dictated and transcribed for all sections and gathering academic records for students before review and action by the Educational Specialist II and Assistant Dean.

The Secretary reports directly to the Assistant Dean.

COUNSELING, REGISTRATION AND RECORDS SERVICES

The counseling, registration and records services section provides the advising, counseling, registration coordination and record-keeping services for the college. There will be three major units within this section: counseling, registration and records. The Educational Specialist II (#80229) will head this section and will:

1. coordinate and supervise all activities within the three sections;
2. develop and update all information regarding programs offered by CCECS;
3. develop an integrated counseling program for unclassified students and all students served by CCECS including the preparation of publications, delivery of workshops and orientation, and delivery of services at off-campus sites and at non-traditional work hours;
4. establish registration procedures, conduct all registrations and insure that all policies and procedures are in compliance with college and university regulations and procedures;
5. insure that all academic policies and procedures satisfy accreditation requirements;
6. identify and recommend changes to policies and procedures as needed to support the needs of students served by CCECS;
7. meet with academic departments/programs/organizations in the initial planning stages to identify the appropriate procedures for the programs and the requisite student support services needs and to determine whether OSA has the appropriate resources to support the program;
8. meet with the various CCECS programs/programmers to insure that appropriate staffing and procedures have been established for unique classes and new programs;
9. develop appropriate procedures for delivering support services, implementing registration, providing requisite information to appropriate campus offices and articulating these procedures to personnel in the counseling, registration and records units;
10. resolve all registration and records-related problems;
11. revise all registration forms, instructions and instructor manuals;
12. oversee the training of personnel in this section.

The Educational Specialist II (#80229) reports directly to the Assistant Dean.

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Counseling Services

The counseling unit will:

1. counsel and advise students who are interested in taking courses at the University, regarding course offerings, admission/registration procedures, etc.;
2. develop workshops, seminars, programs to assist non-traditional students in learning about educational opportunities, admissions/program requirements, etc.;
3. assist in administering the academic affairs of students;
4. approve changes of registration, course overloads, readmission of students and resolves problems with students and/or instructors;
5. follow up on any records/registration discrepancies and insures that corrections, as appropriate, are recorded;
6. prepare, update and distribute information materials needed by students;
7. develop and deliver outreach services to the general public;
8. assist with registration during registration periods and in the absence of the Educational Specialist II (#80229).

The Educational Specialist II (temporary position with possible conversion to permanent status) will report directly to the Educational Specialist II (#80229).

Registration Services

The registration unit provides the following functions:

1. handles the logistics for conducting registration on and off-campus for both credit and noncredit programs;
2. conducts on-site registration at classroom (primarily for noncredit courses) and conference sites;
3. inputs all registration data including course, fiscal and student personal history data;
4. after input, verifies (i.e., edits) that all registration data has been entered correctly and corrects all errors;
5. inputs all grades for credit courses and verifies that all data has been entered correctly;
6. insures that the correct registration flags are input correctly for each term so that the appropriate records can be transferred from CCECS files to the permanent ISIS files;
7. inputs and updates all course information;
8. verifies that all credit course offerings have been approved and established in compliance with established procedures;
9. maintains all computer files by deleting records on a regularly scheduled basis after backing up all such data;
10. creates and updates computer batches for reports which must be printed on a regular basis;
11. updates and maintains all files required for registration purposes;
12. provides the counter and telephone information services.

The Clerk-Typist III oversees the routine day to day operations of this section and will report to the Educational Specialist II (#80229).

Records Services

The records unit provides the following functions:

1. insures the integrity of the program by verifying that:
   a. all students registered for credit programs satisfy University eligibility requirements;
   b. students meet the course and/or college prerequisites.
2. verifies and updates all student personal history data by:
   a. securing verification of name, birthdate and student identification number when discrepancies appear on the registration or permanent record cards;
   b. notifying the Records Office of any requisite changes to be made to the permanent record;
3. runs all batches to prepare data for transfer onto the on-line databases at the Manoa and Leeward campuses and then, transfers all demographic, course and grade data to the on-line databases at these campuses;
4. reviews edit lists and keys in all changes that must be made on-line based on the edit list and information in the on-line database;
5. verifies that all changes of registrations are properly approved and transacted;
6. edits all registration forms and forwards forms to the Records Office in a timely and accurate fashion;
7. distributes classlists and gradesheets in timely fashion;
8. produces and distributes report cards, grade and enrollment reports to appropriate individuals, colleges and departments;
9. issues course certificates to qualified individuals in noncredit courses;
10. provides verification of enrollment information to students and other offices upon student's request;
11. updates and maintains student files when eligibility requirements are affected (e.g., maintaining English Language Institute results, academic action and classified college of business administration student data files);
12. updates permanent computer record student files by preparing all notification of change forms for submission to the records office.

The Clerk-Steno III oversees the routine day-to-day operations of this unit and will report to the Educational Specialist II (#80229).

EVALUATION SERVICES

The evaluation services section distributes forms and compiles evaluative data on all CCECS course offerings. The information is shared with each instructor, course programmer and, in the case of credit courses, department chairperson.

The Specialist conducts an instructor workshop for the on-campus evening and military credit instructional staff to orient them to instructional techniques and to the evaluation services provided by the College. The Specialist also provides consultative services to

credit instructors who are experiencing difficulty in their teaching assignment as indicated by student "complaints" and/or evaluation results.

Upon request, the Specialist assists programmers in assessing program needs by gathering and analyzing data available, providing statistical data and conducting research.

The Specialist will also develop a plan/strategy for securing data which will enable CCECS to identify programs, services, policies and procedures that need to be initiated, deleted or modified to meet the changing needs of the population being served.

The Specialist reports directly to the Assistant Dean.

SUMMARY OF SPECIFIC ACTIONS REQUESTED

1. Position number 80229 be responsible for the management and operation of the Counseling, Registration and Records Services section. Because schools, colleges and departments have begun to increase their outreach efforts, CCECS is being called upon to administer and deliver an expanding number of courses at different locations and to different target populations. CCECS is unique in that one office, namely OSA, is responsible for the counseling, admissions, registration and records for the majority of students in programs delivered by CCECS. Hence, by designating an Educational Specialist to coordinate and oversee programs from initiation to implementation and evaluation and to oversee the aforementioned units, CCECS can better insure that specialized admissions and registration procedures and counseling services are implemented/delivered to meet the specific needs and conditions of the target student group/educational program and at the same time satisfy CCECS/university/accreditation requirements and that CCECS staff are properly informed and trained. Finally, because the planning through implementation/evaluation process requires extensive coordination with the specific program, college, department, Admissions and Records Offices as well as other student services offices and is essential for the success of the program, it is critical for this position to have authority and responsibility for all units involved. The reorganization also proposes that the Educational Specialist II (#80229) be reclassified to an Educational Specialist III position. Attached is a new job description.

2. Position number 17425 be reclassified from Clerk-Stenographer III to a Clerk-Typist III position. The record-keeping function increasingly entails the incumbent to spend more time on the computer keyboard---the VAX and the IBM. Since computer and organizational skills are critical and essential skills for this position and computer work must be completed within specified deadlines, stenographic responsibilities/ functions will be transferred to the Secretary II such that all stenographic and word processing functions will be consolidated under the

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administrative and support services section. The position will also report to the Educational Specialist II (#80229) since the records unit will be placed under the counseling, registration and records section. Attached is a new job description.

3. Position number 491 remain at a Secretary II position but that the position description be amended to reflect that the Secretary will assist in finalizing the computer batch schedule for the credit program, prepare all correspondence which must be dictated and transcribed for all sections, prepare all academic action lists for the Assistant Dean and Educational Specialist II and no longer directly supervise the records and registration units. Attached is a new job description.

4. Position number 10868 remain at a Clerk-Typist III position but that the position description be amended to reflect that the Educational Specialist II (#80229) will be the supervisor. Attached is a revised job description.

5. An Educational Specialist II (temporary) position will be created and a permanent position proposed to provide the requisite counseling, advising, support and outreach services needed by day unclassified, evening and off-campus program students. Attached is a proposed job description.

PRINCIPAL ASSUMPTIONS

1. CCECS programs, courses/conferences, registrations, and students will continue to expand and diversify and require additional support of CCECS-OSA staff.

2. Outreach degree programs as well as courses requisite for continuing professional improvement will continue to increase and be delivered to more off-campus and off-island locations.

3. CCECS must identify, acquire and continually upgrade appropriate computer hardware and software to effectively and efficiently deliver programs, communicate amongst CCECS departments and wherever necessary and appropriate, communicate with other departments within and external to the University.

4. CCECS-OSA staff must be involved in planning and coordinating the delivery of academic (credit) programs because CCECS-OSA must:

    a. assess the needs of each program and determine the most expeditious manner in which each program's needs can be met;

    b. handle the growing volume of registrations, programs, courses and students in an expeditious, efficient but student-sensitive manner and at the same time, provide for adequate student support services;

    c. understand the various technology available to deliver programs and identify the student/instructional support services required to assist and deliver services to students;

    d. articulate and coordinate with the various university offices concerned in the establishment of CCECS' policies and procedures for the electronic transfer of computer data;

    e. insure that admission and record-keeping policies and practices are in compliance with legal, accreditation and academic regulations;

    f. establish the proper training and documentation internally to insure that policies and procedures are complied with.

To accomplish all of the above, it is critical for a professional staff to oversee and coordinate the day to day operations of the counseling, registration, and records section.

5. CCECS must provide services to nontraditional students at times when they are able to utilize services and advocate these students' needs so that other offices provide the requisite services at nontraditional times. This means, at a minimum, that counseling services must be available at all hours that CCECS is open. Currently, CCECS is open to the general public, Monday-Thursday, 7:45 am - 8:00 pm and Friday until 4:30 pm. On Saturdays, the office is staffed by student assistants from 7:45 am - 12:15 pm (but not open to the general public) to enable instructors to obtain requisite instructional materials and equipment and to provide assistance (e.g., locked classrooms, receive telephone calls) in the event of an emergency (for students and faculty). With the increasing popularity of weekend classes and growing number of off-campus program sites, it will become increasingly important for CCECS-OSA to provide counseling services on Saturdays and at off-campus locations also. Hence, an additional Educational Specialist (temporary) will be assisting the current Educational Specialist in providing the requisite counseling and advising during CCECS office hours.

6. Counseling, advising and servicing of over 8,000 day and evening students are requisite, on-going services that must be provided by properly educated and experienced professional staff.

7. OSA must adjust to the new demands placed on staff and organize resources to support efficient and accurate services. Hence, functions must be clearly defined, tasks appropriately assigned by function and units organized for the most efficient utilization of resources in the office.

In summary, CCECS-OSA serves all unclassified students in the regular (day) semester programs as well as all students in CCECS-delivered programs in the evening, weekends and at off-campus locations. With only one counselor, CCECS-OSA cannot provide counseling services throughout the CCECS work week (60+ hours per week) or plan for an effective counseling program. Additionally, with the growing diversity of programs and numbers of students being administered/served by CCECS and the need for specialized registration procedures and handling, OSA needs a professional staff to develop and coordinate the counseling, administrative and registration needs and to oversee the staff that will be responsible for implementing programs and procedures. Hence, these needs can be best addressed by reorganizing the office: assigning specific tasks to functional units and grouping units into sections to insure the orderly, efficient and accurate delivery of services to programs, students, faculty, colleges, schools, departments and offices.

REASONS FOR THE PROPOSED REORGANIZATION

The number of unclassified students enrolled in the day school program increased from 1,451 in Fall 1984 to 1,945 in Fall 1989 despite the fact that the total number of day students decreased from 19,965 to 18,622 respectively. More significantly, the number of unclassified undergraduates increased approximately 130%, from 353 to 805 respectively and this has heavily taxed the counseling staff workload.

To further aggravate the counseling situation, substantial changes in admission and degree requirements as well as academic policies have occurred. Hence, the large number of students returning after years of absence and/or after academic suspension/ dismissal, find that they need information about the changes and the opportunities/options available to them. Many are nontraditional students with multiple needs---financial aid needs because they are supporting families, childcare needs, vocational needs---in addition to academic advising needs. They need help in selecting the appropriate courses to satisfy degree-granting college admissions and degree requirements and in applying for admission to degree programs. Since they do not qualify for any financial aid benefits and register last, many are frustrated and need individualized counseling.

CCECS also serves all students enrolled in CCECS-delivered programs and provides the requisite academic, counseling and administrative support services. This number exceeded 6,500 students in CCECS credit programs alone in the 1988-89 academic year. To meet the ongoing needs of these students as well as instructors serving these students, CCECS-OSA staffs the office over 60 hours per week, i.e., during nontraditional school/work hours. Increasingly, these students, the majority of whom are nontraditional working students, are requesting for additional support services such as tuition waivers, financial aid, career counseling, learning skill workshops, etc. to be provided at times when they can meet with appropriate staff and/or participate in such activities. Since most of these services currently are unavailable in the evening or on weekends, CCECS' counseling staff must serve as the "link" with other university offices by obtaining the requisite information/services or directing students to the appropriate offices, whenever possible. CCECS needs to be better prepared to assist these students and must therefore, develop a well-defined, integrated counseling and advising program which includes support services to outreach program sites.

With increasing numbers of students registering in credit programs and the need for CCECS to transfer all student demographic, course and grade data to the Manoa and Leeward campuses' databases, the computer aspect of the workload of the records unit has more than doubled, particularly in the process of transferring data to Manoa's ISIS system. Because ISIS is an on-line database used by all offices on campus, it is extremely critical that any data which overrides existing data be recorded accurately. Hence, CCECS has several computer batches and edit lists within its own database to verify accuracy of data. Despite these edit checks, very little (currently no) existing data can be overridden in a batch mode. This has resulted in thousands of pages of edit lists---all of which must be checked and updated manually by regular staff---a result of an increasing number of CCECS program students with existing ISIS records. While this problem has been and continues to be addressed by management, this activity will continue to be a significant part of the records unit function. Because of the increased volume/emphasis in the computer workload within the records unit, all stenographic responsibilities, computer scheduling activities for report cards, labels and other reports, and academic action functions will be transferred to the administrative and support services section.

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Of significance is the fact that the total number of courses offered increased from 593 courses in 1984-85 to 718 in 1988-89. This increase in course offerings has tremendous ramifications on the workload of the Office of Student Affairs as this increase reflects the initiation of new programs with new clientele, faculty, administrators and needs, especially since most of these offerings are outreach efforts to off-campus and off-island locations.

These new initiatives require extensive coordination amongst the Office of Student Affairs, the Extended Program department, course sponsors, student services offices (e.g., financial aids, admissions and records), college/school student academic services offices and faculty. Furthermore, as Manoa Campus schools, colleges and departments increase their outreach efforts, CCECS is being called upon to administer and deliver an expanding and diverse number of courses at different locations and to different target populations. In addition, because schools, colleges and departments focus upon academic programming needs, CCECS-OSA must assess student and faculty communication and support service delivery mechanisms and provide for these needs.

To insure the academic integrity of programs and to also provide for student needs, OSA meets with:

1) course sponsors to identify the unique needs of the program and clientele; to develop specialized registration procedures appropriate for the program/target population and which insure that university, college and department academic standards and accreditation requirements are satisfied; to identify the means by which such information will be transmitted to students and to identify any special tuition waivers, if any, that may be granted to students;

2) new (to CCECS) faculty, especially those teaching at off-campus sites, to review admissions and course requirements, registration procedures and reporting requirements and to orient them to University and CCECS procedures and services as they may be the only personal contact that students have with the University;

3) student academic services offices to insure that appropriate and requisite academic data are provided to them in an accurate and timely fashion especially when degree programs are being delivered in the evening and/or off campus;

4) student services and other support service offices such as admissions and records, financial aids and library to insure that they are cognizant of the needs of the program/students and are provided with timely and appropriate reports to service students;

5) CCECS program areas to insure that OSA is fully cognizant of any special registration, program and other unique requirements of specific course(s)/program(s).

Such coordination and articulation of each program's needs is critical to the success of any outreach effort and necessitates that a professional staff in OSA oversee these efforts from the initial establishment of the program to its conclusion. Because of the volume of registrations and programs, the Assistant Dean can no longer

effectively coordinate all of the programs, oversee that all aspects are implemented satisfactorily and at the same time, provide the leadership in planning and management to meet the future needs of the college.

Increased offerings result in new demands for services. Hence, OSA developed a new service to better meet the needs of the Department of Education (DOE) In-Service Training Program---a computerized information system which resulted in the processing of 4,000 requests for courses---an additional workload not reflected in the aforementioned registration counts. Military service branches have multiple reporting needs and concerns which, increasingly, are being mandated as contract conditions for delivery of programs. Hence, OSA has had to adjust its data collection and reporting procedures to provide for the increased demand for new and different types of information and reports requested by each branch of service.

Noncredit registrations and offerings increased from 12,472 registrations in 526 courses in FY 84-85 to 19,089 in 976 courses in FY 88-89. Again of greatest significance is the increase in number of offerings as OSA provides the requisite support services to deliver these programs---e.g., registration assistance at the classroom, emergency assistance (e.g., locked classrooms, room conflicts, electrical outages, etc.).

Conference Center registrations totaled 3,107 for 15 conferences for FY 88-89 as compared to 594 for 5 conferences for FY 87-88 (the first full year of Conference Center operations). With a single conference scheduled for 1991 with a projected registration count of 4,000 - 6,000, OSA resources will be required to support these activities and must be prepared in terms of manpower, computer and software capabilities.

1. The specific conditions effecting the change in organization:

   a. increase in number and types of course and program offerings serving different clientele oftentimes at different off-campus sites which necessitates extensive coordination by OSA with a variety of offices;
   b. increase in number of students and types of students with varying needs which have necessitated
       i.   special attention to record-keeping practices which will minimize problems students face in qualifying for and receiving requisite services and assistance (e.g., financial aids, loan deferment, . enrollment certification);
       ii. articulation with various student services units to insure that they are aware of the variety of program offerings and delivery methods so that students can be provided requisite services;
       iii. increased delivery of weekend course offerings;
       iv. increased demand for counseling, advising and support services;

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c. new course delivery methods which require
   i. modifications to existing registration procedures and means of providing student support services;
   ii. careful monitoring of student registrations and delivery of courses to insure that academic and accreditation requirements are satisfied;
d. critical need for efficient computer hardware and software to meet the various needs of CCECS programs and the organizations served which require the identification, acquisition, development and installation of computer hardware and software which will:
   i. meet the unique needs of CCECS students and programs,
   ii. interface with the appropriate computer permanent record files at the appropriate University campuses,
   iii. provide for efficient and timely transmission of information amongst CCECS offices, academic units on the Manoa campus, and other major state/federal offices served by CCECS programs (e.g., DOE, Hickam Air Force Base),
   iv. enable the generation of specialized computer reports without the need for extensive computer expertise,
   v. enable CCECS to readily create databases to meet the growing need for large scale conference registration services.

2. Why and how the present organization is inadequate to meet the new requirements and program demands?
a. Currently, the Assistant Dean is responsible for the planning, articulation and coordination of individual program needs/requirements; for overseeing the transfer of student, course and grade data to the appropriate campuses' databases and correcting any problems resulting from such transfer; for creating and editing all computer batches (on CCECS' VAX computer) related to the editing and transfer of student, course data; for creating all specialized computer reports for colleges, schools, CCECS departments, academic departments, organizations in addition to the overall administrative management, planning and fiscal responsibilities for the office. With the growing diversity and complexity of programs as well as volume of registrations, the Assistant Dean can no longer efficiently be responsible for the day-to-day detailed coordination of all programs and at the same time plan for the future needs of all programs within the college as well as the different needs of the changing unclassified and CCECS student populations within the university itself. Presently, because of insufficient staffing, the Assistant Dean must directly manage and oversee all sections and respond to the everyday "crises" that emerge from delivering diverse programs and is unable to fully investigate and develop the requisite long-range goals and plans for meeting the ongoing and future needs of CCECS program areas and students. The Assistant Dean must devote more time to long-range planning issues detailed below.

i. With the growing number of nontraditional students returning to the university, CCECS must develop better outreach services and programs based upon their real and perceived needs. The Assistant Dean also needs to formulate a plan/system by which accurate and current data can be obtained, evaluated, analyzed and used to serve this population.

ii. The Assistant Dean must become more pro-active instead of reactive to student needs: assessing and articulating the needs of its students to the university and community at large so that the college and university will be prepared to meet their needs; identifying, acquiring and evaluating new technology that can better serve the diverse needs of CCECS students and programs; identifying academic policies which need to be reviewed and revised in light of the current needs of students.

iii. Particularly in the area of electronic technology, the Assistant Dean must learn about and evaluate the various advances in the areas of computers, local area networks, software so that CCECS can acquire the requisite computer hardware and software to more efficiently meet the diverse needs of all program areas: credit, noncredit, conference as well as the organizations we serve. More importantly, the Assistant Dean needs to develop a strategy by which all College needs can be continually assessed so that requisite electronic equipment and software can be replaced/upgraded as needed to support student services programs and the organizations it serves. The Assistant Dean must also be cognizant of university/campus plans for computer technology to insure that CCECS acquisitions will be in consonance with the University's future plans/directions.

iv. CCECS needs to investigate alternative means by which off-campus and working students can communicate more effectively with faculty and CCECS through electronic mail, telephone (for non-Oahu students), fax, etc.

v. Because CCECS supports large professional development programs such as the Summer Department of Education (DOE) program offerings, CCECS needs to investigate additional means such as electronic data transmission in which it can more efficiently provide information to the DOE. This would substantially reduce the number of follow-up letters that CCECS must send to the DOE throughout the year.

b. As described above, articulation and coordination of individual program needs/requirements are currently addressed by the Assistant Dean and then implemented by the Educational Specialist. These planning responsibilities for new and existing CCECS programs will be delegated to the Educational Specialist II (#80229) who already has the day-to-day responsibility for implementing (i.e., counseling and registration) and delivering CCECS programs. This

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includes: identifying counseling and advising needs and resources, identifying and implementing the most efficient means for registering students, communicating academic policies and procedures to students, developing procedures and specialized reports for the various campus offices or course sponsors who need information about students, maintaining accurate records, implementing the appropriate procedures and resolving registration and records related problems for each program. The Educational Specialist II (#80229) will also assume related responsibilities listed below.

i. Supervisory and management responsibilities over the counseling, registration and records units will be transferred to this position. Having the staff member involved from the initial planning stages will result in a smoother transition/implementation process and will insure that programs are articulated internally as well as externally. Hence, the Secretary will no longer supervise the registration and records units.

ii. When planning new programs, oftentimes new reports and services are requested. The responsibility for creating and revising requisite computer batches to support the reporting needs of new programs will also be delegated to the Educational Specialist II (#80229).

iii. As coordinator of counseling, registration and records services, the Educational Specialist II will be responsible for testing the registration programs and computer batches and verifying that the resultant changes do not affect the academic integrity and accuracy of data when new hardware and new/updated versions of software are installed. Since CCECS does not have a computer specialist, it is critical for another professional staff member, in addition to the Assistant Dean, to fully understand the registration and computer system.

iv. Because CCECS transfers student, course and grade information from its own computer system to ISIS and to Leeward Community College, it is critical for a professional staff to oversee the needs of the Records unit, to enable the accurate and timely transfer of data. Moreover, the staff member must be fully knowledgeable of the ISIS system and Manoa academic policies as well as of the Aldrich system and Leeward Community College academic policies to accomplish this task and to oversee the revision of existing batches as needed. Currently, the Assistant Dean is responsible for these activities. For the reasons explained in a. and b. above, this responsibility will be transferred to the Educational Specialist II (#80229).

c. With the growing unclassified student population in the day school and the growing diversity of programs being delivered and students served by CCECS, it is imperative that another counselor be added to our staff. Currently, with only one

position to provide counseling and to oversee registration, CCECS is unable to meet the needs of its students. A counselor is available during morning hours only 1 day a week because of OSA's long office hours and no one is available on the weekends. Furthermore, with increased weekend course offerings, OSA needs to be able to provide counseling services on the weekend. Finally, with increased offerings off-campus, CCECS will need to address the needs of these students also.

NATURE OF THE PROPOSED REORGANIZATION

1. The major reorganizational changes are summarized as follows:

    a. all counseling, registration and records related functions are grouped into one section for better coordination, training and supervision;
    b. the Educational Specialist II (#80229) will assume planning and coordinating responsibilities for all existing and new programs delivered by CCECS;
    c. the Educational Specialist II (#80229) will assume management, supervisory and coordinating responsibilities for counseling, registration and records services;
    c. an Educational Specialist II (temporary), i.e., counselor, will be added to counsel and advise students and to develop and implement special workshops as well as outreach programs;
    d. all stenographic and word processing services will be consolidated into one section.

2. The benefits to be received are outlined below.

    a. By having an Educational Specialist II (#80229) manage and supervise counseling, registration and records services section:
        i. registration, records and academic problems can be resolved more effectively and efficiently and changes, if appropriate, implemented more readily;
        ii. grading or course delivery irregularities can be addressed and appropriate action taken more immediately;
        iii. counseling and support services needs will be identified and articulated and information needs of other student services offices will be met in a more timely manner;
        iv. registration policies and procedures can be analyzed and evaluated more readily with appropriate modifications implemented;
        v. training needs can be better addressed and academic concerns included as part of training;
        vi. the day to day operations of the office can be monitored by a professional staff so that the Assistant Dean will be able to address the long-term needs of the University, college, office, programs and students.

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b. By having an additional counselor, CCECS will better meet the needs of all students served by CCECS. Already, CCECS currently incurs large expenditures for overtime pay to provide for some of the requisite counseling services.

c. By consolidating the tasks associated with administrative and support services (i.e., stenographic, word processing, calendaring of all events) and removing the supervisory responsibilities of the Secretary, all resources will be better utilized.

3. The estimated cost of the proposal would be:

a. an increase in salary cost due to a reclassification of an existing position;

b. an increase in salary cost and position count since an additional position is being requested;

c. a small decrease in salary due to a reclassification of an existing clerical position.

EFFECT ON STAFFING INVOLVING THE TRANSFER OR REASSIGNMENT OF EXISTING POSITIONS

The reassignment of existing positions will have minimal effect on the responsibilities of the clerical staff but a significant impact on the professional and management staff.

1. The Educational Specialist II (#80229) will assume greater administrative responsibilities which are needed to accommodate the growing diversity of programs being delivered through CCECS; to address the academic concerns and issues related to the delivery of such programs on a daily basis and to oversee the daily operations of the office.

2. The Assistant Dean will be able to better plan for the future needs of the office/college, develop strategies and goals and acquire requisite resources in accordance with the projected needs of the College and University.

ALTERNATIVE COURSES OF ACTION WITH MAJOR CONSEQUENCES

Alternative 1 - No change

1. Advantages
    a. Vacant position can be filled immediately
2. Disadvantages
    a. Minimal counseling and support services will be provided because of insufficient staffing and the growing number of unclassified and non-traditional students requiring services.
    b. OSA will need to curtail the types of services currently being provided to individual students, programs and faculty because of the growing demand for OSA services and insufficient staff to meet these needs.
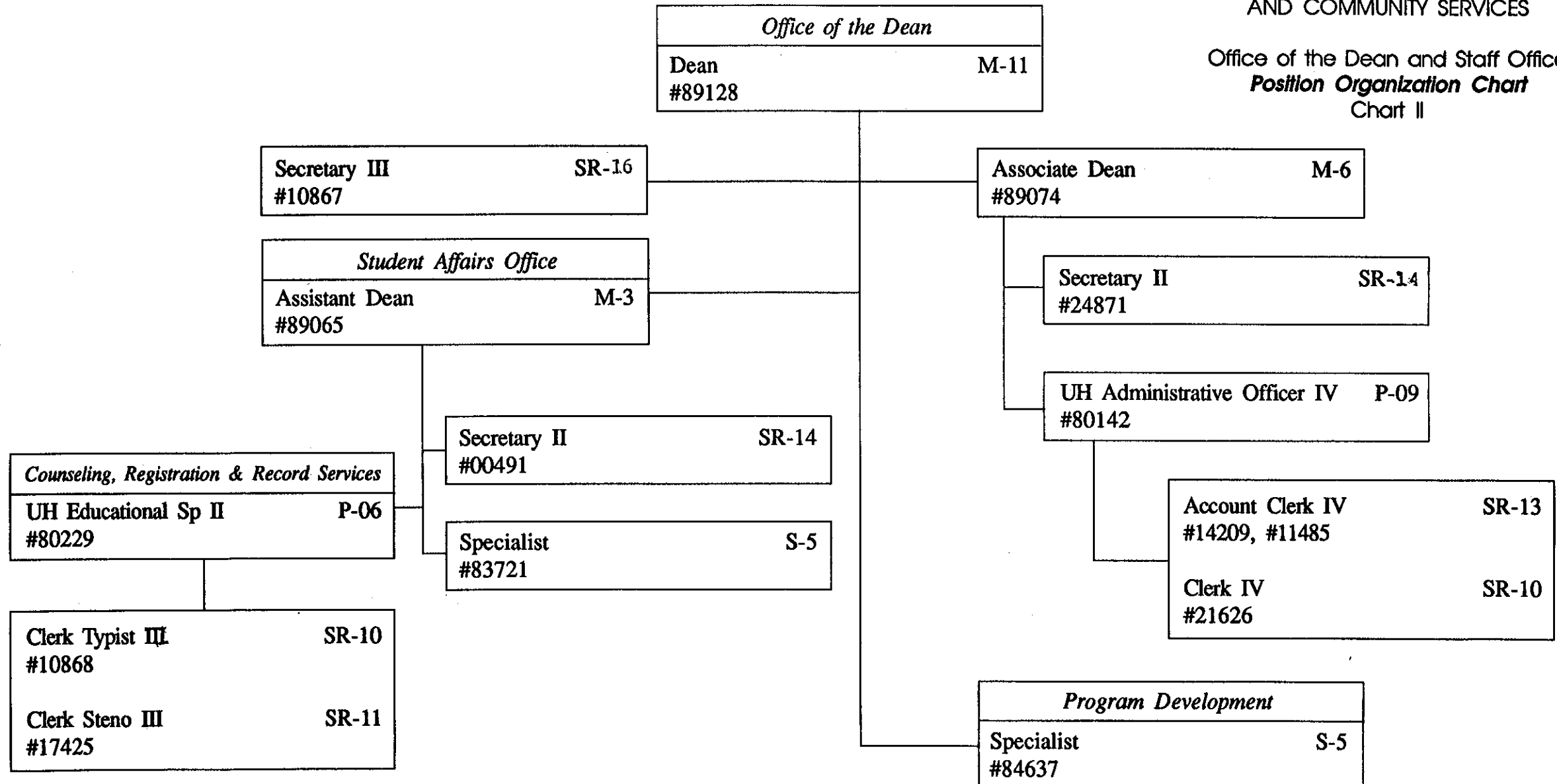
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c. OSA will continue to be reactive to changes made by other programs within the college as well as within the University and will not be able to effectively plan for future needs of the college.

d. OSA will continue to incur large expenditures for overtime pay to keep up with essential services to meet current needs and deadlines.

e. Registration and records-related problems will increase as staffing will not be able to address these needs on a timely basis with its current minimal staffing.

f. With increasing needs for registration and support services by CCECS programs, CCECS-OSA staff will be unable to provide these services in timely fashion.

g. Identification, development and acquisition of appropriate hardware and software networking systems will be delayed without additional personnel to relieve the Assistant Dean of the day to day management, supervision and counseling responsibilities.

Alternative 2 - If reorganization is approved with no additional counseling staffing, CCECS-OSA will need to reduce services being provided as well as the hours of operation. All programs will need to follow standardized registration procedures, reporting formats, grades recorded according to CCECS terms without regard to student needs.

1. Advantages
    a. Vacant position can be filled immediately.
    b. No additional expenditures will be incurred.

2. Disadvantages
    a. Unclassified and evening/off-campus students as well as faculty will not be provided requisite support services at the times they need assistance such that they will need to pick up and return all required equipment and instructional materials during regular office hours.
    b. Individual counseling appointments may need to be restricted to enrolled students.
    c. Registration procedures will be cost-driven rather than program needs-driven.
    d. Late requests for course, program, conference delivery or requests requiring special handling may not be accommodated.
    e. Special provisions for "loading" (i.e., recording grades on the Manoa's database) certain courses/programs according to a schedule other than CCECS' normal schedule will not be made because of the extra workload and coordination required of CCECS staff. This, however, will result in "inconveniences" for students on VA, financial aids or other types of programs requiring full or part-time status for benefits.

UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF CONTINUING EDUCATION
AND COMMUNITY SERVICES

Office of the Dean and Staff Office
Position Organization Chart
Chart II

Office of the Dean	
Dean #89128	M-11

Secretary III #10867	SR-16

Student Affairs Office	
Assistant Dean #89065	M-3

Counseling, Registration & Record Services	
UH Educational Sp II #80229	P-06

Clerk Typist III #10868	SR-10

Clerk Steno III #17425	SR-11

Secretary II #00491	SR-14

Specialist #83721	S-5

Associate Dean #89074	M-6

Secretary II #24871	SR-14

UH Administrative Officer IV #80142	P-09

Account Clerk IV #14209, #11485	SR-13
Clerk IV #21626	SR-10

Program Development	
Specialist #84637	S-5

Approved by: _____

Title: _____ Dean _____

Date: _____ July 23, 1990 _____

UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF CONTINUING EDUCATION
AND COMMUNITY SERVICE

Office of the Dean and Staff Offices
Position Organization Chart
CHART II

OFFICE OF THE DEAN

Dean	M-11
#89128	

Secretary III	SR-14
#10867	

Associate Dean	M-6
#89074	

STUDENT AFFAIRS OFFICE

Assistant Dean	M-3
#89065	

Secretary II	SR-12
#24871	

Secretary II	SR-12
#00491	
Clerk Typist III	SR-10
#10868	
Clerk Steno III	SR-11
#17425	

UH Administrative Officer IV	P-09
#80142	

Account Clerk IV	SR-13
#14209, #11485	
Clerk IV	SR-10
#21626	

Specialist	S-5
#83721	
UH Educational Sp II	P-06
#80229	

PROGRAM DEVELOPMENT

Specialist	S-5
#84637	

CHART UPDATED

SEP. 1988

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                    │  LABOR EDUCATION     │ ------- │   OFFICE OF THE DEAN     │
                    │  ADVISORY COUNCIL*   │         │                          │
                    └──────────────────────┘        └──────────────────────────┘
        ┌────────────────────────────────┐                    ┌──────────────────────────────┐
        │  PROGRAM DEVELOPMENT OFFICE     │                    │ ADMINISTRATIVE AFFAIRS OFFICE │
        └────────────────────────────────┘                    └──────────────────────────────┘
                                                              ┌──────────────────────────────┐
                                                              │  OFFICE OF STUDENT AFFAIRS   │
                                                              └──────────────────────────────┘
  ┌────────────┐  ┌────────────────┐  ┌────────────────┐  ┌────────────────┐  ┌────────────────┐
  │ CONFERENCE │  │  DIVISION OF   │  │  DIVISION OF   │  │  CENTER FOR    │  │ SMALL BUSINESS │
  │ CENTER     │  │ COURSES AND    │  │ COMMUNITY      │  │ LABOR EDUCATION│  │ MANAGEMENT     │
  │ PROGRAM    │  │ CURRICULA      │  │ SERVICE        │  │ AND RESEARCH   │  │ PROGRAM        │
  └────────────┘  └────────────────┘  └────────────────┘  └────────────────┘  └────────────────┘
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*Act 202, SLH 1976, Advisory Body to the Dean
for the Center for Labor Education and Research

CHART UPDATED

DATE ____ SEP ____ 1988