



**UNIVERSITY OF HAWAII**

SENIOR VICE PRESIDENT, UNIVERSITY OF HAWAII  
AND CHANCELLOR FOR COMMUNITY COLLEGES

**MEMORANDUM**


November 9, 2001

TO: The Honorable Mazie K. Hirono  
Lieutenant Governor, State of Hawaii

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATIONS, UNIVERSITY OF  
HAWAII, HONOLULU COMMUNITY COLLEGE and KAPI'OLANI  
COMMUNITY COLLEGE

Attached for your files are documentation on reorganizations which were approved on October 19, 2001 for the University of Hawaii, Honolulu Community College and Kapi'olani Community College. The details on the reorganizations are reflected in the accompanying Executive Summary and support documents.

Should you have any questions, please call Director Michael Yoshimura at 956-5148.

  
Joyce S. Tsunoda  
Senior Vice President, University of Hawaii  
and Chancellor for Community Colleges

**Attachments**

- c The Honorable Neal Miyahira  
Director, Department of Budget and Finance
- The Honorable Davis Yogi  
Director, Department of Human Resources
- ✓ University Budget Office
- University Office of Human Resources
- UHCC Provost Ramsey Pedersen
- UHCC Provost John Morton
- UHCC Vice Chancellors
- UHCC Budget Office
- UHCC Human Resources Office

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A-7 Reorganization of Honolulu Community College

The Chancellor for Community Colleges requests that the Board approve a proposed reorganization of Honolulu Community College.

The proposed reorganization is in response to: **reductions** in general fund support; the need and opportunity to be **more responsive and to increase** revenue generation; Honolulu Community College's expanding leadership role in advanced technology and economic development; the desire to **focus** the organization on the learning goals of students; and the need to be more accountable and planning **oriented**.

The proposal is to replace the current structure with one that **permits more horizontal management and, within instructional units, more accountability and self-sufficiency**. There would be four major units reporting to the Provost: Academic Affairs, the Pacific Center for Advanced Technology Training (PCATT), Pacific Aerospace Training Center (PATC), and Administrative Services, organizing programs and disciplines within instructional divisions according to similarity.

The following instructional divisions are proposed: University College, Transportation and Trades, Communication and Services, and the Pacific Aerospace Training Center, with the instructional divisions supported by Student Services, the College Skills Center, the Educational Media Center, the Library, and Administrative Services. The Honolulu Community College PCATT unit provides direction and coordination for delivery of advanced technology by the consortium of UH Community Colleges. Organizational units are being established as budget and revenue centers with the ability to generate and retain income regardless of whether the source is credit instruction, non-credit instruction, summer school contract training, or other educational services.

In the proposal, international activities, public relations, and resource development are clearly established in the Office of the Provost. Advanced technology, the responsibility of a new unit called Pacific Center for Advanced Technology and Training (PCATT), has a prominent role parallel to Academic Affairs (currently Instruction). The Office of Continuing Education and Training is eliminated, and the functions are managed within instructional units. Only where coordination is required among units or where duplication is too expensive or specialized, e.g., marketing and registration, is the responsibility assigned to one unit.

Adding PCATT and PATC to the College structure would accommodate State initiatives for which the College has become responsible. Because of their very different identities, business-oriented missions, and expected growth, PCATT and PATC would be better able to coordinate the College's expanding role in economic development parallel to the traditional academic programs. The new organization is **designed to consolidate functions and to reflect updated college responsibilities**.

The flattened structure and **consolidation of resources around programs** will create a more responsive and efficient organization. This more efficient and responsive organization is also expected to control costs and increase revenue generating capability. While there are **no additional staff** positions in the reorganization, required position description updates and classification reviews may increase personnel cost marginally.

Honolulu CC is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

This reorganization proposal will be able to **accommodate the vision** of Honolulu community College as a four-year technical baccalaureate program if it is determined as the appropriate direction for the campus.

This proposal involves a major restructuring of the college's organizational structure and the establishment of centers or institutes within the college. Reasons for the proposed changes include the need to deliver improved services to students, increase capacity for revenue generation, assist the State of Hawai'i with economic development, increase accountability, and emphasize program planning and evaluation.

Creation of the Pacific Center for Advanced Technology Training and the Pacific Aerospace Training Center reflects HCC's expanding role in economic development initiatives. Developing and providing training in advanced technology applications to enhance economic and workforce development programs and initiatives in the State and the Pacific Rim are the major responsibilities of PCATT. The Pacific Aerospace Training Center will be responsible for aerospace programs and for maintaining aerospace-related facilities needed to support aerospace business activity. It will also promote the growth and development of aviation training services to enable the State of Hawai'i to be a major source of aviation training for the Asia-Pacific region. Both PCATT and PATC were not placed under Academic Affairs because of the strong business focus of these programs.

The OPARD will be responsible for public affairs and institutional advancement for the college as a whole, including resource development. This office will develop and execute strategies to supplement the State-funded budget. The OIAD will be responsible for developing and implementing international contract training, partnerships, and other international educational activities, including the recruitment of international students and supporting the State of Hawai'i in promoting Hawai'i as an educational and training destination.

**No new positions or additional funds will be required to implement the reorganization for HCC.**

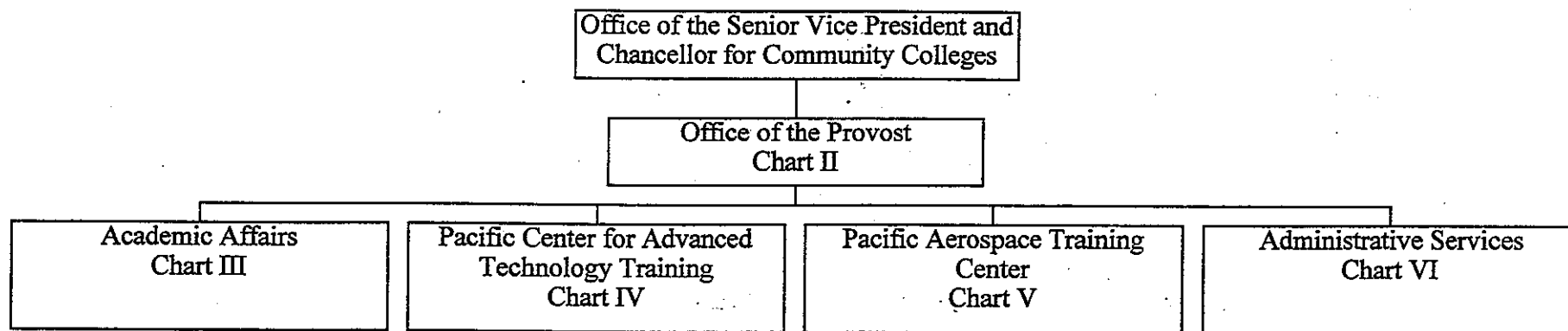
The Community Colleges administration is working with the University of Hawai'i Professional Assembly to resolve concerns raised by that agency. These concerns primarily involve teaching equivalencies and tenure/promotion criteria for noncredit faculty. Consultation with the Hawai'i Government Employees' Association and the United Public Workers has been completed.

**Recommendation: That the Board approve the proposed reorganization of Honolulu Community College subject to existing statutes, University policies and collective bargaining agreements, as reflected in the attached organizational charts.**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

Organization Chart

Chart I



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

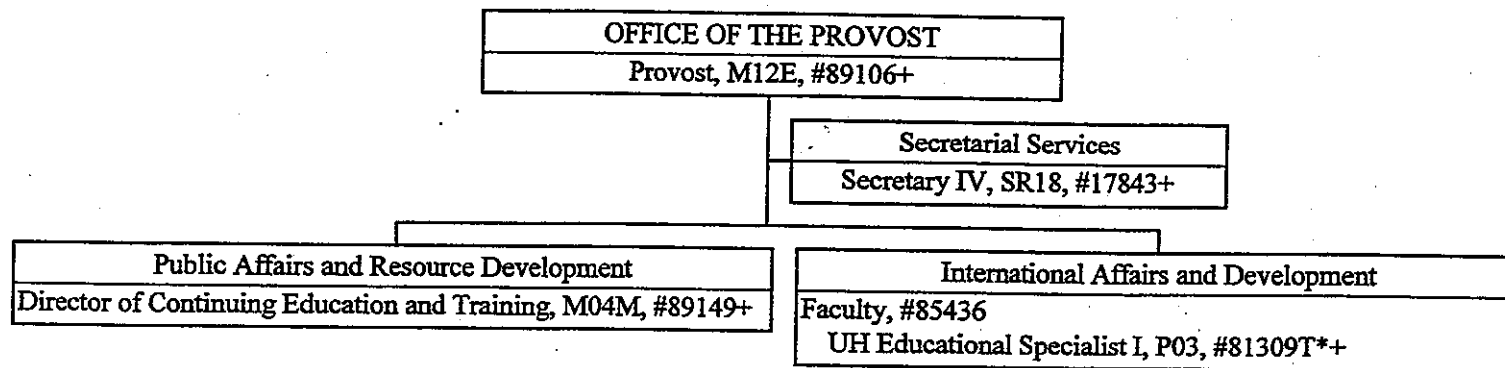
Date

	<u>Perm</u>	<u>Temp</u>
General Fund	275.00	7.00
(B) Special Funds	19.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
OFFICE OF THE PROVOST

Organization Chart

Chart II



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

Date

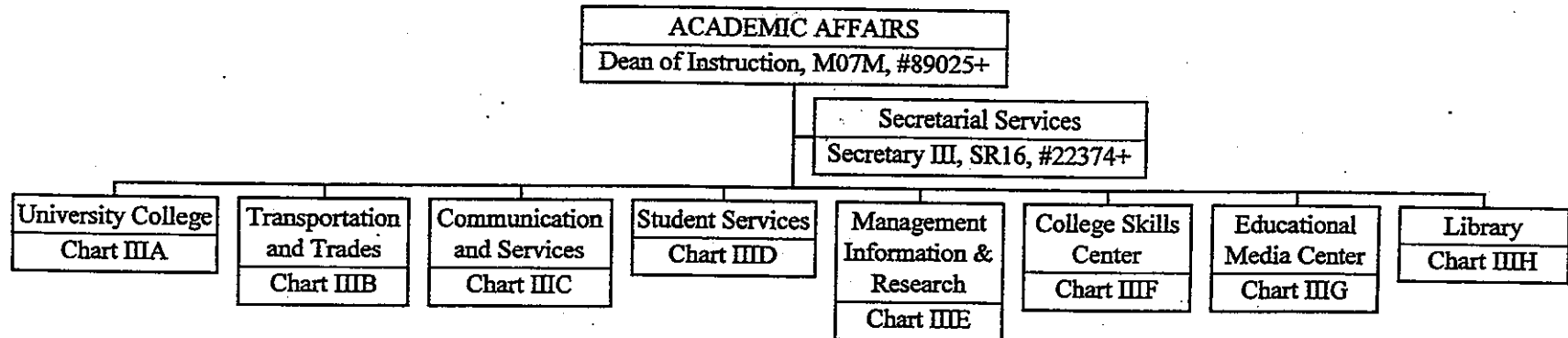
- \* Temporary Position
- + Position to be redescribed

	<u>Perm</u>	<u>Temp</u>
General Fund	4.00	1.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart III



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

Date

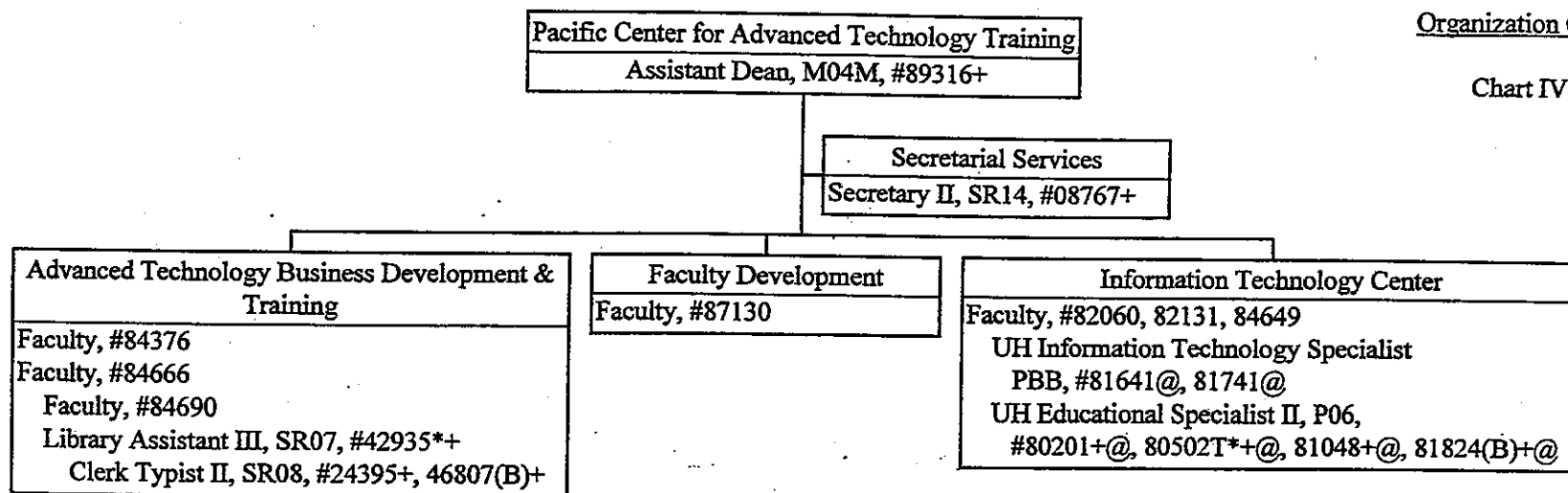
+ Position to be redescribed

General Fund Perm  
2.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
PACIFIC CENTER FOR ADVANCED  
TECHNOLOGY TRAINING

Organization Chart

Chart IV



\* Temporary Position

+ To be redescribed

@ Supervised by one of the faculty positions

APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

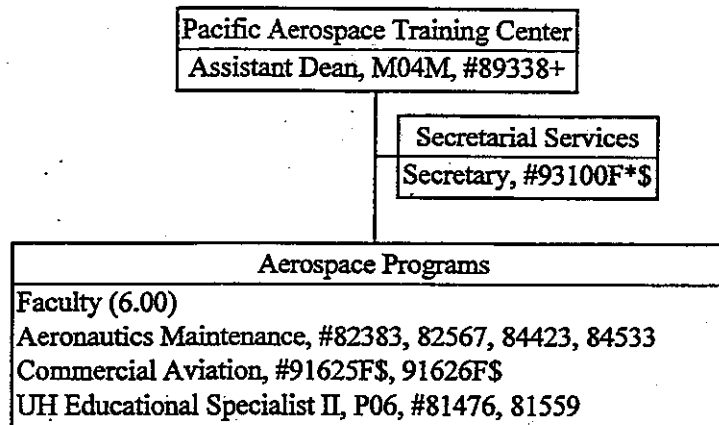
Date

	<u>Perm</u>	<u>Temp</u>
General Fund	14.00	2.00
(B) Special Funds	2.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ADMINISTRATIVE SERVICES

Organization Chart

Chart V



- \* Temporary Position
- + To be redescribed
- \$ To be established

APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

Date

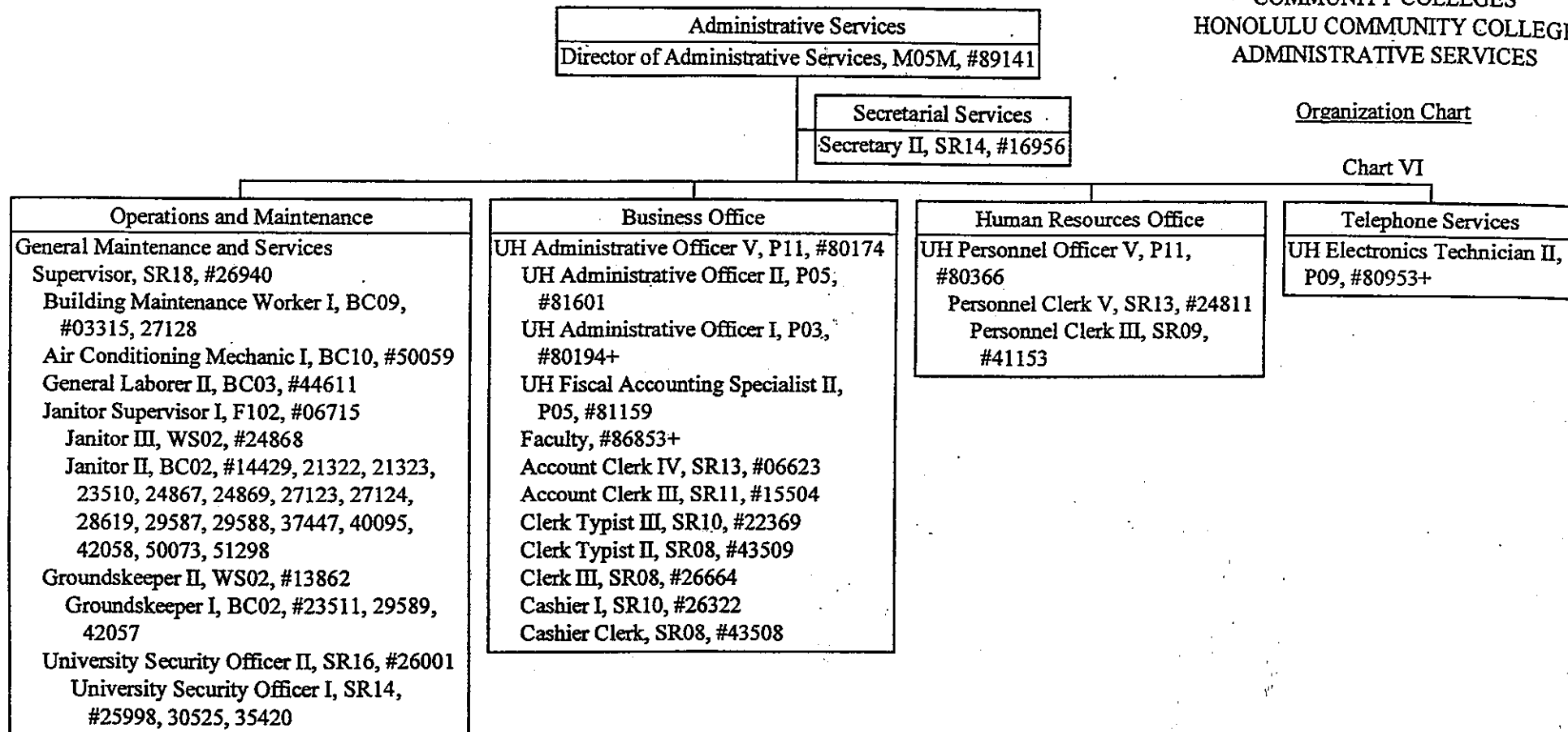
	<u>Perm</u>	<u>Temp</u>
General Fund	9.00	1.00



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ADMINISTRATIVE SERVICES

Organization Chart

Chart VI



+ To be redescribed

General Fund      Perm  
49.00

APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

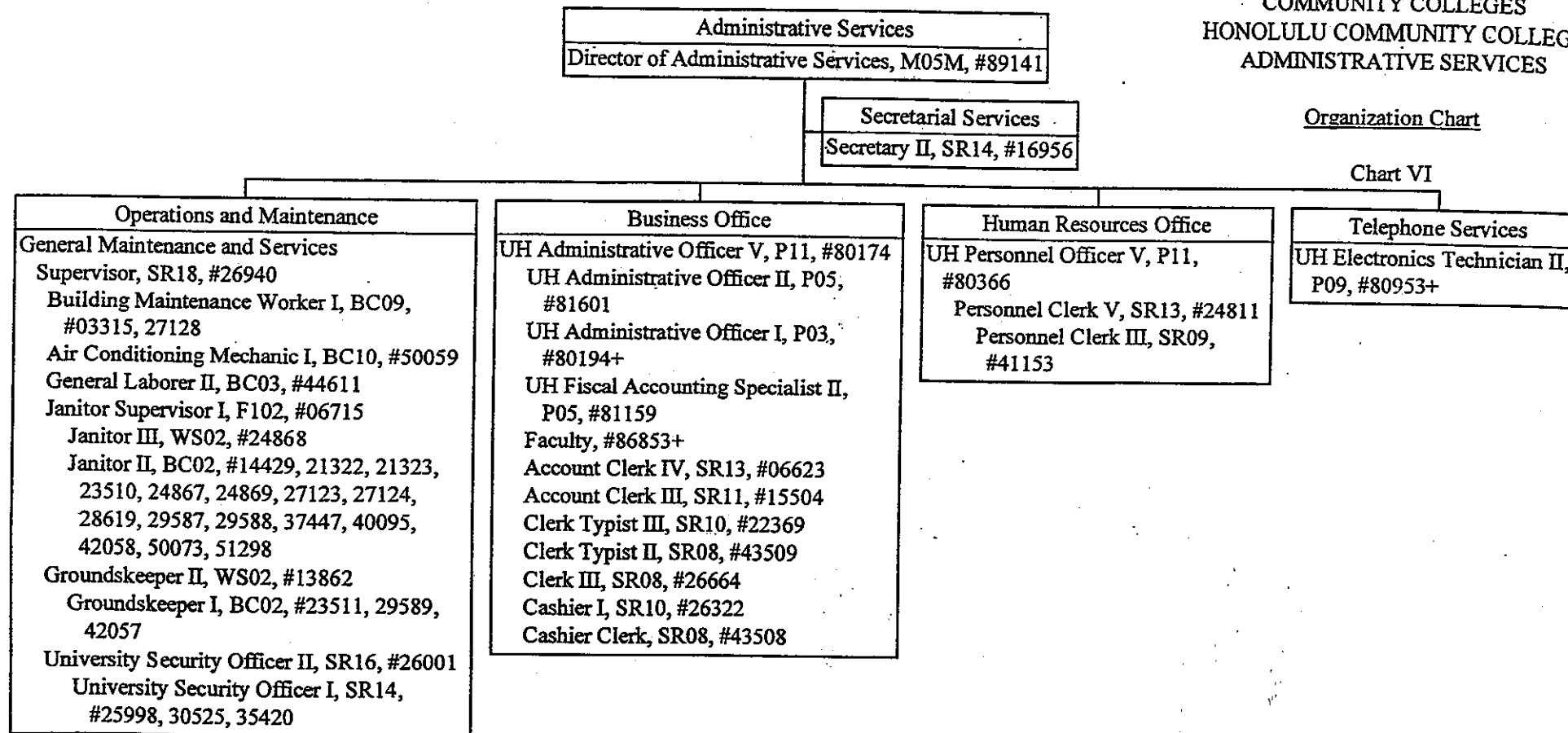
OCT 19 2001

Date

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ADMINISTRATIVE SERVICES

Organization Chart

Chart VI



+ To be redescribed

APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

Date

	<u>Perm</u>
General Fund	49.00



UNIVERSITY OF HAWAII  
BOARD OF REGENTS

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UNIVERSITY OF HAWAII

EVAN S. DOBELLE  
PRESIDENT

August 20, 2001

**MEMORANDUM**

TO: Mr. Allan K. Ikawa  
Chairperson, Board of Regents

FROM: Evan S. Dobelle   
 President, University of Hawai'i

SUBJECT: PROPOSED REORGANIZATION OF THE KAPIOLANI AND  
HONOLULU COMMUNITY COLLEGES

**SPECIFIC ACTION REQUESTED**

Approval of the Board of Regents is requested to reorganize the Kapiolani (KCC) and Honolulu (HCC) Community Colleges. These reorganizations are separate proposals and should be considered for approval independently.

**RECOMMENDED EFFECTIVE DATE**

It is requested that the reorganizations for the Kapiolani and Honolulu Community Colleges be effective upon approval by the Board of Regents.

**PURPOSE/NATURE OF THE REQUEST**

Both proposals involve a major restructuring of each community college's organizational structure and the establishment of centers or institutes within each college. Reasons for the proposed changes include the need to deliver improved services to students, increase capacity for revenue generation, assist the State of Hawai'i with economic development, increase accountability, and emphasize program planning and evaluation. A summary of some revisions proposed for each community college follows.

1. Kapiolani Community College

The KCC's proposed organizational structure consists of four Academic Units and one Administrative Services Unit reporting to the provost. A

greater emphasis on planning and evaluation is reflected with the establishment of a new Office of Planning and Institutional Research. The establishment of Academic Units is proposed to consolidate functions and positions that provide credit and noncredit instruction, and academic/student support services. As an example, Academic Unit One will contain the largest academic program (Arts and Sciences), the Paul S. Honda International Center, and the Curriculum Management program. Currently, credit and noncredit instructional programs are administered by different campus subunits. Responsibilities of the Paul S. Honda International Center include the coordination and management of KCC's international efforts while the Curriculum Management program will coordinate curriculum and academic program development matters for the college. The Administrative Services will remain essentially unchanged.

Within Academic Unit Four, the Culinary Institute of the Pacific under the Hospitality Academic Program will be responsible for culinary academic programs, liaison with business, industry and culinary programs of other campuses, and marketing and fund-raising associated with the institute.

## 2. Honolulu Community College

Major subunits under this reorganization are Academic Affairs; Pacific Center for Advanced Technology Training (PCATT); Pacific Aerospace Training Center (PATC); and Administrative Services. Also, an Office of Public Affairs and Resource (OPARD) Development, and Office of International Affairs and Development (OIAD) are proposed. The Academic Affairs subunit consolidates similar programs within instructional divisions, including continuing educational programs, and groups student services with academic affairs programs.

Creation of the Pacific Center for Advanced Technology Training and the Pacific Aerospace Training Center reflects HCC's expanding role in economic development initiatives. Developing and providing training in advanced technology applications to enhance economic and workforce development programs and initiatives in the State and the Pacific Rim are the major responsibilities of PCATT. The Pacific Aerospace Training Center will be responsible for aerospace programs and for maintaining aerospace-related facilities needed to support aerospace business activity. It will also promote the growth and development of aviation training services to enable the State of Hawai'i to be a major source of aviation training for the Asia-Pacific region. Both PCATT and PATC were

not placed under Academic Affairs because of the strong business focus of these programs.

The OPARD will be responsible for public affairs and institutional advancement for the college as a whole, including resource development. This office will develop and execute strategies to supplement the State-funded budget. The OIAD will be responsible for developing and implementing international contract training, partnerships, and other international educational activities, including the recruitment of international students and supporting the State of Hawai'i in promoting Hawai'i as an educational and training destination.

#### IMPACT ON STAFFING AND RESOURCES

No new positions or additional funds will be required to implement the reorganizations for both the KCC and HCC.

#### CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES

The Community Colleges administration is working with the University of Hawai'i Professional Assembly to resolve concerns raised by that agency. These concerns primarily involve teaching equivalencies and tenure/promotion criteria for noncredit faculty. Consultation with the Hawai'i Government Employees' Association and the United Public Workers has been completed.

#### RECOMMENDED ACTION

Approval of the Board of Regents is requested for the proposals to reorganize both the Kapiolani and Honolulu Community Colleges.

#### Attachment

- c: Board Secretary David Iha (w/attachment)
- Senior Vice President and Chancellor Joyce Tsunoda (w/attachment)
- Senior Vice President Eugene Imai (w/attachment)
- Acting Director Glenn Nakamura (w/o attachment)



**UNIVERSITY OF HAWAII**

University Budget Office

August 20, 2001

**MEMORANDUM**

TO: Evan S. Dobelle  
President, University of Hawaii

VIA: Eugene S. Imai *Eugene S. Imai*  
Senior Vice President for Administration

FROM: Acting Director Glenn Nakamura *Glenn Nakamura*  
University Budget Office

SUBJECT: **PROPOSED REORGANIZATIONS FOR THE KAPIOLANI AND  
HONOLULU COMMUNITY COLLEGES**

Enclosed for your review and concurrence are separate proposals from Senior Vice President and Chancellor Joyce Tsunoda to reorganize the Kapiolani (KCC) and Honolulu (HCC) Community Colleges. As discussed with Board staff, both proposals require approval by the Board of Regents. These proposals involve a major restructuring of each community college's organizational structure and the establishment of centers or institutes. Reasons cited for these changes include the need to deliver improved services to students, increase capacity for revenue generation, assist the State of Hawaii with economic development, and emphasize program planning and evaluation. The proposal to reorganize the HCC mentions that this reorganization can accommodate the vision of HCC as a four-year technical baccalaureate program.

No new positions or additional funding will be required to implement both proposals.

The Community Colleges administration is working with the University of Hawaii Professional Assembly to resolve concerns raised by that agency. These concerns primarily involve teaching equivalencies and tenure/promotion criteria for noncredit faculty. Consultation with the Hawaii Government Employees' Association and the United Public Workers has been completed.

Evan S. Dobelle  
August 20, 2001  
Page 2

It is recommended that proposals to reorganize KCC and HCC be forwarded to the Board of Regents for approval. A memorandum to Chairperson Allan K. Ikawa regarding both proposals is enclosed for your review and consideration.

#### Attachments

# EXECUTIVE SUMMARY

## Reorganization Proposal Request

### Honolulu Community College

Honolulu Community College proposes a major reorganization in response to

- reductions in general fund support,
- the need and opportunity to be more responsive and to increase revenue generation,
- Honolulu Community College's expanding leadership role in advanced technology and economic development
- the desire to focus the organization on the learning goals of students, and
- the need to be more accountable and planning oriented

The proposal is to replace the current structure with one that permits more horizontal management and, within instructional units, more accountability and self-sufficiency. There would be four major units reporting to the Provost: Academic Affairs, the Pacific Center for Advanced Technology Training (PCATT), Pacific Aerospace Training Center (PATC), and Administrative Services. The proposed organization reflects the importance of advanced technology, management information and research, international activities, public relations, and resource development. The proposal organizes programs and disciplines within instructional divisions according to similarity; aligns continuing education with instructional divisions; integrates Student Services with Academic Affairs; and reassigns positions and units according to communication lines and functions. The following instructional divisions are proposed: University College, Transportation and Trades, Communication and Services, and the Pacific Aerospace Training Center, with the instructional divisions supported by Student Services, the College Skills Center, the Educational Media Center, the Library, and Administrative Services. The Honolulu Community College PCATT unit provides direction and coordination for delivery of advanced technology by the consortium of UH Community Colleges. Organizational units are being established as budget and revenue centers with the ability to generate and retain income regardless of whether the source is credit instruction, non-credit instruction, summer school, contract training, or other educational services.

In the proposal, international activities, public relations, and resource development are clearly established in the Office of the Provost. Advanced technology, the responsibility of a new unit called Pacific Center for Advanced Technology and Training (PCATT), has a prominent role parallel to Academic Affairs (currently Instruction). The Office of Continuing Education and Training is eliminated, and the functions are managed within instructional units. Only where coordination is required among units or where duplication is too expensive or specialized, e.g., marketing and registration, is the responsibility assigned to one unit.

The proposed reorganization is a major realignment of functions within the College that provides significant improvements over the current organization.

- The proposal provides emphasis and direct support for the College's increasingly important responsibilities in public affairs, resource development and international activities.
- Structured around common elements, the proposed instructional divisions are preferred to the current divisions that are composed of both liberal arts and vocational



departments with little in common. The present combined occupational and liberal arts division structure has not yielded the expected result of promoting better understanding and appreciation among division members. After years of growth and contraction within divisions, the proposed realignment would also correct the imbalance in the responsibilities of Assistant Deans.

- Combining credit and non-credit instruction within divisions would improve accountability for revenue generation by program areas at the operational level and would allow the units to be more responsive in meeting the needs of students. By consolidating the full range of revenue generation potential such as tuition, non-credit tuition, summer tuition, contract training, and services within units, that unit would know that its efforts, if successful, would be rewarded. Students, the public, government, accreditation agencies, and other interested parties are demanding greater accountability from colleges. The structure proposed would allow units to focus on and control the outcomes of their program areas.
- With the Dean of Academic Affairs responsible for both student services and for academic programs, academic policies and services are expected to be better coordinated. The proposed integration of student services and academic affairs is expected to produce a more cohesive approach to enrollment management and retention, resulting in healthier academic programs and enrollment growth. Students would be better informed because Student Services personnel would be more closely aligned with instruction.
- HCC has concluded that student records tasks are more closely related to data collection and other management information functions than to admissions and that student records would be better located in Management Information and Research (MIR) than in Student Services. Creating a cohesive MIR unit would provide more coordinated reporting, recordkeeping, and information than with the current separation of responsibility by different units.
- Adding PCATT and PATC to the College structure would accommodate State initiatives for which the College has become responsible. Because of their very different identities, business-oriented missions, and expected growth, PCATT and PATC would be better able to coordinate the College's expanding role in economic development parallel to the traditional academic programs. The new organization is designed to consolidate functions and to reflect updated college responsibilities.

The flattened structure and the consolidation of resources around programs will create a more responsive and efficient organization. This more efficient and responsive organization is also expected to control costs and increase revenue generating capability. While there are no additional staff positions in the reorganization, required position description updates and classification reviews may increase personnel cost marginally. Honolulu CC is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

This reorganization proposal will be able to accommodate the vision of Honolulu Community College as a four-year technical baccalaureate program if it is determined as the appropriate direction for the campus.

# REORGANIZATION PROPOSAL REQUEST

Honolulu Community College  
University of Hawaii Community Colleges

## **Present Organization**

The current organizational structure of Honolulu Community College (HCC) is that of a traditional hierarchical college. The Office of the Provost supervises three major organizational units: Instruction, Student Services, and Administrative Services. Instruction is composed of four instructional divisions, the Keahole Flight Center, the School-to-Work unit, Continuing Education and Training, Learning Resource Center, Library, Learning Assistance Services, and a Technology unit. Student Services is composed of Admissions, Registration, and Records; Guidance and Counseling; Financial Aid; and Student Activities. Administrative Services consists of Administrative Computing, Operations and Maintenance, Business Office, and Human Resources.

### Office of the Provost

The Office of the Provost consists of 1.00 FTE Executive position and 1.00 FTE Civil Service position.

### Instruction

The Instruction organizational unit is composed of four major credit instructional divisions, five support structures, and two project-level support units. These include:

- Division I (1.00 FTE Managerial position, 22.00 FTE Faculty positions, 4.00 FTE APT positions, and 2.00 FTE Civil Service positions)
- Division II (1.00 FTE Managerial position, 31.00 FTE Faculty positions, 20.00 FTE APT positions, and 2.00 FTE Civil Service position)
- Division III (1.00 FTE Managerial position, 31.00 FTE Faculty positions, and 1.00 FTE Civil Service position)
- Division IV (1.00 FTE Managerial position, 32.00 FTE Faculty positions, 6.00 FTE APT positions, and 1.00 FTE Civil Service position)
- Keahole Flight Center (1.00 FTE Faculty position, and 1.00 Civil Service position)
- School-to-Work (1.00 FTE Faculty position)

## **Proposed Organization**

The proposed reorganization is a major realignment of functions within the College. With the Provost continuing to serve as the executive officer of Honolulu Community College (HCC), there would be four major units reporting to the Provost: Academic Affairs, Pacific Center for Advanced Technology Training (PCATT), Pacific Aerospace Training Center (PATC), and Administrative Services.

The current structure separates student services from instruction and also maintains a separate continuing education and training unit under Instruction. The proposed new Academic Affairs unit realigns the academic components of the organization around key academic program units and then places credit instruction and continuing education within these organizational units. The new instructional units, University College, Transportation and Trades, and Communication and Services are each composed of closely related academic disciplines. The proposed organization also places Student Services, Management Information and Research, College Skills Center, Educational Media Center, and Library directly under Academic Affairs. The main purpose of the new expanded Academic Affairs unit is to create the opportunity for academic programs to design, develop, and deliver education and services to the students, regardless of whether that education is best delivered through credit instruction or non-credit instruction.

In recent years, international affairs and resource development have become increasingly critical functional areas requiring special attention. Both areas have grown in significance within the University of Hawaii, and require a prominent identity in the organization. The Office of Public Affairs and Resource Development and the Office of International Affairs and Development are newly established units under the Office of the Provost.

The Pacific Center for Advanced Technology Training was only recently proposed by the Governor and created by the legislature to promote advanced technology initiatives. Honolulu Community College has established the PCATT unit to coordinate advanced technology initiatives through a consortium of Community Colleges, using the combined resources of all campuses to offer customized training for businesses.

The Pacific Aerospace Training Center is a separate unit, built on two successful aviation programs (Aeronautics Maintenance Technology and Commercial Aviation) with a strong potential for future growth. The Kalaeloa hangar and dormitory facilities recently became available to Honolulu Community College, and partnerships with aviation businesses have developed to the point that HCC is being recognized as a training site for aviation training for the Pacific and Asia.

The Administrative Services unit remains relatively unchanged and continues to provide essential administrative and operations and maintenance support services.

## **1. OFFICE OF THE PROVOST**

The functional statement for the Office of the Provost is modified to reflect more clearly the Office's external as well as internal functions. The responsibility and importance of planning, evaluation, public affairs, resource development, and international functions are also made more explicit and emphasized. Two new offices would be created: (1) Public Affairs and Resource Development and (2) International Affairs and Development. The Provost would be able to manage the greater external responsibility by adding the two new offices and by distributing more authority to administrative unit leaders.

The Office of the Provost would supervise major organizational units: Academic Affairs, the Pacific Center for Advanced Technology Training, Pacific Aerospace Training Center, and Administrative Services. In addition, the Provost would directly supervise the newly established Office of Public Affairs and Resource Development and the Office of International Affairs and Development. While the Provost's Office itself is enlarged by the addition of public affairs and international units, the number of major units reporting directly to the Provost would also to be increased from three to four.

In addition to official organizational reporting, the following collegial governance organizations would report directly to the Provost:

- Faculty Senate - provides advice and counsel on academic and curriculum policies; campus-wide policies, planning, and budget; faculty-student relations; and other non-collective bargaining matters related to faculty.
- Student Senate - provides advice and counsel on student issues; campus-wide policies, planning, and budget; faculty-student relations; and other matters related to students.
- Staff Council - provides advice and counsel on operational issues, campus-wide policies, planning, budget, and professional development for non-faculty employees.
- College Executive Advisory Committee - provides advice and counsel on planning, evaluation, and campus-wide policies. The Committee also serves as a communication vehicle for matters of concern to the greater College community.

To implement the proposal, the following organizational changes are proposed:

- The position of Provost (#89106) will be redescribed to update the responsibilities of the position.
- The secretary position (#17843) will be redescribed to update the responsibilities of the position.

### **Office of Public Affairs and Resource Development**

The Office of Public Affairs and Resource Development is proposed as a new unit to perform functions that are not adequately addressed under the present organization. As State general fund support has declined, public relations and resource development and the ability to generate other income have become increasingly important to the future

survival and vitalization of the College. The Office of Public Affairs and Resource Development would be responsible for public affairs and institutional advancement related to the College as a whole. In addition, the Office would provide assistance to individual programs with respect to public relations and resource development. The Office would assist the Provost in promoting the College and informing constituencies (community, state, and national) about the College's goals and accomplishments and would support the Provost's role as the College's chief community representative. The Director would also develop and execute strategies to supplement the state-funded budget.

To implement the proposal, the following organizational change is proposed:

- 1.00 FTE position, Director of Continuing Education and Training (#89149), will be transferred to provide leadership for the new Office of Public Affairs and Resource Development. The position will be transferred from the Office of Continuing Education and Training and redescribed to reflect the role of a new classification, Director of Public Affairs and Resource Development. The duties of the Director of Continuing Education and Training will be distributed among other administrators, namely the Dean of Academic Affairs, all Assistant Deans, the Director of PCATT, and the Director of PATC.

#### Office of International Affairs and Development

The Office of International Affairs and Development is proposed as a new unit to meet the mission of the University of Hawaii and the University of Hawaii Community Colleges to internationalize programs and curricula. Without a designated position to be responsible for international programs at Honolulu Community College, the international efforts of the College have been kept to a minimum. The International Affairs and Development Office would be important in managing and leading HCC to meeting its international mission. At the same time, international contracts would generate needed revenue for the College. The International Affairs and Development Office would be responsible for developing and implementing international contract training, partnerships, and other international educational activities. The Office would recruit international students, support State of Hawaii efforts to promote Hawaii as an educational and training destination, and support the Provost's role as the College's chief international representative.

The Office is proposed as a new unit because it performs a project-oriented function in support of the Provost's role as international representative of the College and may extend across all other units of the College with respect to delivery of services.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Faculty position, Faculty (Coordinator) of Learning Assistance Services (#85436), will be transferred to serve as Faculty (Coordinator) of the new Office of International Affairs and Development. The position will be transferred from Learning Assistance Services to the Office of the Provost. Supervision will change from the Dean of Instruction to the Provost.
- 1.00 FTE UH Educational Specialist I position (#81309T) that currently reports to the Faculty Coordinator of Learning Assistance Services (#85436) will be transferred to International Affairs and Development and redescribed to update the duties and responsibilities of the position.

In addition to supervising the Director of Public Affairs and Resource Development and the Coordinator of International Affairs and Development, the Provost will supervise four managerial positions with the following responsibilities:

- 1) Academic Affairs
  - a) University College
  - b) Transportation and Trades
  - c) Communication and Services
  - d) Student Services
  - e) Management Information and Research
  - f) College Skills Center
  - g) Educational Media Center
  - h) Library
- 2) Pacific Center for Advanced Technology Training
  - a) Advanced Technology Business Development and Training
  - b) Faculty Development
  - c) Information Technology Center
- 3) Pacific Aerospace Training Center
- 4) Administrative Services
  - a) Operations and Maintenance
  - b) Business Office
  - c) Human Resources Office
  - d) Telephone Services

## **2. ACADEMIC AFFAIRS**

The Office of Academic Affairs is proposed as a new major organizational unit. The new unit would replace the Office of the Dean of Instruction. The proposed functions of this unit include the management, planning, and leadership for academic programs with the exception of aviation-related programs that would be transferred to PATC, curriculum management, student services, management information and research, and academic support units (College Skills Center, Educational Media Center, and Library). With the exception of advanced technology development and aviation-related programs, the unit would be responsible for providing leadership to the overall academic development of the college and ensuring compliance with all applicable University regulations regarding curriculum and program. The realignment of functions is expected to provide for more efficiency and closer coordination where needed. The span of control is greater with respect to academic degree programs and related non-credit programming and reduced in growing areas of aviation and advanced technology training. Because of this major leadership and coordinating role, the unit head of Academic Affairs would hold the title and responsibilities of Dean of Academic Affairs.

The Dean of Academic Affairs would be responsible for three academic divisions and five support units. In the present HCC organization, divisions are composed of both liberal arts and vocational departments without much in common except that the liberal arts support the occupational students' general education needs and the career programs provide students for the liberal arts faculty. The artificial division of programs into organizational units per se has not produced the intended result of promoting better understanding and appreciation among the members of the division. The proposed academic divisions, on the other hand, are cohesive in terms of programming. The University College division would include all the liberal arts disciplines and off-campus programs with a largely liberal arts focus. The Transportation and Trades division would include cooperative education and occupational-technical programs related to construction and mechanical trades, transportation except for aviation-related programs, and related fields. The unit would also be responsible for providing extensive apprenticeship training in all apprenticeable trades for which the College is responsible. Communication and Services would be composed of occupational-technical programs that are service-oriented or communication-oriented.

Division Chairs provide the leadership of the various academic divisions. This may be a single Division Chair or multiple Division Chairs (or co-chairs). The College needs the flexibility to appoint multiple division chairs (or co-chairs) for an instructional unit, because it is not always possible to name a single individual as division chair. The College needs the flexibility to divide responsibilities of co-chairs according to the qualifications, strengths, and interests of the selectees. When multiple division chairs are appointed for a division, one may be named as a supervisor of all faculty members in the division or each may be named as supervisor for a group of programs within the division. When a division chair is the supervisor of all faculty members in the division, another would be assigned non-supervisory chair duties.

The importance of the Academic Affairs Office is to maintain and further develop the College's academic instructional programs and services. Furthermore, this Office would integrate credit and non-credit instruction, rather than managing continuing education as a separate entity. The reason for renaming Instruction as Academic Affairs is to differentiate Academic Affairs from PCATT and PATC, two new units that are also instructionally related. The new name emphasizes that Academic Affairs focuses on academic instructional delivery and academic issues as opposed to advanced technology or aviation training. Under the current structure, advanced technology as a unit and the two aviation degree programs (Aeronautics Maintenance Technology and Commercial Aviation) are part of Instruction. Following the recent establishment of PCATT as a State of Hawaii economic development initiative and the availability of an aviation training location at Kalaeloa, there is a need to separate advanced technology and aviation programs from the parent unit in a way that will enable the College to carry out the 2000-2006 Academic Development Plan and to prepare for the high projected growth in advanced technology and aviation training. The current structure was designed for operating traditional academic degree and certificate programs whereas PCATT and PATC will have strong business-oriented identities outside the College. The reason for transferring the two aviation credit programs to PATC from the academic unit is to coordinate all aviation programs and services under one administrator with expertise in aviation.

To implement the proposal, the following organizational changes are proposed:

- Instruction will be renamed Academic Affairs.
- 1.00 FTE Dean of Instruction position (#89025) will be transferred from Instruction to provide leadership for the new Office of Academic Affairs. The position will be redescribed to reflect the role of a new classification, Dean of Academic Affairs.
- 1.00 FTE Secretary III position (#22374) will be redescribed to update the duties and responsibilities of the position.

### **The University College**

The University College is proposed as a new Liberal Arts Division composed of the Liberal Arts program leading to the Associate in Arts degree, Arts and Sciences disciplines, general education, and Off-Campus Programs. The University College is responsible for both credit and non-credit offerings in its scope of responsibility. The name "University College" connotes a college within a college responsible for preparing students to transfer to a university. The functions of this unit include the management and leadership of HCC's Arts and Sciences education, Off-Campus Programs, and distance education. The Assistant Dean would be responsible for coordinating distance education across campus and for representing HCC in distance education matters. Since most of distance education at HCC is in arts and sciences, it is appropriate that the University College administrator coordinate this expanding function. The importance of this unit is in creating an organizational coordination of all disciplines in Liberal Arts. Faculty members of The University College would benefit from closer organizational ties



with their colleagues, who offer other components of the Associate in Arts degree. The closer relationship is expected to improve instruction for students as Liberal Arts faculty members work together as a Division rather than being dispersed among other divisions. Division Curriculum Committees, for example, would be much more homogeneous. Placing continuing education responsibility within the Division is intended to increase revenue because both opportunity and accountability would be at this level.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Assistant Dean position (#89111) will be transferred from Division I to the new University College and the duties and responsibilities will be redescribed to reflect the role of the University College's Assistant Dean.
- 1.00 FTE Secretary II position (#24735) for Division III will be transferred from Division III to the University College and redescribed to update the duties and responsibilities of the position.
- 1.00 FTE Clerk Stenographer II position (#27069) that currently reports to the Director of the Learning Resource Center (Faculty position #84542) will be transferred from the Learning Resource Center to the University College and report to the Assistant Dean (#89111). The position will be redescribed to update the duties and responsibilities of the position.

### Liberal Arts Program

The Liberal Arts Program is proposed as the unit responsible for all credit courses, certificates, the Associate in Arts degree, non-credit instruction, and related support in the arts and sciences. The new grouping would clearly tie the liberal arts disciplines together as a program leading to the Associate in Arts degree. At the same time, the Liberal Arts Program unit would continue to support the occupational-technical programs by providing general education classes that satisfy occupational program requirements. Because the personnel in the proposed University College share the Liberal Arts Program in common, the new structure is preferred to the current artificial divisional groupings of liberal arts/occupational combination groupings. The unit is important in preparing students to enter professional studies and in providing the general education portion of occupational programs as well as providing skills such as English as a Second Language instruction to special groups.

- A Division Chair is to be appointed from any faculty position in the College to serve as faculty head of the Division.
- 8.00 FTE Faculty positions (Anthropology #83341; Economics #82987; Geography #83820; Psychology #82197, #84591; Social Science #83893, #84457; and Sociology #82406) will be transferred from Division I to the University College.

- 7.00 FTE Faculty positions (Fine Art #83885; History #82283, #83911; Philosophy #82854, #83930; Religion #82113; and Speech #83423) will be transferred from Division II to the University College.
- 20.00 FTE Faculty positions (Biological Science #82585, #84135; Chemistry #83964; Engineering Science #83138; Mathematics #82689, #82898, #83062, #83282, #83687, #83797, #84096, #84562, #84638, #84646; Oceanography #82773; Physical Science #82222, #83431, #83708, #83881; and Science #82331) will be transferred from Division III to the University College.
- 15.00 FTE Faculty positions (Asian Pacific Language #83966; Asian Studies #86638; English #82440, #82466, #82561, #82796, #82912, #82959, #83416, #83698, #83807, #84545, #84633; Auto Body Repair and Painting #87562; and Hawaiian Studies #84689) will be transferred from Division IV to the University College.

### Off-Campus Programs

Off-Campus Programs is proposed as a new unit that has evolved from the Military Education on-base programs, which HCC has operated for many years. The function of the Off-Campus Programs unit is to provide credit instruction to military personnel, their dependents, and civilians at military facilities. Since the on-base offerings are largely liberal arts, the Assistant Dean for the University College is an appropriate manager of the unit. Currently part of Continuing Education and Training, the Military Education personnel would be transferred to the Off-Campus Programs unit in the University College. As a condition of agreements with military services, the program requires on-site staffing and coordination with military education centers, faculty, and staff.

- 1.00 FTE Faculty position (#86775) that currently reports to the Director of Continuing Education and Training will be transferred to the Off-Campus Programs unit. This faculty member will be the coordinator of the Off-Campus Programs unit.
- 2.00 FTE UH Educational Specialist I positions (#80031(B) and #81416(B)) will be transferred from Continuing Education and Training to the Off-Campus Programs unit and will continue to report to the faculty position (#86775).
- 1.00 FTE Clerk Typist II position (#40844) will be transferred from Continuing Education and Training to the Off-Campus Programs unit and will continue to report to the faculty position (#86775).

### **Transportation & Trades**

Transportation and Trades is proposed as a new Division consisting of occupational-technical programs in transportation and trades areas with the exception of aviation-related programs. The functions of this unit include the management and leadership for the transportation and trades programs in the unit, both credit and non-credit. Because the personnel in the proposed Transportation and Trades programs share the commonality of occupational education and training in construction, transportation, and related fields, the

new structure is preferred to the current artificial divisional groupings of liberal arts/occupational combination groupings. The unit is important as a workforce development provider for transportation and trades employers and as a source of specialized training and continuing education. Faculty members of Transportation and Trades would benefit from closer organizational ties with their colleagues, who offer other similar technical-occupational instruction, including apprenticeship and journeyworker training. The closer relationship is expected to improve instruction for students as faculty members work together as a Division rather than being dispersed among other divisions. Division Curriculum Committees, for example, would be much more homogeneous.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Assistant Dean position (#89209) will be transferred from Division IV to the new Transportation and Trades Division and the duties and responsibilities will be redescribed to reflect the role of the Transportation and Trade's Assistant Dean.
- 1.00 FTE Secretary II position (#45367) that currently reports to the Director of Continuing Education and Training (#89149) will be reassigned from Continuing Education and Training to Transportation and Trades and redescribed to update the duties and responsibilities of the position.
- 1.00 FTE Clerk Stenographer II position (#27070) that currently reports to the UH Administrative Officer V position (#80174) in the Business Office will be transferred to Transportation and Trades and will report to the Assistant Dean (#89209). The position will be redescribed to update the duties and responsibilities of the position.
- A Division Chair is to be appointed from any faculty position in the College to serve as faculty head of the Division.
- 9.00 FTE Faculty positions (Apprenticeship #83298; Carpentry #82384, #83174; Drafting Technology #82092, #82956, #83167; Sheet Metal and Plastics #84368; and Welding #83212, #84660) will be transferred from Division I to Transportation and Trades.
- 1.00 FTE Clerk Typist II position (#14215) that currently reports to the Assistant Dean of Division I (#89111) will be transferred from Division I to Transportation and Trades. The position will be redescribed to reflect updated duties and responsibilities and to reflect the change in supervision to a Faculty position (Apprenticeship #83298).
- 2.00 FTE Faculty positions (Fire and Environmental Emergency Response #83639 and Occupational and Environmental Safety Management #83673) will be transferred from Division II to Transportation and Trades.
- 6.00 FTE Faculty positions (Cooperative Education #82444, #83604; Electrical Installation and Maintenance Technology #82757, #83368; and Refrigeration and Air

Conditioning #82422, #82518) will be transferred from Division III to Transportation and Trades.

- 12.00 FTE Faculty positions (Auto Body Repair and Painting #84405, #86667; Automotive Mechanics Technology #83725, #83801, #84064, #84410, #84586, #84884; Diesel Mechanics Technology #82964, #84480; and Boat Maintenance and Repair #84688, #86927) will be transferred from Division IV to Transportation and Trades.
- 1.00 FTE UH Educational Specialist II position (#81562) and 1.00 FTE UH Educational Specialist I position (#81561) will be transferred from Division IV to Transportation and Trades.
- 1.00 FTE UH Educational Specialist II position (#81991(B)) that currently reports to the Director of Continuing Education and Training will be transferred to Transportation and Trades to develop non-credit programs for this Division.
- 2.00 FTE UH Educational Specialist II positions (#80652 and #81182) that currently report to the Assistant Dean of Division IV will be transferred to Transportation and Trades. They will be supervised by an 11-month faculty member (#84688 or #86927) in the Boat Maintenance and Repair program.

### **Communication and Services**

Communication and Services is proposed as a new Division consisting of occupational-technical programs in communication and services areas. The functions of the unit include management and leadership for communication and services instruction, both credit and non-credit. Because the personnel in the proposed Communication and Services programs share the commonality of occupational education and training for communication and service occupations and related fields, the new structure is preferred to the current artificial divisional groupings of liberal arts/occupational combination groupings. The unit is important as a workforce development provider for communications and service employers and as a source of specialized training and continuing education. Faculty members of Communication and Services would benefit from closer organizational ties with their colleagues, who offer other similar occupational instruction. The closer relationship is expected to improve instruction for students as faculty members work together as a Division rather than being dispersed among other divisions. Division Curriculum Committees, for example, would be much more homogeneous.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Assistant Dean position (#89170) will be transferred from Division III to the new Communication and Services Division, and the duties and responsibilities will be redescribed to reflect the role of the Communication and Services' Assistant Dean.

- 1.00 Secretary II position (#01825) for Division II will be transferred to Communication and Services and redescribed to update the duties and responsibilities of the position.
- 1.00 FTE Clerk Stenographer II position (#27068) that currently reports to the Director of the Learning Resource Center (Faculty position #84542) will be transferred to Communication and Services and will report to the Assistant Dean (#89170). The position will be redescribed to reflect updated duties and responsibilities.
- 1.00 FTE Clerk Stenographer II position (#44568) that currently reports to a faculty position (Human Services #86980) in Division II will be transferred to Communication and Services. The position will be redescribed to reflect updated duties and responsibilities and to reflect the change in supervision from the Faculty position (Human Services #86980) to the Assistant Dean (#89170).
- A Division Chair is to be appointed from any faculty position in the College to serve as faculty head of the Division.
- 2.00 FTE Faculty positions (Information and Computer Science #82233, #84669) will be transferred from Division I to Communication and Services.
- 22.00 FTE Faculty positions (Administration of Justice #83339; Communication Arts #82969, #83894, #84471; Cosmetology #82990, #83649, #83825, #84099; Fashion Technology #84681; Food Science and Human Nutrition #82883; and Human Services #82843, #83529, #83838, #84122, #86639, #86907, #86909, #86980, #87028, #87029, #87031, #87032) will be transferred from Division II to Communication and Services.
- 5.00 FTE Faculty positions (Computing, Electronics, and Networking Technology #83116, #83699, #86620, #86677 and Electrical Engineering #86615) will be transferred from Division III to Communication and Services.
- 1.00 FTE UH Educational and Academic Specialist position (#80879 (W)) will be transferred from Division II to Communication and Services.
- 1.00 FTE UH Early Childhood Specialist position (#94626F (W)), 8.00 FTE UH Early Childhood Specialist III positions (#80699, #81576, #81679, #81786, #81822, #80809 (W), #80817 (W), #80831 (W), and 8.00 FTE UH Early Childhood Specialist I positions (#80832 (W), #80834 (W), #80835 (W), #80839 (W), #80844 (W), #80845 (W), #80846 (W), #80862 (W)) will be transferred from Division II to Communication and Services.
- 1.00 FTE UH Educational Specialist II position (#81165) that currently reports to the Director of Continuing Education and Training will be transferred to Communication

- and Services to develop non-credit programs for this Division. This position will report directly to the Assistant Dean for Communication and Services (#89170).
- 1.00 FTE UH Educational and Academic Support Specialist position (#80877 (W)) will be transferred from Division II to Communication and Services. This position will report directly to the Assistant Dean for Communication and Services (#89170).
  - The fourteen revolving fund positions (W) have been converted to special fund positions (B) as part of the consolidation of the Community College Special Fund, authorized under Act 161, SLH 2000. These positions relate to the Vocational/Technical training program.

### **Student Services**

Student Services is proposed to include four units: Admissions and Counseling, Financial Aid, Student Life and Development, and Student Health Services. Student records, continuing student registration, and veteran certification duties, however, would be moved to Management Information and Research. The functions of Student Services would include coordination and management of student admissions and new student registration, counseling, financial aid counseling and awards, services for students with disabilities, student co-curricular activities, and student health. The unit is important in providing a one-stop support center for new students and counseling support to help students adjust to and succeed in college.

The new structure is preferred to the current separate student services unit as it situates student services within academic affairs, which it supports. The goal is to further integrate student services with academic affairs through the closer organizational relationship. With the Dean of Academic Affairs responsible for both student services and for academic programs, a coordinated approach to academic policies and service to students can be expected. To illustrate why it is important to provide this level of coordination, consider that a Dean of Academic Affairs and a Dean of Students at the same level in the organization can make conflicting decisions regarding students. The proposed Dean of Academic Affairs would be the decision-maker for such issues, leading to more effective and consistent communication and internal academic policies. The College, furthermore, has suffered a steady decline in enrollment. A part of that decline is a lack of a cohesive approach to enrollment management and retention. The retention issue is critical to the health of the College's academic programs. Units in the past have not always been able to agree on a common approach. If the proposal were adopted, Academic Affairs would coordinate the College's efforts at recruitment and retention. The tasks cut across units and are a collective effort that requires a single person promoting a consistent philosophy. The unit head of Student Services would report to the Dean of Academic Affairs to closely integrate and coordinate all recruitment and retention enrollment management efforts, combining the efforts of counselors and program faculty members to achieve a common goal – enrollment growth and increased retention of students. As a result of integration, students are expected to benefit by receiving student services that are closely coordinated with instructional efforts. Student Services personnel would be better informed about instruction, processes would be in harmony, and students would receive clearer communication and improved customer service.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Dean of Student Services position (#89109) will be redescribed as reporting to the Dean of Academic Affairs with updated duties and responsibilities.
- 1.00 FTE Secretary II position (#17395) will be redescribed to reflect updated duties and responsibilities.

#### Admissions and Counseling

Admissions and Counseling is proposed as a new unit intended to replace and redefine the scope of two currently separate units: 1) Admissions, Registration, and Records and 2) Guidance and Counseling. The functions of Admissions and Counseling are to coordinate and manage student recruitment, application and admission processes, transcript evaluation, new student registration, and counseling services for all students. Some functions of the existing units would be redistributed or eliminated. Records functions would be moved to Management Information and Research (MIR) along with the registration of continuing credit students and of all apprentices and journeyworkers. Counseling functions have been reworded to clarify that counselors are responsible for education- and career-related counseling and not for personal counseling except for appropriate referrals.

To implement the proposal, the following organizational changes are proposed:

- The Office of Admissions, Registration, and Records will be abolished.
- The Office of Guidance and Counseling will be abolished.
- The Office of Admissions and Counseling will be created to reflect the adjusted functions now performed by the abolished units.
- 13.00 FTE Faculty positions (#82028, #83134, #83421, #83919, #84603, #84613, #84658, #86388T, #86389, #86714, #86891, #87152, #87153) from Guidance and Counseling will be assigned to the Office of Admissions and Counseling.
- 1.00 FTE Clerk Typist II position (#06556) will be transferred from Admissions, Registration, and Records and 3.00 FTE Clerk Typist II positions (#22372, #26663, #45365) from Guidance and Counseling to Admissions and Counseling to provide clerical support. These positions will be supervised by one of the faculty positions that will be designated as supervisor on a rotating basis and redescribed to reflect updated duties and responsibilities.

The following positions will be transferred from the Admissions, Registration, and Records unit:

- 1.00 FTE UH Student Services Specialist III position (#80669) that currently reports to the Dean of Student Services (#89109) as supervisor of the Admissions, Registration, and Records Unit will be transferred to Management Information and Research and redescribed to reflect updated duties and responsibilities.
- 2.00 FTE Civil Service positions (#14449, #19017) that currently report to UH Student Services Specialist III (#80669) will be transferred to Management Information and Research and redescribed to reflect updated duties and responsibilities.
- 3.00 FTE Civil Service positions (#22373, #40056, #18802) that current report to Clerk Typist III (#14449) will be transferred to Management Information and Research and redescribed to reflect updated duties and responsibilities.

#### Financial Aid

The Financial Aid Office provides financial assistance to supplement the resources of qualifying students. The function of the Office is to administer the student financial aid program, including student loans, scholarships, grants, tuition waivers, and work-study employment. The Office provides financial aid counseling and manages awards.

There are no organizational changes proposed in the Financial Aid Office.

#### Student Life and Development

Student Life and Development is proposed as the new name for Student Activities. The new name is broader and connotes the role of the unit to provide more to the student than a schedule of activities. The purpose of Student Life and Development is to provide co-curricular experiences for students from student orientation through graduation.

Functions include producing the student orientation program; advising student government, the Student Media Board, and other student organizations; planning student activities; and supervising the expenditure of student activity funds. The Media Board is responsible for the student newspaper and other student publications.

To implement the proposal,

- Student Activities will be renamed Student Life and Development.
- 1.00 FTE Faculty position (#84375) will remain in this unit.

#### Student Health Services

Student Health Services is proposed as a new unit responsible for preventive and curative concerns of the campus community, including complying with immunization and



disability policies, maintaining required health records, and providing first aid services. The new organizational unit establishes Student Health Services as a separate functional unit independent of Student Life and Development.

To implement the proposal, the following organizational change is proposed:

- 1.00 FTE Registered Professional Nurse III position (#44870) that currently reports to the Dean of Student Services (#89109) will report directly to the unit head of Student Services.

### **Management Information & Research**

Management Information & Research (MIR) is proposed as a new unit responsible for functions that were previously performed in separate units. Instructional staff assignments that were previously distributed among Assistant Deans of Instruction are to be consolidated in the MIR Office. The Management Information and Research Office with an administrative Director is to be created to consolidate the functions of management information, institutional research, student records, and administrative computing. The intention of the new structure is to provide a more coordinated and efficient use of shared data than was possible under the current organization where the tasks were assigned to different unit heads. MIR would provide data and information necessary for all college units to ensure that decisions and directions are driven by solid assessment and analyses.

Management information includes such responsibilities as managing Summer Session, coordinating the college catalog, schedules of classes, and other instructional and registration information for students, the faculty, administration, and the general public. The Director must manage the related databases, including students, program advising and graduation checks, courses, classes, registration, registration controls such as prerequisites, corequisites, placement, major controls – credit and non-credit, academic year and summer. MIR is to be responsible for credit registration for continuing students and for military base registration. The Director would coordinate policy updates, develop internal personnel procedures in cooperation with the Personnel Officer, and would advise other administrators on policies and personnel matters, including workload. The Director would supervise the other chief managers of student information databases, namely UH Institutional Analyst II (#81789), UH Student Services Specialist III (#80669), and UH Information Technology Specialist (#80080) and their respective staff members. The College recognizes that the units have more in common with each other than they do with the units with which they are currently affiliated. They have solidified their working relationships over the years through a committee and caucus structure that this reorganization proposal intends to formalize.

Institutional Research assesses the College's performance against its mission and goals as well as University of Hawaii and UH Community Colleges benchmarks and measures of effectiveness. In addition, the unit prepares reports or supports reports required by the federal government, the state government, the accrediting agency, certifying organizations, funding agencies, or other surveys and research projects. Institutional

research includes developing, extracting, analyzing, and interpreting data from internal and external sources to support the college in planning, reporting, and evaluating results. Routine reports include Program Health Indicators, Graduate-Leaver surveys, accreditation reports, and the Student Needs Inventory. When the institutional research function was first established under Division II, the Institutional Analyst position was at the level of Institutional Analyst I with a narrow scope of responsibility, i.e., to prepare Program Reviews for occupational programs. The Assistant Dean responsible at the time for many of the programs to be reviewed and for maintaining degree audit databases was the appropriate supervisor. Now that the position has been upgraded to Institutional Analyst II (#81789) and the duties expanded to provide college-wide institutional research, supervision should be changed to a unit that is responsible for updating program and policy information for the College and for maintaining the databases from which most of the institutional research is derived.

The Student Records Office, headed by UH Student Services Specialist III (#80669, who serves as the Registrar), processes and maintains credit student records for transactions such as registration, changes in registration (drops, adds), name/address changes, withdrawals, graduation processing, transcripts, and student certifications. In addition, the Office maintains records for non-credit students whose transactions are processed by other offices. The Office manages registration for continuing credit students. While college student records functions have traditionally been tied to admissions functions, Honolulu Community College has concluded that student records tasks are more closely related to data collection, processing, and reporting than to admissions. Admissions is quite different with responsibilities focussing on new credit students, including applications, recruiting, advising, the evaluation part of transcript evaluations, and other "front-end" counseling. The UH Student Services Specialist III is the official custodian of all student records for the College (credit and non-credit) and as such needs to be intensely concerned with the integrity of student data that is used not just for official records but also for institutional research and for management information such as schedules and catalogs. The Records Office maintains and uses data from and interacts with the Admissions Office in much the same way as it works with Apprenticeship and other units with non-credit offerings, Off-Campus Programs, and credit registration. The rules and formulas that define student records need to be followed precisely. It is appropriate, therefore, for the Registrar to be in the same unit that makes decisions about the programming and structure of student databases managed by Administrative Computing.

Administrative Computing is responsible for the development, operation, and maintenance of computer systems and applications for administrative functions. The Office is also tasked with maintaining computer hardware and software, programming, and related planning. The chief purpose of administrative computing is to support the management information system, including student information and research. For credit students, all admissions, registration, registration controls, scheduling, degree audits, counseling functions, campus-level financial and faculty records and information, and other student and program information and related computer functionality are maintained through administrative computing systems.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Assistant Dean position (#89148) will be transferred from Division II to Management Information and Research and redescribed as Director of the new Office of Management Information and Research (MIR).
- 1.00 FTE Secretary II position (#24544) that currently reports to the Assistant Dean (#89209) of Division IV will be transferred to MIR and redescribed to update the duties and responsibilities of the position.
- 1.00 FTE UH Institutional Analyst II position (#81789) that currently reports to the Assistant Dean (#89148) in Division II will be transferred to MIR.
- 1.00 FTE UH Student Services Specialist III position (#80669) that currently reports to the Dean of Student Services (#89109) will be transferred to MIR to head the Student Records unit and redescribed to update the duties and responsibilities of the position.
- 5.00 FTE Civil Service positions (#14449, #22373, #40056, #18802, #19017) will be reassigned from Admissions, Registration, and Records to provide clerical support for the Student Records Unit.
- 1.00 FTE UH Information Technology Specialist position (#80080), currently reporting to the Director of Administrative Services, will be transferred to MIR to supervise the Administrative Computing unit.
- 3.00 FTE UH Information Technology Specialist positions (#80039, #80863, #81639), currently reporting to the UH Technology Specialist position (#80080), will be transferred to MIR to support the Administrative Computing unit. These positions will continue to be supervised by the UH Information Technology Specialist position (#80080).

#### College Skills Center

Learning Assistance Services is proposed to be renamed the College Skills Center (CSC) and would continue to offer credit and non-credit instruction and other support to prepare students to be program ready. The CSC is also responsible for placement testing.

To implement the proposal, the following organizational changes are proposed:

- Learning Assistance Services will be renamed College Skills Center.
- 4.00 FTE Faculty positions (#83695, #86804, #86849, #86854) that currently report to a Faculty Coordinator (#85436) will report directly to the Dean of Academic Affairs.

- 1.00 FTE UH Educational Specialist II position (#81975), and 3.00 FTE UH Educational Specialist I positions (#81973, #81974, #81788) will continue to provide student assistance in the renamed unit. These positions will be supervised by one of the faculty positions that will be designated as the supervisor on a rotating basis.
- 1.00 FTE Clerk Stenographer II position (#26748) that currently reports to a Faculty position (#84542) in the Learning Resource Center will be transferred to the College Skills Center. This position will be supervised by one of the faculty positions that will be designated as the supervisor on a rotating basis.

The following positions will be transferred from Learning Assistance Services:

- 1.00 FTE Faculty position (#85436), the Coordinator of Learning Assistance Services will be transferred to the Office of International Affairs and Development in the Office of the Provost. The learning assistance leadership function provided by this position will be reassigned to the Dean of Academic Affairs (#89025), while routine coordination duties will be distributed among other faculty members and staff members of the College Skills Center.
- 1.00 FTE UH Educational Specialist I position (#81309T) that currently reports to a Faculty position (#85436) in the Learning Assistance Center will be transferred to the Office of International Affairs and Development in the Office of the Provost. The position will be redescribed to reflect the updated duties and responsibilities and change in supervision.

#### Educational Media Center

The Learning Resource Center is proposed to be renamed the Educational Media Center (EMC) and would continue to support the campus media needs, including printing and duplicating, graphics, photography, audio-visual equipment acquisition, multi-media facilities, maintenance, and repair, distance education development, and procurement and development of audio-visual materials for classroom and meeting presentations. The new name more accurately reflects services and functions being provided by the unit.

To implement the proposal, the following organizational changes are proposed:

- The Learning Resource Center will be renamed Educational Media Center.
- A new supervisor level is created for the Offset Press Operator III position (#27186). This position will be redescribed to provide supervision of print plant operations.
- 1.00 FTE Offset Press Operator II position (#45710) and 1.00 FTE Duplicating Machine Operator III position (#18803) currently reporting to the Faculty position (#84542) will report to Offset Press Operator III (#27186).

The following positions will be transferred from the current Learning Resource Center:

- 1.00 FTE Clerk Stenographer II position (#26748) currently reporting to the Director (#84542) will be transferred to the College Skills Center.
- 1.00 FTE Clerk Stenographer II position (#27068) currently reporting to the Director (#84542) will be transferred to Communications and Services.
- 1.00 FTE Clerk Stenographer II position (#27069) currently reporting to the Director (#84542) will be transferred to the University College.

#### Library

The Library is to continue to support instruction and faculty development by providing college library services and maintaining a collection of print and non-print materials appropriate to HCC programs and courses.

The following position will be transferred from the current Library:

- 1.00 FTE Library Assistant IV position (#42935) currently reporting to Faculty position (#84693) will be transferred to Advanced Technology Business Development and Training of the Pacific Center for Advanced Technology Training and will report to Faculty position (#84666). The position will be redescribed to update the duties and responsibilities of the position.

### **3. PACIFIC CENTER FOR ADVANCED TECHNOLOGY TRAINING (PCATT)**

The Pacific Center for Advanced Technology Training (PCATT) is proposed as a major new organizational unit. The Center is intended to become the driving force for advanced technology training in Hawaii, with HCC as the hub for the community colleges to deliver the training and as a clearinghouse for target faculty members, businesses, and individuals to meet training needs. It is to serve both as a Division of the College and as a Center with Community College (CC) system-wide responsibilities. The proposed functions of this unit include the management, planning, and leadership for information technology and advanced technology training. The unit would be responsible for providing leadership to the overall advanced technology development of the College and ensuring compliance with applicable University regulations regarding advanced technology functions. PCATT would manage advanced technology projects such as the Cisco Academy. In addition to campus responsibilities, the unit would coordinate advanced technology development for the University of Hawaii Community Colleges in service to the State of Hawaii and other areas of the Pacific and Asia. PCATT as a community college system entity was funded by the 2000 State of Hawaii Legislature, and this proposal is to institutionalize PCATT, for which HCC is the headquarters. Having a major leadership and coordinating role at both the college level and for participating community colleges in the system, the manager of PCATT would hold the title and responsibilities of Director of the Pacific Center for Advanced Technology Training. The main difference between PCATT and Academic Affairs would be that PCATT manages business-oriented advanced technology non-credit training while Academic Affairs' manages academic credit courses and degree programs. The two units, however, are interdependent. In academic divisions, there may be credit/degree advanced technology programs such as Computing, Electronics, and Networking Technology. PCATT would market such credit programs for HCC or for other UH community colleges, but PCATT would not provide ongoing management of them. In addition, PCATT would offer grants, staff development opportunities, and other coordinating functions to select credit or non-credit advanced technology programs managed by divisions or colleges outside PCATT. PCATT is expected to be important to the economic development in Hawaii since a State must have a strong training infrastructure in order to attract and support advanced technology businesses. PCATT would report to the Provost because of its strong external and business-oriented mission that is distinct from other parts of the College.

As a major unit of Honolulu Community College, PCATT would publish the schedule of non-credit classes offered by all HCC units and would register their students. As part of that effort, PCATT would include its own advanced technology offerings in the HCC schedule of non-credit classes and register its own students. As a CC system-wide organization and on behalf of the UH Community Colleges, PCATT would publish the CC system-wide PCATT schedule of advanced technology classes offered by participating colleges. HCC's Cisco training program is another PCATT operation that operates at both the local and system level since HCC has been authorized by the networking giant as a regional academy and as a training center for other regional academies in Asia and the Pacific. As such, HCC is responsible for one of the premier Cisco training centers in the world. HCC trains not only the local high school Cisco

trainers but also the regional trainers for other colleges in the State of Hawaii and in Asia and other areas of the Pacific. In the proposal, Cisco training is offered by PCATT. PCATT also maintains websites for the College and for the CC system-wide PCATT.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Assistant Dean (Technology) position (# 89316) will be transferred from Instruction to provide leadership for the new Pacific Center for Advanced Technology Training. The position will be redescribed and reclassified to reflect the role of a new classification, Director of the Pacific Center for Advanced Technology Training.
- 1.00 FTE Secretary II position (#08767) will be transferred from Division I of Instruction to the new Pacific Center for Advanced Technology Training. The secretary will be supervised by the Director of the Pacific Center for Advanced Technology Training (# 89316) and redescribed to update the duties and responsibilities of the position.

#### Advanced Technology Business Development and Training

Advanced Technology Business Development and Training is proposed as a new unit to support the PCATT organization, to develop business relationships, and to deliver HCC's PCATT non-credit training. PCATT's Office of Advanced Technology Business Development and Training would operate the Matsuda Center, a Center endowed to introduce emerging technologies and techniques to the community through faculty consultants, workshops, seminars, and non-credit classes, i.e., the Matsuda Center is the local delivery arm for PCATT offerings. The Business Development unit would develop and operate programs such as the ACT Center. This unit would register non-credit students and market non-credit course offerings for all units of the College with the exception of Apprenticeship and Journeyworker students.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Faculty position (#84376), the School-to-Work Faculty Coordinator, will be transferred from the Office of the Dean of Instruction to PCATT in the Office of Advanced Technology Business Development and Training.. Supervision will change from the Dean of Instruction (#89025) to the Director of PCATT (#89316).
- 1.00 FTE Faculty position (#84666) will be transferred from the Office of Continuing Education and Training and reassigned as a faculty member to coordinate programs and marketing in the Advanced Technology Business Development and Training unit. Supervision will change from the Director of Continuing Education and Training (#89149) to the Director of PCATT (#89316).
- 1.00 FTE Faculty position (#84690) will be transferred from Instruction, Division IV, to Advanced Technology Business Development and Training to manage the Matsuda Center and will report to Faculty (#84666).

- 1.00 FTE Library Assistant III position (#42935) will be transferred from the Library to Advanced Technology Business Development and Training. The position will serve as an office manager and will be redescribed to reflect updated duties and responsibilities and to reflect the change in supervision to the Faculty position (#84666).
- 1.00 FTE Clerk Typist II position (#24395) will be transferred from Admissions, Registration, and Records in Student Services and 1.00 FTE Clerk Typist II (#46807 (B)) from the Office of Continuing Education and Training will be transferred to the Advanced Technology Business Development and Training to provide clerical support for the unit under the supervision of the Library Assistant III position (#42935). The positions will be redescribed to reflect updated duties and responsibilities and change in supervision.

#### Faculty Development

Faculty Development is proposed as a new unit responsible for providing faculty training at three levels: CC system-wide development opportunities for PCATT-affiliated faculty; general college-wide support for the HCC faculty; and specific training support for the College's advanced technology faculty members. Activities would include a faculty development newsletter, notices to faculty members regarding available resources and external opportunities for training and upgrading, in-house workshops, local or out-of-town conferences, and instructional materials. Faculty Development would be in PCATT because PCATT's faculty and staff members have a critical need for leading edge training. PCATT would also support the rest of the campus with respect to upgrading instructional skills and advanced technology skills.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Faculty position (#87130) will be transferred from the Office of Continuing Education and Training to the new Faculty Development Office within PCATT. The position will be redescribed to reflect updated duties and responsibilities and change in supervision from the Director of Continuing Education and Training to the Director of PCATT (#89316).

#### Information Technology Center

The Information Technology Center is proposed as a new center responsible for the campus computer network, computer labs, and technical support and training to campus personnel except for those areas for which administrative computing is responsible.



To implement the proposal, the following organizational changes are proposed:

- 3.00 FTE Faculty positions (Information and Computer Science #82060, #82131, #84649) and 2.00 UH Information Technology Specialists (#81641, #81741) will be transferred from Division I in Instruction to the Information Technology Center. The Faculty positions that currently report to the Assistant Dean of Division I (#89111) will instead report to the Director of PCATT (#89316). Supervision of the UH Information Technology Specialists will be provided by one of the faculty positions (#82060, #82131, or #84649) on a rotating basis.
- 2.00 FTE UH Educational Specialist II positions (#80201 and #81824 (B)) that currently report to the Director of Continuing Education and Training (#89149) will be transferred to the Information Technology Center and redescribed to reflect updated duties and responsibilities. Supervision will be provided by one of the faculty positions (#82060, #82131, or #84649) on a rotating basis.
- 2.00 FTE UH Educational Specialist II positions (#80502T and #81048) that currently report to the Assistant Dean, Division I in Instruction (#89111) will be transferred to the Information Technology Center and redescribed to reflect updated duties and responsibilities. Supervision will be provided by one of the faculty positions (#82060, #82131, or #84649) on a rotating basis.

#### **4. PACIFIC AEROSPACE TRAINING CENTER**

Pacific Aerospace Training Center (PATC) is proposed as a major new unit of the College dedicated to aerospace programs. The functions of this unit include the management and leadership for all aviation-related education, training, and service provided by Honolulu Community College. The unit would be home to two existing programs that lead to certificates or degrees: Aeronautics Maintenance Technology (AERO) and Commercial Aviation (AVIT). While some transportation or trades fields such as Aeronautics Maintenance Technology may be considered as advanced technology fields, they should be in PATC rather than in PCATT because they are institutionalized academic credit/degree programs. Similarly, AERO and AVIT should be in PATC rather than in Academic Affairs because they are aviation-related and therefore contribute to and benefit from placement in the PATC. In addition, PATC is to be responsible for developing and maintaining aerospace-related facilities such as the Kalaeloa training facility and dormitory and for developing other aerospace credit and/or other training programs needed to support the aerospace business activity in the State of Hawaii and in the Pacific.

PATC would promote the growth and development of aviation training services in Hawaii, thus making the State a major source of training for the Asia-Pacific region; to provide training opportunities in Hawaii for local students wishing to start careers as aviation professionals and provide advanced training for aviation professionals; to serve as a clearinghouse for information relating to doing business as an aerospace trainer in Hawaii, including information on tax incentives, and coordinate governmental cooperation in support of developing the industry; to partner in the development of facilities for aviation training enterprises; to provide management of center facilities and coordination of training schedules and activities; and to jointly market training opportunities with center participants and seek clients for the center.

There are many examples of colleges and universities promoting economic development through providing the training and partnering needed by business to develop new products and to expand service. University of Texas, Stanford University, University of San Diego, and Springfield Technical Community College are examples. At this time when the Asia-Pacific region is expected to have the highest growth in air travel of any part of the globe and at a time when there is a shortage of pilots both in Hawaii and in other parts of the Pacific as well as Asia, there is an opportunity to create a successful aerospace training entity in Hawaii. Hawaii has natural advantages for such an operation, including geographic proximity to Asia, the world-class reputation of American aviation training, outstanding training weather, and a strong affinity and cultural ties with nations and peoples of Asia. Other identified aviation-related training needs include flight simulation, ab initio training, air traffic control, and aviation English. Hawaii needs a highly visible professional profile to compete with other training organizations in the market. The Director would be responsible for developing such opportunities into HCC programs, partnerships, and revenue-generating training operations.

It is because of the vast development opportunity that PATC is being proposed as a major unit. It is because of the business-oriented scope of responsibility and the economic

development mission of the Center that the head of this unit would be titled as the Director of the Pacific Aerospace Training Center.

To implement the proposal, the following organizational changes are proposed:

- 1.00 FTE Assistant Dean for the Keahole Flight Center (#89338) is to be redescribed to reflect a new classification, Director of the Pacific Aerospace Training Center, and transferred from the Office of the Dean of Instruction to the new Pacific Aerospace Training Center. Supervision will change from the Dean of Instruction to the Provost.
- 1.00 FTE Secretary position for the Keahole Flight Center (#93100F) will be transferred from the Office of the Dean of Instruction to the new Pacific Aerospace Training Center. The position will be supervised by the Director of the Pacific Aerospace Training Center and established to perform duties and responsibilities of the position.
- 4.00 FTE Faculty positions (Aeronautics Maintenance #82383, #82567, #84423, #84533) will be transferred from Division IV to the new Pacific Aerospace Training Center. Supervision will change from the Assistant Dean, Division IV, Instruction (#89209) to the Director of the Pacific Aerospace Training Center.
- 2.00 FTE Faculty positions (Commercial Aviation #91625F, #91626F) will be transferred to the Pacific Aerospace Training Center. These are two new positions which are not reflected on the current organizational charts.
- 2.00 FTE UH Educational Specialist II positions (#81476, #81559) that currently report to the Assistant Dean (#89209) of Division IV, Instruction will be transferred to the Pacific Aerospace Training Center and will be supervised by the Director (#89338).

## 5. ADMINISTRATIVE SERVICES

This office is responsible for the overall administrative management of the College including the Business Office, Human Resources Office, Operations and Maintenance, and Telephone Services. In addition to the functions carried out by these units, the Office of Administrative Services is responsible for overall administrative policy development and implementation, legal matters, legislative and State government relations, and financial audit functions. These functions are carried out within University guidelines and in conjunction with other University administrative and legal offices. The Administrative Services unit remains generally intact with very few organizational changes.

To implement the proposal, the following organizational changes are proposed:

- A new Telephone Services organizational unit is established.
- 1.00 FTE UH Administrative Officer I position (#80194) was transferred from the Office of Continuing Education and Training to the Business Office.

The following positions will be transferred from the current Administrative Services unit:

- 1.00 FTE UH Information Technology Specialist position (#80080) that currently reports to the Director of Administrative Services and 3.00 FTE UH Information Technology Specialist positions (#80039, #80863, #81639) that currently report to Position #80080 will be transferred to the Administrative Computing unit of MIR. Position #80080 will be supervised by the Director of MIR and Positions #80039, #80863, and #81639 will continue to be supervised by Position #80080.
- 1.00 Clerk Stenographer II position (#27070) will be transferred to the Transportation and Trades unit under Academic Affairs.

### Telephone Services

A new Telephone Services unit is proposed. The new unit would ensure that telephone services and related equipment are maintained properly. The technician is needed to repair equipment, maintain the telephone database and service contracts related to telephones, and be responsible for all telephone service requests.

- 1.00 FTE UH Electronics Technician II position (#80953) will be transferred from Administrative Computing to the new Telephone Services unit and will be redescribed to reflect updated duties and responsibilities and a change in supervision from UH Information Technology Specialist (#80080) to the Director of Administrative Services (#89141).

Note: As reflected in the organization charts of Honolulu CC, various non-faculty positions will be reviewed and updated, as appropriate, to reflect current and accurate duties and responsibilities and submitted for classification review.

## **Background/Nature of the Proposed Reorganization**

This is a major reorganization that replaces the current hierarchical academic administrative structure with a flatter, more program-oriented structure.

Distinctions that were previously used as organizing principles, such as credit vs. non-credit instruction and student services vs. instruction are rejected in favor of organizing around broad academic areas. These broad academic areas are then provided with credit and non-credit personnel to accomplish their specific program goals and outcomes.

Based on the college mission and current program plans, the reorganization identifies five major academic program areas:

- University College (Liberal Arts)
- Transportation and Trades Programs
- Communication and Services Programs
- Pacific Center for Advanced Technology Training
- Pacific Aerospace Training Center

In addition, the College Skills Center would provide instruction preparatory to certificate and degree programs as well as learning assistance services. The College Skills Center and other support units are to be planned and evaluated in terms of how well they support instructional programs in achieving their goals and meeting student learning needs.

Other support functions would be furnished by the Educational Media Center, the Library, Student Services, Management Information and Research (MIR), and Administrative Services. The EMC would acquire, supply, and produce both instructional and administrative media and would teach employees to use media effectively. The Center would also be responsible for the printing needs of the College. The Library would serve students, the faculty, and the staff through reference and circulation services for print and non-print resources that support the College's offerings. The Library would also lend audio-visual equipment to faculty members for use in their classes. As proposed, Student Services would be the one-stop center for new regular credit student admission, registration, advising, counseling, financial aid, and health services. Student Services would also be the source of counseling, advising, financial aid, and health services for regular continuing credit students. MIR would publish the college catalog and schedules for regular credit offerings, conduct institutional research, register continuing credit students, maintain records for all students, and supply administrative computing services. Administrative Services would continue to support the other units through operations and maintenance, the business office, human resources, and telephone services.

The reorganization requires that the College's budgeting processes be adjusted to reflect organizational units as revenue centers with the ability to retain revenue for program purposes regardless of the source of the revenue -- credit tuition, non-

credit tuition, summer school tuition, contract training, or services. While there are no additional staff positions in the reorganization, required position description updates and classification reviews may increase personnel cost marginally. The precise cost cannot be determined in advance of the review, however, our estimate is \$13,488. The improved effectiveness and responsiveness is expected to increase revenue generating capability well beyond this additional cost, however the amount cannot be quantified. Therefore, while the financial impact is expected to be positive, the magnitude of the impact can not be determined. Honolulu CC is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

Each program administrator is given supervisory responsibility for programs and support units. The Provost would provide overall direction and leadership for the College and unit-level approvals, and decision-making that do not impact other units would be delegated to major unit heads. While the Dean of Academic Affairs would provide coordination for Academic Affairs units, program-level approvals and decision-making that do not require coordination would be delegated to the administrative program heads.

This reorganization proposal will be able to accommodate the vision of Honolulu Community College as a four-year technical baccalaureate program if it is determined as the appropriate direction for the campus.

## **Reasons for Proposing the Reorganization**

The proposal is intended to create an organization that is both more responsive and more accountable, one that is more self-sufficient without sacrificing quality program outcomes. This reorganization is in response to several major external forces affecting the College and its ability to deliver quality learning for its students:

### **A continued reduction in general fund support**

As with the rest of the University, the College has experienced a severe and steady erosion of its general fund support over the past several years. This reduction has required the College to reexamine its allocation of resources to administrative support and to attempt to keep administrative costs at a minimum and reserve the available funds for programs. The proposed reorganization creates new units without increasing managerial staff and creates revenue centers and a resource development capability to compensate for the loss of revenue.

### **A greater reliance on revenue generation**

Along with the decline in State support has come the opportunity and challenge to generate additional revenue to support the organization. Successful revenue generation requires an organization that is flexible and adaptable and one that provides to the revenue generating units both the incentives for entrepreneurial behavior and control of resources to make programs successful.

By consolidating the full range of revenue generation potential such as tuition, non-credit tuition, summer tuition, contract training, and services within units, that unit would know that its efforts, if successful, would be rewarded. By including within the resource base of an academic unit not only the traditional credit instruction function, but also the non-credit programs, the program unit can manage the resources necessary for a successful program. Furthermore, the functional statements make clear what the program units can expect from supporting units.

### **Accommodating Economic Development Initiatives**

The emergence of two major state economic development initiatives has caused HCC to reexamine how best to organize to meet new expectations as well as continuing ones. Proposed by the Governor and funded by the state legislature in 2000, the Pacific Center for Advanced Technology Training (PCATT) mirrors similar advanced technology centers on the mainland. The reorganization proposal integrates the CC system-wide mission of PCATT with HCC's ongoing non-credit advanced technology efforts to lay the foundation for growth in advanced technology business in Hawaii.

The projected growth of aviation-related training has resulted in the emergence of the Pacific Aerospace Training Center (PATC). The availability of the Kalaeloa

aviation and dormitory facilities and the growing demand for aviation-related training in Asia and the Pacific, furthermore, converged to emphasize the need for HCC to plan for growth in aviation-related programs.

#### Focusing on the learning goals of students

The current organization of the College separates credit programs from non-credit programs. Students, however, have educational goals that can be met by either credit programs or non-credit programs or a combination of both. The distinction has become less important to employers than in the past. Employers in some fields look more for certifications rather than degrees. The goal of lifelong learning is supported by both credit and non-credit instruction.

The practices, policies, and organizational structure need to reflect this changing dynamic and allow the institution to develop a lifelong relationship with the student who may need a degree and then a short-term non-credit refresher. The same standards of quality need to be available to students regardless of the method of delivery. By placing the responsibility for the total educational spectrum within these broad academic organizational units, the organization can respond much more quickly and more consistently to student learning needs and to the needs of employers.

#### A greater demand for accountability

Students, the public, government, accreditation agencies, and other interested parties are demanding greater accountability from colleges. The structure proposed would allow units to focus on and control the outcomes of their program areas. The programs would not be dependent on the actions or decisions of another part of the organization to carry out a critical part of the program they have designed. At the same time, in recognition of the importance of maintaining an overall unified direction for the College as delineated in the mission and strategic plan, leadership and coordination responsibilities are assigned to assure program cooperation and communication.



## **Other Alternatives Considered**

Creation of a "shadow" college where the non-credit entrepreneurial activities would be developed in parallel to the existing structure was considered and rejected. This approach is being used by many mainland community colleges, which are finding it difficult to change their traditional structures but wish to develop a responsive, entrepreneurial arm. This shadow college operates almost independently of the rest of the institution and is then assessed a part of its profit to fund other operations of the college. This approach has the advantage of not requiring a major shift in organization or organizational culture. However, the College feels that the entrepreneurial spirit needed to be infused throughout the organization and the dichotomy represented by the shadow college approach was not in the best long-term interest of the college.

Retention of the present organization was considered and rejected as not being flexible enough to respond to the identified pressures.

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**PRESENT**

**ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

Organization Chart  
Chart I

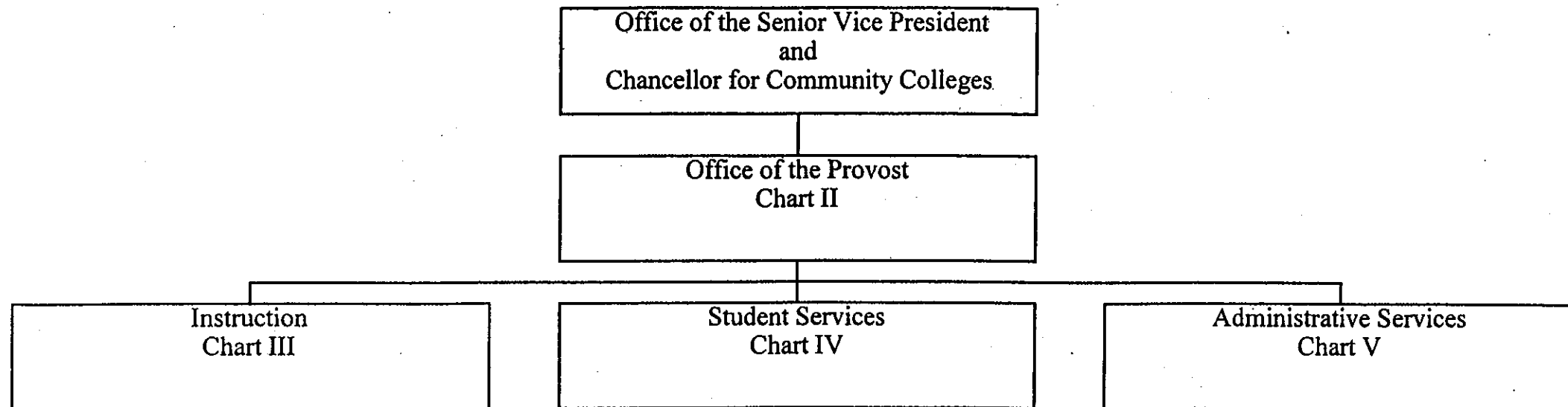


CHART UPDATED  
DATE JUL - 1 2000

	<u>Perm</u>	<u>Temp</u>
General Fund	272.00	7.00
(B) Special Funds	5.00	
(W) Revolving Funds	14.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
OFFICE OF THE PROVOST

Position Organization Chart  
Chart II

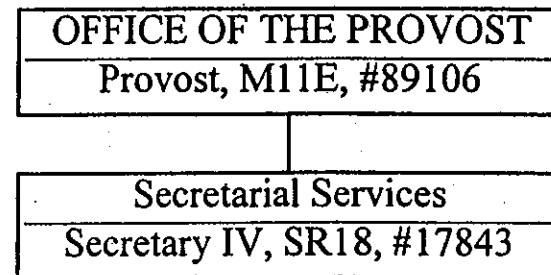
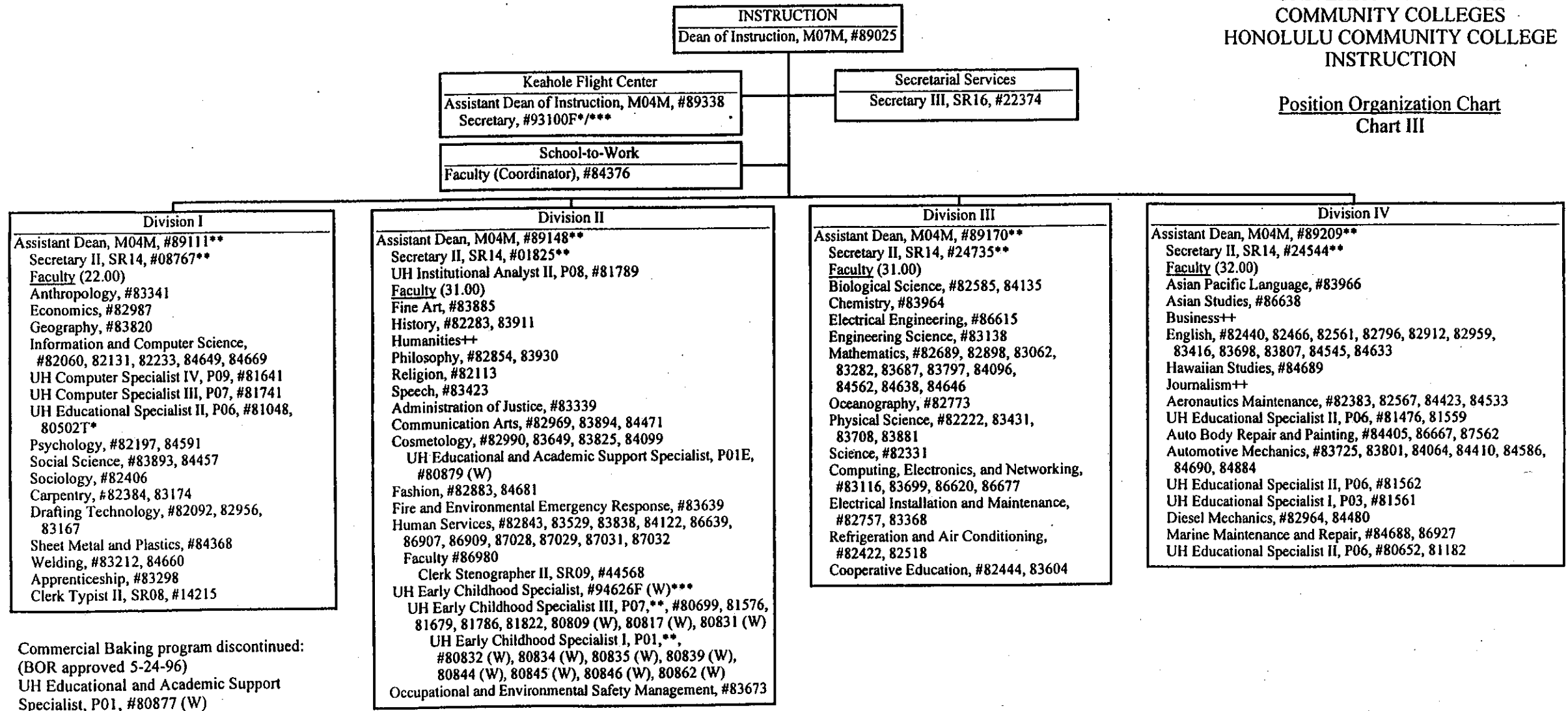


CHART UPDATED  
DATE JUL - 1 2000

General Fund      Perm  
2.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
INSTRUCTION

Position Organization Chart  
Chart III



Commercial Baking program discontinued:  
(BOR approved 5-24-96)  
UH Educational and Academic Support  
Specialist, P01, #80877 (W)

APPROVED/DISAPPROVED:

  
\_\_\_\_\_  
SENIOR VICE PRESIDENT/ CHANCELLOR FOR COMMUNITY COLLEGES

DATE

	Perm	Temp
General Fund	145.00	2.00
W) Revolving Funds	14.00	

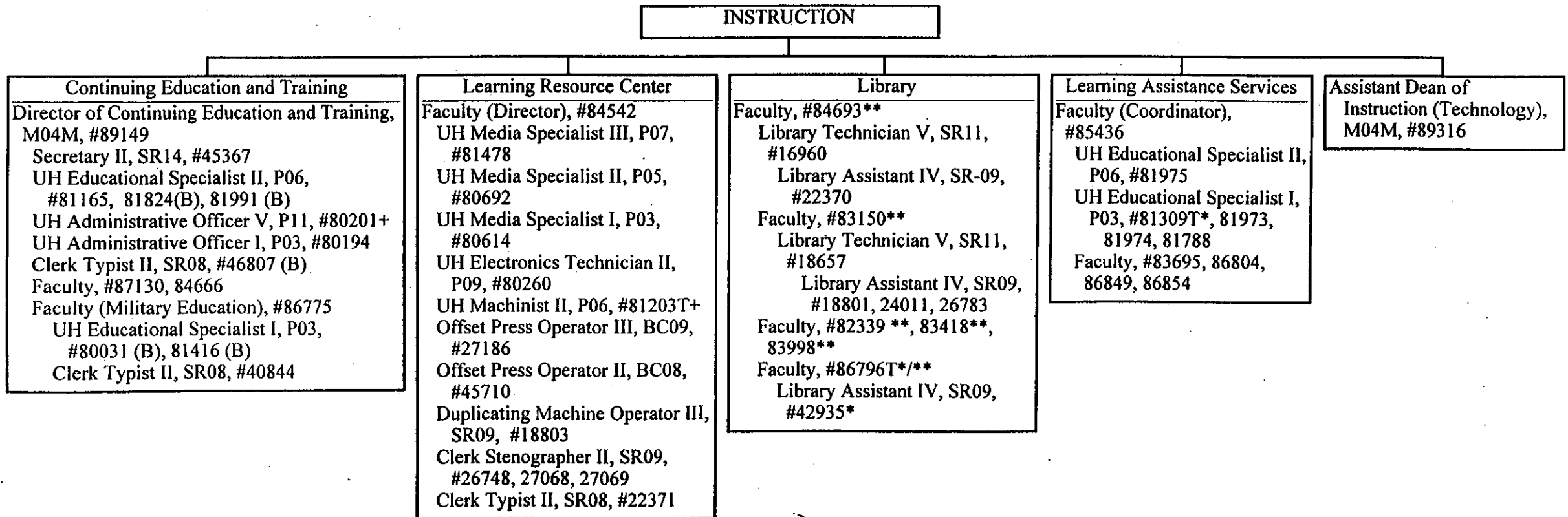
\* Temporary Position  
\*\* Rotating Position  
\*\*\* Position to be established

++ Courses to be taught by lecturers as needed

12-15-21

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
INSTRUCTION

Position Organization Chart  
Chart III A



APPROVED/DISAPPROVED:

*James S. Linn* 2/12/00  
SENIOR VICE PRESIDENT/ DATE  
CHANCELLOR FOR COMMUNITY COLLEGES

- \* Temporary Position
- \*\* Rotating Position
- + To Be Redescribed

	<u>Perm</u>	<u>Temp</u>
General Fund	42.00	4.00
(B) Special Funds	5.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
STUDENT SERVICES

Position Organization Chart  
Chart IV

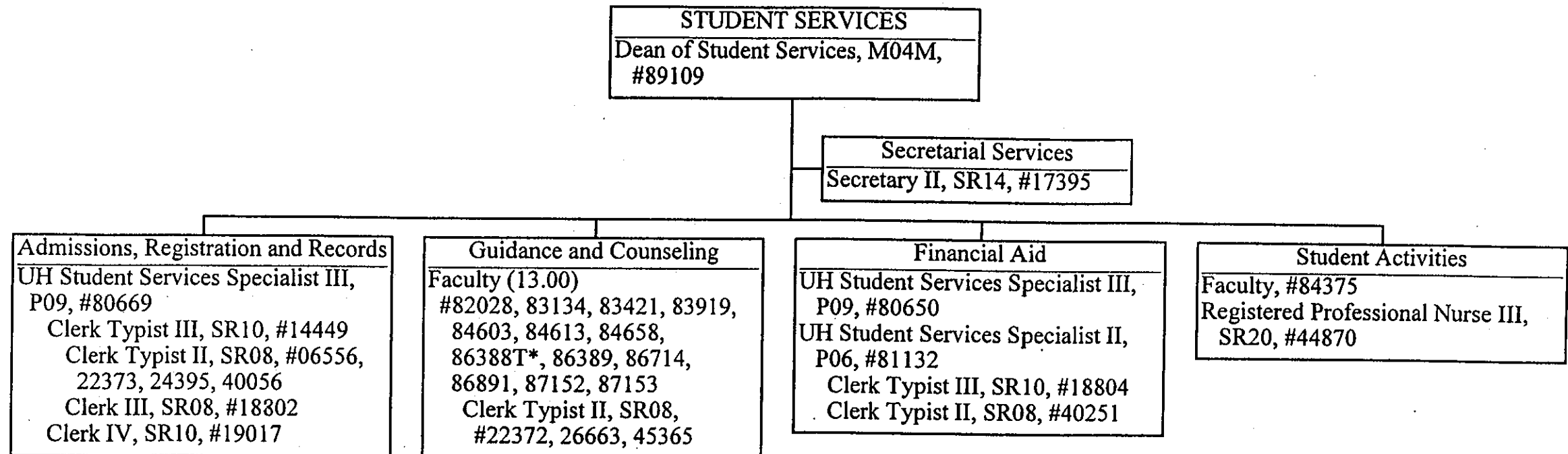


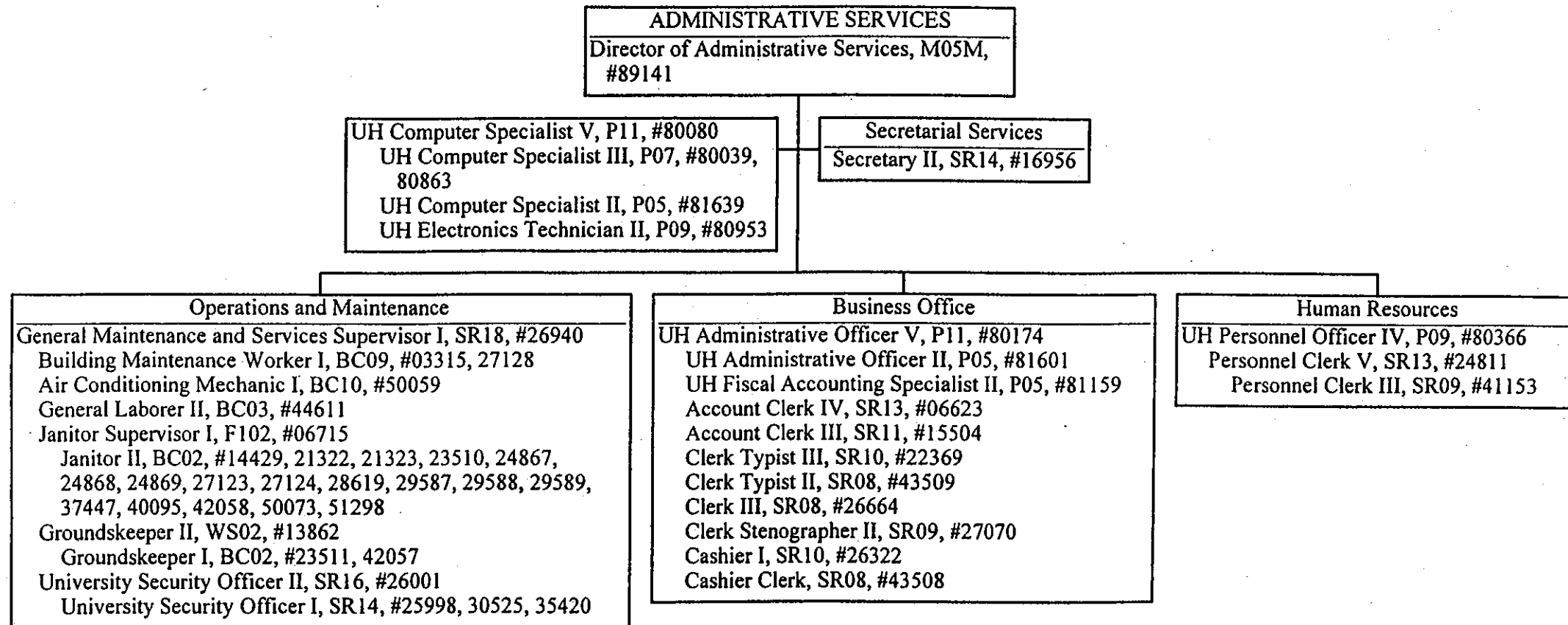
CHART UPDATED  
DATE JUL - 1 2000

\* Temporary Position

	<u>Perm</u>	<u>Temp</u>
General Fund	31.00	1.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ADMINISTRATIVE SERVICES

Position Organization Chart  
Chart V



**CHART UPDATED**  
DATE JUL - 1 2000

General Fund Perm  
52.00



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
HONOLULU COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a comprehensive post-secondary education program in vocational/technical and liberal arts education.

- Offers vocational/technical programs which lead to certificates and Associate in Science degrees.
- Offers training in the related areas for the apprentice programs in the building and construction trades and other apprenticeable trades.
- Offers occupational programs which lead to certificates and Associate in Science degrees.
- Offers liberal arts programs which lead to the Associate in Arts degree.
- Offers continuing education and community service programs which may be non-credit or credit.

OFFICE OF THE PROVOST

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

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

- Issues rules and regulations governing the activities of the College.
- Develops long-range plans for the growth and improvement of the College.
- Recommends appointments, tenure, leaves, terminations and promotions for all College personnel.
- Submits a College budget to the University System.
- Maintains liaison with other units of the University System and with other agencies such as the high schools, private schools, trade unions, advisory groups, and community groups.

INSTRUCTION

The Office of the Dean of Instruction is responsible for all activities which are related directly to instruction, teaching, learning, academic support services, and public service functions of the College. The office:

- Reviews all programs which have been in existence and all new programs proposed for implementation.
- Oversees the activities of the instructional staff to assure performance is at an acceptance level.
- Evaluates staff and program outcomes.

- Recommends to the Provost personnel transactions which relate to hiring, tenure, leaves, promotions, and terminations.
- Coordinates the development of the College's Educational Development Plan, vocational education state plan, and all accreditation reports.
- Coordinates with other University units all personnel matters which may have systemwide implications relating to implementation of personnel policies.
- Develops curriculum, courses and innovations in learning and teaching.
- Oversees special programs such as non-credit, apprentice training programs, journeyman upgrading, community service activities, federal training programs, externally-funded programs, and short-term training programs.
- Oversees the publication of the College catalog, class schedules, course schedules, and the regulation of new course offerings.
- Oversees the activities of four instructional divisions, a continuing education and training unit, and instructional support units.

#### Instruction Divisions (I, II, III and IV)

The purpose of the instructional divisions is to coordinate and supervise the activities of the instructors in both the liberal arts and vocational education programs. It is the function of the instructional divisions to maintain administrative practices to meet the objectives of the College and the University. The divisions:

- Review courses, curricula and instructions for improvement.
- Participate in all personnel transactions as they relate to hiring, tenure, leaves, promotion and termination.
- Prepare educational plans relating to the objective of the College.
- Assist in the development of courses, schedules, and catalog materials.
- Assist faculty members to better serve students at the College.
- Coordinate, with the assistance of other College units, support services, to provide the maximum benefits and services for students.
- Prepare program budgets and supervise expenditures.
- Assist private industry and government to plan educational programs.
- Prepare new program proposals and program reviews.

#### Continuing Education and Training

The purpose of the Continuing Education and Training Office is to prepare alternatives and recommendations regarding community service activities, implement community service programs, advise the Dean of Instruction regarding community problems and needs, external funding possibilities, and college-community relations. This office:

- Assesses the special post-secondary educational needs of the people in the geographical area which the College serves.
- Plans and implements educational programs, activities and/or service to meet educational needs.
- Coordinates, supervises, and/or directly administers those special instructional and counseling programs which are provided by the College to meet community needs.
- Identifies specific educational problems and when appropriate, seeks extramural funding to provide program to alleviate the problems.
- Provides ongoing evaluation of specialized programs.
- Assists in the coordination and development of non-credit educational programs.

#### Learning Resource Center

The purpose of the Learning Resource Center is to provide the necessary support services to instructors so that effective learning becomes meaningful and real.

- Reproduces and produces learning assistance materials.

#### Library

The purpose of the Library is to provide the necessary library support services to instructors and students so that effective learning becomes meaningful and real. The Library is responsible for all library services which includes books, magazines, pamphlets, audio tapes, video tapes, video materials, films, slides, and all other related materials. The Library is also responsible for providing a physical area with hours of operation appropriate for the research need of the students and faculty members of the College.

#### Acquisitions/Processing

The Library is responsible for the selection, ordering, receipt, processing and cataloging of all materials acquired for addition to the print and non-print collections.

#### Circulation

The Library is responsible for the circulation of all materials into and out of the Library. The section that was formerly responsible for the circulation of films and audio visual equipment has been combined with the section that is now responsible for the circulation of all materials: print, non-print, and audio visual equipment.

#### Reference

The Library is responsible for providing reference, research, and instructional services for the students and faculty members in order that they can locate the materials they need and be able to fully utilize the materials available in the College Library.

#### Learning Assistance Services

The purpose of Learning Assistance Services is to provide the necessary remedial services to assist students who have difficulty with college work. This unit:

- Provides remedial services in English and Mathematics.
- Provides instruction in basic study skills.
- Provides counseling and tutorial services.

### STUDENT SERVICES

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

- Provides all the services which relate to student records.
- Assists students at the College to adjust and solve problems.
- Coordinates all financial assistance to students so that students may complete their education.
- Maintains a program of counseling and guidance so that students will receive the maximum benefits from their college experience.
- Provides services to special groups of students such as the disadvantaged, handicapped, veterans, immigrants and others in need of special help.
- Supervises the Admissions, Registration, and Records Office; Guidance and Counseling Office; Financial Aid Office; and Student Activities Office.

#### Admissions, Registration, and Records

The Admissions, Registration, and Records Office coordinates the general functions of admissions, registration and record-keeping. This office:

- Supervises all activities relating to applications and admission of all students to the College.
- Coordinates all student information within the University Student Information System.
- Coordinates and is responsible for properly registering all students who have been accepted for admission to the College.
- Prepares and disseminates information to all prospective students.
- Assures all grades which have been issued by instructors are properly recorded and that all students are so notified of their grades.

#### Guidance and Counseling

The purpose of the Guidance and Counseling Office is to help students who may be in need of assistance to solve problems which may not be directly related to the classroom activities. Academic and academically related counseling services through individual and group conferences, such as orientation and screening of new students, career exploration/development/placement are provided.

This office:

- Assists students in adjusting to college life through orientation as well as ongoing counseling services.
- Provides qualified/professional resource persons to provide services such as assistance with study/work habits, job search retention, and placement, self appraisals, career and life planning skills.
- Provides and assists in dissemination of information such as the use of college catalog and clarification of policies and regulations, or transfer information.
- Suggests referral to community sources for specific services, information, etc.
- Coordinates assistance to handicapped students, veterans and other special groups in instructional and counseling services.

#### Financial Aid

The Financial Aid Office provides financial assistance to supplement the resources of needy students to help pay for a college

education and to provide financial planning assistance. This office:

- Coordinates Federal and State financial aid programs.
- Serves as a liaison between students and scholarship donors.
- Contacts on-campus employers for job vacancies.
- Coordinates graduate follow-up and other surveys.

#### Student Activities

The Student Activities Office provides enrichment opportunities to students through social, cultural, recreational, athletic, and leadership experiences. This office:

- Advises the student government and other student organizations.
- Coordinates club and athletic activities.
- Supervises the expenditure of student activity funds.
- Serves as a liaison between student groups and College administration.
- Assists in the development of information regarding student affairs.
- Assists in developing policies relating to student conduct, behavior, and activities on campus.

The Health Office is responsible for the preventative and curative health concerns and related areas of the campus community. This office:

- Implements a health education, counseling, and care and treatment program.
- Coordinates the campus first aid program.
- Maintains health records and completes reports and studies as related to activities and functions of the Health Office.

#### ADMINISTRATIVE SERVICES

It is the function of the Office of the Director of Administrative Services to coordinate, administer and supervise all administrative activities of the College which includes budgeting (operations and CIP), purchasing, disbursing, financial reporting control of all types of funds, human resources, and operations and maintenance. This office:

- Prepares, processes, and records all human resources and payroll actions.

- Oversees operations and maintenance of all physical facilities and properties of the College, including janitorial, maintenance, groundskeeping, security, inventory, and safety.
- Oversees Auxiliary Services including parking lot service; food service; vending machines; communication, mail and messenger service; and motor pool.
- Provides long-range policy planning, supervision, and program evaluation.
- Provides computer services.

The business affairs activity of the College is organized functionally as follows:

Operations and Maintenance

This office is responsible for maintenance of all grounds and facilities on campus. This office:

- Cleans the grounds, buildings, and facilities.
- Makes minor repairs and provides for the upkeep of the grounds.
- Assists in the maintaining of health, safety and sanitation standards.
- Provides security on campus.
- Develops and maintains the preventative maintenance program for the College facilities and equipment.

Business Office

This office:

- Controls all expenditures of all projects: general funds, special funds, federal, and extramural funds, by certifying as to the availability and compliance to fiscal policies.
- Assists and screens all federal proposals for compliance with federal guidelines and UH policies.
- Oversees the purchasing of all supplies, equipment, and services for the entire College.
- Processes and handles all payroll for the College including discrepancies, changes, and hires.
- Oversees the accounting procedures for the entire College.
- Provides for the orderly delivery of mail, as well as the processing of all outgoing mail.

- Prepares all financial reports and statements for federal projects.
- Handles all disbursing functions.
- Establishes and maintains account numbers for the entire College: federal, special, general, and agency funds.
- Screens all travel requests and completions for compliance with UH policies.
- Checks that the College's supply room is adequately stocked.
- Provides for the orderly operations of the Administrative Word Processing Center.

#### Human Resources

This office is responsible for the administration of the following personnel matters:

- Provides training and staff development.
- Maintains and handles personnel recordkeeping and transactions.
- Maintains information on working conditions, salaries and fringe benefits, and employee benefits.
- Oversees recruitment and Equal Employment Opportunity/Affirmative Action programs.
- Handles classification, pay administration, and contract interpretations.
- Reviews and processes workers' compensation claims.

#### Administrative Services - Employment Training Center (ETC) Support

The Honolulu Community College's Office of the Director of Administrative Services will provide administrative support services required by ETC. The State Director and Assistant State Director will maintain fiscal and personnel authority, and will control program budgets and program hiring. The Director of Administrative Services at Honolulu CC will act as an advisor to ETC's administration for program budgeting, resource development, and facilities planning. ETC will provide for on-site preparation and processing of documents and liaison services required in support of the full range of administrative services provided by Honolulu CC.

- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services will administer and execute fiscal operations, including budget maintenance, accounting, disbursing, contract and grants fiscal management, procurement, payment, etc.



- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services will administer and execute personnel functions, including the processing of personnel transactions, assuring that the personnel actions are in compliance with applicable University and State regulations, and collective bargaining agreements.
- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services will supervise property and inventory activities and maintain inventory records.
- With the arrangement of ETC programs being delivered on the individual community college campuses, each host campus will provide for basic cleaning and maintenance of grounds and buildings. Host campuses will also provide security to ensure the safety of the facility users and the assets of the State.

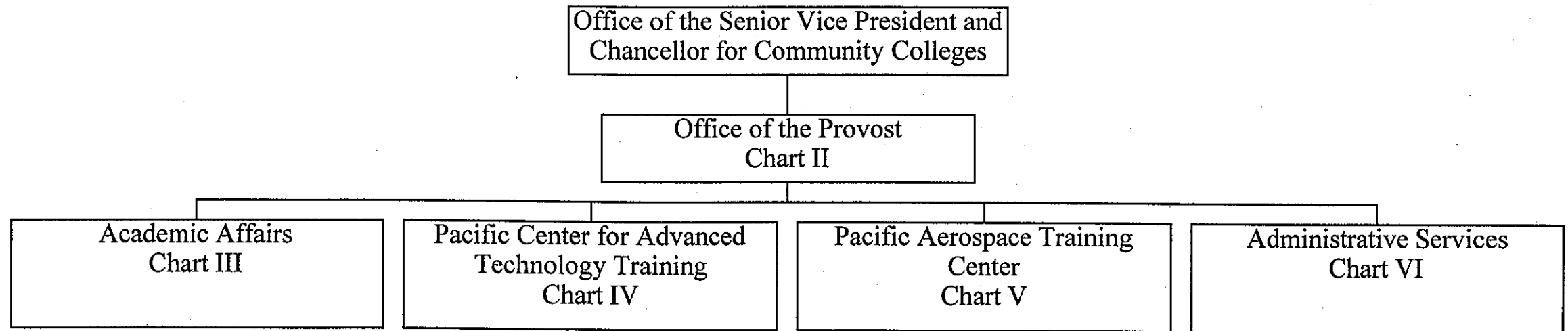
**PROPOSED**

**ORGANIZATIONAL CHARTS**  
**AND**  
**FUNCTIONAL STATEMENTS**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

Organization Chart

Chart I



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

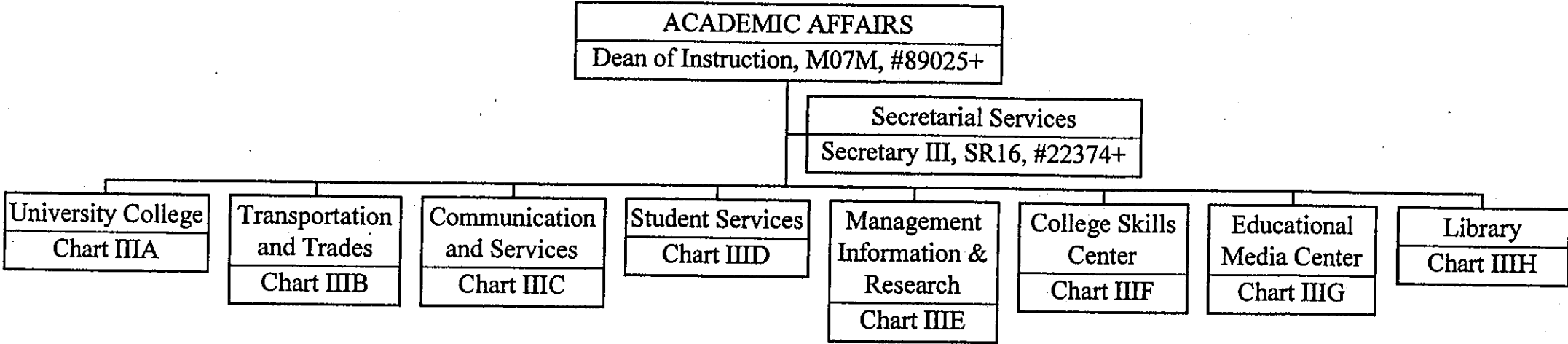
Date

	<u>Perm</u>	<u>Temp</u>
General Fund	275.00	7.00
( B ) Special Funds	19.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart III



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
OCT 19 2001  
                      
Date

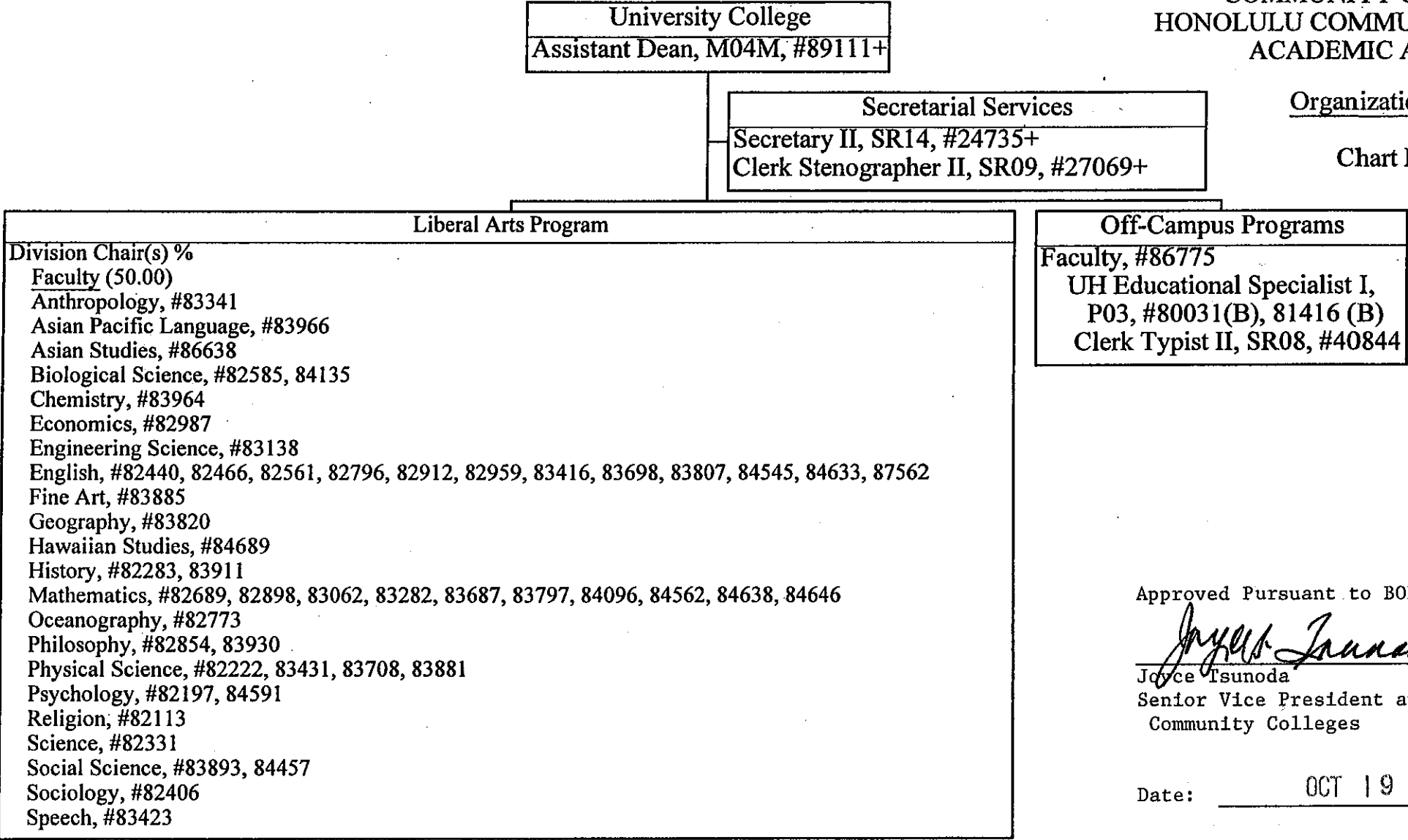
+ Position to be redescrbed

General Fund      Perm  
                                 2.00


STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart IIIA



Approved Pursuant to BOR Action:

  
Joyce Tsunoda  
Senior Vice President and Chancellor For  
Community Colleges

Date: OCT 19 2001

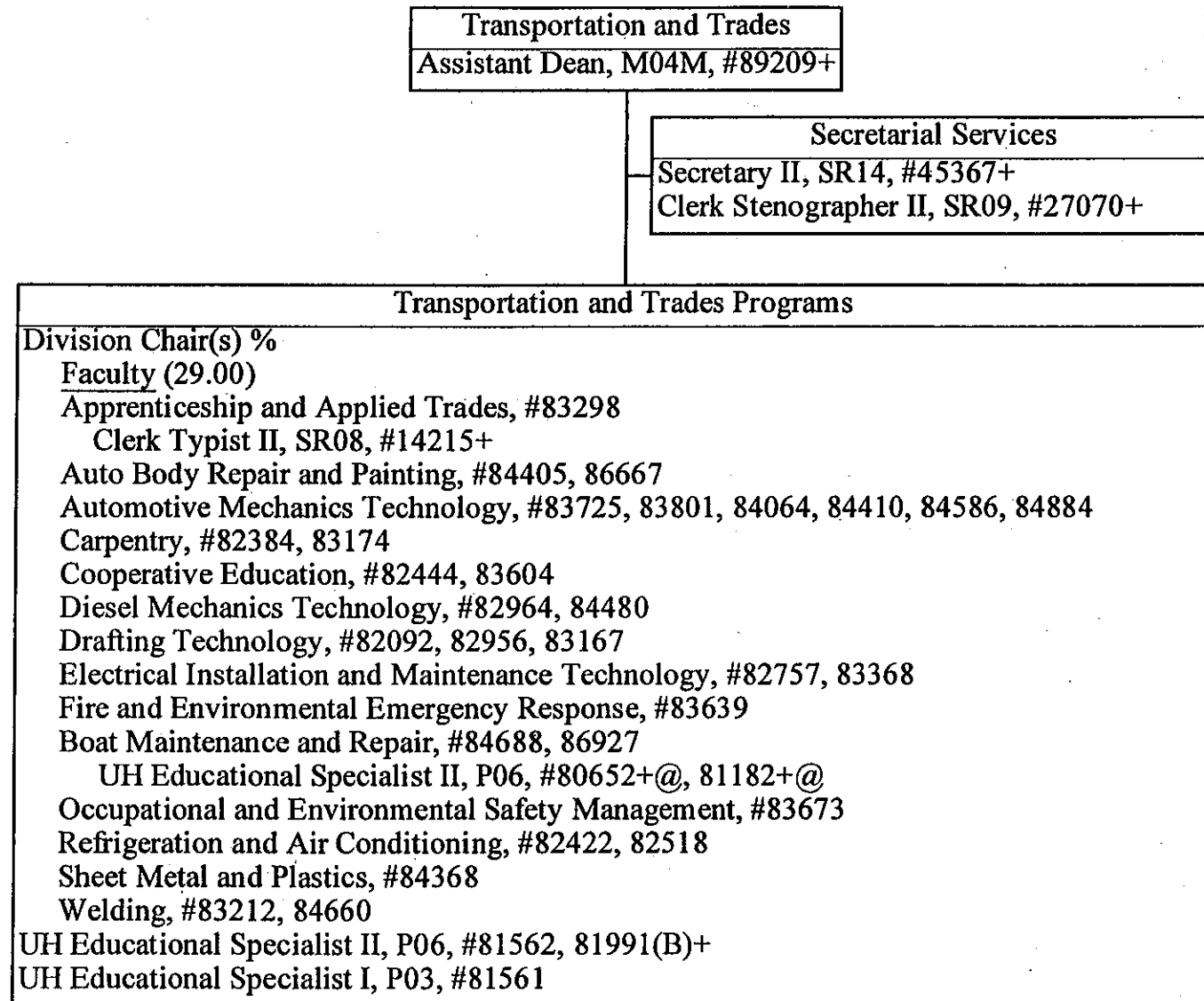
+ To be redescribed  
% Division Chair is appointed from any faculty position in the College.  
Multiple Division Chairs may be appointed but each position in the  
Division has only one immediate supervisor.

	Perm
General Fund	55.00
(B) Special Funds	2.00

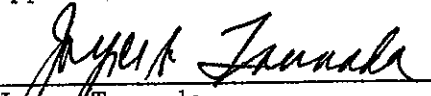
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart IIIB



Approved Pursuant to BOR Action:

  
 Joyce Tsunoda  
 Senior Vice President and Chancellor  
 For Community Colleges

Date: OCT 19 2001

- + To be redescribed  
 % Division Chair is appointed from any faculty position in the College.  
   Multiple Division Chairs may be appointed but each position in the  
   Division has only one immediate supervisor.  
 @ Supervised by one of the faculty positions

	<u>Perm</u>
General Fund	37.00
(B) Special Funds	1.00

Approved Pursuant to BOR Action:

  
Joyce Tsunoda

Senior Vice President and Chancellor For  
Community Colleges

Date: OCT 19 2001

Communication and Services  
Assistant Dean, M04M, #89170+

Secretarial Services  
Secretary II, SR14, #01825  
Clerk Stenographer II, SR09, #27068+, 44568+

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

Organization Chart

Chart IIIC

Communication and Services Programs	
Division Chair(s) %	
Faculty (29.00)	
Administration of Justice, #83339	
Communication Arts, #82969, 83894, 84471	
Computing, Electronics, and Networking Technology, #83116, 83699, 86615, 86620, 86677	
Cosmetology, #82990, 83649, 83825, 84099	
UH Educational and Academic Support Specialist, P01, #80879(B)+@	
Fashion Technology, #84681	
Food Science and Human Nutrition, #82883	
Human Services, #82843, 83529, 83838, 84122, 86639, 86907, 86909, 86980, 87028, 87029, 87031, 87032	
UH Early Childhood Specialist, #94626F (B)\$	
UH Early Childhood Specialist III, P07, #80699, 81576, 81679, 81786, 81822, 80809(B), 80817(B), 80831(B)	
UH Early Childhood Specialist I, P01, 80832(B)^, 80834(B)^, 80835(B)^, 80839(B)^, 80844(B)^, 80845(B)^, 80846(B)^, 80862(B)^	
Information and Computer Science, #82233, 84669	
UH Educational Specialist II, P06, #81165+	
UH Educational and Academic Support Specialist, P01, #80877(B)	

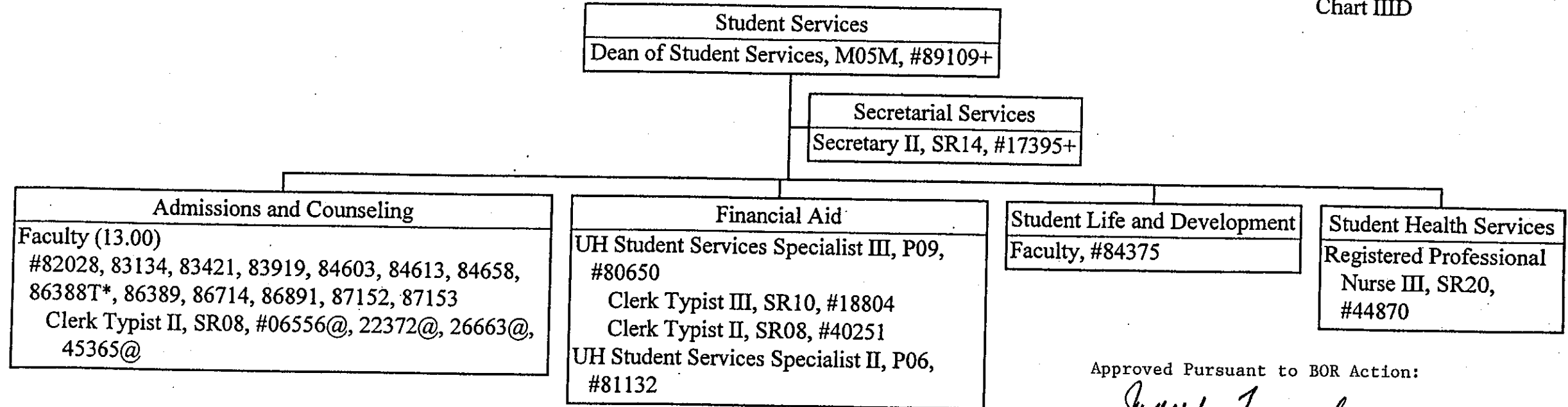
- + To be redescribed  
% Division Chair is appointed from any faculty position in the College.  
Multiple Division Chairs may be appointed. but each position in the  
Division has only one immediate supervisor  
@ Supervised by one of the faculty positions  
^ Supervised by one of the senior APT positions  
\$ To be established

	Perm
General Fund	39.00
(B) Special Funds	14.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart IIID



Approved Pursuant to BOR Action:

*Joyce Tsunoda*  
Joyce Tsunoda  
Senior Vice President and Chancellor For  
Community Colleges

Date: OCT 19 2001

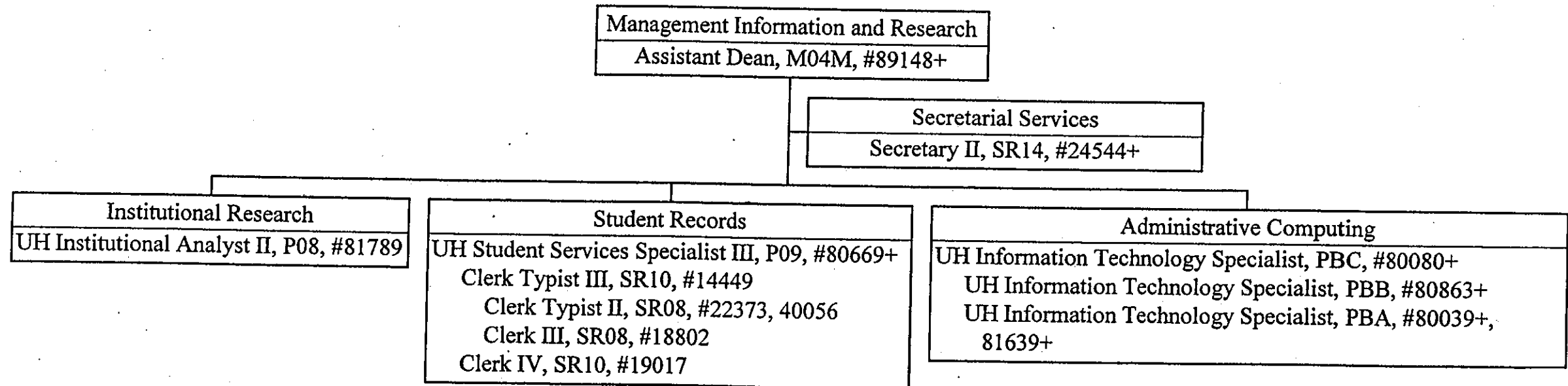
- \* Temporary Position
- + To be redescribed
- @ Supervised by one of the faculty positions

General Fund Perm Temp  
24.00 1.00




STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS  
Organization Chart

Chart III E



Approved Pursuant to BOR Action:

  
Joyce Tsunoda  
Senior Vice President and Chancellor For  
Community Colleges

Date: OCT 19 2001

+ To be redescribed

General Fund Perm  
13.00


STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart IIIF

College Skills Center
Faculty (4.00) #83695, 86804, 86849, 86854 UH Educational Specialist II, P06, #81975@ UH Educational Specialist I, P03, #81973@, 81974@ 81788@ Clerk Stenographer II, SR09, #26748@

Approved Pursuant to BOR Action:

  
Joyce Tsunoda  
Senior Vice President and Chancellor  
For Community Colleges

Date: OCT 19 2001

@ Supervised by one of the faculty positions

Perm  
General Fund 9.00

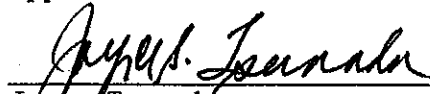
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart IIIG

Educational Media Center
Faculty, #84542
UH Media Specialist III, P07, #81478
UH Media Specialist II, P05, #80692
UH Media Specialist I, P03, #80614
UH Electronics Technician II, P09, #80260, 81203T*
Offset Press Operator III, BC09, #27186+
Offset Press Operator II, BC08, #45710+
Duplicating Machine Operator III, SR09, #18803+
Clerk Typist II, SR08, #22371

Approved Pursuant to BOR Action:

  
Joyce Tsunoda  
Senior Vice President and Chancellor For  
Community Colleges

Date: OCT 19 2001

\* Temporary Position  
+ To be redescribed

	<u>Perm</u>	<u>Temp</u>
General Fund	9.00	1.00


STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ACADEMIC AFFAIRS

Organization Chart

Chart IIIH

Library
Faculty, #84693
Library Technician V, SR11, #16960
Library Assistant IV, SR09, #22370
Faculty, #83150
Library Technician V, SR11, #18657
Library Assistant IV, SR09, #18801, 26783
Library Assistant III, SR07, #24011
Faculty, #82339, 83418, 83998
Faculty, #86796T*

Approved Pursuant to BOR Action:

  
Joyce Tsunoda  
Senior Vice President and Chancellor For  
Community Colleges

Date: OCT 19 2001

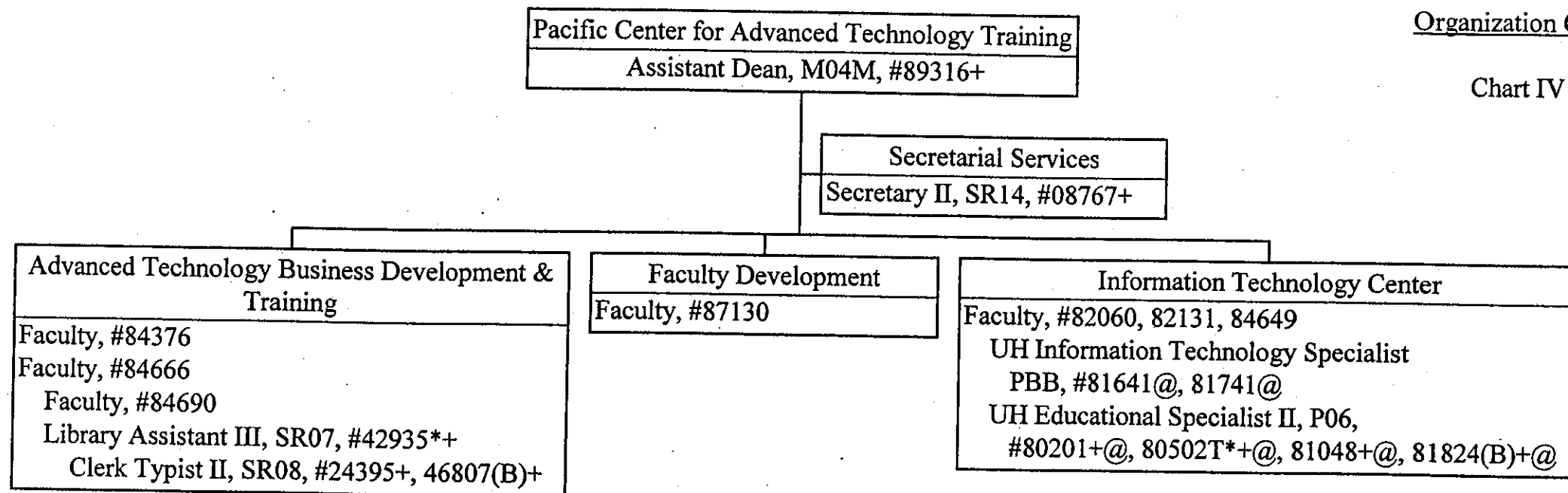
	<u>Perm</u>	<u>Temp</u>
General Fund	11.00	1.00

\* Temporary Position

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
PACIFIC CENTER FOR ADVANCED  
TECHNOLOGY TRAINING

Organization Chart

Chart IV



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

Date

\* Temporary Position

+ To be redescribed

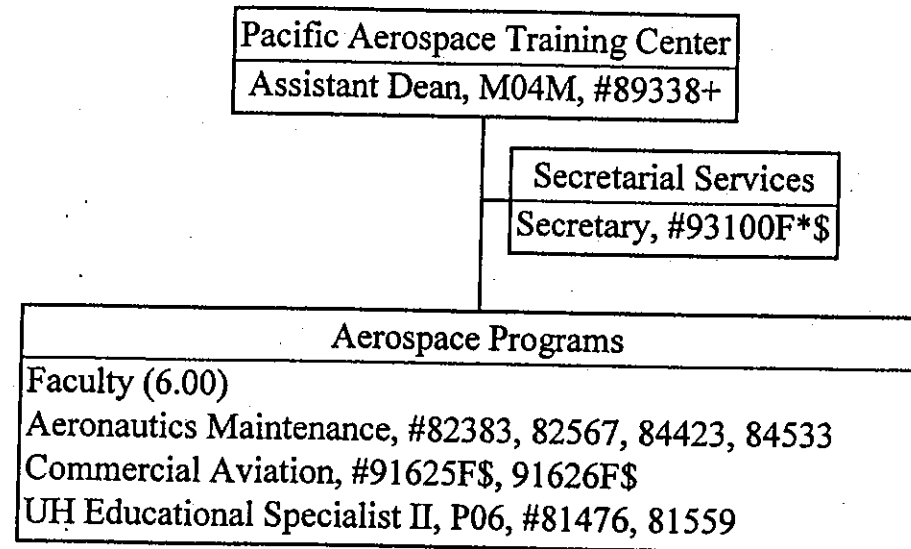
@ Supervised by one of the faculty positions

	<u>Perm</u>	<u>Temp</u>
General Fund	14.00	2.00
(B) Special Funds	2.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ADMINISTRATIVE SERVICES

Organization Chart

Chart V



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS

OCT 19 2001

Date

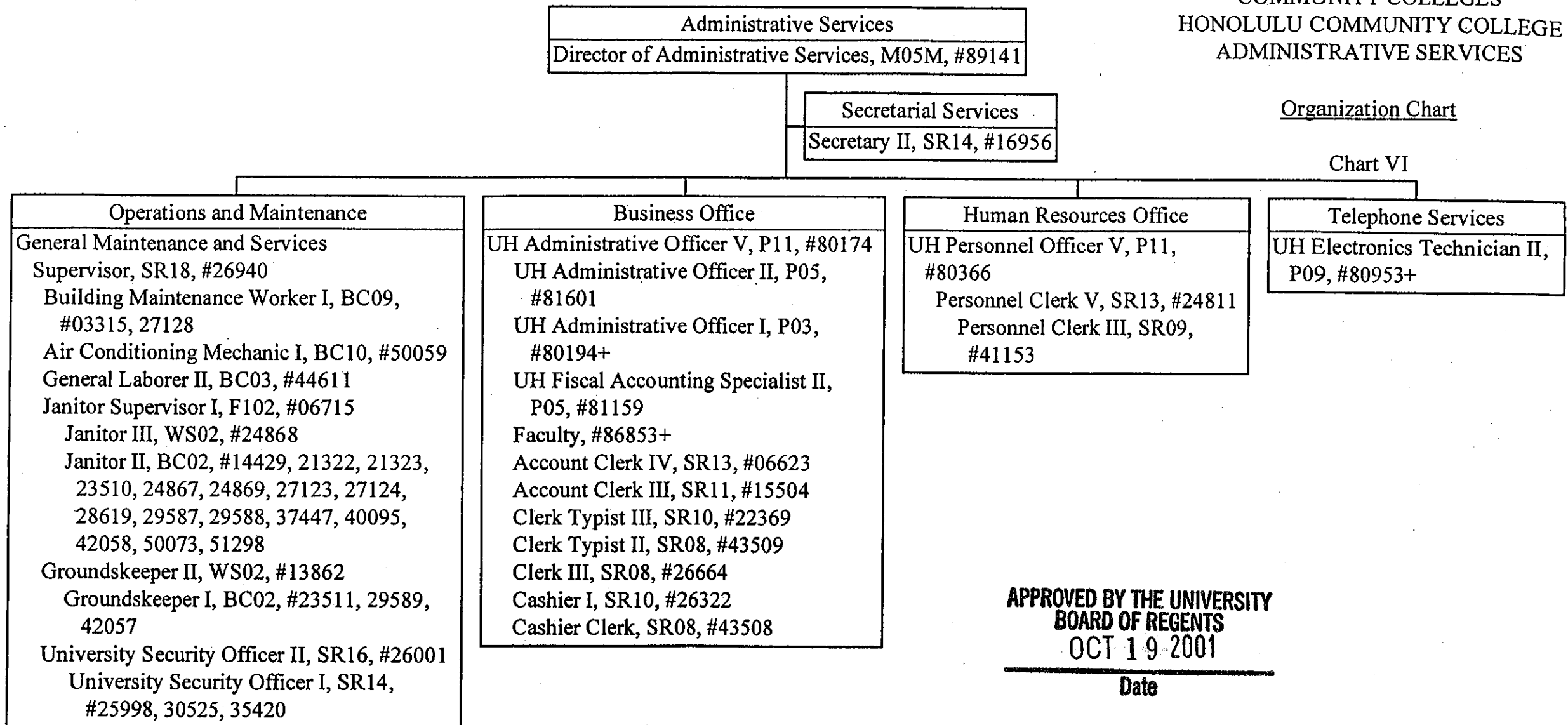
- \* Temporary Position
- + To be redescribed
- \$ To be established

	<u>Perm</u>	<u>Temp</u>
General Fund	9.00	1.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE  
ADMINISTRATIVE SERVICES

Organization Chart

Chart VI



**APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
OCT 19 2001**

Date

+ To be redescribed

General Fund      Perm  
49.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Honolulu Community College is committed to a comprehensive offering of technical-occupational and liberal arts programs and continuing education courses. The College offers open-door admissions and equal opportunity for all students regardless of their prior educational experience, quality teaching, affirmative action for non-traditional students, and responsiveness to the community's needs for up-to-date technical training. The College's philosophy is based in a belief in:

- Education as a lifelong process
- Universal access to quality higher education
- A learning-centered environment
- Promotion of citizenship and individual community involvement
- Continuous evolution to ensure that students are prepared for the realities of participation in an ever-changing society.

The mission of Honolulu Community College is to:

- Serve the community as an affordable, flexible, learning-centered, open-door comprehensive community college that meets the post-secondary educational needs of individuals, businesses, and the community.
- Serve the Pacific Rim as the primary technical training center in areas such as transportation, information technology, education, communications, construction, and public and personal services.

The College offers credit and non-credit programs in a variety of liberal arts and occupational-technical areas. The College currently offers or is authorized to offer the Associate in Arts degree, Associate in Science degree, Associate in Applied Science degree, Associate in Technical Studies degree, Certificates of Achievement, and Certificates of Completion, Academic Subject Certificates, and Certificates of Attendance. The College also provides a variety of short term credit and non-credit education and training programs. Non-credit offerings include apprenticeship and journeyworker training, certificated training in advanced technologies, and other general interest and occupational classes. The College's program areas include the University College (liberal arts), Transportation and Trades, Communication and Services, and the College Skills Center (remedial and developmental education). Some of the specific degree and certificate offerings, such as those in Aeronautics Maintenance Technology; Boat Maintenance and Repair; Commercial Aviation; Computing, Electronics, and Networking Technology; Cosmetology; and Occupational and Environmental Safety Management are available only through Honolulu Community College.



## ACADEMIC AFFAIRS

Academic Affairs is responsible for instructional programs at the College that are not designated as advanced technology or aviation. Academic Affairs is composed of three instructional units, (the University College, Transportation and Trades Programs, and Communication and Services Programs) and five support units (Student Services, Management Information and Research, the College Skills Center, the Educational Media Center, and the Library).

### **Office of the Dean of Academic Affairs**

The Office of the Dean of Academic Affairs is responsible for all activities that are related directly to instruction, student services, management information and research, and other academic support service functions of the College. The Office of the Dean of Academic Affairs:

- Oversees the activities of the instructional staff to assure performance is at an acceptance level
- Supervises and evaluates staff and program outcomes
- Recommends to the Provost personnel transactions that relate to hiring, leaves, evaluations, and terminations
- Coordinates with other University units all personnel matters that may have system-wide implications relating to implementation of personnel policies
- Coordinates the development of the College's Academic Development Plan and the vocational education state plan
- Oversees program review activities
- Oversees the overall development of credit curriculum, courses and innovations in learning and teaching and ensures compliance with College and University rules and regulations regarding course and program approvals
- Oversees academic affairs activities, including credit and non-credit offerings, apprentice training programs, journeyworker upgrading, continuing education, federal training programs, other externally funded programs, and short-term training programs, learning assistance, remedial or pre-program communication and mathematics education, educational media, and library operations
- Oversees student services activities
- Oversees the publication of the College catalog, class schedules, and the regulation of new course offerings
- Oversees the activities of Student Records, Institutional Research, and Administrative Computing
- Coordinates and manages all internal and external credit and degree articulation agreements
- Provides leadership and coordinates activities related to teaching and student learning
- Oversees the preparation of budget requests and expenditures

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

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## OFFICE OF THE PROVOST

The Office of the Provost is responsible for encouraging and maintaining a successful learning environment for all students. The Office of the Provost responds to the needs of the community and ensures an environment that provides professional growth and development of the faculty and staff. Furthermore, the Office of the Provost provides general direction for all college administration and development; plans, organizes, and directs the institution's academic and support programs in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Campus planning and research
- Academic program development and delivery, including credit and degree programs and non-credit training programs and related support services
- Management of curricula, programs, and articulation with external colleges and organizations
- International Affairs
- Student Services
- Library and Learning Resources, and other learning assistance services
- Information and Media Technology Services
- Public affairs, marketing, and public information
- Resource Development, including fund raising
- Finance, accounting, and budgeting
- Human resource management
- Physical plant management, including parking and security
- Institutional Research
- Accreditation Process

### **Public Affairs and Resource Development**

The Public Affairs and Resource Development Office is responsible for public affairs, institutional advancement, and public relations related to the College as a whole and for assistance to individual programs as requested. The Public Affairs and Resource Development Office:

- Establishes and maintains community relationships through executive advisory committees, community boards, business constituents, and legislative and executive branches of government
- Coordinates activities associated with marketing and image development
- Develops and executes strategies to supplement the state-funded budget
- Promotes partnerships and other collaborative efforts to maximize College resources
- Administers the College's University of Hawaii Foundation accounts

- Develops and promotes a consistent organizational image to target groups, community clients, supporters, and other beneficiary groups
- Assesses the educational needs of people in the College's immediate geographic area and assists other units to meet the needs.
- Provides protocol and serves as liaison in CC system-wide initiatives
- Develops materials, provides public contact, and coordinates special events that support the College and its units in attracting, servicing, and maintaining relations with target groups
- Promotes private fund development and donor relationships
- Develops and implements applicable policies and procedures for distribution of private gifts to the College
- Coordinates extramural grant proposals

#### **International Affairs and Development**

The International Affairs and Development Office is responsible for the coordination and development of international programs at Honolulu Community College and for assisting in the advancement of the role of the University of Hawaii in international education.

The International Affairs and Development Office:

- Develops and implements customized contract training for international institutions, businesses and governmental organizations
- Develops educational partnerships, bilateral agreements and alliances with foreign governments, educational institutions, colleges, universities, and agencies
- Coordinates recruitment and student support activities for international students
- Coordinates international education initiatives, including curriculum development, international workforce development, and other programs supporting international education
- Ensures compliance with applicable federal and state laws, and university/college policies, rules, and regulations

## ACADEMIC AFFAIRS

Academic Affairs is responsible for instructional programs at the College that are not designated as advanced technology or aviation. Academic Affairs is composed of three instructional units, (the University College, Transportation and Trades Programs, and Communication and Services Programs) and five support units (Student Services, Management Information and Research, the College Skills Center, the Educational Media Center, and the Library).

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- Supervises and evaluates staff and program outcomes
- Recommends to the Provost personnel transactions that relate to hiring, leaves, evaluations, and terminations
- Coordinates with other University units all personnel matters that may have system-wide implications relating to implementation of personnel policies
- Coordinates the development of the College's Academic Development Plan and the vocational education state plan
- Oversees program review activities
- Oversees the overall development of credit curriculum, courses and innovations in learning and teaching and ensures compliance with College and University rules and regulations regarding course and program approvals
- Oversees academic affairs activities, including credit and non-credit offerings, apprentice training programs, journeyworker upgrading, continuing education, federal training programs, other externally funded programs, and short-term training programs, learning assistance, remedial or pre-program communication and mathematics education, educational media, and library operations
- Oversees student services activities
- Oversees the publication of the College catalog, class schedules, and the regulation of new course offerings
- Oversees the activities of Student Records, Institutional Research, and Administrative Computing
- Coordinates and manages all internal and external credit and degree articulation agreements
- Provides leadership and coordinates activities related to teaching and student learning
- Oversees the preparation of budget requests and expenditures

- Develops internal academic policies and ensures compliance with established policies, procedures, and laws

### University College

The University College is responsible for the Liberal Arts Program and Off-Campus Programs.

#### Liberal Arts

The University College is responsible for the Liberal Arts program and for delivery of the Associate in Arts degree, development and delivery of integrated curriculum for and with the other instructional units, planning and delivery of off-campus programs, planning and delivery of distance education courses, and the design and delivery of noncredit, general education courses and workshops to business, industry, and the general public. The unit manages both credit and non-credit instruction in its areas of responsibility. The University College:

- Develops, delivers, and reviews credit and non-credit courses, curricula, and programs, including contract training.
- Participates in recruitment, hiring, leaves, improvement, evaluation, and termination of faculty
- Schedules classes, assigns faculty, assigns classroom space during the academic year and during the summer
- Maintains data and files required for reporting and evaluating program effectiveness
- Develops plans for the Division, including the division level activities in the College Academic Development Plan and plans to meet student and employee needs, and adjusts plans to reflect changing conditions and policies
- Assists faculty members to better serve students
- Coordinates, with the assistance of other College units, support services to provide the maximum benefits and services for students
- Prepares program budgets and supervises expenditures
- Coordinates distance education

#### Off-Campus Programs

The Off-Campus Programs Office implements the agreements between the College and military services to provide credit instruction to military personnel, their dependents and civilians at military facilities. This office:

- Implements the agreements between the College and military services to provide credit instruction
- Provides on-base services to military and civilian students on military facilities, including assisting with applications, registration, scheduling, publication of schedules, and recordkeeping
- Assists in recruiting faculty members to teach in off-campus programs
- Coordinates with the College bookstore to ensure that the off-campus programs have the appropriate books and instructional materials

- Coordinates with the College counseling unit to ensure that off-campus students have access to counseling services

#### **Transportation and Trades**

Transportation and Trades Programs include Cooperative Education, all construction, applied trades, apprenticeship/journeyworker training, and transportation programs with the exception of aviation. Cooperative Education is available in both occupational-technical and liberal arts areas. The unit manages both credit and non-credit instruction in its areas of responsibility. The Transportation and Trades unit:

- Develops, delivers, and reviews credit and non-credit courses, curricula, and programs, including contract training.
- Participates in recruitment, hiring, leaves, improvement, evaluation, and termination of faculty
- Schedules classes, assigns faculty, assigns classroom space during the academic year and during the summer
- Maintains data and files required for reporting and evaluating program effectiveness
- Develops plans for the Division, including the division level activities in the College Academic Development Plan and plans to meet student and employee needs, and adjusts plans to reflect changing conditions and policies
- Assists faculty members to better serve students
- Coordinates, with the assistance of other College units, support services to provide the maximum benefits and services for students
- Prepares program budgets and supervises expenditures

#### **Communication and Services**

Communication and Services Programs include communications programs and public and personal services programs. The unit manages both credit and non-credit instruction in its areas of responsibility. The Communications and Services unit:

- Develops, delivers, and reviews credit and non-credit courses, curricula, and programs, including contract training.
- Participates in recruitment, hiring, leaves, improvement, evaluation, and termination of faculty
- Schedules classes, assigns faculty, assigns classroom space during the academic year and during the summer
- Maintains data and files required for reporting and evaluating program effectiveness
- Develops plans for the Division, including the division level activities in the College Academic Development Plan and plans to meet student and employee needs, and adjusts plans to reflect changing conditions and policies
- Assists faculty members to better serve students

- Coordinates, with the assistance of other College units, support services to provide the maximum benefits and services for students
- Prepares program budgets and supervises expenditures

#### **Student Services**

Student Services is responsible for planning, developing, and implementing various support services that are applicable to students or potential students across the academic programs. Services are provided to enable students to succeed in their academic experience, to adjust to the College, and to seek future goals in an orderly fashion. The units of Student Services are Admissions and Counseling, Financial Aid, Student Life and Development, and Student Health Services. The Student Services unit:

- Participates in recruiting, hiring, leaves, improvement, evaluation and termination of faculty and staff
- Develops unit plans
- Assists staff to better serve students
- Prepares unit budgets and supervises expenditures

#### **Admissions and Counseling**

Admissions and Counseling is responsible for providing admission services as well as academic and academically related counseling services. This office:

- Coordinates student admission and disseminates information to prospective students, including counseling
- Manages registration of new students into credit programs
- Assists students in adjusting to college life through counseling services
- Provides academic and career counseling services
- Assists in dissemination of information such as the use of college catalog and clarification of policies and regulations, or transfer information
- Suggests referral to community resources for specific services, information, etc.
- Coordinates assistance to special target groups
- Evaluates academic credentials for students
- Provides counseling support services to enable students with disabilities to succeed
- Performs graduation audits and approves students for graduation
- Manages student employment programs



#### Financial Aid

The Financial Aid Office provides financial assistance to supplement the resources of qualified students to help pay for a college education and to provide financial assistance. This office:

- Coordinates Federal, State, and private financial aid programs, including student loans, scholarships, grants, tuition waivers, and work-study employment
- Serves as a liaison between students and scholarship donors
- Provides financial aid counseling and assistance for students

#### Student Life and Development

The Student Life and Development Office provides enrichment opportunities to students through social, cultural, recreational, and leadership opportunities. This office:

- Coordinates and presents student orientations
- Oversees the activities of the Student Media Board, which publishes the student newspaper and literary magazine
- Advises student government and other chartered student and special needs organizations
- Plans and coordinates co-curricular, club, and athletic activities
- Supervises the expenditure of student activity funds
- Serves as a liaison between student groups and College administration
- Assists in the development of information regarding student affairs.
- Assists in developing policies relating to student conduct, behavior, and activities on campus

#### Student Health Services

The Student Health Services Office is responsible for preventive and curative concerns and related areas of the campus community. This office:

- Implements programs to ensure that the College complies with government health requirements, including immunizations and disability policies
- Maintains health records and completes reports and studies as related to activities and functions of the Student Health Services Office
- Manages disability documentation
- Coordinates the campus first aid program
- Implements a health education program

### **Management Information and Research**

The Management Information and Research (MIR) Office is responsible for management information, institutional research, student records, and administrative computing. This office:

- Coordinates the preparation of the college catalog, schedules of classes, and other instructional and registration information
- Coordinates the development of internal policies and operational procedures relating to instruction, registration, and personnel
- Manages databases for the College's student information system

### **Institutional Research**

The Institutional Research Office is responsible for designing and conducting appropriate institutional research and for preparing reports for various constituencies. This office:

- Manages and directs the collection and analysis of institutional research data and its use in management decisions
- Develops methodologies and procedures for gathering internal and external data
- Prepares management information reports and other institutional research
- Establishes policies and direction for proper evaluation and accountability
- Ensures that all College units have access to objective and current information

### **Student Records**

The Student Records Office is responsible for record keeping of all students and registration for continuing students in credit programs. This office:

- Manages registration for continuing students in credit programs
- Maintains student records for both credit students and non-credit students whose transactions are processed by other offices
- Assures that grades are properly recorded and students are notified
- Certifies student enrollment
- Orders diplomas and notifies students of graduation status

### **Administrative Computing**

The Administrative Computing Office is responsible for the development, operation, and maintenance of computer systems and applications for administrative functions. This office:

- Maintains administrative computer hardware and software, programming, and related planning
- Supports the management information system, including student information and research

- Evaluates and makes recommendations on the purchase of hardware and software
- Develops and implements applicable policies and procedures

### **College Skills Center**

The College Skills Center is responsible for providing remedial and related services to assist students who have difficulty with college work. The unit manages both credit and non-credit instruction in its area of responsibility. This office:

- Offers communication and math instruction to prepare students to enter technical-occupational or liberal arts programs
- Provides instruction in basic study skills
- Provides counseling and tutorial services
- Administers placement testing
- Provides student learning assistance such as access to computer labs, study rooms, make-up testing, and other learning assistance
- Administers certification testing
- Provides or arranges services to students with disabilities, including testing and accommodations
- Offers open entry/open exit communication and math instruction to prepare students to enter technical-occupational or liberal arts programs
- Develops, delivers, and reviews credit and non-credit courses, curricula, and programs, including contract training.
- Recommends class schedules, faculty assignments, classroom assignments during the academic year and during the summer
- Maintains data and files required for reporting and evaluating program effectiveness
- Develops plans for the unit, and adjusts plans to reflect changing conditions and policies
- Coordinates, with the assistance of other College units, support services to provide the maximum benefits and services for students
- Recommends program budgets and supervises expenditures

### **Educational Media Center**

The Educational Media Center is responsible for planning, developing, and delivering high quality media resources for faculty, administration, and student organizations. This office:

- Supports the development and delivery of distance education using a variety of media, such as broadcast television, cable television, web-based instruction, or other forms of digital delivery
- Supports curriculum innovation using computers or media technology in the classroom

- Supports instructionally related website design and development
- Operates the printshop and provides graphics services
- Coordinates and produces graphics, print, and audio-visual materials for instructional and administrative uses
- Maintains and repairs media and computing equipment, including the development and implementation of preventive maintenance programs
- Trains faculty and staff in use of media
- Works with college program heads to formulate media-related budget requirements
- Develops and implements applicable policies and procedures

### **Library**

The Library is responsible for planning, developing, and delivering a variety of educational resources, information, and learning services that are applicable across various academic programs. The Library:

- Acquires, maintains, and disposes of library materials and information in both print and non-print forms
- Catalogs and classifies all new material
- Develops online materials for use by students enrolled in both on-campus and off-campus courses
- Consults with faculty on resources related to their learning goals
- Performs reference functions:
  - Assists users to find information
  - Answers questions
  - Provides instruction in use of library material and information services
- Provides access to online catalogs and other means to locate information
- Coordinates automated activities with other libraries, vendors and external specialists
- Maintains hardware and software of several systems used in performing library functions
- Maintains, edits, and corrects records in the bibliographic database
- Manages the circulation processes for loan of information materials including collecting fines
- Develops and implements applicable policies and procedures

## **PACIFIC CENTER FOR ADVANCED TECHNOLOGY TRAINING (PCATT)**

The Pacific Center for Advanced Technology Training (PCATT) serves as a unit of the College and as a Center with statewide responsibilities. PCATT is responsible for developing and providing training in advanced technology applications which enhance economic and workforce development programs and initiatives in the State of Hawaii and in the Pacific Rim. PCATT is composed of Advanced Technology Business Development & Training, Faculty Development, and the Information Technology Center. PCATT:

- Provides leadership to the overall advanced technology development of the College
- Ensures compliance with applicable University regulations regarding advanced technology functions
- Manages business-oriented advanced technology projects
- Plans and coordinates advanced technology development for the University of Hawaii Community Colleges in service to the State of Hawaii and other areas of the Pacific
- Recommends to the Provost personnel transactions that relate to hiring, leaves, evaluations, and terminations
- Supervises and evaluates staff and program outcomes
- Prepares unit budgets and supervises expenditures

### **Advanced Technology Business Development and Training**

The Advanced Technology Business Development and Training unit is responsible for supporting the Community College (CC) system-wide PCATT organization. This unit:

- Develops business relationships
- Develops, and delivers PCATT non-credit training
  - Plans, develops curricula, and implements non-credit courses and community service programs
  - Plans, develops curricula, and implements contract training
  - Schedules and assigns classrooms
  - Recruits temporary faculty to teach courses
  - Allocates the budget and controls the expenditures for non-credit instructional programs
  - Registers non-credit College students
- Markets non-credit and credit advanced technology education and training
  - Publishes schedule of courses and events for the Community Colleges system
  - Publishes non-credit schedule for the College

- Operates the Matsuda Center
- Develops and delivers high-end technical training to business and industry
- Delivers certification programs in specific industries
- Offers demonstrations of high technology capabilities and applications
- Coordinates the hiring of instructors and facilities use requests
- Develops and operates new programs

#### **Faculty Development**

The Faculty Development unit is responsible for providing faculty training at three levels: CC system-wide for PCATT affiliated faculty, college-wide for College faculty, and specific support for College advanced technology activities. This unit:

- Coordinates training events for CC system-wide and local PCATT affiliated faculty and upgrading of skills for trainers
- Provides training in instructional skills for credit and non-credit faculty
- Develops and coordinates workshops and instructional material to prepare technical instructors for special and contract programs

#### **Information Technology Center**

The Information Technology Center is responsible for providing computing facilities, maintaining the campus network, and supporting the College with emphasis on instructional programs. The Center:

- Plans and maintains non-administrative computing infrastructure, including local area networks and Internet access
- Provides campus-wide network services
- Manages instructional and open computer labs
- Acquires and maintains records of hardware and software
- Provides training for students in advanced technology
- Provides technical assistance to the faculty and the staff except for administrative computing

### **PACIFIC AEROSPACE TRAINING CENTER (PATC)**

The Pacific Aerospace Training Center (PATC) is responsible for aerospace programs that lead to certificates or degrees, for developing other aerospace credit or non-credit programs, and for maintaining aerospace-related facilities needed to support the aerospace business activity in the State of Hawaii and in the Pacific. The PATC:

- Administers credit and Federal Aviation Administration (FAA) certification programs in aeronautics maintenance technology and commercial aviation
- Manages and operates aeronautics maintenance and commercial aviation training facilities at Honolulu International Airport and Kalaeloa
- Develops and coordinates resources with partners and vendors in aeronautics industry for training and equipment beyond state and College assets
- Develops training to meet air carrier and student needs for state, national, and international clients.
- Seeks and develops partnerships and business relationships with government, commercial, and private organizations to promote training opportunities
- Develops, delivers, and reviews credit and non-credit courses, curricula, and programs, including contract training.
- Participates in recruitment, hiring, leaves, improvement, evaluation, and termination of faculty
- Schedules classes, assigns faculty, assigns classroom space during the academic year and during the summer
- Maintains data and files required for reporting and evaluating program effectiveness
- Develops plans for the Division, including the division level activities in the College Academic Development Plan and plans to meet student and employee needs, and adjusts plans to reflect changing conditions and policies
- Assists faculty members to better serve students
- Coordinates, with the assistance of other College units, support services to provide the maximum benefits and services for students
- Prepares program budgets and supervises expenditures

## **ADMINISTRATIVE SERVICES**

Administrative Services is composed of Operations and Maintenance, the Business Office, the Human Resources Office, and Telephone Services. In addition to the functions carried out by these units, the Office of Administrative Services coordinates the development of the College budget and, for Administrative Services, prepares budgets and oversees expenditures. The Office is also responsible for overall administrative policy development and implementation, legal matters, and financial audit functions. These functions are carried out within University guidelines and in conjunction with other University administrative and legal offices.

### **Operations and Maintenance**

Operations and Maintenance is responsible for creating and maintaining an attractive, clean, and safe learning environment. Operations and Maintenance:

- Provides custodial services
- Maintains grounds, including landscape design and maintenance
- Maintains buildings, including development and implementation of preventive maintenance programs
- Plans construction and renovation of facilities, including liaison with Office of Physical Facilities, Planning and Construction
- Directs campus safety programs, including security, hazardous waste management, OSHA compliance, and emergency planning
- Operates parking and transportation services
- Operates the physical plant, including development and implementation of energy management programs
- Develops and implements applicable policies and procedures

### **Business Office**

The Business Office is responsible for all fiscal, budget, grants management, and property management functions at the College. This office:

- Coordinates accounting and financial records
- Manages procurement process
- Manages payroll
- Receives and accounts for cash (oversees the cashiering functions carried out in other units)
- Prepares and executes operational and capital budget
- Manages contracts and grants
- Provides for the orderly delivery of mail, as well as the processing of all outgoing mail
- Controls expenditures of all projects: general funds, special funds, federal, and extramural funds, by certifying as to the availability and compliance with fiscal policies



- Assists and screens all federal proposals for compliance with federal guidelines and UH policies
- Prepares all financial reports and statements for federal projects
- Handles all disbursing functions
- Establishes and maintains account numbers for the entire College: federal, special, general, and agency funds
- Screens all travel requests and completions for compliance with UH policies.
- Develops and implements applicable policies and procedures

#### **Human Resources Office**

The Human Resources Office is responsible for all personnel and employment related matters at the College. This office:

- Coordinates recruitment and hiring of new employees, including casual and emergency appointments
- Manages personnel transactions and records
- Coordinates Equal Employment Opportunity/Affirmative Action
- Manages staff development and training for staff
- Administers workers' compensation
- Manages collective bargaining contracts
- Maintains and disseminates information on working conditions, salaries and fringe benefits, and employee benefits
- Reviews and makes recommendations on changes in position classifications
- Develops and implements applicable policies and procedures

#### **Telephone Services**

The Telephone Services unit is responsible for ensuring that telephone services are maintained. This office:

- Installs, maintains, and repairs telephone system in coordination with telephone system provider
- Reviews all requests for telephone services for possible in-house servicing
- Maintains telephone database to ensure accuracy of charges for telephone services usage
- Maintains records of maintenance and service contracts

**Administrative Services - Employment Training Center (ETC) Support**

The Honolulu Community College's Office of the Director of Administrative Services provides administrative support services required by ETC. The State Director and Assistant State Director maintain fiscal and personnel authority, and control program budgets and program hiring. The Director of Administrative Services at Honolulu CC acts as an advisor to ETC's administration for program budgeting, resource development, and facilities planning. ETC provides on-site preparation and processing of documents and liaison services required in support of the full range of administrative services provided by Honolulu CC.

- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services administers and executes fiscal operations, including budget maintenance, accounting, disbursing, contract and grants fiscal management, procurement, payment, etc.
- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services administers and executes personnel functions, including the processing of personnel transactions, assuring that the personnel actions are in compliance with applicable University and State regulations, and collective bargaining agreements.
- Under the direction of ETC, Honolulu CC's Office of the Director of Administrative Services supervises property and inventory activities and maintains inventory records.
- With the arrangement of ETC programs being delivered on the individual community college campuses, each host campus provides for basic cleaning and maintenance of grounds and buildings. Host campuses also provide security to ensure the safety of the facility users and the assets of the State.