



UNIVERSITY OF HAWAI'I

SENIOR VICE PRESIDENT, UNIVERSITY OF HAWAI'I
AND CHANCELLOR FOR COMMUNITY COLLEGES

MEMORANDUM


November 9, 2001

TO: The Honorable Mazie K. Hirono
Lieutenant Governor, State of Hawai'i

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATIONS, UNIVERSITY OF
HAWAI'I, 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 Hawai'i, 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 Hawai'i
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

H:\WP-MS Word\Reorgs\Kap\Major Restructuring\FINAL-LG.WPD

A-6 Reorganization of Kapi'olani Community College

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

Kapi'olani Community College proposes a major restructuring of its organizational structure in response to: reductions in general fund support; the need and opportunity to be a more responsive organization and increase revenue generation; the desire to focus the organization on the learning goals of students; and to create an environment that is more accountable and planning oriented.

The traditional hierarchical structure and organizational divisions of academic institutions are being replaced by a structure that organizes around the major academic programs of the College. These six program areas are Arts & Sciences, Business, Health, Holomua (Remedial & developmental education), Hospitality, and Legal Education. All of the resources that relate to the delivery of educational activities within these program areas, whether credit instruction, non-credit and continuing education and training, student counseling, advising, and other student support, and direct learning support, are being consolidated within the program. This will provide the academic unit with all of the resources needed to create, deliver, and maintain quality programs for students and be able to do so rapidly in response to changing student and community demands. Simultaneously with the organizational changes, these academic programs are being established as budget and revenue centers with the ability to generate and retain tuition income regardless of whether the source is credit instruction, non-credit instruction, summer school, or contract training. Support units will continue to be funded directly, independent of the revenue generating programs, to provide more stability to the fixed costs of these units.

Students will benefit from having the full array of instructional, counseling, and support resources coordinated and focused on the student's goals. It is anticipated that different programs will require different strategies for student success and this organizational model promotes and supports such differences.

The various academic and administrative support units are also restructured to provide focused support for the academic programs. The previous organizational distinctions that provided a different structure for supporting credit and non-credit programs are eliminated and the support units will service all program areas. The ten support units represent those activities that are needed by all academic programs or which are too specialized or expensive to allow duplication within the program. For cost and efficiency reasons, four of the current academic support programs are consolidated into two units. Two new units are created to manage the College's international programs and to provide curriculum and program coordination across the various academic programs. The result is ten discrete support units.

In the proposed reorganization, the flattened structure requires department chairs to play a key role in the management of both credit and non-credit programs. Accordingly, the chairs have been moved to 11-month appointments to reflect their added responsibility during the summer months.

The Director of Administrative Services will continue to supervise the three administrative support units. Current duplication of services between the Office of Continuing Education and Training and the other administrative and academic support areas will be eliminated. A new Office of Planning and Institutional Research further enhances the ability and focus on research and assessment.

The flattened structure, the consolidation of resources around programs, and the elimination of unnecessary duplication in support will create a more responsive and efficient organization. This more effective and responsive organization is also expected to efficiently 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. Kapi'olani 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.

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 non-credit 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 non-credit 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.

No new positions or additional funds will be required to implement the proposed reorganization.

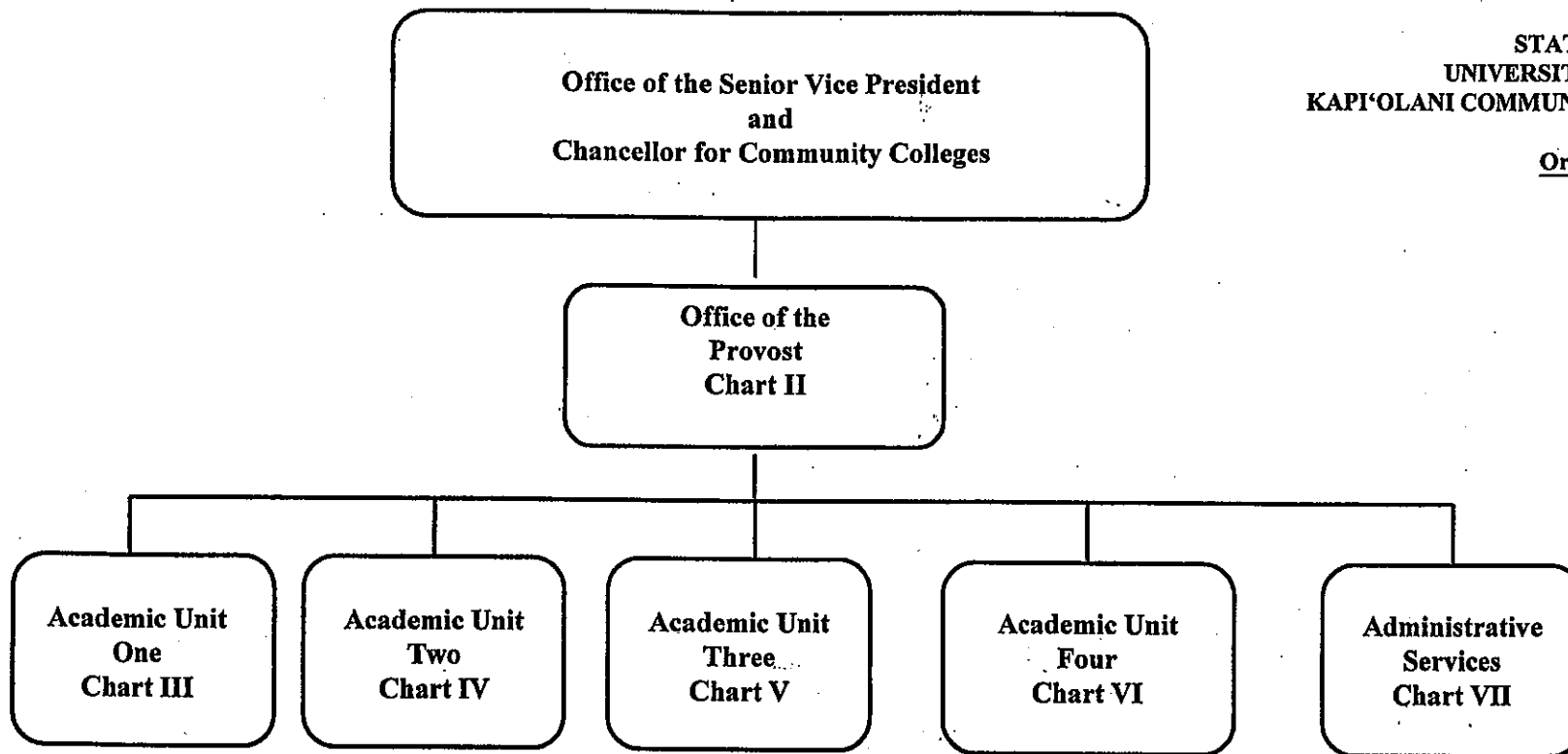
The Community Colleges administration is working with the University of Hawai'i Professional Assembly to resolve concerns raised by that agency. These concerns primarily involve teaching equivalencies and tenure/promotion criteria for noncredit faculty. Consultation with the Hawai'i Government Employees'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

Recommendation: That the Board approve the proposed reorganization of Kapi'olani 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
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart I



	<u>Perm</u>	<u>Temp</u>
General Fund	337.10	27.50
(B) Special Funds	24.00	

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BOARD OF REGENTS

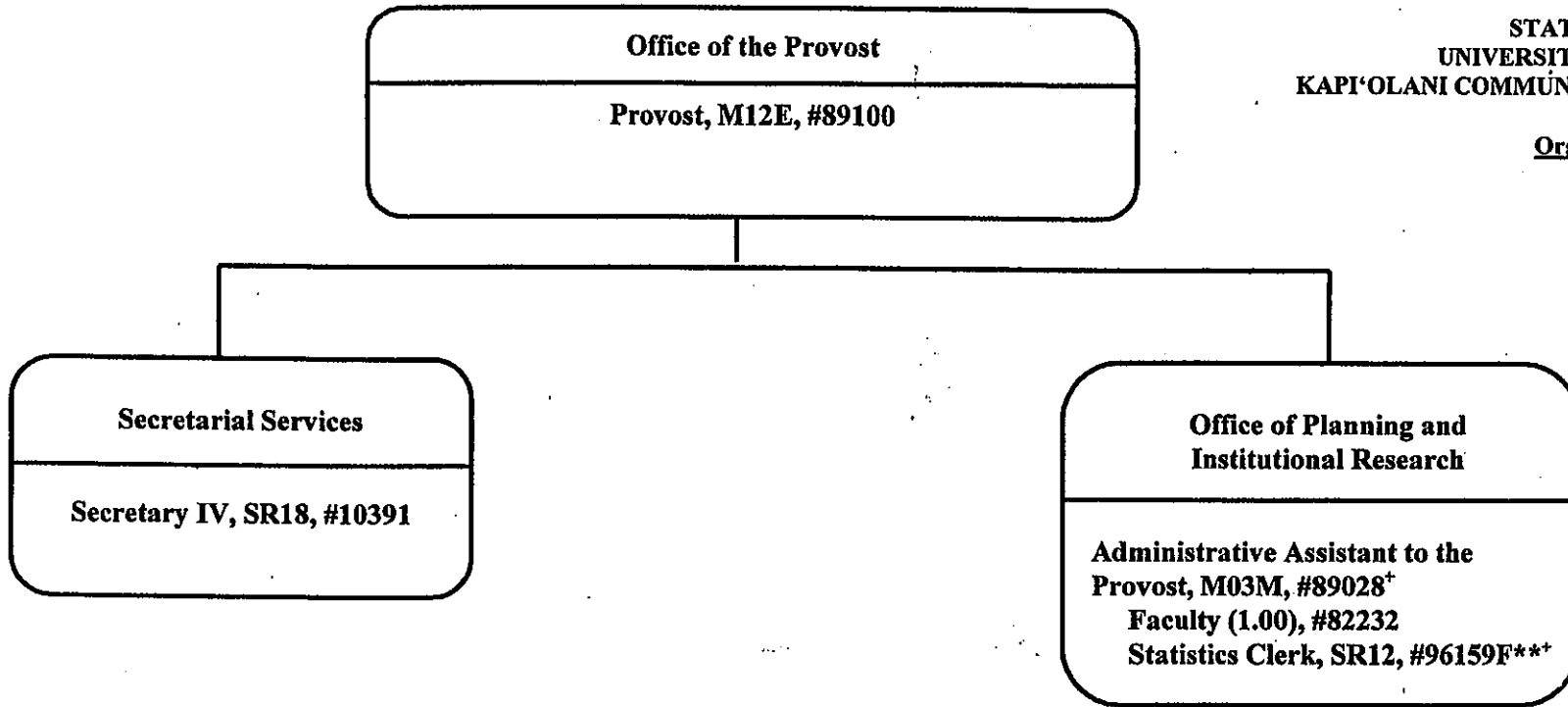
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Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart II



**Temporary position to be established
*To be redescribed & submitted for classification review

General Fund

Perm
4.00

Temp
1.00

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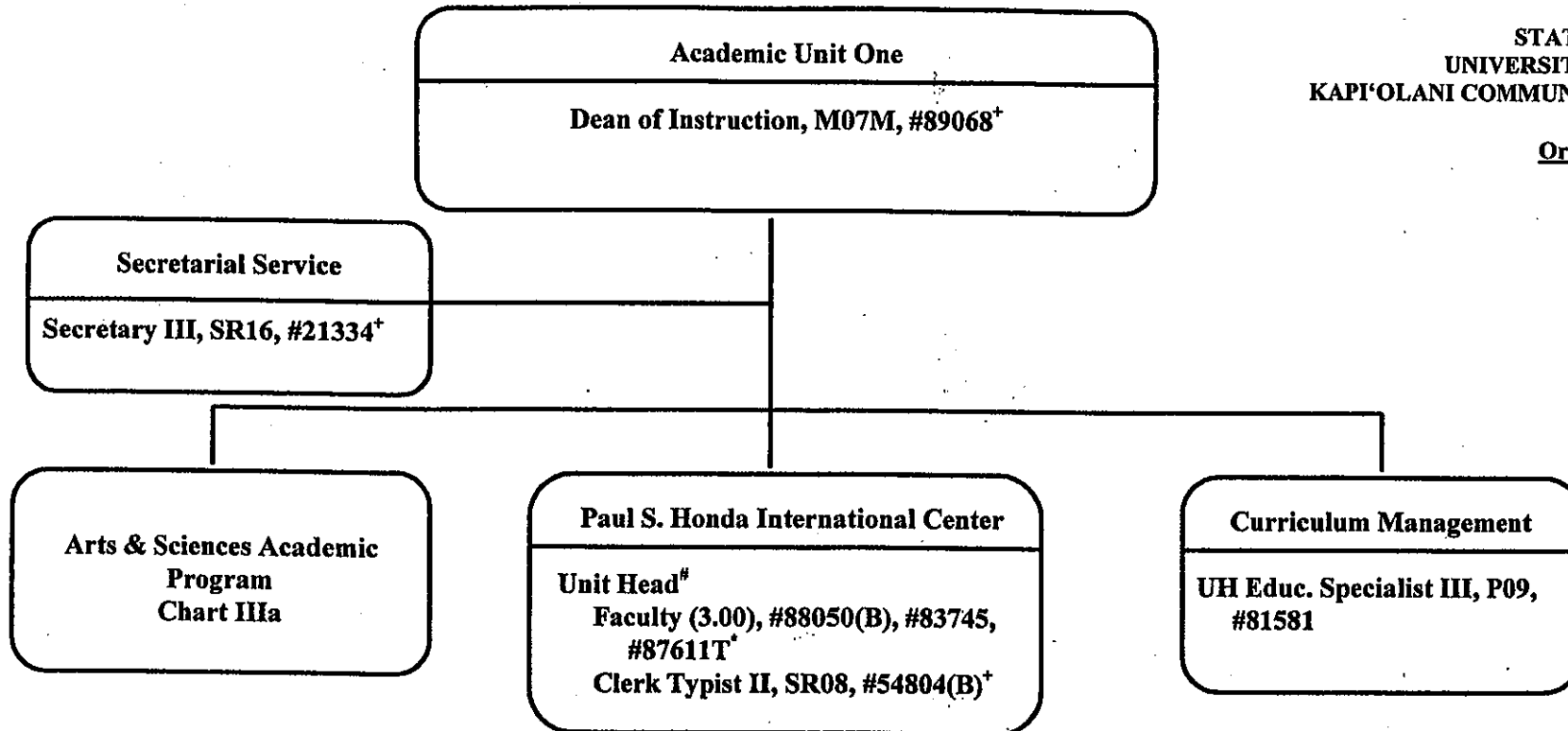
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Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart III



*Unit Head is appointed from among the faculty positions

*Temporary Position

*To be redescribed & submitted for classification review

General Fund
(B) Special Funds

<u>Perm</u>	<u>Temp</u>
4.00	1.00
2.00	

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BOARD OF REGENTS

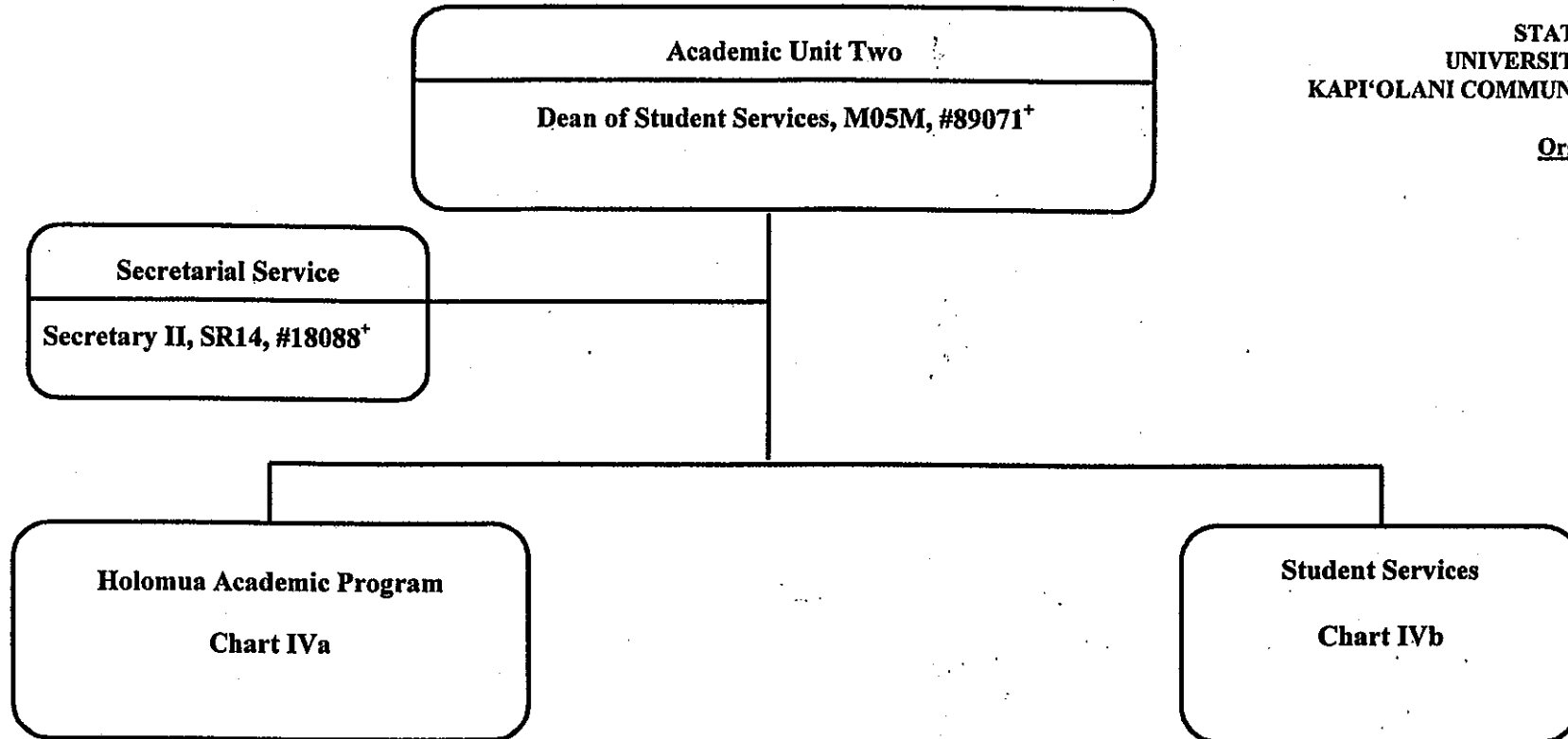
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STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IV



⁺To be redescribed & submitted for classification review

General Fund

Perm
2.00

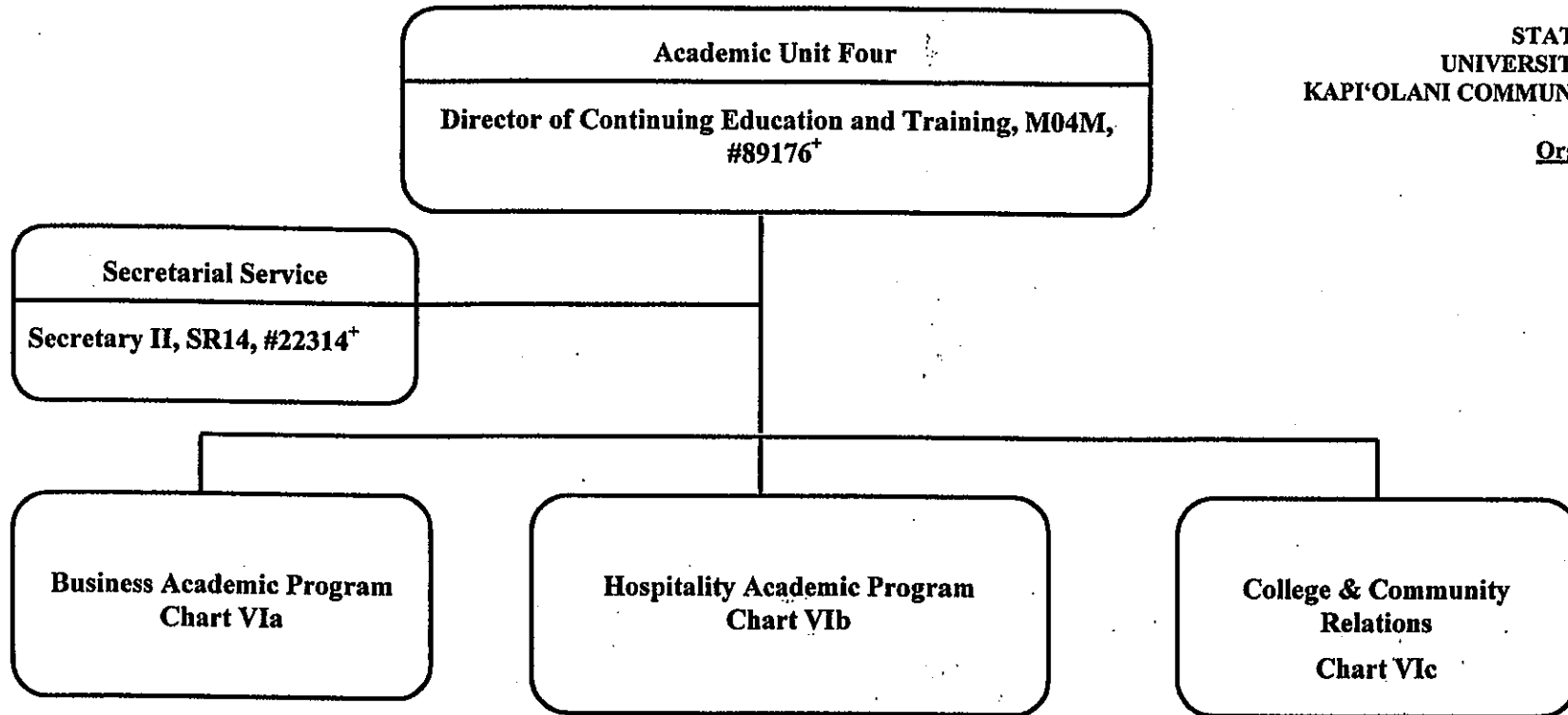
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BOARD OF REGENTS
OCT 19 2001
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STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VI



⁺To be redescribed & submitted for classification review

General Fund

Perm
2.00

Temp

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BOARD OF REGENTS

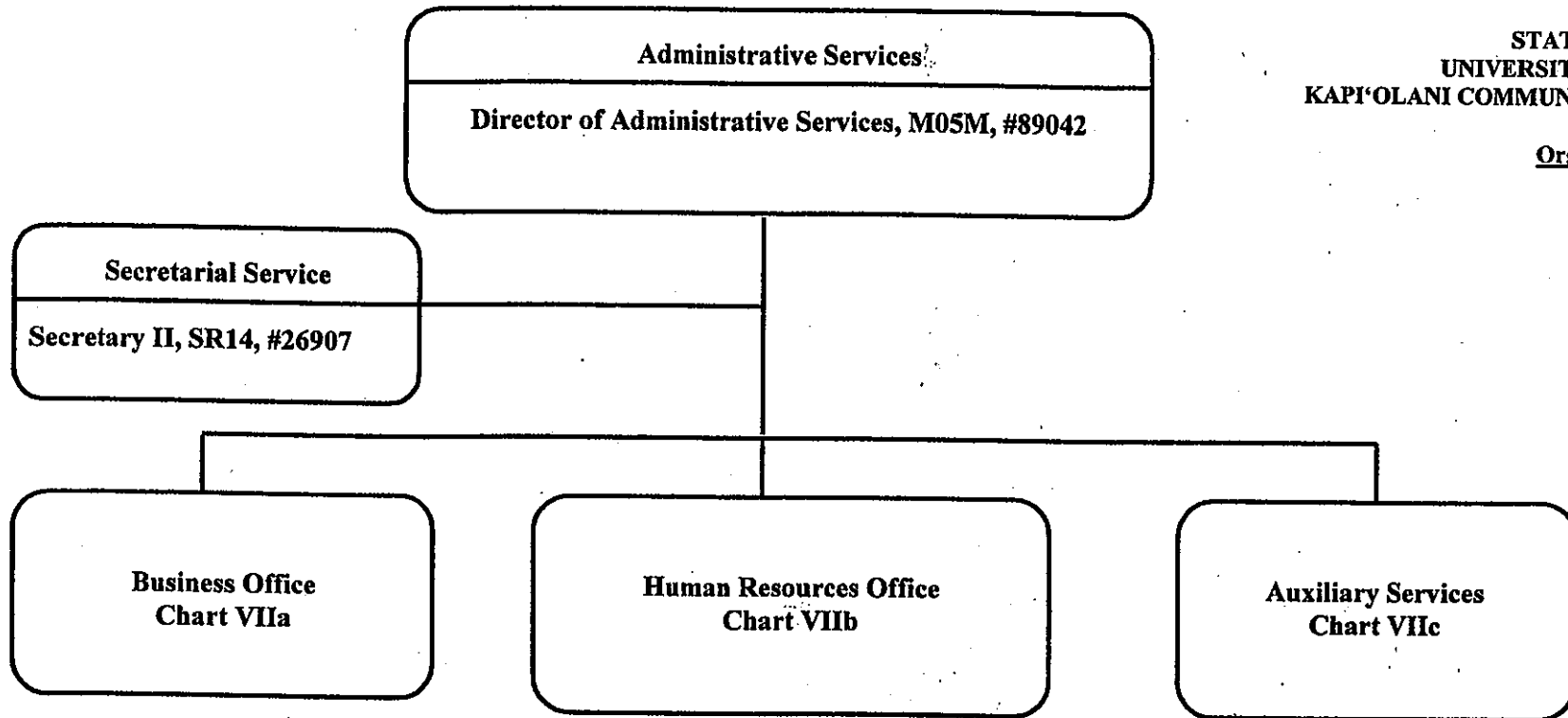
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STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VII



General Fund

Perm
2.00

Temp

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
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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

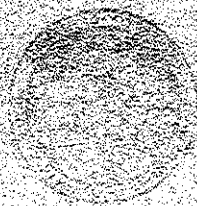
SUBJECT: **PROPOSED REORGANIZATIONS FOR THE KAPIOLANI AND
HONOLULU COMMUNITY COLLEGES**

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

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UNIV. OF HAWAII
UH BUDGET OFFICE

UNIVERSITY OF HAWAII'I

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

MEMORANDUM

August 15, 2001

TO: Eugene S. Imai
Senior Vice President for Administration

VIA: Glenn Nakamura
Interim Director, University Budget Office

SUBJECT: REORGANIZATION PROPOSALS FOR KAPI'OLANI COMMUNITY COLLEGE AND HONOLULU COMMUNITY COLLEGE

The attached reorganization proposals for Kapi'olani Community College and Honolulu Community College provide detailed explanations in support of the proposals, along with the present and proposed organization charts and functional statements. These are the final reorganization proposals that have passed reviews by the University Budget Office, University Office of Human Resources, and the affected unions. It should be noted that the Honolulu Community College reorganization proposal will be able to accommodate President Dobelle's vision of the college as a four-year technical baccalaureate institution.

Attached are communications with the Hawaii Government Employees Association (HGEA) and the United Public Workers (UPW) unions, addressing their cited concerns. Also attached are the original and reminder memoranda to the University of Hawai'i Professional Assembly (UHPA) for a response to the reorganization proposals. On August 6, 2001, Jim Kardash of the UHPA communicated verbally with Michael Unebasami, Vice Chancellor of the Community Colleges, citing their main concerns relating to teaching equivalencies and tenure/promotion criteria for non-credit faculty. This issue is recognized as more of a fundamental policy issue rather than an issue directly connected with these reorganization proposals. However, the Community Colleges understand their concerns and are currently attempting to address this issue through establishment of a consistent, standard policy to guide our institutions.

It is our understanding that these reorganization proposals require Board of Regents (BOR) approval due to the magnitude of organizational changes and the

EXECUTIVE SUMMARY

UNIVERSITY OF HAWAI'I COMMUNITY COLLEGES KAPI'OLANI COMMUNITY COLLEGE

Kapi'olani Community College proposes a major restructuring of its organization in response to

- reductions in general fund support;
- the need and opportunity to be a more responsive organization and increase revenue generation;
- the desire to focus the organization on the learning goals of students; and
- to create an environment that is more accountable and planning oriented.

The traditional hierarchical structure and organizational divisions of academic institutions are being replaced by a structure that organizes around the major academic programs of the College. These six program areas are Arts & Sciences, Business, Health, Holomua (Remedial & developmental education), Hospitality, and Legal Education. All of the resources that relate to the delivery of educational activities within these program areas, whether credit instruction, non-credit and continuing education and training, student counseling, advising, and other student support, and direct learning support, are being consolidated within the program. This will provide the academic unit with all of the resources needed to create, deliver, and maintain quality programs for students and be able to do so rapidly in response to changing student and community demands. Simultaneously with the organizational changes, these academic programs are being established as budget and revenue centers with the ability to generate and retain tuition income regardless of whether the source is credit instruction, non-credit instruction, summer school, or contract training. Support units will continue to be funded directly, independent of the revenue generating programs, to provide more stability to the fixed costs of these units.

Students will benefit from having the full array of instructional, counseling, and support resources coordinated and focused on the student's goals. It is anticipated that different programs will require different strategies for student success and this organizational model promotes and supports such differences.

The various academic and administrative support units are also restructured to provide focused support for the academic programs. The previous organizational distinctions that provided a different structure for supporting credit and non-credit programs are eliminated and the support units will service all program areas. The ten support units represent those activities that are needed by all academic programs or which are too specialized or expensive to allow duplication within the program. For cost and efficiency reasons, four of the current academic support programs are consolidated into two units. Two new units are created to manage the College's international programs and to provide

curriculum and program coordination across the various academic programs. The result is ten discrete support units.

The management of the organization is flattened. In the proposed reorganization, the flattened structure requires department chairs to play a key role in the management of both credit and non-credit programs. Accordingly, the chairs have been moved to 11-month appointments to reflect their added responsibility during the summer months.

The Director of Administrative Services will continue to supervise the three administrative support units. Current duplication of services between the Office of Continuing Education and Training and the other administrative and academic support areas will be eliminated. A new Office of Planning and Institutional Research further enhances the ability and focus on research and assessment.

The flattened structure, the consolidation of resources around programs, and the elimination of unnecessary duplication in support will create a more responsive and efficient organization. This more effective and responsive organization is also expected to efficiently 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. Kapiolani 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.

REORGANIZATION PROPOSAL REQUEST

Kapi'olani Community College
University of Hawai'i

Present Organization

The current organizational structure is a typical hierarchical structure found in colleges. The Office of the Provost supervises four major organizational units of the college:

- Instruction
- Student Services
- Administrative Services
- Continuing Education and Training

The Office of the Provost consists of 1.00 FTE Executive position, 2.00 FTE Managerial position (Administrative Assistant to the Provost and Assistant Dean), and 2.00 FTE Civil Service positions.

Instruction

The Instruction organizational unit is comprised of five major credit instructional divisions and four major academic support units. These include:

- General Education Division/Department (97.00 FTE Faculty positions, 1.00 FTE APT position, and 4.00 FTE Civil Service positions)
- Business Education Division/Department (17.00 FTE Faculty positions and 1.00 FTE Civil Service position)
- Food Service and Hospitality Education Division/Department (16.00 FTE Faculty positions, 3.00 FTE APT positions, and 4.00 Civil Service positions)
- Legal Education Division/Department (3.00 FTE Faculty positions and 1.00 FTE Civil Service position)
- Health Education Division/Department (58.10 FTE Faculty positions and 7.50 FTE Civil Service positions)
- Library (5.00 FTE Faculty positions, 6.00 FTE APT positions, and 7.00 FTE Civil Service positions)
- Educational Media Center (2.00 FTE Faculty positions, 6.00 FTE APT positions, and 5.00 FTE Civil Service positions)
- Learning Assistance Center (4.50 FTE Faculty positions and 1.00 FTE Civil Service position)
- Computing Center (6.00 FTE APT positions)

The Instruction organizational unit is supported by 2.00 FTE Managerial positions, 1.00 FTE Faculty position, 2.00 FTE APT positions, and 2.00 FTE Civil Service positions. Six (6.00) FTE of the total 262.10 FTE positions in the unit are covered by revolving funds.

Student Services

The Student Services organizational unit provides student support to all programs and is comprised of two units:

- Career and Personal Development (9.00 FTE Faculty positions, 0.50 FTE APT position, and 5.00 FTE Civil Service positions)
- Enrollment Services (3.00 FTE Faculty positions, 4.00 FTE APT positions, and 10.00 FTE Civil Service positions)

The Student Services organizational unit is supported by 1.00 FTE Managerial position and 1.00 FTE Civil Service position.

Administrative Services

The Administrative Services organizational unit provides overall administrative support for all programs and is comprised of three units:

- Business Office (3.00 FTE APT positions and 9.00 FTE Civil Service positions)
- Human Resources Office (2.00 FTE APT positions and 2.00 FTE Civil Service positions)
- Operations and Maintenance (1.00 FTE APT position and 41.00 FTE Civil Service positions)

The Administrative Services organizational unit is supported by 1.00 FTE Managerial position and 1.00 FTE Civil Service position.

Continuing Education and Training

The Continuing Education and Training organizational unit operates non-credit training programs and is comprised of two units

- Programs (10.00 FTE Faculty positions and 7.00 FTE APT positions)
- Support Services (1.00 FTE Faculty position, 1.00 FTE APT positions, and 1.00 FTE Civil Service position)

The Continuing Education and Training organizational unit is supported by 1.00 FTE Managerial position, and 7.00 FTE Civil Service positions). Eighteen (18.00) FTE of the total 28.00 FTE positions in this unit are special funded.

Proposed Reorganization

The proposed reorganization is a major realignment of functions within the College. The current structure separates instruction, student services, and continuing education and training in the organizational hierarchy. The new structure realigns the organization around key academic program units and then places the instructional, continuing education, student support, and other learning support together within these organizational units. The main purpose is to create the opportunity for these programs to design, develop, and deliver education and services to the students, regardless of whether that education is best delivered through credit instruction, non-credit instruction, or student support programs.

Students will benefit from having the full array of instructional, counseling, and support resources coordinated and focused on the students' goals. It is anticipated that different programs will require different strategies for student success and this organizational model promotes and supports such differences. For example, students entering the A.S. degree programs in business may be drawn heavily from high school business programs. Recruitment strategies, tech-prep 2+2 programs, job placement, and transfer advising programs for these business students are likely to be very different from those for students enrolled in the health sciences programs. While the common elements will still be coordinated college-wide for reasons of efficiency, the ability to create mass-customization at the program level will lead to better services and better results for the various student populations.

The reorganization also realigns the various College-wide support units and makes clear their responsibility to the academic units in helping those units meet students' learning needs. Some existing support units are consolidated to save administrative expenses and gain efficiency; other units are focused more clearly on their College-wide functions; and two new support units are created. The details of these changes are presented below.

The Office of the Provost would continue to supervise five major organizational units. With the exception of the Director of Administrative Services, the managers for each of these units would have responsibility for one or more academic programs and one or more support units. There would be six academic programs:

- Arts & Sciences
- Business
- Health
- Holomua (Remedial/Developmental Education)
- Hospitality
- Legal Education

Each academic unit would include all of the related academic credit and degree programs, non-credit programs, program advising and student support, and program learning support. It is expected that these academic program units would be revenue generating

through the collection of credit and non-credit tuition and contracts in support of their programs.

There are ten proposed College-wide support units:

- Auxiliary Services
- Business Office
- College and Community Relations
- Curriculum Management
- Human Resources Office
- Information Media & Technology Services
- Library and Learning Resources
- Paul S. Honda International Center
- Student Services
- Administration (includes Office of Planning and Institutional Research)

The support units would provide general support to all of the academic programs and would include those activities that are either too specialized to be included within the academic units or which cut across the boundaries of the various academic programs. Academic programs and the support units were assigned to particular units to balance workloads. Support units must provide full and equal support for all programs. The academic deans may not shift resources from a support unit to a program unit or vice-versa, without the request being considered by the Planning Advisory Council and agreed to by the Provost.

Support units will continue to be funded directly, independent of the revenue generating programs. This approach provides more stability to the fixed costs of these units and makes decision-making about the amount of funding that support units should have each year an explicit decision. This direct funding approach, however, is not as sensitive to program growth or contraction and doesn't reinforce the importance of the support units to the success of the revenue generating programs. As more experience is gained with the impact of the growth and contraction of the revenue programs on support units, a modified approach to funding these support units may be developed.

For budget, but not organizational purposes, the "Administration" support unit includes administrative costs associated with the executive/managerial personnel and their immediate staff, Office of Planning and Institutional Research, as well as other governance activities.

The new organizational structure and details of the organizational changes proposed are as follows:

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 and evaluation is also made more explicit in the functional statement.

Organizationally, the Administrative Services in the Office of the Provost is re-described to create a new Office of Planning and Institutional Research. The Provost (#89100) and other managerial positions will absorb the functions previously carried out by the Administrative Assistant to the Provost (#89028). The new Office of Planning and Institutional Research will provide a greater focus for College and program planning and evaluation. The added focus will ensure that College decisions and directions are driven by solid assessment of the current programs and by planning. The Office will also ensure that College initiatives are concordant with other University planning initiatives and compliant with University and external requirements for evaluation and accountability.

To implement the new Office of Planning and Institutional Research, the following organizational changes are proposed:

- The position of Administrative Assistant to the Provost (#89028) will be re-described as the Director of the Office of Planning and Institutional Research. This position will become a new supervisory level and serve as supervisor for positions within the Office.
- One faculty position (#82232) currently reporting to the Chairperson of Language Arts within the General Education Division/Department will be transferred to provide additional staffing and support for the functions of the office. This faculty position will report to the Director.
- The Statistics Clerk (#96159F) will shift reporting line from the Provost (#89100) to the Director of the Office of Planning and Institutional Research (#89028) and will be re-described to provide clerical support to the Office.
- The position of Assistant Dean (#89029) will be assigned to the Hospitality Academic Unit to serve as Director of the Culinary Institute of the Pacific. The position will report to the managerial position responsible for Academic Unit Four (currently the Director of Continuing Education and Training (#89176), to be re-described).

In addition to supervising the Director of the Office of Planning and Institutional Research, the Provost will supervise five managerial positions with the following responsibilities:

- 1) Academic Unit One
 - a) Arts & Sciences Academic Program
 - b) Curriculum Management
 - c) Paul S. Honda International Center
- 2) Academic Unit Two
 - a) Holomua Academic Program
 - b) Student Services
- 3) Academic Unit Three
 - a) Health Academic Program
 - b) Legal Academic Program
 - c) Information Media & Technology Services
 - d) Library and Learning Resources
- 4) Academic Unit Four
 - a) Business Academic Program
 - b) Hospitality Academic Program
 - c) College and Community Relations
- 5) Administrative Services
 - a) Business Office
 - b) Human Resources Office
 - c) Auxiliary Services

The Academic Programs are created by consolidating functions and positions that provide direct credit instruction, non-credit instruction, counseling, advising, and other student support, and learning support for a given academic program area into a single organizational entity. This is a change from the existing structure where these program functions are separated organizationally into instruction, student services, and continuing education and training. By placing all of the related program functions into a single organizational unit, the planning, budgeting, and evaluation of an academic area will be consolidated and the academic unit can respond more quickly to changes in student and community demand and make needed adjustments to program services and delivery. The flattened organizational structure provides direct access to the Provost for the managerial heads of each of these academic programs.

The various support functions have also been re-described. In some instances existing support units have been consolidated to reduce administrative costs, such as Library and Learning Resources (formerly two units – Library and Learning Assistance Center) and Information Media & Technology Services (formerly – Educational Media Center and Computing Center). Other academic and continuing education support units (Student Services, College and Community Relations) are re-described to reflect their College-

wide support roles and the transfer out of the direct program delivery previously provided by these units to the new academic program units. The Paul S. Honda International Center is a new office to meet the current and planned growth of the College's international programs. The Curriculum Management unit is a new unit to provide coordination and leadership in curriculum and program development matters across the flattened organization. The overall effect of this proposal is to focus these various support units on providing high quality service to the newly re-organized academic programs.

The details of the functions and organizational changes of these new units are described below.

In addition to these official organizational reporting, the following collegial governance organizations will 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 Congress – provides advice and counsel on student issues; campus-wide policies, planning, and budget; faculty-student relations; and other matters related to students
- Campus Staff Council – provides advice and counsel on operational issues, campus-wide policies, planning, budget, and professional development for non-faculty employees
- Provost's Planning and Advisory Council – provides advice and counsel on planning and evaluation; campus-wide policies; and serves as a communication vehicle for matters of concern to the greater College community

2. Academic Unit One

Academic Unit One is a proposed new major organizational unit. The functions of this unit include the management and leadership for the largest academic program area (Arts & Sciences), Paul S. Honda International Center, and Curriculum Management. This latter area of responsibility includes providing leadership to the overall academic development of the college and ensuring compliance with all applicable University regulations regarding curriculum and program. Because of this major leadership and coordinating role for all academic matters, the manager of Academic Unit One would hold the title and responsibilities of Senior Academic Dean.

Organizationally, the leadership for Academic Unit One would be provided by the Dean of Instruction (#89068), to be redescribed to reflect the role of a senior academic dean, supported by the Secretary III position (#21334).

a) Arts & Sciences Academic Unit

The Arts & Sciences Academic Unit is the largest academic unit in the College. The unit will be responsible for all credit courses, certificates and degrees; non-credit instruction; and related support in the arts and sciences, including:

- The Associate in Arts degree and related academic certificates;
- General education for all associate degree and certificate of achievement programs;
- Pre-baccalaureate education in selected majors within the arts & sciences, education, and engineering;
- Associate in Science programs that build from the traditional arts & sciences, such as in new media arts, exercise and sports science, and education;
- Non-credit programs that build on the arts & sciences or related degree programs, such as, but not limited to, the Sign Language Interpreter Training Program.

The Arts & Sciences unit will also be responsible for student transfer counseling and advising, learning communities within the arts and sciences, learning labs and other non-classroom based instructional support in the arts and sciences, and other functions necessary to carry out the goals of the unit.

The Arts & Sciences Academic Unit will consist of all faculty, APT, and civil service positions in the current General Education Division/Department with the following organizational changes:

- The unit will be renamed Arts & Sciences Academic Program from the current General Education Division/Department.
- The current organizational sub-unit entitled General Education, Clerical Staff will be renamed as Support Services. 4.00 FTE Faculty positions (#82364, #83787, #86704, #82685) which currently report to the Unit Head in the Career and Personal Development unit in Student Services will be transferred to the Support Services sub-unit within the Arts & Sciences Academic Unit. 1.00 FTE Faculty (#82068) will be transferred from the Humanities Department to the Support Services sub-unit. These added faculty will be responsible for providing student counseling, advising, and other support for students served through the Arts & Sciences Academic Unit. Faculty in the Support Services sub-unit will constitute a department for the purpose of collective bargaining personnel review. The unit head for the Support Services sub-unit will be named from among the Chairpersons in the other four departments.
- 0.50 FTE Faculty position (#86757) which currently reports to the Unit Head in the Learning Assistance Center will be transferred to the Support Services sub-unit in the Arts & Sciences Academic Unit. This faculty position will provide support for the activities of the Natural Sciences Learning Center and other learning centers, as appropriate.

- 1.00 FTE Clerk-Steno II (#34661) and 1.00 FTE Clerk-Typist II (#11485), both of which currently report to the Unit Head in the Career and Personal Development Center in Student Services will be transferred to provide additional clerical support as part of the Support Services sub-unit within the Arts & Sciences Academic Unit.
- 1.00 FTE Educational Specialist II (#80778(B)) which reports to the Director of Continuing Education and Training as part of Support Services will be transferred to the Support Services sub-unit of the Arts & Sciences Academic Unit to provide coordination for non-credit program offerings.
- 1.00 FTE Faculty (#87102) which currently reports to the Director of Continuing Education and Training as part of the Programs unit will be transferred as a faculty member within the Language Arts Department of the Arts & Sciences Academic Unit. This faculty member is the instructor/coordinator for the Sign Language Interpreter program which is being relocated from Continuing Education and Training to Language Arts.
- 1.00 FTE Educational Specialist III (81068T) which reports to the Assistant Dean of Instruction as part of Instructional Support will be transferred and redescribed to the Humanities sub-unit of the Arts & Sciences Academic Program.

Each year, approximately 16.00 FTE Faculty, or such number as student demand requires, will be assigned, in whole or in part, from the Language Arts and Mathematics/Science Departments within the Arts & Sciences Academic Unit to the Holomua Academic Unit. These faculty will be responsible for providing remedial/developmental instruction, curriculum development, and academic leadership as a part of the Holomua Academic Unit. This approach of rotating and sharing faculty between the two academic units will ensure close articulation of the academic programs, provide opportunity for faculty to teach a full-range of courses within their academic disciplines, and avoid burn-out that might result from full-time work with the remedial/developmental students.

Holomua will function as a full department with its own Department Chair and Department Personnel Committee. Faculty whose workload is at least half-time within the Holomua Department will be evaluated by the DPC/DC as part of contract renewal, tenure, and/or promotion. Faculty who are less than half-time may also submit their personnel applications for dual review by the Holomua DPC/DC and by their other department. This process is the same as for all faculty who hold split appointments between two departments.

b) Paul S. Honda International Center

The Paul S. Honda International Center is a new office that will provide administrative direction and coordination for the College's international efforts, including international exchange agreements, faculty international exchange, student study abroad, and support for international students and trainees. The office will not be responsible for the delivery of academic programs in these areas but rather will coordinate and manage the overall international efforts of the college. Additionally,

the office will provide leadership to the international focus adopted by the college in curriculum development and teaching.

The office will be created through the following organizational changes:

- The Paul S. Honda International Center will be directed by a Unit Head who will be drawn from the faculty assigned to the office.
- 2.00 FTE Faculty position (#87611T, #88050(B)) which currently report to the Director of Continuing Education and Training as part of the Programs unit within Office of Continuing Education and Training will be transferred to the new office.
- 1.00 FTE Faculty position (#83745) which reports to the Dean of Instruction as part of the Instructional Support unit will be transferred to the new office to serve as advisor/counselor for international students.
- 1.00 FTE Civil Service position (#54804(B)) which reports to the Secretary II (#22314) in the Secretarial Services unit of the Office of Continuing Education and Training will be transferred and redescribed to provide clerical support for the office.

The unit head will be advised by a faculty/staff/student committee appointed by the Senior Academic Dean in consultation with the appropriate representative bodies.

c) Curriculum Management Unit

This is a new unit that is responsible for overall coordination and quality control of the college's various academic curricula. Included among the duties are:

- Coordination and compliance of all procedures related to curriculum approval of courses and programs;
- Coordination and management of all articulation agreements;
- Coordination of college-wide and/or cross-curricular emphases such as writing across the curriculum, service-learning, teaching strategies, and other initiatives as may be established;
- Coordination of faculty professional development programs related to teaching and learning.

Much of the work of this unit will be carried out by faculty members temporarily assigned from one of the academic units or one of the other support units. At this time, the only permanent staff allocated to this unit is a 1.00 FTE Educational Specialist III (#81581). This position currently reports to the Dean of Instruction (#89068) as part of the Instructional Support unit within Instruction. The UH Educational Specialist III will continue to report to the Dean of Instruction (Senior Academic Dean).

The creation of the Curriculum Management subunit is intended to provide a budget and organizational focus to the critical work of curriculum research and development and faculty professional development. Based on past experience, the best success

with these efforts is when several faculty are engaged in coordinated group activities. This development model has sustained a high level of innovation at the College over several years and is preferred over a model of specifically created faculty or administrative positions. The overall supervision of this cadre of faculty will be the responsibility of the senior academic dean in recognition of the importance of this function in maintaining the vitality of the organization.

3. Academic Unit Two

Academic Unit Two is a proposed new major organizational unit. The functions of this unit include the management and leadership for the remedial and developmental program area (Holomua) and Student Services. This latter area of responsibility includes providing leadership and oversight for the overall student support and climate at the College.

Organizationally, the leadership for Academic Unit Two will be provided by the Dean of Student Services (#89071), to be redescribed to reflect the role of an academic dean, supported by the Secretary II position (#18088).

The Academic Dean in his or her role of providing leadership for Student Services will be advised by a Council consisting of personnel providing advising and counseling services from both the academic programs and the Student Services unit. This Council will also provide a vehicle for coordinating student counseling and support programs across the academic programs.

a) Holomua Academic Unit

The Holomua Academic Unit is responsible for credit and non-credit instruction and related support for students who require remediation and/or developmental education prior to, or concurrent with, enrolling in one of the other academic programs. This includes:

- Non-credit remedial education and adult education programs;
- Higher level developmental coursework in English, reading, mathematics, and study skills;
- Special counseling and assessment programs for academically disadvantaged students;
- Non-classroom based support such as learning assistance, tutoring, and other instruction for remedial/developmental students;
- Special programs for basic skills related to readiness for workforce training.

This is a new unit that will be created through the following organizational changes:

- The unit will be headed by a Chairperson appointed from faculty assigned to the Holomua Academic Unit.
- On an annual basis, approximately 16.00 FTE faculty will be assigned, in whole or in part, from the Language Arts and Mathematics/Sciences Departments to provide remedial/developmental instruction, curriculum development, and leadership in the Holomua Academic Unit. The Holomua unit will function as a department for collective bargaining purposes. The unit will form its Department Personnel Committee following appropriate guidelines established through the collective bargaining agreement.
- 3.00 FTE Faculty positions (#82874, #87648, #83538) currently reporting to the Unit Head in the Career and Personal Development unit will be transferred to the Holomua Academic Unit to provide counseling and other student support for Holomua students.
- 1.00 FTE Faculty position (#86603) currently reporting to the Unit Head in the Enrollment Services unit will be transferred to the Holomua Academic Unit to provide counseling and other student support for Holomua students.
- 2.00 FTE Faculty positions (#84072, #87120) currently reporting to the Unit Head in the Learning Assistance Center will be transferred to provide learning support and instruction for Holomua students.
- 1.00 FTE Clerk-Typist II (#14214) currently reporting to the Unit Head in the Learning Assistance Center will be transferred to provide clerical support for the unit.
- 1.00 FTE Clerk-Typist II (#50007) currently reporting to the Unit Head in the Career and Personal Development unit will be transferred to the Holomua Academic unit for clerical support.

b) Student Services

This unit will provide those student support functions that are necessary for all academic programs or that are so specialized that they should not be duplicated within the academic programs. This includes:

- Coordination and management of student admissions
- Coordination and management of student registration
- Management of all student records and requests for records
- Financial Aid counseling and awards
- Services for students with disabilities
- Programs for minority students and other special target populations
- Student related publications, including schedules of class offerings
- Student co-curricular activities

The student services unit provides specific campus-wide student support services; special services, enrollment services, and financial aid. Each of these sections is a separate area with distinct functions, and will therefore report directly to the Dean.

This eliminates the need for an additional unit head which would add an unnecessary supervisory tier to the organizational structure.

The unit will be created through the following organizational changes:

- The Enrollment Services unit within Student Services will be renamed Student Services. The current Career and Personal Development unit will be abolished.
- A new unit, Special Services, is created in Student Services. This is necessary to provide support for students with disabilities, single parents, minority students, and other special populations. The Unit Head for the Special Services will be drawn from faculty assigned to the Student Services Unit.
- The existing Enrollment Services unit will continue but with fewer staff, providing general centralized functions (i.e. admissions, registration, student records management) that should not be duplicated within departments. The Unit Head for the Enrollment Services unit will be drawn from faculty assigned to the Student Services Unit.
- 2.00 FTE Faculty (#87649, #83387) currently reporting to the Unit Head of the Career and Personal Development unit will be transferred to provide counseling support for students with disabilities, single parents, minority students, and other special populations.
- 2.00 FTE Civil Service positions (#27004, #44160) currently reporting to the Unit Head of the Career and Personal Development unit will be transferred and redescribed to provide clerical support for the new Student Services unit.
- A new supervisory level will be created for UH Student Services Specialist III (#81547). This is the lead professional position for financial aid and the position should have overall responsibility and management supervision over the entire financial aid operation. This is necessary to assure compliance with the extremely complex regulations regarding Federal financial aid programs. The UH Student Services Specialist II (#80257) and UH Student Services Specialist I (#81887) both of which currently report directly to the Unit Head will be realigned to report to the UH Student Services Specialist III. The Clerk-Steno II (#34675), and temporary Clerk-Typist II (#50009) which currently report to the UH Student Services Specialist II (#80257) will also be changed to report directly to the UH Student Services Specialist III (#81547).
- UH Student Services Specialist II (#81615, formerly Clerk IV(#31576)) currently reporting to UH Student Services Specialist III (#81878) will be realigned and redescribed to report directly to the Unit Head. This position provides service and coordination for admission activities and should report directly to the Enrollment Services Unit Head in this capacity.
- UH Educational Specialist I (#81761) which currently reports to the Director of Continuing Education and Training as part of the Programs unit will be transferred and redescribed to Student Services and report the Special Services Unit Head. This position provides administrative support for the College's programs for deaf students. The Special Services Unit Head is a new supervisory level.

- 0.50 FTE Educational Specialist (#96660F) is a budgeted temporary position in the Career and Personal Development unit that has not yet been established. The position was originally appropriated to provide interpreter services for deaf students. The position will be transferred and redescribed to Student Services and report to the Special Services Unit Head.
- Student Services faculty and subunit heads will report directly to the Academic Dean

The following positions will be transferred from the current Enrollment Services Unit:

- 0.50 FTE Faculty (#83453) currently part of the Enrollment Services unit will be transferred to provide counseling and other student support to the Legal Education Academic Program.
- 1.00 Clerk-Steno III (#44592) currently reporting to the Unit Head for Enrollment Services will be transferred to the Hospitality department in the Hospitality Education Academic Unit to provide clerical support for the chairperson.
- 1.00 Clerk-Typist II (#27015) currently reporting to the Secretary II in Continuing Education and Training will be transferred to College and Community Relations to provide additional clerical support in that office. The position will report to UH Student Services Specialist II (#80082).

4. Academic Unit Three

Academic Unit Three is a proposed new major organizational unit. The functions of this unit include the management and leadership for two academic programs (Health Academic Unit and Legal Education Academic Unit) and two academic support units (Library and Learning Resources; Information Media & Technology Services). The new academic support units reflect consolidation of four academic support units in the current organization to two units in the proposed organization.

Organizationally, the leadership for Academic Unit Three will be provided by the Assistant Dean of Instruction (#89052), to be redescribed to reflect the role of an academic dean, supported by the Secretary I (#29222).

a) Health Academic Program

The Health Academic Program is responsible for all credit and non-credit instructional programs and related support in health, including:

- Nursing certificate and degree programs;
- Health sciences certificate and degree programs;
- Emergency medical services certificate and degree programs;
- Pre-health education recruitment and advising programs;
- Pre-baccalaureate articulation and programs in the health fields;

- Related non-credit offerings in health training;
- Curriculum development and innovation related to health education programs.

This unit will consist of all positions currently in the Health Education Division with the following organizational changes:

- A new sub-unit entitled Support Services will be created within the Health Academic Unit. This sub-unit will consist of those personnel who provide services to more than one of the three departments within the Health Academic Unit. The personnel in the Support Services unit will report directly to the Academic Dean (#89052).
- 1.00 FTE UH Educational Specialist II (#77025(B)) currently reporting to the faculty (86794(B)) as part of the Programs unit will be transferred to the Support Services unit in the Health Academic Unit to provide coordination for non-credit program offerings.
- 1.00 FTE Faculty (#87612T) currently reporting to the Chairperson of the Health Sciences Unit of the Health Education Division/Department will be transferred to the Support Services unit in the Health Academic Program to provide counseling and other student support.
- The current island designation for faculty and staff in the Emergency Medical Services department is changed to state that the island designation is primary but not exclusive. This is being done to reflect that services may be provided by faculty on any island, depending on the specific need and training program. The 1.00 FTE faculty (#84754) previously listed as Kauai staff has been listed under Oahu staff. The Kauai based operations were previously closed as part of budget reductions and this position is currently unfunded and unfilled.
- The 0.50 FTE Clerk-Typist II (#33868) previously listed as Kauai staff will report to the Chairperson of the Emergency Medical Services in the Health Academic Program. The Kauai based operations were previously closed as part of budget reductions and this position is currently unfunded and unfilled.
- .25 FTE Faculty (#88096) converted from .25 FTE Faculty (#97663F)
- .25 FTE Faculty (#88098) converted from .25 FTE Faculty (#97657F)

The following positions will be transferred from the Health Education Division:

- 1.00 FTE Faculty (#88040) currently reporting to the Chairperson of the Emergency Medical Services unit is transferred to Library & Learning Resources to provide professional support for the development and delivery of distance education learning resources. The position will report to the Head Librarian.
- 1.00 FTE Faculty (#86743) currently reporting to the Chairperson of the Nursing unit is transferred to the Hospitality department in the Hospitality Academic Unit to provide coordination of program delivery in Waikiki.

b) Legal Academic Program

The Legal Academic Program is responsible for all credit and non-credit instructional programs and related support in legal education, including:

- Degree programs in legal assisting;
- Certificate and degree programs in legal secretary;
- Non-degree offerings in legal assistant and related fields;
- Related non-credit offerings;
- Curriculum development and innovation related to legal education.

This unit will consist of all positions currently in the Legal Education Division, supplemented by the following transfer:

- 0.50 FTE Faculty (#83453) currently reporting to the Unit Head in the Enrollment Services unit in Student Services will be transferred to provide counseling and other student support for the Legal Education program.

c) Library and Learning Resources

This unit consolidates the Library and those functions/positions of the Learning Assistance Unit that have not been transferred to other areas. Because of the heavy use of learning assistance in the Holomua Academic Unit, many of the position resources in the Learning Assistance Center were transferred to the Holomua Academic Unit. The function of providing general learning support and learning assistance to students for all other programs is being consolidated with the Library.

The new Library and Learning Resources unit will be responsible for:

- Providing access for students to print and on-line learning resources;
- Providing support, training, and consultation for faculty and students in the use of these learning resources;
- Managing the College's on-line information services through the College's web site;
- Managing open learning environments such as open computing and media labs and services;
- Coordination and management of learning support such as general tutorial services and make-up testing.

The new Library and Learning Resources unit will be created through the following organizational changes:

- All positions currently a part of the Library unit will remain a part of Library and Learning Resources;
- 1.00 FTE Faculty (#88040), currently reporting to the Chairperson of the Emergency Medical Services Unit, is transferred to Library and Learning Resources to provide professional support for the development and delivery of

distance education learning resources. The position will report to the Head Librarian.

- 1.00 FTE UH Educational Specialist II (#80351) currently reporting to UH Computer Specialist V (#81384) in the Computing Center will be transferred to the Library and Learning Resources Unit and will be redescribed and submitted for classification review to assist in the management of the learning resource labs and open computing labs. This position will report directly to the Head Librarian.
- The organizational sub-units currently reflected within the Library unit will be collapsed into a single organizational unit. In order to provide flexibility in faculty assignment, the faculty supervisors for the different functions within the Library and Learning Resources unit will be selected from among the faculty positions rather than named with a specific position number as in the previous organization. Library Technician V (#39859), Library Assistant IV (#22311, #26762), Library Technician V (#18087) will report to unit faculty. Library Assistant IV positions (#42087, #43605) will report to Library Technician V (#18087). Media Specialist, PO (#14211), Educational Specialist II, PO6 (#80351), Educational & Academic Support Specialist, P01, (#81565, #81557, #80914T, #81016T) and Electronic Technician I, PO6 (#81260) report to the Head Librarian.

d) Information Media & Technology Services (IMTS)

This unit consolidates the previous Educational Media Center and Computing Center into a single technology support unit. This consolidation is being proposed both to provide cost savings and efficiency in administrative expenses and to provide a coordinated approach to the development and use of technology. The advent of the digital age has removed many of the traditional distinctions between types and uses of technology and a centralized approach will provide better planning and use of technology. Critical infrastructure problems relating to the College's telecommunications and data networks, administrative information systems, and support for instructional innovation and delivery will be more effectively addressed.

IMTS would be responsible for the following support:

- Support for the development and delivery of technology enhanced education, including distance education;
- All administrative and academic computing support, including software development and support, network development and management, and related training;
- Graphics and print production for both academic and non-academic uses;
- Management of all telephone and mail services;
- Repair and preventive maintenance for all campus computing and media equipment;
- Training, customer care, and other services related to the use of computers and other technology.

The new IMTS unit will be created through the following organizational changes:

- All positions currently part of the Educational Media Center will be transferred to IMTS;
- All positions currently part of the Computing Center will be transferred to IMTS, with the exception of 1.00 FTE Educational Specialist II (#80351). This position will be transferred to the new Library and Learning Resources unit.
- 1.00 FTE Faculty position (#86711(B)) currently reporting to the Director of Continuing Education and Training (#89176) as part of the Programs unit will be transferred to IMTS to provide additional staffing for curriculum and media development, particularly with non-credit instruction. This position will report to the Unit Head.
- 2.00 FTE Clerk III positions (#54823, #54825) currently reporting to UH Auxiliary & Facilities Service Officer IV (#81650) as part of Auxiliary Services (formerly Operations and Maintenance) will be transferred to provide support for telephone and mail services within IMTS. These positions will report to the UH Electronics Engineer I (#81069) as part of a larger set of services related to voice, data, video, mail, and telephone communications.
- UH Information Technology Specialist, PBC, (#81384) will report directly to the Unit Head of IMTS. The reporting lines for subordinate positions of the UH Information Technology Specialist, PBC, being transferred from the Computing Center will remain unchanged.

5. Academic Unit Four

Academic Unit Four is a proposed new major organizational unit. The functions of this unit include the management and leadership for two academic programs (Business Academic Unit and Hospitality Academic Unit) and one academic/administrative support unit (College and Community Relations).

Organizationally, the leadership for Academic Unit Four will be provided by the Director of Continuing Education and Training (#89176), to be redescribed to reflect the role of an academic dean, supported by the Secretary II position (#22314).

The Academic Dean in his or her role of providing leadership in College and Community Relations will be advised by a Council consisting of personnel providing coordination and delivery of non-credit training from both the academic programs and the College and Community Relations unit. This Council will also provide a vehicle for coordinating non-credit training programs across the academic programs.

a) Business Academic Program

The Business Academic Program is responsible for all credit and non-credit instructional programs and related support in business, including:

- Associate degrees and related certificates in business and information technology;
- Pre-baccalaureate programs in business and information technology;
- Non-credit offerings and contract training in business and information technology.
- Curriculum development and innovation related to business and information technology.

The Business Academic Unit is comprised of all positions currently in the Business Education Division with the following organizational changes:

- 1.00 FTE Faculty (#86758) currently reporting to the Unit Head in the Learning Assistance Center will be transferred to report to the Unit Head in Business to provide coordination and delivery of non-credit business and information technology programs;
- 2.00 FTE Faculty (#86702(B), #86944 (B)) currently reporting to the Director of Continuing Education and Training (#89176) will be transferred to the Unit Head in Business to provide coordination and delivery of non-credit business and information technology programs;
- 1.00 FTE UH Educational Specialist II (#81429 (B)) currently reporting to a Faculty position (#86702(B)) in the Programs unit of the Office of Continuing Education and Training will be transferred and redescribed to report to the Unit Head in Business to provide support for delivery of non-credit business and information technology programs.
- 1.00 FTE UH Educational Specialist II (#81923 (B)) currently reporting to a Faculty position (#86711(B)) in the Programs unit of the Office of Continuing Education and Training will be transferred to report to the Unit Head in Business to provide support for delivery of non-credit business and information technology programs.
- 1.00 FTE Faculty position (#87144T) currently reporting to the Unit Head in the Learning Assistance Center will be transferred to the Business Academic Unit to provide counseling and other student support.
- 1.00 FTE Faculty position (#83771) currently reporting to the Director of Continuing Education and Training (#89176) as part of the Support Services unit will be transferred to report to the Unit Head in Business to teach credit and non-credit classes.

b) Hospitality Academic Program

The Hospitality Academic Program is responsible for all credit and non-credit instructional programs and related support in culinary arts and hospitality education, including:

- Associate degrees and related certificates in culinary arts;
- Associate degrees and related certificates in hotel operations;
- Associate degrees and related certificates in tour & travel;
- Advanced training programs as part of the Culinary Institute of the Pacific;
- Pre-baccalaureate programs in hospitality;
- Non-credit offerings and contract training in culinary and hospitality education.

The Hospitality Academic Unit is comprised of all positions currently in the Food Service and Hospitality Education Division with the following organizational changes:

- The current single department of Food Service and Hospitality Education will be split into two departments – the Culinary Institute of the Pacific and Hospitality Education. Each department will have a department chair named from among the faculty members in the department.
- A new managerial position (#89029) allocated to the College will function as Director of the Culinary Institute of the Pacific. This position will be reassigned from the Office of the Provost to the Hospitality Academic Program. The department chair for the Culinary Institute of the Pacific will report to this managerial position. The department chair will have the normal faculty academic department responsibilities, including the scheduling of classes, assignment of credit faculty, curriculum development for the A.S. degree program, handling of A.S. degree student issues, and contractual responsibilities associated with department chair work. The Director of the Culinary Institute of the Pacific will have broad responsibilities for all of the CIP programs, including the non-credit advanced training programs, liaison with business and industry, liaison with culinary programs at other campuses, marketing and fund-raising associated with the CIP, overall operational responsibilities for all culinary programs and outlets. The CIP Director will be an externally oriented manager with business and industry while the department chair will handle primarily the normal internal operations.
- The department chair for the Hospitality department will report to the Academic Dean (#89176).
- 3.00 FTE Faculty (#82467, #83133, #83684) who currently teach hotel operations and other hospitality courses will be transferred to the Hospitality Department.
- 1.00 FTE Faculty (#86715) currently reporting to the Director of the Office of Continuing Education and Training as part of the Programs unit will be transferred to the Hospitality Department. This position provides coordination and instruction in the Interpret Hawai'i program.

- 1.00 FTE Faculty (#86743) currently reporting to the Chairperson in Nursing will be transferred to the Hospitality Department. This is a vacant position that is being transferred to provide coordination and delivery of programs in Waikiki.
- 1.00 FTE Clerk-Steno III (#44592) currently reporting to the Unit Head in Enrollment Services in Student Services will be transferred to the Hospitality Department and redescribed to provide secretarial support for the chairperson.
- A new Support Services sub-unit will be created to provide counseling support, non-credit program coordination, and other support for both departments.
- 1.00 FTE Faculty (#86706 (B)) currently reporting to the Director of Continuing Education and Training (#89176) as part of the Program will be transferred to the Support Services sub-unit to provide coordination and delivery of non-credit programs in culinary arts and hospitality education;
- 1.00 FTE APT (#80617 (B)) currently reporting to a Faculty position (#86701(B) in the Program unit in the Office of Continuing Education and Training) will be transferred to report to a Faculty position (#86706(B)) in the Support Services sub-unit to provide support for delivery of non-credit programs;
- 1.00 FTE Faculty (#86741) currently reporting to the Chairperson of Food Service and Hospitality Division/Department will be transferred to the Support Services sub-unit to provide counseling and other student support.
- The six 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.

c) College and Community Relations

College and Community Relations provides necessary coordination for all of the externally oriented college activities, including:

- Coordination and development of all marketing, including marketing of non-credit offerings
- Coordination of recruitment for students in both credit and non-credit programs;
- Providing of information to the general public;
- Liaison with community groups, government agencies, and other external bodies;
- Private fund-raising in coordination with the University of Hawai'i Foundation.

The college and community relations unit is too small and specialized to warrant a unit head. It is more efficient for the Academic Dean to supervise these sections. The UH Student Services Specialist II will supervise the non-credit registration section. The UH Educational Specialist II will work directly with the Dean to provide marketing support for the entire college, and the two faculty positions will be

assigned special projects dealing with community relations. These diverse functions and responsibilities will be efficiently managed with the direct supervision of the Academic Dean, rather than a Unit Head which would add an unnecessary layer of management.

College and Community Relations is a consolidation of various positions in the Support Services, Secretarial Services, and Programs within the Office of Continuing Education and Training. The new organization includes:

- A new supervisory level is created for UH Student Services Specialist II (#80082(B)). This position will be redescribed to provide coordination and supervision of the public information function, including non-credit registration.
- 1.00 FTE Clerk-Steno III (#35948(B)) and 4.00 FTE Clerk-Typist II (#41263*, #27015, #41320(B), #54811) currently reporting to the Secretary II (#22314) in Continuing Education and Training will be transferred to College and Community Relations and will report to the UH Student Services Specialist II (#80082(B)).
- 1.00 FTE UH Educational Specialist II (#80969(B)) currently reporting to a Faculty position (#86711(B)) in the Programs unit of the Office of Continuing Education and Training will be transferred to College and Community Relations to provide coordination and implementation of the College's marketing programs.
- 2.00 FTE Faculty positions (#86701(B), #86794(B)) currently reporting to the Director of Continuing Education and Training (#89176) as part of the Programs unit will be transferred to College and Community Relations.
- College and Community Relations faculty and supervisory staff will report directly to the Academic Dean.

6) Office of the Director of Administrative Services

The functional statement for Administrative Services is expanded to include functions that reside in the Office of the Director of Administrative Services and are not reflected in the functions of the reporting units.

There are no organizational changes proposed in the Office of the Director of Administrative Services.

a) Business Office

The functional statement of the business office unit is modified to make clear that the office has responsibility for all business functions, regardless of source of funds. The function of property management is transferred from Auxiliary Services (formerly Operations and Maintenance) to the Business Office. This change reflects current actual practice.

In addition, the cashiering function is upgraded to include duties related to one-stop service, where students may engage in multiple transactions, including payment, with the cashiering staff. For example, a student may request a transcript and process the payment for the transcript in a single transaction.

The following organizational changes are proposed:

- A vacant Secretary II position, (#13483), which currently reports to the UH Personnel Officer IV (#80874) in the Human Resources Office, will be transferred and redescribed to report to the Account Clerk IV (#15352) to provide additional support in the Business Office. This position is no longer needed in the Human Resources Office because of a related transfer of position #41358(B) from the Support Services unit in Continuing Education and Training to the Human Resources Office. The Secretary II position will be redescribed and submitted for classification prior to filling.
- A new supervisory level is created by shifting the reporting lines of two Account Clerk IIIs (#39769, #110451) and one Clerk Typist II (#51356) from the Account Clerk IV (#15352) to the UH Administrative Officer II (#80850). This unit will be primarily responsible for all purchasing functions within the college. New purchasing regulations of the University have resulted in greater flexibility but also a greater need for campus oversight of the purchasing functions. The UH Administrative Officer II will be able to provide that oversight and help the college realize the potential of the new purchasing regulations.
- A new supervisory level is created by redescribing the reporting line of the Cashier I (#21348) from the Account Clerk IV (#15352) to the UH Administrative Officer V (#80175). The cashier clerks (#110433, #50051) would be redescribed to report to the Cashier I (#21348). The development of the one-stop approach to student transactional processing requires a higher level of supervision than the present cashiering only function. Additionally, the college is anticipating that with new software now in development the University will move toward a bursar environment. In the bursar environment, all student accounts are consolidated and a student may make payment on any or all of the amounts owed in a single transaction. This is contrasted with the current cashiering model where the student must carry out separate transactions to pay tuition, to pay library fines, to request a transcript, etc. This bursar approach is preferred because of the higher level of service that is provided to the student, but the transaction processing will necessarily become more complex. The creation of a cashiering unit with supervisory responsibility by a head cashier will better assure compliance with University and general accounting practices in this new environment.

b) Human Resources Office

The functional responsibilities of the Human Resources Office will be increased to include the personnel related functions of all student employees and casual employees in continuing education and training programs. The increasingly complex regulations regarding employment, regardless of whether the employee is a student, a casual appointment, or a regular appointment, make it preferable to consolidate all human resource functions into a single office. This provides better control and more consistent service to employees.

Account Clerk III, (#41358(B)), which previously reported to the Director of Continuing Education and Training (#89176), is transferred and redescribed to the Human Resources Office to report to UH Personnel Officer IV (#80874). This transferred position will provide additional staffing support to meet the expanded responsibilities of the Office, particularly in areas related to casual employment for non-credit instructors. The position will be redescribed and submitted for classification review. The incumbent is currently responsible for the casual payroll in addition to other duties related to non-credit fiscal matters.

The currently vacant Secretary II (#13483) in the Human Resources Office will be transferred to the Business Office to report to Account Clerk IV (#15352). The position will be redescribed and submitted for classification review prior to filling.

e) Auxiliary Services

This unit is renamed Auxiliary Services (formerly Operations and Maintenance). Two functions are transferred from this unit to other units. The property management and inventory control function is transferred to the Business Office to reflect current actual practice. The function of telephone and mail services is transferred from this unit to Information Media & Technology Services. This change allows the College to develop and control all of the various communication functions, including electronic communication within a single unit.

Organizationally, there are two changes reflected in the proposal:

- Two Clerk III positions (#54823, #54825) which previously reported to the UH Auxiliary & Facilities Service Officer IV (#81650) are transferred to the Information Media & Technology Services (Chart Vd). These are the positions that provide support for the mail and telephone services which have been transferred to the new unit.
- The Air Conditioning Mechanic (#96160F) position is shifted to report to the Building Maintenance Worker II (#51300) instead of the UH Auxiliary & Facilities Service Officer IV (#81650). The Air Conditioning Mechanic (#96160F) is a budgeted temporary position that has not yet been established. The proposal is designed to place the position, once established, in the same reporting line as the other maintenance positions as part of the maintenance unit.

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- A security unit is established with the internal transfer and redescription of 1.00 FTE Clerk III position (#50060) to provide a new supervisory level for the security officer positions. An additional 1.00 FTE Clerk III position (#50086) will be internally transferred and redescrbed to this unit to provide additional staffing for campus security.

Note: As reflected in the organization charts, 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 Organization

This is a major reorganization that replaces the traditional 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, transfer vs. vocational education, and student services vs. instruction are rejected in favor of organizing around broad academic areas. These broad academic areas are then provided with the full complement of resources – credit and non-credit instructional programs, student support, and learning support – to accomplish their specific program goals and outcomes.

Based on the college mission and current program plans, the reorganization identifies six of these broad program areas:

- Arts & Sciences Education
- Business Education
- Health Education
- Hospitality Education
- Holomua (Remedial and Developmental Education)
- Legal Education

The reorganization transfers to each of these program areas all related staffing resources. In association with the reorganization, the College's budgeting processes have been adjusted to create these six academic programs 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, or contract training.

Ten support units have been created with specific college-wide responsibility in recognition that there are certain functions that are better delivered through centralized support. This includes the consolidation of some existing support units and the creation of new units for international affairs and for the overall coordination and management of the curriculum processes. Each of these support units is planned and evaluated in terms of how well it supports the academic program units in achieving their goals of meeting student learning needs.

The managerial level of the organization is flattened and each academic manager is given supervisory responsibility for both academic programs and support units. The administrative support units remain the responsibility of the Director of Administrative 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 \$15,372. 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. Kapiolani 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.

Reasons for Proposing the Reorganization

This reorganization is in response to several major external forces affecting the College and its ability to deliver quality learning for its students. These include:

1. 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 re-examine 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 consolidates four academic support units into two (Library and Learning Assistance Center to the Library & Learning Resource Support Unit and Educational Media Center and Computing Center to the Information Media & Technology Services). The College had previously eliminated one of its managerial Assistant Dean of Instruction positions.

The reorganization also removes duplicate and overlapping functions between the Office of Continuing Education and Training and the rest of the College by consolidating support functions so that services are clearly provided to both credit and non-credit programs.

2. 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 – credit tuition, non-credit tuition, summer tuition, contract training – within an academic unit, that unit will know that its efforts, if successful, will 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 and direct program support such as advising and program related learning assistance, the academic program unit can manage all of the resources necessary for a successful program.

The proposed organization structure creates these six revenue centers but also makes it clear what services these centers can expect from the various support units.

3. Focusing on the learning goals of students

The traditional structures of the College separated credit programs (represented in the Office of the Dean of Instruction) from non-credit programs (represented in the Office of

Continuing Education and Training). For a variety of reasons, this distinction no longer seems to be in the best interest of the students and does not provide the best way to organize the institution. Students have educational goals which in some instances can best be met by credit instruction; in other instances by non-credit instruction. Students and employers increasingly do not make a distinction between credit and non-credit instruction and may move freely between the credit and non-credit realms. This is particularly true if the College is to truly fulfill its mission of life-long learning for its students.

The practices, policies, and organizational structure need to reflect this changing dynamic and allow the institution to develop a life-long relationship with the student that may sometimes engage the student in degrees and other times with 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.

4. A greater demand for accountability

Both students and the public are demanding greater accountability from the College. The academic program structure proposed will allow those program units to focus on and control the outcomes of their program areas. The programs will not be dependent on the actions or decisions of another part of the organization to carry out a critical component 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, new offices such as Curriculum Management and new coordinating councils have been created to assure cross-program fertilization and cooperation.

Additionally, the proposed reorganization formalizes College-wide planning and evaluation functions into the Office of Planning and Institutional Research. This new office will provide the programs and academic units with support in the collection and use of planning, management, and evaluation information.

The overall reorganization proposal is intended to create an organization that is administratively leaner and flatter, that provides the necessary resources and incentives for academic programs to both generate revenue and achieve quality program outcomes, and to provide a clearer pattern of support to help these academic units achieve their goals.

Alternatives Considered

Retention of the traditional hierarchical model was considered and rejected as not being flexible enough to respond to the pressures identified above. With the reduction in administrative personnel necessitated by budget cuts, the workload and span of control in the hierarchical structure would create an organization that was too cumbersome and slow to respond to change.

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.

PRESENT

**ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAPIOLANI COMMUNITY COLLEGE

Organization Chart

Chart I

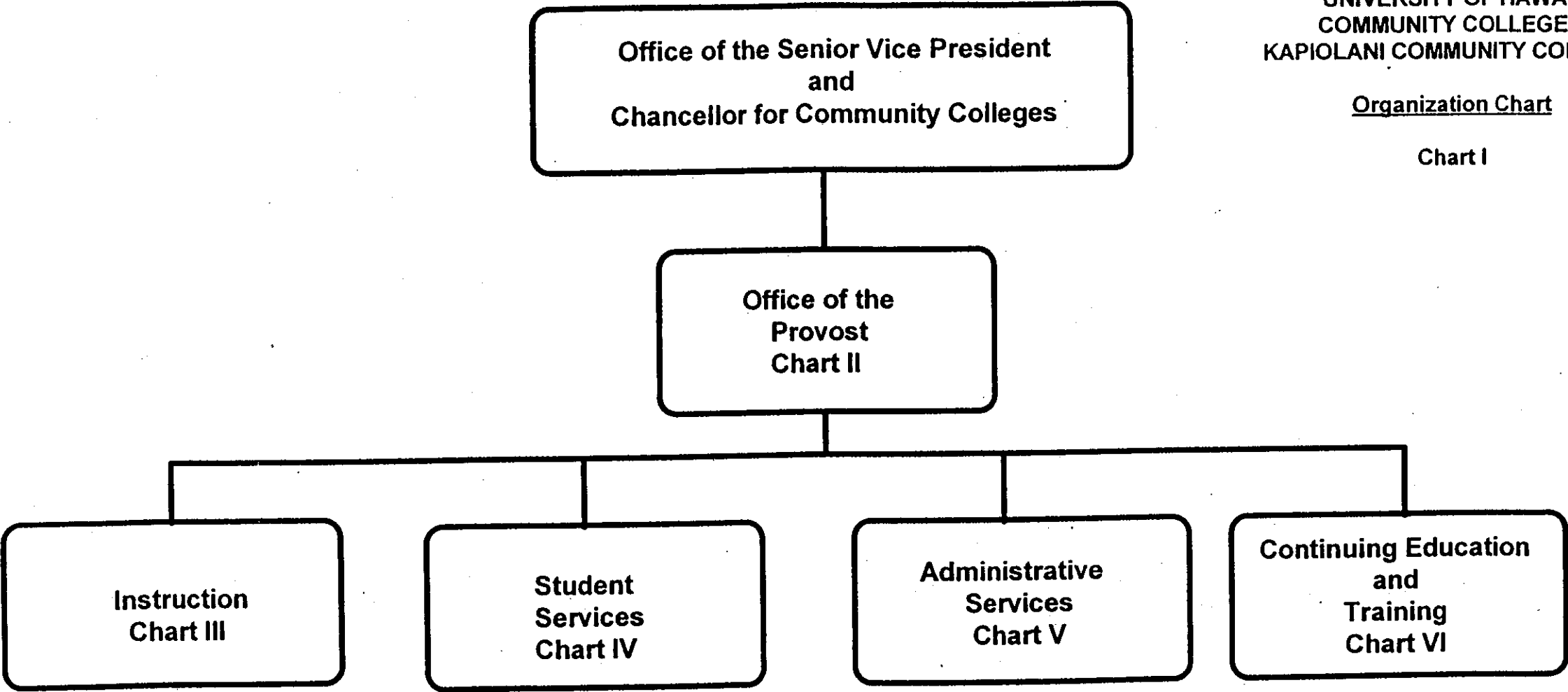


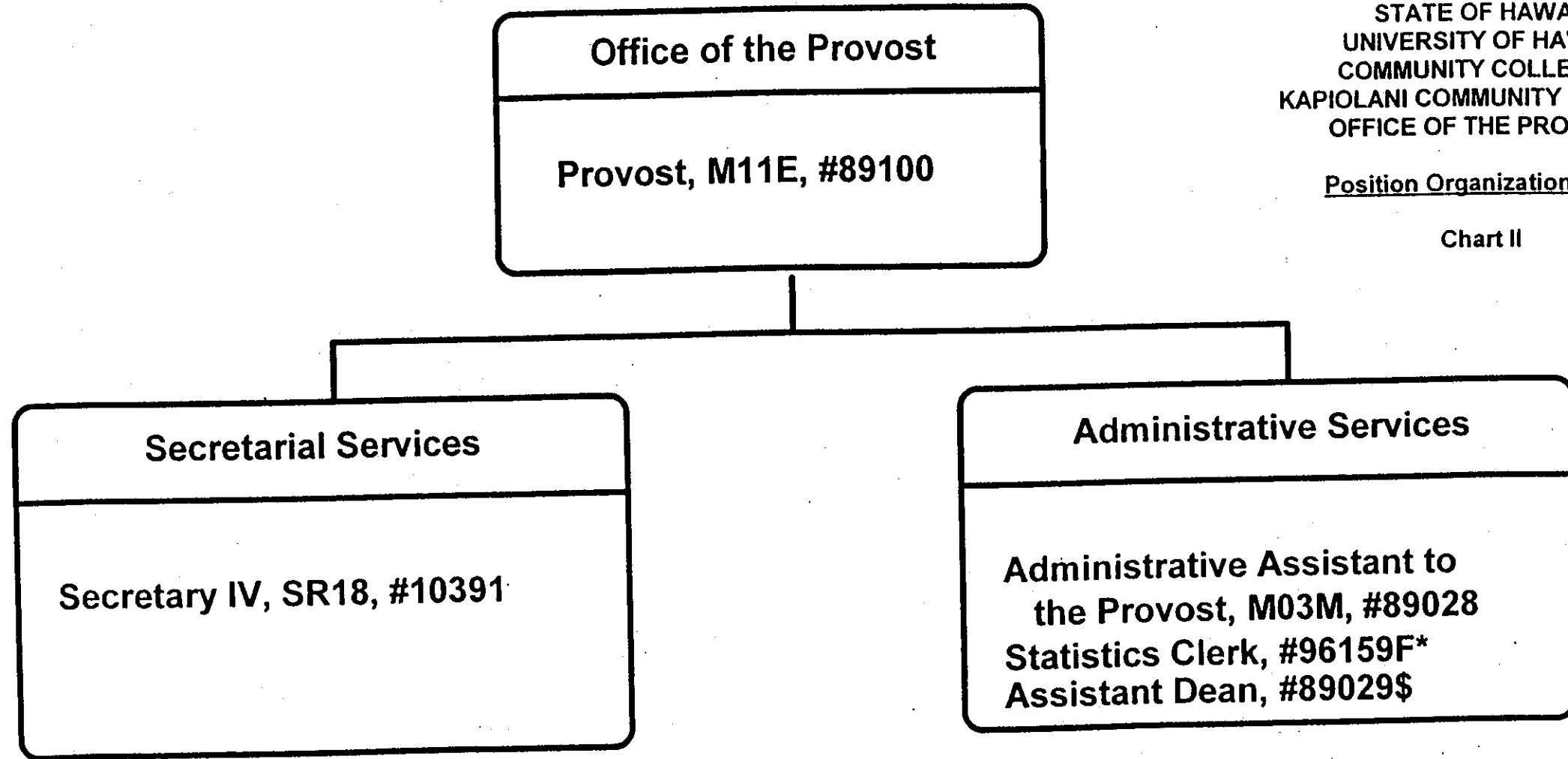
CHART UPDATED
DATE JUL - 1 2000

	<u>Perm</u>	<u>Temp</u>
General Fund	337.10	27.50
(W) Revolving Funds	6.00	
(B) Special Funds	18.00	

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

Position Organization Chart

Chart II



*Temporary position
\$Position to be redescribed

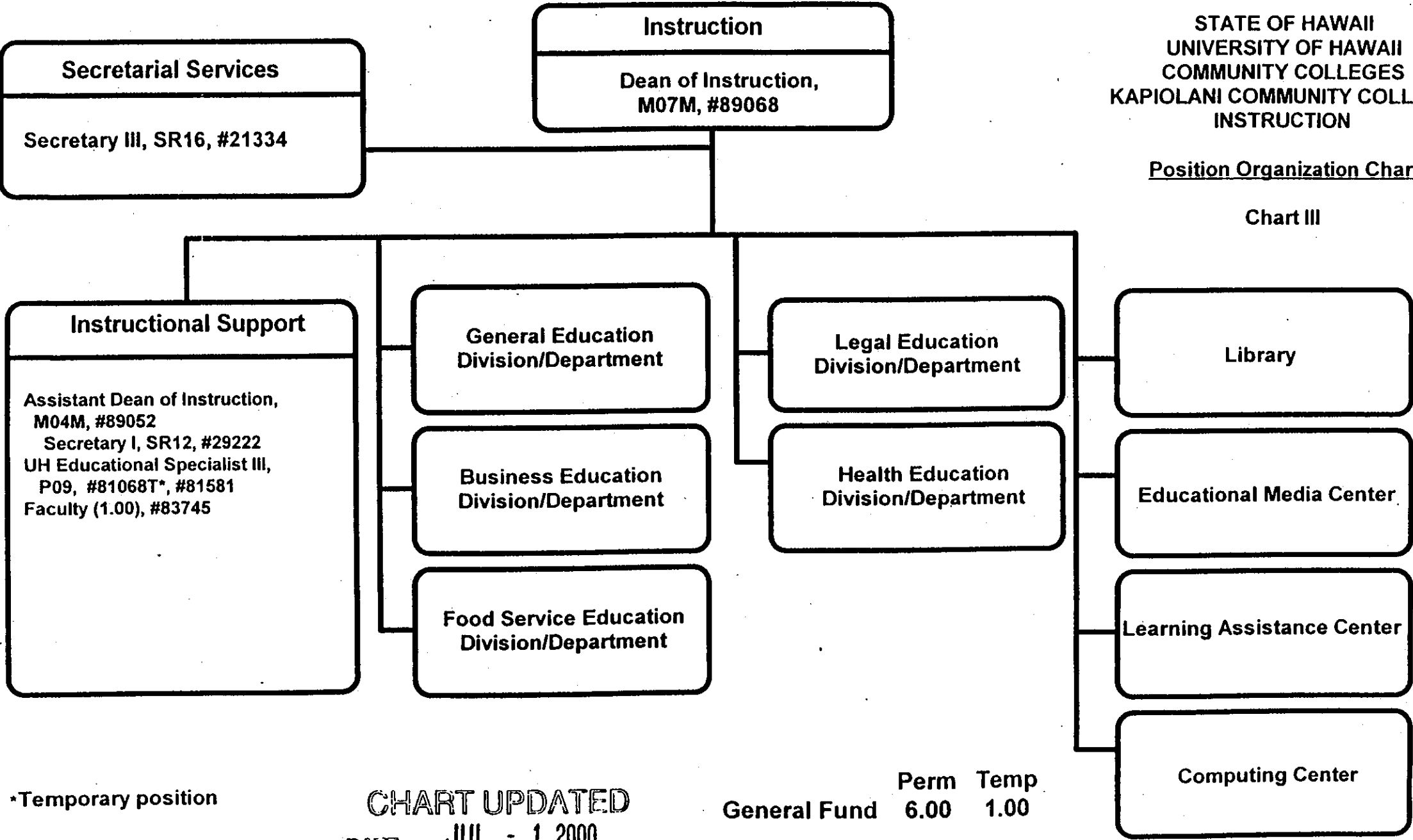
General Fund Perm Temp
 4.00 1.00

CHART UPDATED
DATE JUL - 1 2000

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

Position Organization Chart

Chart III



*Temporary position

CHART UPDATED
DATE JUL - 1 2000

	Perm	Temp
General Fund	6.00	1.00

General Education Division/Department

Social Sciences

Chairperson**

Faculty (11.00)

Full-time: #82152, #82706, #82935, #83492, #83560, #83642, #84972, #84973, #86599, #86938, #87403

Language Arts

Chairperson**

Faculty (30.00)

Full-time: #82178, #82232, #82555, #82653, #82776, #83123, #83308, #83447, #83521, #83559, #83783, #83795, #83810, #83870, #83903, #84327, #84409, #84623, #86594, #86595, #86596, #86604, #86798, #86803, #86945, #86960, #87084T*, #87143T*, #87583T*

Part-time: #82540 (.50), #86799 (.50)

Mathematics/Science

Chairperson**

Faculty (27.00)

Full-time: #82031, #82394, #82492, #82910, #82981, #83096, #83262, #83357, #83688, #83733, #83939, #83974, #84458, #84836, #86592, #86593, #86600, #86606, #86718, #86754, #86827, #86830, #86845, #86959, #87401, #86947T*, #88032T*

UH Educational Specialist I, P03, #81246

Humanities

Chairperson**

Faculty (29.00)

Full-time: #82052, #82068, #82135, #82231, #82447, #82429, #82607, #82631, #82803, #82840, #82876, #82925, #82937, #82983, #83094, #83809, #83967, #84470, #84882, #84971, #84974, #86602, #86809, #86937, #87402, #87404, #86696T*, #87072T*, #87074T*

General Education, Clerical Staff****

Secretary II, SR14, #22313

Clerk-Typist II, SR08, #22310, #26658, #47612 (.50), #47900 (.50)

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

Position Organization Chart

Chart III A

	<u>Perm</u>	<u>Temp</u>
General Fund	94.00	8.00

CHART UPDATED

DATE JUL - 1 2000

* Temporary position

**Chairperson is appointed from among faculty positions within the department.

****Clerical staff serves all four General Education Departments--Social Sciences, Language Arts, Mathematics/Science, and Humanities.

Business Education Division/Department

Chairperson**

Secretary II, SR14, #22312

Faculty (17.00)

**Full-time: #82026, #82066, #82218, #82348, #82389,
#82503, #82728, #82795, #82931, #83221,
#83734, #84150, #84337, #84369, #86591,
#86598, #87123**

**STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAPIOLANI COMMUNITY COLLEGE
INSTRUCTION**

Position Organization Chart

Chart III B

	<u>Perm</u>
General Fund	18.00

CHART UPDATED
DATE JUL - 1 2000

****Chairperson is appointed from among faculty positions within the department.**

**Food Service and Hospitality Education
Division/Department**

Chairperson**

Secretary II, SR14, #16962

Cook III, WS 08, #22318 (W), #32863 (W)

Snack Bar Cashier, SR06, #22319 (W)

UH Educational & Academic Support Specialist, P01,
#81304 (W), #81420 (W), #81422 (W)

Faculty (16.00)

Full-time: #82467, #82683, #82970, #83133, #83225, #83460,
#83684, #83901, #84091, #84103, #84304, #84539,
#86597, #86670, #86719, #86741

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

Position Organization Chart

Chart III C

	<u>Perm</u>
General Fund	17.00
(W) Revolving Funds	6.00

CHART UPDATED

DATE JUL - 1 2000

****Chairperson is appointed from among faculty positions within the department.**

Legal Education Division/Department

Chairperson**

Secretary II, SR14, #18092

Faculty (3.00)

Full-time: #82380, #83071, #83360

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

Position Organization Chart

Chart III D

	<u>Perm</u>
General Fund	4.00

CHART UPDATED
DATE JUL - 1 2000

**Chairperson is appointed from among faculty positions within the department.

Health Education Division/Department

Health Sciences

Chairperson**

Secretary II, SR14, #32952

Clerk-Steno II, SR09, #40964 (.50)

Faculty (16.10)

Full-time: #82121, #82162, #82405, #82576, #83310, #83321, #83667, #84223, #84326, #85821, #86384,
#86385, #86752, #86882, #86886, #87612T*

Part-time: #87052 (.10)

Nursing

Chairperson**

Secretary II, SR14, #18093

Clerk-Typist II, SR08, #42015

Faculty (30.50)

Full-time: #82064, #82244, #82513, #84487, #84629, #84655, #86737, #86738, #86740, #86742, #86743,
#86746, #86747, #86749, #86750, #86751, #86774, #86776, #86777, #86778, #86832, #86833,
#86834, #86836, #86837, #86838, #86839, #86840

Part-time: #84308 (.50), #86736 (.50), #86739 (.50), #88072 (.50), #88074 (.50)

Emergency Medical Services

Chairperson**

Secretary II, SR14, #37300

Clerk-Typist II, SR08, #35641

Oahu Faculty (6.50)

Full-time: #86705, #86807, #86808, #87047, #87110, #87440

Part-time: #97663F*** (.25), #97657F*** (.25)

Hawaii Faculty (2.00)

Full-time+: #84739, #84740

Clerk-Typist II, SR08, #33867

Kauai Faculty (1.00)

Full-time: #84754

Clerk-Typist II, SR08, #33868 (.50)

Maui Faculty (2.00)

Full-time+: #85871, #88040

Clerk-Typist II, SR08, #33866 (.50)

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

Position Organization Chart

Chart III E

	<u>Perm</u>	<u>Temp</u>
General Fund	64.60	1.00

CHART UPDATED
DATE JUL - 1 2000

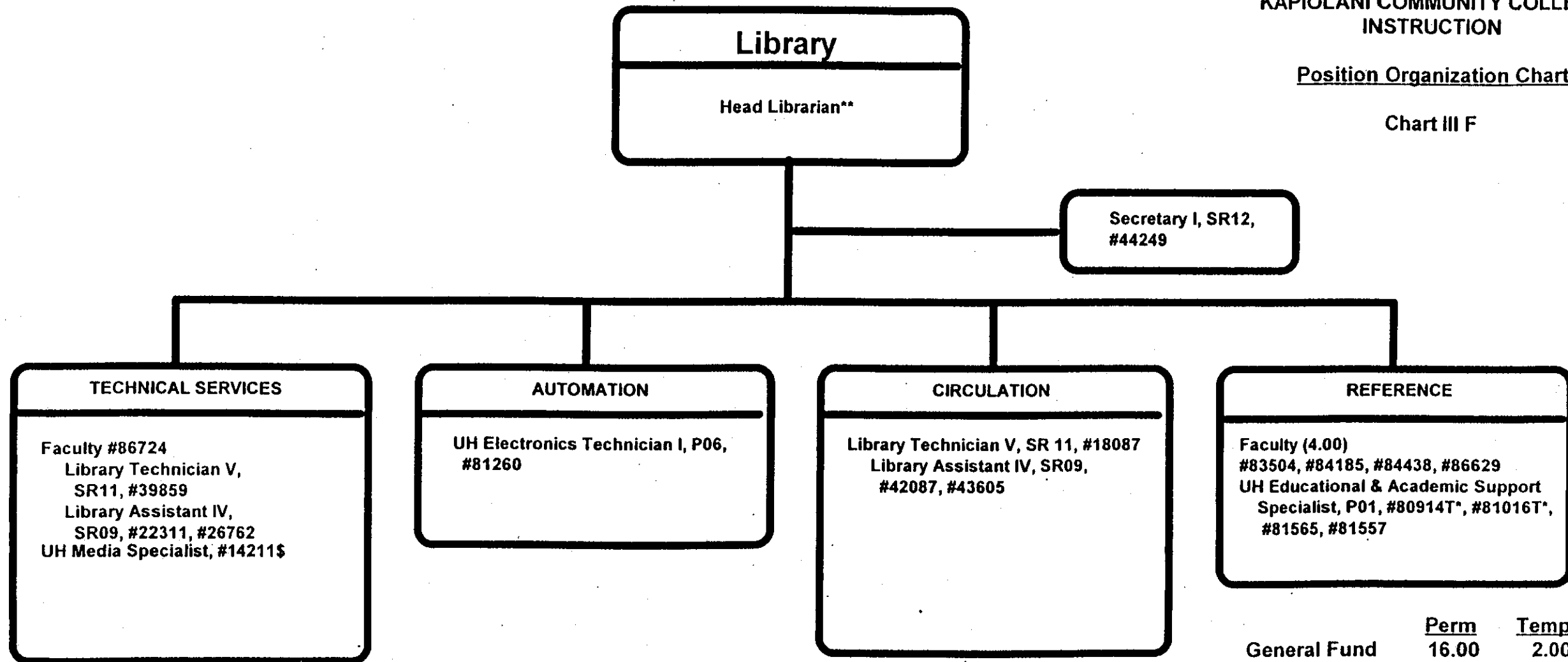
*Temporary position. **Chairperson is appointed from among faculty positions within the department.

***Position to be established. +One supervisor is assigned from among the faculty positions within the island.

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

Position Organization Chart

Chart III F



* Temporary position

**Unit Head is appointed from among faculty positions within the unit.

\$ Effective 7/1/98, the position was transferred from UHM and must be established.

CHART UPDATED

DATE JUL - 1 2000

Educational Media Center

Unit Head**

Faculty #82386, #87603

UH Electronic Engineer I, P12, #81069

UH Computer Specialist III, P07, #81654

UH Electronic Technician II, P09, #80034

UH Electronic Technician I, P06, #81277

Audio Visual Technician I, BC07, #47350 (.50)

UH Media Specialist III, P07, #80694

UH Graphic Artist II, P05, #81060

Offset Press Operator III, BC09, #39797

Offset Press Operator II, BC08, #47346 (.50)

Clerk-Steno III, SR11, #21321

Clerk-Typist II, SR08, #42014*, #48451

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

Position Organization Chart

Chart III G

	<u>Perm</u>	<u>Temp</u>
General Fund	12.00	1.00

CHART UPDATED

DATE JUL - 1 2000

* Temporary position

**Unit Head is appointed from among faculty positions within the unit.

Learning Assistance Center

Unit Head**

Faculty (4.50)

Full-time: #84072, #86758, #87120, #87144T*

Part-time: #86757 (.50)

Clerk-Typist II, SR08, #14214

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

Position Organization Chart

Chart III H

	<u>Perm</u>	<u>Temp</u>
General Fund	4.50	1.00

CHART UPDATED

DATE JUL - 1 2000

*Temporary position

**Unit Head is appointed from among faculty positions at the College.

Computing Center

UH Computer Specialist V, P11, #81384
UH Computer Specialist IV, P09, #80529
UH Computer Specialist III, P07, #80340, #81627
UH Educational Specialist II, P06, #80351, #81220T*

* Temporary position

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

Position Organization Chart

Chart III I

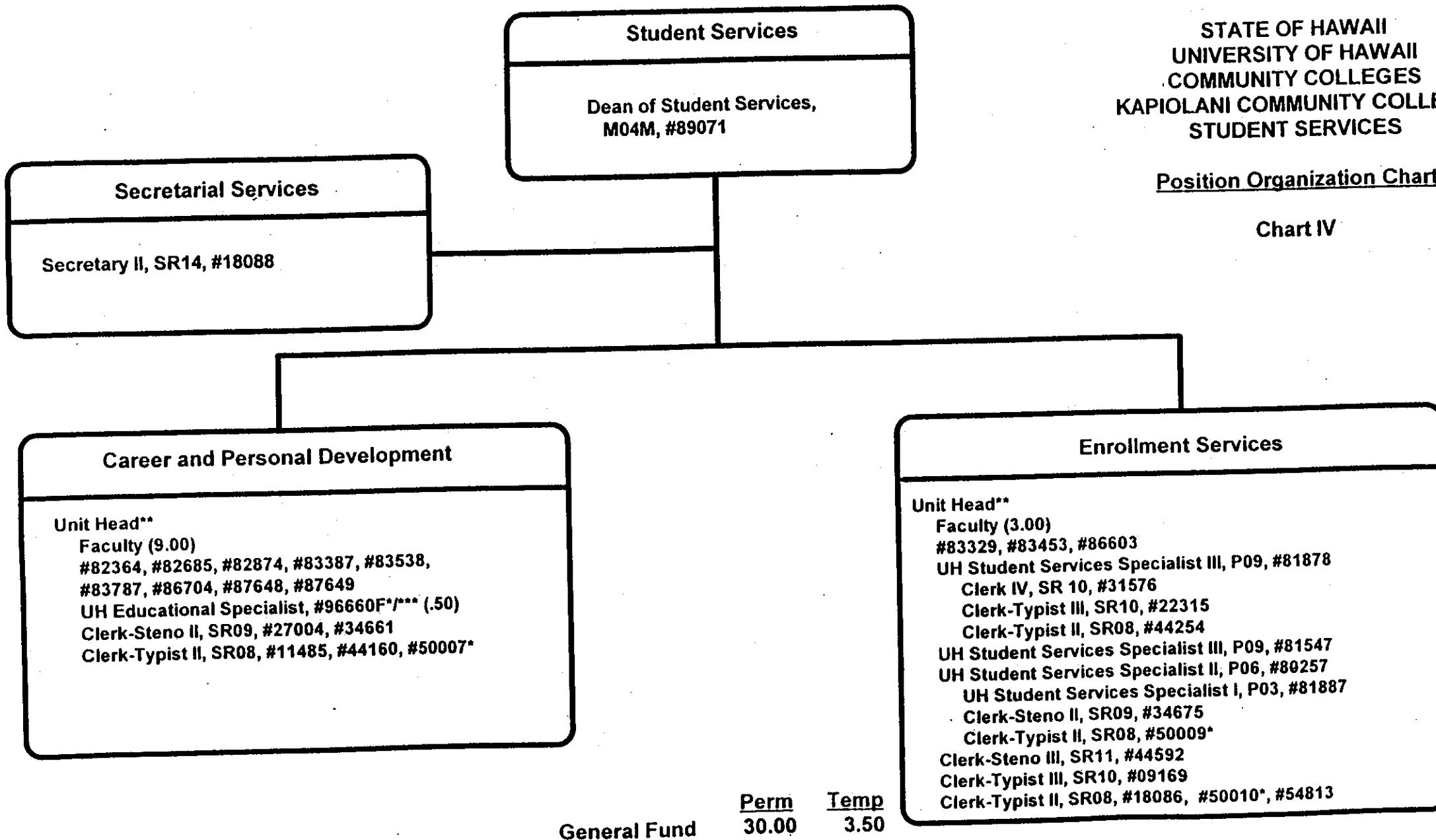
	<u>Perm</u>	<u>Temp</u>
General Fund	5.00	1.00

CHART UPDATED
DATE JUL - 1 2000

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

Position Organization Chart

Chart IV



*Temporary position

**Unit Head appointed from faculty positions within the department.

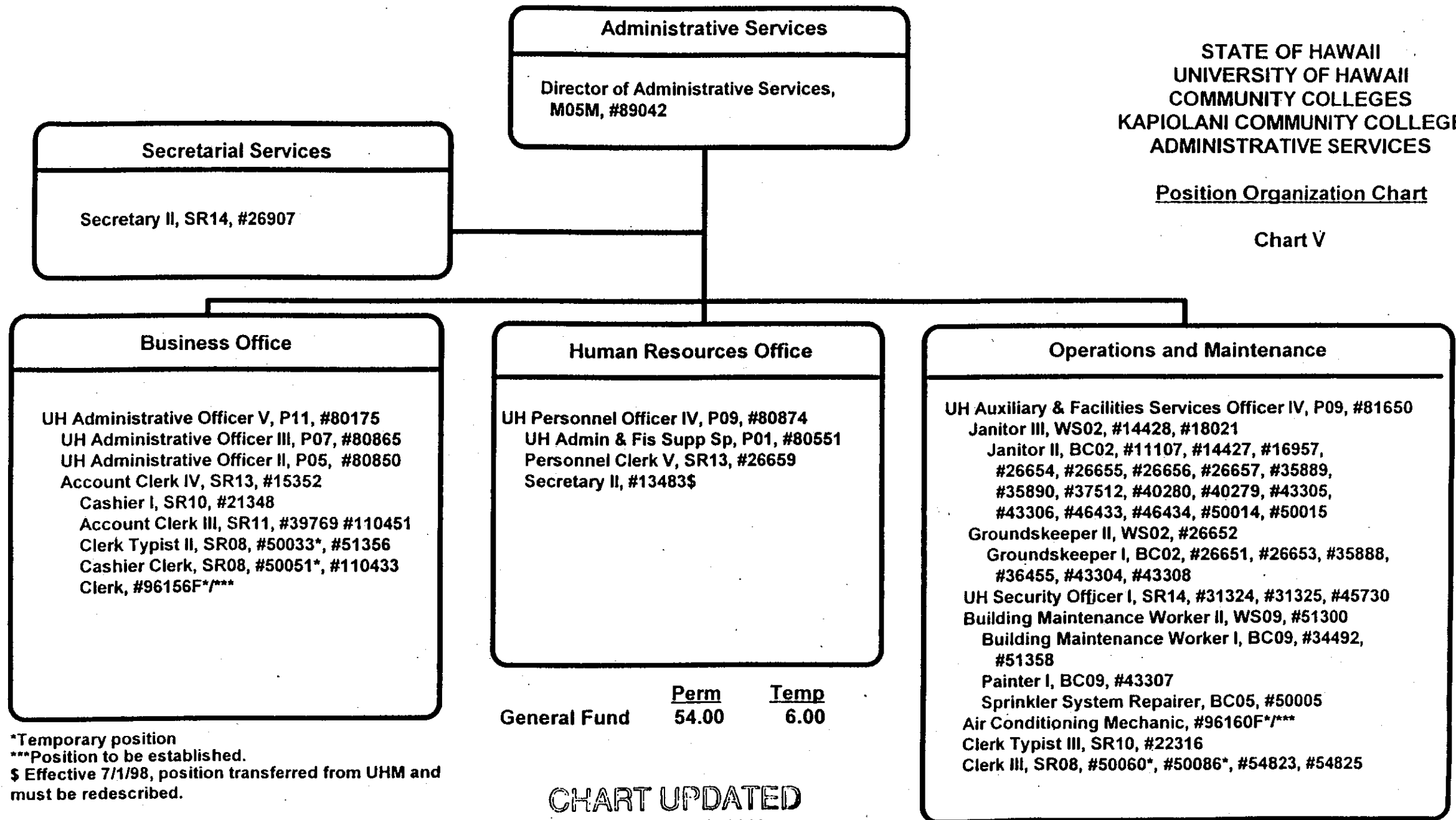
***Position to be established.

CHART UPDATED
DATE JUL - 1 2000

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

Position Organization Chart

Chart V



*Temporary position
***Position to be established.
\$ Effective 7/1/98, position transferred from UHM and must be redescribed.

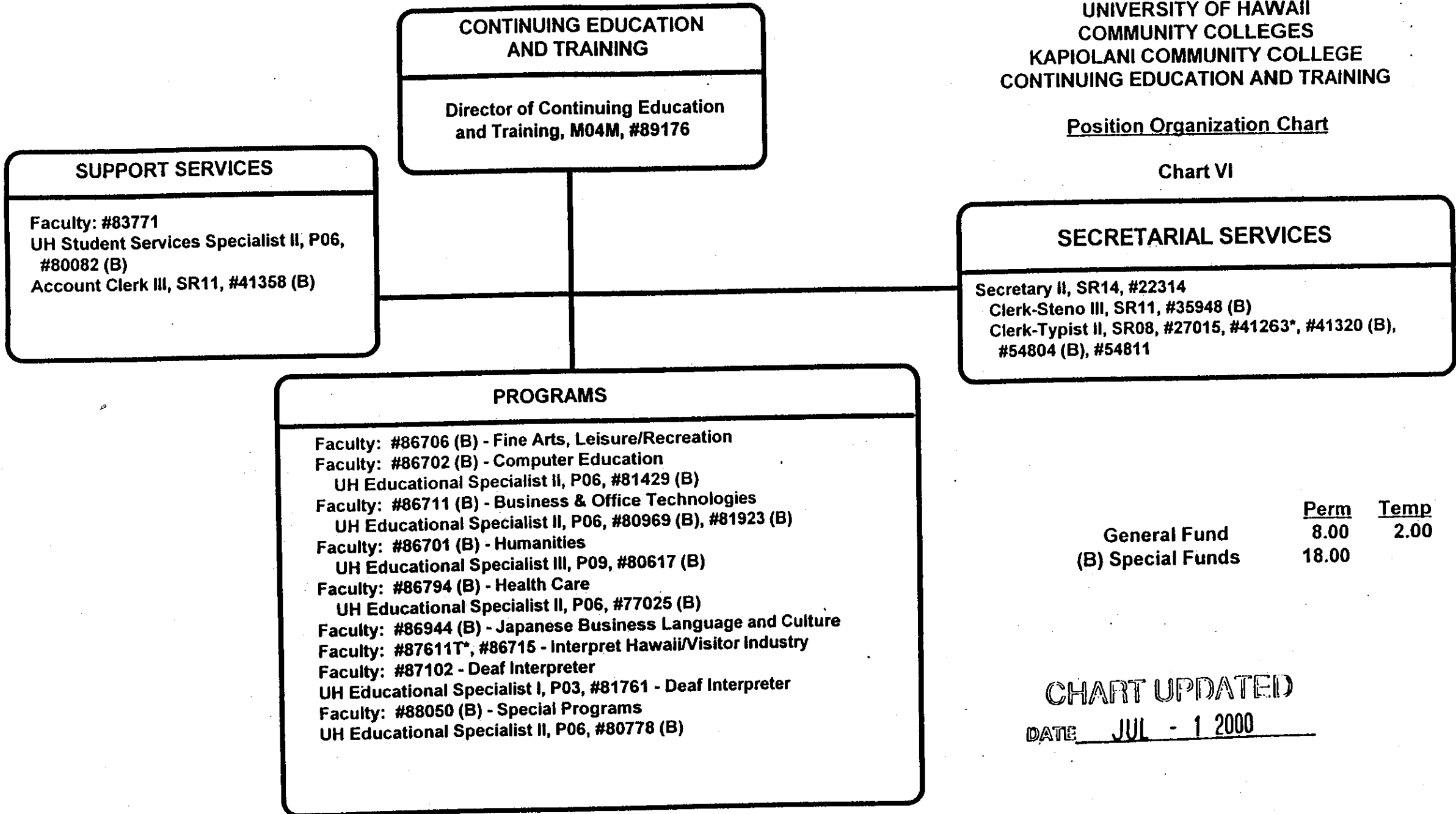
	Perm	Temp
General Fund	54.00	6.00

CHART UPDATED
DATE JUL - 1 2000

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAPIOLANI COMMUNITY COLLEGE
CONTINUING EDUCATION AND TRAINING

Position Organization Chart

Chart VI



	<u>Perm</u>	<u>Temp</u>
General Fund	8.00	2.00
(B) Special Funds	18.00	

CHART UPDATED
DATE JUL - 1 2000

*Temporary position

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAPIOLANI COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Kapiolani Community College's philosophy is to assist each individual in the lifelong process of personal growth through education. As an open-door community based school of higher education, the College is designed to enrich lives by offering academic and vocational programs of a comprehensive nature. The College offers liberal arts curricula and vocational programs in Business, Nursing, and Food Service and Hospitality, as well as the only Health Sciences, Emergency Medical Services and Legal Assistant programs in the State. The College currently offers the Associate in Arts degree, Associate in Science degree, Certificates of Achievement, and Certificates of Completion in over 20 career fields and a variety of shorter term credit and non-credit training programs. The Office of Continuing Education and Training offers short-term non-credit programs in a variety of areas including computer education, small business assistance, visitor industry training, and historical and cultural interpretations of Hawaii.

OFFICE OF THE PROVOST

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

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

INSTRUCTION

The Office of the Dean of Instruction is responsible for the administration, development and improvement of the instructional staff and curricula. In addition, this office:

- . Oversees the recruitment, improvement, and evaluation of faculty.

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

Instructional Support

This office is responsible for certain defined areas as follows:

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

Instructional Departments: General Education, Business Education, Food Service Education, Legal Education, and Health Education

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

- . General education (transfer) programs in social sciences, language arts, mathematics and science, and the humanities.
- . Business education programs in accounting, business administration, data processing, and sales and marketing.
- . Food service and hospitality education programs.
- . Legal education programs in court reporting, legal secretary and legal para-professional work (paralegal).
- . Health education programs in dental assisting, dietetic technician, medical assisting, medical lab technician, nurse's aides, occupational therapy assisting, practical nursing, radiologic technology, respiratory therapy, and emergency medical services.

Library Services

The Library is responsible for providing information services to students and faculty on an individual basis as part of their independent study and research in support of classroom learning activities.

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

Technical Services

- . Orders and purchases new library materials.
- . Catalogs and classifies all new materials added to the collection.

- . Labels, stamps and electronically sensitizes new library materials.
- . Discards outdated or damaged library materials.
- . Maintains, edits and corrects records in the bibliographic database.

Automation

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

Circulation

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

Reference

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

Educational Media Center

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

- . Provides information, advises and assists faculty on various instructional methodologies utilizing multi-media for more effective learning.
- . Maintains a basic resource of equipment, materials and facilities for circulation, previewing, listening and production services for classroom teaching and general support activities.
- . Conducts demonstrations to familiarize faculty and students with equipment available and to enable them to operate equipment.
- . Serves as liaison for the College faculty and staff and educational agencies for interchange of ideas and resources involving audio-visual media including workshops, institutes, projects, or research.
- . Works with College program heads in formulation of budget requirements and matters related to instructional improvement.
- . Coordinates video telecommunication and maintains the campus cable distribution system.
- . Operates the graphics and printshop operations.

Learning Assistance Center

- . Provides tutoring services for all instructional areas such as reading, writing, math, science and health and business education.
- . Provides retention activities for instructional programs across the curriculum.
- . Provides enrichment activities to augment classroom instruction, such as learning to learn skills.
- . Provides support for basic and developmental skills programs.
- . Provides makeup testing and other out-of-class support services.
- . Provides alternate instructional systems and deliveries for obtaining credits in basic skills courses.
- . Manages the College Credit Equivalency Program.

Computing Center

- . Provides overall direction and control over all campus computing policies.
- . Provides administrative and academic computing services and assistance to students and faculty.
- . Schedules the use of the resources in the Computing Center.
- . Performs and manages the maintenance of hardware in the Computing Center.
- . Evaluates and makes recommendations on the purchase of software.

- . Provides assistance in the College's computing across the curriculum program.

STUDENT SERVICES

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

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

Career and Personal Development

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

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

- . Counsels, advises and conducts other individualized and group activities for students wishing to transfer to other community colleges or to baccalaureate-level campuses.
- . Offers co-curricular educational and social activities.
- . Provides dispensary-level health care and health education.

Enrollment Services

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

- . Provides information concerning the College's programs, instructional and non-instructional services and curricula, and develops recruitment and markets activities for the College.
- . Processes admissions applications.
- . Provides academic assessment including course placement testing and student needs identification.
- . Provides college orientation activities for new students prior to initial registration.
- . Conducts student registration and manages student academic records.
- . Certifies enrollment status and other student status for educational and financial benefit programs such as veterans' and Social Security programs and responds to other official or legal inquiries.
- . Evaluates student academic records including transfer credit evaluation and program completion.
- . Administers the Student Financial Aid program which includes student loans, scholarships, grants, tuition waivers and employment.

ADMINISTRATIVE SERVICES

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

Business Office

This office is responsible for the following:

- . Accounting and financial management.
- . Procurement.
- . Payroll.
- . Cashiering.
- . Contracts and grants administration.

- . Operating and capital budget preparation.

Human Resources Office

This office is responsible for the following:

- . Personnel administration.
- . Equal Employment Opportunity/Affirmative Action
- . Staff development activities and training.
- . Workers' compensation administration.

Operations and Maintenance

Performs a variety of duties and responsibilities in the areas listed:

- . Physical plant operations and maintenance.
- . Inventory control and recordkeeping.
- . Mail, transportation and community services.
- . Safety programs.
- . Parking and campus security.
- . Custodial and groundskeeping.

CONTINUING EDUCATION AND TRAINING

This office is responsible for all educational activities exclusive of the regular instructional programs of the College.

Support Services

The support services unit is responsible for program market analyses, extramural grant and proposal coordination, and revenue collection. This unit:

- . Plans, develops and coordinates the public relations activities within the prescribed University guidelines.
- . Conducts market analyses for timely determinations on the viability of proposed program offerings.
- . Develops and coordinates extramural grant proposals.
- . Develops and implements contract training proposals for the community and private sector.
- . Collects revenue.

Program Divisions (Fine Arts; Leisure and Recreation; Computer Education; Business and Office Technologies; Humanities; Health Care, Cultural, Interpret Hawaii/Visitor Industry, Deaf Interpreter, and Special Programs)

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

- . Plans, develops curricula, and implements non-credit courses and community service programs.
- . Schedules, assigns classrooms, and develops program catalogs and brochures.
- . Recruits temporary faculty to teach non-credit courses in accordance with policies and procedures of the University and State of Hawaii.
- . Allocates the budget and controls expenditures for non-credit instructional programs.
- . Maintains data and files required for reporting and evaluating program effectiveness.

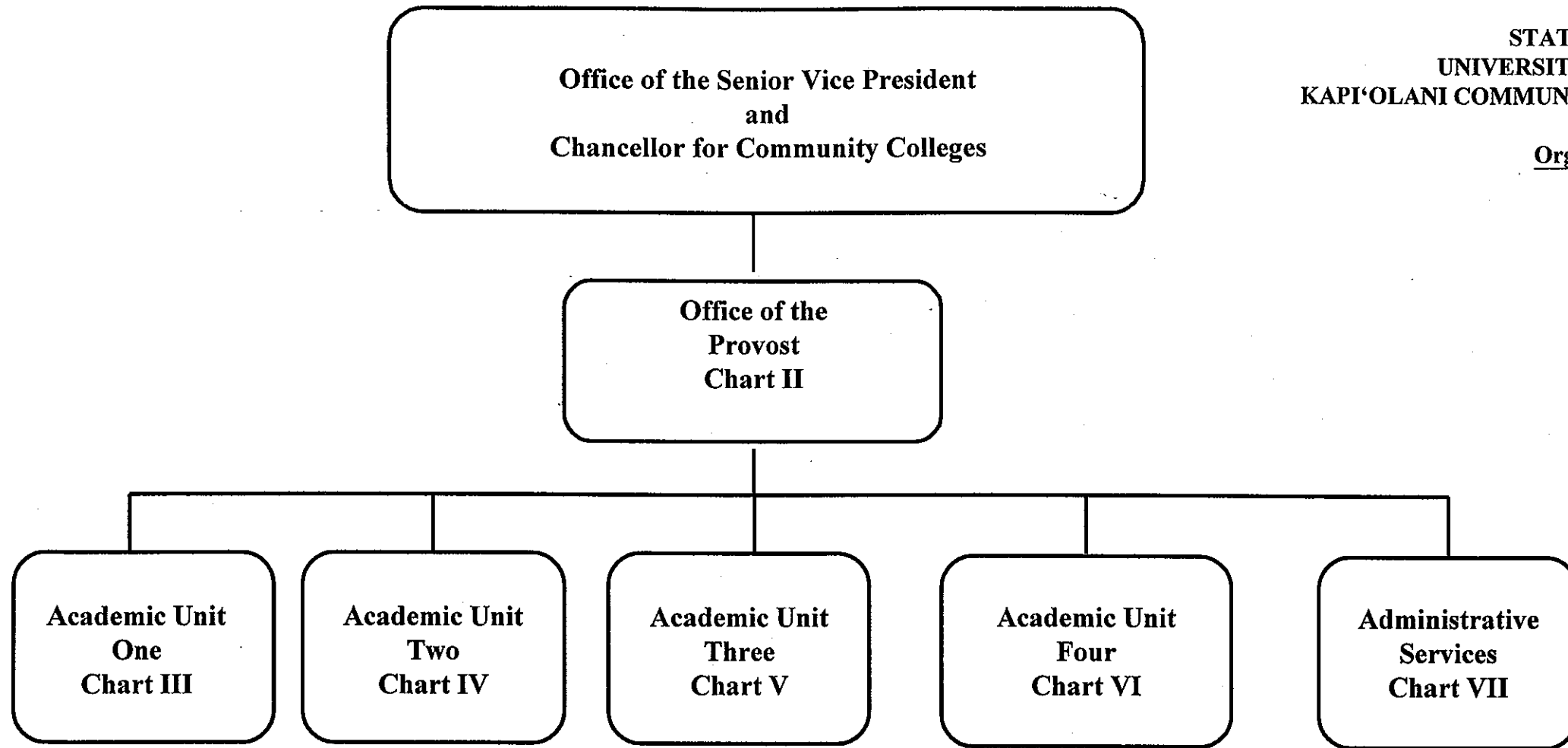
PROPOSED

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart I



	<u>Perm</u>	<u>Temp</u>
General Fund	337.10	27.50
(B) Special Funds	24.00	

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

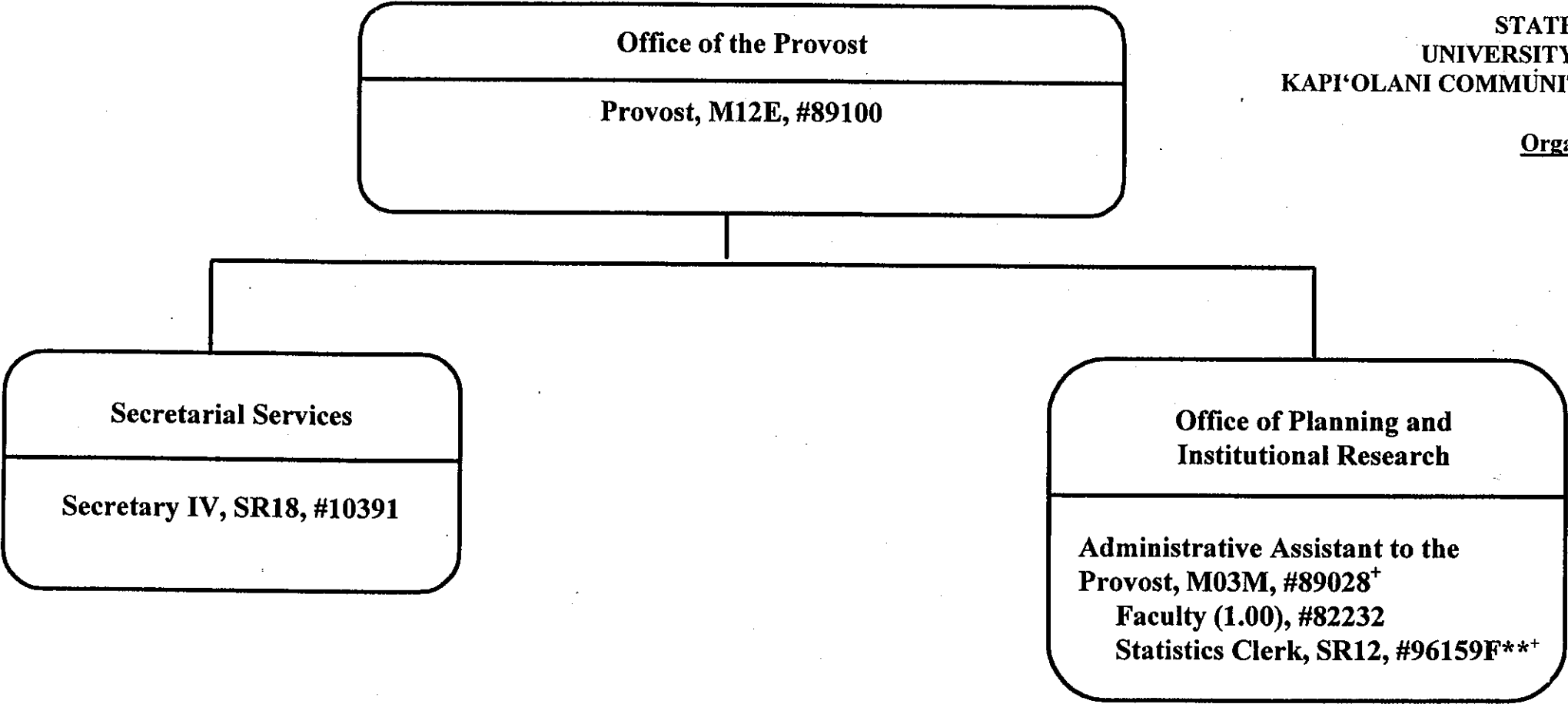
OCT 19 2001

Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart II



**Temporary position to be established
+To be redescribed & submitted for classification review

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

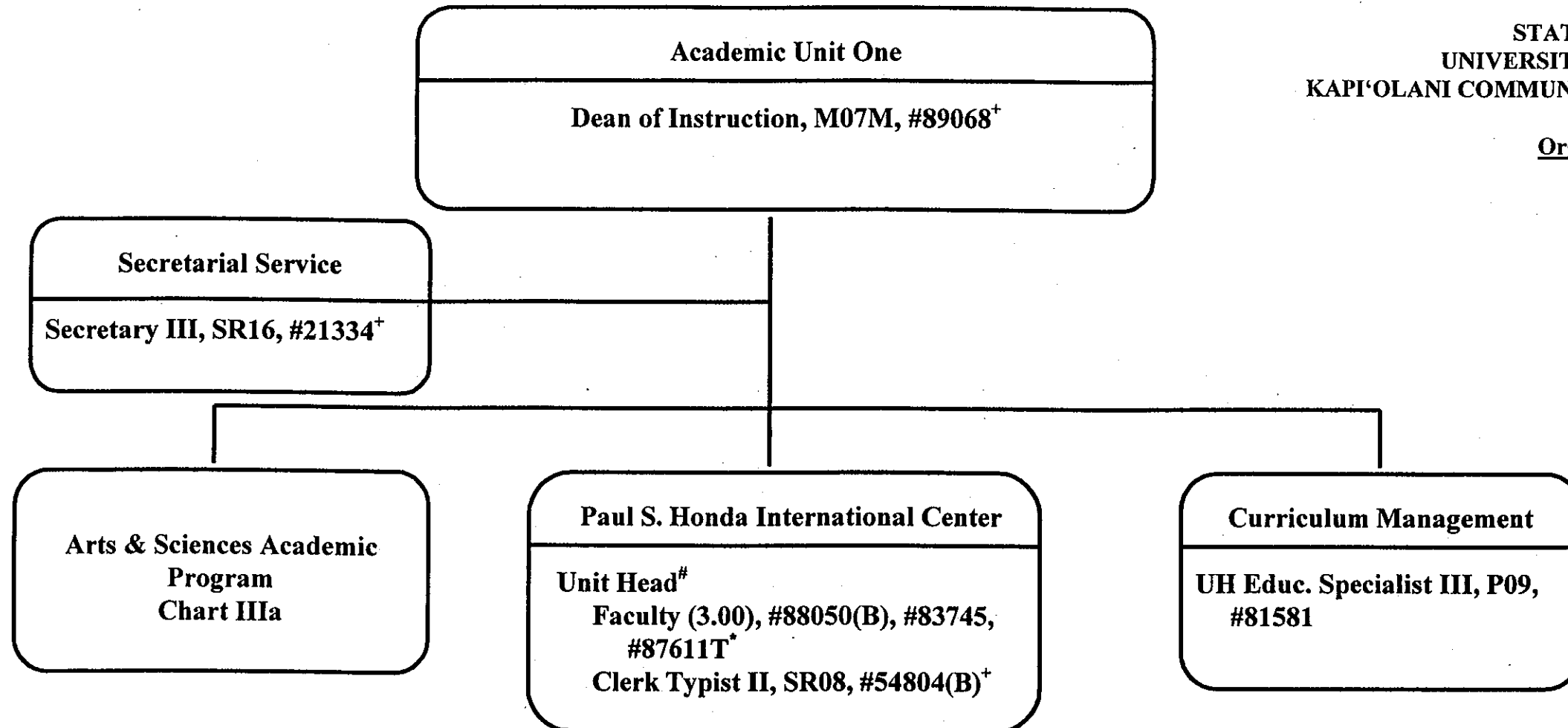
APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 19 2001

Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart III



[#]Unit Head is appointed from among the faculty positions

^{*}Temporary Position

⁺To be redescribed & submitted for classification review

General Fund
(B) Special Funds

Perm
4.00
2.00

Temp
1.00

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 19 2001

Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IIIa

Arts & Sciences Academic Program

Humanities

Chairperson%

Faculty (28.00)

Full-time: #82052, #82135, #82231, #82447, #82429, #82607, #82631, #83803, #82840, #82876, #82925, #82937, #82983, #83094, #83809, #83967, #84470, #84882, #84971, #84974, #86602, #86809, #86937, #87402, #87404, #86696T*, 87072T*, #87074T*

UH Educational Specialist III, P09, #81068T**

Language Arts

Chairperson%

Faculty (30.00)

Full-time: #82178, #82555, #82653, #82776, #83123, #83308, #83447, #83521, #83559, #83783, #83795, #83810, #83870, #83903, #84327, #84409, #84623, #86594, #86595, #86596, #86604, #86798, #86803, #86945, #86960, #87084T*, #87102, #87143T*, #87583T*

Part-time: #82540 (0.50 FTE), #86799 (0.50 FTE)

Mathematics/Science

Chairperson%

Faculty (27.00)

Full-time: #82031, #82394, #82492, #82910, #82981, #83096, #83262, #83357, #83688, #83733, #83939, #83974, #84458, #84836, #86592, #86593, #86600, #86606, #86718, #86754, #86827, #86830, #86845, #86959, #87401, #86947T*, #88032T*

UH Educational Specialist I, P03, #81246

Social Sciences

Chairperson%

Faculty (11.00)

Full-time: #82152, #82706, #82935, #83492, #83560, #83642, #84972, #84973, #86599, #86938, #87403

Support Services Unit

Unit Head#

Faculty (5.50) #82364, #83787, #86704, #82685, #82068, #86757 (0.50FTE)

UH Educational Specialist II, P06, #80778 (B)

Secretary II, SR14, #22313

Clerk Steno II, SR09, #34661

Clerk-Typist II, SR08, #22310, #26658, #11485, #47612 (0.50 FTE), #47900 (0.50 FTE)

Approved Pursuant To BOR Action:

Joyce Tsunoda

Joyce Tsunoda

Senior Vice President and Chancellor
for Community Colleges

Date: OCT 19 2001

%Chairperson is appointed from among the faculty positions

#Unit Head is named from among the Chairpersons

*Temporary Position

+To be redescribed & submitted for classification review

General Fund
(B) Special Funds

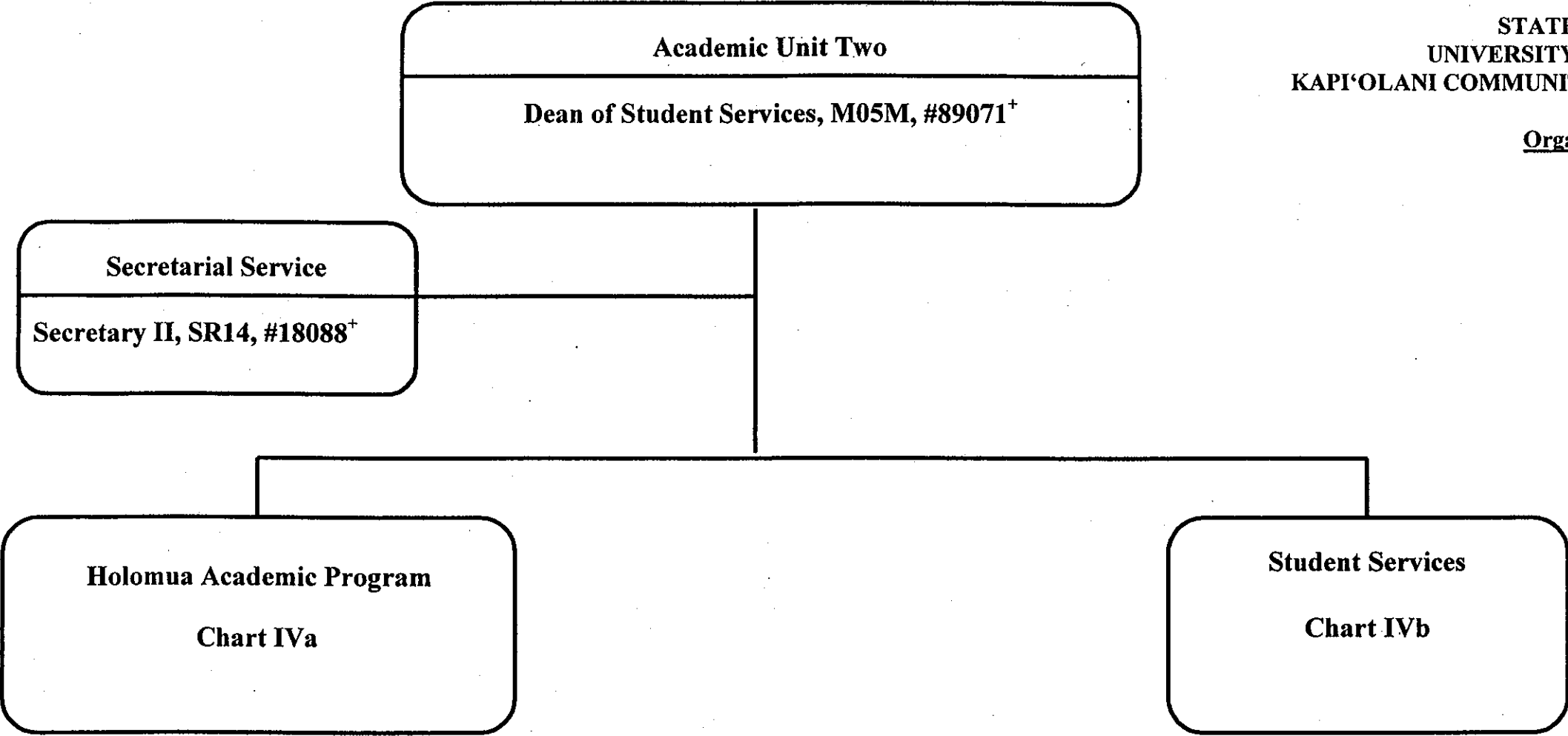
Perm
100.50
1.00

Temp
9.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IV



⁺To be redescribed & submitted for classification review

General Fund

Perm
2.00

Temp

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 19 2001
Date

Holomua Academic Program

Chairperson%

Faculty (6.00)

Full-time: #82874, #83538, #84072, #86603, #87120, #87648

Approximately 16.00 FTE faculty will be assigned in whole or part from the Arts & Sciences Academic Program on an annual basis

Clerk-Typist II, SR08, #14214, #50007*

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IVa

*Temporary Position


%Chairperson is appointed from among the faculty positions

General Fund

Perm
7.00

Temp
1.00

Approved Pursuant to BOR Action:


Joyce Tsunoda

Senior Vice President and Chancellor
For Community Colleges

Date: OCT 19 2001

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IVb

Student Services	
Faculty (3.50)	
#83329, #83453 (0.50 FTE), #87649, #83387	
Special Services Unit Head [#]	
Clerk-Steno II, SR09, #27004 ⁺	
UH Educational Specialist I, P03, #81761 ⁺	
UH Educational Specialist III, P09, #96660F* ⁺ (0.50 FTE)	
Enrollment Services Unit Head [#]	
UH Student Services Specialist III, P09, #81878 ⁺	
Clerk-Typist III, SR10, #22315	
Clerk-Typist II, SR08, #44254	
UH Student Services Specialist II, P06, #81615 ⁺	
Clerk-Typist III, SR10, #09169	
Clerk-Typist II, SR08, #18086, #44160 ⁺ , #50010*, #54813	
UH Student Services Specialist III, P09, #81547 ⁺	
UH Student Services Specialist II, P06, #80257	
UH Student Services Specialist I, P03, #81887	
Clerk-Steno II, SR09, #34675	
Clerk-Typist II, SR08, #50009*	

*Temporary Position

[#]Unit head is appointed from among the faculty positions

⁺To be redescribed & submitted for classification review

General Fund

Perm
17.50

Temp
2.50

Approved Pursuant To BOR Action:

Joyce Tsunoda

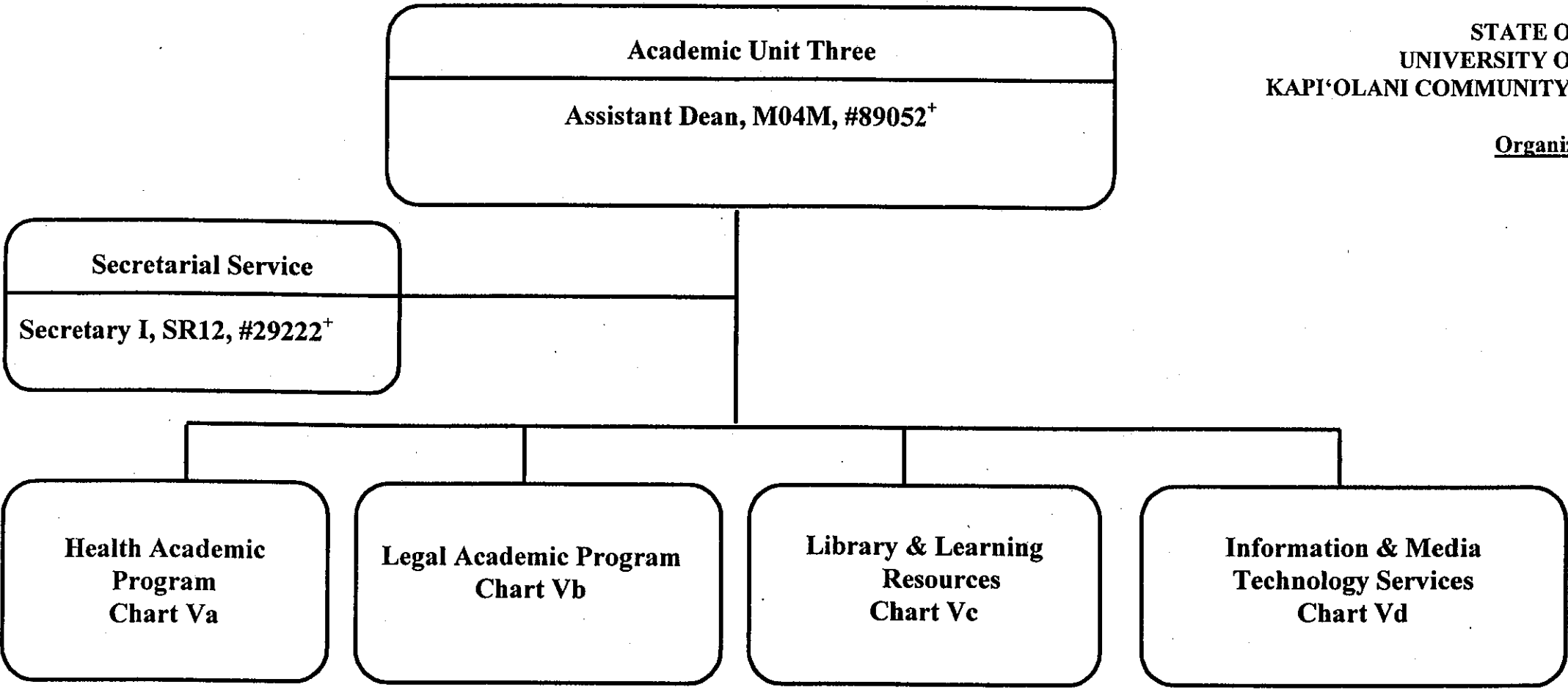
Joyce Tsunoda
Senior Vice President and Chancellor
for Community Colleges

Date: OCT 19 2001

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart V



⁺To be redescribed & submitted for classification review

General Fund

Perm
2.00

Temp

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 19 2001

Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart Va

Health Academic Program

Emergency Medical Services

Chairperson%

Secretary II, SR14, #37300

Clerk-Typist II, SR08, #35641, 33868 (0.50 FTE)

Faculty (7.50) primarily Oahu based

Full-time: #86705, #86807, #86808, #87047, #87110, #87440, #84754

Part-time: #88096 (0.25 FTE), #88098 (0.25 FTE)

Faculty (2.00) primarily Hawaii based

Full-time: #84739, #84740

Clerk-Typist II, SR08, #33867@

Faculty (1.00) primarily Maui based

Full-time: #85871

Clerk-Typist II, SR08, #33866 (0.50 FTE)

Health Sciences

Chairperson%

Secretary II, SR14, #32952

Clerk-Steno II, SR09, #40964 (0.50 FTE)

Faculty (15.10)

Full-time: #82121, #82162, #82405, #82576, #83310, #83321, #83667, #84223, #84326, #85821, #86384, #86385, #86752, #86882, #86886

Part-time: #87052 (0.10 FTE)

Nursing

Chairperson%

Secretary II, SR14, #18093

Clerk-Typist II, SR08, #42015

Faculty (29.50)

Full-time: #82064, #82244, #82513, #84487, #84629, #84655, #86737, #86738, #86740, #86742, #86746, #86747, #86749, #86750,

#86751, #86774, #86776, #86777, #86778, #86832, #86833, #86834, #86836, #86837, #86838, #86839, #86840


Part-time: #84308 (.50 FTE), #86736 (.50 FTE), #86739 (.50 FTE), #88072 (.50 FTE), #88074 (.50 FTE)

Support Services

Faculty (1.00), #87612T*

UH Educational Specialist II, P06, #77025(B)

Approved Pursuant to BOR Action:



Joyce Tsunoda
Senior Vice President and Chancellor
for Community Colleges

Date: OCT 19 2001

*Temporary Position

%Chairperson is appointed from among the faculty positions

@Supervised by one of the faculty positions

General Fund

(B) Special Funds

Perm

62.60

1.00

Temp

1.00


Legal Academic Program
Chairperson % Secretary II, SR14, #18092 Faculty (3.50) Full-time: #82380, #83071, #83360 Part-time: #83453 (0.50 FTE)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart Vb

Approved Pursuant to BOR Action:


Senior Vice President and Chancellor
for Community Colleges

Date: OCT 19 2001

%Chairperson is appointed from among the faculty positions

General Fund

Perm
4.50

Temp

Library & Learning Resources

Head Librarian[#]

Secretary I, SR12, #44249

Faculty (6.00)

#83504, #84185, #84438, #86629, #86724, #88040

Library Technician V, SR 11, #39859^{@+}

Library Assistant IV, SR09, #22311^{@+}, #26762^{@+}

Library Technician V, SR 11, #18087^{@+}

Library Assistant IV, SR09, #42087, #43605

UH Media Specialist, P0, #14211^s

UH Educational Specialist II, P06, #80351⁺

UH Educational & Academic Support Specialist, P01, #81565, #81557, #80914T*, #81016T*

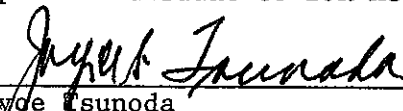
UH Electronic Technician I, P06, #81260

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart Vc

Approved Pursuant to BOR Action:


Joyce Tsunoda
Senior Vice President and Chancellor For
Community Colleges

Date: OCT 19 2001

*Temporary position

[#]Head Librarian is appointed from among the faculty positions

[@]Supervised by one of the faculty positions

^sTransferred from UH Manoa & must be established

⁺To be redescribed & submitted for classification review

General Fund

Perm
18.00

Temp
2.00

Information & Media Technology Services

Unit Head[#]

Faculty (3.00)

#82386, #86711(B), #87603

UH Electronic Engineer I, P12, #81069

Clerk III, SR08, #54823, #54825

UH Information Technology Specialist, PBC, #81384

UH Information Technology Specialist, PBB, #80529, #80340, #81627

UH Educational Specialist II, P06, #81220T*

UH Information Technology Specialist, PBB, #81654

UH Electronic Technician II, P09, #80034

UH Electronic Technician I, P06, #81277

Audio Visual Technician I, BC07, #47350 (0.50 FTE)

UH Media Specialist III, P07, #80694

UH Graphic Artist II, P05, #81060

Offset Press Operator III, BC09, #39797

Offset Press Operator II, BC08, #47346 (0.50 FTE)

Clerk-Steno III, SR11, #21321


Clerk-Typist II, SR08, #42014*, #48451

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart Vd

Approved Pursuant to BOR Action:


Joyce Tsunoda

Senior Vice President and Chancellor
For Community Colleges

Date: OCT 19 2001

*Temporary position

[#]Unit Head is appointed from among the faculty positions

General Fund
Special Fund

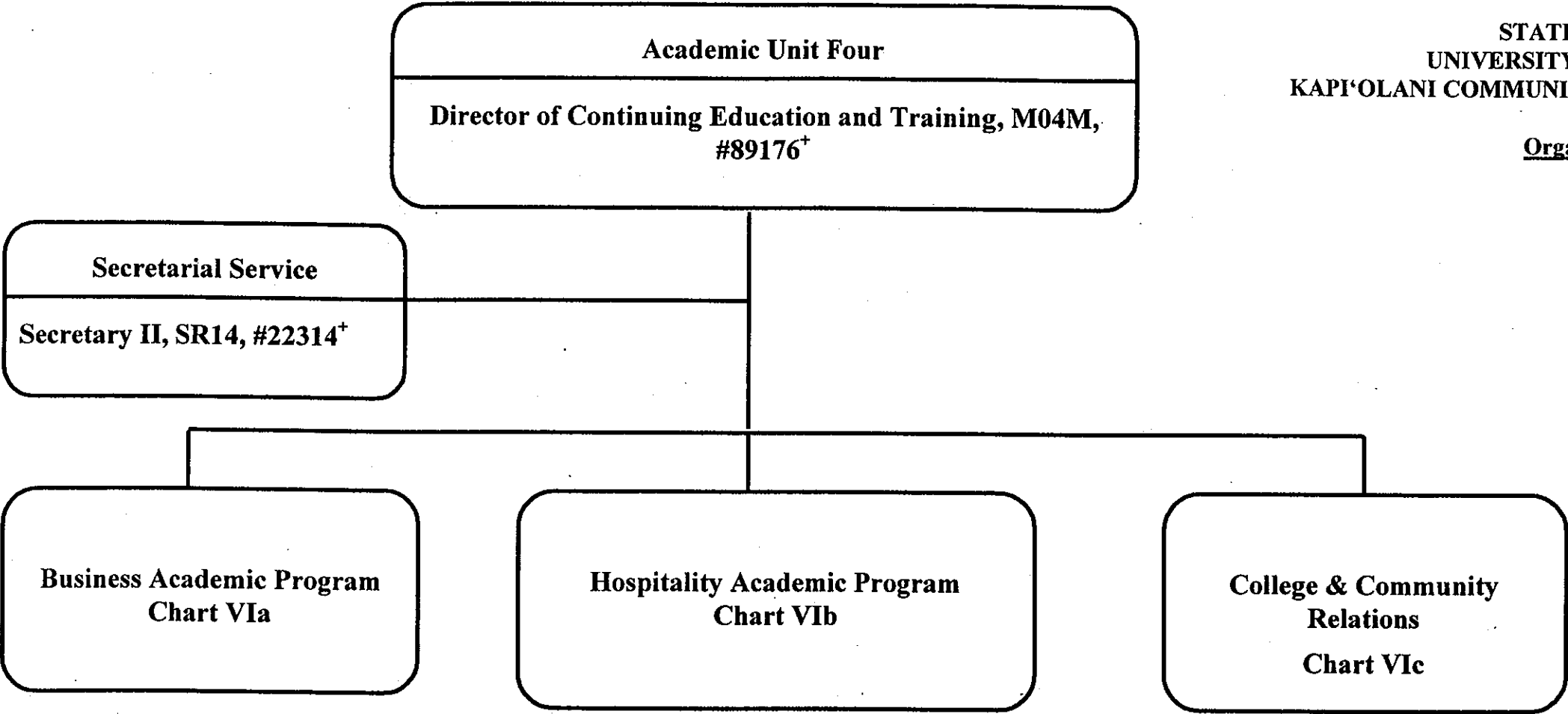
Perm
18.00
1.00

Temp
2.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VI



⁺To be redescribed & submitted for classification review

General Fund

Perm
2.00

Temp

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 19 2001

Date

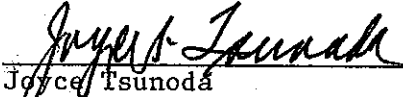
Business Academic Program
<p>Chairperson*</p> <p>Secretary II, SR14, #22312</p> <p>Faculty (22.00)</p> <p>Full-time: #82026, #82066, #82218, #82348, #82389, #82503, #82728, #82795, #82931, #83221, #83734, #83771, #84150, #84337, #84369, #86591, #86598, #86702(B)⁺, #86758, #86944(B), #87123, #87144T*</p> <p>UH Educational Specialist II, P06, #81429(B)⁺, #81923(B)</p>

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VIa

Approved Pursuant to BOR Action:


 Joyce Tsunoda
 Senior Vice President and Chancellor For
 Community Colleges

Date: OCT 19 2001

*Temporary Position

%Chairperson is appointed from among the faculty positions

+ To be redescribed & submitted for classification review

	<u>Perm</u>	<u>Temp</u>
General Fund	20.00	1.00
(B) Special Funds	4.00	

Hospitality Academic Program

Culinary Institute of the Pacific

Assistant Dean, M03, #89029*

Chairperson%

Faculty (12.00)

Full-time: #82683, #82970, #83225, #83460, #83901, #84091, #84103, #84304, #84539, #86597, #86670, #86719

Secretary II, SR14, #16962

Cook III, WS 08, #22318 (B), #32863 (B)

Snack Bar Cashier, SR06, #22319 (B)

UH Educational & Academic Support Specialist, P01, #81304 (B), #81420 (B), #81422 (B)

Hospitality

Chairperson%

Faculty (5.00)

Full-time: #82467, #83133, #83684, #86743, #86715

Clerk-Steno III, SR 11, #44592*

Support Services

Faculty (2.00)

#86741

#86706(B)


UH Educational Specialist II, P06, #80617(B)

**STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE**

Organization Chart

Chart VIb

Approved Pursuant to BOR Action:



Joyce Tsunoda
Senior Vice President and Chancellor For
Community Colleges

Date: OCT 19 2001

*Temporary Position

%Chairperson is appointed from among the faculty positions

*To be redescribed & submitted for classification review

General Fund
(B) Special Funds

Perm
21.00
8.00

Temp


College & Community Relations
UH Student Services Specialist II, P06, #80082 (B) ⁺ Clerk-Steno III, SR11, #35948 (B) ⁺ Clerk-Typist II, SR08, #27015 ⁺ , #41263 ⁺ , #41320 (B) ⁺ , #54811 ⁺ UH Educational Specialist II, P06, #80969 (B) ⁺ Faculty (2.00) #86701(B) ⁺ , #86794(B) ⁺

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart Vlc

Approved Pursuant to BOR Action:


 Joyce Tsunoda
 Senior Vice President and Chancellor For
 Community Colleges

Date: OCT 19 2001

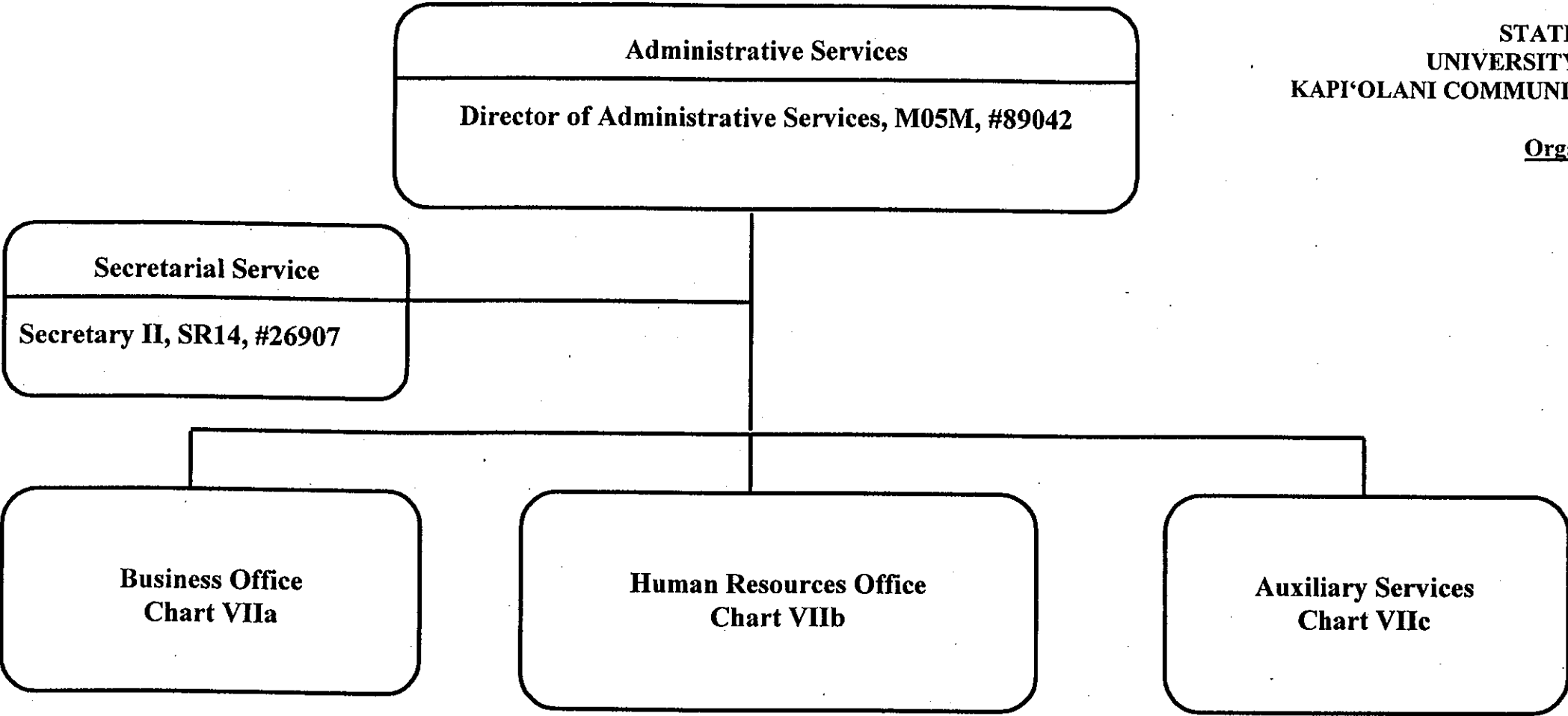
*Temporary Position
 +To be redescribed & submitted for classification review

	<u>Perm</u>	<u>Temp</u>
General Fund	2.00	1.00
(B) Special Funds	6.00	

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VII



General Fund

Perm
2.00

Temp

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 19 2001

Date


Business Office
UH Administrative Officer V, P11, #80175 UH Administrative Officer III, P07, #80865 UH Administrative Officer II, P05, #80850* Account Clerk III, SR11, #39769, #110451 Clerk Typist II, SR08, #51356 Account Clerk IV, SR13, #15352* Secretary II, SR11, #13483* Clerk Typist II, SR08, #50033* Clerk Typist IV, SR10, #96156F* Cashier I, SR10, #21348* Cashier Clerk, SR08, #110433*, #50051*+

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VIIa

Approved Pursuant to BOR Action:


 Joyce Tsunoda
 Senior Vice President and Chancellor For
 Community Colleges

Date: OCT 19 2001

*Temporary Position

+To be redescribed & submitted for classification review

General Fund

Perm
 10.00

Temp
 3.00


Human Resources Office
UH Personnel Officer IV, P09, #80874 UH Admin & Fiscal Support Specialist, P01, #80551 Personnel Clerk V, SR13, #26659 Account Clerk III, SR11, #41358 (B) ⁺

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VIIb

Approved Pursuant to BOR Action:



 Joyce Tsunoda
 Senior Vice President and Chancellor For
 Community Colleges

Date: OCT 19 2001

⁺To be redescribed & submitted for classification review

	<u>Perm</u>	<u>Temp</u>
General Fund	3.00	
(B) Special Funds	1.00	

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VIIc

Auxiliary Services

UH Auxiliary & Facilities Service Officer IV, P09, #81650

Janitor III, WS02, #14428, #18021

Janitor II, BC02, #11107, #14427, #16957, #26654, #26655, #26656, #26657, #35889, #35890, #37512, #40279, #40280, #43305, #43306, #46433, #46434, #50014, #50015

Groundskeeper II, WS02, #26652

Groundskeeper I, BC02, #26651, #26653, #35888, #36455, #43304, #43308

Clerk III, SR08, #50060⁺*

University Security Officer I, SR14, #31324⁺, #31325⁺, #45730⁺

Clerk III, SR08, 50086⁺*

Building Maintenance Worker II, WS09, #51300⁺

Building Maintenance Worker I, BC09, #34492, #51358


Painter I, BC09, #43307

Sprinkler System Repairer, BC05, #50005

Air Conditioning Mechanic, BC10, #96160F⁺*

Clerk-Typist III, SR10, #22316

Approved Pursuant to BOR Action:


Joyce Tsunoda
Senior Vice President and Chancellor For
Community Colleges

Date: OCT 19 2001

*Temporary Position

*To be redescribed & submitted for classification review

General Fund

Perm
37.00

Temp
3.00

**STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAPI'OLANI COMMUNITY COLLEGE**

FUNCTIONAL STATEMENTS

Kapi'olani Community College's philosophy is to assist each individual in the lifelong process of personal growth through education. As an open-door community based school of higher education, the college is designed to enrich lives by offering academic and vocational programs of a comprehensive nature. The College offers credit and non-credit programs, as well as related support services in a variety of liberal arts and vocational areas. The college currently offers the Associate in Arts degree, Associate in Science degree, Certificates of Achievement, and Certificates of Completion in over 20 career fields and a variety of shorter term credit and non-credit training programs. The College's program areas include Business, Health, Hospitality, Holomua (remedial and developmental education), Legal Education, and Arts and Sciences. Some of the specific degree and certificate offerings, such as those in Legal Education, Health Sciences, Emergency Medical Services, and Sign Language Interpreter Training, are available only through Kapi'olani Community College.

OFFICE OF THE PROVOST

The Office of the Provost is responsible for maintaining a successful learning environment for all students, an institution that is responsive to the needs of the community, and an environment that provides for professional growth and development of all staff. The Office of the Provost plans, organizes, directs, and controls the institution's academic and support programs at the campus level in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Campus planning and research
- Institutional Research, administrative data and pricing
- 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
- Information and Media Technology Services
- Community affairs, marketing, and public information
- Fund raising
- Finance, accounting, and budgeting
- Human resource management
- Auxiliary services

Office of Planning and Institutional Research

The Office of Planning and Institutional Research is responsible for ensuring all college units have access to objective and current information. The Office of Planning and Institutional Research:

- Develops, in consultation with the campus community, the Colleges;
 - Strategic Plan
 - Educational development plan
 - Other long range planning documents
- Establishes process and procedures for annual program plans and provides support to the program units in creation of those plans.
- 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

ACADEMIC UNIT ONE

Academic Unit One is comprised of: the Arts & Sciences Academic Unit, the Paul S. Honda International Center, and the Curriculum Management support unit.

Arts & Sciences Academic Unit

The Arts & Sciences unit is responsible for ensuring student success as life-long learners. The Arts & Sciences Academic Unit:

- Develops and delivers credit instruction leading to the Associate of Arts degree and related academic certificates
- Develops and delivers general education for all Associate degrees
- Develops and delivers selected pre-baccalaureate programs in the arts & sciences, engineering, and education
- Develops and delivers Associate in Science and Associate in Technology Studies programs built on the offerings of the arts & sciences
- Oversees the recruitment, improvement, and evaluation of faculty
- Schedules classes, assigns faculty, assigns classroom space
- Develops and delivers summer session programs for the arts & sciences
- Develops and delivers student and learning support for the various arts & sciences programs:
 - Provides academic and vocational counseling
 - Provides advisement of program requirements
 - Provides learning assistance
 - Provides employment options
 - Conducts sessions/workshops for college success and completion.
 - Conducts new student orientation
 - Provides student assessment and transfer options
 - Monitors progress for high risk students
 - Provides retention activities
- Develops and delivers non-credit programs related to the offerings in arts & sciences:
 - Plans, develops curricula, and implements non-credit courses and community service programs
 - Plans, develops curricula, and implements contract training
 - Schedules, assigns classrooms, and develops program catalogs and brochures

- Recruits temporary faculty to teach courses
- Maintains data and files required for reporting and evaluating program effectiveness
- Develops and innovates curriculum in support of arts & sciences
- Pursues extramural funding opportunities

Paul S. Honda International Center

The Paul S. Honda International Center is responsible for developing a strong infusion of international affairs throughout the activities and curricular offerings of the College. The Center is also responsible for multi-cultural activities and training in support of the international education mission. The Paul S. Honda International Center:

- Develops and manages international cooperative and exchange agreements with foreign institutions
- Coordinates activities and protocol associated with official international visitors
- Coordinates and manages faculty international exchanges
- Coordinates and supports student study abroad
- Coordinates recruitment and student support for international students
- Coordinates international education initiatives, including curriculum development, international workforce development, and other programs supporting international education

Curriculum Management

The Curriculum Management unit provides the primary leadership for innovation, curriculum research and development, programs and activities that integrate learning across the academic program units, and provides training related to furthering the learning objectives of the College. The Curriculum Management unit:

- Ensures compliance with all College and University rules and regulations regarding course and program approvals
- Coordinates and manages all internal and external articulation agreements
- Coordinates curriculum initiatives that cut across academic units
- Develops and coordinates faculty professional development activities
- Provides leadership and coordinating activities related to teaching and student learning

ACADEMIC UNIT TWO

Academic Unit Two is comprised of: the Holomua Academic Unit and Student Services.

Holomua Academic Unit

While some focus may be placed on adult literacy for its own sake, the Holomua is primarily concerned with the providing of students with necessary basic and developmental skills to succeed in one of the other academic program areas or in employment. The Holomua Academic Unit:

- Develops and delivers non-credit remedial and adult education
- Develops and delivers higher level, developmental education in writing, reading, speaking, mathematics and logical reasoning, study skills, and other skills necessary for students to succeed in the other academic programs
- Oversees the recruitment, improvement, and evaluation of faculty
- Schedules classes, assigns faculty, assigns classroom space
- Develops and delivers summer session programs for the Holomua unit
- Develops and delivers student and learning support for students requiring remedial or developmental education programs:
 - Provides academic and vocational counseling
 - Provides advisement of program requirements
 - Provides learning assistance
 - Provides employment options
 - Conducts sessions/workshops for college success and completion
 - Conducts new student orientation
 - Provides student assessment and transfer options
 - Monitors progress for high risk students
 - Provides retention activities
- Conducts special programs targeted at disadvantaged students who are not yet prepared for enrollment in other academic programs
- Develops and innovates curriculum related to student success in remedial and developmental efforts
- Pursues extramural funding opportunities

Student Services

Student Services is responsible for planning, developing, and implementing various support services that are applicable to students or potential students across the various academic programs. Students Services unit:

- Coordinates student admission, including admission into select admission programs

- Manages registration for both credit and non-credit courses
- Manages student records for both credit and non-credit students
- Certifies enrollment status and other student status for educational and financial benefit programs such as veterans' and Social Security programs and responds to other official or legal inquiries.
- Provides financial aid counseling and assistance for students, including administration of private aid programs
- Administers the Student Financial Aid program which includes student loans, scholarships, grants, tuition waivers and employment
- Evaluates academic credentials for students
- Provides support services that enable students with disabilities to succeed
- Coordinates special programs and support services for minority, single parent, and other targeted students
- Coordinates student support functions within the academic units to provide quality control, consistency, and professional development for student services professionals
- Coordinates student co-curricular and social activities, and leadership training for students
- Administers policies related to student privacy, conduct, and other student rights and responsibilities
- Provides job placement for currently enrolled students as well as graduates
- Provides health care education and services for students
- Develops and implements applicable policies and procedures
- Pursues extramural funding opportunities

ACADEMIC UNIT THREE

Academic Unit Three is comprised of: Health Academic Unit, Legal Education Academic Unit, Library & Learning Resources, Information & Media Technology Services.

Health Academic Unit

The Health Academic Unit is responsible for ensuring student success as life-long learners. The Health Academic Unit:

- Develops and delivers degree and certificate programs in emergency medical services, health sciences, and nursing;
- Develops and delivers pre-health recruitment, counseling, and educational programs
- Oversees the recruitment, improvement, and evaluation of faculty
- Schedules classes, assigns faculty, assigns classroom space
- Develops and delivers summer session programs for the health programs
- Develops and delivers student and learning support for students enrolled in health programs:
 - Provides academic and vocational counseling
 - Provides advisement of program requirements
 - Provides learning assistance
 - Provides employment options
 - Conducts sessions/workshops for college success and completion
 - Conducts new student orientation
 - Provides student assessment and transfer options
 - Monitors progress for high risk students
 - Provides retention activities
- Develops and delivers non-credit programs related to the offerings in the health field:
 - Plans, develops curricula, and implements non-credit courses and community service programs
 - Plans, develops curricula, and implements contract training
 - Schedules, assigns classrooms, and develops program catalogs and brochures
 - Recruits temporary faculty to teach courses
 - Maintains data and files required for reporting and evaluating program effectiveness
- Pursues extramural funding opportunities

- Develops and delivers pre-baccalaureate programs in health fields;
- Develops curriculum and innovates to insure student success in health education

Legal Education Academic Unit

The Legal Education Academic Unit is responsible for ensuring student success as life-long learners. The Legal Education Academic Unit:

- Develops and delivers degree and certificate programs in legal assisting, legal secretary, and related legal fields;
- Oversees the recruitment, improvement, and evaluation of faculty
- Schedules classes, assigns faculty, assigns classroom space
- Develops and delivers summer session programs for legal education
- Develops and delivers student and learning support for students enrolled in legal education programs:
 - Provides academic and vocational counseling
 - Provides advisement of program requirements
 - Provides learning assistance
 - Provides employment and transfer options
 - Conducts sessions/workshops for college success and completion
 - Conducts new student orientation
 - Provides student assessment and transfer options
 - Monitors progress for high risk students
 - Provides retention activities
- Develops and delivers non-credit programs related to the offerings in the legal education programs:
 - Plans, develops curricula, and implements non-credit courses and community service programs
 - Plans, develops curricula, and implements contract training
 - Schedules, assigns classrooms, and develops program catalogs and brochures
 - Recruits temporary faculty to teach courses
 - Maintains data and files required for reporting and evaluating program effectiveness
- Develops curriculum and innovates related to student success in legal education.
- Pursues extramural funding opportunities

Library & Learning Resources

Library & Learning Resources is responsible for planning, developing, and delivering a variety of educational resources, information, and learning services that are applicable across the various academic programs. This includes:

- Acquires, maintains, and disposes of library materials and information in both print and non-print forms
- Catalogs and classifies all new material
- Develops on-line 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 obtain information
 - Answers questions
 - Provides instruction in use of library material and information services
- Provides access to on-line 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 all library functions
- Maintains, edits, and corrects records in the bibliographic database
- Generates special database reports
- Manages the circulation processes for loan of information materials including collecting fines
- Provides of student learning assistance such as access to open computer labs, audio-visual equipment, study rooms, make-up testing, and other learning assistance
- Develops and manages a tutorial service for students
- Coordinates the college credit equivalency program
- Develops and implements applicable policies and procedures
- Develops and maintains College-wide information for distribution through the College's web site(s).

Information & Media Technology Services (IMTS)

Information & Media Technology Services is responsible for planning, developing, and delivering high quality computing and media resources for student learning, administrative operations, faculty development, and delivery of instruction and services. This includes:

- Develops and maintains the College's voice, data, and video networks
- Develops and supports local area networks within instructional and office facilities
- Conducts demonstrations to familiarize faculty and students with equipment available and to enable them to operate equipment
- 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
- Develops and maintains computing programs and services for both academic and administrative uses
- Works with College program heads to formulate of budget requirements
- Evaluates and makes recommendations on the purchase of software
- Coordinates and produces graphics and print materials for instructional and administrative purposes
- Operates graphics and printshop
- Maintains and repairs media and computing equipment, including the development and implementation of preventive maintenance programs
- Trains faculty and staff in various computer applications and use of media
- Provides mail and telephone services
- Develops and implements applicable policies and procedures

ACADEMIC UNIT FOUR

Academic Unit Four is responsible for: Business Academic Unit, Hospitality Academic Unit, and College and Community Relations.

Business Academic Unit

The Business Academic Unit is responsible for ensuring student success as life-long learners. The Business Academic Unit:

- Develops and delivers degree and certificate programs in business and information technology;
- Develops and delivers pre-baccalaureate programs in business and information technology
- Oversees the recruitment, improvement, and evaluation of faculty
- Schedules classes, assigns faculty, assigns classroom space
- Develops and delivers summer session programs for business education
- Develops and delivers student and learning support for students enrolled in or interested in business programs:
 - Provides academic and vocational counseling
 - Provides advisement of program requirements
 - Provides learning assistance
 - Provides employment and transfer options
 - Conducts sessions/workshops for college success and completion
 - Conducts new student orientation
 - Provides student assessment and transfer options
 - Monitors progress for high risk students
 - Provides retention activities
- Develops and delivers non-credit programs related to the offerings in the business and information technology:
 - Plans, develops curricula, and implements non-credit courses and community service programs
 - Plans, develops curricula, and implements contract training
 - Schedules, assigns classrooms, and develops program catalogs and brochures
 - Recruits temporary faculty to teach courses
 - Maintains data and files required for reporting and evaluating program effectiveness

- Develops and innovates curriculum related to student success in business and information technology
- Pursues extramural funding opportunities

Hospitality Academic Unit

The Hospitality Academic Unit is responsible for ensuring student success as life-long learners. The Hospitality Academic Unit:

- Develops and delivers degree and certificate programs in culinary arts, hotel operations, tour & travel, and other aspects of the hospitality industry;
- Develops and delivers pre-baccalaureate programs in hospitality education;
- Oversees the recruitment, improvement, and evaluation of faculty
- Schedules classes, assigns faculty, assigns classroom space
- Develops and delivers summer session programs in culinary arts and hospitality programs
- Develops and delivers student and learning support for students enrolled in or interested in culinary arts and hospitality programs:
 - Provides academic and vocational counseling
 - Provides advisement of program requirements
 - Provides learning assistance
 - Provides employment and transfer options
 - Conducts sessions/workshops for college success and completion
 - Conducts new student orientation
 - Provides student assessment and transfer options
 - Monitors progress for high risk students
 - Provides retention activities
- Develops and delivers non-credit programs related to the offerings in culinary arts and hospitality:
 - Plans, develops curricula, and implements non-credit courses and community service programs
 - Plans, develops curricula, and implements contract training
 - Schedules, assigns classrooms, and develops program catalogs and brochures
 - Recruits temporary faculty to teach courses
 - Maintains data and files required for reporting and evaluating program effectiveness

- Develops and innovates curriculum related to student success in culinary arts and hospitality education.
- Pursues extramural funding opportunities

College and Community Relations

College and Community Relations is responsible for planning, developing, and implementing strong relationships and information flow between the College and the external community. This includes:

- Develops and maintains marketing and recruiting programs for all College programs, including print and web based promotional materials
- Develops and coordinates programs to market the College's training capabilities to potential markets, including corporations and government agencies
- Provides liaison with community organizations such as neighborhood boards, community associations, and other groups
- Provides public information and offers a first-stop source of information for the community, including immediate registration for non-credit public programs
- Private fund development and donor relationships
- Develops and implements applicable policies and procedures
- Coordinates extramural grant proposals.

ADMINISTRATIVE SERVICES

Administrative Services is comprised of: the Business Office, Human Resources Office, and Auxiliary 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.

Business Office

The Business Office is responsible for all fiscal, budget, grants management, and property management functions at the College. The Business 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
- Controls inventory and fixed assets
- 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, including oversight of personnel actions taken within the other units. The Human Resources Office:

- Coordinates recruitment and hiring of new employees, including student workers and casual appointments
- Manages personnel records
- Coordinates Equal Employment Opportunity/Affirmative Action
- Manages staff development and training
- Administers workers' compensation
- Manages collective bargaining contracts
- Develops and implements applicable policies and procedures

Auxiliary Services

The Auxiliary Services unit is responsible for creating and maintaining an attractive, clean, and safe learning environment. Auxiliary Services:

- 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 the 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