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## UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER

January 7, 2004

TO: The Honorable James Duke Aiona, Jr.  
Lieutenant Governor, State of Hawai'i

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF  
HAWAII SYSTEMWIDE ADMINISTRATION - COMMUNITY COLLEGES

Attached for your files is a copy of the reorganization of the University of Hawai'i Systemwide Administration - Community Colleges, which was approved on November 21, 2003 by the University of Hawai'i Board of Regents. The purpose of the reorganization is explained in the attached documents.

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

A handwritten signature in black ink, appearing to read "M.T. Unebasami", with a long horizontal line extending to the right.

Michael T. Unebasami  
Associate Vice President for Administration  
and Community College Operations

### Attachments

- c The Honorable Georgina K. Kawamura  
Director, Department of Budget and Finance
- The Honorable Kathy Watanabe  
Director, Department of Human Resources
- VP for Administration & CFO James Sloane
- VP for Academic Affairs David McClain
- Chief of Staff Sam Callejo
- ✓ University Budget Office
- University Office of Human Resources
- Assoc VP Michael Rota
- Assoc VP Dan Ishii
- UHCC Chancellors
- UHCC Budget Office
- UHCC Human Resources Office

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**Reorganization of the John A. Burns School of Medicine, University of Hawai'i at Mānoa to Merge the Basic Science Departments**

Regent Tanaka moved to approve the merging of Anatomy and Reproductive Biology, Biochemistry and Biophysics, Cell and Molecular Biology, Pharmacology, Physiology, and Tropical Medicine and Medical Microbiology of the John A. Burns School of Medicine into the departments of Anatomy, Biochemistry, Physiology and Reproductive Biology; Cell and Molecular Biology; and Tropical Medicine, Medical Microbiology and Pharmacology with the understanding that implementation details are subject to applicable Board policies, as presented in President's Memorandum No. 24 (Agenda), Item A-11, dated November 21, 2003. Regent Tatibouet seconded the motion which was unanimously carried.

Regent Kawakami moved to amend the agenda to include the approval of the Community Colleges Midterm Reports and the approval of the reorganization of community colleges. Regent Tatibouet seconded the motion which was unanimously carried.

**Approval of the Community Colleges Midterm Reports**

Regent Kawakami reported that the Committee on Community Colleges met with Dr. Barbara Beno and Joel Ritchie of the Accrediting Commission for Community Colleges and Junior Colleges (ACCJC) to discuss the midterm report. The Committee engaged in the discussion with the ACCJC representatives on the separate and unique mission of the community colleges as well as the baccalaureate campuses. All of the chancellors of the community colleges were present to comment on their portion of their reports.

Regent Kawakami moved to approve the midterm reports dated October 2003 and as presented to the Board. Regent Tatibouet seconded the motion which was unanimously carried.

**Approval of the Reorganization of Community Colleges**

Regent Kawakami moved to approve the proposed reorganization of the community colleges to relocate the Offices of the Vice President for Academic Affairs; Vice President for International Education; and Vice President for Administration and Chief Financial Officer; and transfer eight positions to the community colleges' campuses. Regent Tatibouet seconded the motion which was unanimously carried.



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UH BUDGET OFFICE

UNIVERSITY OF HAWAII

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OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER

October 16, 2003

TO: James R.W. Sloane  
Vice President for Administration and  
Chief Financial Officer

SUBJECT: REORGANIZATION PROPOSAL OF THE UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION—COMMUNITY COLLEGES

Attached is the reorganization proposal that reallocates five positions from the Office of the Vice President for International Education, two positions from the Vice President for Academic Affairs—Community College Academic Affairs unit, and one position from the Office of the Vice President for Administration and Chief Financial Officer—Community Colleges Administrative Affairs unit to various Community College Campuses. Please review the attachments and forward the reorganization proposal to the Board of Regents via President Dobelle for approval. Also attached is a memo from the Hawai'i Government Employees Association (HGEA), documenting their concurrence with the reorganization proposal. A memo transmitting the reorganization proposal to the Board of Regents has been attached for your use.

Should you have any questions, please call me at 956-6280 or call Director Michael Yoshimura at 956-5148.

A handwritten signature in black ink, appearing to read "M.T. Unebasami".

Michael T. Unebasami  
Associate Vice President for Administration  
And Community College Operations

Attachments

- C Sr VP/Chancellor Joyce Tsunoda
- VP for Academic Affairs David McClain
- Chief of Staff Sam Callejo
- Chancellor Ramsey Pedersen
- Chancellor John Morton
- Chancellor Mark Silliman
- Chancellor Angela Meixell
- Chancellor Peggy Cha
- Assoc VP Michael Rota
- Assoc VP Dan Ishii
- Director Michael Yoshimura
- Acting Director Jan Doi

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## UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER

## MEMORANDUM

October 16, 2003

TO: Patricia Y. Lee  
Chairperson, Board of RegentsVIA: Evan S. Dobelle  
President, University of HawaiiVIA: David McClain  
Vice Pres for Academic AffairsFROM: James R.W. Sloane  
Vice President for Administration and  
Chief Financial OfficerVIA: Sam Callejo  
Chief of StaffSUBJECT: REORGANIZATION PROPOSAL OF THE UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION—COMMUNITY COLLEGESSPECIFIC ACTION REQUESTED:

Approval of the Board of Regents is requested for a reorganization proposal of the University of Hawaii Systemwide Administration—Community Colleges. This reorganization reallocates five positions from the Office of the Vice President for International Education, two positions from the Vice President for Academic Affairs—Community College Academic Affairs unit, and one position from the Office of the Vice President for Administration and Chief Financial Officer—Community Colleges Administrative Affairs unit to various Community College Campuses.

RECOMMENDED EFFECTIVE DATE:

It is requested that the reorganization be effective upon approval by the Board of Regents.

PURPOSE/NATURE OF THE PROPOSAL:

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002 to realign responsibilities and reporting relationships, relating to Community College units, Systemwide Programs, and other University of Hawaii units. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including a newly created Office of the Vice President for International Education (OVPIE). During the approval process for this reorganization, a Letter of Understanding was signed between the University of Hawaii and the Hawaii Government Employees Association (HGEA), to clarify the status of positions that were identified for temporary relocation to the newly created Office of the Vice President for International Education. These positions and other positions previously assigned to Community College Systemwide Support programs need

to be transferred to various Community College campuses to meet critical staff support requirements.

The proposed reorganization reallocates five positions (5.00 FTE) from the Office of the Vice President for International Education to:

- Windward Community College for expanded marketing due to the urgent need for consistent and quality marketing, coupled with enrollment management to achieve enrollment potential.
- Leeward Community College for expanded marketing due to the urgent need for coordinated, consistent, and quality marketing to promote relevant educational and workforce development programs/services.
- Kauai Community College for focused staff development which is vital to increase productivity, improve student learning outcomes, improve community relationships, and progress toward the accomplishment of the campus and system strategic plan goals and objectives.
- Kapiolani Community College for augmented administrative support due to the increasing demands associated with expanding programs and activities. Kapiolani CC is the second largest campus in the University of Hawaii system, after UH Manoa, and the demands upon the Office of the Chancellor are commensurate with its position in the system. The support afforded by these positions is vital to successfully meeting the responsibilities of the college to the students, private industry, and the community.

The proposed reorganization reallocates two positions (2.00 FTE) from the Vice President for Academic Affairs—Community College Academic Affairs unit to:

- Honolulu Community College for Statewide UHCC/K-12 Partnerships to coordinate programs and services which will be made available throughout the State and delivered through the Community Colleges. Honolulu CC will serve as the lead campus for the statewide UHCC/K-12 Partnership effort due to the strength of its Early Childhood Education program.

The proposed reorganization reallocates one position (1.00 FTE) from the Office of the Vice President for Administration and Chief Financial Officer, within the Community Colleges Administrative Affairs, Human Resources unit to:

- Windward Community College for augmented support for human resources due to a staffing deficiency in a campus with growing programs and enrollment. Windward CC is the only Community College campus without a personnel clerk to support the Human Resources unit.

The Letter of Understanding between the University of Hawaii and the HGEA was executed to clarify the situation with regard to the temporary relocation of positions to the Office of the Vice President for International Education. The transfer of these positions and other positions previously assigned to Community College Systemwide Support programs to individual Community College campuses is a critical requirement to ensure appropriate support and commitment to the mission of the Community Colleges. Consistent with the strategic plan which emphasizes increased marketing (Goal 5) and staff development (Goal 4), this reorganization will move the Community Colleges toward increased campus capability, enhancing the quality of programs and services to the benefit of students, private industry, and the community. It is vital that the Community Colleges have the resources necessary to achieve its mission, goals and objectives.

IMPACT ON STAFFING AND RESOURCES:

No additional expenditures for personal services are anticipated as a result of this reorganization. However, required position description updates and classification reviews may increase personnel cost marginally. Each unit receiving positions is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES:

Consultation with the Hawai'i Government Employees' Association (HGEA) has been completed and the union concurs with the reorganization proposal (memo attached).

RECOMMENDED ACTION:

Approval of the Board of Regents is requested for this reorganization of the University of Hawai'i Systemwide Administration—Community Colleges.

Attachments

C     Board Secretary David Iha  
       Sr VP/Chancellor Joyce Tsunoda  
       VP for Academic Affairs David McClain  
       Chief of Staff Sam Callejo  
       Chancellor Ramsey Pedersen  
       Chancellor John Morton  
       Chancellor Mark Silliman  
       Chancellor Angela Meixell  
       Chancellor Peggy Cha  
       Assoc VP Michael Rota  
       Assoc VP Dan Ishii  
       Director Michael Yoshimura  
       Acting Director Jan Doi

**EXECUTIVE SUMMARY  
REORGANIZATION PROPOSAL REQUEST  
UNIVERSITY OF HAWAII SYSTEMWIDE ADMINISTRATION—  
COMMUNITY COLLEGES**

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002 to realign responsibilities and reporting relationships, relating to Community College units, Systemwide Programs, and other University of Hawaii units. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including a newly created Office of the Vice President for International Education (OVPIE). During the approval process for this reorganization, a Letter of Understanding was signed between the University of Hawaii and the Hawaii Government Employees Association (HGEA), to clarify the status of positions that were identified for temporary relocation to the newly created Office of the Vice President for International Education. These positions and other positions previously assigned to Community College Systemwide Support programs need to be transferred to various Community College campuses to meet critical staff support requirements.

The proposed reorganization reallocates five positions (5.00 FTE) from the Office of the Vice President for International Education to:

- Windward Community College for expanded marketing due to the urgent need for consistent and quality marketing, coupled with enrollment management to achieve enrollment potential.
- Leeward Community College for expanded marketing due to the urgent need for coordinated, consistent, and quality marketing to promote relevant educational and workforce development programs/services.
- Kauai Community College for focused staff development which is vital to increase productivity, improve student learning outcomes, improve community relationships, and progress toward the accomplishment of the campus and system strategic plan goals and objectives.
- Kapiolani Community College for augmented administrative support due to the increasing demands associated with expanding programs and activities. Kapiolani CC is the second largest campus in the University of Hawaii system, after UH Manoa, and the demands upon the Office of the Chancellor are commensurate with its position in the system. The support afforded by these positions is vital to successfully meeting the responsibilities of the college to the students, private industry, and the community.

The proposed reorganization reallocates two positions (2.00 FTE) from the Vice President for Academic Affairs—Community College Academic Affairs unit to:

- Honolulu Community College for Statewide UHCC/K-12 Partnerships to coordinate programs and services which will be made available throughout the State and delivered through the Community Colleges. Honolulu CC will serve as

the lead campus for the statewide UHCC/K-12 Partnership effort due to the strength of its Early Childhood Education program.

The proposed reorganization reallocates one position (1.00 FTE) from the Office of the Vice President for Administration and Chief Financial Officer, within the Community Colleges Administrative Affairs, Human Resources unit to:

- Windward Community College for augmented support for human resources due to a staffing deficiency in a campus with growing programs and enrollment. Windward CC is the only Community College campus without a personnel clerk to support the Human Resources unit.

The Letter of Understanding between the University of Hawaii and the HGEA was executed to clarify the situation with regard to the temporary relocation of positions to the Office of the Vice President for International Education. The transfer of these positions and other positions previously assigned to Community College Systemwide Support programs to individual Community College campuses is a critical requirement to ensure appropriate support and commitment to the mission of the Community Colleges. Consistent with the strategic plan which emphasizes increased marketing (Goal 5) and staff development (Goal 4), this reorganization will move the Community Colleges toward increased campus capability, enhancing the quality of programs and services to the benefit of students, private industry, and the community. It is vital that the Community Colleges have the resources necessary to achieve its mission, goals and objectives.

No additional expenditures for personal services are anticipated as a result of this reorganization. However, required position description updates and classification reviews may increase personnel cost marginally. Each unit receiving positions 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  
UNIVERSITY OF HAWAII SYSTEMWIDE ADMINISTRATION—  
COMMUNITY COLLEGES**

**A. Present Organization**

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including the establishment of a new Office of the Vice President for International Education (OVPIE).

Office of the Vice President for International Education

The newly created Office of the Vice President for International Education directs and coordinates international education efforts on a systemwide basis. The major areas of international education initially included in the scope of operations are:

- International Education Programs and Exchange including;  
International Visitors and Protocol Functions
- Visiting Scholars and International Faculty Services
- International Partnerships and Entrepreneurship including;  
International Marketing, Recruitment, and Outreach

There are 14.00 FTE general fund positions to support the functions of the Office of Vice President for International Education.

Community College Academic Affairs, Statewide UHCC/K-12 Partnerships

Under the Office of the Vice President for Academic Affairs, within the Community College Academic Affairs unit, the Statewide UHCC/K-12 Partnerships unit coordinates curriculum articulation, Adult Basic Education and remediation services, teacher certification and in-service education programs, and other related activities involving the Department of Education, independent schools, and the University of Hawaii Community Colleges. There are 2.00 FTE general fund positions to support the Statewide UHCC/K-12 Partnerships functions.

Community Colleges Administrative Affairs, Human Resources

Under the Office of the Vice President for Administration and Chief Financial Officer, within the Community Colleges Administrative Affairs, Human Resources unit develops and directs the human resources system for the Community Colleges and systemwide programs, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action. There are 6.00 FTE general fund positions to support the Human Resources unit.

Community College Campus Organizations

Positions are being transferred from these Systemwide programs to various UH Community Colleges to meet critical staffing requirements. The applicable present organizational charts and functional statements are attached.

## **B. Proposed Organization – Background/Nature of the Proposed Reorganization –Reasons for Proposing the Reorganization**

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002 to realign responsibilities and reporting relationships, relating to Community College units, Systemwide Programs, and other University of Hawaii units. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including a newly created Office of the Vice President for International Education (OVPIE). During the approval process for this reorganization, a Letter of Understanding was signed between the University of Hawaii and the Hawaii Government Employees Association (HGEA), to clarify the status of positions that were identified for temporary relocation to the newly created Office of the Vice President for International Education. These positions and other positions previously assigned to Community College Systemwide Support programs need to be transferred to various Community College campuses to meet critical staff support requirements.

The proposed reorganization reallocates positions from the Office of the Vice President for International Education (OVPIE) and the Vice President for Academic Affairs - Community College Academic Affairs unit, to Windward Community College, Leeward Community College, Kauai Community College, Kapiolani Community College, and Honolulu Community College.

### **1. Office of the Vice President for International Education**

Positions from the former Office of the Chancellor for Community Colleges have been temporarily assigned to this unit until December 31, 2003 as part of a transitional team to establish structure, focus and direction for the international education effort. As was agreed in the development of this transition plan, 5.00 FTE general fund positions will be permanently reallocated from the OVPIE to Community College campuses as follows:

- a) Marketing Officer (#77248) to Windward CC
- b) Public Information Officer (#80122) to Leeward CC
- c) Education Specialist (#80447) to Kauai CC
- d) Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) and Secretary (#47688) to Kapiolani CC

#### **a) Windward Community College**

The transfer of the Marketing Officer (#77248) from the Office of the Vice President for International Education to the Office of the Chancellor, Windward CC addresses the critical need of the campus to expand marketing and community awareness efforts. The Marketing Officer (#77248) will report directly to the Chancellor (#89044). The position will be redescribed to meet

the specific requirements of the college and submitted for classification review.

Windward CC has turned around a historic trend of declining enrollment by providing faculty assigned time to support enrollment management and marketing initiatives. Operating funds have been reallocated internally to support increased marketing and outreach costs. However, the college requires appropriate staff support to oversee and develop these marketing efforts that are, at times, inconsistent and sporadic. The Marketing Officer (#77248) will provide the needed leadership and direction to properly sustain this critical marketing effort. This will support the implementation of Goal 5 of the UH Strategic Plan to "Improve support for the marketing efforts undertaken by individual UH system campuses and programs, including both financial and human resource considerations." Competition from private institutions of higher education that employ professional marketing personnel and strategies makes it imperative that the college coordinate its marketing efforts to attract students.

The transfer of this position is essential to the campus due to the importance of this function for Windward CC and the limited staffing available at the campus. Consistent and quality marketing, coupled with enrollment management are necessary to achieve campus enrollment potential.

#### **b) Leeward Community College**

The transfer of the Public Information Officer (#80122) from the Office of the Vice President for International Education to the Office of the Chancellor, Leeward CC addresses the critical need of the campus to expand marketing and community awareness efforts. The Public Information Officer (#80122) will report directly to the Chancellor (#89110). The position will be redescribed to meet the specific requirements of the college and submitted for classification review.

Currently, the College does not have any staffing required to handle the variety of writing requirements to promote activities and programs. This results in a lack of a positive presence in local, regional and UH system media, as well as serious delays in the publication of important informational documents. The current Marketing Officer (#77203) has primary responsibility for advertising and publication production. This includes the design and publication of the College catalog, Schedules of Courses, print and radio advertisements and various promotional brochures, in addition to content management of the College's website and supervision of the graphic arts staff.

The quantity of material required necessitates additional expertise in writing and editing, which is not currently available at the College. Because of this

staffing deficiency, publication deadlines are often delayed and many opportunities are not pursued due to lack of resources and time. Several projects that have been approved by the campus in the College's Strategic Plan cannot be completed without additional staffing. Examples of projects requiring additional support include the student viewbook and website content re-design.

Leeward CC continually strives to work with private industry and the community in providing relevant educational and workforce development programs/services. The college needs to properly coordinate these efforts and publicize the educational services that are being offered at the campus. The Public Information Officer will provide the leadership and direction necessary to promote these efforts. Through the various media available, this position will provide visibility and awareness of Leeward CC and the University of Hawaii System. This will support the implementation of Goal 5 of the UH Strategic Plan to "Improve support for the marketing efforts undertaken by individual UH system campuses and programs, including both financial and human resource considerations."

The transfer of this position is essential to the campus due to the importance of this function for Leeward CC and the limited staffing available at the campus. It is vital that the campus has the resources necessary to achieve its potential in addressing the needs of private industry and the community to promote workforce and economic development.

#### **c) Kauai Community College**

The transfer of the Education Specialist (#80447) from the Office of the Vice President for International Education to Academic Support, Kauai CC addresses the critical need of the campus to develop and sustain staff development efforts. The Education Specialist (#80447) will report directly to the head of the Academic Support unit, the Director of University Hawaii Center (#89278). With the transfer of this position, a Staff Development Office will be established within the Academic Support Division at Kauai Community College. Currently three separate positions, on a part-time basis, are providing very limited and fragmented services in this area as "other related duties," coordinating the Fall Convocation, Staff Fund Raising, and two Workshops each year. The Education Specialist (#80447) will assume responsibility for these activities, permitting the current staff to focus on their primary responsibilities. More critically, this position will expand the staff development program and provide a coordinated focus and direction to these efforts. Expansion efforts will include required professional development activities for the campus with a focus on professional development as an investment on the part of the campus in its most important resource, personnel. This will support the implementation of Goal 4 of the UH Strategic

Plan to “Support faculty and staff excellence by facilitating professional and career development opportunities.”

The transfer of this position is essential to the campus because of the importance of this function for Kauai CC and the limited staffing available at the campus. Staff Development is vital to increase productivity, improve student learning outcomes, improve community relationships, and progress toward the accomplishment of the campus and system strategic plan goals and objectives.

**d) Kapiolani Community College**

The transfer of the Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) and Secretary (#47688) from the Office of the Vice President for International Education to the Office of the Chancellor, Kapiolani CC addresses the critical need of the campus to appropriately support the Office of the Chancellor. The position of Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) will be redescribed to an Executive Assistant and report directly to the Chancellor (#89100). The Secretary (#47688) will continue to report to the Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341).

The Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) will provide essential administrative staff work of a broad scope and considerable complexity that is not adequately addressed under the current organization. Examples of duties include:

- Preparing for meetings and presentations with UH executives, administrators, regents, faculty, staff as well as Legislators and state/federal and foreign officials.
- Coordinating communications and arrange for public relations activities on behalf of the Chancellor, including the preparation of speeches and press releases.
- Speaking on behalf of the Chancellor on matters which require the exercise of independent, high level decision-making, initiative, and discretion.
- Leading and directing projects with cross-program implications.
- Coordinating special events on or off campus such as those related to cultivating donors.

The transfer of these positions is essential to the campus due to the increasing demands associated with expanding programs and activities. Kapiolani CC is the second largest campus in the University of Hawaii system, after UH Manoa, and the demands upon the Office of the Chancellor are commensurate with its position in the system. The support afforded by these positions is vital to successfully meeting the responsibilities of the college to the students, private industry, and the community.

As indicated previously, the above cited positions will be temporarily assigned to the Office of the Vice President for International Education to create transitional capacity for that office. On January 1, 2004 the positions will be returned to the appropriate campus to fulfill the stated needs for the Community College campuses.

**2. Vice President for Academic Affairs—Community College Academic Affairs Unit Statewide UHCC/K-12 Partnerships**

The proposed reorganization transfers the functions and positions of the Statewide UHCC/K-12 Partnerships from the Vice President for Academic Affairs—Community College Academic Affairs Unit to Honolulu Community College. This includes 2.00 FTE general fund positions, Academic Affairs Program Officer (#89160) and Secretary II (#13374). Honolulu CC will serve as the lead campus for the statewide UHCC/K-12 Partnership effort due to the strength of its Early Childhood Education program.

**Honolulu Community College**

The position of , Academic Affairs Program Officer (#89160) will be redescribed and will report directly to the Chancellor (#89106). The position of Secretary (#13374) will be redescribed and assigned to the Public Affairs and Resource Development unit and report to the Director of Continuing Education and Training (#89149). The Secretary (#13374) will provide secretarial support for the Public Affairs and Resource Development unit and the International Affairs and Development unit as well as continue to provide secretarial support for the UHCC/K-12 Partnerships Office. Neither the Public Affairs and Resource Development unit nor the International Affairs and Development unit currently have any direct secretarial support. The Director of Continuing Education and Training (#89149) is best suited to provide supervision for this shared position due to anticipated workload distribution and campus priorities.

The Statewide UHCC/K-12 Partnerships Office will continue to develop and sustain a curriculum articulation process between the Department of Education (DOE), independent schools, and the University of Hawaii Community Colleges. In addition the office will facilitate coordinated undertakings between DOE, UHCC, and other agencies; and will promote community awareness of, and support for, this coordination.

The transfer of this office is essential to coordinate programs and services which will be made available throughout the state and delivered through the Community Colleges. The office will, in essence, be a consortium of all the Community Colleges in the state. The office will be housed at Honolulu Community College and specific programs identified as essential for development will be assigned to those colleges that are best prepared to

develop and offer such programs. The office will provide a single contact point for Department of Education (DOE), independent schools, and the University of Hawaii Community Colleges, but programs and services would be offered at the college that is best suited to meet the particular need.

**3. Vice President for Administration And Chief Financial Officer—Community Colleges Administrative Affairs, Human Resources unit**

The proposed reorganization transfers the position of Personnel Clerk IV (#39272) from the Vice President for Administration and Chief Financial Officer—Community Colleges Administrative Affairs, Human Resources unit to Windward Community College to address the critical staffing requirements of the Human Resources unit.

**Windward Community College**

The transfer of the Personnel Clerk IV (#39272) from the Vice President for Administration And Chief Financial Officer—Community Colleges Administrative Affairs, Human Resources unit to the Human Resources unit, Windward CC is essential to address the urgent needs of a growing institution that is currently inadequately staffed in its Human Resources unit. It is the only Community College campus currently without a personnel clerk to support the Human Resources unit.

In recent years, program and enrollment growth have steadily increased human resource requirements. The number of personnel transactions processed by the Human Resources Office have increased, and the rules and regulations under which they are administered have become more complex with increased delegation of authority.

The Personnel Clerk IV (#39272) will report directly to the Personnel Officer, (#80479). The position will be redescribed to meet the specific requirements of the college and submitted for classification review.

The Letter of Understanding between the University of Hawaii and the HGEA was executed to clarify the situation with regard to the temporary relocation of positions to the Office of the Vice President for International Education. The transfer of these positions and other positions previously assigned to Community College Systemwide Support programs to individual Community College campuses is a critical requirement to ensure appropriate support and commitment to the mission of the Community Colleges. Consistent with the strategic plan which emphasizes increased marketing (Goal 5) and staff development (Goal 4), this reorganization will move the Community Colleges toward increased campus capability, enhancing the quality of programs and services to the benefit of students, private industry, and the community. It is vital that the Community Colleges have the resources necessary to achieve its mission, goals and objectives.

No additional expenditures for personal services are anticipated as a result of this reorganization. However, required position description updates and classification reviews may increase personnel cost marginally. Each unit receiving positions is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

### **Other Alternatives Considered**

The alternative would be to leave the organization structure as is, rather than reorganize. However, with the changes in operational requirements and general funding limitations, these organizational changes are essential in maximizing operational efficiency. In addition, it has been agreed that the positions from the Office of the Vice President for International Education have only been assigned on a temporary basis as part of the transitional team. These positions must be appropriately placed under Community College campuses to continue to support the specific needs of the Community Colleges.



**PREVIOUS**

**ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR  
INTERNATIONAL EDUCATION  
ORGANIZATIONAL CHART

PRESIDENT UNIVERSITY OF HAWAII SYSTEM		
OFFICE OF THE VICE PRESIDENT FOR INTERNATIONAL EDUCATION		
Vice President for International Education **		89001
Private Secretary II*	SR-22	100041
Assistant to the SR Vice President/Chancellor*+		89341
Secretary II*+	SR-14	47688
Director of International Affairs*		89380
Secretary II*	SR-14	51355
Educational Specialist*	PBB	81158
Educational Specialist*	PBB	81015
Associate Vice President for International Education- Partnerships and Entrepreneurship**+		89266
Secretary IV*+	SR-18	39274
Program Development Director**+		89031
Marketing Officer *+	PBB	77248
Public Information Officer *+	PBB	80122
Educational Specialist*+	PBB	80447

\* To be redescribed

\*\* Proposed position classification

+ Temporary assignment from Office of the Chancellor  
for Community Colleges to create transitional capacity  
for the Office of International Education until 12/31/03

General Fund Perm  
14.00

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR  
INTERNATIONAL EDUCATION**

The Office of International Education is responsible for providing leadership for, facilitating, and coordinating international education systemwide in order to accomplish Goal 3 of the newly adopted University of Hawai'i strategic plan. The goal aims to "transform the international profile of the University of Hawai'i system as a distinguished resource in Hawaiian, Asian-Pacific affairs, positioning it as one of the world's foremost multicultural centers for global and indigenous studies."

Integral to meeting this goal are:

Establishing and implementing systemwide policies and procedures to ensure effective coordination of international student recruitment, marketing, admissions, immigration, study abroad, exchanges, academic and co-curricular support, visiting international delegations and scholar services.

Integrating teaching, learning, curricular development, research and service to enable the University to become a model multicultural center and international education resource.

Maintaining and developing contact with key international agencies, alumni, funding agencies and partner institutions in order to extend the University of Hawai'i's profile globally.

The following three major areas of international education initially to be included in this office include:

**International Education Programs and Exchange**

Provides students on a systemwide basis with a wide range of education abroad opportunities to engage in study, research, service or internships by identifying appropriate international partners.

Facilitates global networking and intercultural exchanges involving students, faculty, visiting scholars, administrative staff through institutional linkages, partnerships and consortia arrangements.

Enables faculty and students to engage in multi-disciplinary international projects and programs.

Provides faculty with opportunities to be international and comparative in their teaching and research.

Maintain relations with funding agencies and foundations that enable UH faculty expertise to be utilized in technical assistance or international training projects.

**Visiting Scholars and International Faculty Services**

Liaises with hosting academic unit to coordinate appointments of all UH-sponsored visiting scholars and international faculty.

Provides monthly orientation to incoming scholars as well as on-going scholar services including immigration and personal counseling.

Provides on-going staff training to UH units in order to meet all federal requirements for bringing visiting scholars and international faculty to UH campuses.

Coordinates scholar immigration matters and serves as the University's primary point of contact for the U.S. Department of State and Immigration and Naturalization Services in implementation of federally-mandated electronic tracking systems.

### **International Partnerships and Entrepreneurship**

Facilitates business development opportunities for research and training partnerships, including international capacity building contracts, enhancing the University's external revenues.

Facilitates private-public partnerships with businesses and local, state, federal agencies and international governments in order to advance the University's role in international training and economic development.

Identifies and develops, in cooperation with the University of Hawai'i Foundation, international donor prospects.

Works with the Office of the Vice President for External Affairs and University Relations, to facilitate communications and marketing for international education and special projects in support of individual campus missions.

Coordinates special projects in conjunction with individual campus initiatives, focusing on the University's international business and resource development efforts.

### **Transition Team**

In order to begin implementation of Goal 3 and the associated action strategies outlined in the strategic plan, a transition team has been formed through reassignment of personnel from various UH units. They shall work with internal and external committees and constituencies in order to identify benchmarks and measurable targets for achieving the outlined international goals for the university. This may include reviewing existing international education-related policies and procedures, recommending changes, initiating new partnerships and programs, and extending UH's global outreach. A critical component of the transition team will be pursuing opportunities to create revenues which can be used to fund various student, faculty and programmatic activities.

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
WINDWARD COMMUNITY COLLEGE

Organization Chart

Chart I

President, University of Hawaii System

OFFICE OF THE CHANCELLOR

Chart II

INSTRUCTION

Chart III

STUDENT SERVICES

Chart IV

ADMINISTRATIVE SERVICES

Chart V

EMPLOYMENT TRAINING CENTER  
AND CONTINUING AND  
COMMUNITY EDUCATION

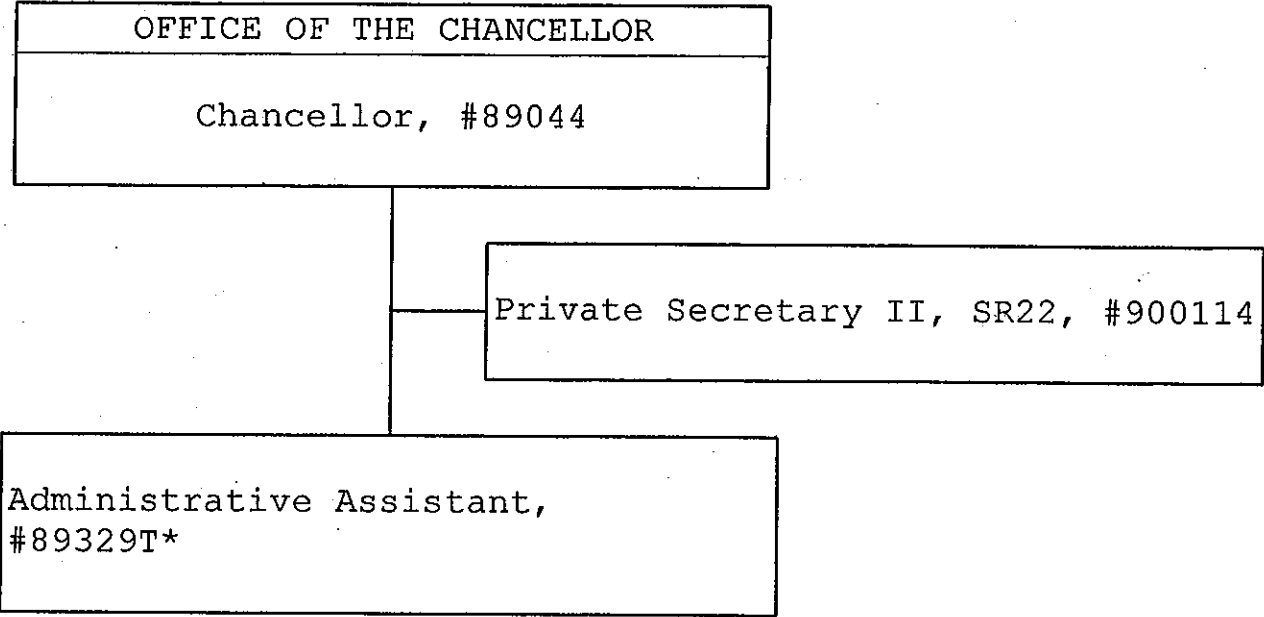
Chart VI

	<u>Perm</u>	<u>Temp</u>
General Fund	118.50	8.00
(B) Special Funds	8.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
WINDWARD COMMUNITY COLLEGE  
OFFICE OF THE CHANCELLOR

Position Organization Chart

Chart II



\* Temporary Position

	Perm	Temp
General Fund	2.00	1.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
WINDWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

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

- ◊ Offers liberal arts course work, which leads to the Associate in Arts degree and lower division preparation for baccalaureate degrees.
- ◊ Offers vocational/technical course work which leads to certificates.
- ◊ Offers continuing education and community service programs of both the non-credit and credit variety.
- ◊ Provides basic skills and vocational instruction to "at risk" populations via the Employment Training Center

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the orderly and proper functioning of Windward Community College. The Office is responsible for directing all aspects of the administration and development of the College in order that the College fulfills its mission.

Within the established policies and procedural guidelines of the University of Hawaii and applicable Federal and State statutes, the Office of the Chancellor oversees the management and operations of the College in the following functional areas:

- ◊ Curriculum and Instruction
- ◊ Library and Media services
- ◊ Student services including admissions and records, academic and career counseling, student activities, financial aid, and job placement
- ◊ Finance, accounting, budgeting, word processing, and copying services
- ◊ Personnel transactions and records
- ◊ Physical plant and grounds, including parking and security
- ◊ Employment Training Center
- ◊ Continuing Education and Training
- ◊ Community services

Additionally, the Office of the Chancellor is responsible for the following functions:

- ◊ Issues campus policies and guidelines governing the activities of the College.
- ◊ Recommends the hiring, tenure, promotion, leave-taking, and termination of personnel.
- ◊ Submits the recommended biennial and supplemental budgets.

- ◊ Maintains liaison with other campuses of the University, post-secondary education institutions within the service area of the College, agencies such as secondary and trade schools, community groups, and State and County officials or representatives.
- ◊ Facilitates the staff development program of the College.

### INSTRUCTION

The Office of the Dean of Instruction is directly responsible for all of the functions concerned with credit instruction, academic support services, and extramural grants. This includes the following:

- ◊ Evaluates instructional programs consistent with the Educational Development Plan of the College.
- ◊ Develops and coordinates all new instructional program proposals and reviews on-going instructional programs.
- ◊ Evaluates outcome of instructional programs.
- ◊ Coordinates personnel action that relates to hiring, tenure leaves, promotion, and termination of faculty and staff within above program areas.
- ◊ Prepares the instructional and academic support budget and allocations, and controls expenditures.
- ◊ Coordinates the development and periodic review of the Educational Development Plan, Vocational Education State Plan, and all accreditation reports.
- ◊ Coordinates with other University units on faculty personnel matters that may have system-wide implications.
- ◊ Develops curriculum and innovations in learning and teaching.
- ◊ Publishes the College catalog, class schedules, and the regulation of course offerings.
- ◊ Coordinates extramural grant proposal development.
- ◊ Coordinates all learning assistance center activities.
- ◊ Administers academic computing.
- ◊ Administers regular credit summer session.

### Instructional Divisions (I and II)

Each instructional division is responsible for the development, supervision, and improvement of instruction and curricula of selected disciplines, which comprise that division. This includes the following:

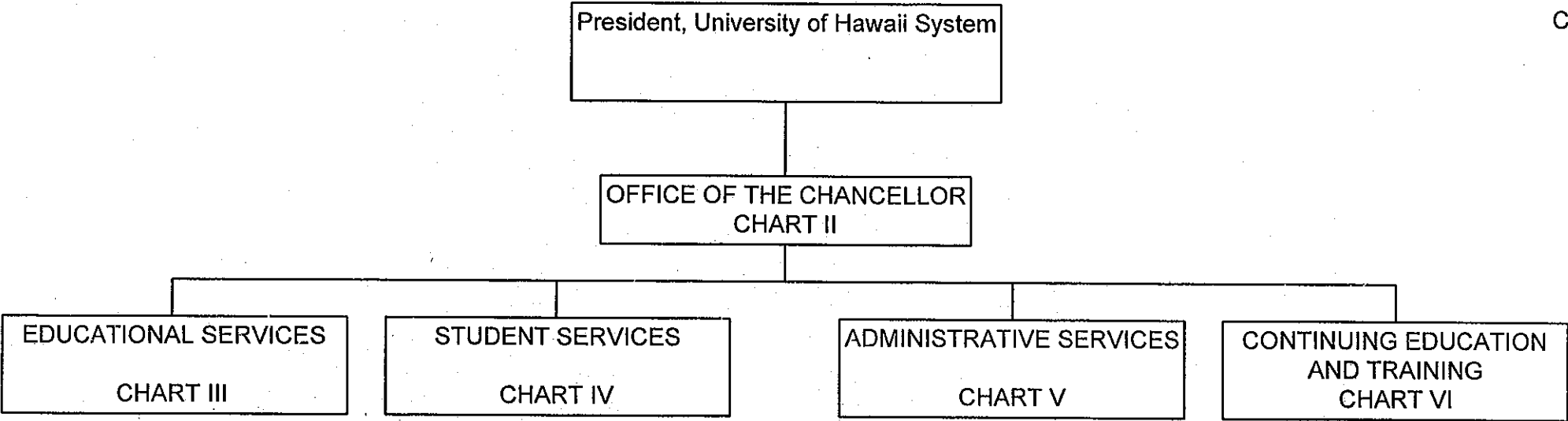
- ◊ Supervises the division curriculum and instruction.
- ◊ Coordinates the preliminary scheduling, classroom assignments, and development of the catalog descriptions for courses and programs.



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
LEEWARD COMMUNITY  
COLLEGE

ORGANIZATION CHART

CHART I

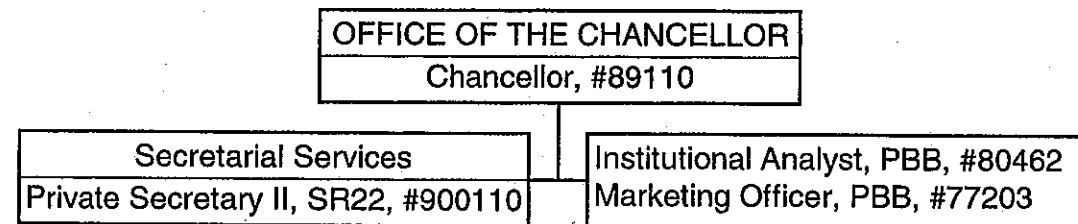


	<u>PERM</u>	<u>TEMP</u>
GENERAL FUND	292.00	1.00
(B) SPECIAL FUNDS	16.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
LEEWARD COMMUNITY COLLEGE  
OFFICE OF THE CHANCELLOR

POSITION ORGANIZATION CHART

CHART II



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
LEEWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a comprehensive, postsecondary program in the liberal arts and a broad spectrum of program offerings in the vocational-technical areas.

- Offers liberal arts programs which lead to the Associate in Arts degree and lower-division preparation for baccalaureate degrees;
- Offers occupational programs which lead to Certificates of Achievement and Associate in Science degrees;
- Offers vocational-technical programs which lead to Certificates of Achievement and Associate in Science degrees;
- Offers continuing education and community services programs of both the credit and non-credit variety;

OFFICE OF THE CHANCELLOR

This office is charged with responsibility for overseeing the operations of the College as a whole, and insuring that all programs and services provided are in accord with approved educational plans, University and governmental regulations and provisions of employee contracts.

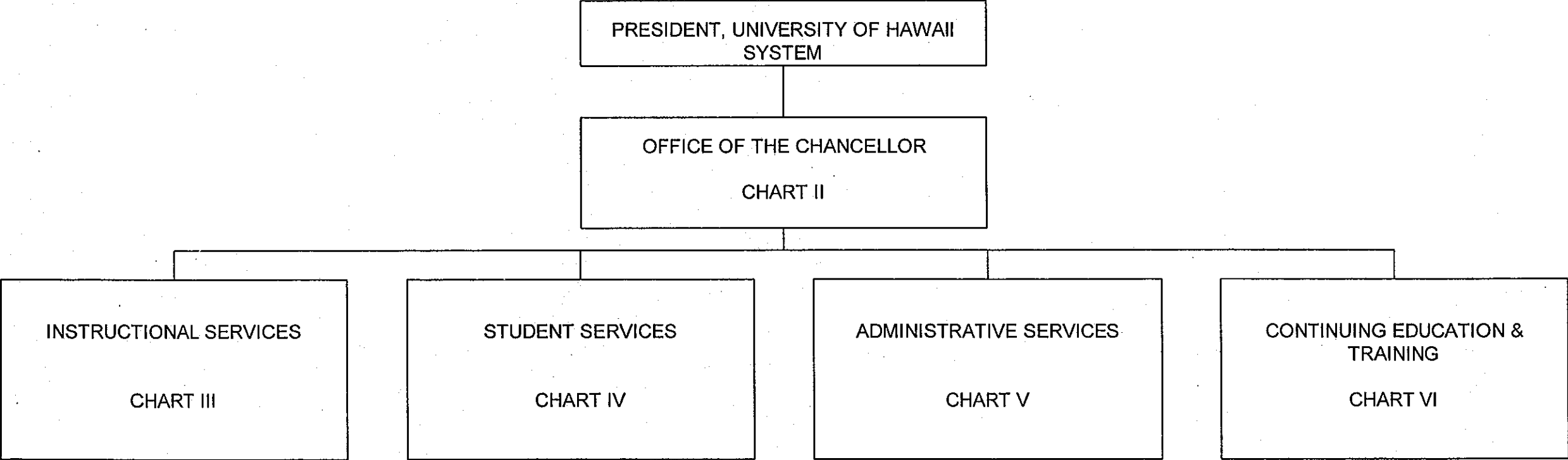
The unit is headed by a Chancellor who serves as the executive head of the College. The Chancellor supervises the Dean of Instruction, the Dean of Student Services, the Director of Continuing Education and Training, the Director of Administrative Services, and staff assigned to this office.

Specific functions assigned include the following:

- serves as a liaison between the College and other units within the University, City/State/Federal governments, and as representative of the College before the community at large;
- establishes planning parameters for the development of program plans, budgets and expenditure plans, capital improvement plans for all program units; approves these plans and incorporates them into institutional plans;
- oversees the scheduled evaluation of all programs and services offered;
- reviews and approves all personnel transactions involving all College staff (hiring, renewing contracts, terminations, promotions, leave requests, etc.);
- receives and resolves grievances and disputes involving faculty, staff and students at the College, within established guidelines;
- directs extramural fund solicitations.

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
KAUA'I COMMUNITY COLLEGE

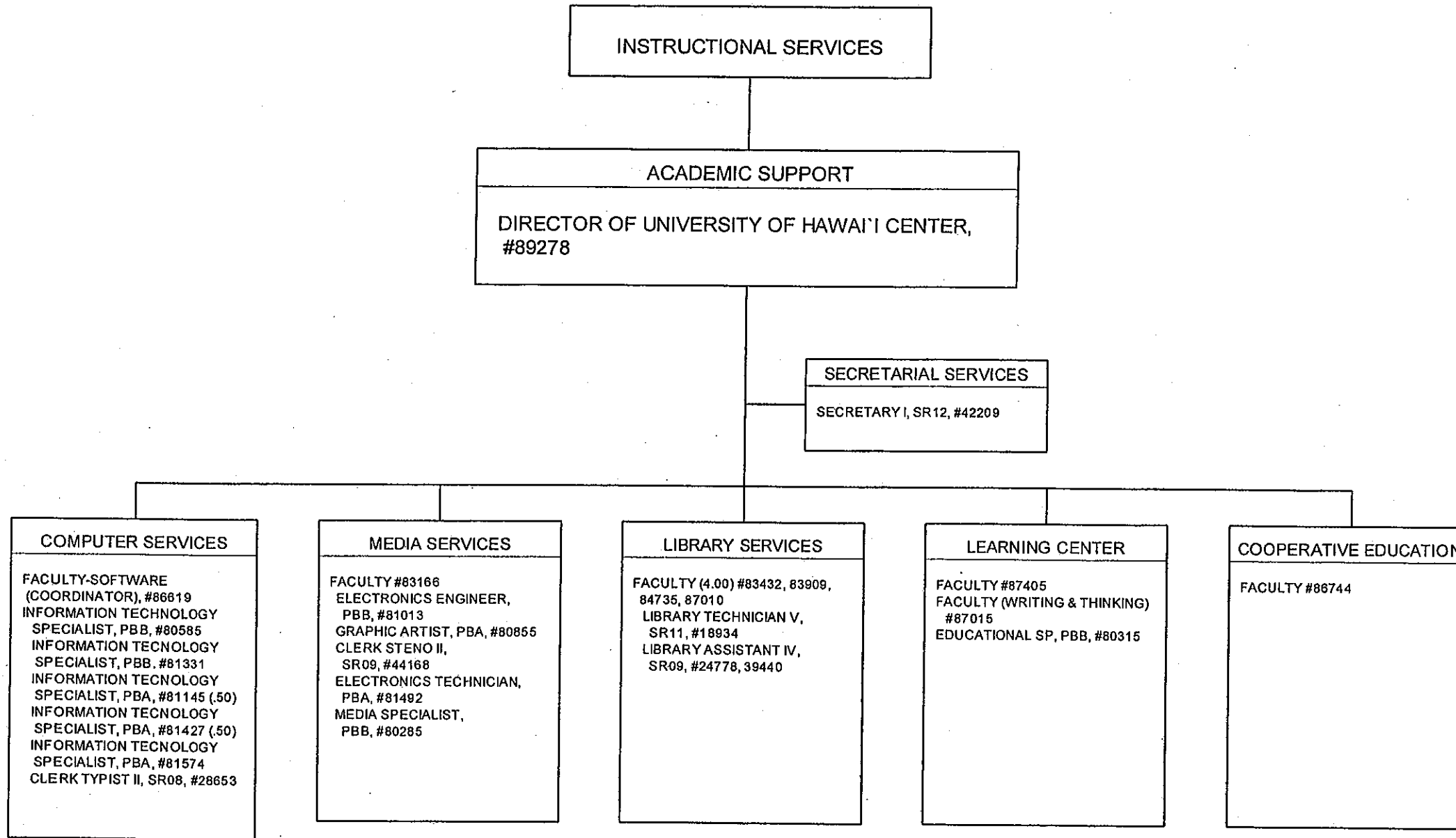
Organization Chart  
Chart I



	<u>Perm</u>
GENERAL FUND	141.50
(B) SPECIAL FUNDS	2.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
KAUA'I COMMUNITY COLLEGE  
ACADEMIC SUPPORT

Position Organization Chart  
Chart III-B



- Supervises development of the campus Academic Development Plan and program and budget reviews.

#### COORDINATION

- Establishes and maintains liaison with higher administration officials, secondary schools, County and State agencies, and community agencies, including trade unions, advisory groups, and community groups.

#### INSTRUCTION (Divisions)

Language, Arts and Humanities;  
Mathematics/Science/Social Science; Trade and  
Technology; Health Education; and Business  
Education

The purpose of the instructional divisions is to group disciplines to facilitate coordination and supervision of instructors and activities. The divisions function to maintain administrative practices that meet the objectives of the college. Each division is served by a division chairperson who assists the Office of the Dean of Instruction in the following functions:

- Participates in personnel matters relating to teaching assignments, recruiting, continued employment, re-appointment, or separation.
- Prepares educational plans, including program reviews.
- Assists in the development of courses, schedules, and catalog materials.
- Assists faculty members to better serve students.
- Assists in the development of the biennial budget for both operating and capital improvements requirements.

#### ACADEMIC SUPPORT

The Office of the Director of the University Center and Assistant Dean of Instruction for Academic Support provides non-instructional assistance to faculty and students. These services include: computer support; media, library, and learning assistance services; and cooperative education. In addition, this office manages and staffs the University of Hawai'i Center, Kaua'i which provides access to programs offered elsewhere in the University system.

#### Computer Services

- Coordinates computer services for the college, including hardware and software data base management and campus-wide networking, as well as management and maintenance of the network system and the microcomputers serving faculty, staff, and instructional labs.
- Develops and maintains major systems, including systems analysis, systems design, application programming, systems testing, and systems installation.
- Supports access to and use of UH systemwide applications.
- Operates and supervises scheduling and control, equipment operation, production support, and data entry.
- Provides technical support for data processing standards and training on basic software applications and basic hardware functions.
- Provides technical advice and coordination to all functional areas.

### Media Services

- Plans, coordinates, and administers the college's media program, assisting in the selection of materials and equipment, acquisition of media resources, and scheduling and maintaining media resources.
- Provides support to college faculty and staff, as well as faculty providing instructional services to Kaua'i residents through HITS and through other institutions.

### Library Services

- Provides all library services which include books, magazines, pamphlets, tapes, compact discs, video materials, films, slides, and other related materials.
- Administers the total operations of the library by establishing library policies, preparing the operating and capital improvements budget, maintaining an internal organizational structure, evaluating and selecting library materials, and assisting faculty and students in the use of the library.
- Provides services to support on-campus, off-campus, and cable TV offerings provided by the college as well as those HITS courses received by the college and those programs provided by other institutions and negotiated by the college.
- Provides user services to the community.

### Learning Center

- Provides a variety of learning assistance services including assessment of learning strengths, styles, and problems; individualized text and computer-assisted instruction; tutorial assistance and collaborative learning activities; learning skills instruction; and individualized and small-group instruction on word processing software.
- Offers workshops for students in various success-building skills.

### Cooperative Education

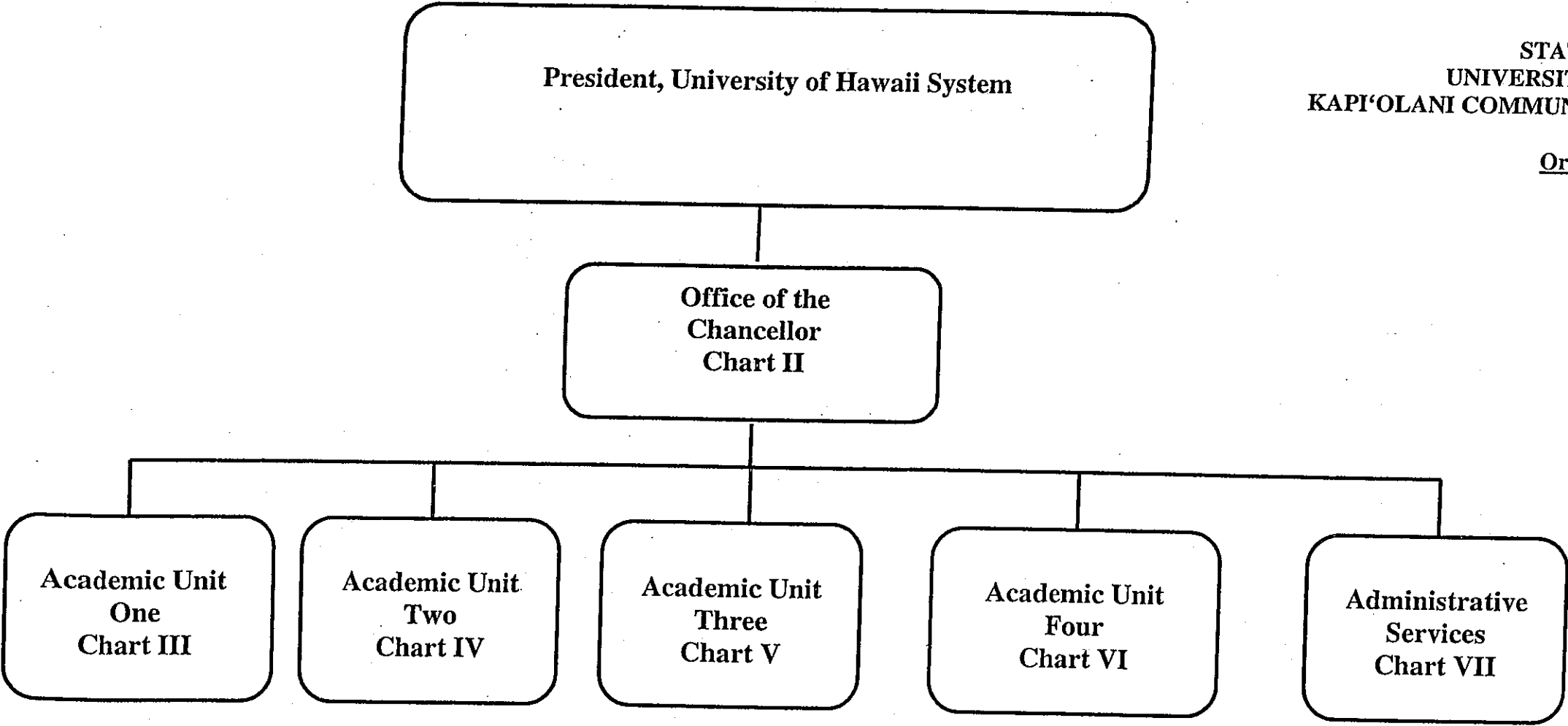
- Offers students opportunities to explore or test out various off-campus work experience in industry and business so that individual potential and career grounding can be developed.
- Supervises and evaluates student performance and progress on the job in cooperation with each student's employer.
- Locates jobs, places students, evaluates students, and approves the experience as acceptable for college credit.

### University Of Hawai'i Center, Kaua'i

- Directs and coordinates instructional, research and/or public service activities to enable students living on the island of Kaua'i to enroll in courses and credential programs offered by one or more of the University of Hawai'i's accredited programs.
- Determines community educational needs, develops course schedules, and coordinates registration, counseling, financial aid, library, computer and support services.

Organization Chart

Chart I



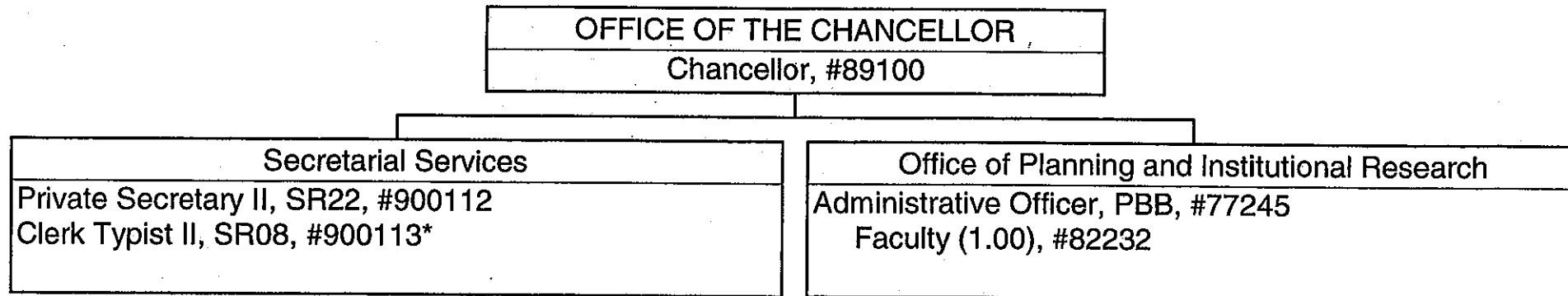
	<u>Perm</u>	<u>Temp</u>
General Fund	340.00	27.50
(B) Special Funds	24.00	



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

Organization Chart

Chart II



\* Temporary Position  
 + Position to be redescribed

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

## OFFICE OF THE CHANCELLOR

The Office of the Chancellor 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 Chancellor 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

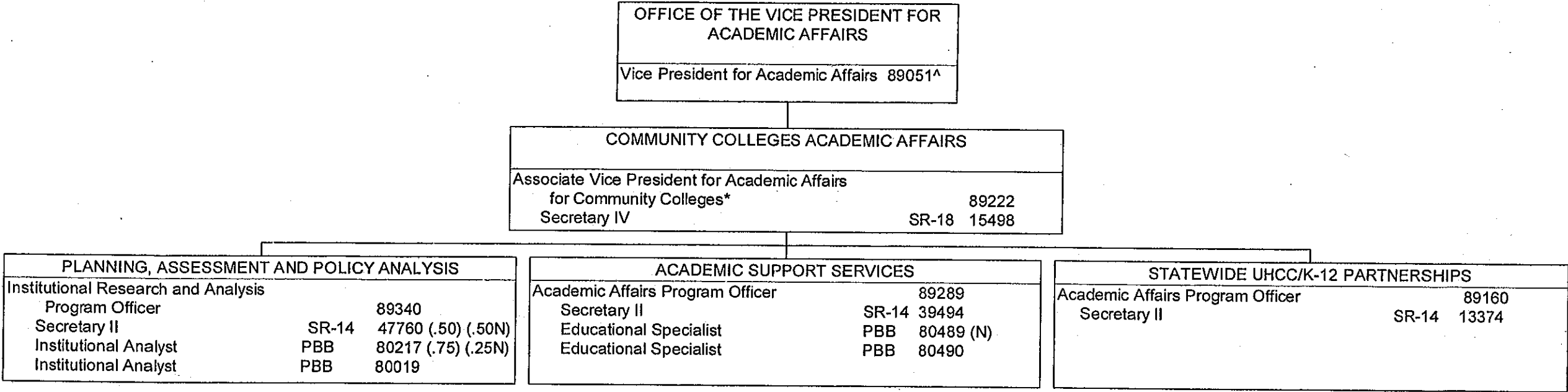
The Office of Planning and Institutional Research is responsible for ensuring all college units have access to objective and current information. The Office of Planning and Institutional Research:

- 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

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR  
ACADEMIC AFFAIRS  
COMMUNITY COLLEGES ACADEMIC AFFAIRS

ORGANIZATIONAL CHART

CHART (B)



NOTE: All positions in Community Colleges Academic Affairs to be redescribed, also Pos. No. 89051.

\* Proposed position classification  
^ Excluded from position count, this chart

	Perm
General Fund	10.25
Federal Funds	1.75

### Academic Planning, Assessment and Policy Analysis

Coordinates the development of the academic program planning process.

Facilitates the completion of selected planning and evaluation activities including: the State Higher Education Functional Plan, strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.

Prepares selected reports to facilitate the management of academic programs.

Supports program planning and evaluation by developing and maintaining an academic program database.

Conducts selected policy analysis studies.

### Student Affairs

Develops and prepares community college policy regarding student services.

Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.

Serves as expert in interpreting and applying community college policies and procedures in exceptional or unique student affair cases.

### Statewide UHCC/K-12 Partnerships

Establishes a curriculum articulation process between the DOE, independent schools and the UHCC.

Facilitates coordination of Adult Basic Education and remediation services among the DOE, UHCC and other agencies.

Develops a curriculum articulation process and effectiveness measures with independent secondary schools in Hawai'i.

Initiates development of teacher certification and in-service education programs involving the DOE, independent schools, UHCC and post-secondary teacher education institutions.

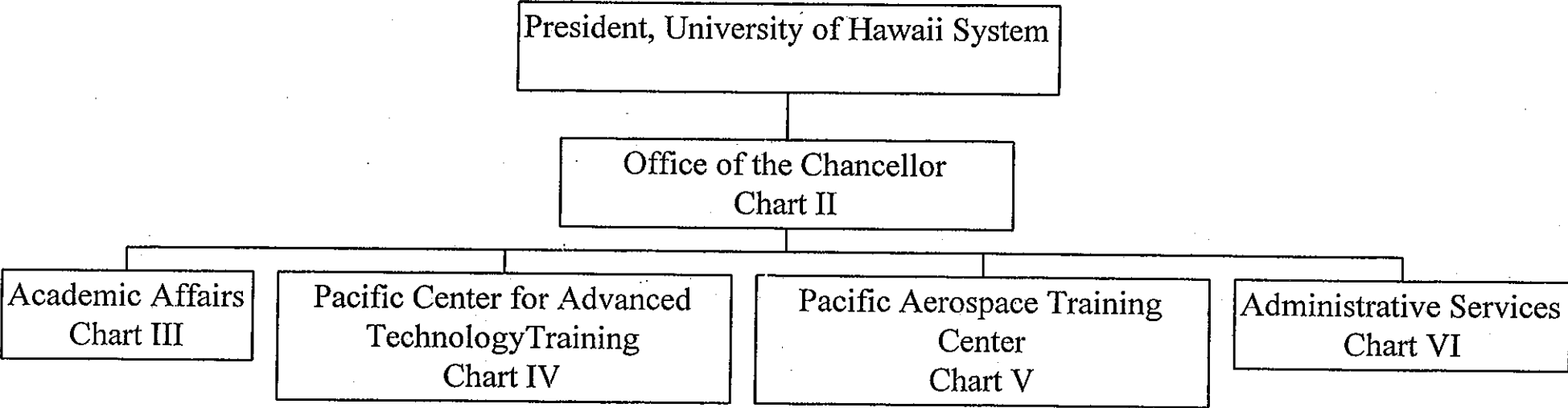
Develop a set of measures to evaluate the effectiveness and efficiency of these collaborative processes and programs.

Promote community awareness of and support for these coordinated undertakings.

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

Organization Chart

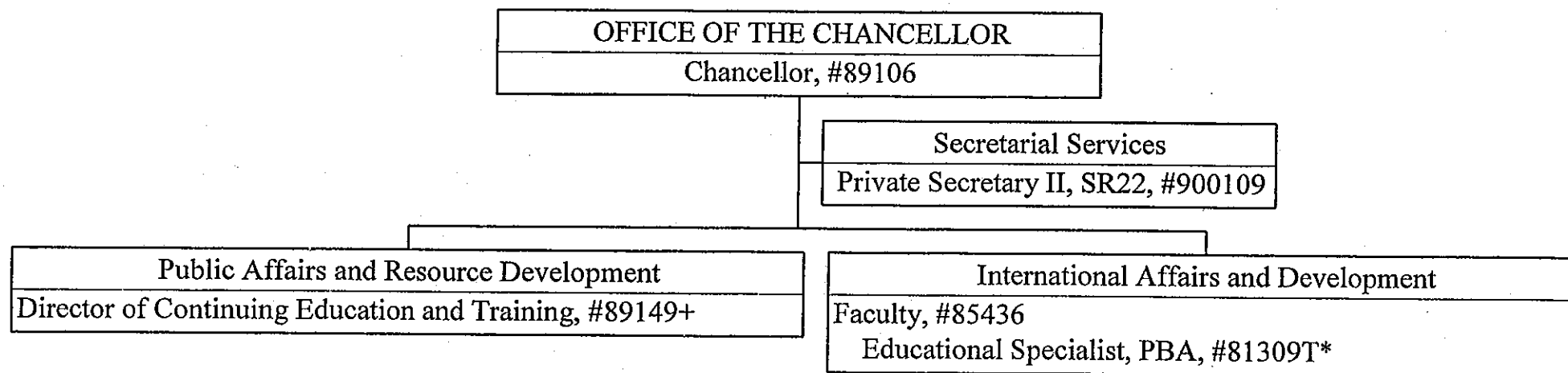
Chart I



	<u>Perm</u>	<u>Temp</u>
General Fund	277.00	7.00
( B) Special Funds	19.00	
(W) Revolving Funds	2.50	

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

Chart II



\* Temporary Position

+ Position to be redescribed

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

## OFFICE OF THE CHANCELLOR

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

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

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

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

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

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

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

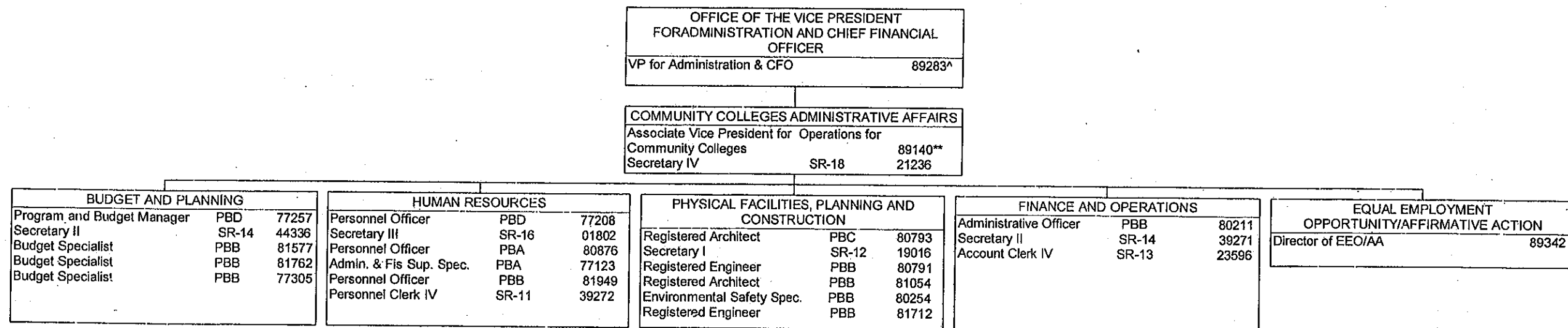
The International Affairs and Development Office is responsible for the coordination and development of international programs at Honolulu Community College and for assisting in the advancement of the role of the University of Hawai'i in international education.

The International Affairs and Development Office:

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



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION AND  
CHIEF FINANCIAL OFFICER  
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS  
ORGANIZATIONAL CHART (A)



NOTE: All positions in Community Colleges Administrative Affairs to be redescribed.

\* Position to be redescribed upon employee's completion of leave

\*\* Proposed position classification

^ Excluded from position count, this chart

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
OFFICE OF THE VICE PRESIDENT FOR  
ADMINISTRATION AND CHIEF FINANCIAL OFFICER  
SYSTEMWIDE ADMINISTRATION  
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS

FUNCTIONAL STATEMENTS

ADMINISTRATIVE AFFAIRS

This office is responsible for facilitation and coordination in all aspects of administrative affairs for community colleges including budget, human resources, facilities planning and management, and equal opportunity employment/affirmative action.

Coordinates planning and management systems to promote policy coordination among the Community Colleges.

Provides centralized support services in budgeting, human resources, facilities planning and management and equal opportunity employment/affirmative action.

Participates at the policy level on collective bargaining contract negotiations and contract interpretation including the handling of grievances.

Coordinates activities involving relationships with senior system-wide and campus administrators, BOR and its committees, legislative committees and their staffs and with City, State and Federal agencies and community groups.

Reviews, approves, if delegated, and processes administrative matters; conducts management and other studies; and issues required reports. Resolves problems and issues that have systemwide or inter-campus impact.

Coordinates all activities relating to the Capital Improvements Program (CIP), and repairs and maintenance projects of the Community Colleges.

Provides messenger and mail services to the various campuses.

Physical Facilities, Planning and Construction

Coordinates long- and short-range physical facilities plans between community college chancellors and the Director of Capital Improvements.

Coordinates activities with private contractors, Director of Capital Improvements, and governmental inspectors, and acts as liaison between chancellors and the Director of Capital Improvements in the preparation of plans for new construction projects and building alterations.

Coordinates preparation of capital improvements budget for community colleges in consultation with the chancellors and Director of Capital Improvements.

Provides occupational and environmental health and safety support for the Community Colleges in coordination with the University of Hawaii Environmental Health and Safety Office (EHSO) and the Director of Capital Improvements. The EHSO maintains systemwide responsibility for most of these health and safety functions.

### Budget and Planning

Coordinates, reviews, and prepares operating and CIP budgets and expenditure plans and reports required by the University, State and Federal governments.

Develops Community Colleges and systemwide program budget and allocation plans.

Develops budgetary and control systems and procedures.

Provides staff support in the review and analysis of organizational charts and functional statements. Coordinates the flow and approval of reorganization requests for the Community Colleges.

Conducts special studies and analysis affecting the budget.

### Finance and Operations

Develops, reviews, and revises policies and operational fiscal affairs procedures in coordination with Chancellors from community colleges.

Supervises the compliance of existing University and governmental policies and regulations on fiscal matters.

Coordinates, reviews, and administers extramural contracts and grants.

Provides messenger and mail services to the various campuses.

### Human Resources

Develops and directs the personnel system for the Community Colleges and systemwide programs, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action.

Provides overall systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensures appropriate implementation.

Serves as the Community College chancellors' and systemwide program directors' principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serves as grievance hearings officer.

Serves as principal liaison with the University System Office of Human Resources.

Develops, plans, and coordinates staff development activities for the Community Colleges with community college Chancellors. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledge and abilities. Identifies Community College faculty and staff goals, objectives, and directions to respond to these needs.

### Equal Employment Opportunities/Affirmative Action

Develops, coordinates and implements the equal employment opportunity and affirmative action program for the Community Colleges System.

Ensures compliance with Federal, State and University policies and procedures.

Investigates grievances and complaints.

Develops proactive programs and activities to address underutilization and to ensure the rights of protected individuals.

- ◊ Administers the peer tutorial program, including the selection, training, and supervision of tutors.
- ◊ Extends special assistance to the handicapped, including those who are learning disabled, for whom testing services are coordinated with cooperating agencies.
- ◊ Provides assistance to the Learning Assistance Center (LAC) by providing for and conducting study skills and personal development workshops for the LAC participants.
- ◊ Administers the Return-to-Academics program (RAP) for students on academic probation by providing assistance in designing an individual educational and support program with the intention of returning to good academic standing.
- ◊ Recruits economically and culturally disadvantaged students and provides information on the College and its resources, including financial aid, career counseling, and special programs.

#### ADMINISTRATIVE SERVICES

The Office of the Director for Administrative Services administers, coordinates, and supervises various administrative support services and activities of the College. This includes the following:

- ◊ Coordinates CIP planning and maintains liaison between the College, contractors, State Department of Accounting and General Services, and the University of Hawaii Facilities Planning Office.
- ◊ Develops the biennial and annual budget.
- ◊ Develops the expenditure plan and maintains fund control.
- ◊ Provides for cashiering and disbursement of funds, certifies availability of resources and propriety of expenditures.
- ◊ Administers human resource management
- ◊ Administers administrative computing.
- ◊ Maintains facilities and grounds for preservation, safety, and health.
- ◊ Provides other auxiliary services such as the Bookstore\1, vending machines, lunch wagon, mail, and telephone services.

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\1 NOTE: The Bookstore is a branch of and under the operational control of the UH Manoa Bookstore.

#### Business Office

This office is directly responsible for cashiering, purchasing, disbursing, and mail for the College. This includes the following:

- ◊ Collects and records payment for tuition, fees and fines; issues receipts; and credits proper account.
- ◊ Procures goods and services.
- ◊ Prepares contract specifications for acquisition of goods and services that require formal bidding.
- ◊ Prepares reimbursements in accordance with University policy for the payment of goods and services using the imprest checking and petty cash accounts.
- ◊ Coordinates U.S. and campus mailing services.

#### Human Resources

This section is responsible for the human resource management, record-keeping and personnel transactions for the College. This includes the following:

- ◊ Monitors the recruitment process to ensure compliance with established procedures and the Equal Employment Opportunity/Affirmative Action (EEO/AA) policy.
- ◊ Assists with position classification, pay administration, and contract interpretations.
- ◊ Administers workers' compensation, temporary disability insurance, and other employee benefit programs.
- ◊ Updates organizational charts.
- ◊ Provides on-campus student employment services.

#### Computing and Data Processing

This section is responsible for the management and maintenance of the central computing and data processing equipment and software for the College's administrative programs. This includes the following:

- ◊ Develops and maintains the information system which includes systems analysis, systems design, application programming, systems testing, and systems installation.
- ◊ Oversees scheduling and control, equipment operation, production support, and data entry.
- ◊ Develops standards and provides technical support for data processing, technical assistance, and training.

#### Operations and Maintenance

This section is responsible for the maintenance of all facilities and grounds on campus. This includes the following:

- ◊ Performs custodial and groundskeeping services.

**APPROVED**

**ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**

# PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR  
INTERNATIONAL EDUCATION  
ORGANIZATIONAL CHART

PRESIDENT UNIVERSITY OF HAWAII SYSTEM		
OFFICE OF THE VICE PRESIDENT FOR INTERNATIONAL EDUCATION		
Vice President for International Education **		89001
Private Secretary*	SR-22	100041
Director of International Affairs*		89380
Secretary II*	SR-14	51355
Educational Specialist*	PBB	81158
Educational Specialist*	PBB	81015
Associate Vice President for International Education-		
Partnerships and Entrepreneurship**+		89266
Secretary IV*+	SR-18	39274
Program Development Director**+		89031

APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003

Date

\* To be redescribed

\*\* Proposed position classification

+ Temporary assignment from Office of the Chancellor  
for Community Colleges to create transitional capacity  
for the Office of International Education until 12/31/03

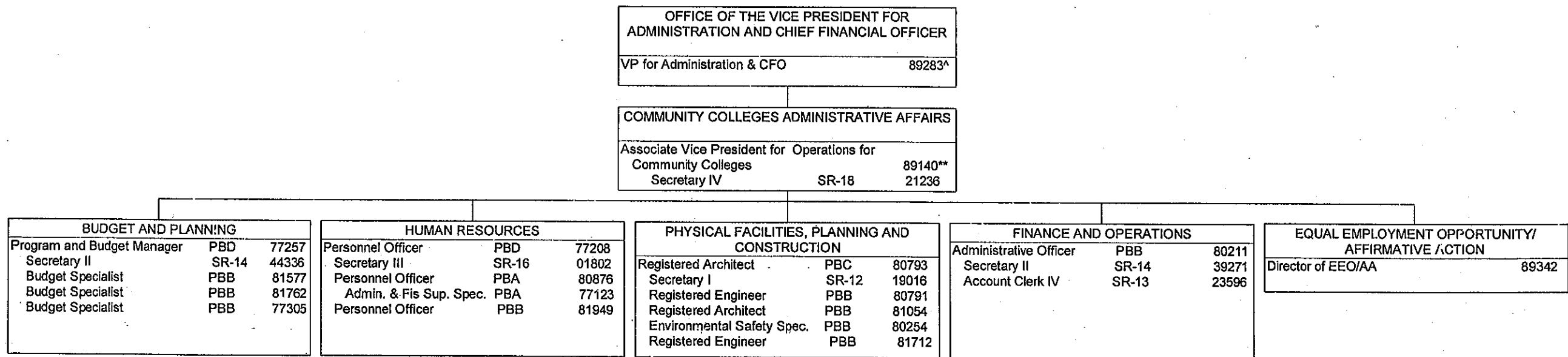
General Fund Perm  
9.00



NO CHANGES TO OFFICE OF THE VICE PRESIDENT FOR INTERNATIONAL  
EDUCATION FUNCTIONAL STATEMENTS.

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ADMINISTRATION AND  
CHIEF FINANCIAL OFFICER  
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS  
ORGANIZATIONAL CHART (A)



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003

Date

NOTE: All positions in Community Colleges Administrative Affairs to be redescribed.

\* Position to be redescribed upon employee's completion of leave

\*\* Proposed position classification

^ Excluded from position count, this chart

General Fund Perm  
22.00

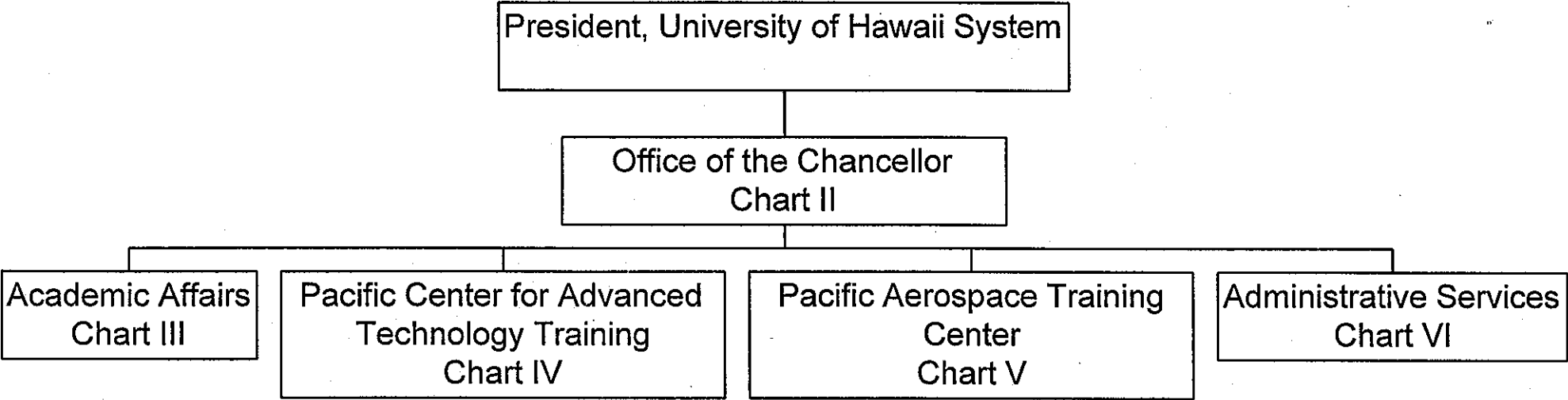
NO CHANGES TO OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND CHIEF  
FINANCIAL OFFICER FUNCTIONAL STATEMENTS

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

Organization  
Chart

Chart I



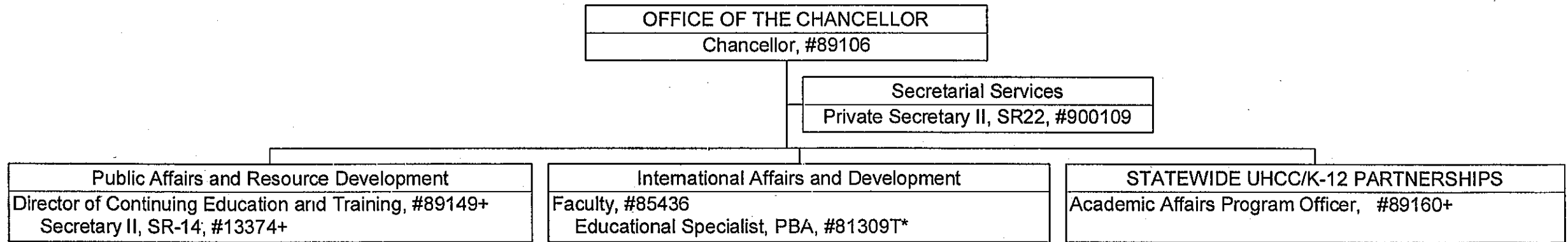
	<u>Perm</u>	<u>Temp</u>
General Fund	279.00	7.00
( B) Special Funds	19.00	
(W) Revolving Funds	2.50	

PROPOSED ORGANIZATIONAL CHART

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

Organization Chart

Chart II



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003  

---

Date

- \* Temporary Position
- + Position to be redescribed

	<u>Perm</u>	<u>Temp</u>
General Fund	6.00	1.00

## OFFICE OF THE CHANCELLOR

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

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

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

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

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

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

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

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

The International Affairs and Development Office:

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

#### **Statewide UHCC/K-12 Partnerships**

The Statewide UHCC/K-12 Partnerships Office serves as a unit of the College and as an Office with statewide responsibilities. The Statewide UHCC/K-12 Partnerships Office:

- Establishes a curriculum articulation process between the DOE, independent schools, and the UHCC
- Facilitates coordination of Adult Basic Education and remediation services among the DOE, UHCC, and other agencies.
- Develops a curriculum articulation process and effectiveness measures with independent secondary schools in Hawaii.
- Initiates development of teacher certification and in-service education programs involving the DOE, independent schools, UHCC and post-secondary teacher education institutions.
- Develop a set of measures to evaluate the effectiveness and efficiency of

these collaborative processes and programs.

- Promote community awareness of and support for these coordinated undertakings.

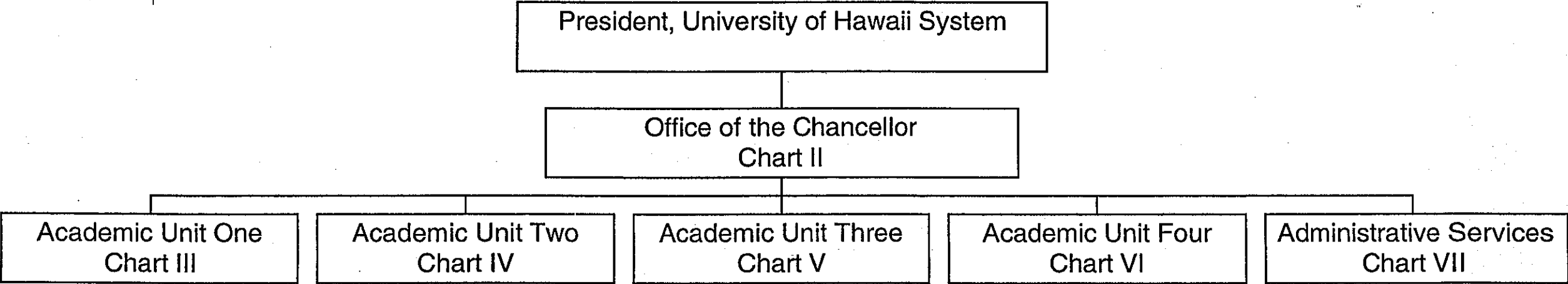


PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
KAPIOLANI COMMUNITY COLLEGE

Organization Chart

Chart I



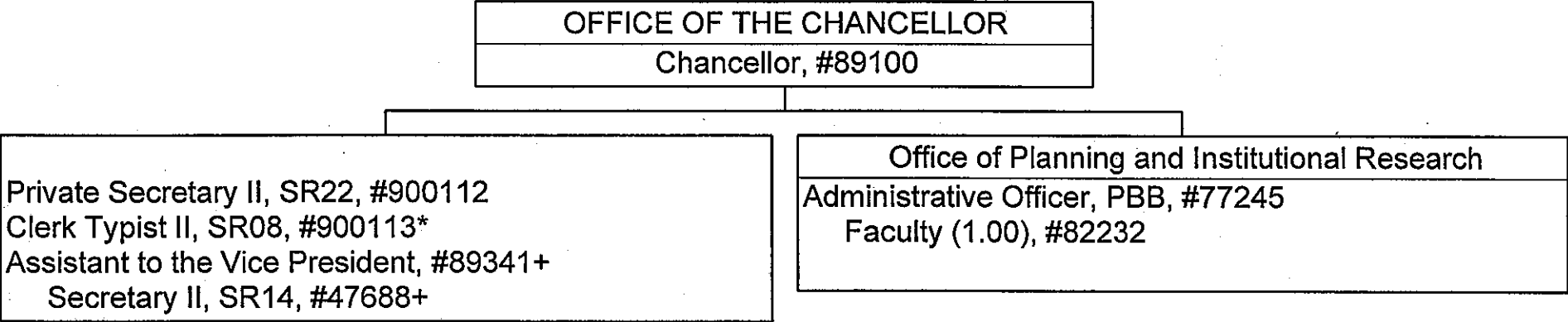
	<u>Perm</u>	<u>Temp</u>
General Fund	342.00	27.50
( B) Special Funds	24.00	

**PROPOSED ORGANIZATIONAL CHART**

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

Organization Chart

Chart II



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003

Date

- \* Temporary Position
- + Position to be redescribed

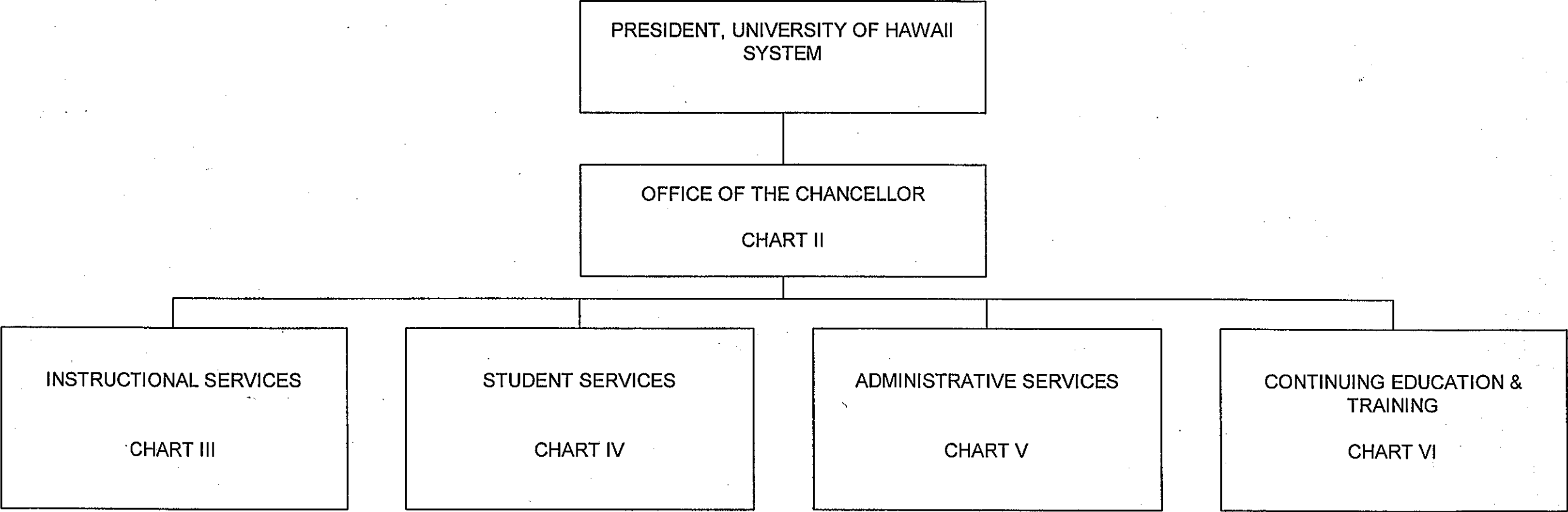
	<u>Perm</u>	<u>Temp</u>
General Fund	6.00	1.00

# NO CHANGES TO KAPI'OLANI COMMUNITY COLLEGE'S FUNCTIONAL STATEMENTS

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
KAUAI COMMUNITY COLLEGE

Organization Chart  
Chart I

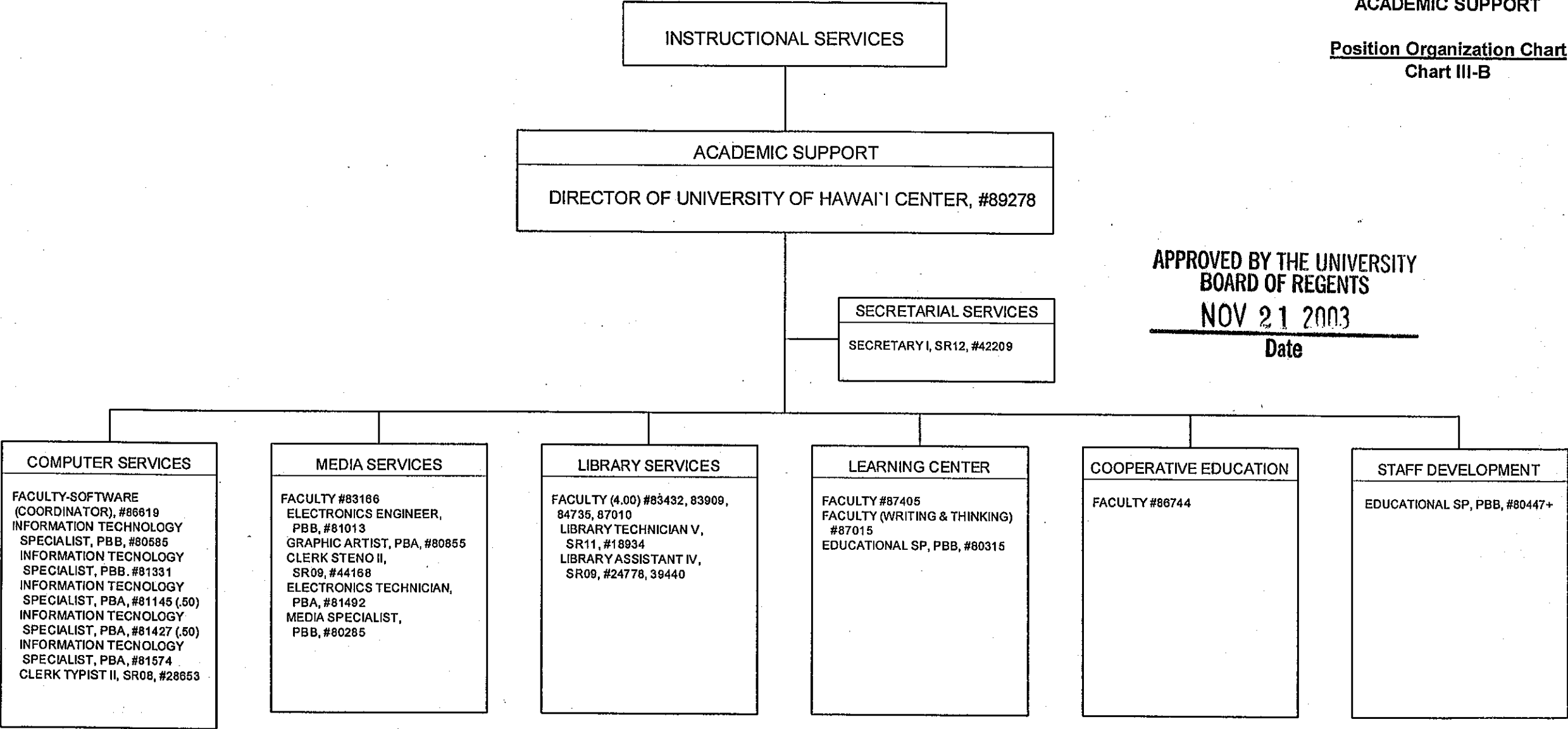


	<u>Perm</u>
GENERAL FUND	142.50
(B) SPECIAL FUNDS	2.00

Proposed Organizational Chart

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
COMMUNITY COLLEGES  
KAUA'I COMMUNITY COLLEGE  
ACADEMIC SUPPORT

Position Organization Chart  
Chart III-B



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003  
Date

+ Position to be redescribed

## ACADEMIC SUPPORT

The Office of Academic Support provides non-instructional assistance to faculty and students. These services include: computer support; media, library, and learning assistance services; and cooperative education. In addition, this office manages and staffs the University of Hawai'i Center, Kaua'i which provides access to programs offered elsewhere in the University system.

### COMPUTER SERVICES

- Coordinates computer services for the college, including hardware and software data base management and campus-wide networking, as well as management and maintenance of the VAX system and the microcomputers serving faculty, staff, and instructional labs.
- Develops and maintains major systems, including systems analysis, systems design, application programming, systems testing, and systems installation.
- Operates and supervises scheduling and control, equipment operation, production support, and data entry.
- Provides technical support for data processing standards and training on software applications and basic hardware functions.

### MEDIA SERVICES

- Plans, coordinates, and administers the college's media program, assisting in the selection of materials and equipment, acquisition of media resources, and scheduling and maintaining media resources.
- Provides support to college faculty and staff, as well as faculty providing instructional services to Kaua'i residents through HITS and through other institutions.

### LIBRARY SERVICES

- Provides all library services which include books, magazines, pamphlets, tapes, compact discs, video materials, films, slides, and other related materials.
- Administers the total operations of the library by establishing library policies, preparing the operating and capital improvements budget, maintaining an internal organizational structure, evaluating and selecting library materials, and assisting faculty and students in the use of the library.
- Provides services to support on-campus, off-campus, and cable TV offerings provided by the college as well as those HITS courses received by the college and those programs provided by other institutions and negotiated by the college.
- Provides user services to the community.

### LEARNING CENTER

- Provides a variety of learning assistance services including assessment of learning strengths, styles, and problems; individualized text and computer-assisted instruction; tutorial assistance and collaborative learning activities; learning skills instruction; and individualized and small-group instruction on word processing software.
- Offers workshops for students in various success-building skills.

### COOPERATIVE EDUCATION

- Offers students opportunities to explore or test out various off-campus work experience in industry and business so that individual potential and career grounding can be developed.
- Supervises and evaluates student performance and progress on the job in cooperation with each student's employer.
- Locates jobs, places students, evaluates students, and approves the experience as acceptable for college credit.

### STAFF DEVELOPMENT

- Develops, plans and coordinates staff development activities for Kauai CC. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledge and abilities.
- Identifies College faculty and staff goals, objectives, and directions to respond to these needs.
- Develops and plans general criteria and guidelines for individual and class career pathing.

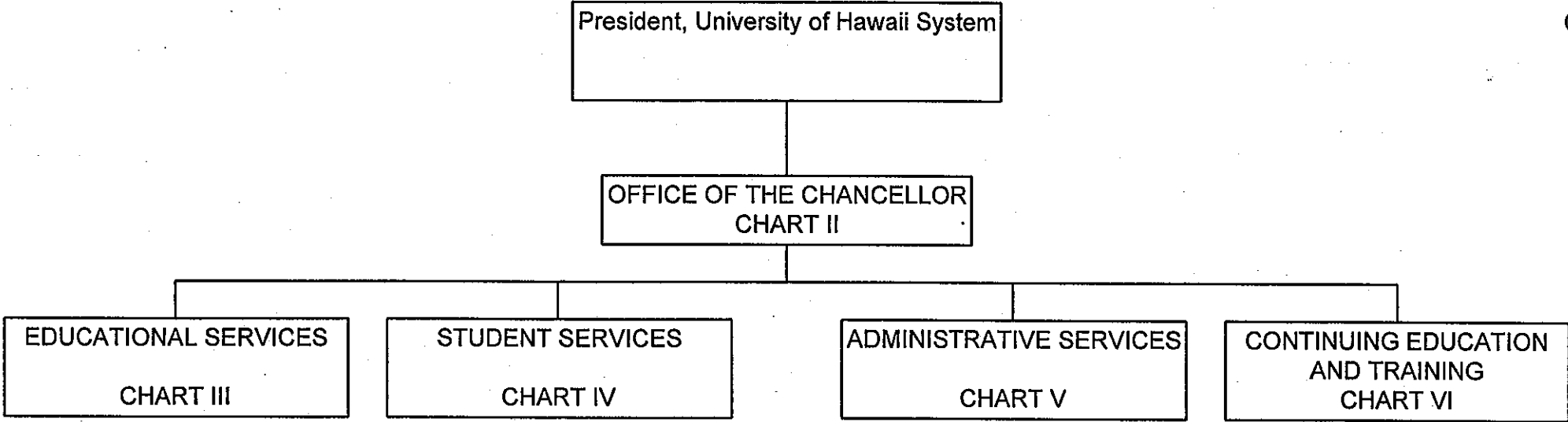
### UNIVERSITY OF HAWAII CENTER, KAUAI

- Directs and coordinates instructional, research and/or public service activities to enable students living on the island of Kaua'i to enroll in courses and credential programs offered by one or more of the University of Hawai'i's accredited programs.
- Determines community educational needs, develops course schedules, and coordinates registration, counseling, financial aid, library, computer and support services.

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
LEEWARD COMMUNITY  
COLLEGE  
  
ORGANIZATION CHART

CHART I



	<u>PERM</u>	<u>TEMP</u>
GENERAL FUND	293.00	1.00
(B) SPECIAL FUNDS	16.00	

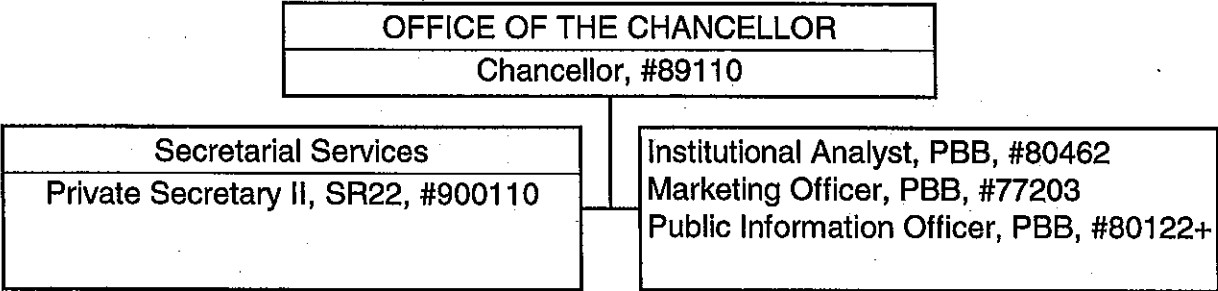


PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
LEEWARD COMMUNITY COLLEGE  
OFFICE OF THE CHANCELLOR

POSITION ORGANIZATION CHART

CHART II



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003  
Date

+ Position to be redescribed

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
LEEWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a comprehensive, postsecondary program in the liberal arts and a broad spectrum of program offerings in the vocational-technical areas.

Offers liberal arts programs which lead to the Associate in Arts degree and lower-division preparation for baccalaureate degrees;

Offers occupational programs which lead to Certificates of Achievement and Associate in Science degrees;

Offers vocational-technical programs which lead to Certificates of Achievement and Associate in Science degrees;

Offers continuing education and community services programs of both the credit and non-credit variety;

OFFICE OF THE CHANCELLOR

This office is charged with responsibility for overseeing the operations of the College as a whole, and insuring that all programs and services provided are in accord with approved educational plans, University and governmental regulations and provisions of employee contracts.

The unit is headed by a Chancellor who serves as the executive head of the College. The Chancellor supervises the Dean of Instruction, the Dean of Student Services, the Director of Continuing Education and Training, the Director of Administrative Services, and staff assigned to this office.

Specific functions assigned include the following:

serves as a liaison between the College and other units within the University, City/State/Federal governments, and as representative of the College before the community at large;

establishes planning parameters for the development of program plans, budgets and expenditure plans, capital improvement plans for all program units; approves these plans and incorporates them into institutional plans;

oversees the scheduled evaluation of all programs and services offered;

reviews and approves all personnel transactions involving all College staff (hiring, renewing contracts, terminations, promotions, leave requests, etc.);

receives and resolves grievances and disputes involving faculty, staff and students at the College, within established guidelines;

directs extramural fund solicitations;

develops and coordinates effective public information program for Leeward CC;

works with all facets of media, including the newspapers, television, radio, etc;

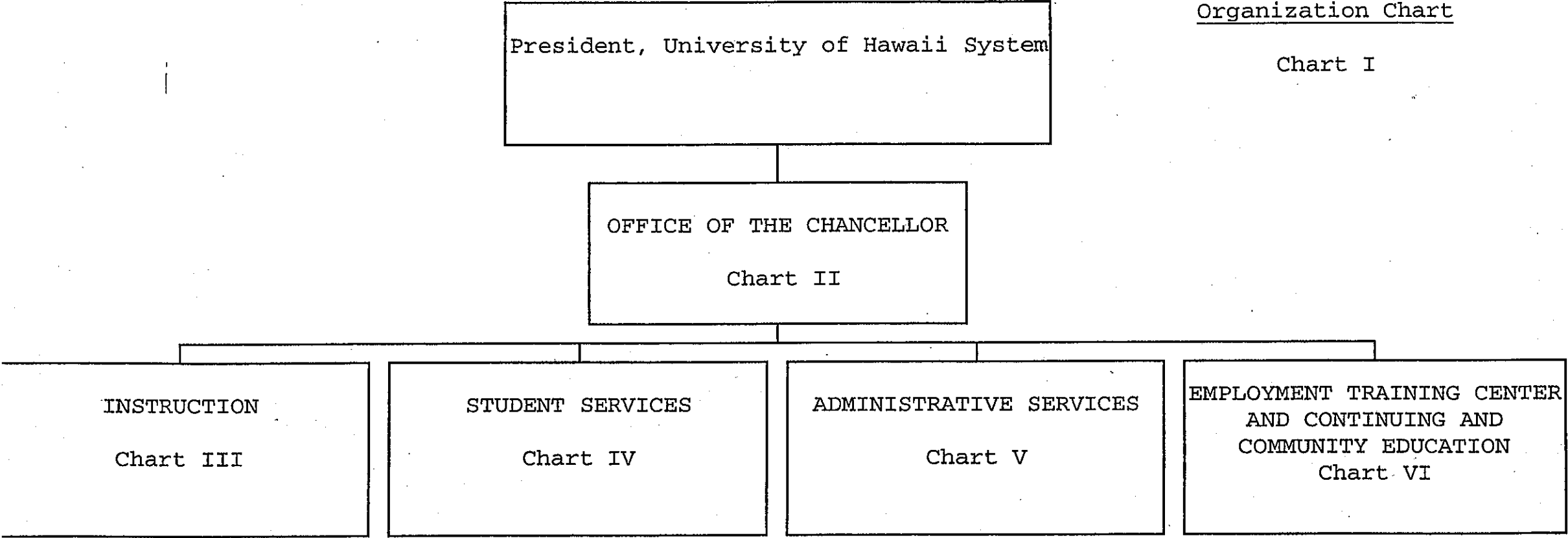
coordinates the campus marketing plan with the UH Systemwide marketing plan.

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
WINDWARD COMMUNITY COLLEGE

Organization Chart

Chart I



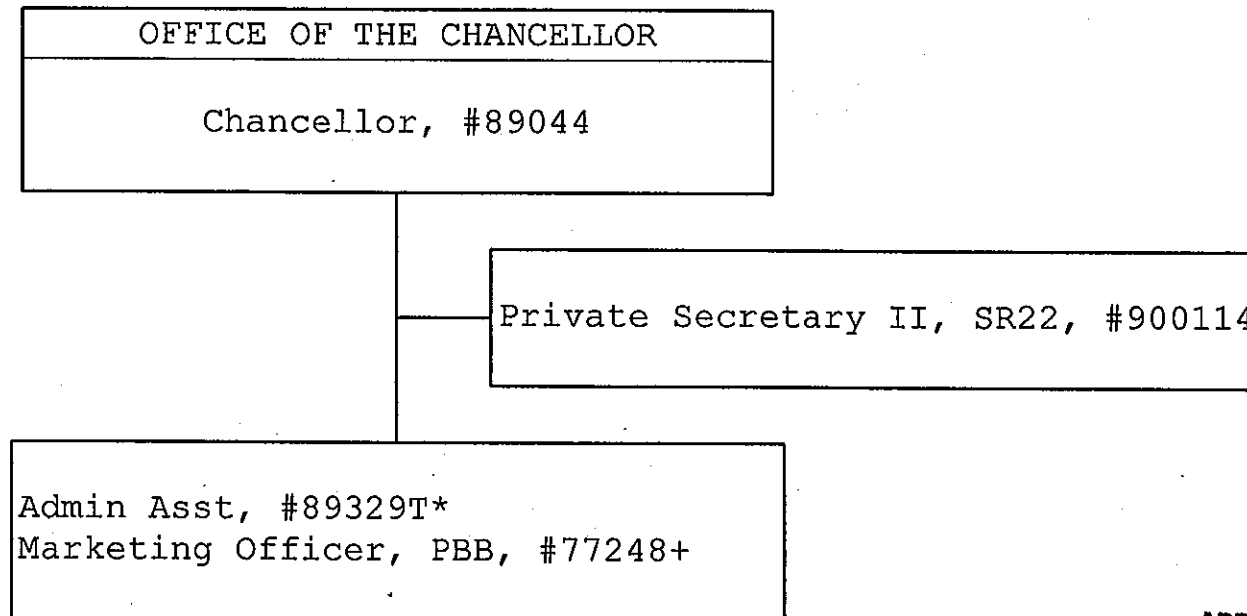
	<u>Perm</u>	<u>Temp</u>
General Fund	120.50	8.00
(B) Special Funds	8.00	

# Proposed Organizational Chart

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
WINDWARD COMMUNITY COLLEGE  
OFFICE OF THE CHANCELLOR

## Position Organization Chart

Chart II



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003  
Date

- \* Temporary Position
- + Position to be redescribed

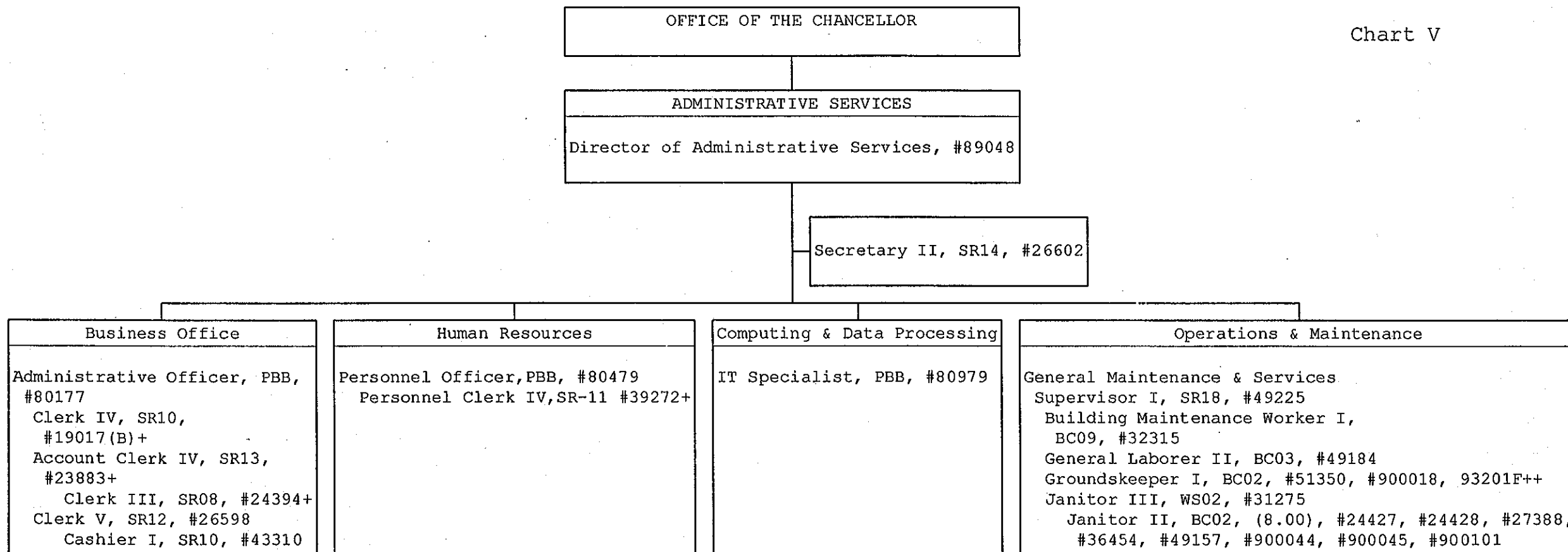
	<u>Perm</u>	<u>Temp</u>
General Fund	3.00	1.00

# PROPOSED ORGANIZATIONAL CHART

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

## Position Organization Chart

Chart V



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003

Date

+ Position description to be redescribed  
++Positions pending establishment

General Fund	25.00
(B) Special Funds	1.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
WINDWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

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

- ◊ Offers liberal arts course work, which leads to the Associate in Arts degree and lower division preparation for baccalaureate degrees.
- ◊ Offers vocational/technical course work which leads to certificates.
- ◊ Offers continuing education and community service programs of both the non-credit and credit variety.
- ◊ Provides basic skills and vocational instruction to "at risk" populations via the Employment Training Center

**OFFICE OF THE CHANCELLOR**

The Office of the Chancellor is responsible for the orderly and proper functioning of Windward Community College. The Office is responsible for directing all aspects of the administration and development of the College in order that the College fulfills its mission.

Within the established policies and procedural guidelines of the University of Hawaii and applicable Federal and State statutes, the Office of the Chancellor oversees the management and operations of the College in the following functional areas:

- ◊ Curriculum and Instruction
- ◊ Library and Media services
- ◊ Student services including admissions and records, academic and career counseling, student activities, financial aid, and job placement
- ◊ Finance, accounting, budgeting, word processing, and copying services
- ◊ Personnel transactions and records
- ◊ Physical plant and grounds, including parking and security
- ◊ Employment Training Center
- ◊ Continuing Education and Training
- ◊ Community services

Additionally, the Office of the Chancellor is responsible for the following functions:

- ◊ Issues campus policies and guidelines governing the activities of the College.
- ◊ Recommends the hiring, tenure, promotion, leave-taking, and termination of personnel.
- ◊ Submits the recommended biennial and supplemental budgets.

- ◊ Maintains liaison with other campuses of the University, post-secondary education institutions within the service area of the College, agencies such as secondary and trade schools, community groups, and State and County officials or representatives.
- ◊ Facilitates the staff development program of the College.
- ◊ Develops and coordinates effective marketing plan for the College.
- ◊ Coordinates the campus marketing plan with the UH Systemwide marketing plan.

### INSTRUCTION

The Office of the Dean of Instruction is directly responsible for all of the functions concerned with credit instruction, academic support services, and extramural grants. This includes the following:

- ◊ Evaluates instructional programs consistent with the Educational Development Plan of the College.
- ◊ Develops and coordinates all new instructional program proposals and reviews on-going instructional programs.
- ◊ Evaluates outcome of instructional programs.
- ◊ Coordinates personnel action that relates to hiring, tenure leaves, promotion, and termination of faculty and staff within above program areas.
- ◊ Prepares the instructional and academic support budget and allocations, and controls expenditures.
- ◊ Coordinates the development and periodic review of the Educational Development Plan, Vocational Education State Plan, and all accreditation reports.
- ◊ Coordinates with other University units on faculty personnel matters that may have system-wide implications.
- ◊ Develops curriculum and innovations in learning and teaching.
- ◊ Publishes the College catalog, class schedules, and the regulation of course offerings.
- ◊ Coordinates extramural grant proposal development.
- ◊ Coordinates all learning assistance center activities.
- ◊ Administers academic computing.
- ◊ Administers regular credit summer session.

### Instructional Divisions (I and II)

Each instructional division is responsible for the development, supervision, and improvement of instruction and curricula of selected disciplines, which comprise that division. This includes the following:

- ◊ Supervises the division curriculum and instruction.

**NO CHANGES TO WINDWARD COMMUNITY COLLEGE, ADMINISTRATIVE  
SERVICES UNIT FUNCTIONAL STATEMENTS**

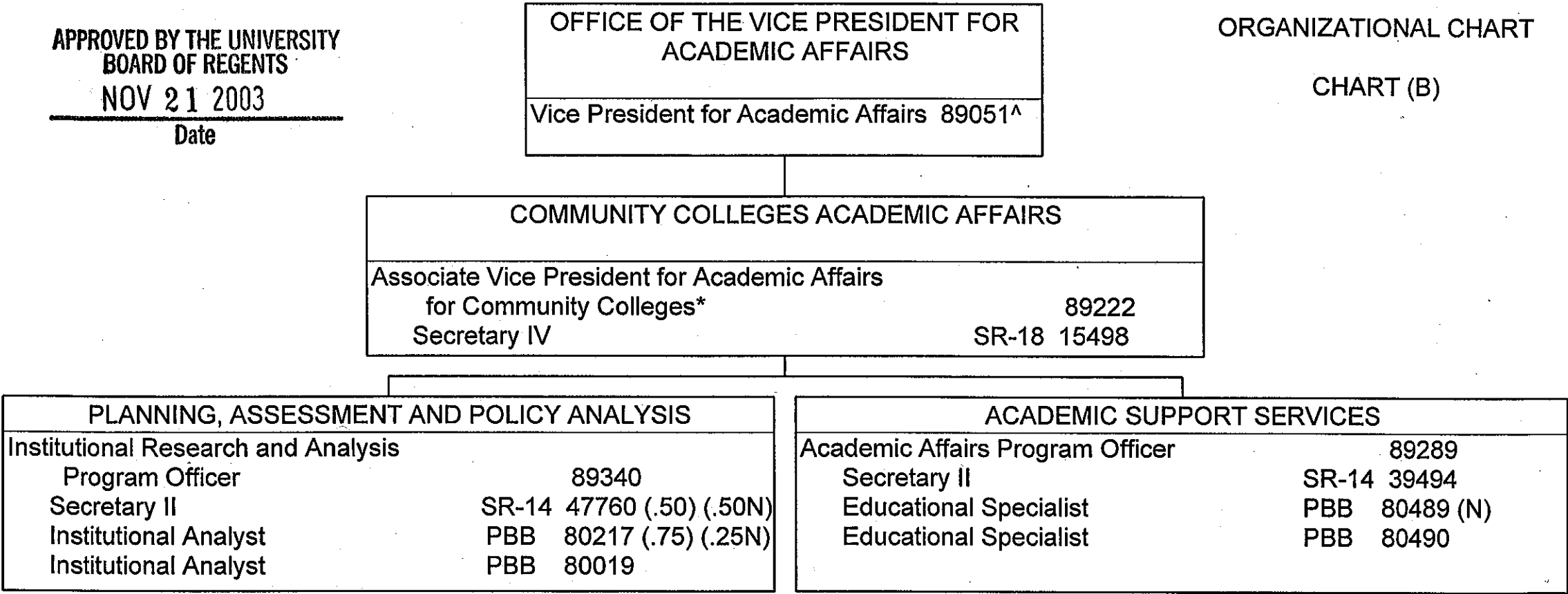


PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR  
ACADEMIC AFFAIRS  
COMMUNITY COLLEGES ACADEMIC AFFAIRS

APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
NOV 21 2003  
Date

ORGANIZATIONAL CHART  
CHART (B)



NOTE: All positions in Community Colleges Academic Affairs to be redescribed, also Pos. No. 89051.

\* Proposed position classification  
^ Excluded from position count, this chart

	Perm
General Fund	8.25
Federal Funds	1.75

### Academic Planning, Assessment and Policy Analysis

Coordinates the development of the academic program planning process.

Facilitates the completion of selected planning and evaluation activities including: the State Higher Education Functional Plan, strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.

Prepares selected reports to facilitate the management of academic programs.

Supports program planning and evaluation by developing and maintaining an academic program database.

Conducts selected policy analysis studies.

### Student Affairs

Develops and prepares community college policy regarding student services.

Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.

Serves as expert in interpreting and applying community college policies and procedures in exceptional or unique student affair cases.





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## UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER

October 29, 2003

TO: The Honorable James Duke Aiona, Jr.  
Lieutenant Governor, State of Hawai'i

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF  
HAWAII, KAPI'OLANI COMMUNITY COLLEGE (CC)

Attached for your files is a copy of the reorganization which was approved on October 29, 2003 for the University of Hawai'i, Kapiolani Community College. The purpose of the reorganization is explained in the attached documents.

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

A handwritten signature in black ink, appearing to read "M. T. Unebasami".

Michael T. Unebasami  
Associate Vice President for Administration  
and Community College Operations

### Attachments

- c The Honorable Georgina K. Kawamura  
Director, Department of Budget and Finance
- The Honorable Kathy Watanabe  
Director, Department of Human Resources
- VP for Administration & CFO James Sloane
- VP for Academic Affairs David McClain
- Chief of Staff Sam Callejo
- ✓ University Budget Office
- University Office of Human Resources
- UHCC Chancellor John Morton
- UHCC Budget Office
- UHCC Human Resources Office

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## UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER

October 28, 2003

TO: John Morton  
Chancellor, Kapi'olani Community College

SUBJECT: REORGANIZATION OF KAPI'OLANI COMMUNITY COLLEGE,  
STUDENT SERVICES

The reorganization proposal for the Kapi'olani Community College, Student Services Unit which formally establishes the one-stop Kekaulike Information and Service Center is ready for your approval. Attached is the letter from the Hawai'i Government Employees' Association (HGEA) documenting concurrence with the reorganization proposal.

Please sign for final approval of the reorganization on this memorandum and the attached organizational charts. Upon approval, please return all original documents intact, to the Community Colleges Budget and Planning Office for formal distribution as required. Should you have any questions, please call me at 956-6280 or call Director Michael Yoshimura at 956-5148.

A handwritten signature in black ink, appearing to read "M. T. Unebasami".

Michael T. Unebasami  
Associate Vice President for Administration  
and Community College Operations

Attachments

APPROVED/DISAPPROVED:

A handwritten signature in black ink, appearing to read "John Morton".  

---

John Morton, Chancellor  
Kapi'olani Community College

10/29/03  
Date

c Director Michael Yoshimura  
Acting Director Jan Doi  
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## **EXECUTIVE SUMMARY**

### **UNIVERSITY OF HAWAI'I COMMUNITY COLLEGES KAPI'OLANI COMMUNITY COLLEGE, STUDENT SERVICES UNIT**

The proposed reorganization will maintain the current student support functions, however, those functions will be redesigned with an integrated approach to allow students to receive all requested services through a set of comprehensive and integrated transactions via a one-stop center. The difference between the current and proposed models is seen in the method of service delivery. Instead of requiring students to visit multiple offices and interact with specialized employees trained to deliver single service transactions, students will now visit a one-stop center where generalist employees are cross-trained and can deliver integrated and comprehensive services in a single service visit. The one-stop center, the Kekaulike Information and Service Center, consists of a walk-in customer service site and a back office processing area. The reorganization will also consolidate all college registration services by shifting the function of registration for non-credit public programs from the Office of College and Community Relations to Student Services.

Under the present organizational structure, the Student Services Unit of Kap'iolani Community College is organized into four functional units responsible for providing support services for students of all academic programs of the College. The Counseling Unit provides counseling services for all students of the College. The Special Services Unit provides services related to the special needs of students with disabilities. The Enrollment Services Unit provides services related to admissions, registration for students enrolled in credit courses, and student records. The Financial Aid Unit provides financial aid counseling and management of financial aid awards to all eligible students of the College. Registration services for non-credit programs are currently being administered by a separate College and Community Relations unit.

The proposed reorganization will enable the College to replace the traditional method of providing services through separate offices with a one-stop service center delivering integrated student services. The concept is based on an IBM Best Practices initiative which consolidates student services into one-stop service centers designed to provide services from the students perspective. This concept has been adopted by many universities nationwide, including Carnegie Mellon, Boston College, Indiana University, Seton Hall University, the University of California, University of Pennsylvania and the University of Texas at Austin.

The proposed reorganization integrates the delivery of student services by organizing staff into a front end customer service walk-in site, which will be staffed by employees who are cross trained to deliver admission, registration, financial aid and general information services in a single service visit, and a back office processing unit, which will be staffed by employees responsible for processing more complex enrollment and financial aid services requiring specialized expertise. The physically separated

admissions, registration, records, financial aid, and non-credit registration counter service functions will be consolidated into a single location, providing a one stop service center and eliminating the need for students to stand in lines at separate offices to receive enrollment and financial aid services.

The proposed reorganization will improve services to students and simplify administration operations by eliminating redundant processes, duplicate forms, unnecessary paperwork, and provide coordinated and consistent information and services. The reorganization will also allow the College to improve student recruitment, satisfaction and retention by providing efficient, value-added service experiences.

Position description updates and classification reviews required by this reorganization may increase personnel cost marginally. Kap'iolani Community College 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**

## **Kap‘iolani Community College, Student Services**

### **University of Hawai‘i**

#### **I. Present Organization**

##### **Academic Unit Two – Student Services Program**

The Student Services program falls under Academic Unit Two, which is headed by the Dean of Student Services and also includes the Holomua Academic Program (developmental skills program). The Student Services program is organized into four functional units. The heads of each of these functional units report directly to the Dean of Student Services. This unit is supported by a total of 18.50 FTE permanent general funded positions and 3.50 FTE temporary general funded positions.

- The counseling unit is responsible for providing student support services (enrollment services, single-parents counseling, support for students with disabilities, services to first year students, etc.) There are 3.50 FTE counselor (faculty) permanent positions to support the functions of the counseling unit. Counselors in this unit are assigned to oversee APT and civil service staff in support areas.
- The Special Services unit is responsible for providing support to all qualified students with disabilities. There are 1.00 FTE APT and 1.00 FTE civil service permanent positions and a 0.50 FTE temporary APT position to support the functions of the Special Services unit which is headed by an assigned counselor.
- The Enrollment Services unit is responsible for coordination and management of student admission and registration, student records and requests for records. There are 3.00 FTE APT and 6.00 FTE civil service permanent positions and a 2.00 FTE temporary civil service positions to support the Enrollment Services unit which is headed by an assigned counselor.
- The Financial Aid unit is responsible for financial aid counseling and awards. There are 3.00 FTE APT and 1.00 FTE civil service permanent positions and a 1.00 FTE civil service temporary position to support the Financial Aid unit. One of the Student Services Specialist (APT) positions serves as the head of the unit.

##### **Academic Unit Four – College and Community Relations Office**

The College and Community Relations office falls under Academic Unit Four, which also includes the Business Academic Program and the Hospitality Academic Program. The College and Community Relations office is responsible for planning, developing, and implementing strong relationships and information flow between the College and the external community. This office develops marketing and recruiting programs for all College programs, provides public information for the community, registration for non-credit public programs, and is responsible for private fund development and donor relationships. There are 2.00 FTE general funded positions (2.00 FTE permanent civil



service) to support the functions of this office. There are also 6.00 FTE special funded permanent positions (2.00 FTE faculty, 2.00 APT, and 2.00 civil service) to support the functions of this office

### **Academic Unit One – Arts and Sciences Academic Program**

The Arts and Sciences Academic Program falls under Academic Unit One, which also includes the Paul S. Honda International Center, and the Curriculum Management unit. The Support Services Unit is a unit within the Arts and Sciences Academic Program and provides student counseling, advising, clerical, and other support services for Arts and Sciences students. There are 12.00 FTE general funded permanent positions (5.50 FTE faculty, 6.50 FTE civil service) and a 1.00 FTE special funded permanent APT position to support the functions of this office.

## **II. Proposed Reorganization**

The proposed reorganization will maintain the current student support functions, however, those functions will be redesigned with an integrated approach to allow students to receive all requested services through a set of comprehensive and integrated transactions via a one-stop center. The difference between the current and proposed models is seen in the method of service delivery. Instead of requiring students to visit multiple offices and interact with specialized employees trained to deliver single service transactions, students will now visit a one-stop center where generalist employees are cross-trained and can deliver integrated and comprehensive services in a single service visit. The one-stop center, the Kekaulike Information and Service Center, consists of a walk-in customer service site and a back office processing area. The reorganization will also consolidate all college registration services by shifting the function of registration for non-credit public programs from the Office of College and Community Relations to Student Services.

The Kekaulike Information and Service Center will be created through the following organizational changes:

### **Kekaulike Information and Service Center Supervisor**

A new unit, the Kekaulike Information and Service Center, is created within the Student Services unit. Position #81615, Student Services Specialist, will report to the Dean of Student Services and will be redescribed to serve as an Operations and Communications manager who will coordinate and manage the Center's workflow between the customer service walk-in site and the back office processing area with the goal of improved customer services and information processing of student enrollment transactions.

### **Customer Services**

The customer services walk-in site section will consist of employees who provide the "front-end" operations services to all credit and non-credit students as well as the public. These employees will provide generalist support services to the walk-in

customers, which may involve in-person, phone and web support for student enrollment transactions. Position #80257, Student Services Specialist, will report to position #81615 and will be redescribed to coordinate and manage this customer services walk-in site with the responsibility for directing the day to day operations of this section. A total of 6.00 FTE Clerk Typist II positions, position #54813, #18086, #44254, #50010, #11485, and #900011 will be redescribed to provide the generalist support in this section. One of the Clerk Typist positions is being transferred from the Arts and Sciences Support Services Unit (#11485). There will be no significant impact to the Arts and Sciences program upon the transfer of the clerical position as there is adequate staff in the Support Services Unit to provide appropriate support for the Arts and Sciences instructional units.

#### **Student Admissions, Registration, and Records**

The back office processing area will consist of more specialized employees who will be responsible for the processing of student admission, registration and records. Position #83216, Student Services Specialist, was released from the President's reserve to fill the critical needs of this section and will report to the head of the Center, position #81615, Student Services Specialist. Position #83216 will be redescribed to coordinate and manage the back office processing area and be responsible for directing the day to day operations of this section.

The registration function for non-credit programs will be transferred from the College and Community Relations Office to fully consolidate the registration functions for all students in the one stop center. The student admissions, registration, and records management functions will be more effective and efficient through consolidated processing for both credit and non-credit programs. There are 4.00 FTE civil service positions (2.00 FTE Clerk Typist III, position #22315 and #09169; 2.00 FTE Clerk Typist II, position #44160 and #900010), and 2.00 FTE special funded positions (1.00 FTE Student Services Specialist, position #77331; 1.00 FTE Clerk Typist II, position #41320) transferred from the College and Community Relations Office to provide specialist support services for credit and non-credit programs in the back office area.

#### **Financial Aid**

The back office processing area will also have a separate section responsible for student financial aid services for all credit students that qualify for financial aid. Given the highly specialized nature of this work, this function is separated from the admissions, registration and records functions in the back office area. The Student Services Specialist, position #81547 will be the section head who will coordinate and manage the day to day operations of this unit, reporting to the head of the Center, position #81615, Student Services Specialist. This operation will be staffed by 2.00 FTE APT positions (Student Services Specialist, position #81878 and #81887) to handle student financial aid matters with a Clerk Typist III, position #34675 to provide support services in the financial aid area.

### **Registrar/Enrollment Management**

A 1.00 FTE Counselor (faculty), position #83329, will be assigned to serve as the College Registrar/Enrollment Management Strategic Planner. This position's responsibilities will include, but not be limited to, analyzing and assessing enrollment data, providing input into the College's strategic plan regarding enrollment management, setting up policies in the non-credit program area, and participating in the DOE Running Start Program.

### **Counseling Unit and Special Services Unit**

The Counseling Unit, which provides counseling services for all students of the College, and the Special Services Unit, which provides services related to the special needs of students with disabilities, will not be affected by the creation of the Kekaulike Information and Service Center. Position #83329 (Faculty), reflected in the Counseling unit on previous organizational charts is being transferred to the Registrar/Enrollment Management unit to properly reflect organizational and functional assignments. Historically, this position has been responsible for the registrar function instead of student counseling. Counseling services available for students will not be affected by this change. Organizational and functional changes are not proposed for the Special Services unit under this reorganization.

### **College and Community Relations Office**

With the exception of the transfer of the 2.00 FTE special funded positions to the Kekaulike Information and Service Center, there will be no significant impact to the College and Community Relations Office as the functional workload of the College and Community Relations Office will decrease with the transfer of the non-credit registration function.

All affected positions will be redescribed as appropriate and submitted for classification review. It is estimated that the additional cost due to the redescription of these positions will be \$8,800 annually, which will be covered by savings from reduced student help expenses or other internal reallocations.

## **III. Background/Proposed Nature of the Organization**

The proposed organization creates the Kekaulike Information and Service Center (KISC) as a new one-stop center for enrollment services and creates new reporting lines within the Student Services Unit. The current proposal is designed to achieve organizational integration by merging the admissions, registration, records and financial aid offices into one administrative unit headed by a Manager. This reorganization is within the college's overall strategic plan for the next decade that includes the redesign of Student Services with the goal of improving student recruitment and retention. Promoted through an IBM Best Practices initiative, this national trend toward one-stop Centers seeks to provide services from a students' perspective and to meet "customer's needs" by providing efficient, relational, and value-added experiences, rather than the institutionalized "silos" of student services that have been traditionally provided for decades. The plan

consolidates the currently separated counter service functions of the registration, records, admission, financial aid, and non-credit registration services offices into a renovated physical space eliminating the need for students to stand in lines at separate offices as they are now required to do. Redundant processes will be eliminated, duplicate forms and paperwork will be reduced and students will not be presented with conflicting information from different sources. This transformation in the way Student Services is delivered at the college will require cross-trained, front line staff capable of handling a broad range of questions in a personalized manner, and a specialized back-end staff. The goal of the one-stop center is to integrate services to meet the needs of students, simplify administrative operations, and allow staff the opportunity to participate and be empowered in the planning and delivery of services to our students.

The staff in the KISC will fall into two separate categories: generalists who have breadth of knowledge and specialists who have depth of knowledge in enrollment functions. Generalists located in the walk-in site are cross-trained to deliver the functions of admission, registration, financial aid, and general college information through in-person, e-mail or telephone contact. Specialists located in the processing area are trained to handle heavy processing duties based on college deadlines as well as address the more complex student issues in a particular area.

The Kekaulike Information and Service Center will serve the college by developing policies and procedures to ensure the integration of a student's non-academic transactions such as admissions, records, registration and financial aid. Additionally, the KISC is expected to provide leadership to the college in areas such as enrollment management and student satisfaction with college services, including both credit and non-credit registration. The proposed plan does not affect other offices such as the Counseling and Special Services units within Student Services.

#### **IV. Reasons for Proposing the Reorganization**

The purpose of this reorganization is to meet the needs of our students by providing convenient, quality enrollment services quality services to our diverse student population (residents, mainland non-residents, and international students, new, returning or transfer students, liberal arts, vocational, credit, non-credit students, etc). Through integration of services and comprehensive delivery of value-added services (processing of multiple transactions per service visit), it is hoped that students will develop a lifelong relationship with the institution. This shift in the culture of Student Services will bring strong returns on the investment through improved student retention, satisfaction and achievement.

This reorganization is in response to several major external forces affecting the Student Services Unit. These include:

- The need for better student or customer services based on recent student surveys that identified major service concerns including long lines; need to improve

teamwork among offices; and the need to improve communications and interactions with staff.

- The need to respond to better prepared and more demanding students who have higher service expectations.
- Student to staff ratios and resources not pacing growth requiring the unit to assess staff performance and redesign services to meet students' needs and college enrollment objectives.
- The need to improve employee morale and employee retention in high-stress student services positions through training and development, empowerment and increase ownership of their positions and responsibilities, and the creation of cross-functional teams.

Prospective and enrolled students at the college did not consider the continuation of the current organizational structure to be effective in meeting the demand for student services. There was a need to develop a model of ownership and responsibility for resolving student issues that was not supported by the traditional hierarchical structure in Student Services. With the financial difficulties facing the college, student services staff members were being asked to provide more services to students with no additional resources. This model creates an opportunity for staff members to be empowered in designing better ways to service students through a consolidation of services into a one-stop center

## **V. Alternatives Considered**

A non-organizational alternative which retains the current organizational structure but physically relocates the registration, records, admission, financial aid and college information services in a central location was evaluated but deemed not optimal for the following reasons:

- Retaining the existing organization structure does not improve (or is less conducive to) coordination and consistency in the design, development, and implementation of integrated student support services. Improved coordination and consistency is needed to address operational problems such as students receiving conflicting information from different offices.
- Physical relocation alone does not simplify administrative operations, increase efficiency, and eliminate redundant processes or duplication of paperwork.
- This alternative does not create efficiencies from pooling of staff that would allow Student Services to continue the current level of essential student services or minimize reduction in services in the event general fund operational funding is restricted or reduced by the State or the Legislature.

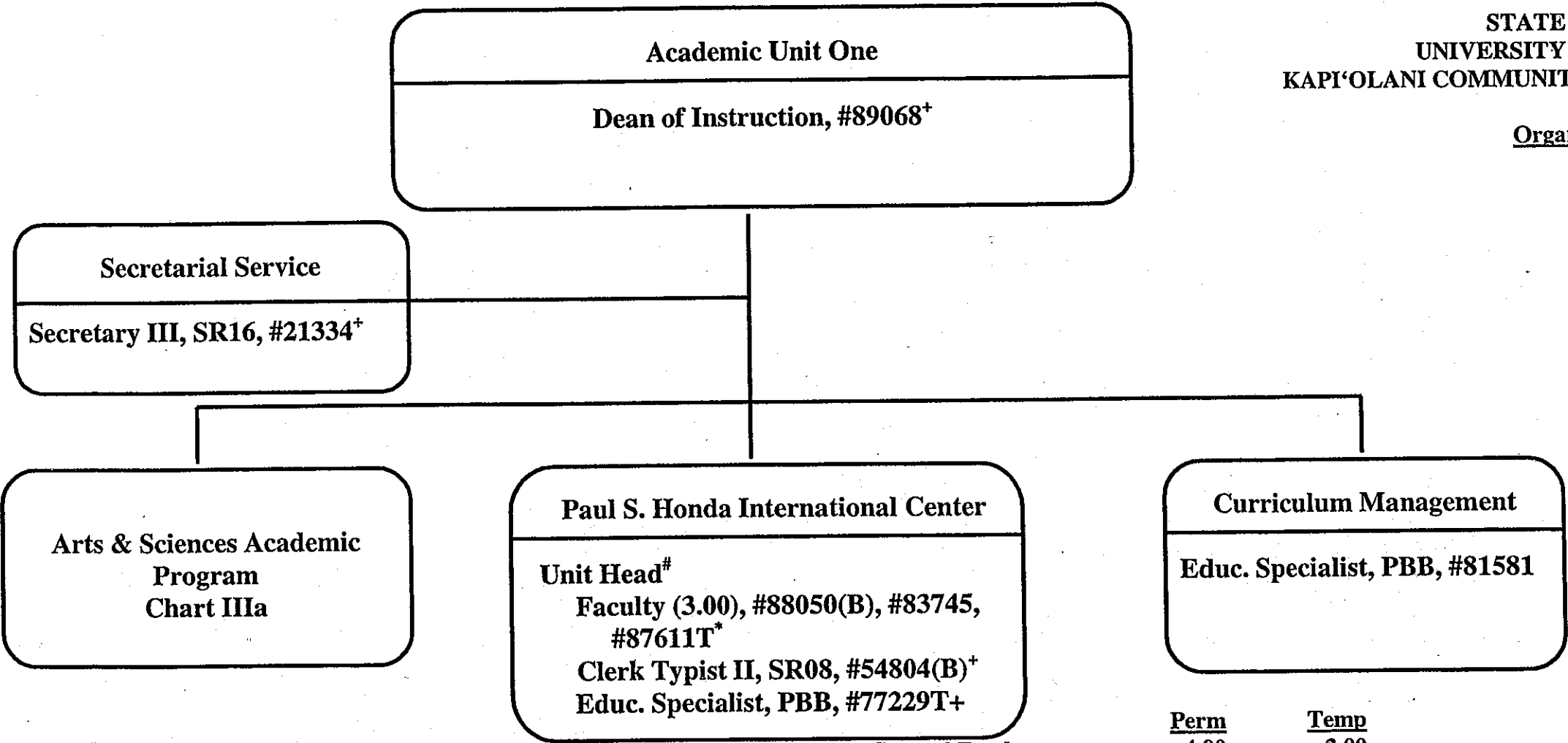
**PREVIOUS**

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

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart III



<sup>#</sup>Unit Head is appointed from among the faculty positions  
<sup>\*</sup>Temporary Position  
<sup>+</sup>To be redescribed & submitted for classification review

General Fund  
(B) Special Funds

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

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IIIa

**Arts & Sciences Academic Program**

**Humanities**

**Chairperson %**

**Faculty (24.00)**

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

**Information Technology Specialist, PBA, #81068T\***

**Language Arts**

**Chairperson %**

**Faculty (34.00)**

**Full-time:** #82135, #82178, #82231, #82447, #82555, #82653, #82776, #83123, #83308, #83447, #83521, #83559, #83783, #83795, #83810, #83903, #84327, #84409, #84623, #86594, #86595, #86596, #86604, #86798, #86803, #86809, #86945, #86960, #87084T\*, #87102, #87120, #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\*

**Educational Specialist, PBB, #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<sup>#</sup>**

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

**Educational Specialist, PBB, #80778 (B)**

**Secretary II, SR14, #22313**

**Clerk Steno II, SR09, #34661**

**Clerk-Typist II, SR08, #11485, #22310, #26658, #47612 (0.50 FTE), #47900 (0.50 FTE), #84370 (0.50 FTE) \***

%Chairperson is appointed from among the faculty positions

<sup>#</sup>Unit Head is named from among the Chairpersons

\*Temporary Position

+To be redescribed & submitted for classification review

General Fund  
(B) Special Funds

Perm  
101.00  
1.00

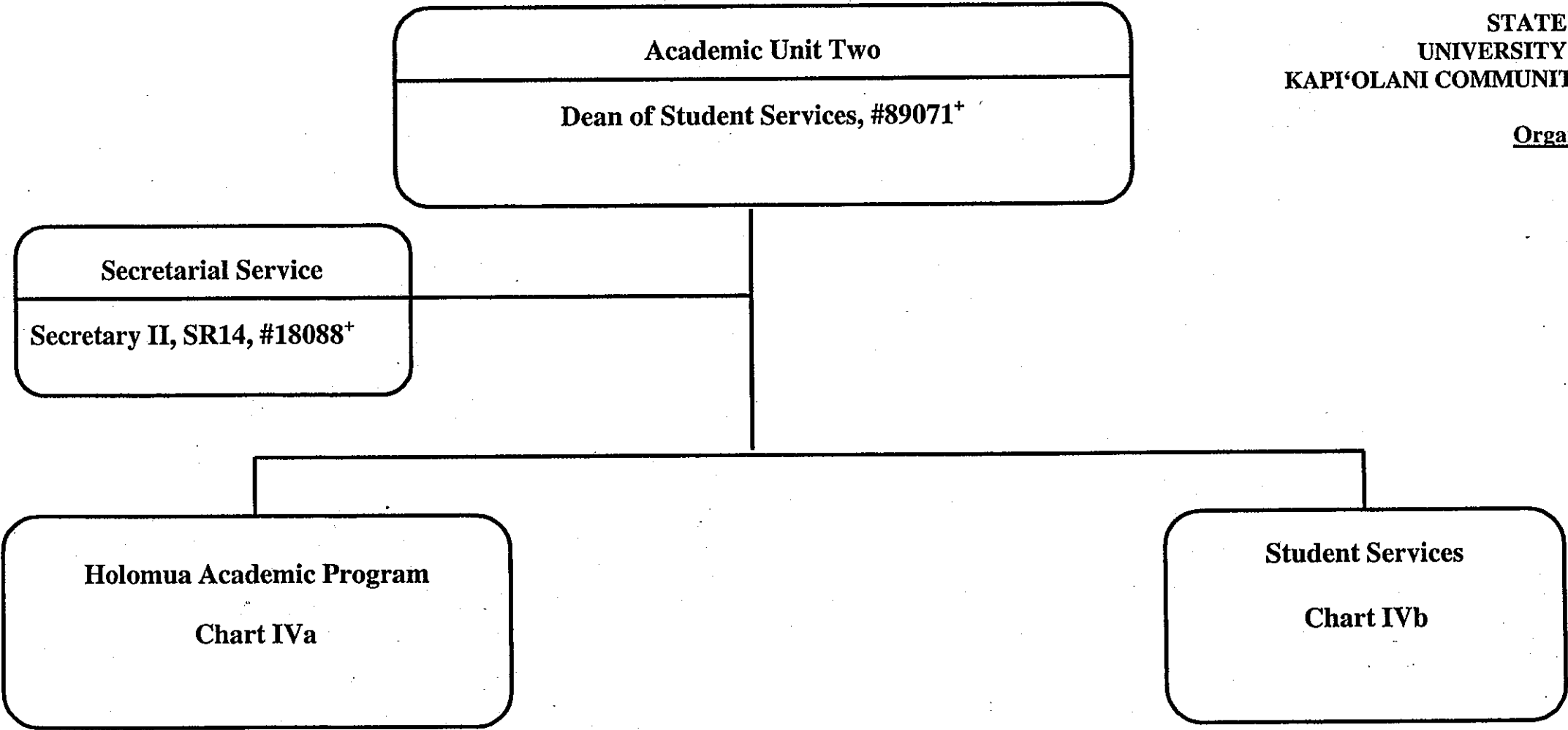
Temp  
9.00



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

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 <sup>#</sup>	
Clerk-Steno II, SR09, #27004 <sup>+</sup>	
Educational Specialist, PBA, #81761 <sup>+</sup>	
Student Services Specialist, PBA, #96660F* <sup>+</sup> (0.50 FTE)	
Enrollment Services Unit Head <sup>#</sup>	
Student Services Specialist, PBB, #81878 <sup>+</sup>	
Clerk-Typist III, SR10, #22315	
Clerk-Typist II, SR08, #44254	
Student Services Specialist, PBB, #81615 <sup>+</sup>	
Student Services Specialist, PBB, #83216 <sup>+</sup>	
Clerk-Typist III, SR10, #09169	
Clerk-Typist II, SR08, #18086, #44160 <sup>+</sup> , #50010*, #54813, #900010* <sup>+</sup>	
Student Services Specialist, PBB, #81547 <sup>+</sup>	
Student Services Specialist, PBB, #80257	
Student Services Specialist, PBA, #81887	
Clerk-Typist III, SR10, #34675	
Clerk-Typist II, SR08, #900011*	

\*Temporary Position

<sup>#</sup>Unit head is appointed from among the faculty positions

<sup>+</sup>To be redescribed & submitted for classification review

General Fund

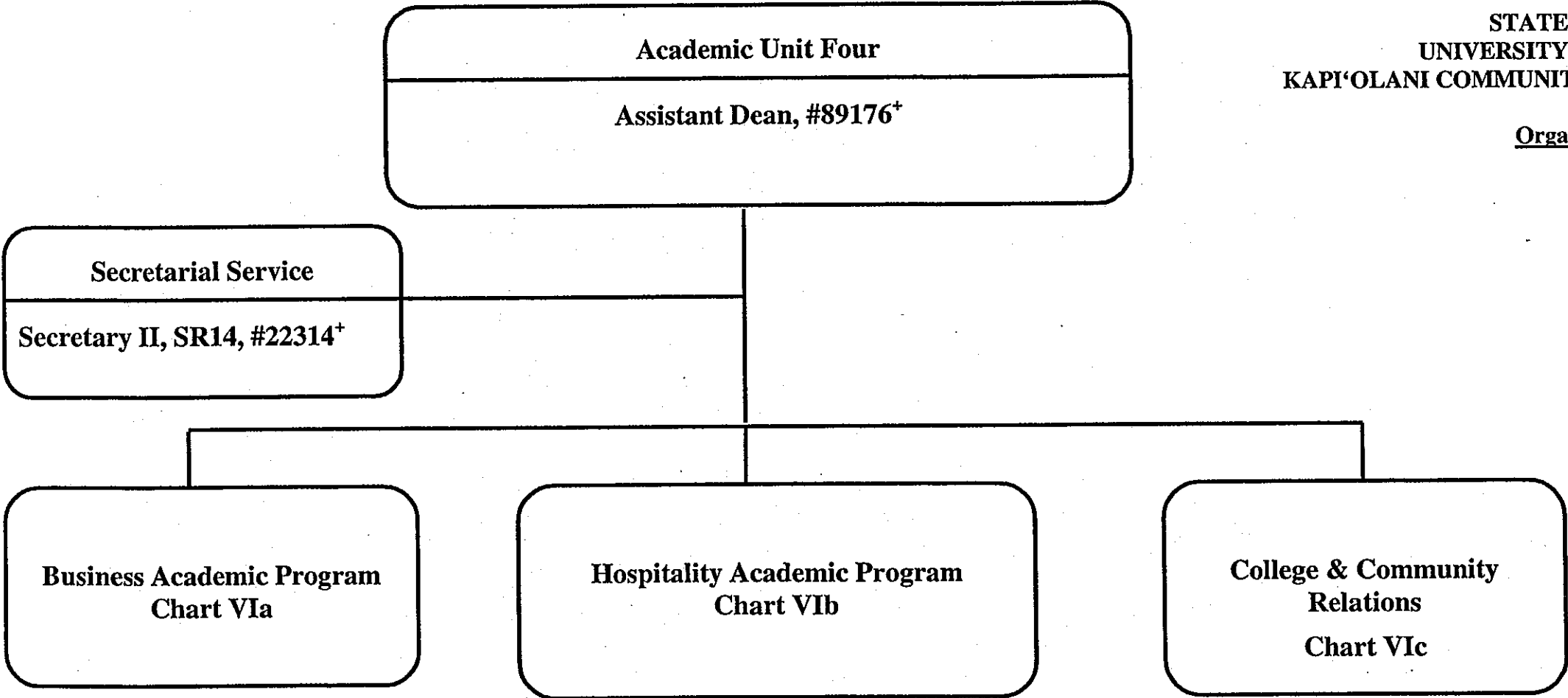
Perm  
18.50

Temp  
3.50

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VI



<sup>+</sup>To be redescribed & submitted for classification review

General Fund

Perm  
2.00

Temp

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VIc

College & Community Relations
Student Services Specialist, PBB, #80082 (B) Clerk-Steno III, SR11, #35948 (B) + Clerk-Typist II, SR08, #27015+, #41320 (B) +, #54811+ Student Services Specialist, PBB, #77331 (B) + Faculty (2.00) #86701(B) +, #86794(B) +

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

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

## 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. Student 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 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.

**APPROVED**

**ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IIIa

Arts & Sciences Academic Program	
Humanities	
Chairperson%	
Faculty (24.00)	
Full-time:	#82052, #82429, #82607, #82631, #82803, #82840, #82876, #82925, #82937, #82983, #83094, #83809, #83967, #84470, #84882, #84971, #84974, #86602, #86937, #87402, #87404, #86696T*, 87072T*, #87074T*
Information Technology Specialist, PBA, #81068T*	
Language Arts	
Chairperson%	
Faculty (34.00),	
Full-time:	#82135, #82178, #82231, #82447, #82555, #82653, #82776, #83123, #83308, #83447, #83521, #83559, #83783, #83795, #83810, #83903, #84327, #84409, #84623, #86594, #86595, #86596, #86604, #86798, #86803, #86809, #86945, #86960, #87084T*, #87102, #87120, #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*
Educational Specialist, PBB, #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)
Educational Specialist, PBB, #80778 (B)	
Secretary II, SR14, #22313	
Clerk Steno II, SR09, #34661	
Clerk-Typist II, SR08, #22310, #26658, #47612 (0.50 FTE), #47900 (0.50 FTE), #84370 (0.50 FTE) *	

APPROVED/DISAPPROVED:

  
CHANCELLOR, KAPIOLANI COMMUNITY COLLEGE/DATE 10/29/23

%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	Perm
(B) Special Funds	100.00
	1.00

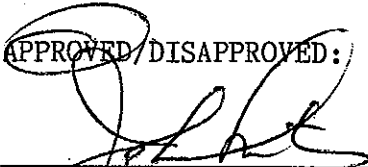
Temp
9.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart IVb

Student Services
Faculty (2.50) #83453 (0.50 FTE), #87649, #83387
Special Services Unit Head <sup>#</sup> Clerk-Steno II, SR09, #27004 <sup>+</sup> Educational Specialist, PBA, #81761 <sup>+</sup> Student Services Specialist, PBA, #96660F* <sup>+</sup> (0.50 FTE)
<u>Kekaulike Information and Service Center</u>
Student Services Specialist, PBB, #81615 <sup>+</sup> Student Services Specialist, PBB, #80257 <sup>+</sup> Clerk-Typist II, SR08, #11485 <sup>+</sup> , #18086 <sup>+</sup> , #44254 <sup>+</sup> , #50010* <sup>+</sup> , #54813 <sup>+</sup> , #900011* <sup>+</sup>
Student Services Specialist, PBB, #83216 <sup>+</sup> Student Services Specialist, PBB, #77331 (B) <sup>+</sup> Clerk-Typist III, SR10, #09169 <sup>+</sup> , #22315 <sup>+</sup> Clerk-Typist II, SR08, #41320(B) <sup>+</sup> , #44160 <sup>+</sup> , #900010* <sup>+</sup>
Student Services Specialist, PBB, #81547 <sup>+</sup> Student Services Specialist, PBB, #81878 <sup>+</sup> Student Services Specialist, PBA, #81887 <sup>+</sup> Clerk-Typist III, SR10, #34675 <sup>+</sup>
Instructor (Counselor), #83329 <sup>+</sup>

APPROVED/DISAPPROVED:  
  
CHANCELLOR, KAPIOLANI COMMUNITY COLLEGE/DATE 10/29/03

\*Temporary Position  
\*Unit head is appointed from among the faculty positions  
\*To be redescribed & submitted for classification review

General Fund	Perm	Temp
(B) Special Fund	19.50	3.50
	2.00	

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart VIc

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

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

General Fund	<u>Perm</u> 2.00
(B) Special Funds	4.00

APPROVED/DISAPPROVED:

  
CHANCELLOR, KAPIOLANI COMMUNITY COLLEGE/DATE

10/27/03

Temp

## 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 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.
- Private fund development and donor relationships
- Develops and implements applicable policies and procedures
- Coordinates extramural grant proposals.