

UNIVERSITY OF HAWAII

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UNIVERSITY BUDGET OFFICE

October 28, 2003

MEMORANDUM

TO: David Iha  
Executive Administrator and Secretary to the Board of Regents

FROM: Glenn K. Nakamura   
Acting Director

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION FOR THE MAUI  
COMMUNITY COLLEGE

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on August 11, 2003 for the Administrative Services Office of Maui Community College. The purpose of this reorganization is explained in the accompanying executive summary and proposal narrative.

If there are any questions regarding this matter, please contact Director Michael Yoshimura at 956-5148.

Attachment

c: Director Michael Yoshimura



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## UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER

August 19, 2003

TO: The Honorable James Duke Aiona, Jr.  
Lieutenant Governor, State of Hawaii

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF  
HAWAII, MAUI COMMUNITY COLLEGE (CC)

Attached for your files is a copy of the reorganization which was approved on August 11, 2003 for the University of Hawaii, Maui CC, Administration. 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
- ✓ University Budget Office
- University Office of Human Resources
- UHCC Chancellor Clyde Sakamoto
- UHCC Budget Office
- UHCC Human Resources Office

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## EXECUTIVE SUMMARY

### UNIVERSITY OF HAWAII COMMUNITY COLLEGES MAUI COMMUNITY COLLEGE, ADMINISTRATIVE SERVICES UNIT

This reorganization proposal relates to the Administrative Services Division of Maui Community College. Under the present organizational structure, the Director of Administrative Services is responsible for supervising, directing and coordinating the activities of the Business Office, Computing Center, Human Resources, Cafeteria Services and Operations and Maintenance units. The Director of Administrative Services reports to the Chancellor of the College. The Administrative Services division is responsible for providing budget and fiscal management, personnel management, computer services, campus cafeteria services, facilities operations and maintenance, campus security and auxiliary services.

This reorganization is intended to promote a more coherent and effective operating structure for the Administrative Services unit, which will strengthen accountability and supervisory oversight within the Administrative Services unit. The proposed reorganization affects three of the units within the Administrative Services division.

- The Business Office, under the direction of the campus lead Administrative Officer (#81000), proposes to segregate cashiering and revenue collection from procurement and fiscal services. Over the past several years, the Business Office has undergone significant changes, as purchasing authority has been increased and new systems introduced (e.g. SuperQuote, P-Cards, delegated data entry, Banner Student Information System, etc). Both the cashiering/revenue collection and procurement/fiscal services have become more complex and technical with clearly distinct functions. The increasing complexity of the fiscal and procurement systems require the continued supervision of a fiscal specialist. The growing complexity of the cashiering and revenue collection process resulting from the Banner Student Information System requires additional specialized supervisory attention. This new structure will greatly enhance the management of the affected departments by providing clear lines of responsibility and accountability as well as providing improved supervisory oversight through appropriate grouping of similar functions.
- The Human Resources Office proposes to reorganize the support staff to report directly to the lead Personnel Officer (#81116), who oversees the activities of the department. Over the past several years 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 existing Personnel Officer position requires specialized knowledge and expertise and can best provide the supervision of this office. This organizational change is essential in maximizing operational efficiency.
- The Operations and Maintenance unit proposes to reorganize its building maintenance section to create a working supervisor to oversee and coordinate the activities of the building maintenance staff. Since 1994, the college has constructed and/or renovated 7

new buildings on the Kahului campus, increasing building square footage by over 180,000 gross square feet, and has opened a new outreach site in Lahaina. The number of new buildings and the increased complexity of their systems requires the reorganization of the Operations and Maintenance unit. Establishing a working supervisor for the building maintenance staff will provide specialized knowledge and expertise to improve effectiveness and efficiency. This organizational change is essential in maximizing operational efficiency.

Maui CC has always prided itself in providing excellent service to students, from its classrooms through its support functions. Most of the services provided by the Administrative Services Division are "behind the scenes" to our students, but are essential to a smoothly functioning organization. Over time, the environment within which the Business Office, Human Resources Office, and the Operations and Maintenance Unit function have changed. The organizational structure established to meet these support requirements needs is no longer appropriate and must be changed to continue to offer the excellent service our students have come to expect for today and the future. These proposed organizational changes will greatly enhance the management of the affected units by providing clear lines of responsibility and accountability as well as providing improved supervisory oversight through appropriate grouping of similar functions.

While there are no additional staff positions in the reorganization, required position description updates and classification reviews may increase personnel cost marginally. Maui CC is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

**REORGANIZATION PROPOSAL REQUEST**  
Maui Community College, Administration  
University of Hawaii

**A. Present Organization**

The Director of Administrative Services (#89014) is responsible for supervising, directing and coordinating the activities of the Business Office, Computing Center, Human Resources, Cafeteria Services and Operations and Maintenance units. The Director of Administrative Services reports to the Chancellor of the College. The Administrative Services Division is responsible for providing budget and fiscal management, personnel management, computer services, campus cafeteria services, facilities operations and maintenance, campus security and auxiliary services.

- The Business Office is responsible for managing budget, fiscal, cashiering, procurement, payroll, and inventory services for the College. There are 2.00 FTE APT and 5.00 FTE Civil Service positions to support the functions of the Business Office.
- The Computing Center is responsible for managing campus-wide computing services. These services includes providing technical support, managing the college's network infrastructure, system support, software support, hardware installation and maintenance, programming services, etc. There are 3.00 FTE IT Specialists and a 0.50 FTE clerical position to support the functions of the Computing Center.
- The Human Resources Office is responsible for all aspects of human resource management for the college. A 1.00 FTE APT position and 2.00 FTE Civil Service positions support the functions of the Human Resources Office.
- Cafeteria Services includes all campus-wide non-instructional food service for students, faculty and staff. A 1.00 FTE special funded Cafeteria Helper supports the functions of the Cafeteria Services unit.
- The Operations and Maintenance unit is responsible for physical plant maintenance. A 1.00 FTE APT position supervises 20.00 building maintenance workers, general laborers, and janitors in performing the functions of the Operations and Maintenance unit.

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

This proposal reorganizes the Business Office, Human Resources Office and the Operations and Maintenance units of the Administrative Services division. This reorganization is intended to promote a more coherent and effective operating structure for the Administrative Services unit, which will strengthen accountability and supervisory oversight within the Administrative Services unit. This new structure will greatly enhance the management of the affected units by providing appropriate supervision for staff by functional work group.

**1. Business Office**

The Business Office proposes to segregate cashiering and revenue collection from procurement and fiscal services. Currently, both of these major functions are the responsibility of the Account Clerk IV (#14335). The three Account Clerks (#21204, #27253, #111002)(#111002, not reflected on the July 1, 2002 Organization Chart due to recent reallocation from the President's Reserve) who report to the Account Clerk IV (#14335) manage fiscal and procurement services for the College. These services include purchasing, accounts payables, payroll, inventory, contract management and data input into the fiscal system. Fiscal and procurement services will remain unchanged, under the auspices of the Account Clerk IV (#14335).

The proposal is to transfer cashiering and revenue collection responsibilities to the Administrative Officer (#81215). In doing so, the Cashier I (#41652) and the Cashier Clerk (#110674) would be placed under the supervision of the Administrative Officer (#81215). The Administrative Officer (#81215) would be established as a supervisor and continue to report directly to the lead Administrative Officer (#81000). A position redescription, which includes the new supervisory duties, will be submitted for classification review.

Over the past several years, the Business Office section has undergone significant changes, purchasing authority has been increased and new systems introduced. For example:

- System delegation of payment data entry into FMIS to the campuses.
  - The delegation of data entry for payments on purchase orders has permanently increased the amount and complexity of work for our Business Office. In the past, our staff would match invoices to the purchase orders and send them to the UH Disbursing Office for data entry into FMIS and payment processing. Our Account Clerks are now required to input the invoice information directly into FMIS to initiate the payment process.
- Online competitive bidding, SuperQuote.
  - Historically no minimum number of quotations were required if purchase dollar amount was less than \$2,500. With the implementation of SuperQuote, the small purchasing threshold was changed such that electronic quotations via SuperQuote are needed for all purchases between \$1,000 and \$24,999. This has permanently increased the amount and complexity of work for our Business

Office, as staff must review the on-line quotations to make sure they meet or exceed the minimum specifications and terms and conditions set forth in the Request for Quotation.

- Procurement via P-Cards or Debit Cards.
  - The auditing and review process of sales slips, merchant receipts, telephone order records, packing slips and transaction logs as well as collecting the proper support documentation from cardholders and reconciling to card issuer's billing statements and PVS net on-line has permanently increased the amount and complexity of work for our Business Office.
- Banner Student Information System.
  - The integrated student registration/accounting system has increased the complexity and amount of work required of Business Office staff. One example of this increase is the inclusion of Federal Student Financial Aid with the system. This means that refund checks, historically processed by UH General Accounting, now must be processed by the campus (400-500 additional checks each semester) within a Federally mandated timeline.
- Increasing Student Enrollments.
  - The number of registrations, payments, and refunds processed by the Business Office are all linked to student enrollment.
- FACTs deferred tuition payment plans.
  - Introduction of a monthly payment option increases the number of Business Office transactions required for tuition payment. Data entry and updates to process tuition payments for more than 200 students has permanently increased the amount and complexity of work for our Business Office.

These changes, and overall growth of the college's expenditures (refer to Attachment A), have affected fiscal and procurement services as well as cashiering and revenue collection methods, therefore the current distribution of supervisory responsibility is no longer effective. Both areas are becoming more complex and technical with clearly distinct functions, therefore, it is necessary to separate fiscal and procurement services from the cashiering and revenue collection functions and provide appropriate, separate supervision of each area. The increasing complexity of the fiscal and procurement systems require the continued supervision of a fiscal specialist. The growing complexity of the cashiering and revenue collection process resulting from the Banner Student Information System requires additional specialized supervisory attention. This structure will allow for effective supervision of staff, since supervisors will be overseeing a much more manageable range of subordinates and functions. It will improve one-to-one training between individual employees and their respective supervisors, and also improve employee accountability within the department. This new structure will greatly enhance the management of the affected departments by providing clear lines of responsibility and accountability as well as providing improved supervisory oversight through appropriate grouping of similar functions.

## 2. Human Resources Office

The Human Resources Office proposes to reorganize by placing the two Personnel Clerks (#50063, #112083) under the supervision of the Personnel Officer (#81116). The Personnel Officer (#81116) would be established as a supervisor and serve as the department head. A position redescription, which includes the new supervisory duties, will be submitted for classification review. The Personnel Officer (#81116) would continue to report directly to the Director of Administrative Services (#89014).

The reorganization of the Human Resources Office is necessary to create an effective and coherent management structure. Under the current structure, all of the staff within the Human Resources Office reports directly and independently to the Director of Administrative Services. The reorganization is necessary to keep all functions and responsibilities of the Human Resources Office under the auspices and oversight of the college's lead Personnel Officer. Some of the factors contributing to this need are:

- Overall growth of the number of employees within the college.
- System delegation of authority to the campus Human Resources Office.
- Delegation of hiring authority and other personnel related functions to the College's Chancellor.
- Growth in extramurally funded programs, therefore increased use of the RCUH personnel system.

The number of employees has increased (refer to Attachment A), as has the number of related personnel transactions processed by the Human Resources Office, and the rules and regulations under which they are administered have become more complex. Human Resources support staff reporting directly and independently to the Director of Administrative Services is no longer effective. The existing Personnel Officer position requires specialized knowledge and expertise and can best provide the supervision of this office. It will improve one-to-one training between individual employees and their supervisor, and also improve departmental efficiency. This new structure will greatly enhance the supervision of the Human Resources Office by providing clear lines of responsibility and accountability through appropriate grouping of similar functions.



### 3. Operations and Maintenance unit

The Operations and Maintenance unit proposes to redescribe and reclassify the currently vacant Building Maintenance Worker I (#33974) position into a Building Maintenance Worker II – Working Supervisor. The Building Maintenance Worker II (#33974) would continue to report directly to the Auxiliary and Facilities Services Officer (#80356). The other Building Maintenance Worker I's (#21482, #900035) would be placed under the supervision of the proposed Building Maintenance Worker II (#33974) – Working Supervisor as will the General Laborer II (#47553). The General Laborer II (#47553) position will be assigned to the proposed maintenance subunit because it was originally created to provide assistance with building maintenance and has a greater percentage of building maintenance responsibilities than do the other General Laborer positions. The Landscape Maintenance unit will remain under the supervision of the General Laborer III (#22514) but will transfer the General Laborer II (#47553) to the Building Maintenance unit. The Custodial unit will remain unchanged and under the supervision of the Janitor III (#21815). Campus Security will continue to be provided through contract services.

Over the past several years the Operations and Maintenance unit has undergone significant changes. For example:

- New facilities. Since 1994, the college has constructed and/or renovated 7 new buildings on the Kahului campus and has opened a new outreach site in Lahaina. This capital growth has increased building space by more than 180,000 gross square feet.
- Equipment and infrastructure have become more complex.
- New and reallocated positions. To accommodate the college's capital improvement growth, the Operations and Maintenance unit has added one permanent Building Maintenance Worker I, two permanent General Laborer II's, and two Janitor II's.

The number of buildings and number of square feet have increased significantly, and equipment and infrastructure have become more complex (refer to Attachment A). The current organizational structure of the Operations and Maintenance unit is no longer effective. Building maintenance of these more complex and technical facilities requires more specialized knowledge. The Building Maintenance Worker II (#33974) – Working Supervisor position will have this specialized knowledge and expertise and can best provide direct supervision of this unit. It will improve one-to-one training between individual employees and their supervisor, and also improve departmental efficiency. This new structure will greatly enhance the supervision of the Building Maintenance Workers and the General Laborer by providing clear lines of responsibility and accountability through appropriate grouping of similar functions.

Maui CC has always prided itself in providing excellent service to students, from its classrooms through its support functions. Most of the services provided by the Administrative Services Division are "behind the scenes" to our students, but are essential to a smoothly functioning organization. Over time, the environment within which the Business Office, Human Resources Office, and the Operations and Maintenance Unit function have changed. The organizational

structure established to meet these support requirements needs is no longer appropriate and must be changed to continue to offer the excellent service our students have come to expect for today and the future. These proposed organizational changes will greatly enhance the management of the affected units by providing clear lines of responsibility and accountability as well as providing improved supervisory oversight through appropriate grouping of similar functions.

The college anticipates the following results with the reorganization:

1. Better supervision and training of staff employees
2. Increased productivity
3. Employee accountability
4. Meaningful performance appraisals
5. Increased staff morale

While there are no additional staff positions in the reorganization, required position description updates and classification reviews may increase personnel cost by approximately \$8,000 annually. Maui CC is prepared to fund this additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

No other additional requirements such as office space are needed since the reorganization simply creates new supervisors with existing positions. No new positions requiring offices have been created. Current office space, equipment and supply allocations will be utilized.

### **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.

## Supporting Quantitative Data

## 1 Maui CC Enrollment Growth - Credit and Non-Credit Programs

	1996	1997	1998	1999	2000	2001	2002
Fall Credit Headcount	2,854	2,787	2,849	2,862	2,678	2,699	2,989
Non Credit Enrollment	9,216	9,801	12,087	13,775	15,128	13,969	not avail

Source: Headcount Enrollment - Institutional Research Office; Ad-Hoc Studies, Headcount Enrollment of Credit Students by Campus University of Hawaii, Fall 1992 to Fall 2002  
 Non Credit Enrollment - IRO Reports, Continuing Education and Community Service Enrollment University of Hawaii, By Campus: Fiscal Year = Summer + Fall + Spring (FY 1996 - 2002)

## 2 Maui CC Financial Growth

Expenditures	1996	1997	1998	1999	2000	2001	2002
General Funds	7,104,091	6,885,137	7,147,043	7,155,771	7,137,238	7,441,510	8,252,235
Tuition and Fees	1,060,232	1,744,558	1,932,520	2,362,988	2,539,628	2,541,050	2,622,554
Special Funds	676,101	821,138	964,532	1,596,381	1,870,879	2,054,760	1,949,008
Revolving Funds	381,908	403,215	501,054	625,427	754,966	391,137	697,296
Extramural Funds	1,132,252	1,519,334	1,393,369	2,315,002	4,225,791	4,598,295	10,254,600
Total Funds	10,354,584	11,373,382	11,938,518	14,055,569	16,528,502	17,026,752	23,775,693

Source: General, Special, and Revolving Funds - Expenditures By Means of Financing, FY 1996 - 2002 (After Funding Mix, TFSP and balance of Special Fund shown separately)  
 Extramural Funds - ORS Website, Ad Hoc Reports, Proposals Aggregated by College/Unit

## 3 Maui CC Employee Growth - Number of Employees

	1996	1997	1998	1999	2000	2001	2002
Number of Employees FTE (All Funds, filled positions)	179	181	178	190	190	193	199

Source: Internal Campus Report

## 4 Maui CC Facilities Growth - Kahului Campus

Additions and Major Modification to Facilities	Date	Sq Footage
<b>New Facilities</b>		
Agriculture Building	1994	12,809
Kalama Building (Business Ed)	1994	42,948
Kupaa Building (Math/Science)	1995	18,926
Laulima Building (Community Service)	1999	31,943
Ka'aiko Building (Telecom)	2001	41,964
Pa'aina Building (Food Services)	2003	37,570
Sub-Total New Facilities		186,160
<b>Renovated Facilities</b>		
Ho'okipa Building (Student/Business Services)	1999	17,363
Sub-Total Renovated Facilities		17,363
<b>TOTAL NEW &amp; RENOVATED FACILITIES</b>		203,523

Source: CC Physical Facilities, Planning and Construction Office

**PREVIOUS**

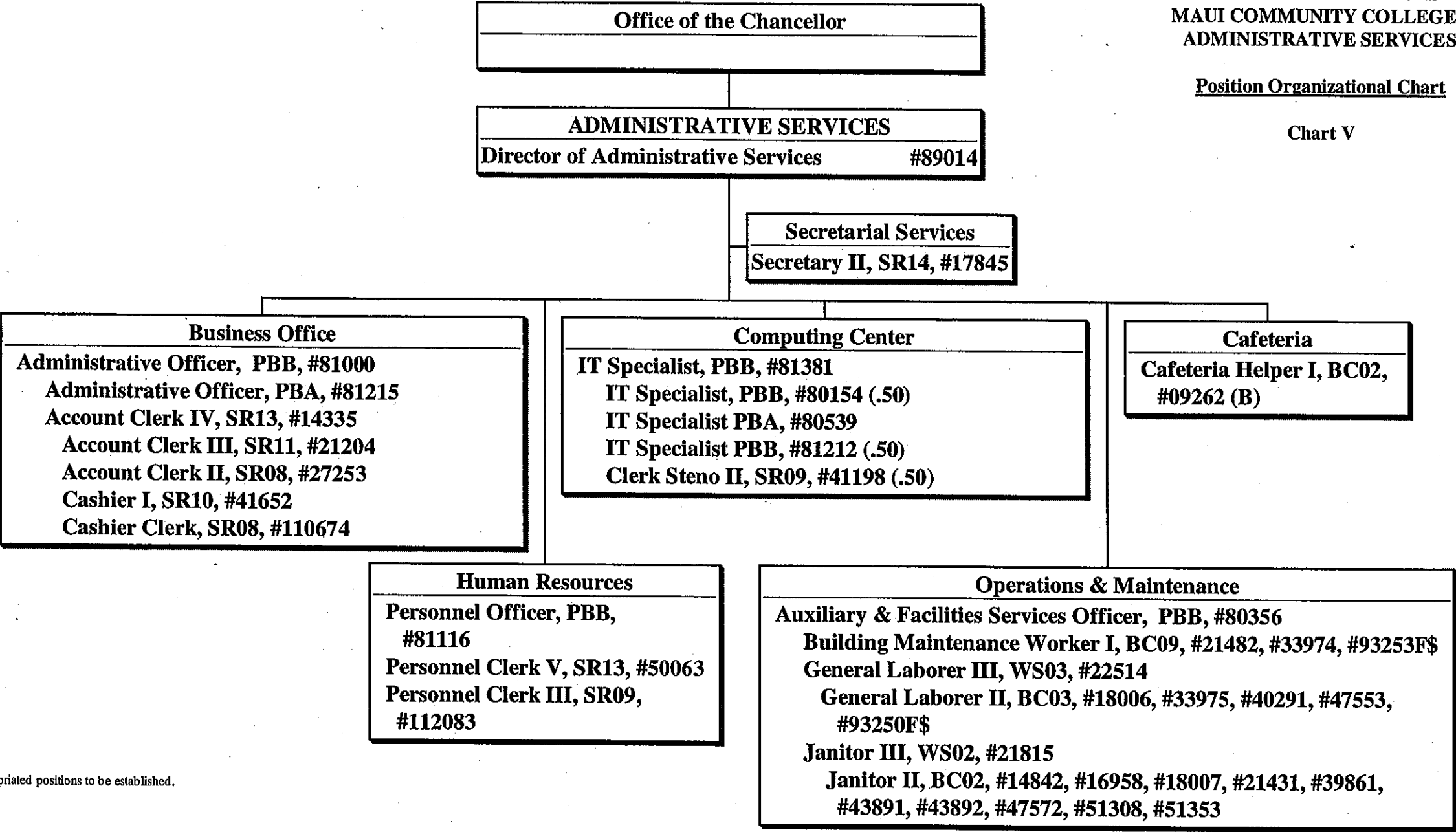
**ORGANIZATIONAL CHARTS**  
**AND**  
**FUNCTIONAL STATEMENTS**

Present Organizational Chart

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
MAUI COMMUNITY COLLEGES  
ADMINISTRATIVE SERVICES

Position Organizational Chart

Chart V



\$Appropriated positions to be established.

- Designs and implements registration.
- Maintains official student records.
- Assist with international student marketing & recruitment.

#### ADMINISTRATIVE SERVICES

The Office of Administrative Services provides for the various administrative support services and activities of the College which generally include administrative management, budget and fiscal services, personnel management, operations and maintenance, and computer services. The Office:

- Insures the College operates within federal and State statutes, established policies and procedures of the University of Hawaii and Maui Community College; informs the campus community of applicable policies, guidelines, procedures, forms, and alternatives available in accomplishing tasks; and determines campus administrative policy as appropriate.
- Reviews and assists in the preparation of the College's long- and short-term educational plans, accreditation self-studies, program reviews, special studies, etc.; makes corrections and recommendations for improvement; prepares and implements the short- and long-range plans for the Business Office, Operations and Maintenance, Human Resources and Computing Center.
- Facilitates the College's staff development program to ensure that employees are kept abreast of changes in rules, regulations, and procedures as well as technological advances that may affect their work.
- Performs and/or participates in special studies of interest of concern; makes recommendations, offers alternatives, corrects problems, discusses the facts, etc., as appropriate.
- Monitors all aspects of the activities of extramurally funded projects including critically reviewing the proposal ensuring the activities can be performed within available resources and time frame, monitors progress, and follows up on reporting requirements.
- Responds to requests for information, especially from systemwide offices, State agencies, and legislators.
- Coordinates the budgeting for the College, including the biennium budget requests, six-year operating budget plan, the Capital Improvements Program (CIP) projects, and the Special Repairs and Maintenance (R&M) program requests; prepares the budget requests for the Business Office, Operations and Maintenance, Human Resources Office and Computing Center.
- Provides for the Business Office functions of procurement, auditing personnel account codes, payroll, cashing, financial management, cash controls, telephoned switchboard, campus mail, and budget execution.

- Provides for the proper maintenance and care of all physical facilities and properties of the College, including adequate security of the premises; prepares short- and long-range plans and implements them within the resources available; monitors CIP, energy conservation, Special R&M and other campus projects.
- Coordinates the computing services for the Colleges, including hardware operations, data base management, and network communications.
- Collaborates with instructional program to provide food service to College.
- Maintains and handles personnel record keeping and transactions.
- Maintains information on working conditions, salaries and transactions.
- Oversees recruitment and hiring.
- Handles classification, pay administration and contract interpretations.
- Reviews and processes workers' compensation claims and Health Fund.

#### CONTINUING EDUCATION AND TRAINING

Office of Continuing Education and Training provides for all the non-credit instruction of the College, offers credit courses in the summer session program, and provides the administrative support to special programs as may be necessary. The Office:

- Coordinates, schedules, monitors, evaluates, and hires personnel for all non-credit instructional programs including apprenticeship "related instruction" courses, skill up-grading courses, self-supporting special interest courses, and senior citizen courses.
- Coordinates, schedules, contracts, and evaluates special programs including lectures, and performing arts programs.
- Coordinates the use of the campus facilities by State and County agencies and community organizations.
- Provides fiscal and administrative support to credit courses offered through the summer session program.
- Directs all College activities after 4:30 p.m. and on weekends.
- Provides administrative support services to other Colleges within the University of Hawaii system which provide programs and courses on Maui.
- Provides assistance for economic development to support new and existing businesses, and assist in providing continuing education courses through satellite instruction and teleconference programs.

#### UNIVERSITY OF HAWAII CENTER, MAUI

The University of Hawaii Center, Maui establishes a permanent University of Hawaii (UH) presence in a community that otherwise lacks access to programs offered elsewhere in the UH system. The University Center is a site at which qualified students who are unable to travel to a specific UH campus enroll in courses or credential programs that are offered by one or more of the University's accredited programs.

**APPROVED**

**ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**



NO CHANGES TO FUNCTIONAL STATEMENTS