



UNIVERSITY OF HAWAII

OFFICE OF VICE PRESIDENT FOR COMMUNITY COLLEGES
MEMORANDUM

November 15, 2006

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

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION,
UNIVERSITY OF HAWAII, LEEWARD COMMUNITY COLLEGE

Attached for your files is a copy of the reorganization of the University of Hawai'i, Leeward Community College, which was approved on October 20, 2006 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.

Mary Perrein
for Michael T. Unebasami
Associate Vice President for Administrative Affairs

Attachments

- c The Honorable Georgina K. Kawamura
Director, Department of Budget and Finance
- The Honorable Marie Laderta
Director, Department of Human Resources
- Vice President for Community Colleges John Morton
- University Budget Office
- University Office of Human Resources
- UHCC Chancellor Peter Quigley
- UHCC Budget Office
- UHCC Human Resources

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LEEWARD COMMUNITY COLLEGE

Office of the Chancellor

RECEIVED
September 14, 2006

MEMORANDUM

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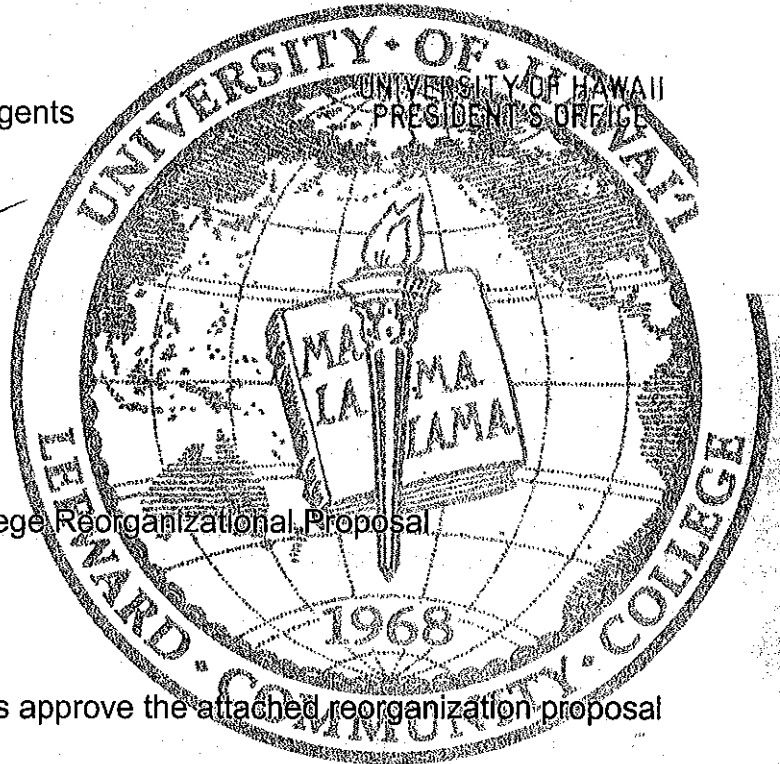
TO: Kitty Lagareta
Chairperson, Board of Regents

VIA: David McClain
President

VIA: John Morton
Interim Vice President

FROM: Peter Quigley
Chancellor

SUBJECT: Leeward Community College Reorganizational Proposal



SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the attached reorganization proposal of Leeward Community College.

ADDITIONAL COST:

The additional annual cost to implement the proposed administrative structure and to fund clerical support staff is estimated to be \$162,524. Leeward Community College is prepared to fund any additional costs through internal reallocations.

RECOMMENDED EFFECTIVE DATE:

Upon approval by the Board of Regents.

PURPOSE:

The purpose of the reorganization proposal is to create a more responsive, accessible, and efficient administrative structure at the College.

BACKGROUND:

Pursuant to Board of Regents' Policies, Chapter 3-1, reorganizations that impact Board policy and/or laws, incur additional expenses, and/or significantly affect students and other clientele of the University require the approval of the Board of Regents.

This reorganization proposal appropriately addresses the needs of the College, and is supported by the various campus constituencies. The details of the reorganization are summarized in the attached Executive Summary.

Leeward Community College has completed the formal consultation phase with the affected unions. The initial reorganization proposal has been revised to address the major issues and areas of concern raised by the respective unions.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the Leeward Community College reorganization proposal as requested.

Attachments

- c Executive Administrator and Secretary of the Board Pang
Associate Vice President Unebasami

EXECUTIVE SUMMARY

REORGANIZATION PROPOSAL REQUEST LEEWARD COMMUNITY COLLEGE

The proposed administrative reorganization places Leeward Community College in a position to more effectively promote student learning. It enables the College to address the goals from the University of Hawaii System Strategic Plan, the call to action for learning-centered colleges by major national community college associations, and mandates from the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges. When implemented, the reorganization will result in a more responsive, accessible, and efficient college administrative structure better able to surpass the myriad challenges of a dynamic educational institution and environment.

Goal 1, Objective 1 of the University of Hawaii System Strategic Plan states: "To achieve a shared institutional culture that makes student learning and success the responsibility of all."¹ This imperative echoes the calls of the American Association of Community Colleges and the League for Innovation in Community Colleges for a "Learning College" which places learning first, sees learning outcomes as opposed to teaching processes as measures of success and recognizes that all stakeholders must be involved in the learning process.²

In June 2002, the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges adopted new standards with a focus on evaluation, planning, and success as measured in student learning outcomes. The standards set as a goal the creation of an "institutional culture of evidence."³ The need to accurately assess needs and challenges, to strategically plan, and to develop implementing policies and directives is critical to the College's efforts to maximize the learning opportunities and student success.

In its Evaluation Report (2000), the Accrediting Commission for Community and Junior Colleges of the Western Association of Schools and Colleges (ACCJC/WASC) cited the College's administrative turnover as a major concern. Workload issues were cited as a major factor in administrative instability, a concern for which the College has been repeatedly cited by the ACCJC/WASC.

The current administrative structure of the College does not readily enable the College to address the tasks at hand. Because the College's seven instructional divisions (four general education divisions, a business education division, a

¹ University of Hawaii Board of Regents. *University of Hawaii System Strategic Plan: Entering the University's Second Century, 2002-2010*, 2002.

² O'Banion, Terry. *Launching a Learning-Centered College*. League for Innovation in the Community College, 1999.

³ Accrediting Commission for Community and Junior Colleges/Western Association of Schools and Colleges. *Self Study Manual*. July 2003.

vocational-technical division, and the off-campus Waianae-Nanakuli Education Center) and Academic Support fall directly under the Vice Chancellor for Academic Affairs/Chief Academic Officer (VCAA/CAO) the resulting workload on this single administrator is inordinately heavy. The Office of Student Services and the Office of Continuing Education and Training are organizationally separate from the College's Office of Educational Services that is headed by the VCAA/CAO, and there is a need for integration with academic programs if the learning needs of the students are to be best served. Lastly, the College has a variety of individuals conducting assessment, planning, and development of needed policy. This effort can be optimized if better coordinated and focused on common organizational mandates.

The proposed administrative reorganization is Leeward Community College's first initiative to respond to these challenges by creating an Office of Academic Affairs headed by the College's VCAA/CAO. This office would consolidate all divisions and units of the College that contribute, directly or indirectly, to student learning and academic success to include the Office of Student Services and the Office of Continuing Education and Workforce Development. This restructuring will provide better coordination, management, and integration of all student instructional and support activities; thus ensuring that student learning is the College's first priority.

Another key initiative of the proposed reorganization is the creation of the Office of Planning, Policy, and Assessment reporting to the Vice Chancellor for Academic Affairs/Chief Academic Officer. While recognizing that planning and assessment are functions of all units of the College, this office will assist all departments of the College in providing a coordinated, comprehensive and objective program of planning and assessment.

The proposed organization changes are:

- Restructure the existing Office of Educational Services to create the Office of Academic Affairs to be headed by the Vice Chancellor for Academic Affairs/Chief Academic Officer (VCAA/CAO).
- Establish an Office of Planning Policy & Assessment (OPPA) under the Office of Academic Affairs. The Office will be headed by a faculty member or other qualified individual appointed from within the College and will report directly to the VCAA/CAO.
- Under the Office of Academic Affairs, separate the academic programs into two functional areas:
 - Office of Arts and Sciences. This office will have oversight of four academic divisions: Arts and Humanities, Language Arts, Mathematics and Science, and Social Sciences. An existing Assistant Dean of Instruction will be redescrbed to the Dean of Arts and Sciences.
 - Office of Career and Technical Education. This office will have oversight of two divisions: Business Education and Vocational-Technical Education. In

addition, the off-campus, satellite Waianae-Nanakuli Education Center will be included in this office. An existing Assistant Dean of Instruction will be redescribed to the Dean of Career and Technical Education.

- Retitle the existing Office of Academic Support to become the Office of Academic Services, which will remain under the Office of Academic Affairs. The Assistant Dean of Academic Support will be redescribed to become the Dean of Academic Services. This position will administer the Educational Media Center, the Library, the Learning Resource Center, the Computer Center, and the Curriculum Resource Center.
- Include the Office of Student Services under the Office of Academic Affairs with the Dean of Student Services reporting to the VCAA/CAO.
- Rename the existing Office of Continuing Education & Training to the Office of Continuing Education & Workforce Development (OCEWD) with the Director of OCEWD reporting to the VCAA/CAO.
- Retitle the existing Director of Administrative Services to become the Vice Chancellor for Administrative Services.

Faculty members have been used to address some of the backlog in administrative duties created by the shortage of administrators. However, this has not been without problems. Faculty members are often limited by the nature of their contract (e.g., 9-month), by duties they cannot perform as faculty members (e.g., hiring, evaluation, discipline, firing), and by consistency of performance (e.g., temporary appointments). Even more critical is that the use of faculty in lieu of administrators seriously detracts from the College's primary mission of student learning since the faculty members most likely to be selected for administrative duty are often senior and more experienced faculty members. The funds used to support such stopgap measures are derived from administrative vacancies and other cost saving measures.

With the above administrative changes, there will be parallel changes in support staff. For the immediate future, the College intends to establish temporary staff support through the internal reallocation of fiscal resources. Two temporary secretaries will be proposed to support the Dean of Arts and Sciences and the Dean of Career and Technical Education and a temporary Clerk Typist will be established to support the Unit Head of the Office of Planning & Policy Assessment.

The duties and responsibilities of appropriate positions will be updated and submitted for classification review. Leeward Community College is prepared to fund the proposed administrative structure and clerical staff support through internal reallocations.

The Leeward Community College Reorganization was the product of the Leeward Community College 2002-2010 Strategic Plan and campus input and discussion over the past two academic years. At the start of the 2004-2005 academic year, an ad hoc Committee representing campus governing bodies and constituents was formed to conduct meaningful and substantial dialog drafting a reorganization proposal. Limiting its deliberations to the administrative structure of the College, the ad hoc Committee conducted a thorough exploration of the needs of the College and all possible options involved. The ad hoc Committee concluded its deliberations by recommending an administrative reorganization proposal.

During the Spring 2005 Convocation, the administrative reorganization proposal was discussed and debated in two campus-wide forums open to all administrators, faculty members, staff, and students. On February 28, 2005, the Leeward Community College Campus Council approved the proposed reorganization structure by majority vote.

On March 2, 2005, the College's Faculty Senate in special meeting discussed the proposed Administrative Reorganization. In an overwhelming vote of support (18 for, 1 against, and 0 abstentions), the Faculty Senate approved an expanded Leeward Community College Reorganization Committee proposal that included the provision for assigning a faculty or other qualified individual to provide leadership to the Office of Planning, Policy, and Assessment in lieu of a managerial resource. Subsequent changes that have occurred as the administrative reorganization proposal underwent University System review were posted on the College's website (refer to documents/reorganization) on May 5, 2005 and on June 13, 2005 to update all faculty and staff as to new developments and substantive changes made to the proposal.

REORGANIZATION PROPOSAL REQUEST

LEEWARD COMMUNITY COLLEGE University of Hawaii Community Colleges

Present Organization

The current organizational structure of Leeward Community College (LCC) is predicated on the traditional hierarchical college that was part of a strongly centralized system. The Office of the Chancellor (formerly the Provost) supervised four major and distinct institutional divisions: Educational Services, Student Services, Administrative Services, and Continuing Education and Training.

Office of the Chancellor

The Chancellor (#89110) is the Chief Executive Officer of the campus, directly supported by 1.00 FTE Civil Service, and 3.00 FTE APT general fund positions. Reporting to the Chancellor are the Vice Chancellor for Academic Affairs/Chief Academic Officer (VCAA/CAO) who was formerly the Dean of Instruction, the Dean of Student Services, the Director of Administrative Services, and the Director of the Office of Continuing Education and Training. Under its current organization, the College has eight administrators: 2.00 FTE Executive and 6.00 FTE Managerial positions.

Office of Educational Services

The Office of Educational Services is headed by the Vice Chancellor for Academic Affairs/Chief Academic Officer (VCAA/CAO) (#89070). The VCAA/CAO is directly supported by 2.00 FTE Civil Service general fund positions. Reporting to the VCAA/CAO are two Assistant Deans of Instruction, six Division Chairs, the Coordinator of the Waianae-Nanakuli Education Center (WNEC), and the Assistant Dean for Academic Support.

Office of Student Services

The Office of Student Services is managed by the Dean of Student Services (#89004), directly supported by 1.00 FTE Faculty (Student Services Coordinator) appointed from a faculty position within the unit and 1.00 FTE Civil Service general fund position. Reporting to the Dean are the Counseling and Advisement, Admissions and Records, Career Development Center, Student Life Development, Financial Aid Office, and the Campus Health Center units.

Office of Administrative Services

The Office of Administrative Services is managed by the Director of Administrative Services (#89083), directly supported by 1.00 FTE Civil Service general fund position. Reporting to the Director of Administrative Services are the College's Human Resources Office, Business Office, and Operations & Maintenance units.

Office of Continuing Education and Training

The Office of Continuing Education & Training is managed by a Director of Continuing Education & Training (#89151), directly supported by 1.00 FTE Civil Service general fund position. This office coordinates various non-credit programs and the theater operations.

Background/Nature of the Proposed Reorganization

This proposed reorganization focuses on the administrative echelon of the College in response to several challenges identified by external agencies or campus self-study initiatives. These issues are as follows:

- The University of Hawaii Strategic Plan has as its first goal "To achieve a shared institutional culture that makes student learning and success the responsibility of all."⁴ As indicative by its motto, "To Help People Learn," the College embraces this concept and is committed to bringing into reality an institutional environment that promotes and places learning first. The current organizational structure of the College, however, does not readily lend itself to the accomplishment of this goal by the apparent separation of the Office Student Services and the Office of Continuing Education and Training from the instructional programs and academic support of the Office of Educational Services. For student learning to be maximized, it is incumbent upon the College to integrate all elements that contribute to or promote students and their learning success.
- The Western Association of Colleges and University/Accrediting Commission for Community and Junior Colleges in its new accreditation standards set as a goal the creation of an "institutional culture of evidence."⁵ There is a shift from the process of teaching to an emphasis on learning outcomes. Further, there are calls for increased accountability from government and community and the need to periodically review all programs of the campus. Institutional improvement is achieved through "an ongoing and systematic cycle of evaluation, integrated

⁴ University of Hawaii Board of Regents. *University of Hawaii System Strategic Plan: Entering the University's Second Century, 2002-2010*, 2002.

⁵ Accrediting Commission for Community and Junior Colleges/Western Association of Schools and Colleges. *Self Study Manual*. July 2003.

planning, implementation, and re-evaluation.”⁶ The Chancellor, as CEO, “guides institutional improvement of the teaching and learning process by ... ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions.”⁷

However, the current organizational structure of the College does not provide for comprehensive research, planning, and policy development. Historically there has been one Institutional Researcher reporting to the Chancellor with additional needs being met through a variety of mechanisms, including use of faculty assigned time and distribution of assignments to other administrators. Workload in this area is expected to increase. While planning and assessment are integrated into all campus units, there is an urgent need for expanded resources and expertise as well as institutional objectivity in the area of assessment, planning, and policy.

- In its Evaluation Report (2000), the ACCJC/WASC cited that administrative turnover experienced by the College was a major concern. The College has been subsequently been cited two more times by ACCJC/WASC for issues involving administrative instability and turnover. It has become apparent that the College cannot delay addressing and correcting the issue of administrative workload and turnover.

In response, an institutional self-study group identified the overwhelming workload handled by “the small number of administrators” was a major factor contributing to the continuous turnover. The group noted:

- That the executive span of control of the Vice Chancellor for Academic Affairs/Chief Academic Officer is unmanageable and ineffective. There are seven instructional division heads (four general education, two vocational, and a satellite campus) answering directly to the VCAA/CAO. Having to address and manage line level administrative demands of individual academic divisions seriously detract from the VCAA/CAO's focus of planning and coordinating academic programs, obtaining and managing necessary resources (fiscal, personnel, and facility), and shaping and developing the College's academic cadre.
- In addition, the ambiguous line of authority associated with the Assistant Deans of Instruction who are situated as staff positions with no formal lines of authority is cited as a contributing factor to the climate of frustration and confusion. Organizationally, the Assistant Deans of Instruction are not supervisory in nature and poorly positioned to alleviate and assist the VCAA/CAO with the incurred workload. Instructional

⁶ Accrediting Commission for Community and Junior Colleges/Western Association of Schools and Colleges. *Guide to Evaluating Institutions Using ACCJC 2002 Standards*. July 2003

⁷ Accrediting Commission for Community and Junior Colleges/Western Association of Schools and Colleges. *ACCJC 2002 Accreditation Standards*, Standard IV.B.2.b. June 2002.

Division Chairs are unclear to whom they report and who has the decision making responsibility for their areas, and while previous Deans of Instruction have dealt with this issue by creating informal lines of authority, these working relations were at best tenuous and in a state of flux. The resulting ambiguity detracts from and complicates the effective utilization of the College's limited administrative personnel.

The Office of Student Services and the Office of Continuing Education and Training are organizationally separate from the College's Office of Educational Services that is headed by the VCAA/CAO, and there is a need for integration with academic programs if the learning needs of the students are to be best served. Additionally, the College has a variety of individuals conducting assessment, planning, and development of needed policy. This effort can be optimized if better coordinated and focused on common organizational mandates.

The reorganization proposal identifies the critical administrative functions of the College and articulates what administrative staffing is required to effectively oversee the areas of responsibility. Staffing of all these administrative functions will be provided through a combination of existing E/M positions, internal reallocations, and recently received legislative staffing appropriations. With the proposed administrative changes, there needs to be parallel changes in support staff. The College has surveyed the availability and workload of all of its secretarial and clerical positions and determined that there are no presently established positions that can be transferred to fulfill this need (except for one position that will be transferred to support Academic Services). The assessment indicated that all of the College's clerical positions are either filled or are in the process of being filled and that each of these positions is associated with an established and needed support function. As such, clerical support for the immediate future will be generated through the establishment of temporary secretarial/clerical positions with internal reallocations taking place when support resources become available.

The additional cost to implement the proposed administrative structure and fund support clerical staff will be funded through internal reallocations.

The Leeward Community College Reorganization was the product of the Leeward Community College 2002-2010 Strategic Plan and several years of campus input and discussion. The proposed plan for administrative restructuring was submitted to and agreed upon by the College's Faculty Senate and the Campus Council.

Office of the Chancellor

The Office of the Chancellor function remains the same. This office was previously restructured with the UH System reorganization changing the Chief Executive Officer title from Provost to Chancellor (#89110) with expanded duties and responsibilities.

Reporting directly to the Chancellor will be the VCAA/CAO and the Director of Administrative Services (proposed to be re-titled to Vice Chancellor for Administrative Services).

The Dean of Student Services and the Director of the Office of Continuing Education, and Training (proposed to be changed to the Office of Continuing Education and Workforce Development) will report directly to the VCAA/CAO instead of the Chancellor. Specific actions requested to implement these changes are:

- **Dean of Student Services (#89004):** Reporting change from the Chancellor to the VCAA/CAO.
- **Director of Continuing Education and Workforce Development (#89151):** Reporting change from the Chancellor to the VCAA/CAO.
- **Institutional Analyst (#97924F\$):** Reporting change from Chancellor to Unit Head of the Office of Planning, Policy, and Assessment.
- **Institutional Analyst (#80462):** Reporting change from Chancellor to Unit Head of the Office of Planning, Policy, and Assessment.

Office of Academic Affairs

Student learning is the primary mission and cornerstone of the learning-centered college, an idea developed within the League for Innovation in the Community College, an organization in which Leeward Community College is a member. The crux in the proposed reorganization is to consolidate all academic and academic-related programs by restructuring the Office of Educational Services to the Office of Academic Affairs with all instructional units and student activities under the purview of the VCAA/CAO. This action both symbolizes the primacy of learning and instruction at the College as well as insures that the academic enterprise is the foremost consideration in decisions made by the College. Students will benefit from the reorganization by having the academic activities of the College more closely coordinated and focused on their learning. Faculty will benefit from the reorganization by having all units employing faculty members reporting to an administrator with student learning as his/her primary mandate.

The specific actions requested to implement this change are:

- **Academic Affairs:** Name change from Educational Services to Academic Affairs. The Office of Academic Affairs is the name applied to areas administered by the VCAA/CAO, to include the addition of the Office of Student Services and the Office of Continuing Education & Workforce Development.

- **Vice Chancellor for Academic Affairs and Chief Academic Officer (#89070):** With the change of title of the College's Chief Executive Officer from Provost to Chancellor of Leeward Community College and the delegation of the duties previously performed by the former Office of the Chancellor for Community Colleges to individual community colleges, the VCAA/CAO will assume the primary responsibility for student learning and the day-to-day management of the academic functions of the College.

The position title change from the Dean of Instruction to the VCAA/CAO was previously approved. Changes in the VCAA/CAO's duties and responsibilities brought about by this reorganization will be submitted for classification review.

- **Secretary to the VCAA/CAO (#16058):** With the reorganization of the University Community Colleges System and subsequently the College, the duties and responsibilities of this position will be updated and submitted for classification review.
- **Clerk-Typist (#21638):** previously reporting to the Secretary, will be transferred to the Office of Academic Services

Office of Planning, Policy and Assessment

A challenge facing all colleges is the increased emphasis on sound decision making based on assessment, planning, and accountability. The new accreditation standards and self-study requirements of the Accrediting Commission for Community and Junior Colleges of the Western Association for Schools and Colleges (ACCJC/WASC) call for the creation of an institutional culture of evidence. Additionally there is greater emphasis for the effective and efficient utilization of available resources to enhance student learning and promote community service. Institutional improvement is achieved through "an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation."⁸ Workload in this area is expected to increase, and there is an urgent need for expanded resources and expertise as well as institutional objectivity in the area of assessment, planning, and policy.

To assist the VCAA/CAO in developing the "culture of evidence" required for accreditation, the College would create an Office of Planning, Policy, and Assessment (OPPA). The establishment of the OPPA and the hiring of a position to head the Office was a Priority One activity of the College Strategic Plan⁹. The OPPA will coordinate the planning cycle of "evaluation, goal setting, resource distribution, implementation, and reevaluation."

Specific actions requested to implement these changes are:

⁸ Accrediting Commission for Community and Junior Colleges/Western Association of Schools and Colleges. *Guide to Evaluating Institutions Using ACCJC 2002 Standards*. July 2003

⁹ Leeward Community College. *Strategic Plan 2002-2010*, p. 40.

- **Office of Planning, Policy and Assessment (OPPA):** Establish an Office of Planning, Policy and Assessment (OPPA) to provide central coordination of the College's integrated process of assessment and planning, review and help refine College policy. The OPPA will be a support staff office to the VCAA/CAO.
- **Unit Head of the Office of Planning, Policy, and Assessment:** Appoint a faculty member or other qualified individual from within the College to head the OPPA. This position will report directly to the VCAA/CAO.
 - The **Institutional Analyst (#97924F\$)** will be transferred from the Chancellor's Office to OPPA and established to serve as Institutional Effectiveness Officer.
 - The **Institutional Analyst (#80462)** will be transferred from the Chancellor's Office to OPPA.
 - The duties and responsibilities for both positions will be updated and submitted for classification review.
 - A temporary clerk-typist position would be established to support the Unit Head.

Office of Arts and Sciences

The proposed Office of Arts and Sciences would incorporate the four instructional divisions that were previously considered General Education: Arts and Humanities, Language Arts, Mathematics and Natural Sciences, and Social Sciences.

The current Assistant Dean of Instruction (#89211) will be redescribed as the Dean of Arts and Sciences. The position will have line responsibilities and administer four divisions: Arts and Humanities, Language Arts, Mathematics and Natural Sciences, and Social Sciences. This change will remove the administrative ambiguity inherent in the former staff position, which did not have a clear oversight of the general education (liberal arts) divisions. The redescription of the Assistant Dean position reflects increased authority and responsibilities in personnel, budget and planning matters and is indicative of the College's intent to have decisions made at the level closest to those that are affected by these actions.

Specific actions requested to implement these changes are:

- **Office of Arts and Sciences:** Name change from General Education to Arts and Sciences.
- **Dean of Arts and Sciences (#89211):**
 - Redescribe and retitle an Assistant Dean of Instruction to become the Dean of Arts and Sciences.
 - Reporting change from Dean of Instruction to VCAA/CAO (#89070).

- The Dean of Arts and Sciences is a line position. The Dean administers through Division Chairs the four Arts and Sciences divisions: Arts and Humanities, Language Arts, Mathematics and Natural Sciences, and Social Sciences. The Division Chairs are recommended from the faculty appointed by the Chancellor in accordance with the UHPA/UH Contract. The change addresses issues of workload and management ambiguity by dividing the responsibilities for instructional divisions between two deans (see Dean of Career and Technical Education) and establishing clear lines of reporting. In addition, the title change reflects increased responsibilities and authority in personnel, planning and budgeting.
- Establish-a temporary secretarial position to support the Dean.

Office of Career and Technical Education

The reorganization creates an additional functional area by dividing the instructional programs into two distinct areas: that of Arts and Sciences and that of Career and Technical Education. Falling under the Office of Academic Affairs, the Office of Career and Technical Education (OCTE) would consist of the Business Education and Vocational Technical Divisions. With the increasing complexities and responsibilities related to these vocational programs, the current single administrative structure is no longer adequate. Vocational programs present special challenges in that they have proportionally larger budgets than liberal arts programs, receive a major share of Federal funds through the Carl Perkins Act with ensuing regulatory and reporting liabilities, and have additional specialized accreditations through professional associations and unions. This change will benefit students and faculty in vocational programs by allowing decisions to be made at a closer level to those affected by the decisions and insuring that the decisions are made by those with specialized knowledge in the vocational area.

In addition, the off-campus/satellite program, the Waianae-Nanakuli Education Center, would also be incorporated under the OCTE. This will enable the College to provide greater administrative support for its community-based initiatives.

Specific actions requested to implement these changes are:

- **Office of Career and Technical Education:** Establish an Office of Career and Technical Education.
- **Dean of Career and Technical Education (#89454)**
 - Redescribe the managerial position Assistant Dean of Instruction (#89454) as the Dean of OCTE.
 - The Dean of OCTE will report to the VCAA/CAO.
 - The Dean of OCTE is a line position with oversight of the Division Chairs of Business Technology and Vocational Technical. The change addresses issues of workload and management ambiguity identified previously by dividing the instructional division responsibilities between

two deans (see Dean of Arts & Sciences) and establishing clear lines of reporting. In addition, the title change reflects increased responsibilities and authority in personnel, planning and budgeting.

- The Dean of OCTE will also supervise the Coordinator of the Waianae-Nanakuli Education Center to better ensure appropriate and timely administrative support.
- Establishment of a temporary secretarial position is proposed to support the Dean of OCTE.

Office of Academic Services

The redescription of the Assistant Dean for Academic Support position reflects increased decision making authority and responsibilities in personnel, budget and planning matters for units that support, enhance, and contribute to the academic emphasis of the College.

Specific actions requested to implement these changes are:

- **Academic Services:** Name change from Academic Support to Academic Services. The change from "Support" to "Services" is more reflective of the orientation of the unit and parallels "Student Services."
- **Dean of Academic Services (#89252):**
 - Redescribed and retitled the Assistant Dean for Academic Support (#89252) to Dean of Academic Services.
 - Reporting change from Dean of Instruction to VCAA/CAO (#89070). The retitling of the position parallels the re-titling of the other Assistant Dean positions (see Dean of Arts and Sciences and Dean of Career and Technical Education) and brings parity to deans reporting to the VCAA/CAO. In addition, the title change reflects increased responsibilities and authority in personnel, planning, and budgeting. Reporting to the Dean of Academic Services will be the program heads of the Library, Educational Media Center, Learning Resource Center, Computer Center, and Curriculum Resources Center.
 - The **Clerk-Typist (#21638):** previously reporting to the Secretary of the VCAA/CAO, will be transferred to provide secretarial services to the Dean. The duties and responsibilities of this position will be updated and submitted for classification review.

Office of Student Services

Many of the policies and decisions of student services have a direct impact on instruction and it is important that these are reviewed in the context of their impact on student learning. Currently, this occurs only at the Chancellor's level. In a learning-centered college, this needs to occur at the lowest possible level within the hierarchy.

Specific action requested to implement this change is:

- **Dean of Student Services (#89004):** Reporting change from the Chancellor to the VCAA/CAO (#89070). The change in reporting reflects the academic nature of student services and the need to integrate student services into credit and non-credit instruction.

Office of Continuing Education & Workforce Development (OCEWD)

In past years, there has been greater integration between credit and non-credit instruction. Many of the credit divisions offer non-credit classes and there are program certificates (e.g. Human Services) which require a mixture of credit and non-credit courses. In addition, there is growing demand for convertibility between credit and non-credit instruction. The result is the line between credit and non-credit is becoming less defined and greater coordination is needed. The name change is consistent with an increasing emphasis on workforce development through non-credit education and mirrors national practice.

Specific actions requested to implement these changes are:

- **Office of Continuing Education & Workforce Development:** Name change from Continuing Education & Training to Continuing Education & Workforce Development. Name change reflects increasing emphasis on workforce development and conforms to national trends.
- **Director of Continuing Education and Workforce Development (#89151):** Reporting change from the Chancellor to the VCAA/CAO (#89070). The change in title and reporting reflects the academic nature of continuing education and workforce development and the integration of credit and non-credit instruction.

Office of Administrative Services

No organizational changes are planned for this unit. This position will continue to report to the Chancellor. The primary change would be the retitling of the Director of Administrative Services to the Vice Chancellor for Administrative Services.

Specific action requested to implement these changes are:

- **Vice Chancellor of Administrative Services (#89083):** Position title change from Director of Administrative Services to Vice Chancellor for Administrative Services. This is to be in line with other similar positions in the UH CC system and to accurately reflect the level of responsibilities as it relates to the Chancellor's position title change.

- **Secretary to Vice Chancellor of Administrative Services (#21992):** The duties and responsibilities of this position will be updated and submitted for classification review.

Reasons for Proposing the Reorganization

Greater student academic success

The proposed reorganization consolidates all elements of the College that are involved in instruction and student learning under the Office of Academic Affairs and under the single leadership of the VCAA/CAO. By integrating the College's instructional services (credit/non-credit, transfer/vocational, on-/off-campus) with those of academic support (e.g., library, information technology) and with student services (e.g., admissions and records, counseling services), the total spectrum of student learning can be seamlessly developed, synchronized, and assured of quality delivery and maximized opportunities. The proposed administrative changes provide a singular operational focus on and unified institutional commitment to student learning and academic success.

Continuous Institutional Improvement

With the shift from the process of teaching to an emphasis on learning outcomes, comes the need to wisely utilize limited resources in the most effective manner possible. The creation of the Office of Planning, Policy, and Assessment provides the College with the capability of high quality research and analysis of external and internal conditions, the means of periodic review of institutional programs and services, a means of promoting organizational effectiveness through program review and creative resource planning and development, and a source of unbiased information for planning and the formulation of policy. Continuous institutional improvement must be the basis for implementing, developing, and sustaining student learning needs and goals.

Increased Administrative Capability

The proposed reorganization provides a basis through which the critical administrative functions and needs of the College can be recognized and provided. The administrative restructuring accomplishes several improvements that will increase administrative stability. These changes minimize the executive span of control, better define lines of authority, and reduce the workload assigned to each administrator.

- The Chancellor/CEO will have only two chief administrators who report to him: the VCAA/CAO who is responsible for all facets of the College's primary educational mission, and the Vice Chancellor for Administrative Services who

is responsible for the institutional support that supports the academic service providers.

- The VCAA/CAO will have four deans, one director, and one unit head who report to him.
 - With the exception of the OCEWD Director and the OPPA Unit Head, the other managerial positions will be elevated to the Dean level as opposed to current Assistant Deans who organizationally function in a staff-type capacity. By doing the basic personnel supervision, program operations, and budget formulation for their areas, these enhanced managerial positions free and enable the VCAA/CAO to orchestrate all academic units into a concerted and sustained effort.
 - Because instructional programs are the proverbial "bread and butter" of any educational institution, the establishment of a Dean of Arts and Sciences and a Dean of Career and Technical Education is critical. The change enables greater managerial overview of a designated academic realm of the College while promoting greater representation, better responsiveness to identified problems, and advocacy for the unique needs of their respective areas of responsibilities.
- The Vice Chancellor for Administrative Services will emphasize the importance of institutional support to the accomplishment of the overall academic mission of the College.

Administrative stability is critical to the College developing the institutional foundation upon which operational needs can be accurately assessed and proactively planned, sound and timely decision making can be formulated, leadership can be systematic, cohesive, and accountable in the accomplishment of the College's mission.

Other Alternatives Considered

An ad hoc committee comprised of administrators and representatives of the Faculty Senate and the Campus Council explored a range of alternatives from administrative structure of mainland universities and colleges to that of other community colleges of the University of Hawaii.

- It was concluded that maintaining the status quo was not an option for the College. The given pressures of assessment and accreditation and the college-wide desire and commitment to be more responsive to student learning cannot be addressed in an adequate or timely manner through the current administrative structure.
- The national research resulted in a myriad of differing administrative models. Each of the universities and colleges surveyed based its managerial structure

on the organizational needs, present and future, that had to be satisfied to accomplish the institutional goals and objectives.

- The College obtained examples of possible reorganization structures from two other community college campuses that have recently reorganized: Kapi'olani, and Honolulu. The College had representatives from these campuses address the faculty and staff on their respective reorganizations at a College Convocation. The general feeling was that these campuses were significantly different from Leeward CC in terms of having significantly larger percentage of career and technical programs and different campus cultures. Kapi'olani CC and Honolulu CC reorganizations both have more thoroughly integrated Student Services and Continuing Education into instructional units.
- An assessment of the Leeward CC organization validated the historically high turnover rate of administrators of the College. The current shortage of administrators being experienced by the College highlighted the operational deficiencies with the amount of managerial positions, the use of the assistant dean series, the employment of managers in a staff-like capacity, the lack of organizational assessment and planning, and the use of faculty members in a quasi-managerial capacity.
- The separation of the Office of Students Services and the Office of Continuing Education from the academic programs under VCAA/CAO was also viewed as possibly disjointed and contrary to the College's thrust for greater responsibility in instructional and academic services.

In summary, the proposed reorganization of the College addresses identified weakness or shortfalls, and contributes to an administrative structure that will enable the College to focus on students and their academic success, and to accomplish its primary mission as signified in its motto, "To Help People Learn."

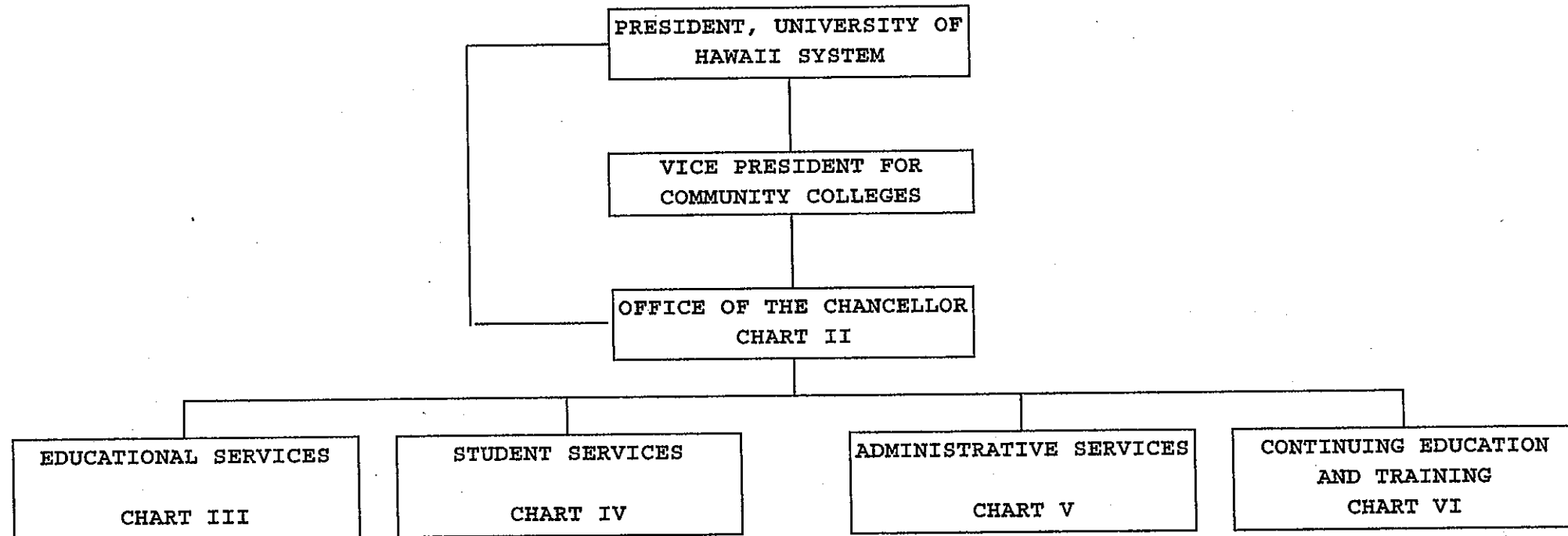
PRESENT

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 COMMUNITY COLLEGES
 LEEWARD COMMUNITY COLLEGE

ORGANIZATION CHART

CHART I

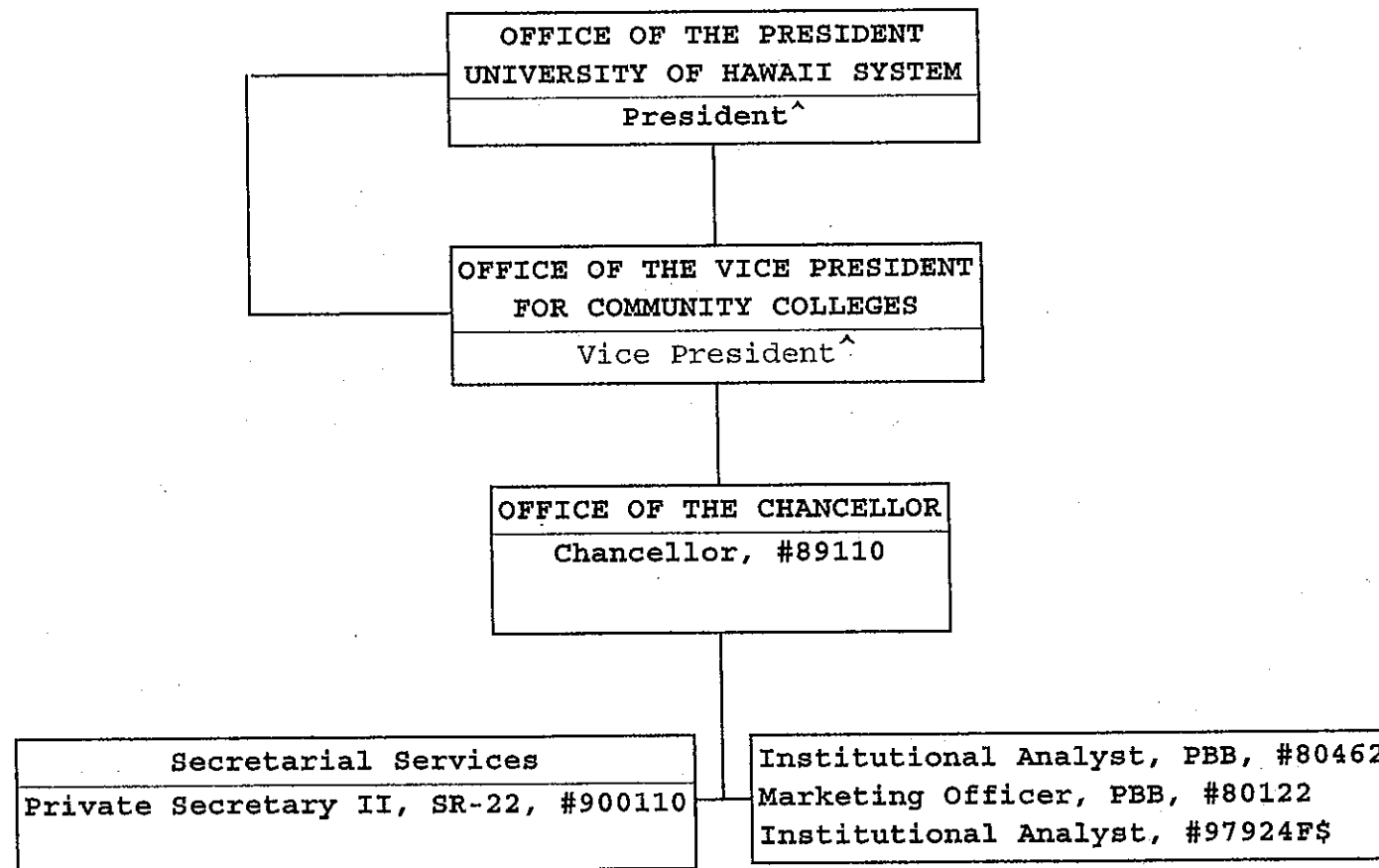


	<u>PERM</u>	<u>TEMP</u>
GENERAL FUND	308.00	1.00
(B) SPECIAL FUNDS	16.00	

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

POSITION ORGANIZATION CHART

CHART II



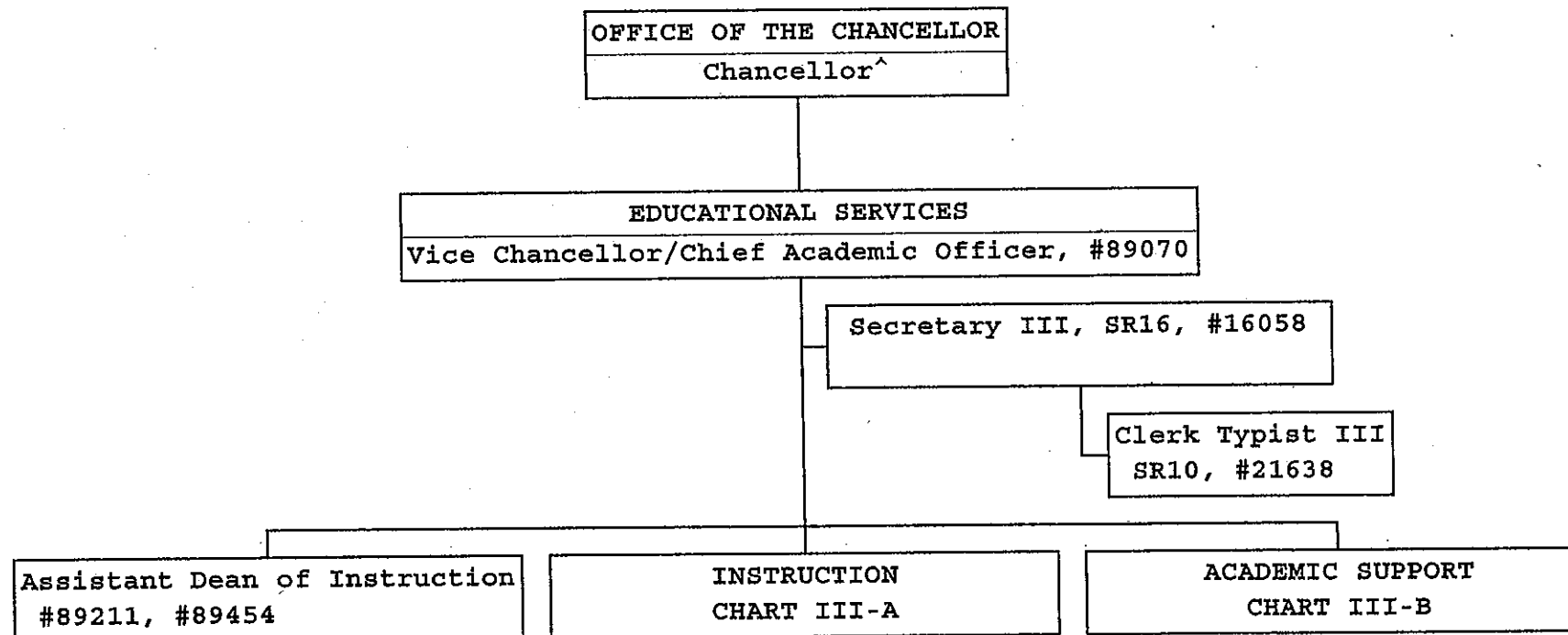
^ Excluded from position count this chart
 \$ To be established

GENERAL FUND PERM
 5.00

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 COMMUNITY COLLEGES
 LEEWARD COMMUNITY COLLEGE
 EDUCATIONAL SERVICES

POSITION ORGANIZATION CHART

CHART III

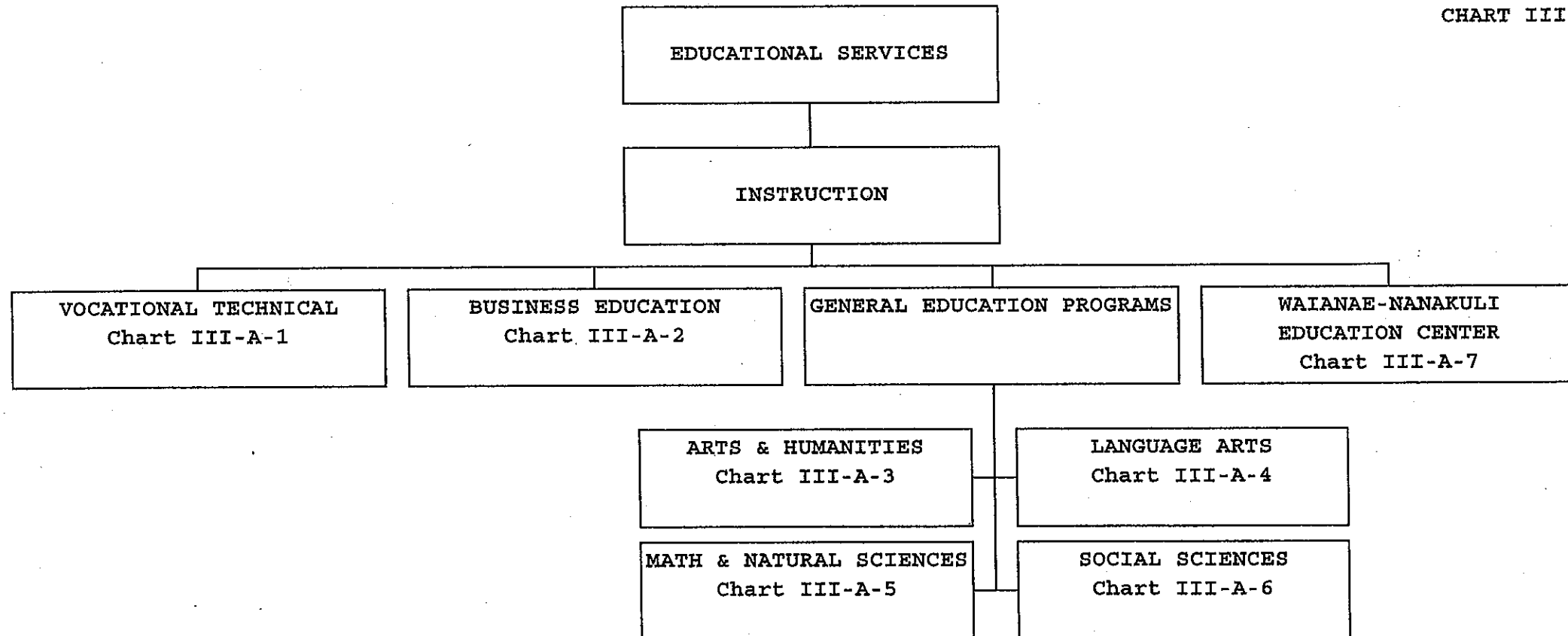


^ Excluded from position count this chart

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

ORGANIZATION CHART

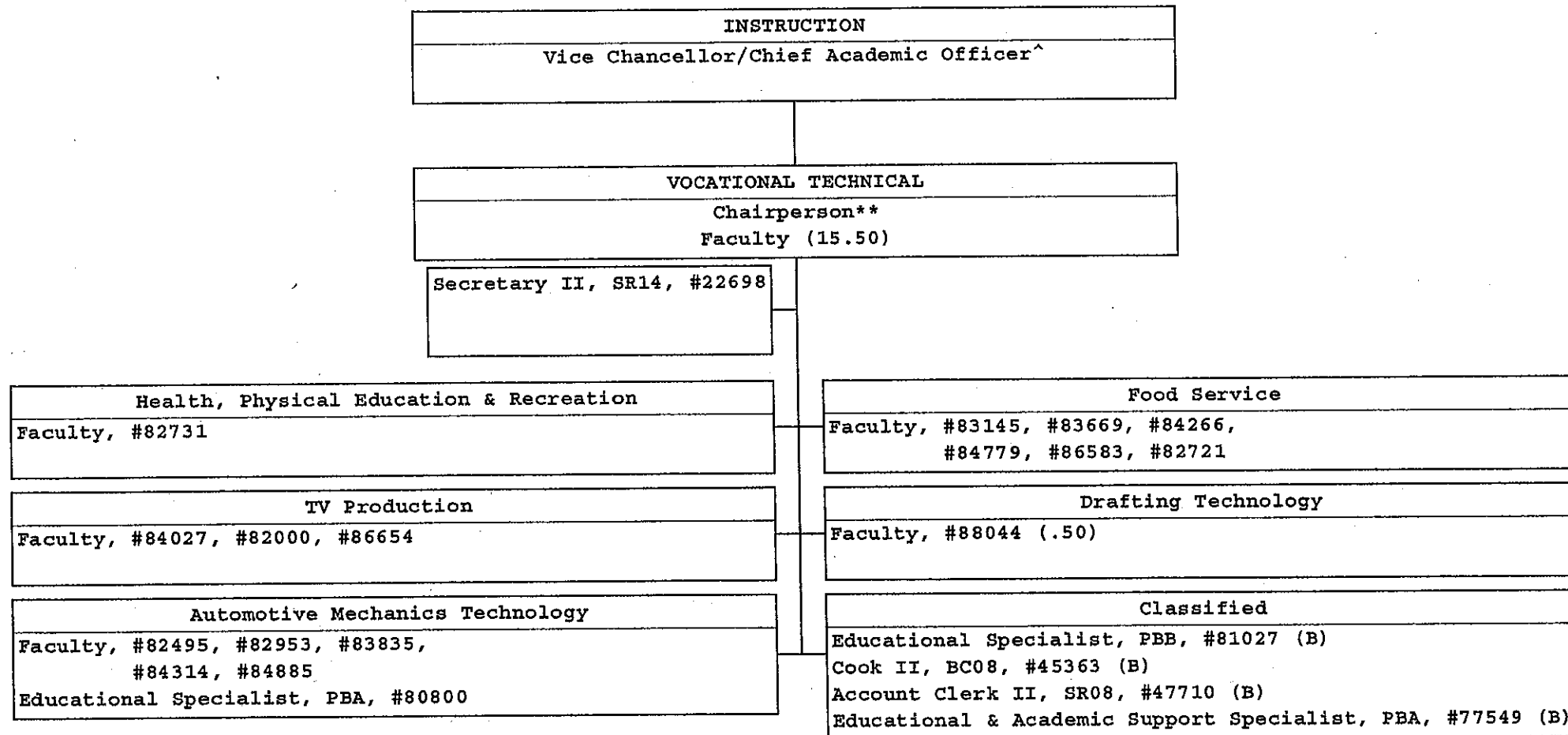
CHART III-A



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

POSITION ORGANIZATION CHART

CHART III-A-1



**Chairperson is appointed from a faculty position within the unit

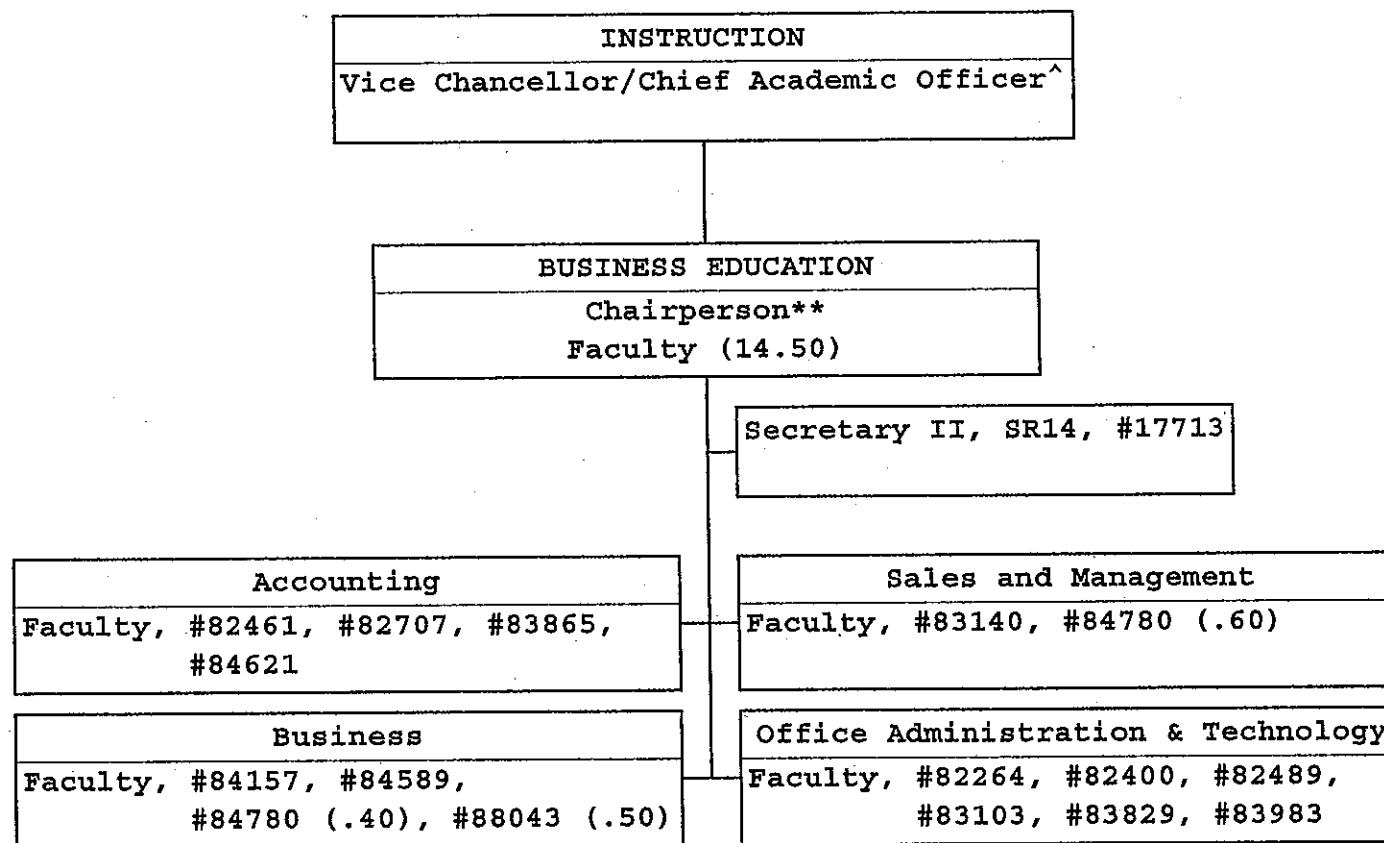
^ Excluded from position count this chart

	PERM
GENERAL FUND	17.50
(B) SPECIAL FUNDS	4.00

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

POSITION ORGANIZATION CHART

CHART III-A-2



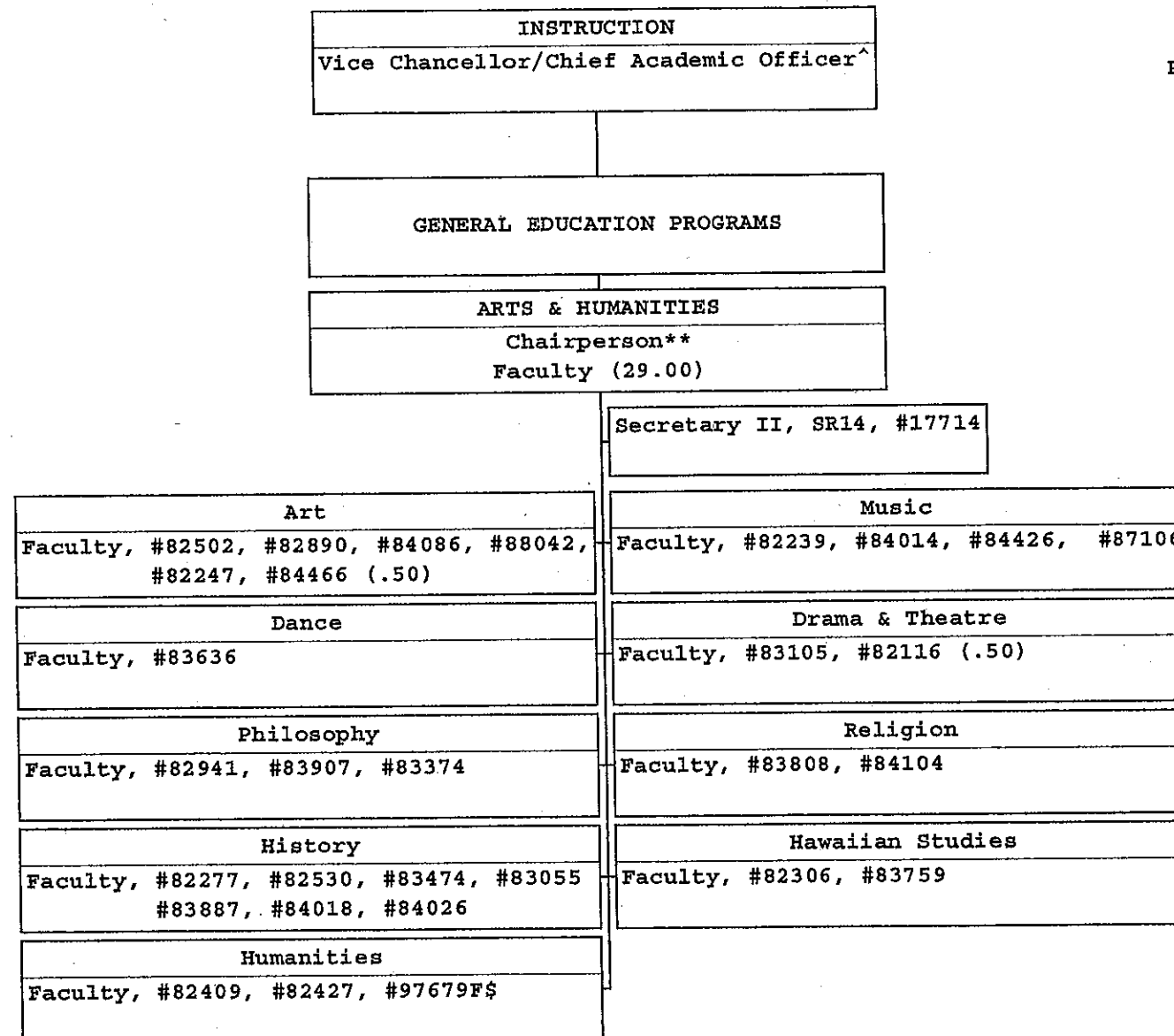
**Chairperson is appointed from a
 faculty position within the unit

^ Excluded from position count this
 chart

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

POSITION ORGANIZATION CHART

CHART III-A-3

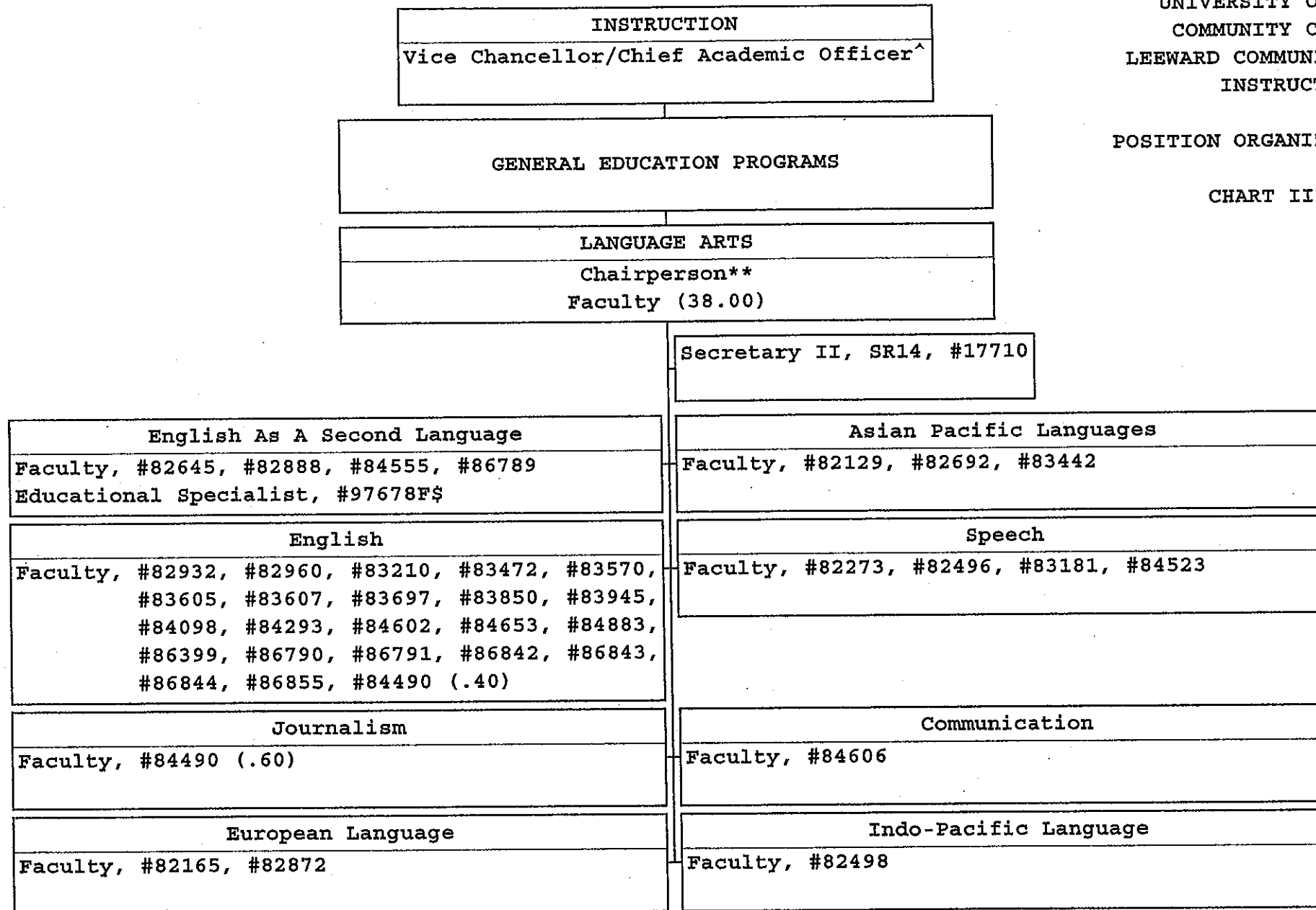


**Chairperson is appointed from a faculty
position within the unit
^ Excluded from position count this chart
\$ To be established

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

POSITION ORGANIZATION CHART

CHART III-A-4



**Chairperson is appointed from a faculty
position within the unit

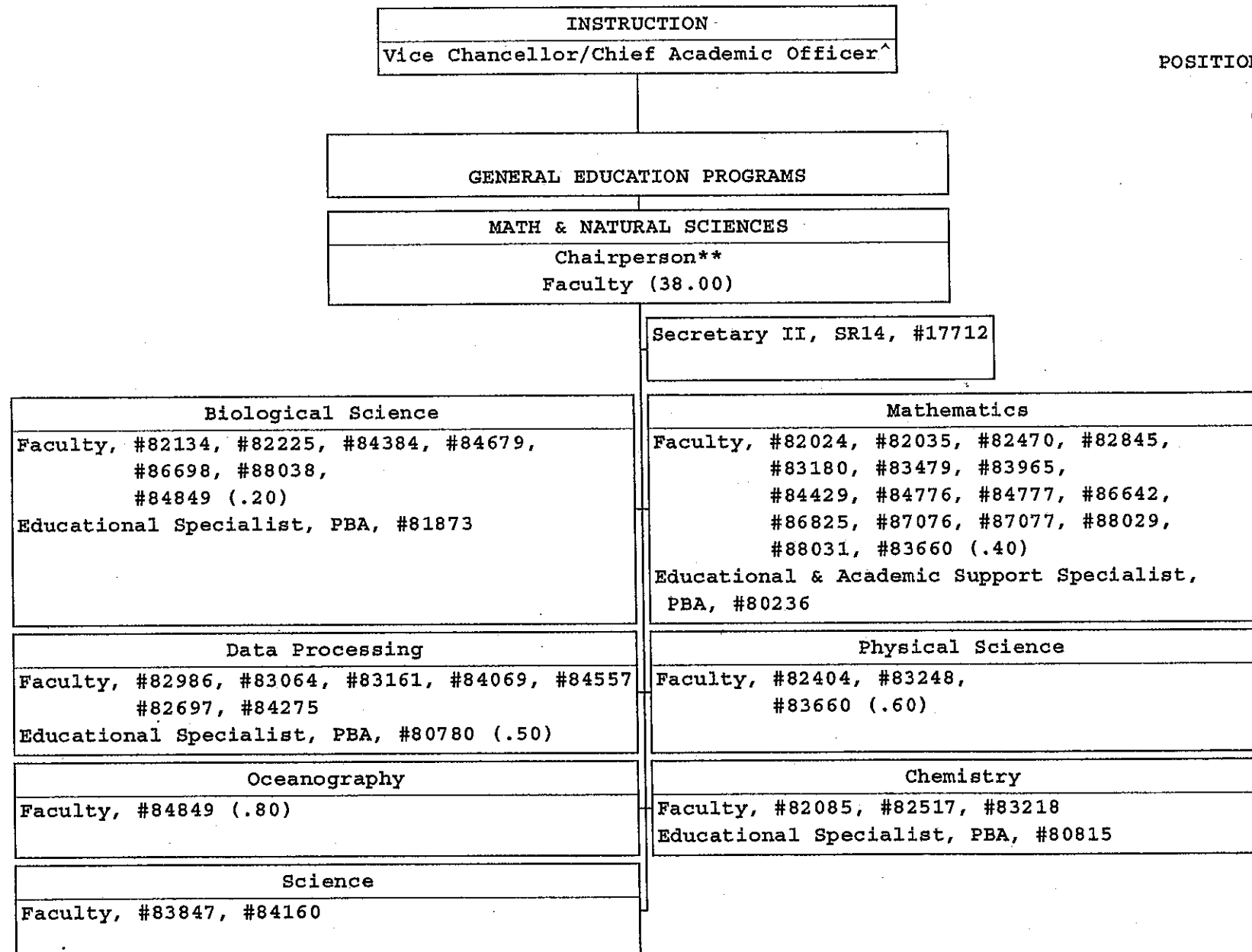
[^] Excluded from position count this chart

\$ To be established

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

POSITION ORGANIZATION CHART

CHART III-A-5



**Chairperson is appointed from a faculty position
within the unit

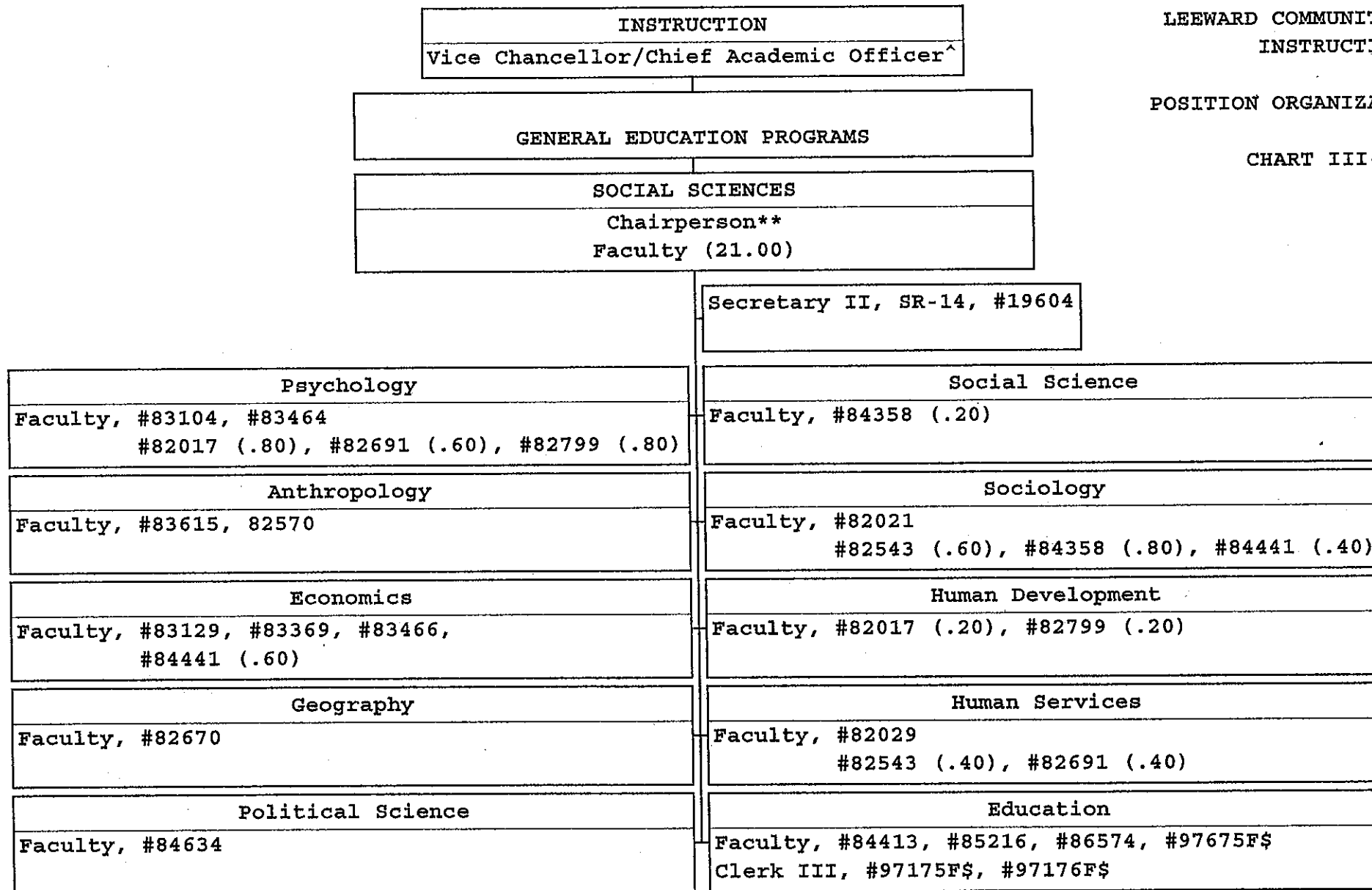
^ Excluded from position count this chart

GENERAL FUND PERM
42.50

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

POSITION ORGANIZATION CHART

CHART III-A-6



**Chairperson is appointed from a faculty position within the unit

^ Excluded from position count this chart

\$ To be established

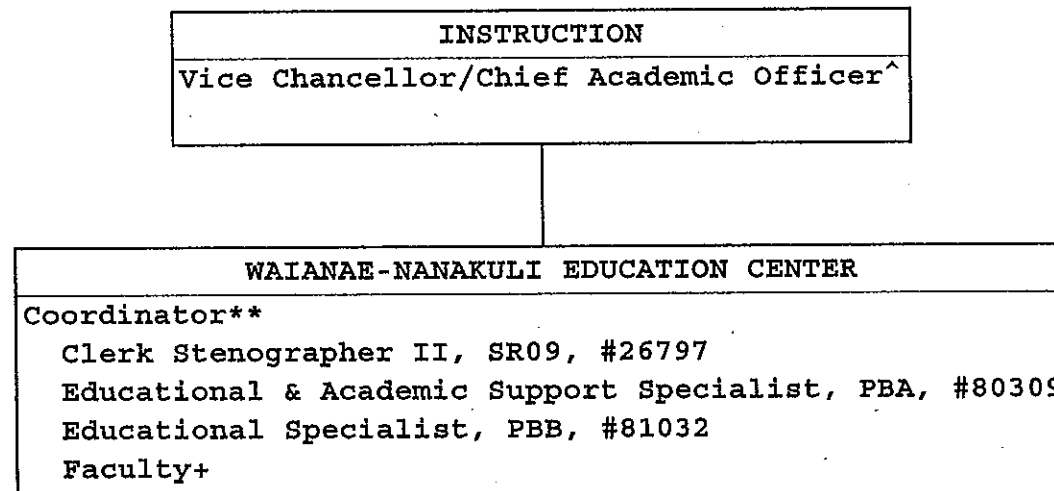
GENERAL FUND

PERM
24.00

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

POSITION ORGANIZATION CHART

CHART III-A-7



+ Rotating faculty positions (2.00)
 from the divisions

**Coordinator is appointed from a
 faculty position from the
 instructional divisions

^ Excluded from position count this
 chart.

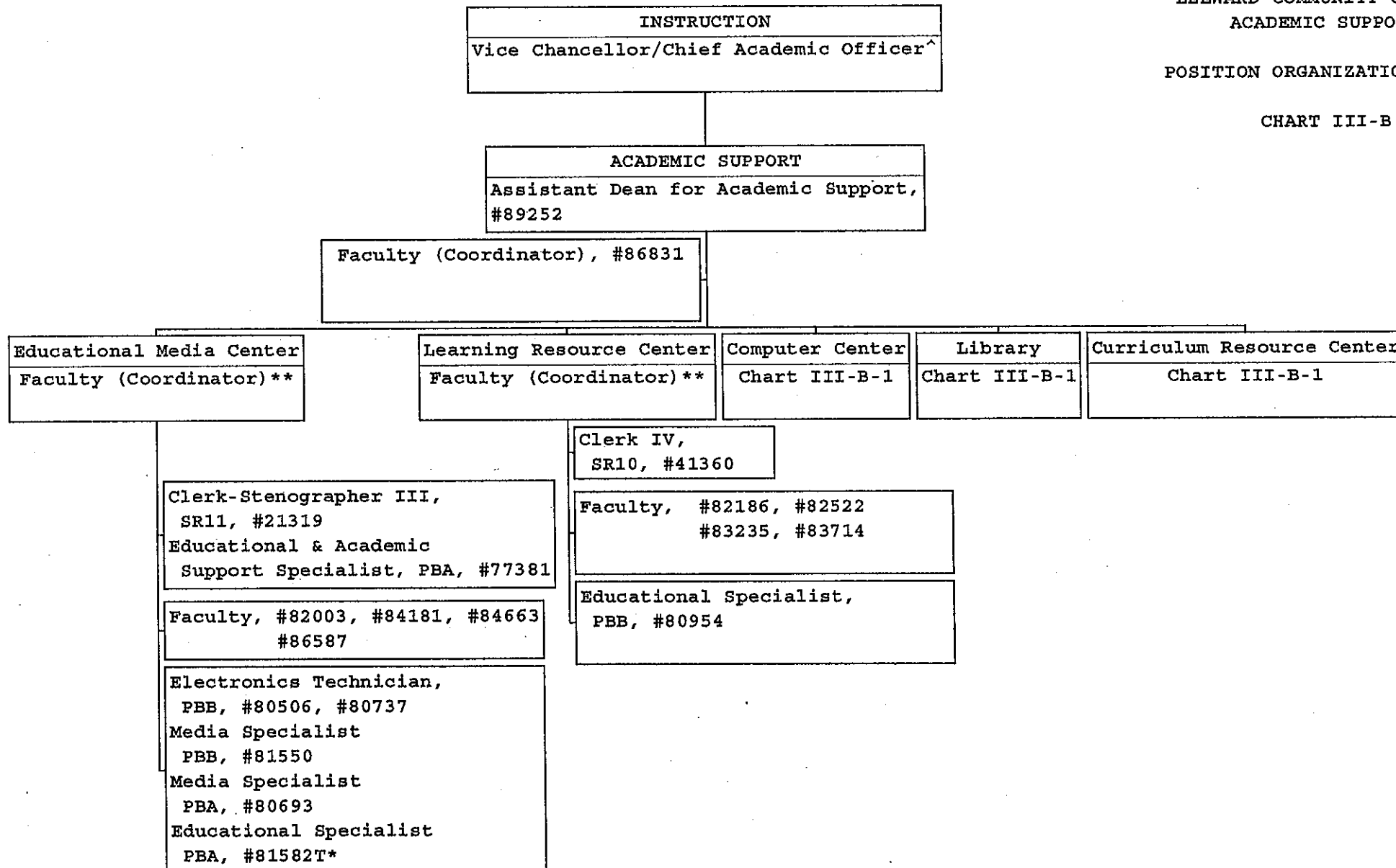
GENERAL FUND

PERM
 3.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC SUPPORT

POSITION ORGANIZATION CHART

CHART III-B



**Coordinator is appointed from a faculty
position within the unit

*Temporary

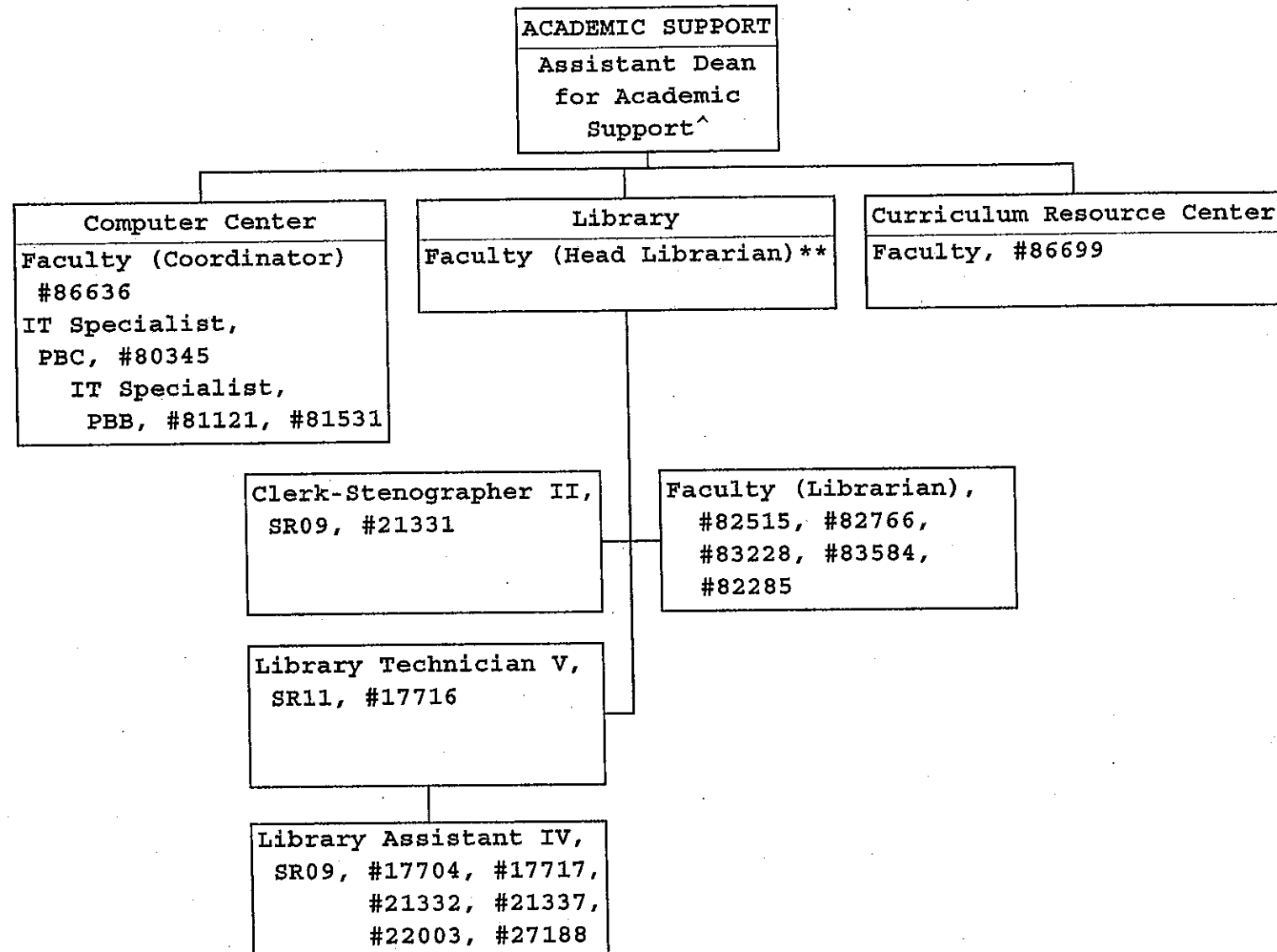
^Excluded from position count this chart

	<u>PERM</u>	<u>TEMP</u>
GENERAL FUND	18.00	1.00

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 COMMUNITY COLLEGES
 LEEWARD COMMUNITY COLLEGE
 ACADEMIC SUPPORT

POSITION ORGANIZATION CHART

CHART III-B-1



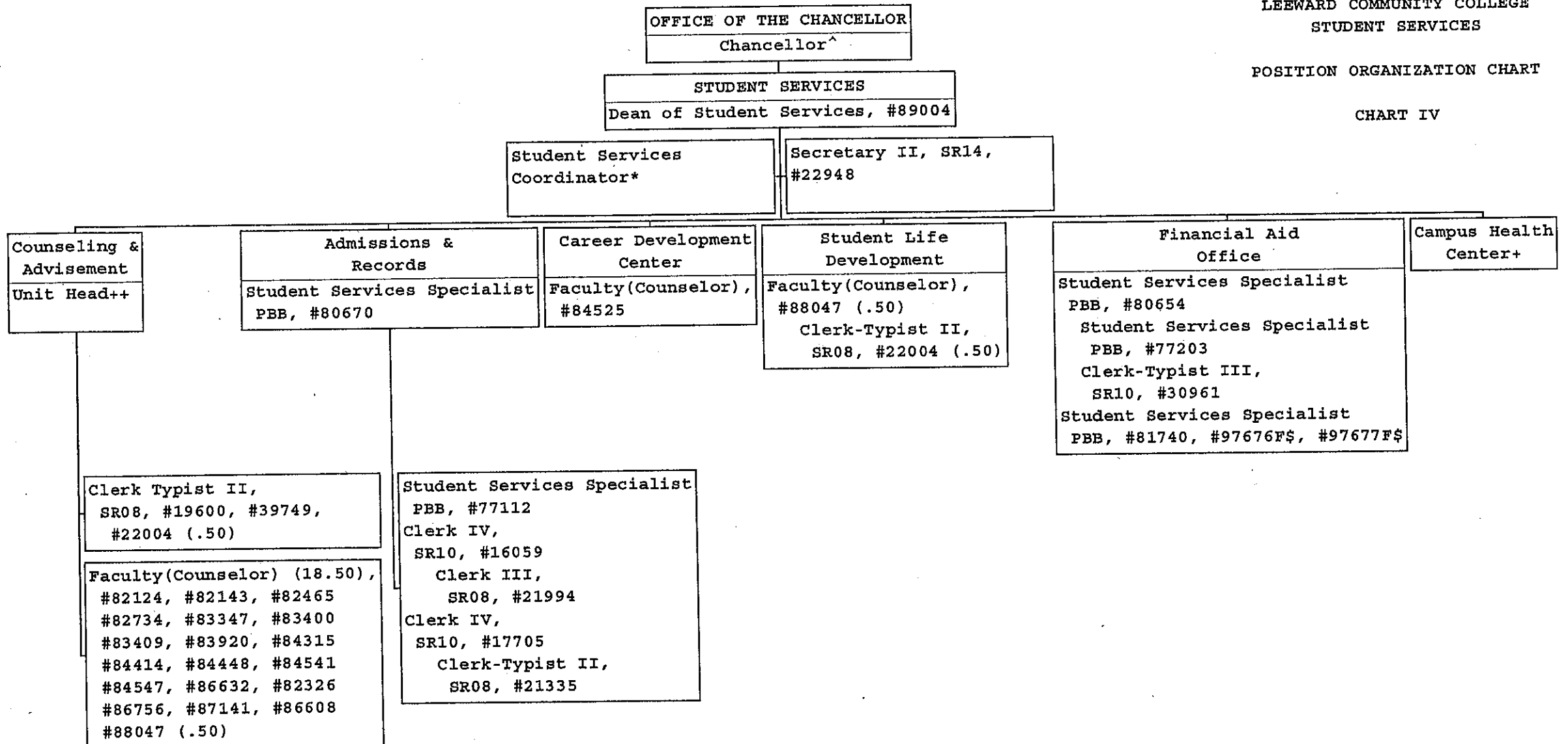
[^] Excluded from position count this chart

** Head Librarian is appointed from a faculty position within the unit

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

POSITION ORGANIZATION CHART

CHART IV



+ Services provided by UH School of Nursing
++ Unit Head is appointed by Dean of Student Services
Services upon recommendation of faculty
* Coordinator is appointed from a faculty position
within the unit
^ Excluded from position count this chart
\$ To be established

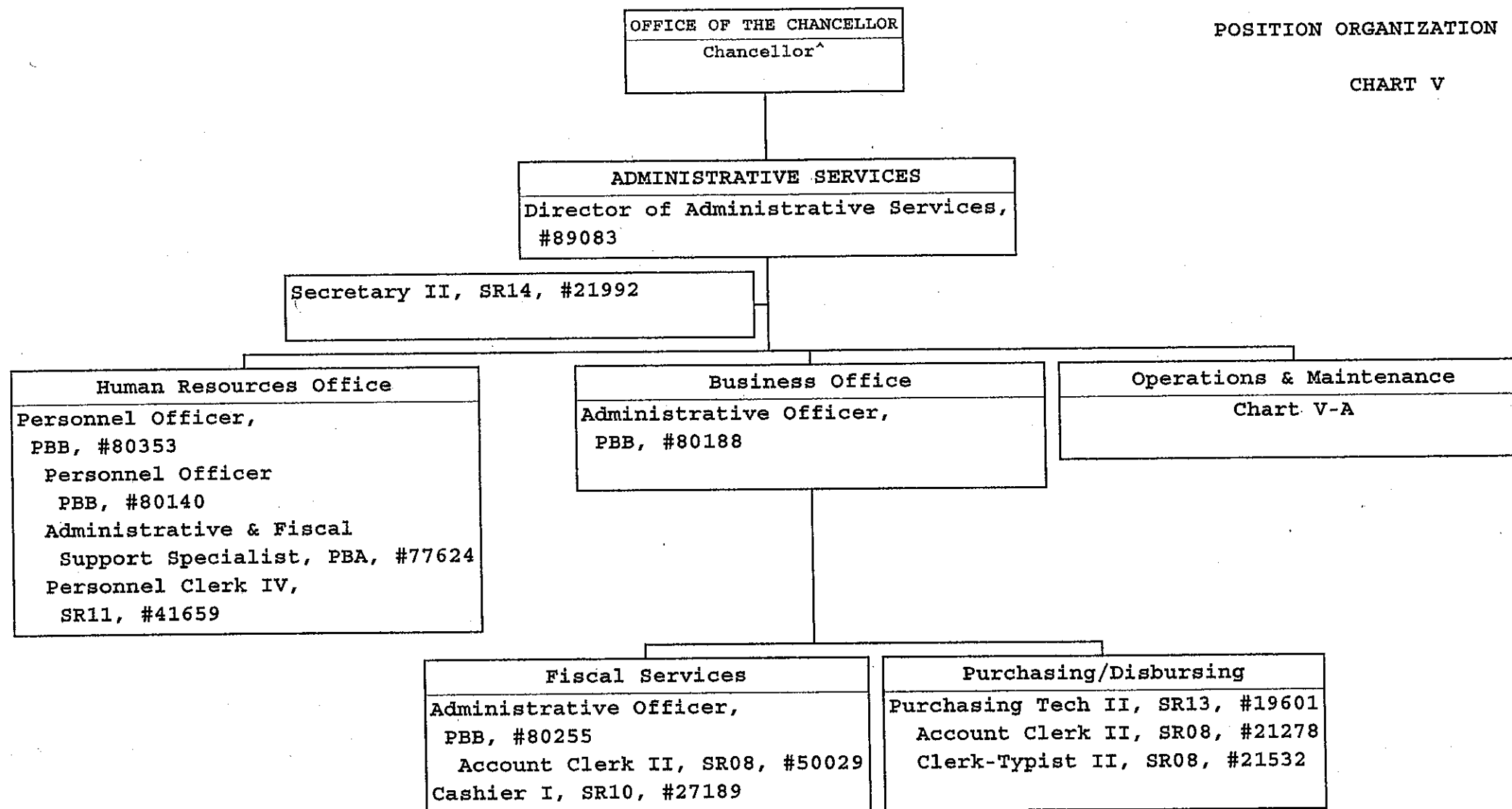
GENERAL FUND

PERM
37.00

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

POSITION ORGANIZATION CHART

CHART V



^ Excluded from position count this chart

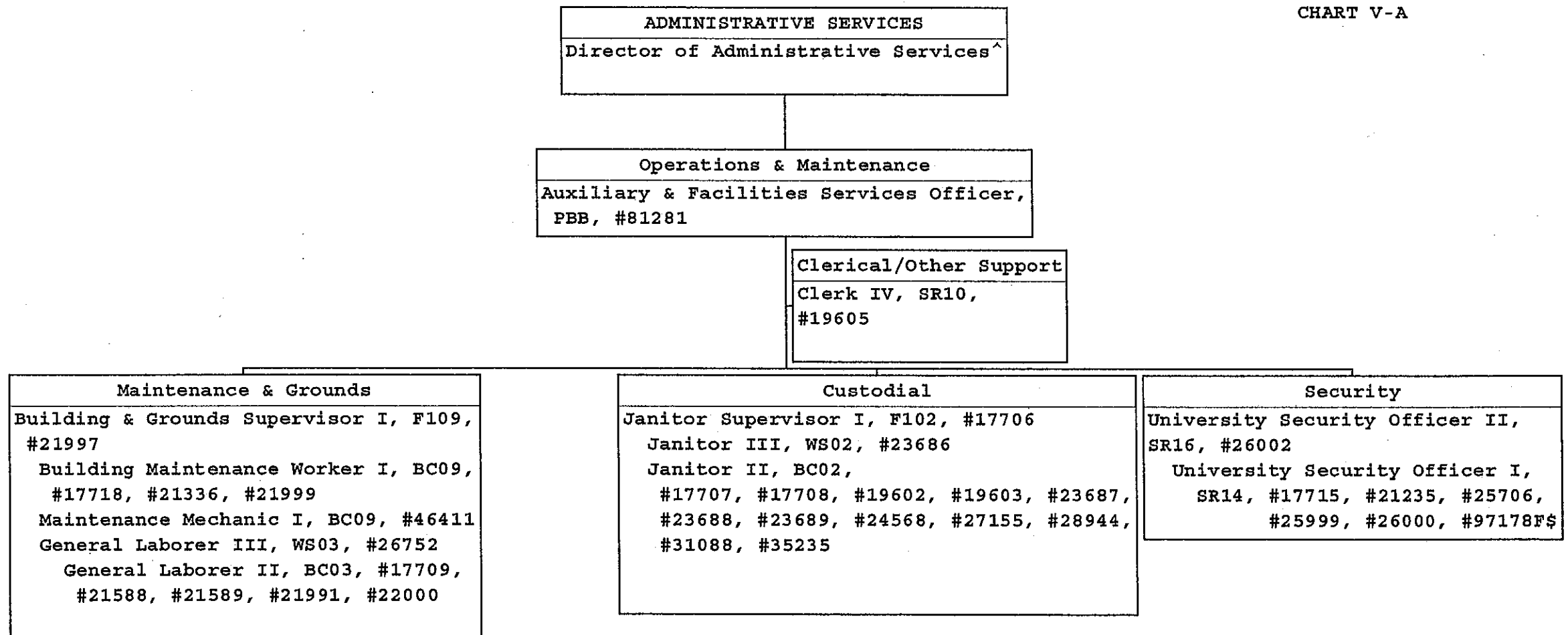
GENERAL FUND

PERM
13.00

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

POSITION ORGANIZATION CHART

CHART V-A

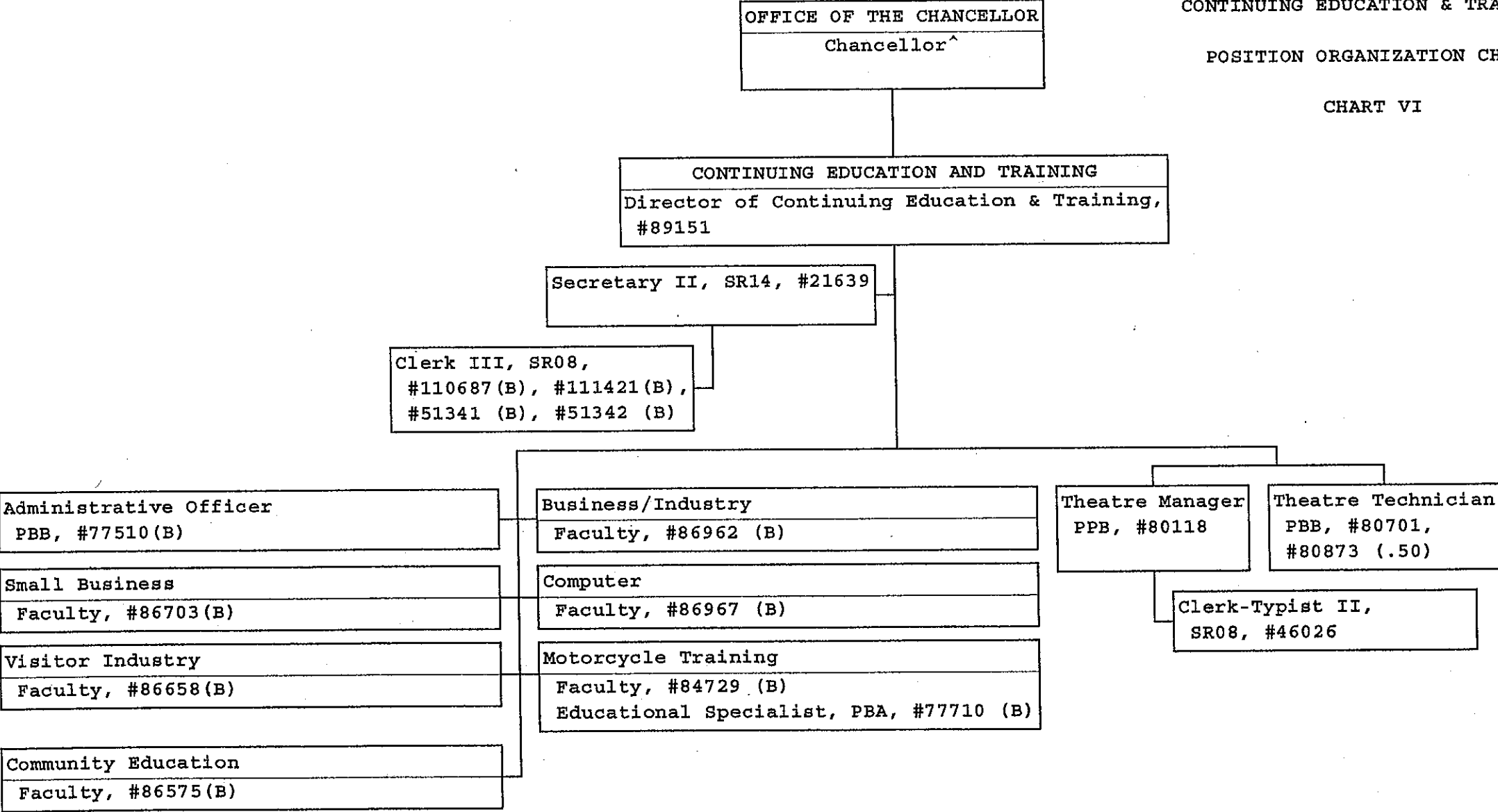


^ Excluded from position count this chart
\$ To be established

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
CONTINUING EDUCATION & TRAINING

POSITION ORGANIZATION CHART

CHART VI



^ Excluded from position count this chart

	PERM
GENERAL FUND	5.50
(B) SPECIAL FUNDS	12.00

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 Vice Chancellor/Chief Academic Officer (VC/CAO), 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.

EDUCATIONAL SERVICES

The Educational Services unit is charged with providing administrative support and supervising the operation of all instructional and instructional support (Academic Support) activities offered at the College.

Educational Services is headed by a VC/CAO. The VC/CAO reports to the Chancellor of the College, and is assigned a staff to assist in carrying out assigned functions.

Specifically, this unit is charged with responsibility for the following functions:

- Develops program plans and targets for Instruction and Academic Support units;
- Provides for the scheduled evaluation of all activities in these program units;
- Develops a budget and expenditure plan for all approved activities (including staffing plans, equipment acquisition plans, etc.) and supervises the expenditure of funds allocated to operating units supervised;
- Responds to requests for information, problems, adjudicating disputes and grievances, within established guidelines;
- Represents the College at meetings on matters related to Instruction and Academic Support services;
- Supervises the recruitment, hiring and evaluation of staff; also, assigns workload;
- Plans and implements a program of staff development for faculty and staff assigned to the unit;
- Develops informational materials on programs and services offered within the unit.

INSTRUCTION

Vocational Technical Programs

There are two vocational-technical divisions: Business Education and Vocational-Technical. It is their function to provide education for employment in a skill or craft area and offer in-service and/or retraining opportunities for those already employed. The division offices perform administrative functions to facilitate the realization of the goals of the College and the University in these areas of instruction.

- Oversees the administration, supervision, assessment, development and improvement of the faculty and curriculum;
- Coordinates teaching assignments and the scheduling of courses;
- Secures instructional materials for division personnel and prepares divisional budgets;
- Provides hot lunches to the College student body and staff;
- Makes recommendations to the VC/CAO regarding faculty evaluation and the selection of new personnel;

- Serves as a liaison between the division and other units of the College.

General Education Programs

There are four divisions charged with general education responsibilities. These are the Arts and Humanities, Language Arts, Math and Natural Sciences, and Social Sciences. It is their function to provide transfer curricula, general education and developmental education. The division offices perform administrative functions to facilitate the realization of the goals of the College and University in these areas of instruction.

- Responsible for the administration, supervision, assessment, development and improvement of the faculty and curriculum;
- Coordinates teaching assignments and the scheduling of courses;
- Secures instructional materials for division personnel and prepares divisional budgets;
- Assists in the development of new courses and programs and facilitates in-service training as necessary;
- Makes recommendations to the VC/CAO regarding faculty evaluation and the selection of new personnel;
- Serves as a liaison between the division and other units of the College.

Waianae-Nanakuli Education Center

- Provides for the planning, evaluation and implementation of all instructional and instructional support services provided at the College's Waianae-Nanakuli Education Center.

ACADEMIC SUPPORT

Responsible for assisting and facilitating, in a directly supportive way, the academic functions of the institution. Support functions include those undertaken by the Educational Media Center, the Learning Resource Center, the Computer Center, the Library, and the Curriculum Resource Center.

Educational Media Center (EMC)

Plans, organizes and administers the educational media services for the College.

- Coordinates use and maintenance of media facilities;
- Organizes in-service training services for faculty and students;
- Recommends the budget for EMC;
- Acts as consultant for the planning and development of instructional facilities and hardware;
- Evaluates media programs and services.

Learning Resource Center (LRC)

- Designs individualized, modularized, open-entry/open-exit basic skills and other study programs as appropriate.

- Provides students with supplemental classroom instruction including tutorial assistance in various discipline areas;
- Provides an extensive collection of study materials, equipment and facilities, including printed materials, audio cassettes, foreign language laboratory, microcomputers and computer programs;
- Develops and implements on-going assessment and placement of all incoming students.
- Develops and implements other types of testing programs as necessary;
- Provides a program of assistance to students with mild, moderate or severe learning disabilities.

Computer Center

Provides support services for the faculty and staff using computer applications in instruction and related activities.

- Designs and develops instruction and instructional support systems equipment;
- Determines needs for internal software and acquired software;
- Evaluates and selects software and equipment to be used;
- Prepares specifications for programming work for staff;
- Acts as consultant for the planning and development of computer use, equipment acquisition, and in-service training of faculty and staff.

Library

Provides for the organization, development, and control of all aspects of the library including staff, materials, maintenance of recognized library standards and budget preparation. When appropriate, responsible for synchronizing and developing teaching processes, including courses within the library.

Curriculum Resource Center

Develops a program which will enable faculty and staff to update their skills in their respective areas and to learn about and utilize the various applications of educational technologies in their work.

- Assists faculty in making significant changes to courses and curricula and in under-taking research projects aimed at evaluating the effectiveness of various instructional approaches;
- Provides faculty and staff with access to various resources and people to help them develop ideas for course, curriculum, and program change;
- Develops and implements a plan to search for and secure extramural and intramural support for faculty and staff projects that relate to instruction (e.g., developing and packaging various types on coursewares and programs).

STUDENT SERVICES

Supervises and coordinates the College student services programs including student activities, registration, admissions, student records, financial aid, counseling and advisement, career advising and job placement, health center, and special projects.

- Oversees the planning, direction, and overall coordination of the programming and operations of the programs in student services;
- Recommends and monitors the student services budget including operating funds, student activity funds, and special funds;
- Coordinates activities with major component areas such as instruction and academic support.
- Represents the College at meeting and conferences involving student affairs.

Student Services Coordinator

- Facilitates the development and implementation of student services programs;
- Coordinates the budget preparation, processes and monitors the expenditure of these funds for the division;
- Supervises the daily functions and facilitates the interaction of all the student services units.

Counseling and Advisement

- Conducts a systematic program of advisement and orientation for all new/returning/transfer students;
- Provides counseling assistance to any student requesting such services in the areas of academic planning, career goals, and academic/interpersonal problems and barriers;
- Oversees the continued development and administration of the self development courses;
- Oversees the services to special groups of students such as the disadvantaged, veterans, immigrants, women's groups, men's groups, and other target groups in need of special help;
- Oversees the general counseling and advising student services at designated satellite centers to the College like the Waianae-Nanakuli Education Center.

Admissions and Records

- Coordinates and supervises the activities relating to admissions and records;
- Serves all areas of the College and the community regarding the activities of the Admissions and Records Office;
- Serves as a liaison with the Community College Institutional Research Office in the maintenance of records.

Career Development Center

- Oversees the specialized counseling and guidance in the area of career exploration and development;
- Oversees the continued development and administration of the career exploration courses;
- Provides job hunting skills and guidance in search of part-time or full-time employment;
- Develops and maintains career shadowing data banks for vocational education programs at the College;
- Develops and maintains a computer assisted job placement data bank relative to vocational education programs at the College and other employment opportunities relevant to studies at the College;
- Provides vocational exploration and evaluation of life experience or College credit.

Student Life/Development

- Coordinates and develops extracurricular programs and services of benefit and interest to students;
- Serves as the advisor to the Associated Students of Leeward Community College (ASLCC).

Financial Aid Office

- Administers financial support from federal and state funds.

Campus Health Center

- Provides emergency and non emergency care on a nursing level and conducts health screening;
- Provides health education and counseling for students and academic community on demand;
- Provides workshops, programs, and classes on current health issues and topics of vital interest to the students and the academic community;
- Provides first aid training to the emergency health officers on the campus.

ADMINISTRATIVE SERVICES

Responsible for the planning, organizing, and directing of all administrative support services required by the College. These services include, but are not limited to, overall management processes, budgetary and financial management, personnel management and administration, procurement and property management, building and grounds maintenance, security, and physical planning of both repair and maintenance and capital improvement projects and auxiliary services.

Human Resources Office

Oversees the College's personnel management and administration on matters relating to recruitment and appointments, benefits, labor relations, classification, worker's compensation, student employment and insuring adherence to established policies, regulations, collective bargaining contracts, etc.

Business Office

Oversees the College's administrative and fiscal operations including accounting, disbursing, cash management, contracts and grants management, UH Foundation management, procurement, disbursing, payroll, internal control etc.

Fiscal Services

Provides administrative and fiscal support in the areas of accounting, cashiering, billings and accounts receivables, contracts and grants management, payroll, UH Foundation management, and internal control.

Purchasing/Disbursing

Provides support in the area of procurement and disbursing.

Operations and Maintenance

Clerical/Other Support

Provides clerical support to the Operations and Maintenance Section, in the areas of equipment inventory, mail service, telecommunication systems, and receives and delivers goods and supplies to the entire campus.

Maintenance and Grounds

Oversees the College's maintenance of facilities and grounds including the maintaining of physical facilities, landscaped areas, roadways and parking areas, etc.

Custodial

Oversees the College's custodial services to maintain health and sanitation standards.

Security

Oversees the College's security program which provides for the protection of personnel and property.

CONTINUING EDUCATION AND TRAINING

Supervises and coordinates all educational activities and special programs that are not part of the regular instructional program of the College.

- Develops, coordinates and solicits special sources of funding for non-credit courses and special programs;
- Oversees the college's public service obligations in such areas as continuing education and extension;

- Coordinates the use of the College facilities exclusive of the regularly scheduled instructional activities, and cooperates with community organizations in the use of off-campus facilities;
- Schedules and oversees theater activities;
- Recommends and monitors special programs and community services, budget, plans and reviews new and ongoing programs and activities.

PROPOSED

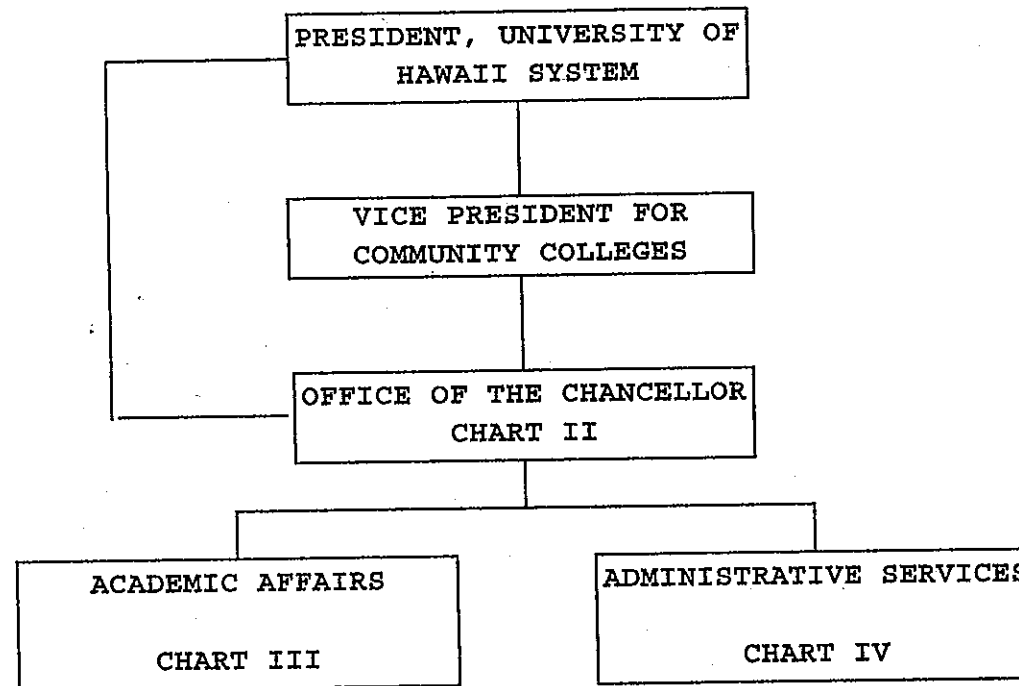
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE

ORGANIZATION CHART

CHART I



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 20 2006

Date

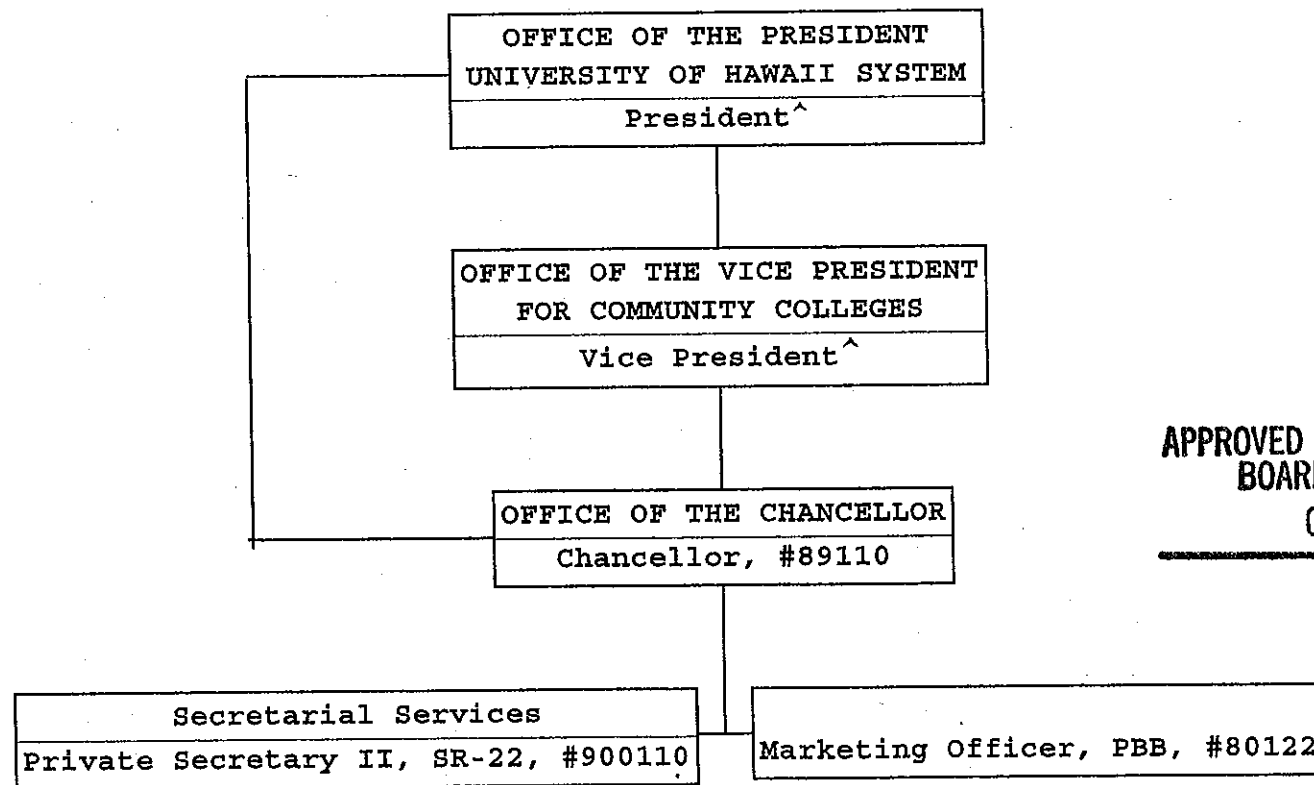
	<u>PERM</u>	<u>TEMP</u>
GENERAL FUND	308.00	1.00
(B) SPECIAL FUNDS	16.00	

PROPOSED ORGANIZATION 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

OCT 20 2006

Date

^ Excluded from position count this chart
\$ To be established

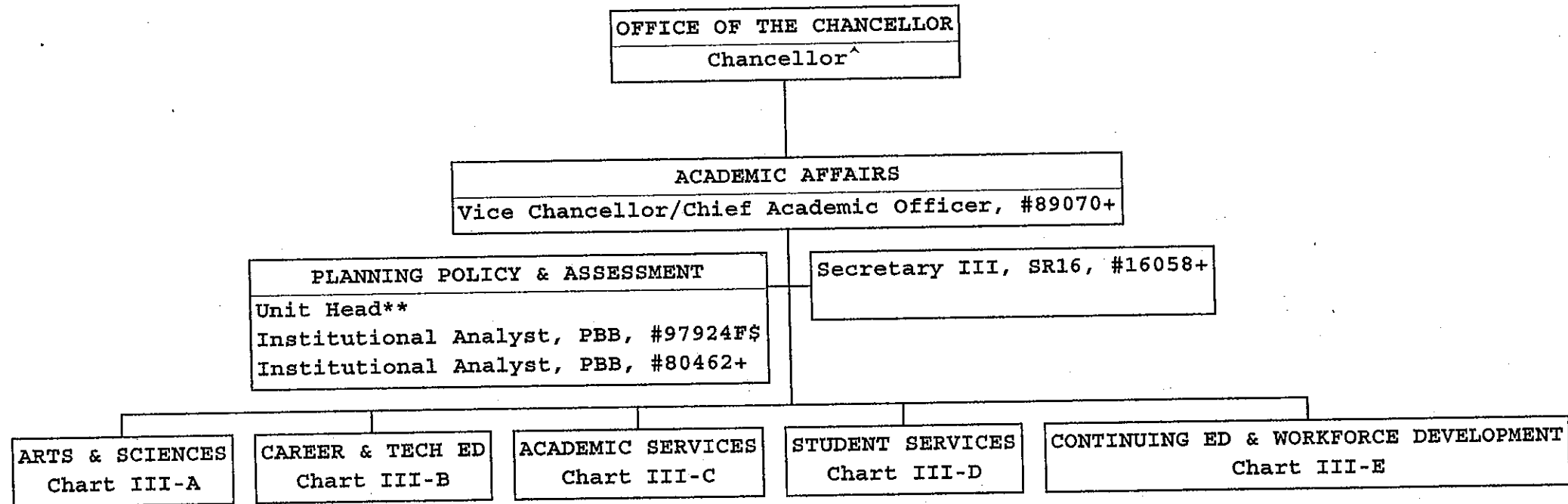
GENERAL FUND PERM
3.00

PROPOSED ORGANIZATION CHART

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

POSITION ORGANIZATION CHART

CHART III



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 20 2006

Date

^Excluded from position count this chart
+Position to be redescribed
**Unit Head is appointed from faculty or other qualified individual from within College
\$Position to be established

GENERAL FUND

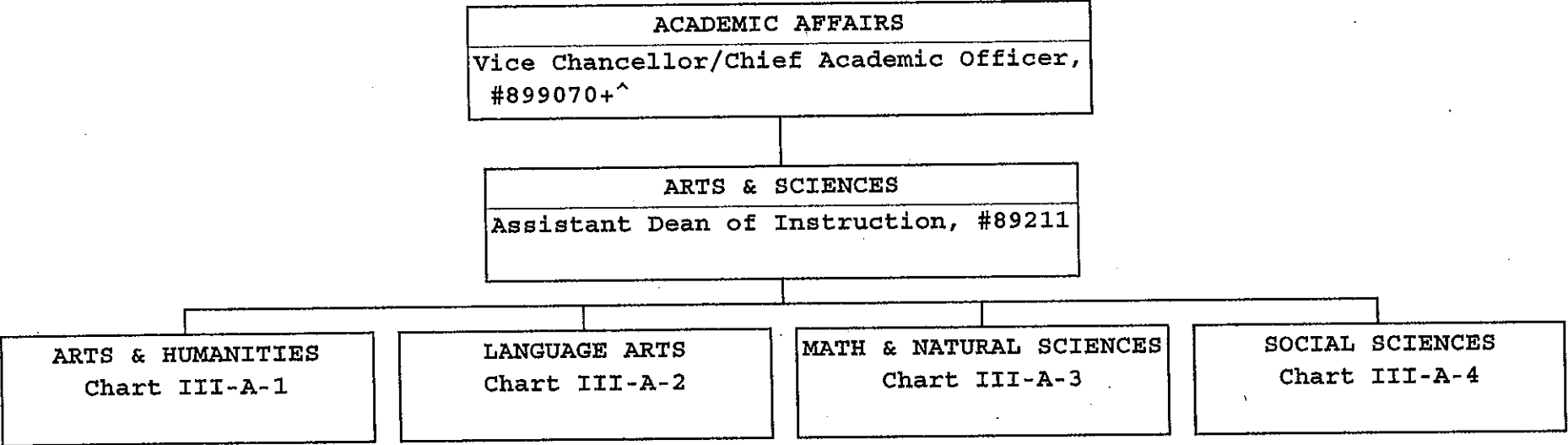
PERM
4.00

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
ARTS & SCIENCES

ORGANIZATION CHART

CHART III-A



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 20 2006

Date

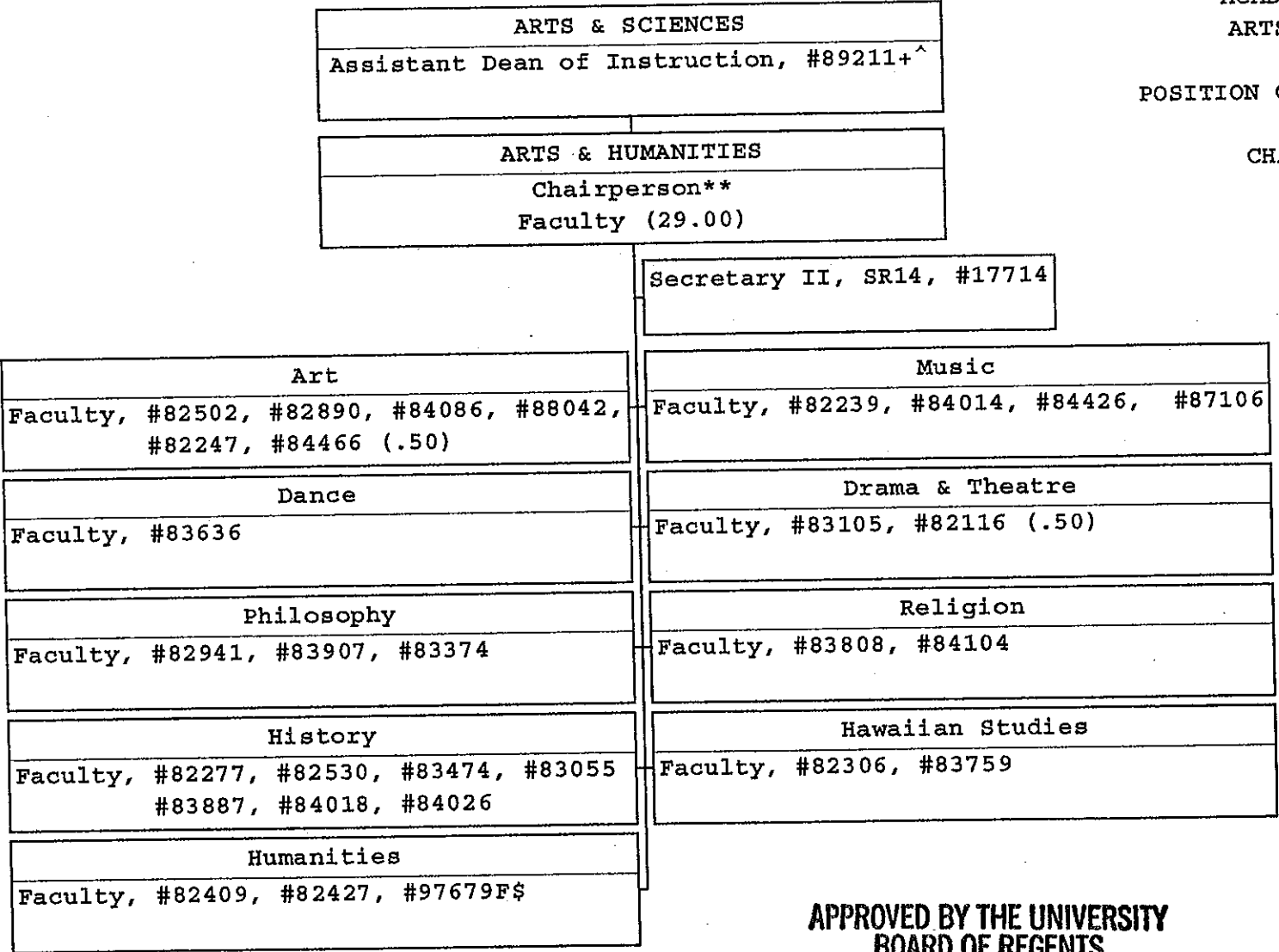
^Excluded from position count this chart
+Position to be redescribed

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
ARTS & SCIENCES

POSITION ORGANIZATION CHART

CHART III-A-1



**Chairperson is appointed from a faculty position within the unit
^ Excluded from position count this chart
+ Position to be redescribed
\$ To be established

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 20 2006

Date

GENERAL FUND PERM
30.00

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
ARTS & SCIENCES

POSITION ORGANIZATION CHART

CHART III-A-2

ARTS & SCIENCES	
Assistant Dean of Instruction, #89211+^	
LANGUAGE ARTS	
Chairperson**	
Faculty (38.00)	
Secretary II, SR14, #17710	
English As A Second Language	Asian Pacific Languages
Faculty, #82645, #82888, #84555, #86789	Faculty, #82129, #82692, #83442
Educational Specialist, #97678F\$	
English	Speech
Faculty, #82932, #82960, #83210, #83472, #83570,	Faculty, #82273, #82496, #83181, #84523
#83605, #83607, #83697, #83850, #83945,	
#84098, #84293, #84602, #84653, #84883,	
#86399, #86790, #86791, #86842, #86843,	
#86844, #86855, #84490 (.40)	
Journalism	Communication
Faculty, #84490 (.60)	Faculty, #84606
European Language	Indo-Pacific Language
Faculty, #82165, #82872	Faculty, #82498

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 20 2006

Date

**Chairperson is appointed from a faculty
position within the unit

^ Excluded from position count this chart

+ Position is to be redescribed

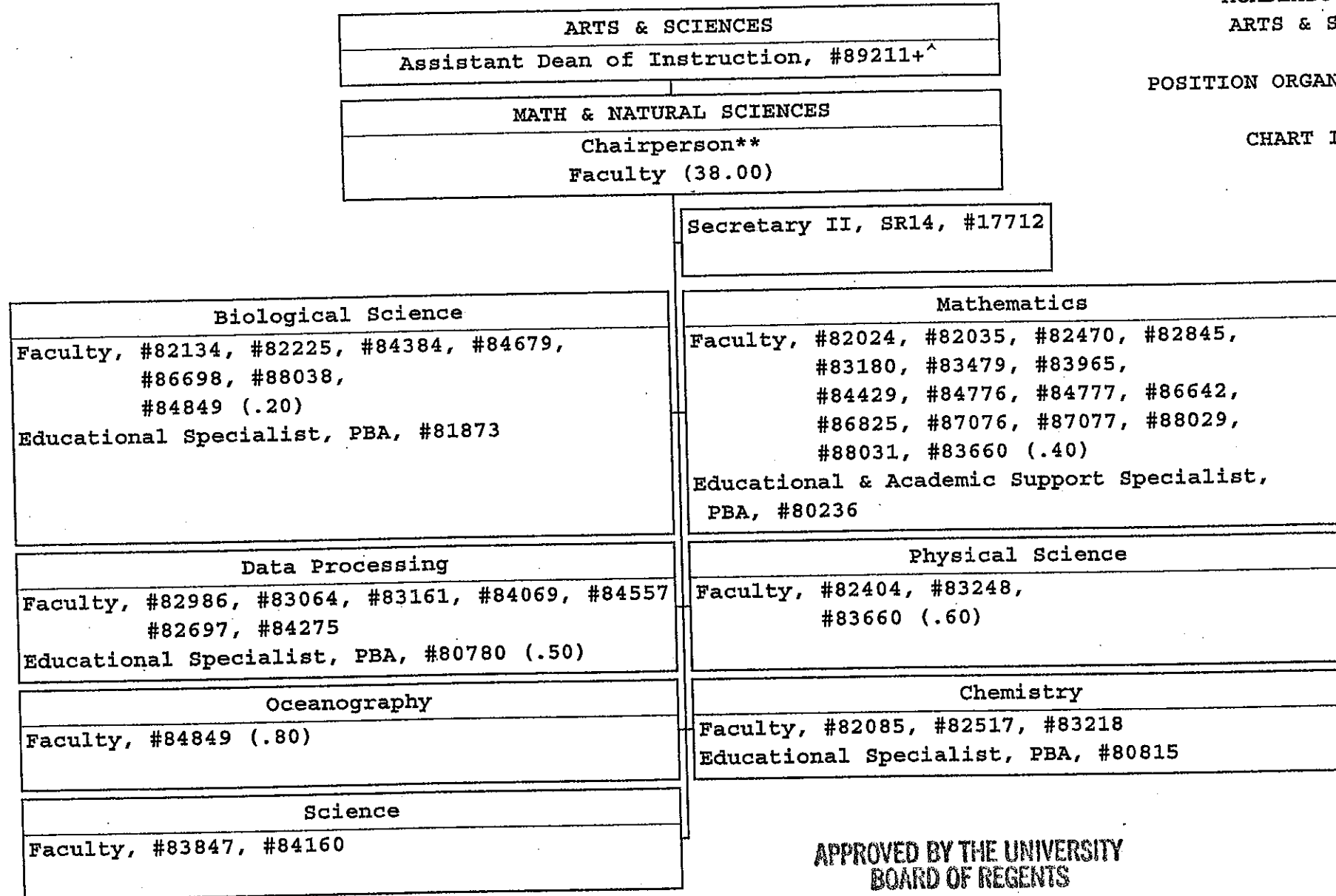
GENERAL FUND 40.00 PERM

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
ARTS & SCIENCES

POSITION ORGANIZATION CHART

CHART III-A-3



Secretary II, SR14, #17712

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 20 2006

Date

**Chairperson is appointed from a faculty position
within the unit

^ Excluded from position count this chart

+ Position to be redescribed

PERM
GENERAL FUND 42.50

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
ARTS & SCIENCES

POSITION ORGANIZATION CHART

CHART III-A-4

ARTS & SCIENCES	
Assistant Dean of Instruction, #89211+^	
SOCIAL SCIENCES	
Chairperson**	
Faculty (21.00)	
	Secretary II, SR-14, #19604
Psychology	Social Science
Faculty, #83104, #83464 #82017 (.80), #82691 (.60), #82799 (.80)	Faculty, #84358 (.20)
Anthropology	Sociology
Faculty, #83615, 82570	Faculty, #82021 #82543 (.60), #84358 (.80), #84441 (.40)
Economics	Human Development
Faculty, #83129, #83369, #83466, #84441 (.60)	Faculty, #82017 (.20), #82799 (.20)
Geography	Human Services
Faculty, #82670	Faculty, #82029 #82543 (.40), #82691 (.40)
Political Science	Education
Faculty, #84634	Faculty, #84413, #85216, #86574, #97675F\$ Clerk III, #97175F\$, #97176F\$

**Chairperson is appointed from a faculty position within the unit
^ Excluded from position count this chart
+ Position to be redescribed
\$ To be established

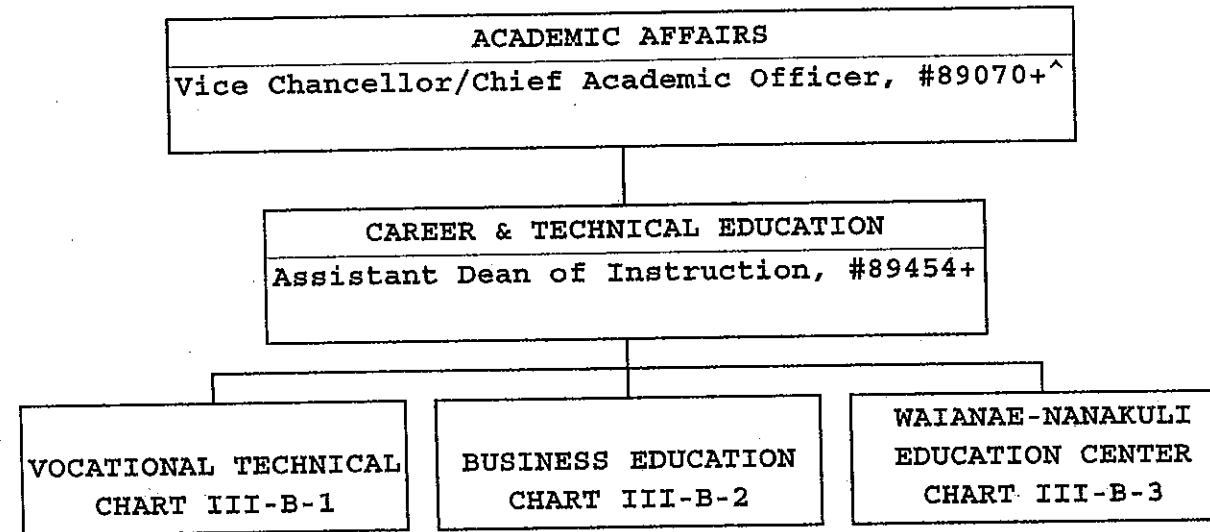
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BOARD OF REGENTS
OCT 20 2006
Date

GENERAL FUND PERM
24.00

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
CAREER & TECHNICAL EDUCATION

ORGANIZATION CHART
CHART III-B



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 20 2006

Date

^Excluded from position count this chart
+Position to be redescribed

GENERAL FUND

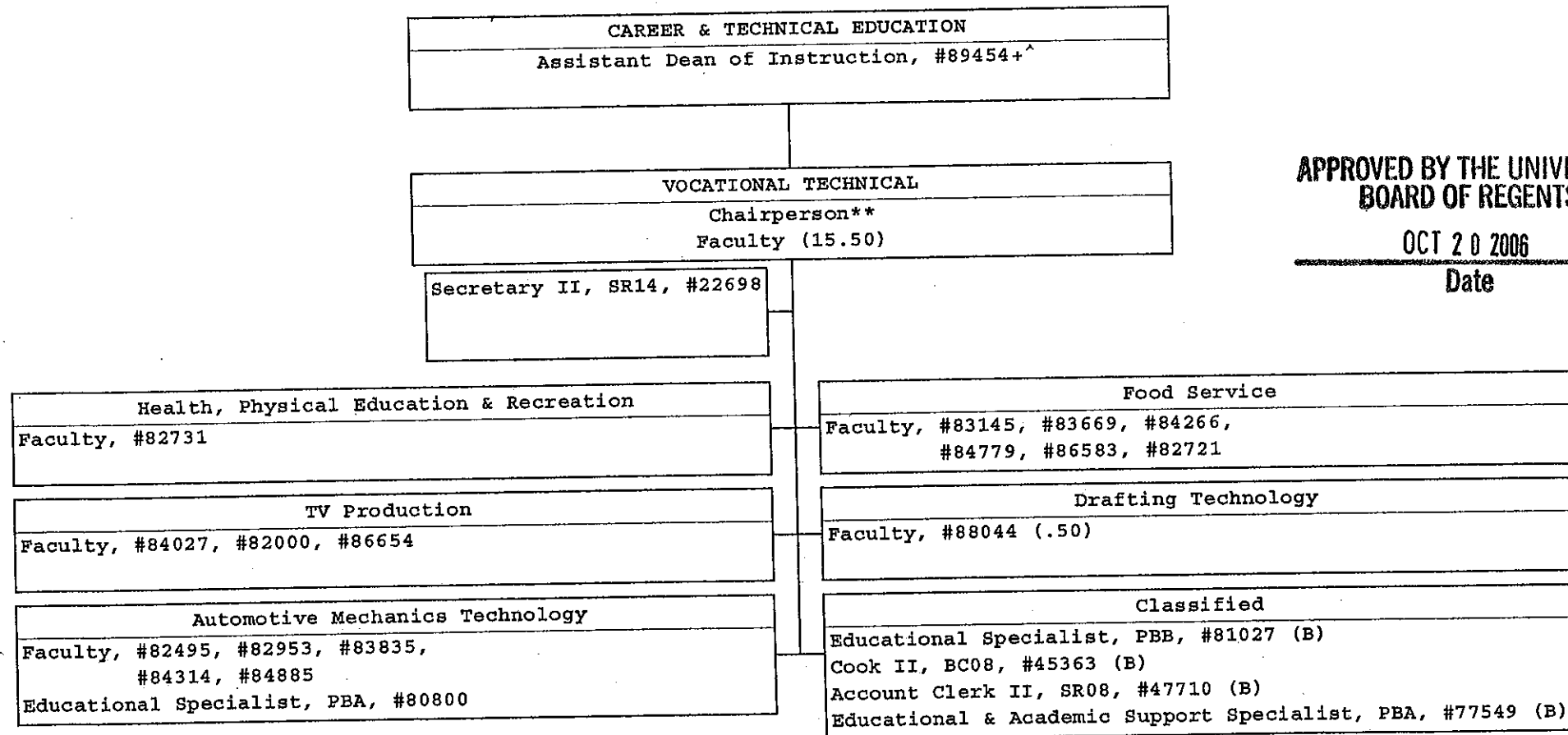
PERM
1.00

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
CAREER & TECHNICAL EDUCATION

POSITION ORGANIZATION CHART

CHART III-B-1



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 20 2006

Date

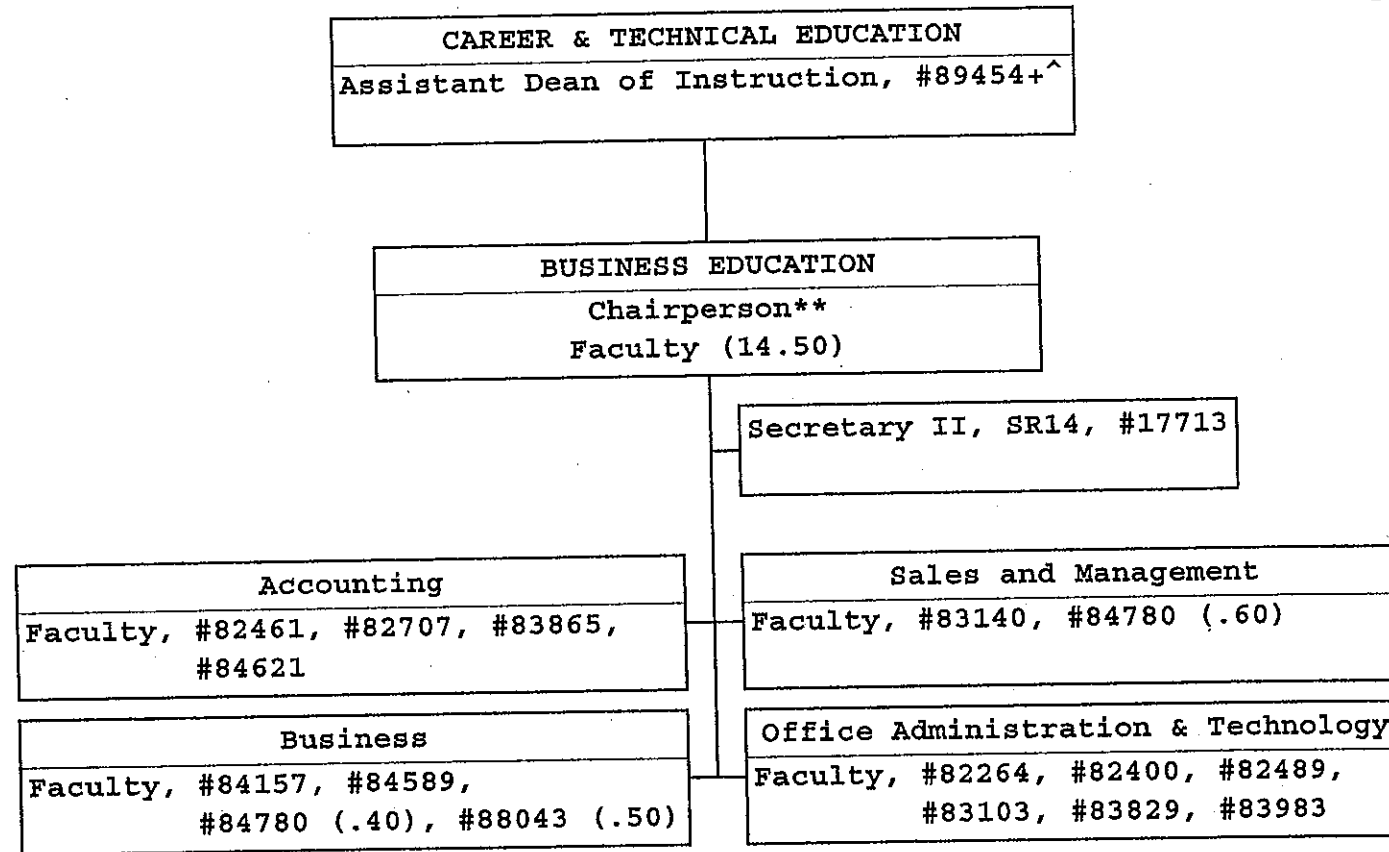
**Chairperson is appointed from a faculty position within the unit
^ Excluded from position count this chart
+ Position to be redescribed

	<u>PERM</u>
GENERAL FUND	17.50
(B) SPECIAL FUNDS	4.00

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
CAREER & TECHNICAL EDUCATION
POSITION ORGANIZATION CHART

CHART III-B-2



**Chairperson is appointed from a
faculty position within the unit
^ Excluded from position count this chart
+ Position to be redescribed

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 20 2006

Date

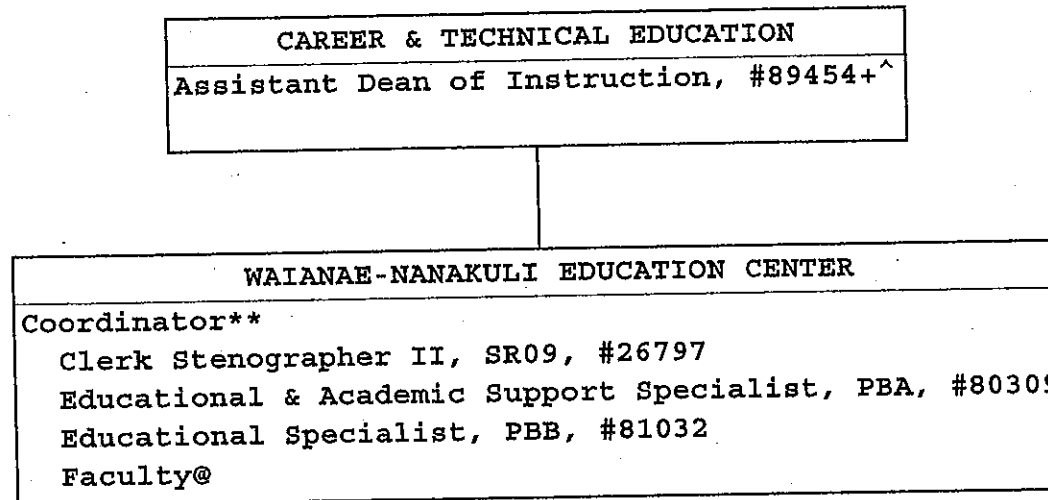
GENERAL FUND PERM
15.50

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
CAREER & TECHNICAL EDUCATION

POSITION ORGANIZATION CHART

CHART III-B-3



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OCT 20 2006

Date

@ Rotating faculty positions (2.00)
from the divisions
**Coordinator is appointed from a
faculty position from the
instructional divisions
^ Excluded from position count this chart
+ Position to be rerdescribed

GENERAL FUND

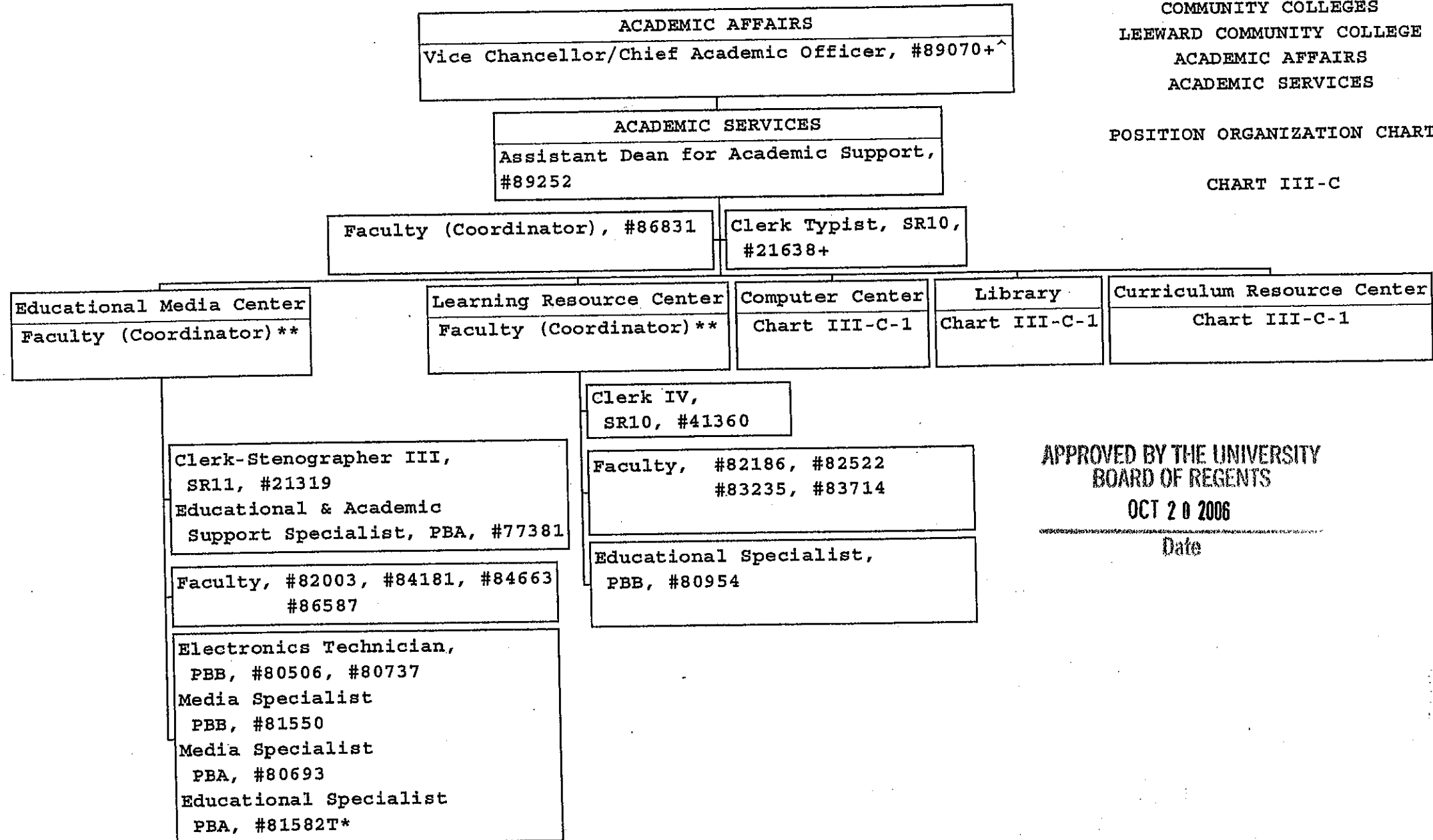
PERM
3.00

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
ACADEMIC SERVICES

POSITION ORGANIZATION CHART

CHART III-C



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 20 2006

Date

**Coordinator is appointed from a faculty position within the unit

*Temporary

^Excluded from position count this chart

Position to be redescribed

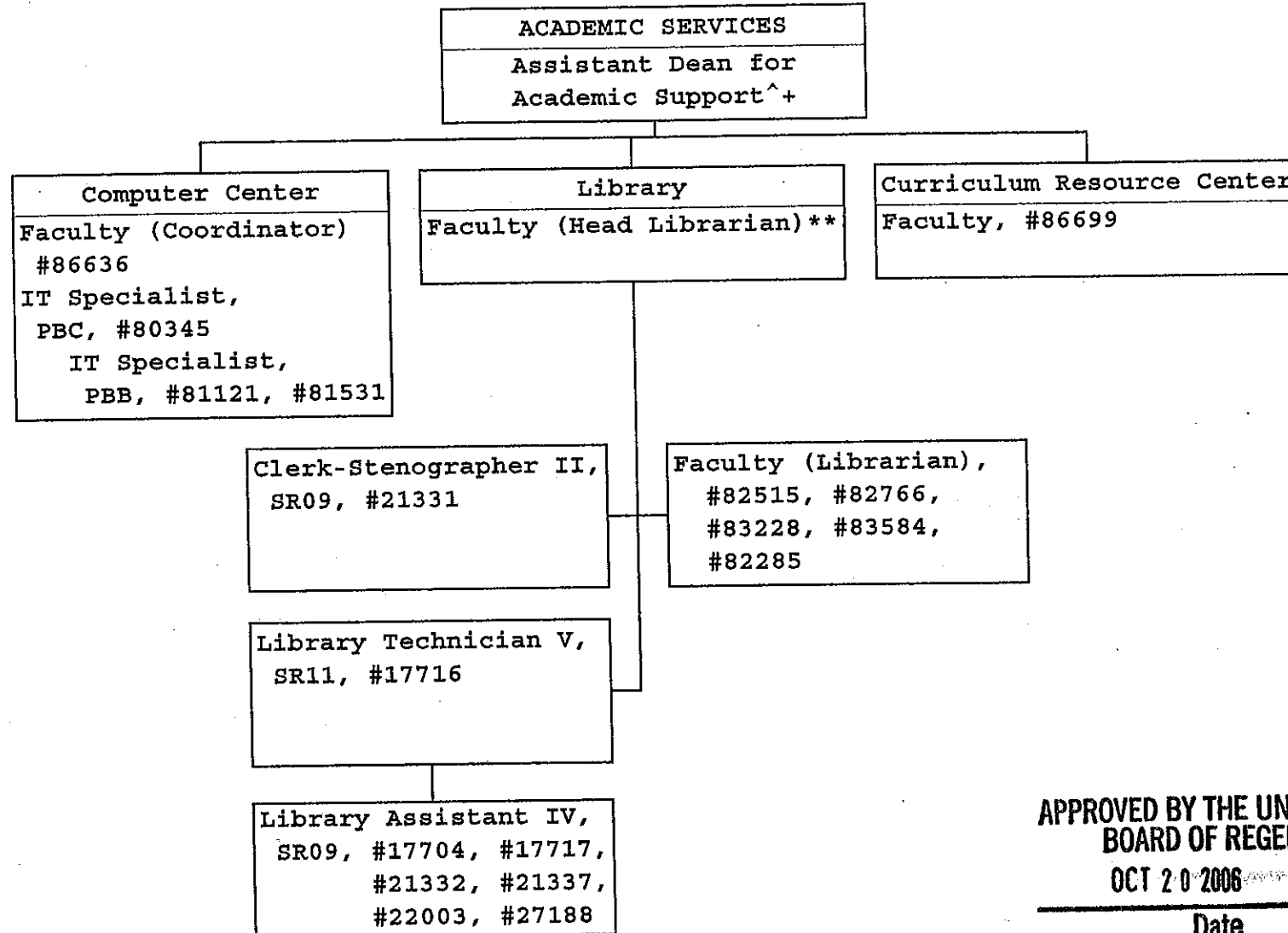
	PERM	TEMP
GENERAL FUND	19.00	1.00

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
ACADEMIC SERVICES

POSITION ORGANIZATION CHART

CHART III-C-1



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BOARD OF REGENTS
OCT 20 2006
Date

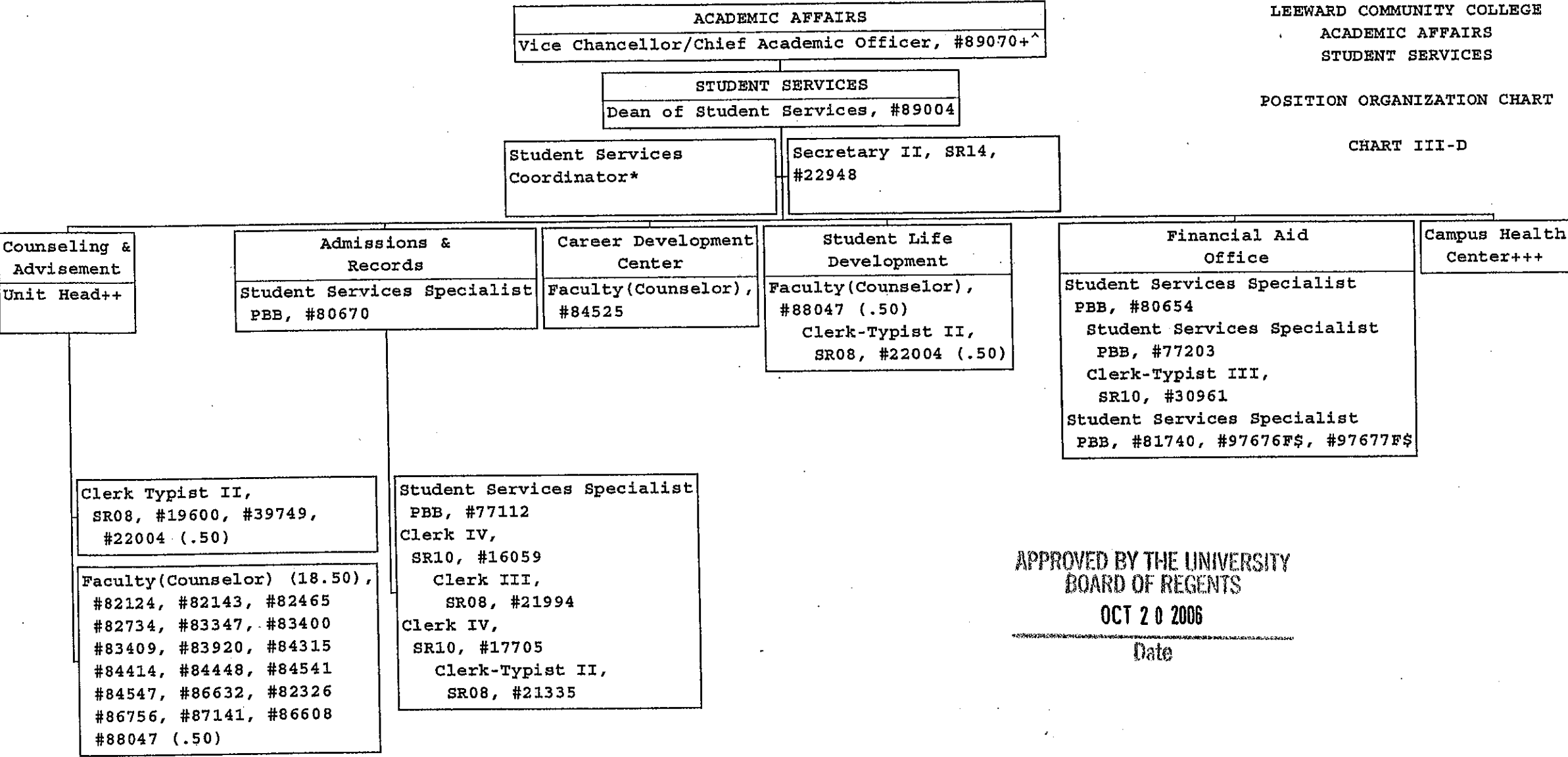
- [^] Excluded from position count this chart
- ** Head Librarian is appointed from a faculty position within the unit
- + Position to be redescribed

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
STUDENT SERVICES

POSITION ORGANIZATION CHART

CHART III-D



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BOARD OF REGENTS
OCT 20 2006
Date

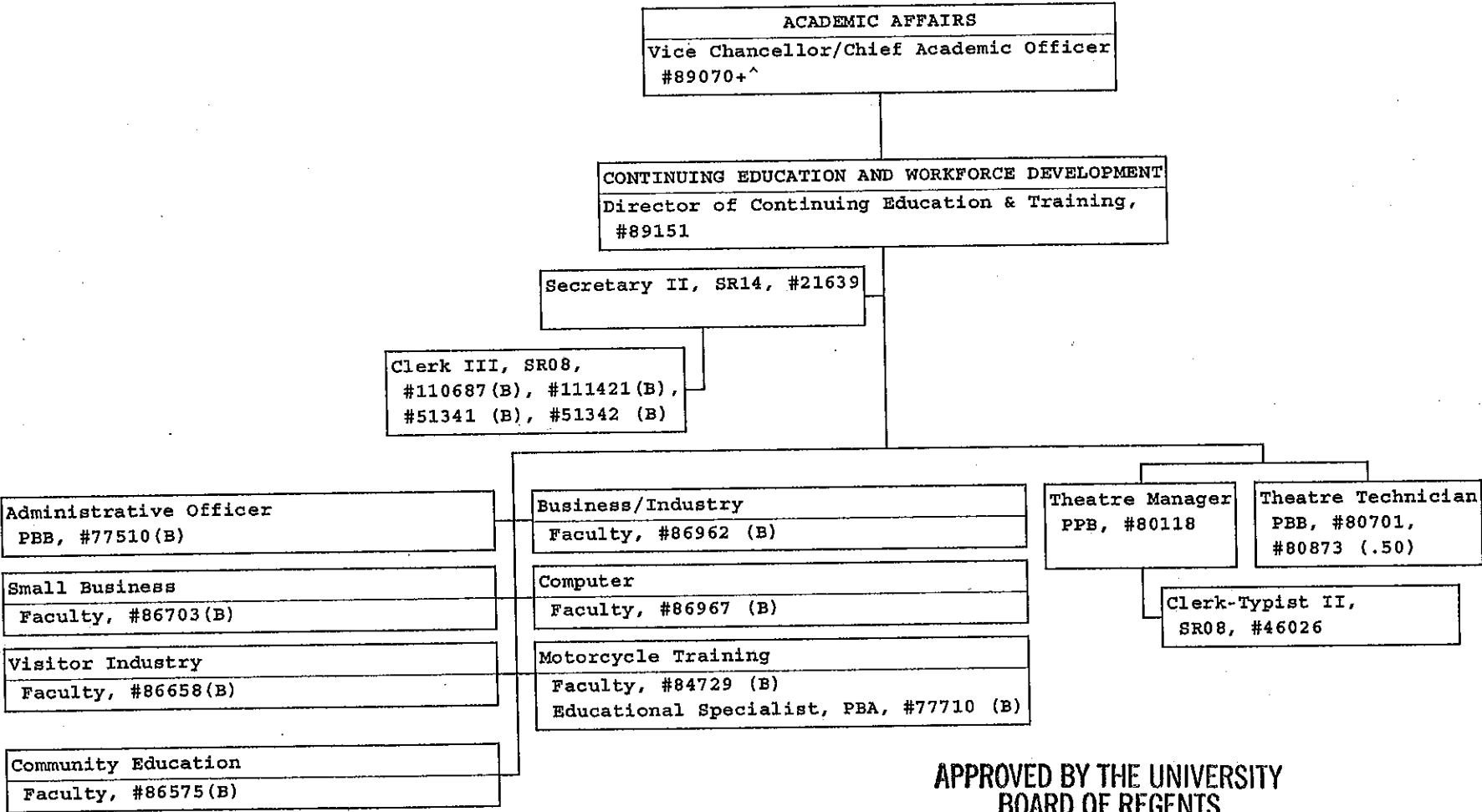
+++ Services provided by UH School of Nursing
++ Unit Head is appointed by Dean of Student Services
Services upon recommendation of faculty
* Coordinator is appointed from a faculty position
within the unit
^ Excluded from position count this chart
\$ To be established

PROPOSED ORGANIZATION CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
ACADEMIC AFFAIRS
CONTINUING EDUCATION & WORKFORCE DEVELOPMENT

POSITION ORGANIZATION CHART

CHART III-E



^ Excluded from position count this chart
+ Position to be redescribed

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BOARD OF REGENTS
OCT 20 2006
Date

	PERM
GENERAL FUND	5.50
(B) SPECIAL FUNDS	12.00

PROPOSED ORGANIZATION CHART

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

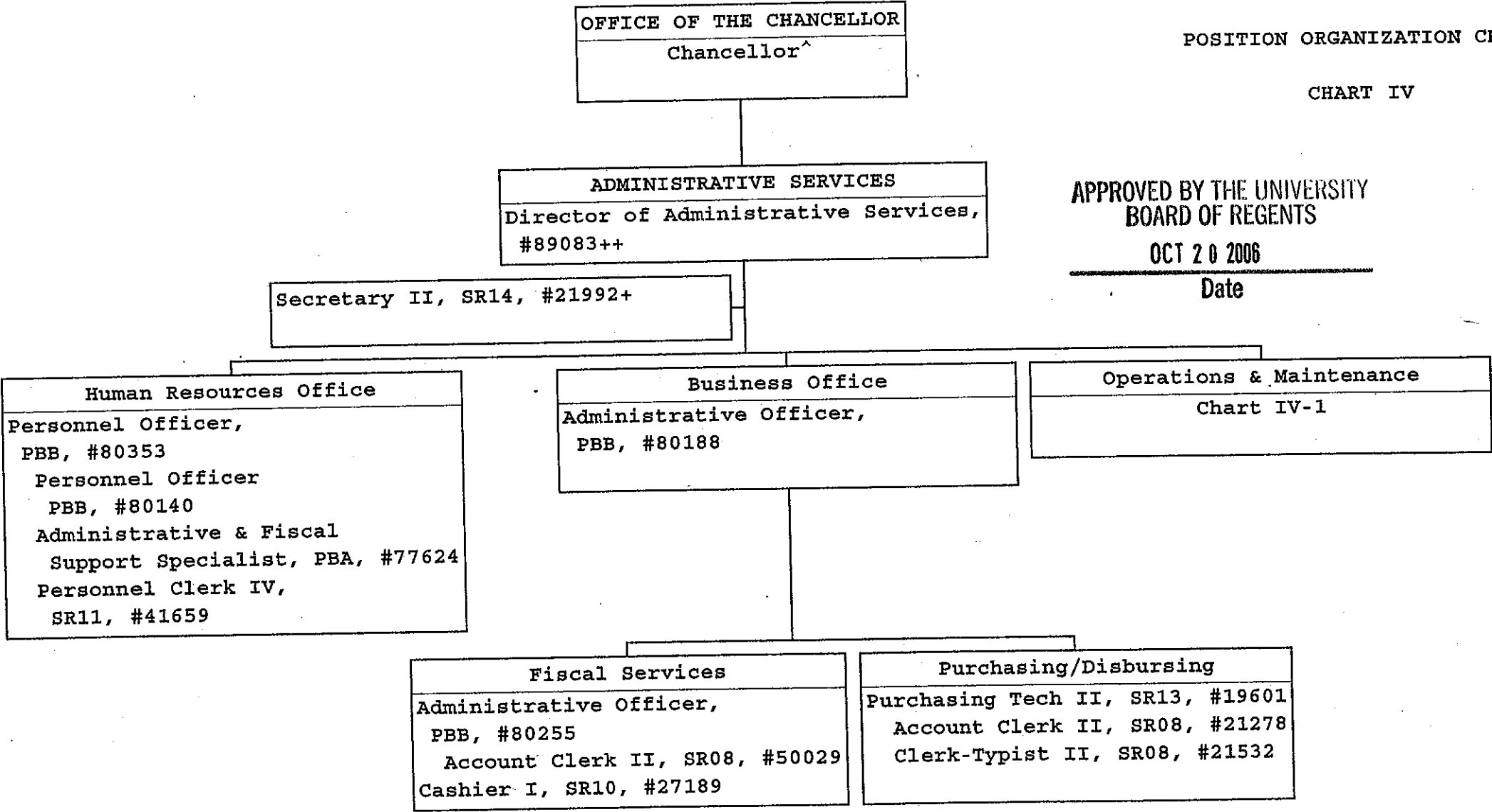
POSITION ORGANIZATION CHART

CHART IV

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 20 2006

Date



^ Excluded from position count this chart

+ Position to be redescribed

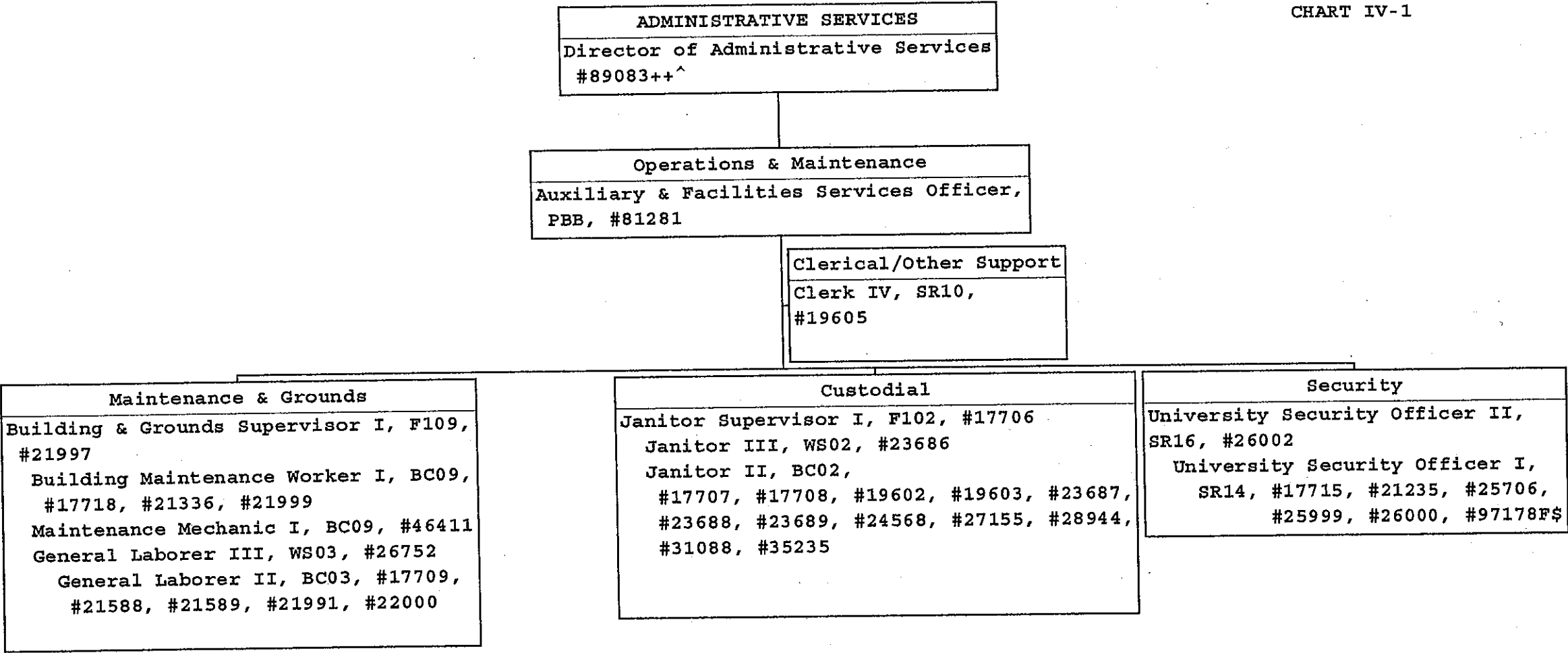
++Position to be retitled

PROPOSED ORGANIZATION CHART

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

POSITION ORGANIZATION CHART

CHART IV-1



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 20 2006

^ Excluded from position count this chart
\$ To be established
++Position to be retitled

Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE

PROPOSED FUNCTIONAL STATEMENTS

Leeward Community College provides a comprehensive, postsecondary program in the liberal arts and a broad spectrum of program offerings in the vocational-technical areas. The College offers:

- Liberal arts programs which lead to an Associate in Arts degree and lower division preparation for baccalaureate degree.
- Occupational programs which lead to an Associate in Science degree, an Associate in Applied Science, and Certificates of Achievements.
- Vocational-technical programs which lead to an Associate in Science degree, an Associate in Applied Science, and Certificates of Achievements.
- Continuing education and community services programs of both the credit and non-credit variety.

OFFICE OF THE CHANCELLOR

Office of the Chancellor has oversight of the academic programs and administrative support services of the college. The Office of the Chancellor plans, manages, supports, and leads the college to fulfill the mission of the college. The Office performs this function in accordance with all applicable guidelines, rules, statute, and policies that govern the college.

The Office is headed by a Chancellor who serves as the Chief Executive Officer of the College. The Chancellor supervises the Vice Chancellor for Academic Affairs/Chief Academic Officer (VCAA/CAO) who oversees academic programs (includes Credit and Non-credit Instruction, Academic Services, and Student Services) and the Vice Chancellor for Administrative Services (VCAS) who oversees institutional support services and programs, and the staff assigned to the Office of the Chancellor.

Specific functions assigned include the following:

- Serves as a liaison between the College and other units within the University, City/State/Federal governments (to include schools and the Legislature), and to the community at large (to include civic groups, business leaders, and social agencies);
- Establishes planning parameters for the development of College's strategic plan, program plans, budgets, and expenditure plans, staffing plan, capitol improvement plans for all program units; approves these plans; and incorporates them into institutional and academic plans;
- Reviews and approves all hiring, contract renewal, terminations, and promotions of all College faculty and staff; adjudicates grievances and disputes involving College faculty, staff, and students within established guidelines.
- Directs extramural fund solicitations.
- Represents the College in working with all facets of the media (to include print, televisions, and radio);
- Develops and coordinates an effective public information program for Leeward Community College.
- Coordinates the College marketing plan;

OCT 20 2006

OFFICE OF ACADEMIC AFFAIRS

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

The Office of the Vice Chancellor for Academic Affairs/Chief Academic Officer (VCAA/CAO) oversees the Office of Planning, Policy, and Assessment, the Office of Arts and Sciences, the Office of Career and Technical Education, the Office of Academic Services, the Office of Student Services, and the Office of Continuing Education and Workforce Development.

Specific functions assigned include the following:

- Represents the College's academic programs to other units within the University, City/State/Federal governments, and the community at large.
- Establishes planning parameters for the development of academic program plans, and budgets, and expenditure plans; approves these plans and incorporates them into instructional plans within established guidelines.
- Reviews all personnel transactions involving all College academic staff (hiring, renewing contracts, terminations, tenure, promotions, leave requests, etc.).
- Receives, investigates, and recommends grievance resolutions and disputes within Academic Affairs.

OFFICE OF PLANNING, POLICY AND ASSESSMENT

This office is responsible for college-wide planning efforts, developing and coordinating policy, and coordinating institutional assessment and analysis. The Office of Planning, Policy and Assessment reports directly to the Office of the VCAA/CAO.

Specific functions assigned include the following:

- Conducts instructional research activities; oversees the scheduled evaluation of all programs and services offered at the College.
- Develops, in consultation with the College leadership and campus community, the College's:
 - Strategic Plan
 - Educational development plan
 - Self-study and accreditation process
 - Other long range planning documents
- Establishes processes and procedures for annual program plans and provides support to the program units in creation of those plans.
- Prepares management information reports and other institutional research.
- Conducts organizational assessments and develops, in consultation with the College leadership and campus community, innovative strategies for improving overall institutional effectiveness and efficiency.

OFFICE OF ARTS & SCIENCES

The Office of Arts and Sciences is responsible for the overall administration and management of the College's transfer curricula, general education, developmental and remedial education. The office is directly responsible for the provision of instructional programs and courses, curriculum development and approval, and overall management of the credit function of Arts & Sciences instructional divisions.

The Office provides leadership in planning and setting priorities for the Arts and Sciences instructional divisions and outreach centers, managing resources, and ensuring implementation of statutes, regulations and policies. This Office reports to the Office of the VCAA/CAO and is assigned a staff of Division Chairs appointed by the Chancellor to assist in carrying out assigned functions.

Specific functions assigned include the following:

- Responsible for the administration, supervision, assessment, development and improvement of the faculty and curriculum.
- Coordinates teaching assignments and the scheduling of courses.
- Provides for the scheduled evaluation of all activities in these program units.
- Develops a budget and expenditure plan for all approved activities (including staffing plans, equipment acquisition plans, etc.) and supervises the expenditure of funds allocated to operating units.
- Responds to requests for information, problems, adjudicating disputes and grievances, within established guidelines.
- Supervises the recruitment, hiring and evaluation of staff; also, assigns workload.
- Plans and implements a program of staff development for faculty and staff assigned to the unit.
- Secures instructional materials for division personnel and prepares divisional budgets.
- Assists in the development of new courses and programs and facilitates in-service training as necessary.
- Makes recommendations to the VCAA/CAO regarding faculty evaluation and the selection of new personnel.

OFFICE OF CAREER & TECHNICAL EDUCATION

The Office of Career & Technical Education is charged with the responsibility for overseeing the career and technical education degree and certificate programs. The Office provides administrative support and supervises the operation of all Career & Technical Education instructional activities offered at the College.

The Office provides leadership in planning and setting priorities for the career and technical education instructional divisions, managing resources, and ensuring implementation of statutes, regulations and policies. This Office is also charged with the responsibility of providing administrative support for the Waianae-Nanakuli Education Center. The Office reports to the Office of the VCAA/CAO and is assigned a staff of Division Chairs appointed by the Chancellor's Office to assist in carrying out assigned functions.

Specific functions assigned include the following:

- Responsible for the administration, supervision, assessment, development and improvement of the faculty and curriculum.
- Coordinates teaching assignments and the scheduling of courses.
- Provides for the scheduled evaluation of all activities in these program units.
- Develops a budget and expenditure plan for all approved activities (including staffing plans, equipment acquisition plans, etc.) and supervises the expenditure of funds allocated to operating units.
- Responds to requests for information, problems, adjudicating disputes and grievances, within established guidelines.
- Supervises the recruitment, hiring and evaluation of staff; also, assigns workload.
- Plans and implements a program of staff development for faculty and staff assigned to the unit.
- Secures instructional materials for division personnel and prepares divisional budgets.
- Assists in the development of new courses and programs and facilitates in-service training as necessary.
- Makes recommendations to the VCAA/CAO regarding faculty evaluation and the selection of new personnel.

Waianae-Nanakuli Education Center

Provides for the planning, evaluation and implementation of all instructional and support services provided at Waianae-Nanakuli Education Center.

OFFICE OF ACADEMIC SERVICES

The Office of Academic Services is charged with the responsibility for overseeing the academic service operations of the College and ensuring that all academic service programs which include the Educational Media Center, Learning Resource Center, Computer Center, Library, and the Curriculum Resource Center are in accord with the approved education plans, university and government regulations, and provisions of employee contracts.

The Office of Academic Services is responsible for providing administrative support and supervising the operation of all Academic Service operations offered at the College. The Office reports to the Office of the VCAA/CAO and is assigned with a staff of appointed unit heads to assist in carrying out assigned functions.

Specific functions assigned include the following:

- Develops program plans and targets.
- Provides for the scheduled assessment and evaluation of all activities in Academic Services.
- Develops a budget and expenditure plan for approved activities (including staffing plans, equipment acquisition plans, etc.) and supervises the expenditures of funds allocated to the operating units.

- Responds to requests for information, problems, adjudicating disputes and grievances.
- Supervises the recruitment, hiring and evaluation of staff.
- Assigns workload.
- Plans and implements a program of staff development for faculty and staff assigned to unit.
- Represents Academic Services for the College at Community College/University system-wide activities as necessary; assists in the coordination and implementation of these system-wide activities.

The Office of Academic Services is charged with supporting the academic operations of the College by providing a broad range of services to the academic programs of the College. Its primary function is to provide a broad range of services to the academic programs of the College. The Academic Services units also provide, where appropriate, services to all programs of the College.

Educational Media Center (EMC)

Provides support for teaching and student learning through the integration and use of the various media and technology

- Plans, organizes and administers the educational media services for the College.
- Produces programming for the college including but not limited to distance education and other instructional materials.
- Coordinates distance education for the College.
- Conducts in-service training services for faculty and staff.
- Coordinates the use and maintenance of media facilities and resources.
- Prepares the budget.
- Assesses EMC services and programs.

Library

Provides access to information resources that support student learning.

- Acquires, catalogs, circulates, and maintains library resources such as books, periodicals, and recordings.
- Provides instruction to students and other patrons on finding, accessing, and evaluating information resources and research strategies.
- Develops local and/or specialized information resources including print collections and databases.
- Provides research assistance and services to students and other patrons.
- Prepares the budget.
- Assesses library collection and services.

Learning Resource Center (LRC)

Provides assistance and support to students for the promotion of student learning.

- Provides learning support including but not limited to tutoring, workshops and Supplemental Instruction (SI) to promote development of writing, technology, and learning skills as well as mastery of academic subjects.
- Provides students with study materials, educational technology, and other resources.
- Offers academic testing services for courses offered by the College and Distance Education courses offered by other institutions.
- Develops and implements a full range of services for students with disabilities.
- Prepares the budget.
- Assesses LRC services and programs.

Computing Center

Provides a supportive information technology environment for enrichment of student learning.

- Manages and maintains College computer classrooms and laboratories.
- Plans, designs, implements, and maintains the college networking infrastructure.
- Provides desktop and software support services for faculty, staff, and students.
- Maintains computers, servers and peripherals.
- Inventories College software and licenses.
- Provides network services and applications.
- Prepares the budget.
- Assesses information technology services.

Curriculum Resource Center

Develops a program which will enable faculty and staff to update their skills in their respective areas and to learn about and utilize the various applications of educational technologies in their work.

- Assists faculty in making significant changes to courses and curricula and in undertaking research projects aimed at evaluating the effectiveness of various instructional approaches.
- Provides faculty and staff with access to various resources and people to help them develop ideas for course, curriculum, and program change.
- Develops and implements a plan to search for and secure extramural and intramural support for faculty and staff projects that relate to instruction (e.g., developing and packaging various types of courseware and programs).

OFFICE OF STUDENT SERVICES

The Office is charged with the responsibility for supervising and coordinating the College's student services programs including student activities, registration, admissions, student records, financial aid, counseling and advisement, career advising and job placement, health center, and special projects.

The Office of Student Services oversees the Student Services Coordinator, Counseling and Advisement, Admissions and Records, Career Development (Job Placement Center), Student Life and Development, Financial Aid Office, and the Campus Health Center. The Office of Student Services reports directly to the Office of the VCAA/CAO.

Specific functions assigned include the following:

- Oversees the planning, direction, and overall coordination of the programming and operations of the programs in student services.
- Recommends and monitors the student services budget including operating funds, student activity funds, and special funds.
- Coordinates student affairs activities with other major component areas such as instruction, academic support; and administrative services.
- Represents the College at meetings and conferences involving student affairs.

Student Services Coordinator is elected from the faculty and acts on behalf of the Dean of Student Services.

- Facilitates the development and implementation of student services programs.
- Coordinates the budget preparation, and processes and monitors the expenditure of these funds for the division.
- Supports the Dean of Student Services in the supervision of daily functions and facilitates the interaction of all student services units.

Counseling and Advisement

- Conducts a systematic program of advisement and orientation for all new/returning/transfer students.
- Provides counseling assistance to any student requesting such services in the areas of academic planning, career exploration and development, and academic/ interpersonal problems and barriers.
- Oversees the continued development and administration of the self-development and career exploration courses.
- Oversees the services to special groups of students such as the disadvantaged, veterans, immigrants, women's groups, and other target groups in need of special help.
- Oversees the general counseling/advising and student services at designated satellite centers to the College.

Admissions and Records

- Coordinates and supervises the activities relating to admissions and records.

- Serves all areas of the College and the community regarding the activities of the Admissions and Records Office.
- Serves as a liaison with the Community College Institutional Research Office in the maintenance of records.

Career Development (Job Placement Center)

The Job Placement Center (JPC) is the office where career choices are identified and matched with individual students interests, and technical education students can prepare for the job search, and research employment opportunities.

The JPC Office:

- Provides job search strategies, job referrals, and workforce readiness workshops.
- Assists students to identify job positions that match their career objectives.
- Advises students, individually and in small groups, with resume review, mock interviews, and employer background information.
- Provides computer access to research companies and complete online applications.
- Offers specialized counseling and career shadowing.

Student Life/Development

- Coordinates and develops co-curricular programs and services of benefit and interest to students.
- Serves as the advisor to the Associated Students of Leeward Community College (ASLCC).

Financial Aid Office

- Administers financial aid resources from federal and state funds.

Campus Health Center

- Provides emergency and non-emergency care on nursing level and conducts health screening.
- Provides health education and counseling for students and academic community.
- Provides workshops, programs, and classes on current health issues and topics of vital interest to the students and the academic community.

OFFICE OF CONTINUING EDUCATION AND WORKFORCE DEVELOPMENT

The Office performs all educational activities and special programs that are not part of the regular instructional credit program of the college. The Office of Continuing Education and Workforce Development reports directly to the Office of the VCAA/CAO.

Specific functions assigned include the following:

- Manages and coordinates educational and related programs not part of the regular credit instructional program of the College.
- Develops, coordinates, and solicits external sources of funding for non-credit courses and programs.

- Oversees the college's public service mission in continuing education workforce development and extension service.
- Oversees the use of college facilities for non-credit programs and events and for community users, exclusive of credit instructional programs.
- Oversees the operations of the college theatre. Works closely with theater staff and community users in implementing and administering theater events and programs.
- Assesses and reviews current programs and services, budget, new programs and outreach.
- Works in close partnership with credit instructional departments in the co-sponsorship of non-credit programs including program and budget administration, marketing and related activities.

OFFICE OF ADMINISTRATIVE SERVICES

The Office of Administrative Services is responsible for the planning, organizing, and directing of administrative support services required by the College. These services include, but are not limited to, overall management processes, budgetary and financial management, human resources management and administration, procurement and property management, building and grounds maintenance, security, and physical planning of both repair and maintenance and capital improvement projects and auxiliary services. The Office of Administrative Services reports directly to the Office of the Chancellor.

Human Resources Office

The Human Resources Office is responsible for all aspects of personnel management and administration. The areas of responsibility are, but not limited to the following:

- Recruitment and appointments.
- Employee benefits.
- Labor and employee relations.
- Classification.
- Worker's compensation.
- Student employment.
- Labor relations and collective bargaining contracts.
- EEO/AA.

Business Office

The Business Office is responsible for the overall financial management of the College. The areas of responsibility are, but not limited to the following:

- Financial accounting.
- Accounts receivables.
- Disbursing and accounts payables.

- Payroll, cashiering.
- Contracts and grants management, RCUH financial management, UH Foundation management.
- Procurement.
- Maintaining financial internal control.

Operations and Maintenance

The Operations and Maintenance unit is responsible for the day to day operations of the physical plant and grounds. The areas of responsibility are, but not limited to the following:

- Operations and maintenance (electrical, plumbing, carpentry).
- Custodial services.
- Security, lost and found, parking operations.
- Air conditioning and elevator maintenance.
- Telecommunications, mailroom service.
- Furniture and equipment movement.
- Grounds and roadway maintenance.
- Physical plant facilities (construction, renovation, repairs administration).