



UNIVERSITY
of HAWAII®
SYSTEM

University of Hawai'i Community Colleges
Administrative Affairs

October 17, 2016

TO The Honorable Shan Tsutsui
Lieutenant Governor, State of Hawaii

RE: NOTIFICATION OF APPROVED REORGANIZATION FOR UNIVERSITY OF HAWAII,
KAUAI COMMUNITY COLLEGE

Attached for your files is a copy of the approved reorganization for the University of Hawaii, Kauai Community College, which was approved on September 21, 2016. The purpose of the reorganization is explained in the attached documents.

Should you have any further questions please contact Director Sandra Uyeno at 956-3874.

A handwritten signature in black ink, reading "Michael T. Unebasami".

Michael T. Unebasami
Associate Vice President for Administrative Affairs

Attachments

- c Vice President for Community Colleges John Morton
- ✓University Budget Office
- University Human Resources Office
- UHCC Chancellor Helen Cox
- UHCC Vice Chancellor Brandon Shimokawa
- UHCC Budget Office
- UHCC Human Resources Office

2327 Dole Street
Honolulu, Hawai'i 96822
Telephone: (808) 956-6023
Fax: (808) 956-3763

An Equal Opportunity/Affirmative Action Institution



UNIVERSITY
of HAWAII®
SYSTEM

University of Hawai'i Community Colleges
Administrative Affairs

October 17, 2016

Ms. Kristeen Hanselman, Executive Director
University of Hawaii Professional Assembly
1017 Palm Dr.
Honolulu, HI 96814

RE: NOTIFICATION OF APPROVED REORGANIZATION FOR STATE OF HAWAII, KAUAI
COMMUNITY COLLEGE

Dear Ms. Hanselman:

Attached for your files is a copy of the approved reorganization for the University of Hawaii,
Kauai Community College, which was approved on September 21, 2016.

Should you have any further questions please contact Director Sandra Uyeno at 956-3874.

Michael T. Unebasami
Associate Vice President for Administrative Affairs

Attachments

- c Vice President for Community Colleges John Morton
- ✓ University Budget Office
- University Human Resources Office
- UHCC Chancellor Helen Cox
- UHCC Vice Chancellor Brandon Shimokawa
- UHCC Budget Office
- UHCC Human Resources Office

2327 Dole Street
Honolulu, Hawai'i 96822
Telephone: (808) 956-6023
Fax: (808) 956-3763

An Equal Opportunity/Affirmative Action Institution



UNIVERSITY
of HAWAII®
SYSTEM

October 17, 2016

Mr. Randy Perreira, Executive Director
Hawaii Government Employees Association
888 Mililani St. Suite 600
Honolulu, HI 96814

RE: NOTIFICATION OF APPROVED REORGANIZATION FOR THE UNIVERSITY OF
HAWAII, KAUAI COMMUNITY COLLEGE

Dear Mr. Perreira:

Attached for your files is a copy of the approved reorganization for the University of Hawaii,
Kauai Community College, which was approved on September 21, 2016.

Should you have any further questions please contact Director Sandra Uyeno at 956-3874.

A handwritten signature in black ink, reading "Michael T. Unebasami".

Michael T. Unebasami
Associate Vice President for Administrative Affairs

Attachments

- c Vice President for Community Colleges John Morton
- ✓ University Budget Office
- University Human Resources Office
- UHCC Chancellor Helen Cox
- UHCC Vice Chancellor Brandon Shimokawa
- UHCC Budget Office
- UHCC Human Resources Office

10/17/16 10:15 AM

10/17/16 10:15 AM

2327 Dole Street
Honolulu, Hawai'i 96822
Telephone: (808) 956-6023
Fax: (808) 956-3763

University of Hawai'i

Kaua'i Community College

Reorganization Proposal

Kaua'i Community College's primary focus is ensuring student success. In order to create a student centered environment conducive to learning, Kaua'i Community College undertook a major reorganizational effort beginning in the Spring of 2014. This reorganization focuses on the alignment of campus functions and personnel to better reflect the current expectations of what is being asked of a community college in the 21st century.

PRIMARY OBJECTIVE

To provide open access for a diverse student population and support services processes to better meet student needs.

- Outreach: Increase access to and participation in college programs through coordinated and continually improving marketing and recruitment activities.
- Enrollment: Enhance educational success through retention initiatives.
- Placement Scheduling: Enhance utilization of placement testing and course scheduling processes.
- Support Services for Access: Strengthen support services processes to better meet student needs.

The proposed reorganization will enable the College to effectively and efficiently serve its students, faculty, staff and community.

This proposal focuses on four major organizational needs of the College:

- 1) Increase attention on moving students from developmental and remedial courses into college level courses more effectively by folding developmental English and Math into the Language, Arts and Humanities Division and Science and Math Division, respectively.
- 2) Consolidate purchasing and maintaining technology and using that technology efficiently by moving Computer Services and Media Services to the Vice Chancellor of Administrative Services
- 3) Establish an Institutional Effectiveness unit under the Chancellor, which will integrate several functions in order to collect and present information more efficiently, timely, and consistently. This new unit includes Institutional Research, Marketing and Outreach, and Grant Development.
- 4) Increase focus on the student success agenda by bringing academic support functions together under the Vice Chancellor for Student Affairs, so they work closely with Counseling and Advising.

The process of organizing, communication and soliciting feedback and advice of campus faculty and staff has been an ongoing process since the spring of 2014, and the entire College has been involved in developing the proposed plan since the fall of 2014. The major elements of the reorganization include

eliminating Chart 3-G, University Center and Academic Support, reforming a new Chart 7, Institutional Effectiveness and University Center. All positions within the eliminated, current Chart 3-G will be placed across the five functional units of Academic Affairs (proposed Charts 3 to 3-E), formerly Instructional Services, Student Affairs, (proposed Chart 4) formerly Student Services, Administrative Services (proposed Chart 5 to 5-B), Continuing Education and Training (proposed Chart 6), and the newly established Institutional Effectiveness and University Center (proposed Chart 7). This proposal involves using existing position counts only. Under the proposed organizational structure several positions will be given management and/or supervisory responsibilities to increase the oversight and accountability of certain functional departments. These positions will be updated and re-described to reflect an increase in the scope of the duties and responsibilities.

The College estimates that this reorganization will add costs of approximately \$14,000 annually. However, due to the retirement of several incumbents, the College expects that some of the additional salary costs will be partially offset because of lower replacement salaries. Any additional costs will be funded through an internal reallocation of existing resources.

The proposed reorganization affects all current organizational charts and adds a new proposed Chart 7, Institutional Effectiveness and University Center. The specific changes are detailed below by each organizational chart.

CHART 1 - ORGANIZATIONAL HIERARCHY

- Add proposed Chart 7 under the Office of the Chancellor titled Institutional Effectiveness and University Center.
- Rename Instructional Services to Academic Affairs.
- Rename Student Services to Student Affairs.

Rationale and Impact: The current Chart 3-G under the Vice Chancellor for Academic Affairs, where currently the University Center Director position resides, has been responsible for a number of unrelated functional areas. While this position organizationally reported to the Vice Chancellor for Academic Affairs, many functions were more appropriately in line with a direct reporting relationship to the Chancellor

The new proposed Institutional Effectiveness and University Center unit will include departments that will work together to assess and promote the college's strategic goals and outcomes, and consequently Chart 3-G under the Vice Chancellor for Academic Affairs will be eliminated. Specifically, this new chart will house the Institutional Research, Marketing and Outreach, and Grant Development departments. Please refer to the section on Chart 3-G for an explanation of the positions that will be impacted by this change.

Cost: Refer to the section on Chart 3-G for the costs associated with this change.

CHART 2 - OFFICE OF THE CHANCELLOR

- Move the Institutional Research box from current Chart 2 to proposed Chart 7.
 - #82968, Faculty (Leighton Vila), from current Chart 3-G to proposed Chart 7, Institutional Research

Rationale and Impact: The Institutional Researcher, #82968, Faculty (Leighton Vila), will be moved under the newly created Institutional Effectiveness and University Center unit, reporting to #89278, Director of University of Hawai'i Center (Colleen Kaiminaauao). This will integrate the functions of research, accreditation, grant development, and marketing and outreach activities into one cohesive unit, which facilitates increased institutional effectiveness.

Cost: There is no cost associated with this change.

- Rename Community Relations to Special Projects.

Rationale and Impact: Renaming Community Relations to Special Projects to avoid confusion and redundancy with the newly created Marketing and Outreach department on Chart 7.

Cost: There is no cost associated with this change.

CHART 3 - INSTRUCTIONAL SERVICES

- Rename the unit from Instructional Services to Academic Affairs.

Rationale and Impact: The Instructional Services title is outdated and the unit is now called Academic Affairs.

Cost: There is no cost associated with this change.

- Eliminate the University Center and Academic Support unit, current Chart 3-G.

Rationale and Impact: The current Chart 3-G under the Vice chancellor for Academic Affairs has been eliminated with the units including Instructional Technology, Library Services, Tutoring, Cooperative Education, College Success Services, Media Services and Computer Services being incorporated into the five functional areas of Academic Affairs, Student Affairs, Administrative Services, Continuing Education and Training, and the newly created Institutional Effectiveness and University Center. Aligning these services within their respective functional areas will better serve our students.

Cost: There is no cost associated with this change.

CHART 3-A - LANGUAGE ARTS AND HUMANITIES DIVISION

- Create a Professional Development position (faculty) under proposed Chart 3, Academic Affairs.
 - #84176, Faculty (Vacant), from current Chart 3-A (English) to proposed Chart 3, Academic Affairs.

Rationale and Impact: This position will primarily support the professional development of faculty, and should be housed directly under Academic Affairs. Position #84176, Faculty (Vacant), was previously an English faculty position, but the decision to reallocate that vacancy will not be impacted by the re-description of #84176, Faculty (Vacant), into a Professional Development position. This position will report directly to #89045, Vice Chancellor for Academic Affairs (James Dire).

Cost: There is no cost associated with this change.

CHART 3-C - TRADE AND TECHNOLOGY DIVISION

- Move the Educational Specialist from the Trade and Technology Division directly under the Auto Technology Program.
 - #80684, Educational Specialist (Daryl Gerardo), from current Chart 3-C to proposed Chart 3-C, Auto Technology

Rationale and Impact: This position specifically supports the Auto Technology Program, and will report to #84612, Faculty (Gordon Talbo) instead of the Division Chair.

Cost: There is no cost associated with this change.

CHART 3-E - BUSINESS EDUCATION DIVISION

- Reallocate the Educational Specialist, #78874 from current Chart 3-E (Culinary Arts) to proposed Chart 5-A.
 - #78874, Educational Specialist, 9-month (Karen Morita-Lee), from current Chart 3-E to proposed Chart 5-A, Business Office

Rationale and Impact: The majority of the duties and responsibilities of #78874, Educational Specialist, 9-month (Karen Morita-Lee) involve providing fiscal support for the Culinary Program, and are better aligned under the Business Office. The intention is to change this position from a 9-month to an 11-month position so that it can provide year-round fiscal

support to the Culinary Program as well as other revenue generating programs. This position will be updated and submitted for classification review.

Cost: #78874, Educational Specialist, 9-month (Karen Morita-Lee), will be updated and reclassified as appropriate.

CHART 3-F - OFFICE ASSISTANT POOL

- Eliminate the current Chart 3-F, Office Assistant Pool and move the office assistants directly into their respective academic divisions.
 - #24785, Office Assistant IV (Kerri Muraoka), from current Chart 3-F to proposed Chart 3-A, Language Arts and Humanities Division
 - #26901, Office Assistant IV (Donna Smith), from current Chart 3-F to proposed Chart 3-C, Trade and Technology Division
 - #26902, Office Assistant IV (Carol Llego), from current Chart 3-F to proposed Chart 3-E, Business Education Division
 - #34970, Office Assistant IV (Dyanne Soto), from current Chart 3-F to Chart 3-B, Science and Math Division
 - #900584, Office Assistant IV (Melanie Marshall), from current Chart 3-F to proposed Chart 3-D, Health Education Division

Rationale and Impact: This change will reflect the actual organizational structure and divisional responsibilities of the positions. Each Office Assistant will report to their respective Division Chair.

Cost: There are no costs associated with these changes.

CHART 3-G - UNIVERSITY CENTER AND ACADEMIC SUPPORT

- Eliminate the current Chart 3-G and create a new Institutional Effectiveness and University Center unit, proposed Chart 7.
 - #89278, Director of University of Hawai'i Center (Colleen Kaiminaauao), from current Chart 3-G to proposed Chart 7, Institutional Effectiveness and University Center
 - #42209, Secretary II (Leah Agustin), from current Chart 3-G to proposed Chart 7, Institutional Effectiveness and University Center.
 - #80315, Educational Specialist (Vacant), from current Chart 3-G to proposed Chart 7, Institutional Effectiveness and University Center

Rationale and Impact: The current Chart 3-G under the Vice chancellor for Academic Affairs will be eliminated with some of its personnel moving to proposed Chart 7, Institutional Effectiveness and the University Center. However, many of the departments will be

eliminated or distributed across the rest of the four remaining functional areas. Under the newly created proposed Chart 7, Institutional Effectiveness and University Center only Position #42209, Secretary II (Leah Agustin) and position #80315, Educational Specialist (Vacant) will continue to report to position #89278, Director of University of Hawai'i Center (Colleen Kaiminaauao). The position description for this position (#89278) will be updated and submitted for classification review.

Cost: Position #89278 will be re-described and submitted for classification review.

- Move Computer Services from current Chart 3-G to proposed Chart 5-A, Administrative Services, except for #81331 who will move to proposed Chart 6, Continuing Education and Training (Testing Center).
 - #80585, Information Technology Specialist (Tom Kajihara), from current Chart 3-G to proposed Chart 5-A, Computer Services
 - #81331, Information Technology Specialist (Esther Miller), from current Chart 3-G to proposed Chart 6, Testing Center.
 - #81145 (0.5), Information Technology Specialist (Tracy Tucker), from current Chart 3-G to proposed Chart 5-A, Computer Services
 - #81427 (0.5), Information Technology Specialist (Tracy Tucker), from current Chart 3-G to proposed Chart 5-A, Computer Services
 - #81574, Information Technology Specialist (Sharon Suzuki), from current Chart 3-G to proposed Chart 5-A, Computer Services
 - #78353, Information Technology Specialist (Mario Ruiz), from current Chart 3-G to proposed Chart 5-A, Computer Services

Rationale and Impact: Computer Services supports the entire campus with procurement, maintenance and implementation of technology. Because it is so closely tied in with the physical infrastructure of the campus, it can work more effectively in coordination with the other departments under Administrative Services. Keeping up-to-date on technology in relationship to the physical infrastructure of the college will be facilitated by this change, but an instructional committee will still work closely with Computer Services to ensure the needs of instruction are met. All of the Computer Services personnel will continue to report to #80585, Information Technology Specialist (Tom Kajihara), who will report to #89032, Vice Chancellor for Administrative Services (Brandon Shimokawa).

Position #81331, Information Technology Specialist (Esther Miller), has been the sole position supporting the functioning of the College's testing center. A new Testing Center department will be created under Chart 6, Continuing Education and Training, because the purpose and goals of the Testing Center align well with the purpose and goals of Continuing Education and Training. #81331, Information Technology Specialist (Esther Miller) will move under the new Testing Center department and report to #89178, Director of Continuing Education and Training (Calvin Shirai).

Cost: There are no costs associated with these changes.

- Eliminate the Media Services department and move the positions into new or existing functional areas.
 - #81013, Electronics Engineer (Patrick Watase), from current Chart 3-G to proposed Chart 5-B, Administrative Services
 - #80855, Graphics Designer (Sueann Okada), from current Chart 3-G to proposed Chart 7, Marketing and Outreach
 - #44168, Office Assistant IV (Clarice Kali), from current Chart 3-G to proposed Chart 4, Student Success
 - #83166, Faculty (Vacant), will be reallocated to the CC System

Rationale and Impact: In addition to media support, the Media Services department supported a variety of functions which overlapped with Computer Services, Marketing and Outreach, and Student Success. Consequently, the department will be eliminated to better align the reporting structure of its three remaining positions with their respective job duties. The fourth position, #83166, Faculty (Vacant), has been left vacant because it was no longer needed but could not be reallocated without completing a reorganization. This reorganization will allow the position to be reallocated to the CC System since it has not been needed at the College.

In addition to providing telecommunications, data network, and polycom support, #81013, Electronics Engineer (Patrick Watase), is also involved in supporting the College's physical infrastructure and has extensive knowledge of the design and construction of the College's facilities. For these reasons, the position will be moved to the Operations and Maintenance department under Chart 5-B, Administrative Services reporting to #89032, Vice Chancellor for Administrative Services (Brandon Shimokawa). The intent is for position #81013, Electronics Engineer (Patrick Watase) to assume the capital improvement project management responsibilities from position #81065, Auxiliary and Facilities Services Manager, which is currently vacant. The position description of both positions (#81013 and #81065) will be updated and submitted for classification review.

Position #80855, Graphics Designer (Sueann Okada), will continue to provide graphic design support for digital and print media, but will be moved to a newly created Marketing and Outreach department under proposed Chart 7, Institutional Effectiveness and University Center reporting to #89278, Director of University of Hawai'i Center (Colleen Kaiminaauao).

Position #44168, Office Assistant IV (Clarice Kali) has in practice been supporting Media Services to a limited extent and the Student Success initiative to a larger extent. Therefore, the position will move to proposed Chart 4, Student Success and will report #87405, Faculty (William Dressler).

Cost: #81013, Electronics Engineer (Patrick Watase), will be updated and reclassified as appropriate with a commensurate step increase.

- Move Library Services from current Chart 3-G to proposed Chart 4, Student Affairs.
 - #83432, Faculty (Michael Gmelin), current Chart 3-G to proposed Chart 4, Library Services
 - #83909, Faculty (Diane Johnson), from current Chart 3-G to proposed Chart 4, Library Services
 - #84735, Faculty (Robert Kajiware), from current Chart 3-G to proposed Chart 4, Library Services
 - #87010, Faculty (Anne McKenna), from current Chart 3-G to proposed Chart 4, Library Services
 - #24778, Library Assistant (Regina Ikehara), from current Chart 3-G to proposed Chart 4, Library Services

Rationale and Impact: Since Library Services is a student support service it will be better aligned with its objectives by being under the Student Affairs unit. To support this vision the Library Services department will appoint a faculty from within the department to serve as the Department Chairperson, i.e. Head Librarian, reporting to #89019, Vice Chancellor for Student Affairs (Isaiah Kaauwai).

Cost: The Library Services Department Chair will receive an anticipated stipend of \$300 per month in accordance with UHCCP 9.237 Teaching Equivalencies.

- Consolidate Tutoring under the renamed Student Success department on Chart 4.
 - #78623, Lab Coordinator (Tina Castro), from current Chart 3-G to Proposed Chart 4, Student Success

Rationale and Impact: Since Tutoring is a student support service #78623, Lab Coordinator (Tina Castro) will be better aligned with its objectives by being under Chart 4, Student Success and will report to #87405, Faculty (William Dressler).

Cost: There is no cost associated with this change.

- Move College Success Services from current Chart 3-G to proposed Chart 4, Student Affairs, and rename the unit to Student Success.
 - #87405, Faculty (William Dressler), from current Chart 3-G to proposed Chart 4, Student Success
 - #87015, Faculty (Vacant), from current Chart 3-G to proposed Chart 3-A, English

- #81921, Educational Specialist (Lahea Salazar), from current Chart 3-G to proposed Chart 4, Student Success

Rationale and Impact: The mission of Kaua'i Community College states that we are "student-centered", and creating a Strong Student success department alongside the Counseling and Advising department under the Vice Chancellor for Student Affairs will ensure collaboration across those areas to drive student success. Furthermore, the UHCC 2015-2021 Strategic Directions call for new approach to developmental education that places emphasis on getting students into college level math and English as soon as possible and making developmental education supplemental or co-requisite to the college level classes. The English and Math faculty will now work more closely with developmental faculty to design and implement the new approach to developmental education, which should result in greater student success and greater retention.

To support this vision one of the developmental education positions, #87405, Faculty (William Dressler), will be reallocated to serve as the Program Coordinator for the newly established Student Success department reporting to #89019, Vice Chancellor for Student Affairs (Isaiah Kaauwai). In addition, this position will be responsible for teaching the Introduction to College courses and coordinating new student orientations. The other developmental education position, #87015, Faculty (Vacant), will be reallocated to support developmental English and will report to the Language Arts and Humanities Division Chair. Lastly, the Wai'ale'ale Program Coordinator, #81921, Educational Specialist (Lahea Salazar), will be reallocated to the new Student Success department reporting to #87405, Faculty (William Dressler).

Cost: There are no costs associated with these changes.

- Eliminate the Cooperative Education department.
 - #82487, Faculty (Vacant), from current Chart 3-G to propose Chart 3-D, Nursing

Rationale and Impact: Cooperative education is being managed directly by the faculty in the individual academic programs and there is no longer a need for a single, consolidated Cooperative Education department. This position will be reallocated and used to fill a Nursing faculty position.

Cost: There is no cost associated with this change.

- Eliminate the Instructional Technology department.
 - #86619, Faculty-Software (Vacant), from current Chart 3-G to proposed Chart 3-A, Art, as Faculty

Rationale and Impact: This position will be reallocated and used to fill a Digital Media faculty position. The instructional technology needs of faculty will be supported by the Professional Development position, #84176, Faculty (Vacant).

Cost: There is no cost associated with this change.

CHART 4 - STUDENT SERVICES

- Rename the unit from Student Services to Student Affairs.

Rationale and Impact: The Student Services title is outdated and the unit is now called Student Affairs.

Cost: There is no cost associated with this change.

- Rename Admissions Office to Admissions and Records and rename Counseling and Testing to Counseling and Advising.

Rationale and Impact: These departments are being renamed to reflect their updated functional areas of responsibilities.

Cost: There are no costs associated with these changes.

- The Counseling and Advising unit will be led by a Department Chair who will be appointed from within the department.

Rationale and Impact: The necessity of coordinating the work of the counselors has increased with the addition of Prior Learning Assessment, STAR, used to identify pathways, Title IX requirements and the change in the approach to developmental education. As a result, Counseling and Advising will appoint a faculty from within the department to serve as the Department Chair reporting to #89019, Vice Chancellor for Student Affairs (Isaiah Kaauwai). This Chair will be responsible for evaluating and improving the effectiveness of the department and its interactions with students and instructional faculty.

Cost: The Counseling and Advising Department Chair will receive an anticipated stipend of \$300 per month in accordance with UHCCP 9.237 Teaching Equivalencies.

- Move Marketing from current Chart 4 to proposed Chart 7, Institutional Effectiveness and University Center, and rename to Marketing and Outreach.
 - #81492, Marketing Specialist (Gary Ellwood), from current Chart 4 to proposed Chart 7, Marketing and Outreach

Rationale and Impact: The creation of the new Marketing and Outreach department under Institutional Effectiveness will allow for better coordination of marketing and outreach activities, as well as allow marketing and outreach to be more effective as a result of close collaboration with the institutional research and assessment functions. This position will report to #89278, Director of University of Hawai'i Center (Colleen Kaiminaauao).

Cost: There is no cost associated with this change.

CHART 5 - ADMINISTRATIVE SERVICES

CHART 5-B - ADMINISTRATIVE SERVICES

- Refocus on the operational efficiency of Auxiliary and Facilities Services.
 - #81065, Auxiliary and Facilities Services Manager (Vacant)

Rationale and Impact: It is necessary to remove the management of capital improvement projects from this position to allow the Operations and Maintenance department to focus on the efficient day-to-day operation of the College's facilities. The intent is to move the capital improvement project management function to #81013, Electronics Engineer (Patrick Watase).

Cost: #81065, Auxiliary and Facilities Services Manager (Vacant), will be updated and reclassified as appropriate.

CHART 6 - CONTINUING EDUCATION AND TRAINING

- Move Contract and Grants Specialist from current Chart 6 to the new Grant Development department under proposed Chart 7.
 - #79608, Contract and Grants Specialist (Lyn McNutt), from current Chart 6 to proposed Chart 7, Grant Development.

Rationale and Impact: Placing the Grant Development function under the Institutional Effectiveness and University Center unit will unify the functions that must work together to collect and present information about and develop programs to promote the effectiveness of the college; these departments include marketing and outreach, institutional research, grant development, and assessment and accreditation. #79608, Contract and Grants Specialist (Lyn McNutt), has been effectively serving in a grant development capacity, and not simply writing grants. The position will report to #89278, Director of University of Hawai'i Center (Colleen Kaiminaauao), with the intent of updating its description to include all grant development activities.

Cost: The position description for #79608, Contract and Grants Specialist (Lyn McNutt), will be updated and reclassified as appropriate.

- Create a new International Education department under Chart 6, Continuing Education and Training.
 - #86900T, Faculty (Kyoko Ikeda), from current Chart 6 to proposed Chart 6, International Education

Rationale and Impact: The creation of a new International Education department supports the College's goal to promote the continued development and growth of its international education activities. This position will continue reporting to #89178, Director of Continuing Education and Training (Calvin Shirai).

Cost: There is no cost associated with this change.

- Create a new Testing Center department under Chart 6, Continuing Education and Training

Rationale and Impact: The purpose and goals of the Testing Center align well with the purpose and goals of Continuing Education and Training.

Cost: There is no cost associated with this change.

(PROPOSED) CHART 7 - INSTITUTIONAL EFFECTIVENESS AND UNIVERSITY CENTER

- Create a new Grant Development department under Chart 7, Institutional Effectiveness and University Center

Rationale and Impact: Creating a new Grant Development department under the Institutional Effectiveness and University Center unit will unify the functions that must work together to collect and present information about and develop programs to promote the effectiveness of the college; these departments include marketing and outreach, institutional research, grant development, and assessment and accreditation.

Cost: There is no cost associated with this change.

- Create a Marketing and Outreach department under Chart 7, Institutional Effectiveness and University Center.

Rationale and Impact: The new department will consist of position, #81492, Marketing Specialist (Gary Ellwood) and position, #80855, Graphic Designer (Sueann Okada), with both positions reporting to #89278, Director of University of Hawai'i Center (Colleen Kaiminaauao).

The Graphic Designer supports marketing and outreach by producing brochures for individual programs and the college, which is a sub-function of the overall Marketing and Outreach department. The creation of this new department under Chart 7, Institutional Effectiveness and University Center, will allow Marketing and Outreach to be better coordinated, as well as enable the department to more effectively collaborate with institutional research and assessment.

Cost: There is no cost associated with this change.

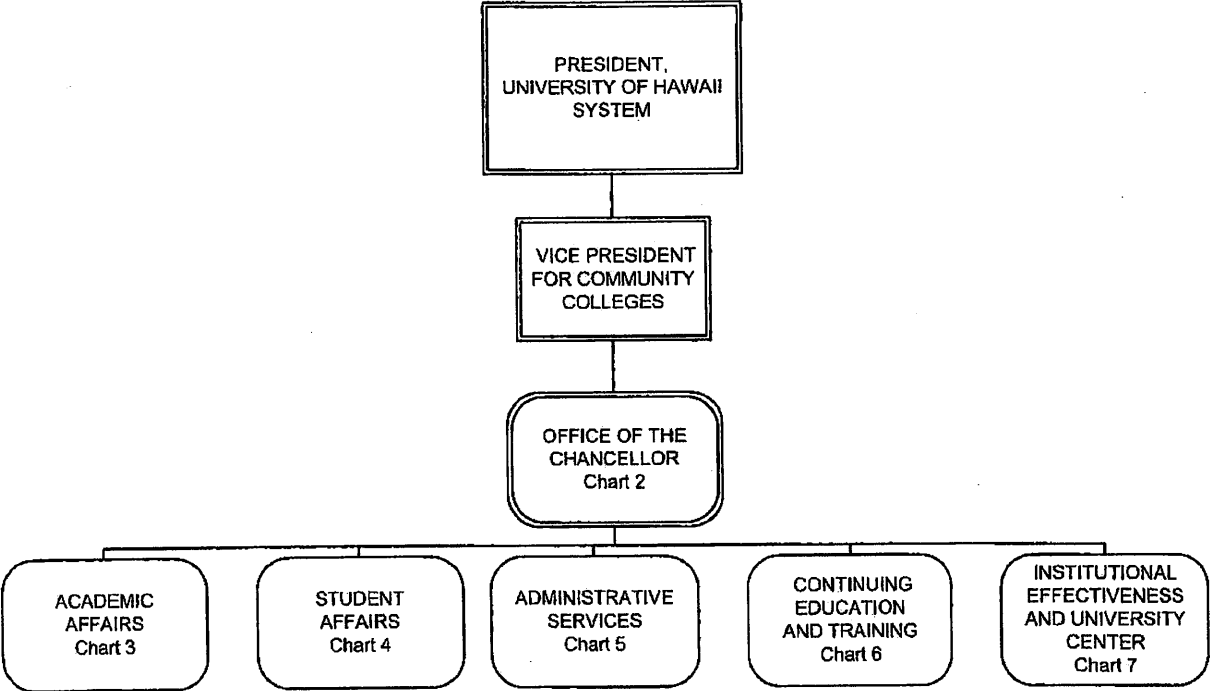
APPROVED

**ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

PROPOSED

Helen A. Cup

9/21/16



STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

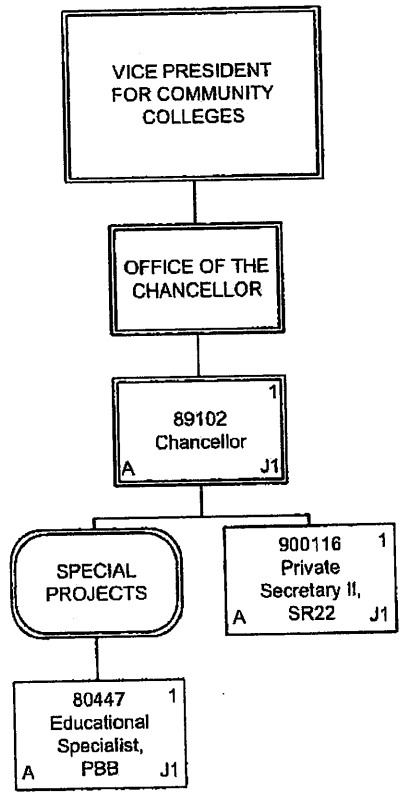
Organization Chart

Chart 1

Permanent	169.00
General Fund	168.00
Special Fund	1.00
Temporary	1.00
General Fund	1.00
Grand Total	170.00

PROPOSED

Helen A. Oy
9/21/16



STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

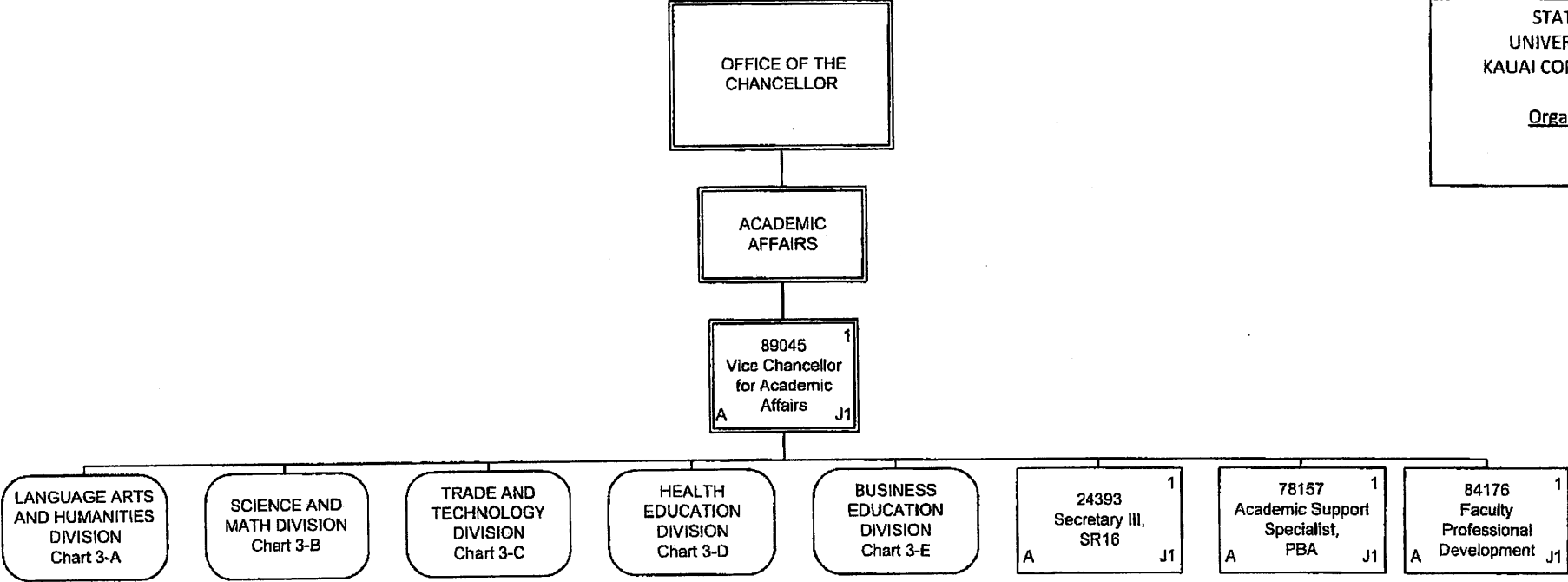
Chart 2

Permanent	3.00
General Fund	3.00
Grand Total	3.00

PROPOSED

Helen A. Pao

9/21/16



STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

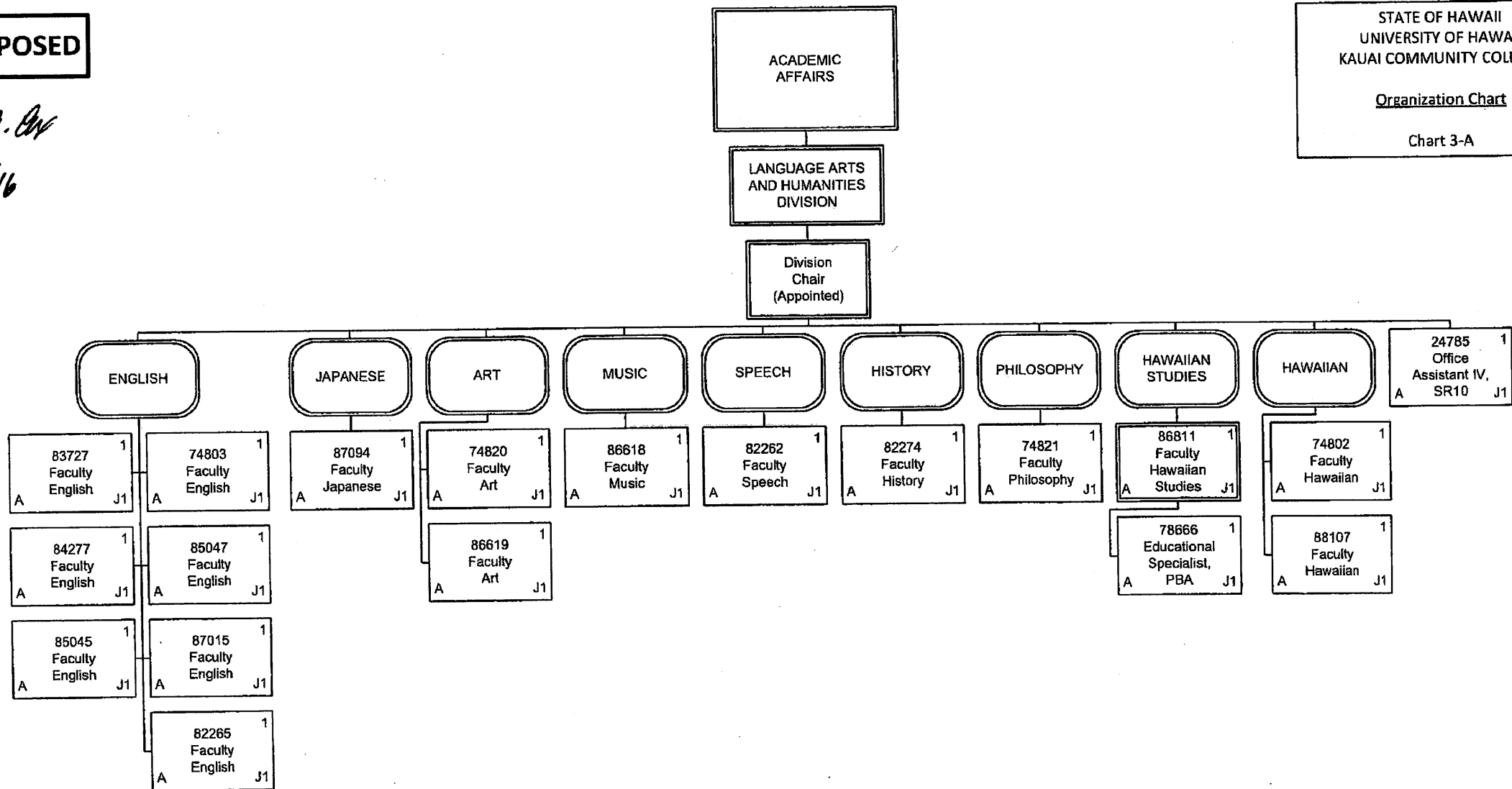
Chart 3

Permanent	4.00
General Fund	4.00
Grand Total	4.00

PROPOSED

Helen A. Orr
9/21/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE
Organization Chart
Chart 3-A



Permanent	19.00
General Fund	19.00
Grand Total	19.00

PROPOSED

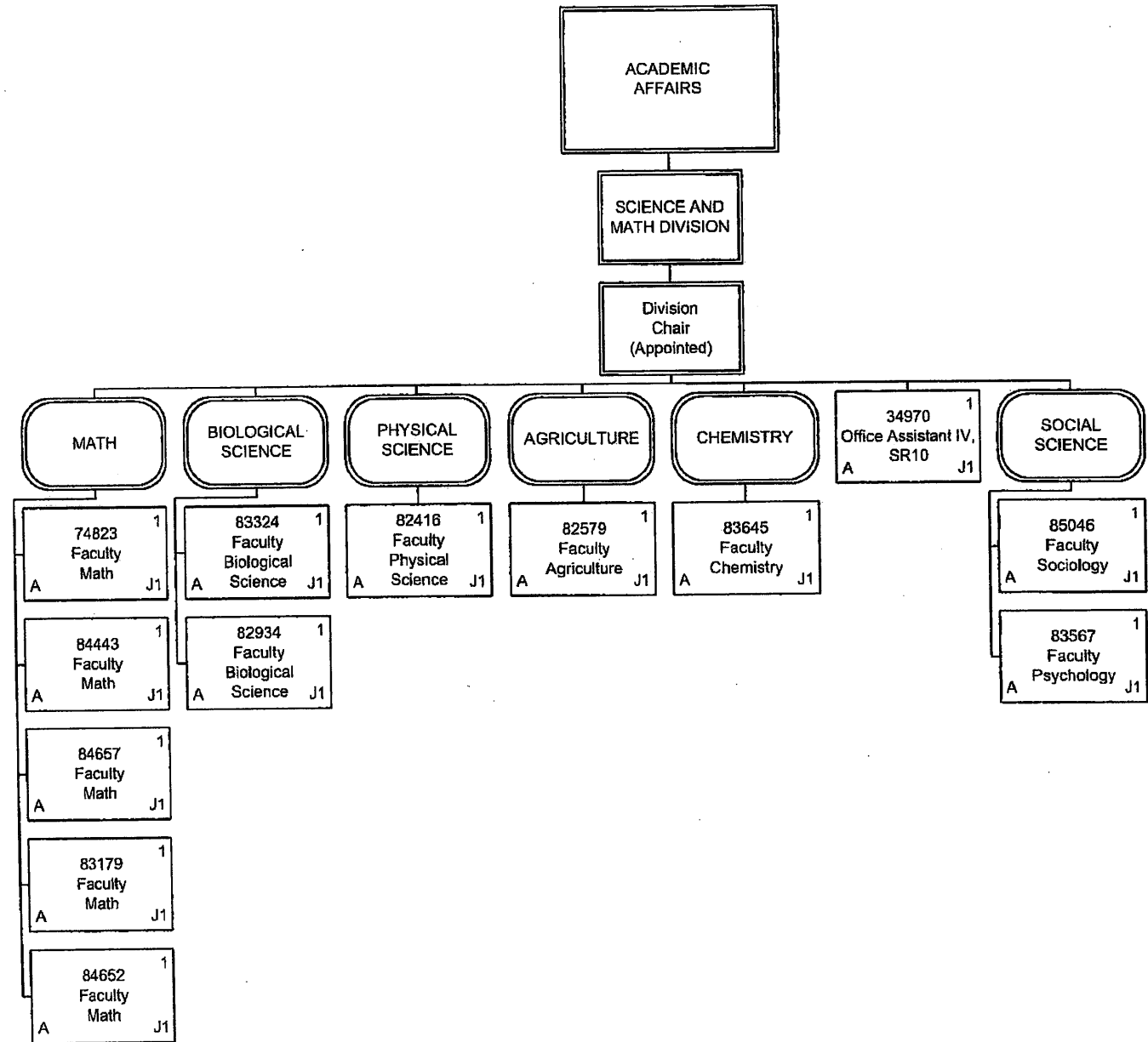
Helen A. App

9/21/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

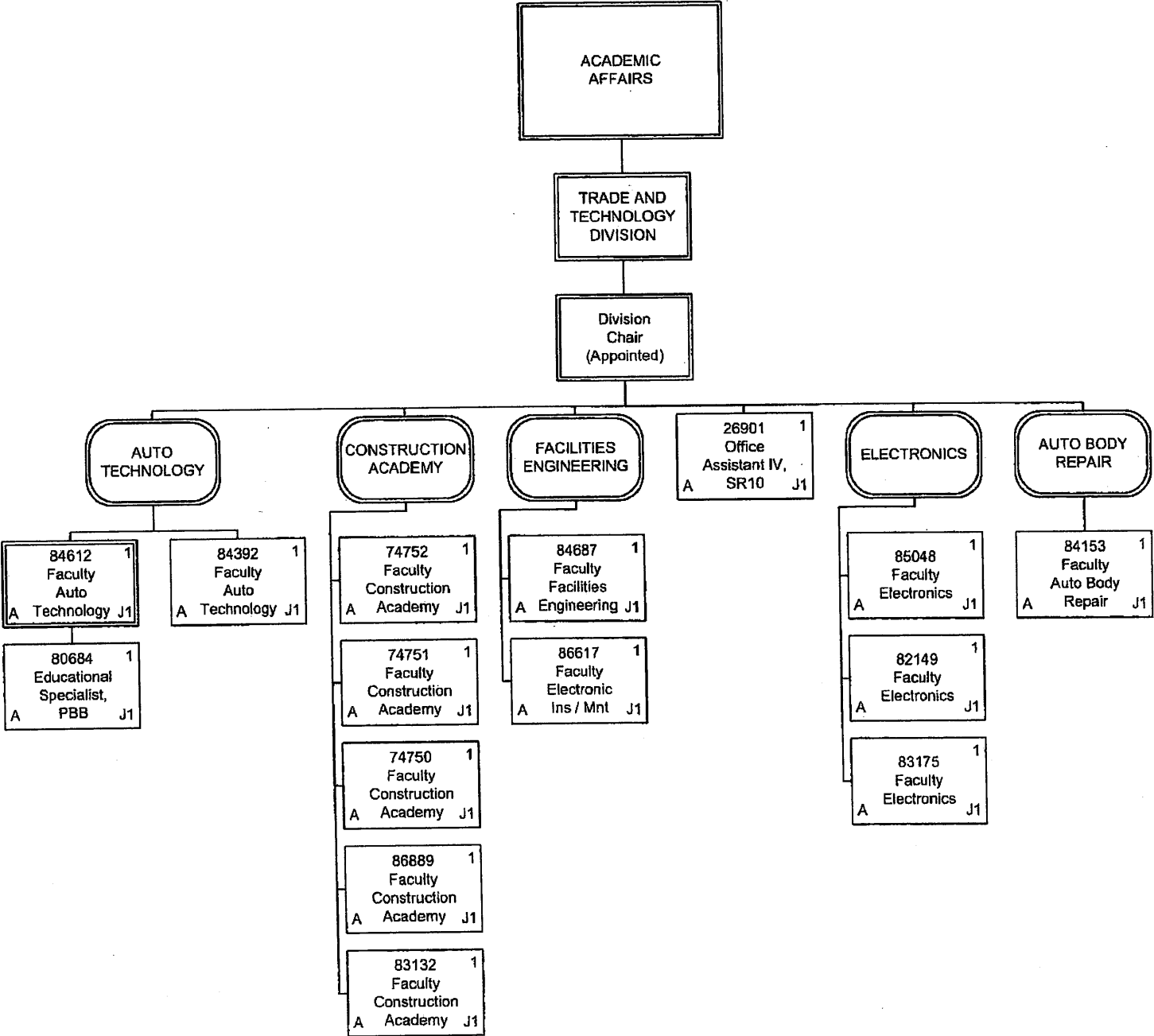
Chart 3-B



Permanent	13.00
General Fund	13.00
Grand Total	13.00

PROPOSED

Helen A. Cox
9/21/16



Permanent	15.00
General Fund	15.00
Grand Total	15.00

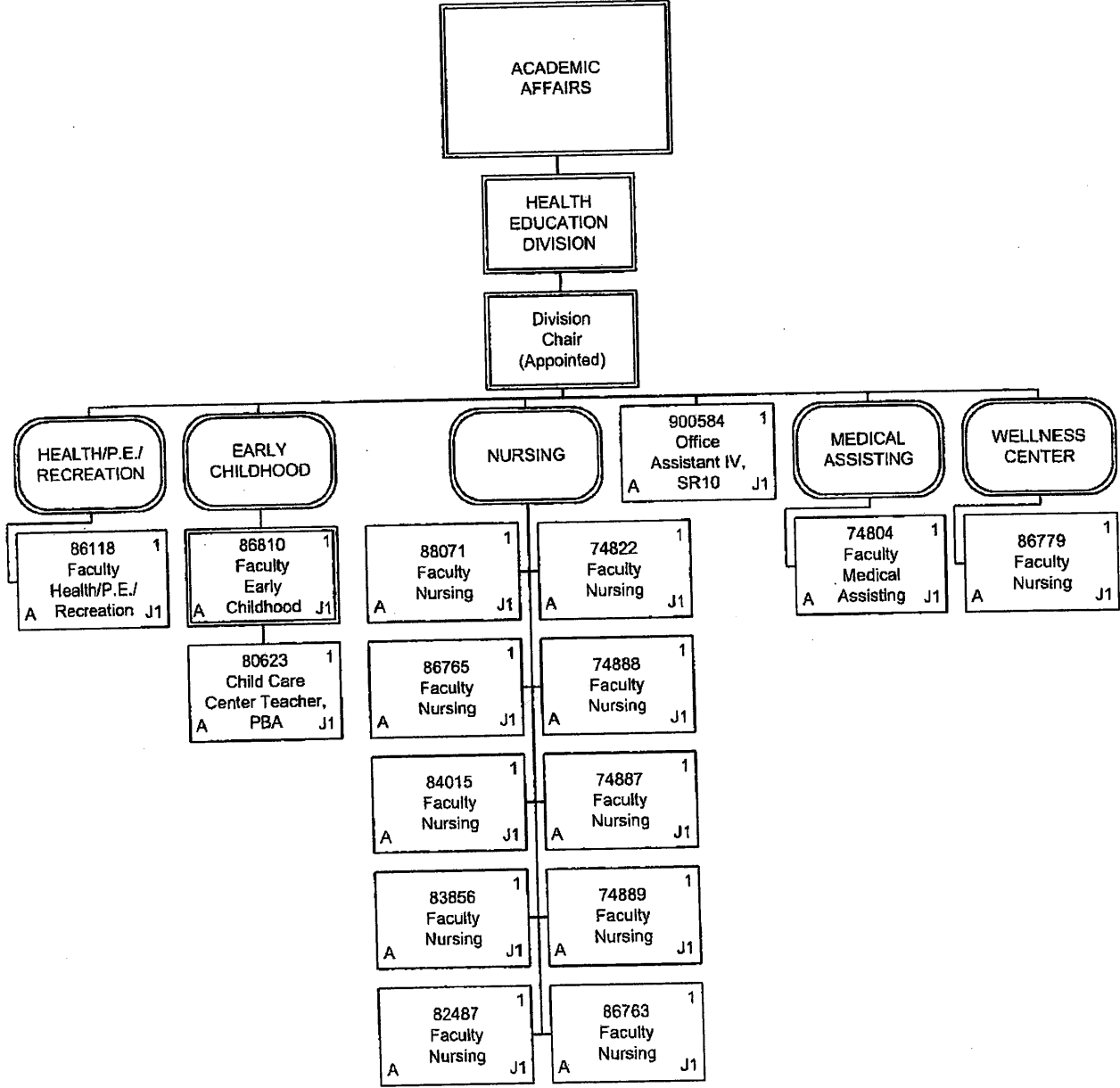
PROPOSED

Helen A. Cop
9/2/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

Chart 3-D

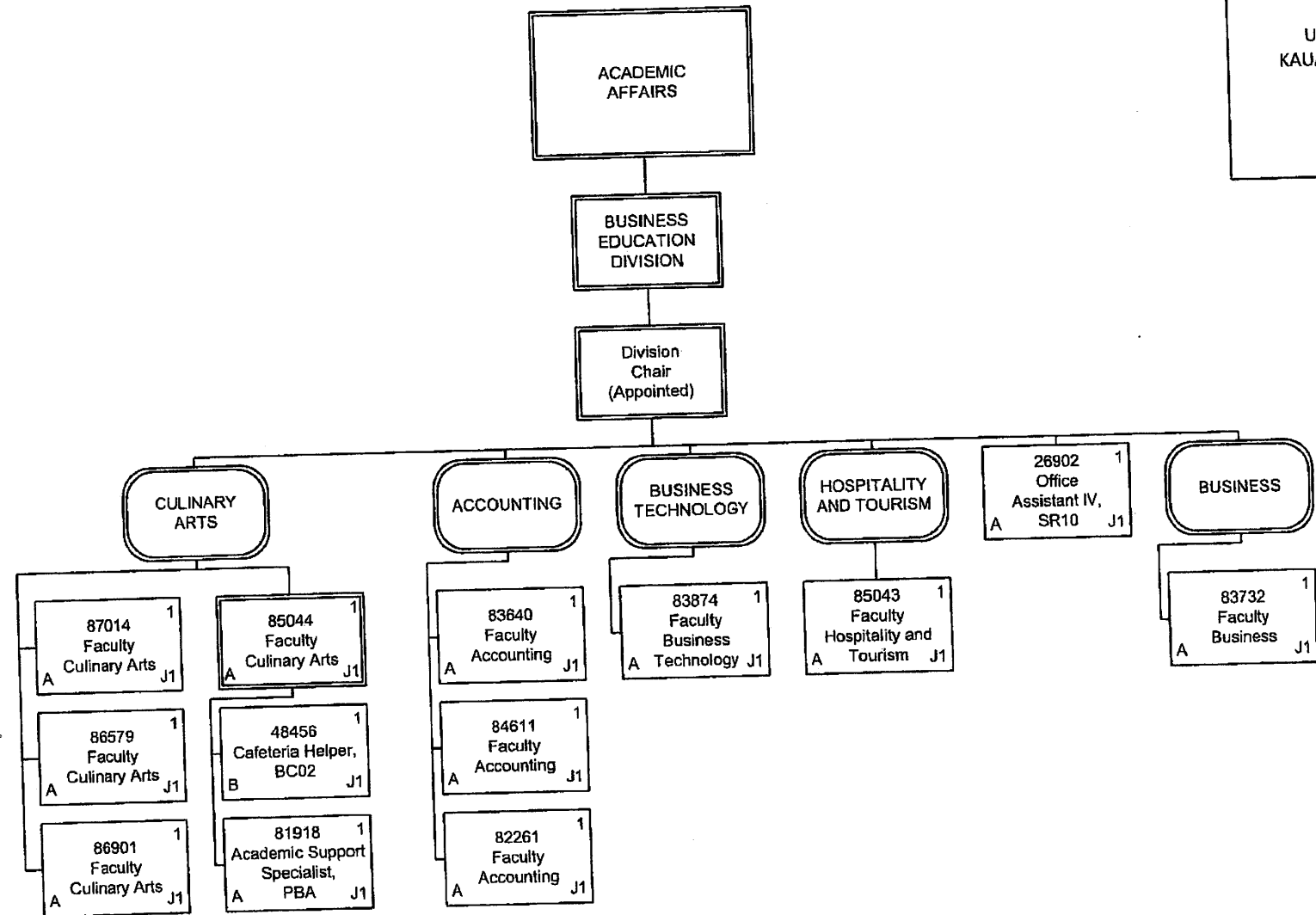


Permanent	16.00
General Fund	16.00
Grand Total	16.00

PROPOSED

Helen A. Ho
9/2/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE
Organization Chart
Chart 3-E



Permanent	13.00
General Fund	12.00
Special Fund	1.00
Grand Total	13.00

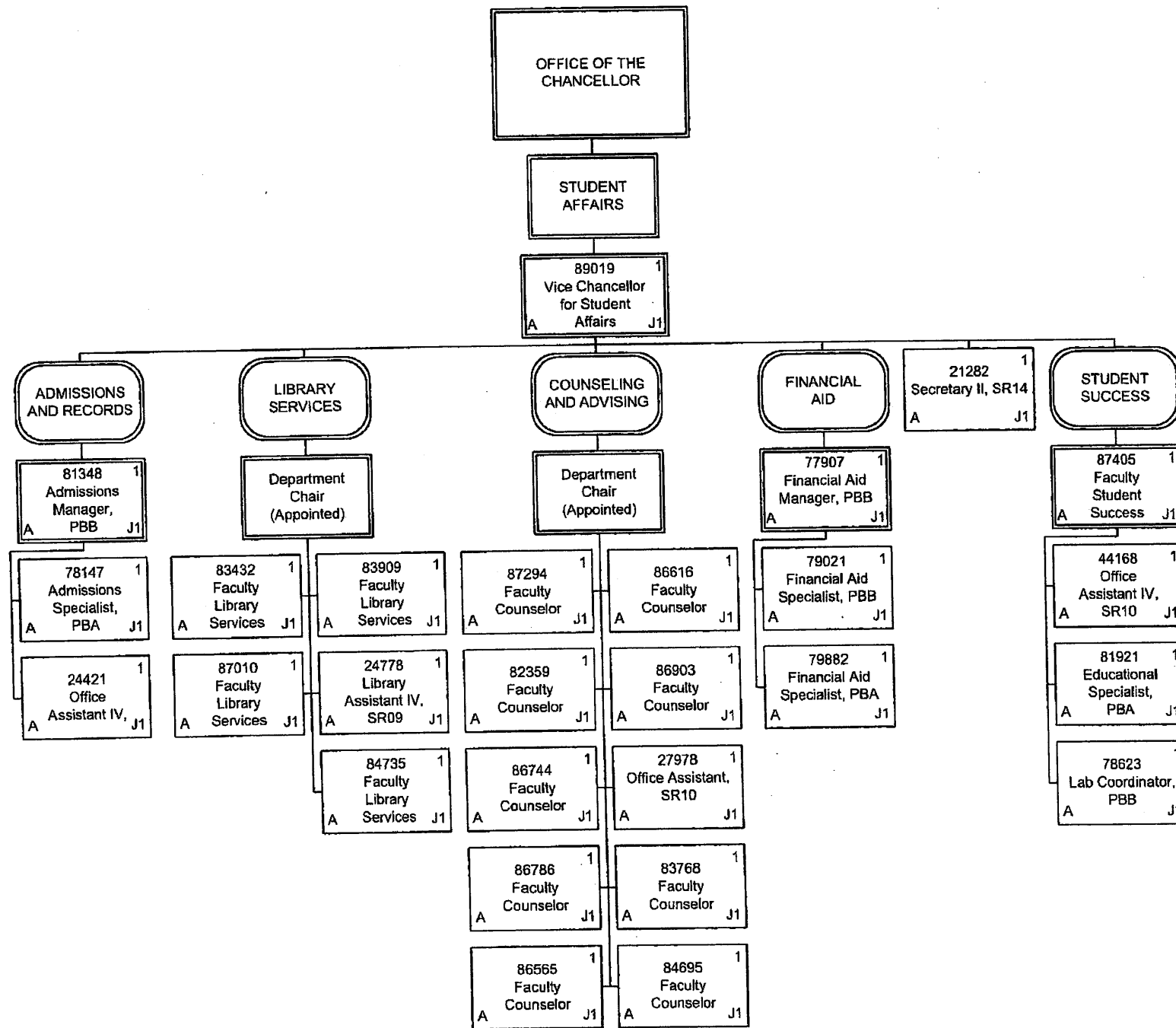
PROPOSED

Helen A. Ex
9/21/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

Chart 4



Permanent	27.00
General Fund	27.00
Grand Total	27.00

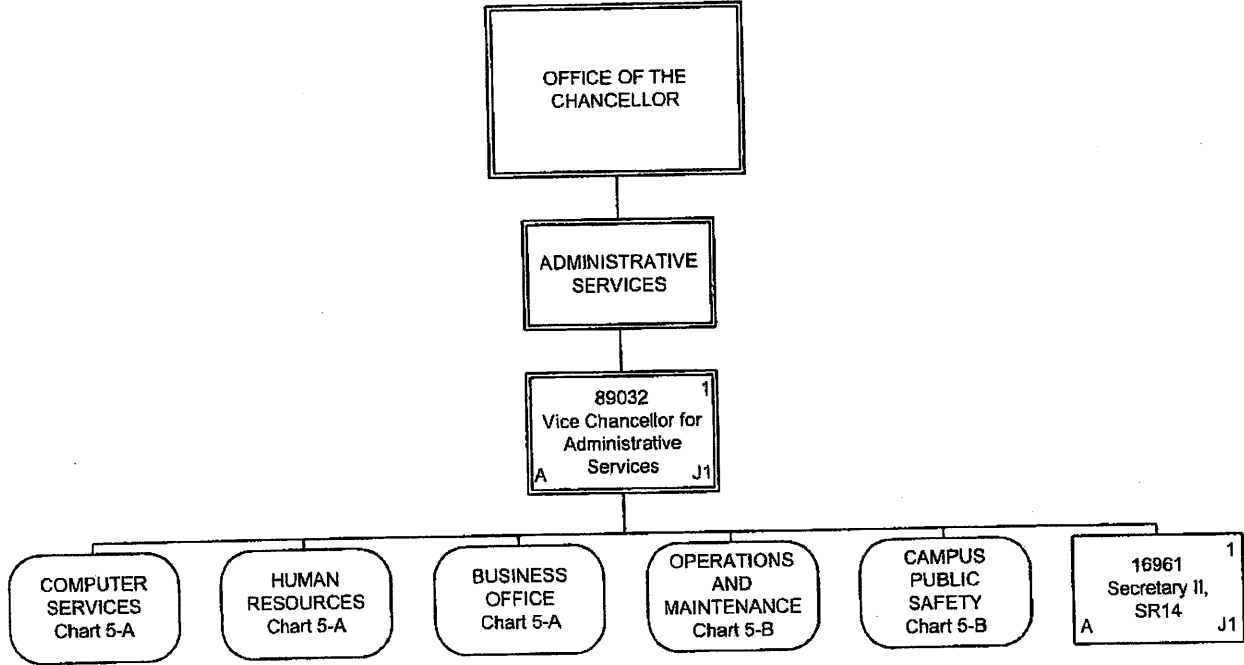
PROPOSED

Helen A. Cox
9/21/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

Chart 5

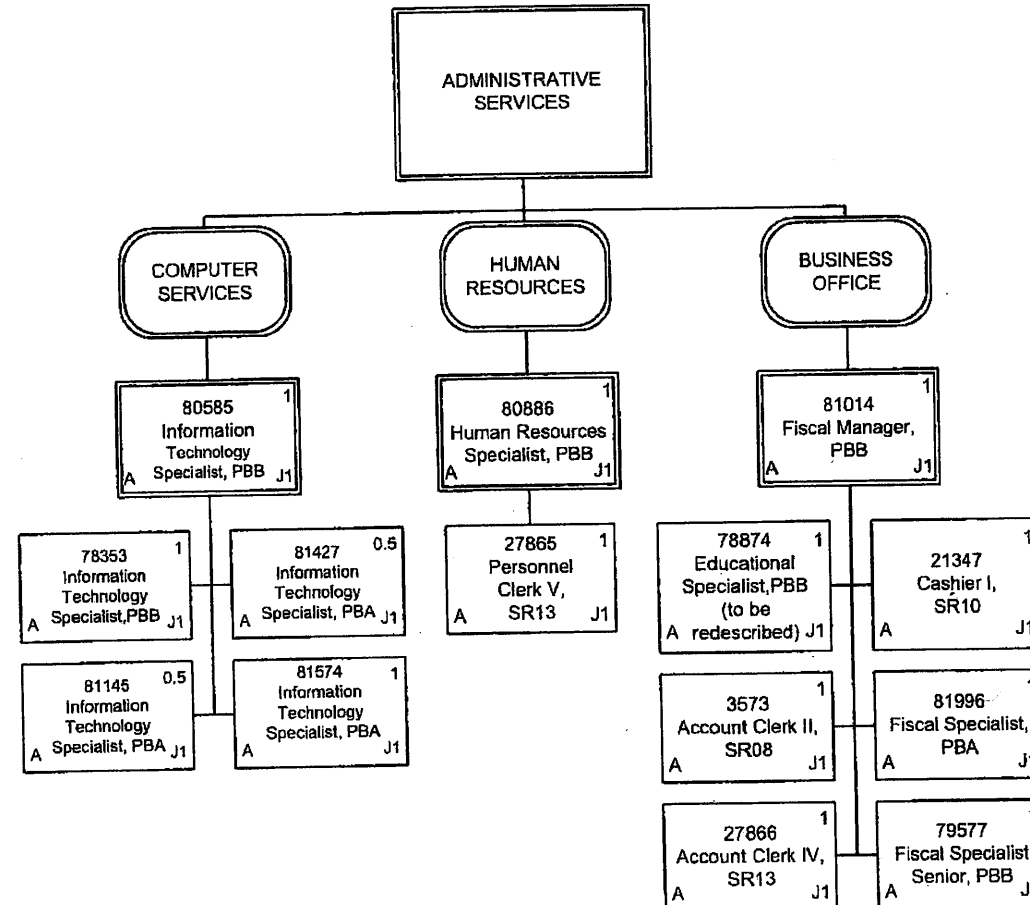


Permanent	2.00
General Fund	2.00
Grand Total	2.00

PROPOSED

Helen A. Cho

9/21/16



STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

Chart 5-A

Permanent	13.00
General Fund	13.00
Grand Total	13.00

PROPOSED

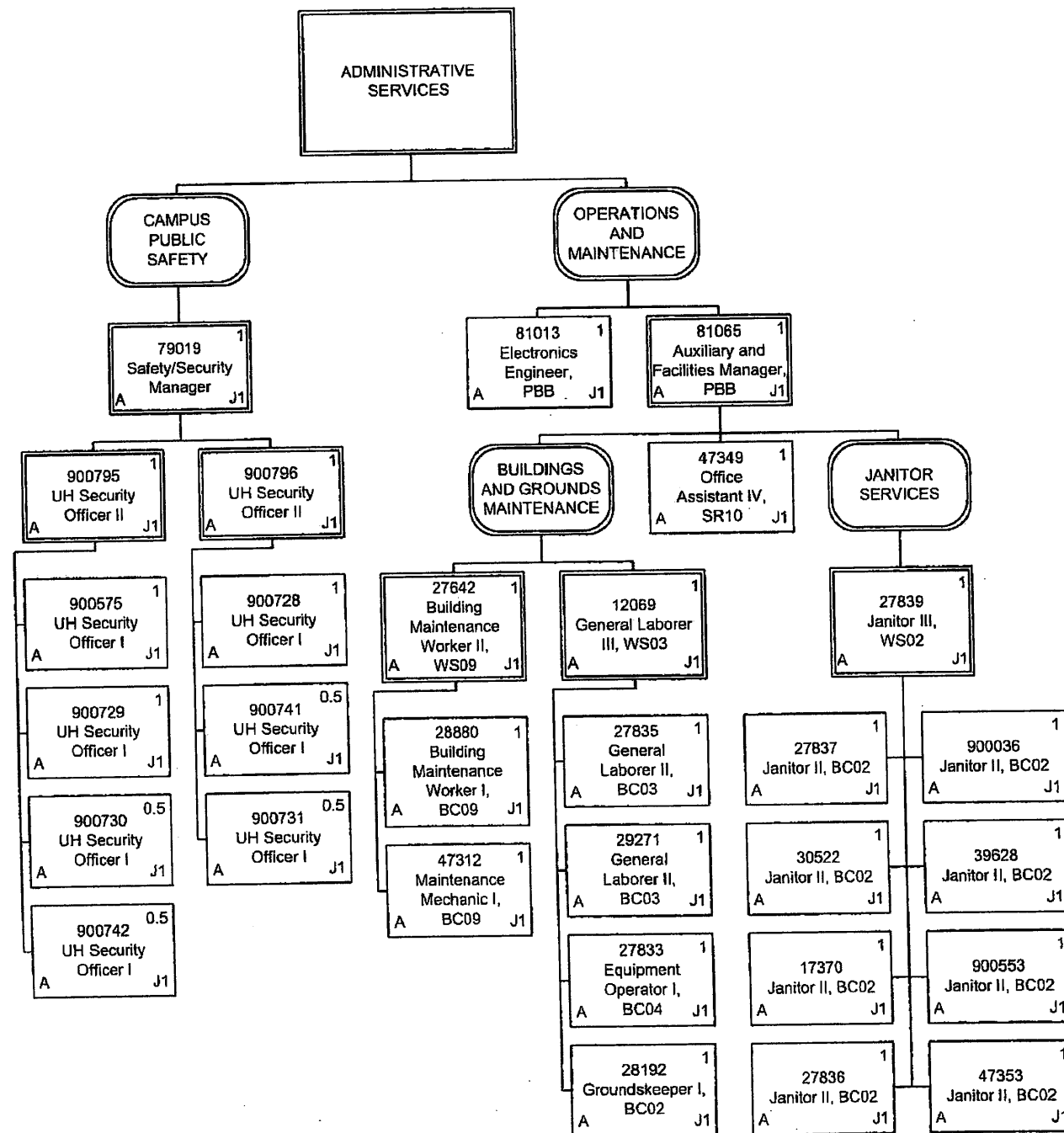
Helen A. Oka

9/21/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

Chart 5-B



Permanent	28.00
General Fund	28.00
Grand Total	28.00

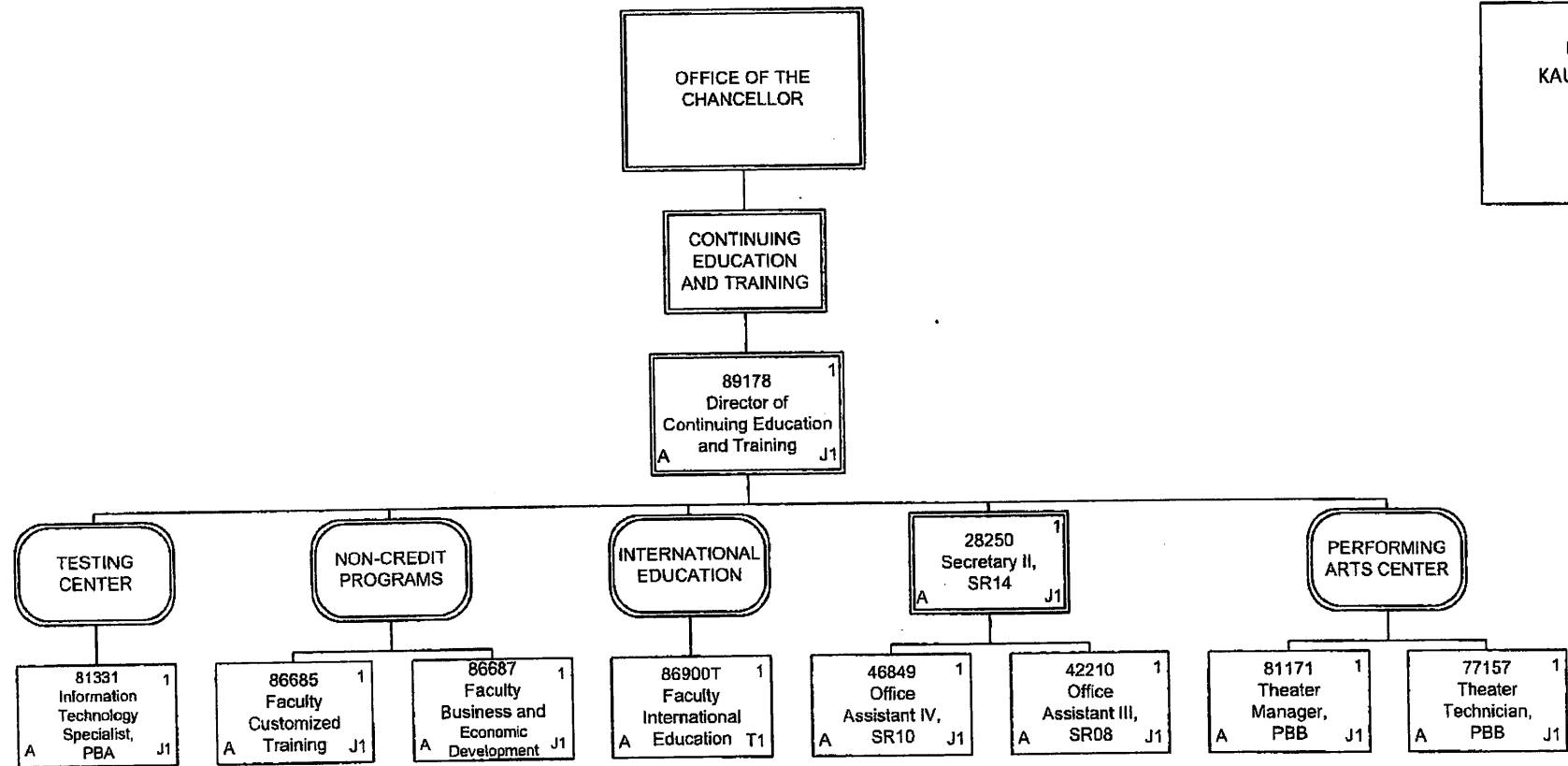
PROPOSED

Helen A. Clark
9/21/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

Chart 6



Permanent	9.00
General Fund	9.00
Temporary	1.00
General Fund	1.00
Grand Total	10.00

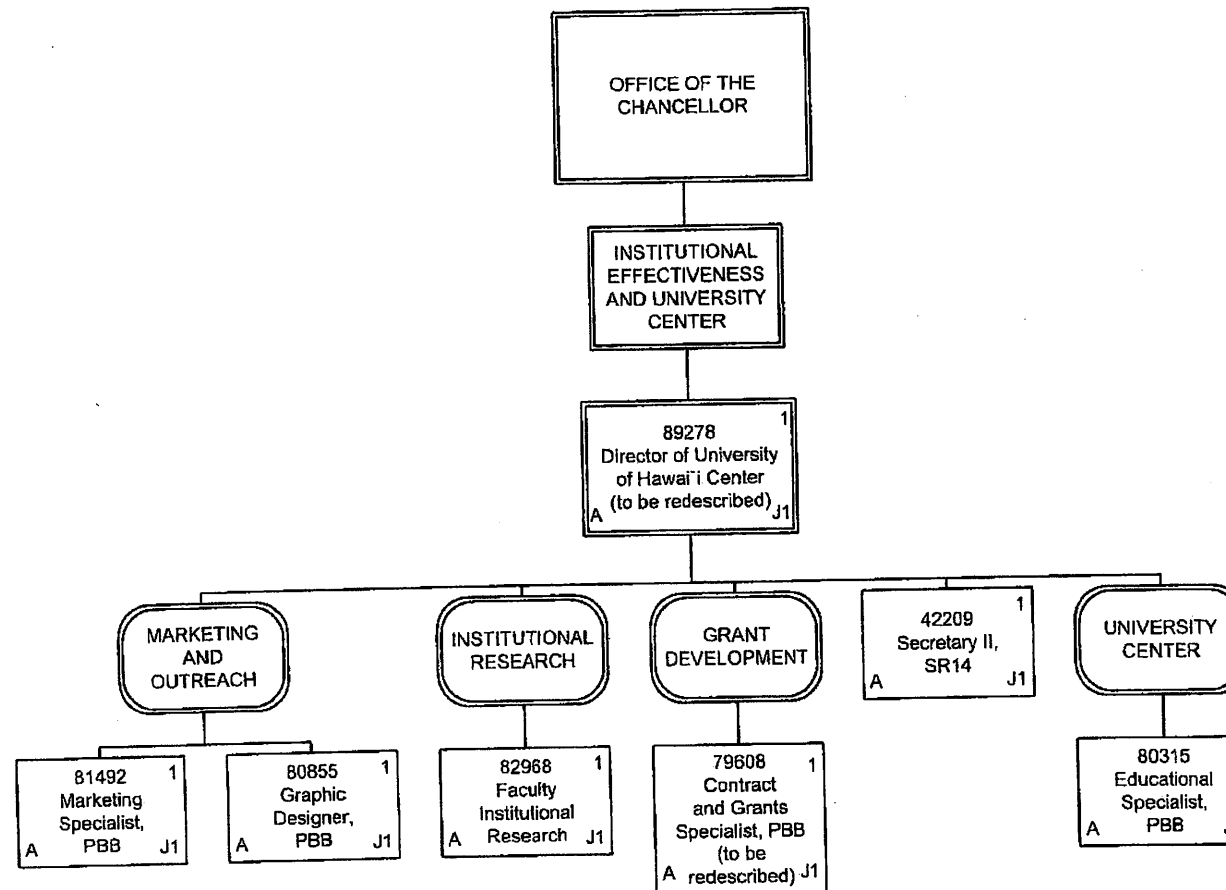
PROPOSED

Helen A. [Signature]
9/21/16

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUAI COMMUNITY COLLEGE

Organization Chart

Chart 7



Permanent	7.00
General Fund	7.00
Grand Total	7.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAUA'I COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides two-year college transfer and general education programs, semi-professional, technical, vocational, and continuing education programs, and such other educational programs and services as are appropriate for residents of Kaua'i.

- Offers vocational/technical programs which lead to certificates and Associate in Applied Science or Associate in Science degrees.
- Offers a college transfer and general education program which lead to the Associate in Art and Associate in Science degrees.
- Offers training in the related areas for the apprenticeship program in the building and construction trades and other apprenticeable trades.
- Offers continuing education and training programs.
- Supports the offering of baccalaureate and graduate degrees from other UH System campuses through the University Center.

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the overall administration and management of the College, which are organized into five functional areas: 1) Academic Affairs, 2) Student Affairs, 3) Administrative Services, 4) Continuing Education and Training, and 5) Institutional Effectiveness and the University Center.

- Develops short- and long-range educational plans for the improvement and growth of the College.
- Prepares biennial budget request for operating funds and the capital improvements program.
- Develops and issues policies governing the activities of the College.
- Organizes the College's activities to define scope, relationships, responsibilities, and authority.
- Selects, promotes, trains, and develops the College's personnel who staff the various units.
- Directs the College's operations by delegating, motivating, and coordinating the College's activities to bring about purposeful action toward desired objectives.
- Controls the College's activities by establishing a communication system, evaluating programs, measuring results, and taking corrective action.
- Serves as the primary liaison between and among higher administration officials, secondary schools, County and State agencies, and community agencies, including trade unions, advisory groups and community groups.
- Develops, plans and coordinates staff development activities and budget for the College. Identifies College faculty and staff goals, objectives and directions to respond to those needs.
- Develops and administers the Campus Sustainability Plan.
- Establishes and maintains liaison with higher administration officials, secondary schools, County and State agencies, and community agencies, including trade unions, advisory groups, and community groups.

ACADEMIC AFFAIRS

The Office of the Vice Chancellor for Academic Affairs is responsible for the overall management of instructional and support areas of the College.

ACADEMIC MANAGEMENT

- Develops and evaluates educational services, including the preparation and development of the Academic Development Plan.
- Develops policies relating to educational services and directs and coordinates the execution of such policies.
- Coordinates class schedules and reviews class enrollments.
- Participates in division meetings as well as meetings of advisory committees.
- Assists in the development of curriculum and course materials.

PERSONNEL MANAGEMENT

- Recommends staffing plans for all academic programs and support areas.
- Recruits and recommends selection of faculty members, APT, and clerical employees.
- Directs, coordinates, and supervises orientation for new faculty and lecturers.
- Organizes and administers in-service education and other professional development programs for all staff.
- Conducts evaluation of the performance of personnel in the instructional and academic support areas and makes recommendations for continued employment, re-appointment, or separation.
- Provides information to faculty and staff about professional development opportunities.
- Develops and oversees campus offerings which further professional and human resource development.
- Develops and implements fall and spring orientation sessions for all faculty and staff.

FINANCIAL MANAGEMENT

- Assists in the development and implementation of the instructional and academic support budget requests for both operating and capital construction requirements.

PLANNING

This function of the Vice Chancellor for Academic Affairs Office provides strategic planning so that resources are allocated to effectively meet the needs of students, faculty, and community.

- Assists the Chancellor in developing short- and long-range plans for the improvement and growth of the College.
- Supervises development of the campus Academic Development Plan and program and budget reviews.

COORDINATION

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

INSTRUCTION (Divisions)

Language, Arts and Humanities; Science and Math; Trade and Technology; Health Education; and Business Education

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

- Participates in personnel matters relating to teaching assignments, recruiting, continued employment, re-appointment, or separation.
- Prepares educational plans, including program reviews.
- Assists in the development of courses, schedules, and catalog materials.
- Assists faculty members to better serve students.
- Assists in the development of the biennial budget for both operating and capital improvements requirements.
- Cooperative Education
 - Offers students' opportunities to explore or test out various off-campus work experience in industry and business so that individual potential and career grounding can be developed.
 - Supervises and evaluates student performance and progress on the job in cooperation with each student's employer.
 - Locates jobs, places students, evaluates students, and approves the experience as acceptable for college credit.

STUDENT AFFAIRS

The function of the Office of the Vice Chancellor for Student Affairs is to provide the necessary services related to the needs of students which are not directly instructional. The office plans, coordinates, and supervises student recruitment, testing, guidance, and placement. The office is also responsible for student governance, graduation, and student activities.

- Provides all services related to student records.
- Assists students at the College to adjust and succeed.
- Coordinates all financial assistance to students.
- Maintains a program of counseling and guidance so that students will receive the maximum benefit from their college experience.
- Provides services to special groups of students such as the disadvantaged, handicapped, veterans, immigrants, and others in need of special help.
- Develops an enrollment management plan.
- Serves as the Campus Title IX Coordinator.
- Maintains STAR rules and transcripts in coordination with Academic Affairs.

ADMISSIONS AND RECORDS

The function of this office is to keep all records on every student who applies to the College, enrolls, and leaves the College.

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

LIBRARY SERVICES

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

COUNSELING AND ADVISING

The function of this office is to assist students in their educational experiences at the College using individual and group counseling, advising, directing and disseminating information.

- Assists students in adjusting to College requirements.
- Provides counseling to assist students in their career goals.
- Coordinates services of other agencies to assist students in attaining their goals.
- Provides accommodations and serves special need students.
- Provides career services.

STUDENT ACTIVITIES

- Coordinates club and athletic activities.
- Assists in the development of activities for student participation.
- Assists the Associated Students of Kaua'i Community College in the conduct of their activities.
- Disseminates information to the campus community regarding guest speakers, and other student activities, picnics and special entertainment.

FINANCIAL AID

This office is directly responsible for the student financial aid function of the College ensuring compliance with federal regulations.

- Supervises and manages the delivery of financial aid services to students seeking such assistance.
- Maintains accurate records of financial aid transactions.
- Reviews and disseminates information to prospective students while complying with federal and State statutes.

STUDENT SUCCESS

- Provides college success course and offers workshops in various success-building skills.
- Supports student success through the First Year Experience Program, the Wai'ale'ale Program, and any other similar program or service that may be created in the future.
- Provides consulting and tutoring in conjunction for the Tutoring Center and specialized workshops when needed.

COORDINATION

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

ADMINISTRATIVE SERVICES

The Office of the Vice Chancellor for Administrative Services is responsible for supervision of budget preparation and control, financial management, administration of non-academic personnel, planning and management of facilities, and campus public safety.

- Prepares the College's operating and capital improvements budget and administers the approved budget, including the maintenance of position control.
- Supervises the Business Office on the purchasing of necessary supplies, equipment, and other fiscal services.
- Coordinates all personnel matters with the University's Office of Human Resources for the faculty and staff of the College.
- Supervises the repair, maintenance, and the cleaning of the College's facilities and grounds.
- Oversees campus security programs and develops campus emergency response plans.
- Administers campus computer services and maintains the campuses data network and communication infrastructure.

OPERATIONS AND MAINTENANCE

This office is responsible for the cleaning, repair and maintenance of all grounds and facilities on campus.

Grounds

- Cleans and maintains all campus grounds.

Janitor Services

- Cleans all campus building facilities.

Building Maintenance

- Maintains all buildings and building equipment including electrical, plumbing, and air-conditioning systems of the college.

Facilities Use

- Administers the use of campus facilities in compliance with the College's Facilities Use Policy.

Media Services

- Plans, coordinates, and administers the College's media program, assisting in the selection of materials and equipment, acquisition of media resources, and scheduling and maintaining media resources.
- Support distance learning services on campus.

BUSINESS OFFICE

This office is responsible for the fiscal and procurement services needed by the College in fulfilling its educational mission.

- Assists all program units in purchasing supplies, equipment and services.

- Maintains sound internal controls over all of the College's physical assets.
- Ensures proper controls over all expenditures of College funds.
- Receives and deposits all cash collected by the College.
- Maintains accounting records and financial reports of the College.
- Coordinates with RCUH and ORS on external grants and contracts.

HUMAN RESOURCES

This office is responsible for the human resources administration of the College.

- Provides for training and staff development.
- Oversees files for the personnel recordkeeping and transactions.
- Maintains information on working conditions, salaries and fringe benefits, and employee benefits.
- Coordinates the Recruitment and Equal Employment Opportunity/Affirmative Action Program.
- Provides for classification, pay administration and contract interpretations.
- Prepares and processes workers' compensation claims.
- Provides on-campus student employment services.
- Responds to all employee-related issues and concerns.

CAMPUS PUBLIC SAFETY

This office is responsible for maintaining a safe and secure campus environment.

- Coordinate environmental, health, and safety training for faculty and staff.
- Develops and provides security programs to safeguard students, faculty, staff, visitors, and College property.
- Prepares and coordinates the College's emergency response plans.

COMPUTER SERVICES

- Coordinates computer services for the College, including hardware and software data base management and campus-wide networking, as well as management and maintenance of the network system and the computers serving faculty, staff, and instructional labs.
- Develops and maintains major systems, including systems analysis, systems design, application programming, systems testing, and systems installation.
- Provides technical support for data processing standards and training on software applications and basic hardware functions.

COORDINATION

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

CONTINUING EDUCATION AND TRAINING

The Office of the Director of Continuing Education and Training administers all non-traditional programs, including non-credit instructional programs and activities, cultural programs, a 550 seat campus theater, and the apprenticeship program.

NON-CREDIT PROGRAMS

- Provides programs and services which serve identified community needs; periodically assesses community needs to develop new courses and curriculum; recruits faculty, and implements courses in accordance with policies and procedures of the University and the State of Hawai'i.
- Plans, develops and administers the delivery of continuing education and training programs which include non-credit courses, seminars, workshops, special credit program and workshops for professional competency.
- Works directly with community organizations, groups and individuals on various community advisory and planning committees/boards, and representatives of business, industry, labor, and governmental agencies to assess needs and interests in the College's instructional capabilities in order to establish appropriate educational programs related to, but exclusive of, the regular instructional program.
- Provides technical support to faculty, students and staff in implementing continuing education and training or outreach activities, including the development of an understanding of community needs and the application of appropriate resources to meet those needs.
- Prepares and executes the continuing education and training budget in accordance with State and University policies.
- Maintains data and files required for reporting and evaluating program effectiveness.
- Schedules use of OCET facilities in accordance with campus policies and procedures.
- Administers the apprenticeship and journey-worker upgrading programs by working with the various trade unions and professional organizations.

PERFORMING ARTS CENTER

- Works with faculty members and community representatives to establish policies and procedures to make the theater operational. Conducts all administrative functions such as budgeting, hiring theater staff, purchasing and other related activities.
- Provides cultural exhibits and performances, which enrich the lives of Kaua'i residents.

INTERNATIONAL EDUCATION

- Oversees International Education in collaboration with the Vice Chancellor of Academic Affairs.

TESTING CENTER

- Provides testing services for the campus.
- Provides proctoring for non-UH testing including professional examinations and certifications.

COORDINATION

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

INSTITUTIONAL EFFECTIVENESS AND UNIVERSITY CENTER

The Office of Institutional Effectiveness and University Center oversees institutional research, assessment, and grant development, as well as serving as the College's Accreditation Liaison Officer. The office also manages and staffs the University of Hawai'i Center, Kaua'i which provides access to programs offered elsewhere in the University system and provides instructional assistance to faculty and students.

ACCREDITATION

- Provides a link to the Accrediting Commission for Community and Junior Colleges through the service of the Accreditation Liaison Officer.
- Coordinates and supervises the Accreditation Self-Study, follow-up studies as required, and annual reports.

UNIVERSITY OF HAWAII CENTER, KAUA'I

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

INSTITUTIONAL RESEARCH

- Collects, analyzes, and disseminates data that informs campus decision making.
- Coordinates with the UHCC Office of Institutional Research.
- Assists faculty and staff with their requests for data.

MARKETING AND OUTREACH

- Plans, develops and coordinates public relations activities of the College within the prescribed University guidelines, as well as assist in the actual writing of media materials to promote a positive image of the College.
- Develops community outreach activities to increase enrollment.

GRANT DEVELOPMENT

- Identifies grant opportunities for the College.
- Collaborates with faculty and staff to develop and submit grant proposals.

COORDINATION

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