

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

**FUNCTIONAL STATEMENTS**

Kapi'olani Community College (the "College") strives to be a model indigenous-serving institution, committed to responding to its local community through open access to, and engagement and success in, postsecondary education. It provides comprehensive education and training programs to meet the needs of its individual students while additionally preparing students for lives of ethical, responsible community involvement through increased civic engagement. In addition, the mission statement establishes the College's economic role to meet private sector demands for work-based training and specific skill acquisition for workers, as well as to meet the demands of local, national, and global sustainable advancement so that its students can be globally competitive as a workforce. The College has established a reputation as a national leader in 21<sup>st</sup> century career programs, especially in Hospitality, Health Education, ESL and Second Language Curriculum Development and Language Teacher Training, in the development of campus partnerships for community engagement, and in integrated international education through global collaborations. Also, the College continues to build partnerships within the University and with other educational, governmental, business, and non-profit organizations to support lifelong learning. The College currently offers the Associate in Arts degree, Associate in Science degree, Associate in Science in Natural Sciences degree, Academic Subject Certificates, Certificates of Achievement and Certificates of Competence in over 24 career fields and a variety of shorter term credit and continuing education training programs. Some of the specific degree and certificate offerings, such as those in Legal Education, Health Sciences, Emergency Medical Services, Biotechnician, and Educational Paraprofessional, are available only through Kapi'olani Community College.

## OFFICE OF THE CHANCELLOR

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

- Office for Academic Affairs
- Office for Student Services
- Office for Community and Continuing Education
- Office for Administrative Services
- Office for International Affairs
- Office for Institutional Effectiveness
- Kapi‘olani Community College Grants Office
- Fund raising

### **Office for Institutional Effectiveness (OFIE)**

OFIE provides leadership and coordination for long-range, strategic, and tactical planning; research in institutional effectiveness, especially in support of learning-centered faculty development opportunities and student learning outcomes; and grants and resource development in support of national promising practices and the unique opportunities of Hawai‘i. The Office for Institutional Effectiveness:

- Develops, in consultation with the campus community, the College’s:
  - Strategic Plan,
  - Self-evaluation and accreditation process,
  - Other long-range planning documents, and
  - Campus Community Partnerships for Climate Action, Sustainability and Resilience
- Establishes policies and direction for proper evaluation and accountability;
- Prepares management information reports and other institutional research;
- Implements the Accreditation self-evaluation action items;
- Plans the long-range development for facilities.
- Establishes process and procedures for annual program reviews and provides support to the program units in creation of those plans based on institutional research data;
- Manages and directs the collection and analysis of institutional research data and its use in management and resource allocation decisions;
- Collects and analyzes data related to the various activities of the College, especially those related to instruction and instructional support;
- Provides information in clear, usable reports;

- Helps faculty, administrators, and staff interpret data that inform and guide the processes of institutional planning and decision making, including budget allocation;
- Develops methodologies and procedures for gathering internal and external data;
- Conducts institutional research and assessment for all academic, student services and continuing education programs;
- Conducts program reviews, analyzing institutional effectiveness, and supports self-evaluations for reaccreditation purposes;
- Coordinates, administers, and analyzes surveys, questionnaires and focus groups, including the end-of-semester Student Feedback Survey;
- Conducts studies dealing with a variety of institutional research issues ranging from demand forecasts, to characteristics of various college groups, to providing support for ending programs or establishing new ones;
- Serves as an in-house consulting entity for faculty and staff in research design and statistical analysis so that data can be used for improved institutional outcomes through informed decision making and resource allocation;
- Supports planning activities for the college, including the preparation of strategic and academic development plans, and conducts the necessary studies to support recommendations for ending programs or establishing new ones; and
- Works with the Grants Office, vice chancellors, deans and faculty in grants identification and development.

### **Grants Office (KCC-GO)**

The KapCC Grants Office is a specialized unit focused on developing strategies to increase extramural revenue and provide extramural project support. The Grants Office performs the following functions:

- Develops KapCC's policies and procedures pertaining to extramural funding, including:
  - Grants Development and Administration campus policy;
  - Strategic Research Plan;
  - Grants Administration procedures;
  - Extramural File Retention procedure; and,
  - Other grant-related planning policies and procedures.
- Advises Chancellor and campus administrators to identify external funding opportunities to support the KapCC Strategic Plan, Long Range Development Plan, other long-range plans, and strategic initiatives;
- Reviews and advises Chancellor on relevance of grant opportunities to strategic and unit planning;
- Works with vice chancellors, deans and faculty in grants identification, development, proposals, approval, submission, and reporting;
- Reviews University of Hawaii Regents Policy, UH executive policy, UH administrative procedures, and UH Community Colleges policies to ensure campus policies, procedures, and practices align with internal university requirements;
  - Advises the Chancellor regarding the establishment of the campus "Strategic Research Plan" and maintenance of a Strategic Research Hiring Account and Strategic Research

#### Facilities Improvement Account;

- Serves as in-house consulting entity for grants and contracts to improve capacity to seek and manage external internal and external data;
- Provides annual reports on grants and contracts;
- Establishes and implements campus administrative procedures related to fiscal and personnel transactions funded on grants and contracts;
- Collects and analyzes data related to extramural funding raised through grants and contracts; and
- Collects and analyzes data related to indirect cost recovery to fund facilities and administrative costs incurred by extramural programs.

#### **Office for International Affairs**

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

- Provides international student assistance with applications for admissions, orientation, registration, and related enrollment issues;
- Provides international students with assistance concerning transcript evaluation;
- Provides one-shop stop services for international students, e.g., SEVIS/F-1 visas, OPT, Homeland Security issues and concerns, housing referrals, taxation, and academic advising;
- Develops and manages international cooperative and exchange agreements with institutions from other nations;
- Coordinates activities and protocol associated with official international visitors;
- Coordinates and manages faculty international exchanges;
- Coordinates and supports student study abroad;
- Coordinates recruitment and student support for international students; and
- Coordinates international education initiatives, including curriculum development, customized contract international workforce development, and other programs supporting international education for the College.

## OFFICE FOR ACADEMIC AFFAIRS

The Office for Academic Affairs oversees three major academic programs: Arts and Sciences; Health; and Hospitality, Business and Legal. Within the Office is the Academic Support and Resources unit, which consists of Curriculum Resources and Emphases, Library and Learning Resources and Center for Excellence in Learning, Teaching and Technology (CELTT). In addition, this Office plans, develops, and implements special projects assigned by the Chancellor. The Office for Academic Affairs:

- Provides oversight for personnel actions concerning academic program counselors, in consultation with the Office of Student Services;
- Pursues extramural funding opportunities in cooperation with the Office of Institutional Effectiveness;
- Oversees the management and operations of academic programs;
- Provides leadership for the Vice Chancellors' Advisory Council, which serves as a forum for problem-solving operational matters, discussing operational issues concerning academic affairs, student services affairs, and continuing education; and
- Provides leadership and oversight for across-the-curriculum emphases and initiatives and internal and external articulation agreements.

### Academic Support and Resources

The Academic Support and Resources Unit provides assistance to improve faculty and staff performance and student outcomes through the following:

#### Curriculum Resources and Emphases

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

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

#### Library and Learning Resources

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

- Acquires, maintains, and disposes of library materials and information in both print and non-print forms;
- Catalogs and classifies all new material;
- Develops online materials for use by students enrolled in both on-campus and off-campus courses;

- Consults with faculty on resources related to their learning goals;
- Performs reference functions:
  - o Assists users to obtain information,
  - o Answers questions, and
  - o Provides instruction in use of library material and information services;
- Provides access to online catalogs and other means to locate information;
- Coordinates automated activities with other libraries, vendors and external specialists;
- Maintains hardware and software of several systems used in performing all library functions;
- Maintains, edits, and corrects records in the bibliographic database;
- Generates special database reports;
- Manages the circulation processes for loan of information materials including collecting fines;
- Provides student learning assistance such as access to open computer labs, audio-visual equipment, study rooms, make-up testing, and other learning assistance;
- Provides learning center functions such as tutoring;
- Develops and implements applicable policies and procedures;
- Compiles and manages College-wide information for distribution through the College's web site(s); and
- Assists in design of websites for information distribution by departments, faculty, and staff.

#### Center for Excellence in Learning, Teaching and Technology (CELTT)

The Center for Excellence in Learning, Teaching and Technology (CELTT) is responsible for planning, developing, and delivering high quality computing and media resources and services for student learning, administrative operations, faculty and staff development, and delivery of instruction and services. CELTT:

- Coordinates, develops, and implements the College's technology plans;
- Develops and maintains the College's voice, data, and video networks;
- Develops and supports local area networks within instructional and administrative facilities;
- Develops and coordinates faculty and staff professional development activities;
- Conducts demonstrations to familiarize faculty and staff with equipment available and to enable them to operate equipment;
- Supports the development of face-to-face and online delivery using a variety of media, web-based instruction, or other forms of digital delivery;
- Supports curriculum innovation using computers or media technology in the classroom;
- Develops and maintains computing programs and services for both academic and administrative uses;

- Works with College program heads to formulate budget requirements especially in the area of technology and technology uses;
- Evaluates and makes recommendations on the purchase of technology;
- Maintains and repairs media and computing equipment, including the development and implementation of preventive maintenance programs;
- Trains faculty and staff in various computer applications and use of media;
- Provides telephone/telecommunication services; and
- Develops and implements applicable policies and procedures.

### **Arts and Sciences Academic Program**

The Arts and Sciences Academic Program:

- Develops and delivers credit instruction leading to the Associate in Arts in Liberal Arts, Associate in Arts in Hawaiian Studies degrees and Associate in Science in Natural Science and related academic certificates;
- Develops and delivers general education for all Associate degrees;
- Develops and delivers selected pre-baccalaureate programs in the arts and sciences, business administration, engineering, and education;
- Develops and delivers Associate in Technology Studies programs built on the offerings of the arts and sciences;
- Develops and delivers pre-college math and English courses;
- Supports the development of face-to-face and online delivery using a variety of media, web-based instruction, or other forms of digital delivery;
- Develops, maintains, and implements a five-year curriculum cycle;
- Develops and maintains an up-to-date biennium equipment inventory and equipment acquisition plan;
- Oversees the recruitment, improvement, and evaluation of faculty;
- Schedules classes, assigns faculty, assigns classroom space in consultation with the campus-wide scheduler;
- Develops and delivers summer session programs for the arts and sciences;
- Develops and delivers student and learning support for the various arts and sciences programs:
  - o Provides academic and vocational counseling,
  - o Provides advisement of program requirements,
  - o Provides learning assistance,
  - o Provides employment options,
  - o Conducts sessions/workshops for College success and completion,
  - o Conducts new student orientation,
  - o Provides student assessment and transfer options,
  - o Monitors progress for high risk students,
  - o Provides retention activities,
  - o Develops and assesses student Learning Outcomes (SLO), and
  - o Develops rapid response workforce development initiatives in concert with the Office of Community and Continuing Education;

- Develops curriculum and innovates to ensure student success; and
- Pursues extramural funding opportunities.

### **Health Academic Program**

The Health Academic Program:

- Develops and delivers degree and certificate programs in emergency medical services, health sciences, and nursing;
- Develops and delivers pre-health recruitment, counseling, and educational programs;
- Supports the development of face-to-face and online delivery using a variety of media, web-based instruction, or other forms of digital delivery;
- Develops, maintains, and implements a five-year curriculum cycle;
- Develops and maintains an up-to-date biennium equipment inventory and equipment acquisition plan;
- Oversees the recruitment, improvement, and evaluation of faculty;
- Schedules classes, assigns faculty, assigns classroom space in consultation with the campus-wide scheduler;
- Develops and delivers summer session programs for the health programs;
- Develops and delivers student and learning support for students enrolled in health programs:
  - o Provides academic and vocational counseling,
  - o Provides advisement of program requirements,
  - o Provides learning assistance,
  - o Provides employment options,
  - o Conducts sessions/workshops for College success and completion,
  - o Conducts new student orientation,
  - o Provides student assessment and transfer options,
  - o Monitors progress for high risk students,
  - o Provides retention activities,
  - o Develops and assesses student Learning Outcomes (SLO), and
  - o Develops rapid response workforce development initiatives in concert with the Office of Community and Continuing Education;
- Develops and delivers pre-baccalaureate programs in health fields;
- Develops curriculum and innovates to ensure student success in health education;
- Develops and delivers Long Term Care credit and continuing education courses in partnership with the College's continuing education agency (i.e., OCCE), and
- Pursues extramural funding opportunities.



## Hospitality, Business & Legal Education Academic Program

### Culinary Institute of the Pacific

- Develops and delivers degree and certificate programs in culinary arts;
- Develops and delivers pre-baccalaureate programs in culinary arts education;
- Develops and delivers bachelor degree programs in cooperation with four colleges;
- Supports the development of face-to-face and online delivery using a variety of media, web-based instruction, or other forms of digital delivery;
- Develops, maintains, and implements a five-year curriculum cycle;
- Develops and maintains an up-to-date biennium equipment inventory and equipment acquisition plan;
- Oversees the recruitment, improvement, and evaluation of faculty;
- Schedules classes, assigns faculty, assigns classroom space in consultation with the campus-wide scheduler;
- Develops and delivers summer session programs in culinary arts;
- Develops and delivers student and learning support for students enrolled in or interested in culinary arts:
  - Provides academic and vocational counseling,
  - Provides advisement of program requirements,
  - Provides learning assistance,
  - Provides employment and transfer options,
  - Conducts sessions/workshops for College success and completion,
  - Conducts new student orientation,
  - Provides student assessment and transfer options,
  - Monitors progress for high risk students,
  - Provides retention activities,
  - Develops and assesses student Learning Outcomes (SLO), and
  - Develops rapid response workforce development initiatives in concert with the Office of Community and Continuing Education;
- Develops and innovates curriculum related to student success in culinary arts; and
- Pursues extramural funding opportunities.

### Hospitality and Tourism

- Develops and delivers degree and certificate programs in hotel operations, travel and tourism, and other aspects of the hospitality industry;
- Develops and delivers pre-baccalaureate programs in hotel, travel and tourism education;
- Supports the development of face-to-face and online delivery using a variety of media, web-based instruction, or other forms of digital delivery;
- Develops, maintains, and implements a five-year curriculum cycle;
- Develops and maintains an up-to-date biennium equipment inventory and equipment acquisition plan;
- Oversees the recruitment, improvement, and evaluation of faculty;

- Schedules classes, assigns faculty, assigns classroom space in consultation with the campus-wide scheduler;
- Develops and delivers summer session programs in hospitality programs;
- Develops and delivers student and learning support for students enrolled in or interested in hospitality programs:
  - o Provides academic and vocational counseling,
  - o Provides advisement of program requirements,
  - o Provides learning assistance,
  - o Provides employment and transfer options,
  - o Conducts sessions/workshops for College success and completion,
  - o Conducts new student orientation,
  - o Provides student assessment and transfer options,
  - o Monitors progress for high risk students,
  - o Provides retention activities,
  - o Develops and assesses student Learning Outcomes (SLO), and
  - o Develops rapid response workforce development initiatives in concert with the Office of Community and Continuing Education;
- Develops and innovates curriculum related to student success in hotel, travel and tourism education; and
- Pursues extramural funding opportunities.

#### Business Academic Program

- Develops and delivers degree and certificate programs in business, information technology, legal assisting, legal secretary, and related legal fields;
- Develops and delivers pre-baccalaureate programs in accounting, information technology, marketing, and paralegal;
- Supports the development of face-to-face and online delivery using a variety of media, web-based instruction, or other forms of digital delivery;
- Develops, maintains, and implements a five-year curriculum cycle;
- Develops and maintains an up-to-date biennium equipment inventory and equipment acquisition plan;
- Oversees the recruitment, improvement, and evaluation of faculty;
- Schedules classes, assigns faculty, assigns classroom space in consultation with the campus-wide scheduler;
- Develops and delivers summer session programs for business, legal and information technology education;
- Develops and delivers student and learning support for students enrolled in or interested in business, legal and information technology education programs:
  - o Provides academic and vocational counseling,
  - o Provides advisement of program requirements,
  - o Provides learning assistance,
  - o Provides employment and transfer options,
  - o Conducts sessions/workshops for College success and completion,
  - o Conducts new student orientation,
  - o Provides student assessment and transfer options,
  - o Monitors progress for high risk students,
  - o Provides retention activities,
  - o Develops and assesses student learning outcomes (SLO), and

- o Develops rapid response workforce development initiatives in concert with the Office of Community and Continuing Education;
- Develops and innovates curriculum related to student success in business, information technology and legal education; and
- Pursues extramural funding opportunities.

## OFFICE FOR STUDENT AFFAIRS

The Office for Student Affairs is comprised of services for various targeted populations and the Kekaulike Information and Service Center. In addition, this Office plans, develops, and implements special projects assigned by the Chancellor.

### **The Office of Student Affairs**

- Provides leadership and oversight for the College's enrollment management activities;
- Provides direct oversight for personnel actions concerning program counselors, in consultation with the Office of the Vice Chancellor for Academic Affairs;
- Coordinates student co-curricular and social activities, and leadership training for students;
- Administers policies related to student privacy, conduct, and other student rights and responsibilities;
- Develops and implements applicable policies and procedures;
- Pursues extramural funding opportunities in cooperation with the Office for Institutional Effectiveness;
- Provides leadership and oversight in the development, implementation, and assessment of student learning outcomes (SLOs) and service area outcomes (SAOs); and
- Provides leadership for the Student Affairs Leadership Team (SALT), which serves as a forum for problem-solving for operational matters. The Council discusses operational issues concerning student affairs, student services, and online and continuing education issues.

### **Student Services**

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

#### **The Students Services Unit:**

- Coordinates student support functions within the academic units to provide quality control, consistency, and professional development for student services professionals;
- Oversees college activities that facilitate the transition of students from high school to college;
- Designs and implements new student orientation efforts;
- Coordinates special programs and support services for minority, student parent, low income/first generation and other targeted students;
- Provides support services that enable students with disabilities to succeed;
- Provides job placement for currently enrolled students as well as graduates;
- Provides career and transfer information and services for currently enrolled students, and
- Provides and oversees co-curricular student activities.

### **Kekaulike Information and Service Center (KISC)**

The Kekaulike Information and Service Center is a one-stop information and service center with comprehensive services such as Admissions, Records and Registration, Financial Aid, and Cashier.

#### **The Kekaulike Information and Service Center:**

- Assists students with application for admissions, registration and registration changes;
- Assists students concerning transcript requests;
- Assists students in verifying enrollment, financial aid, and student account information;
- Provides service for students to make payments at the cashier's window;
- Coordinates student admission, including admission into select admission programs;
- Manages registration for both credit and continuing education courses;
- Manages student records for both credit and continuing education students;
- Certifies enrollment status and other student status for educational and financial benefit programs such as veterans' and Social Security programs and responds to other official or legal inquiries;
- Provides financial aid counseling and assistance for students, including administration of private aid programs;
- Administers the Student Financial Aid program, which includes student loans, scholarships, grants, tuition waivers and employment; and
- Evaluates academic credentials for students.

## OFFICE FOR COMMUNITY AND CONTINUING EDUCATION

The Office for Community and Continuing Education (OCCE) is responsible for planning, developing, and implementing relationships and information flow between the College and the external community. The OCCE is responsible for providing the community with quality Continuing Education, Workforce Development programs, and Rapid Response programs developing and maintaining Community Relations and coordinating college-wide marketing resources and support. Finally, this Office plans, develops, and implements special projects assigned by the Chancellor. The OCCE:

- Oversees the management and operations of continuing education programs, college-wide marketing, and community relations;
- Develops and implements applicable policies and procedures relating to Continuing Education;
- Provides leadership and oversight for the development, implementation, and assessment of student learning outcomes (SLOs) for continuing education; and
- Provides leadership for the Vice Chancellors' Advisory Council, which serves as a forum for problem-solving for operational matters. The Council discusses operational issues concerning academic affairs, student services affairs, and continuing education.

### **Community Relations**

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

- Provides a liaison with community organizations such as neighborhood boards, community associations, and other groups;
- Provides public information and offers a first-stop source of information for the community;
- Develops, cultivates, and maintains alumni relationships;
- Develops and coordinates programs to market the College's training capabilities to potential markets, including corporations and government agencies in consultation with the appropriate college programs;
- Produces the schedule of courses and the college catalogue, working in close relationship with the Office of the Vice Chancellor for Academic Affairs and the Office of Student Services;
- Assists the Chancellor's Office in private fund development and donor relationships; and
- Develops and implements applicable policies and procedures.

### **Continuing Education**

- Coordinates with all programs in the Office of Academic Affairs and the Office of Student Services to develop and deliver continuing education programs to the community;
- Plans, develops curricula, and implements continuing education courses and community service programs;
- Plans, develops curricula, and implements contract training;
- Schedules and works with scheduler to assign classrooms, and develops program catalogs and brochures;

- Recruits temporary faculty to teach courses;
- Pursues extramural funding opportunities for the continuing education and workforce development needs of the community;
- Maintains data and files required for reporting and evaluating program effectiveness;
- Coordinates, develops, and implements marketing and recruiting programs, including promotional materials;
- Develops and delivers continuing education programs related to the offerings in Arts & Sciences, Health, Business and Information Technology, Legal Education, Culinary Arts, and Hospitality and Tourism:
  - o Plans, develops curricula, and implements continuing education courses and community service programs
  - o Plans, develops curricula, and implements contract training
  - o Schedules, assigns classrooms, and develops program catalogs and brochures
  - o Recruits temporary faculty to teach courses
  - o Maintains data and files required for reporting and evaluating program effectiveness; and
- Develops and implements applicable policies and procedures.

## **OFFICE FOR ADMINISTRATIVE SERVICES**

The Office for Administrative Services is comprised of the Business Office; Human Resources Office; Auxiliary Services, Security Services, and Facilities Management. In addition to the functions carried out by these units, the Office of Administrative Services is responsible for overall administrative policy development and implementation, legal matters, legislative and State government relations, facilities scheduling, and financial audit functions. These functions are carried out within University guidelines and in conjunction with other University administrative and legal offices. Finally, this Office plans, develops, and implements special projects assigned by the Chancellor.

### **Business Office**

The Business Office is responsible for all fiscal, budgetary, grants management, and property management functions at the College. The Business Office:

- Coordinates accounting and financial records;
- Manages the procurement process;
- Manages payroll;
- Receives and accounts for cash (oversees the cashier functions carried out in other units);
- Prepares and executes operational and capital budgets;
- Manages contracts and grants;
- Controls inventory and fixed assets; and
- Develops and implements applicable policies and procedures.

### **Human Resources Office**

The Human Resources Office is responsible for all personnel and employment-related matters at the College, including oversight of personnel actions taken within the other units. The Human Resources Office:

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

### **Auxiliary Services, Security Services, and Facilities Management**

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

- Provides custodial services;
- Maintains grounds, including landscape design and maintenance;



- Maintains buildings, including development and implementation of preventive maintenance programs;
- Plans, builds, and renovates facilities, including liaison with the office of Physical Facilities, Planning and Construction;
- Directs campus safety programs, including security, hazardous waste management, OSHA compliance, and emergency planning;
- Operates parking and transportation services;
- Operates the physical plant, including development and implementation of energy management programs;
- Coordinates and produces print materials for instructional and administrative purposes;
- Provides mail services;
- Supervises the College telephone operator; and
- Develops and implements applicable policies and procedures;