University of Hawai‘i Community College System, Kapi‘olani Community College

Reorganization Proposal

Submitted by

Leon Richards, Chancellor

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EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL

UNIVERSITY OF HAWAI‘I COMMUNITY COLLEGES SYSTEM,
KAPI‘OLANI COMMUNITY COLLEGE

The eleven items enumerated in the Kapi‘olani Community College (the College) Mission Statement1 illustrate a commitment to excellence. The College strives to be a social and educational institution committed to responding to its local community through open access to 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 employees, as well as to meet the demands of local, national, and international developments by preparing our students to strive for the highest in every aspect of their lives and to provide leadership in a global environment.

Specifically, the College’s mission states that it prepares students to meet rigorous baccalaureate requirements and employment and career standards and that it uses human, physical, technological and financial resources effectively and efficiently to achieve these educational goals. Due to changes in our students, our community, the resources available to the College, and the dynamics of this global age, the present organization makes it more and more difficult for the College to fulfill its mission at the level of quality demanded by the faculty, staff, administration and the community at large. Thus, the goals of the proposed reorganization include:

a. Consolidate like functions in the major areas of the College, where appropriate, to assure
   – consistency of policy and direction,
   – implementation of common standards,
   – coordination within and between programs and program areas,
   – consistency in evaluation of outcomes, and
   – consistency in use of institutional research for further development;
b. Establish a structure that can attend to both system-related issues affecting the College as well as internal, college-related issues;
c. Create opportunities for leadership development through delegation of projects to Vice Chancellors and Deans and through Vice Chancellors’ collaboration and decision making;
d. Improve Continuing Education by centralizing the program; and
e. Centralize policy and management of facilities allocations.

The proposed reorganization focuses on the structure of the College functions, i.e., administration, academics, student services, community and continuing education, and administrative services, and consolidates these functions so that each can respond more efficiently and effectively to the needs of the students and the communities the College serves. The purpose of the proposed reorganization is to continue the development of a well-coordinated educational institution that places student learning and success at the very center of its mission and its motivation to act. In order to effectively promote student learning and persistence; respond to changes in the educational, social, and economic environment of the College; comply with the recommendations of the ACCJC; and continue the tradition of developing the quality of
its activities, the College proposes this following reorganization and consolidation of its programs, activities, and resources.

The proposed organization changes are:

1. Establish within the Chancellor’s Office: (a) an Office for Institutional Effectiveness to include planning, institutional research, assessment, and grant and resource development; and (b) an Office for International Affairs;

2. Consolidate the administration of academic programs and appropriate support and resources (i.e., the latter to include agencies currently listed as the Information and Media Technology Services (IMTS), Library and Learning Resources, Curriculum Management, and Gallaudet University Regional Center for the Pacific Region) in an Office for Academic Affairs, under the direction of a Vice Chancellor for Academic Affairs; and consolidate information technology support services in the Center for Excellence in Learning, Teaching and Technology (renamed and reorganized from IMTS);

3. Re-title the Dean of Student Services to the Vice Chancellor for Student Services; consolidate support services in the Kahikoluamea Unit in Student Services by consolidating the Holomua Academic Program, Malama Hawai`i, FYE Student Services and counseling resources; and consolidate the College’s registration function in the Kekaulike Information and Service Center;

4. Create an Office for Community and Continuing Education (OCCE) to consolidate and coordinate the College’s efforts in the areas of community relations, continuing education, rapid response workforce development, and marketing, to be administered by a Vice Chancellor for Community and Continuing Education;

5. Consolidate management of administrative services by placing academic and administrative printing and publications, and mail services and the telephone operator and other auxiliary services, i.e., security services, emergency preparedness, grounds-keeping, and custodial services, in an Auxiliary Services, Security Services, and Facilities Management Unit, under the Office for Administrative Services.

The students, faculty, staff, and administrators of Kapi‘olani Community College request the College’s proposal for reorganization be approved. The reorganization plan addresses the concerns of the faculty and staff of the College and its accrediting agency. When implemented, it will enable the College to focus on student learning and development needs, faculty and staff education and training needs, and the administrative stability needed to create an educational institution for the future, today.

With the above administrative changes, there will be some personnel changes:

1. In the Chancellor’s Office, a faculty member will be assigned to head the Office for Institutional Effectiveness (OIE); an APT position will be assigned to OIE from College and Community Relations to assist with grants, resource development and assessment at no additional expense to the College; a temporary clerical position will be created to provide secretarial services to OIE at an estimated cost of $29,976; and
a faculty member, from among the College faculty, will be assigned to assist the Chancellor by coordinating the Office for International Affairs, at no additional expense to the College;

2. In the Office for Academic Affairs, the Dean of Instruction will be redescribed as the Vice Chancellor for Academic Affairs. Attached to this Vice Chancellor’s Office, the Center for Excellence in Learning, Teaching and Technology (CELT), will consolidate information technology support services, at no additional expense to the College, by transferring two positions from Library and Learning Resources (LLR) and reorganizing its present human resources. A Customer Care Center and Media unit will be established in CELTT, using existing personnel and one of the LLR positions. To assist this Vice Chancellor in administering to academic programs, two faculty, temporary-budgeted positions will be used for the position count for two Program Deans. One will be used to in the place of the current Academic Unit Four Assistant Dean position (which is being reassigned to community and continuing education responsibilities). In the proposed reorganization, this position will be titled Program Dean for Hospitality, Business and Legal Education, and will be an additional cost, i.e., based on CUPA, minimum salary $93,000. The other position will be titled Dean of Arts and Sciences Academic Program and used to replace the existing temporary-unbudgeted Academic Unit One, Assistant Dean for Arts and Sciences, already funded by the College. Also, the College will create a secretary position for the Arts & Sciences Dean; the additional cost for a SR14, Step A salary is $29,976. The current Assistant Dean of Academic Unit Three will be retitled Dean for the Health Academic Program.

3. In the Office for Student Affairs, the Dean of Student Services will be retitled as Vice Chancellor for Student Services. Within Student Services, one position will be reallocated from the Arts and Sciences Counseling Unit and one position from Student Services to Kahikoluamea with no additional cost to the College. Also within Student Services two clerks currently listed in College and Community Relations will be officially assigned to the Kekaulike Information and Service Center to consolidate the registration function for both credit and non-credit programs at no cost to the College.

4. In the Office for Community and Continuing Education, the position originally designated as the Director of Continuing Education, and assigned as an Assistant Dean to Academic Unit Four, will be reassigned to the position of Vice Chancellor for Community and Continuing Education (CCE). This position already is budgeted. Most of the positions originally allocated to the former Office of Community and Continuing Education, and later assigned to various departments in the last reorganization, will be reassigned to the Office for Community and Continuing Education at no additional cost to the College.

5. In the Office for Administrative Services auxiliary services and activities will be consolidated in an Auxiliary Services, Security Services, and Facilities Management Unit by assigning three and one-half FTE positions currently located in Academic Unit Three, Information and Media Technology Services, to the above mentioned Administrative Services unit, at no additional cost to the College.
Thus, the additional annual cost to implement the proposed administrative structure and fund support clerical staff is estimated to be $152,952. Kapi’olani Community College is prepared to fund any additional costs through internal reallocations.

Finally, the Kapi’olani Community College Reorganization is based on issues identified over the past six years through the College’s 2006 Accreditation Self Study, various task forces comprised of faculty and staff, the ACCJC accreditation process, and in response to the natural changes occurring due to internal and external causes in the life of an educational organization. The plan for administrative restructuring was submitted to and discussed at several meetings with the College’s governance bodies during the 2006-2007 academic year, and approved formerly on July 17, 2007 by the College’s Faculty Senate, Staff Council, and Student Congress.

Reference:

I. PRESENT ORGANIZATION

The current organization structure was approved on July 1, 2001. Accordingly, the College is structured so that the Office of the Chancellor supervises five major and distinct institutional divisions, i.e., four major Academic Units and one Administrative Unit (see Figure 1.). Within this centralized structure, certain responsibilities and activities are decentralized.

According to the approved Kapi‘olani Community College functional statements the College has five major units with a variety of leadership titles, i.e., the Dean of Instruction/Vice Chancellor in Academic Unit One, the Dean of Student Services in Academic Unit Two, two Assistant Deans for Academic Programs in Units Three and Four, and a Vice Chancellor for Administrative Services. In this structure, the Deans and Assistant Deans shared six common functions:
- At least one academic program that offers credit courses;
- Non-credit and community service courses, and contract training;
- At least one support services unit;
- Recruitment, improvement, and evaluation of faculty;
- Comprehensive counseling services; and
- Efforts to develop external funding.

In addition, the Chancellor appointed an Interim Assistant Dean of Arts and Sciences, a position not identified in the approved organizational charts and functional statements. The appointment was made due to the size and complexity of Academic Unit One, and the fact that the Dean of Instruction/Vice Chancellor was appointed to serve in a system-wide function for international education.

Office of the Chancellor

The Chancellor (#89100) is the Chief Executive Officer of the campus, directly supported by 2.00 FTE Civil Service (secretarial), 1.00 FTE EM, and 2.0 FTE APT general fund positions. Reporting to the Chancellor are the Vice Chancellor for Academic Affairs, (VCAA, formerly the Dean of Instruction), the Vice Chancellor for Administrative Services, the Dean of Student Services, and the Deans of Arts and Sciences, Health Sciences, and Hospitality and Culinary Arts. Under its current organization, the College has eight FTE Executive positions.

Academic Unit One

Academic Unit One is headed by the Dean of Instruction/Vice Chancellor (#89068), directly supported by a 1.00 FTE Secretary III (SR16, #21334). Reporting to the Dean of Instruction/Vice Chancellor are: The Department Chairpersons in the Arts and Sciences Program (i.e., Humanities, Language, Linguistics, and Literature, Mathematics/Science, Social Sciences
and the Support Services Unit Head); the Unit Head of the Paul S. Honda International Center; and the Curriculum Management Educational Specialist.

**Academic Unit Two**

Academic Unit Two is managed by the Dean of Student Services (#89071), directly supported by 1.00 FTE Secretary II, SR14 (#18088). Reporting to the Dean are the Holomua Academic Program and Student Services units.

**Academic Unit Three**

Academic Unit Three is headed by an Assistant Dean (#89052), directly supported by a Secretary II, SR14 (#29222). Reporting to the Assistant Dean are Chairpersons in the Health Academic Program, i.e., Emergency Medical Services, Health Sciences, Nursing and two FTE 1.00 Support Services personnel; the Chairperson for the Legal Academic Program; the Library and Learning Resources Head Librarian; and the Unit Head of Information and Media Technology Services.

**Academic Unit Four**

Academic Unit Four is headed by an Assistant Dean (#89176), directly supported by a Secretary II, SR14 (#22314). Reporting to the Assistant Dean is the Department Chairperson of the Business Academic Program, the Hospitality Academic Program (i.e., the Program Director of the Culinary Institute, the Culinary Arts Chairperson, and Hospitality Chairperson); and the College and Community Relations Unit.

**Administrative Services**

Administrative Services is headed by the Vice Chancellor for Administrative Services (#89042), directly supported by a University Scheduler, SR20 (#26907) and a Secretary II, SR14 (#51356). Reporting to the Vice Chancellor for Administrative Services is the Business Office Administrative Officer, the Human Resource Office Personnel Officer, and the Auxiliary Services Auxiliary and Facilities Services Officer.

**II. BACKGROUND AND NATURE OF THE PROPOSED ORGANIZATION**

The proposed reorganization focuses on the structure of the College functions, i.e., administration, academics, student services and administrative services and consolidates these functions so that each can respond more efficiently and effectively to the needs of the students and the communities the College serves (see Figure 2.). The goal of the proposed reorganization is to continue the development of a well-coordinated educational institution that places student learning and success at the very center of its mission and motivation to act. In order to effectively promote student learning and persistence; respond to changes in the educational, social, and economic environment of the College; comply with the recommendations of the ACCJC; and continue the tradition of developing the quality of its activities, the College proposes the following reorganization and consolidation of its programs, activities, and resources:
1. In the Chancellor’s Office, a faculty member will be assigned to head the Office for Institutional Effectiveness (OIE); an APT position will be assigned to OIE from College and Community Relations to assist with grants, resource development and assessment at no additional expense to the College; a temporary clerical position will be created to provide secretarial services to OIE at an estimated cost of $29,976; and a faculty member, from among the College faculty, will be assigned to assist the Chancellor by coordinating the Office for International Affairs, at no additional expense to the College;

2. In the Office for Academic Affairs, the Dean of Instruction will be redescribed as the Vice Chancellor for Academic Affairs. Attached to this Vice Chancellor’s Office, the Center for Excellence in Learning, Teaching and Technology (CELTT), will consolidate information technology support services, at no additional expense to the College by transferring two positions from Library and Learning Resources (LLR) and reorganizing its present human resources. A Customer Care Center and Media unit will be established in CELTT, using existing personnel and one of the LLR positions. To assist this Vice Chancellor in administering to academic programs, two faculty, temporary-budgeted positions will be used for the position count for two Program Deans. One will be used to in the place of the current Academic Unit Four Assistant Dean position (which is being reassigned to community and continuing education responsibilities). In the proposed reorganization, the position will be titled Program Dean for Hospitality, Business and Legal Education, and will be an additional cost, i.e., based on CUPA, minimum salary $93,000. The second position will be titled Dean of Arts and Sciences Academic Program and used to replace the existing temporary-unbudgeted Academic Unit One, Assistant Dean for Arts and Sciences, already funded by the College. Also, the College will create a secretary position for the Arts & Sciences Dean; the additional cost for a SR14, Step A salary is $29,976. The current Assistant Dean of Academic Unit Three will be retitled Dean for the Health Academic Program.

3. In the Office for Student Affairs, the Dean of Student Services will be retitled as Vice Chancellor for Student Services. Within Student Services, one position will be reallocated from the Arts and Sciences Counseling Unit and one position from Student Services to Kahikoluamea with no additional cost to the College. Also within Student Services two clerks currently listed in College and Community Relations will be officially assigned to the Kekaulike Information and Service Center to consolidate the registration function for both credit and non-credit programs at no cost to the College.

4. In the Office for Community and Continuing Education, the position originally designated as the Director of Continuing Education, and assigned as an Assistant Dean to Academic Unit Four, will be reassigned to the position of Vice Chancellor for Community and Continuing Education (CCE). This position already is budgeted. Most of the positions originally allocated to the former Office of Community and Continuing Education, and later assigned to various departments in the last reorganization, will be reassigned to the Office for Community and Continuing Education at no additional cost to the College.

5. In the Office for Administrative Services auxiliary services and activities will be consolidated in an Auxiliary Services, Security Services, and Facilities Management
Unit by assigning three and one-half FTE positions currently located in Academic Unit Three, Information and Media Technology Services, to the above mentioned Administrative Services unit, at no additional cost to the College.

The aforementioned changes are designed to: (1) integrate planning, and reorganize and consolidate administrative functions; (2) consolidate the College’s continuing education activities; and (3) update the College’s documentation to reflect existing personnel and programmatic conditions.

1. Conditions and factors prompting the proposed reorganization

Since the last reorganization of the College there have been many changes in the educational, social, and economic environment of the College. In addition, accrediting bodies such as the Accreditation Commission for Community and Junior Colleges has changed and developed the standards that define quality in every aspect of a community college. Below please find some of the changes, suggestions, and directions that Kapi‘olani has experienced over the past few years.

a. Need to integrate planning and reorganize and consolidate administrative functions

The October 2006 the Accreditation Commission for Community and Junior Colleges, Western Association of Schools and Colleges evaluation team’s Evaluation Report recommendations included:

1. To more fully integrate planning, the college must:
   • Define the role of the institutional research office in planning processes and use data as the basis for institutional planning. (Standard IB.6)
   • Refine the objectives in the college’s tactical and strategic plans so they are measurable, have obtainable bench marks and assessment methods, inform the allocation of resources, and then regularly assess progress and use the results for improvement. (Standards IB.2, IB.3)
   • Evaluate the college’s planning processes using a self reflective dialogue that leads to improvement. (Standards IB.6, IB.7)

2. The college should complete, implement and then evaluate three curriculum oversight reforms currently being planned:
   • Redesign of the curriculum approval and revision process. (Standard IIA.2.a)
   • Full implementation of the five year curriculum review process. (Standard IIA.2.e)
   • The process for establishing and validating course pre-requisites. (IIA.2.b); and

3. To create continuity and to improve communication, the college must:
   • Develop a written description of its governance structure that defines the roles of constituent groups in governance. (Standard IVA.2)
   • Finalize, implement and then evaluate its reorganization and fill all acting and interim positions in a timely manner. (Standard IVB.2.a)
   • Record and widely disseminate recommendations and decisions of its governance bodies. (Standard IVB 2.b)
- Regularly evaluate the college’s governance and decision-making structures, widely communicate the results of these evaluations and use the results as the basis for improvement. (Standard IVA.5)

Some of the ACCJC recommendations were addressed through administrative planning and action, e.g., recording and disseminating recommendations and decisions of governance bodies on a regular basis through Quill, the campus intranet. The administrative consolidation of functions proposed by this reorganization further facilitates and integrates planning, improves curriculum oversight structures and processes, and creates continuity and improved communication through the role of the Office for Institutional Effectiveness and the consolidation of academic education programs in the Office of the Vice Chancellor for Academic Affairs. Furthermore reorganization allows the College, once implemented, “to fill all acting and interim positions in a timely manner.”

b. Need to consolidate Community and Continuing Education

On July 12, 2005, Acting Chancellor Leon Richards formed the Budget Execution Task Force (BETF) and charged it with studying, reviewing, and making recommendations on budget execution, including conducting an in-depth analysis of programmatic deficits, by departments, to determine causes and solutions.

The Task Force reviewed several financial reports for fiscal years 2003 through 2005 and held seven meetings between July 18 and August 30. The Task Force’s review was limited to credit and non-credit instructional programs. The broad findings were summarized as follows:

1. Financial performance varies substantially by program, with some programs significantly under-performing;
2. The current state and timelines of the financial reports contribute to the inability to manage programs efficiently; and
3. With two exceptions, the non-credit programs’ ability to generate revenues has been steadily declining over the past three years. Currently, the non-credit component of the College has become a major source of financial under-performance.4

Some of these issues were addressed either fully or partially through changes in policy and procedures; however, to address most of these issues fully, structural changes in the College’s organization are necessary, e.g., consolidation of administration of all academic programs can facilitate the full integration of the tactical planning process with institutional research, student outcomes, and the budget process.

The BETF specifically singled out the area of non-credit programs as needing not only programmatic but also structural change. At this time, deans had the responsibility for not only the for-credit courses, but also for the non-credit and community service courses, and contract training related to their units. Thus organizationally, non-credit programs were placed with their credit counterparts. The Budget Task Force Report, Phase I, stated that this decentralization, coupled with the proper financial incentives, was expected to allow the credit and non-credit programs to articulate courses and be supportive of each other’s needs. The Task Force reported that this situation did not seem to be happening consistently across the campus, nor did it seem likely that most non-credit programs would generate a profit under this structure. The Task
Force wrote that the time had come to re-examine the model under which the non-credit programs were operating.\(^5\)

The BETF report goes on to state that the re-examination of the non-credit programs is an issue that transcends structural centralization versus decentralization. The Task Force noted that a large number of operating models are available, and the determination of the proper structure under which non-credit course would operate would best be determined by an objective, external assessment process. The Task Force stated that to redesign the non-credit programs with existing resources would be costly – requiring investing a significant amount of time from senior administrators – and may not be perceived as objective. Therefore, it recommended that the College seek the consulting services of LERN (Learning Resources Network) to support the re-examination of the non-credit situation on campus. The Task Force suggested that this organization be contacted as soon as possible with attempts to have it complete its assignment by the end of Fall 2005.\(^6\)

The College contracted LERN, a representative visited the College, interviewed faculty and staff and submitted a report in early December, 2005. After reviewing the final LERN Report\(^7\) and all the written comments, the BETF members concurred with the vast majority of the LERN report recommendations. In its Phase II report,\(^8\) the BETF recommended that non-credit activities and programs at the College be centralized administratively into the Office of Continuing Education and Training, and the College’s 2006 Accreditation Self Study reported:

…the College funded a comprehensive, external review of these (revenue generating) centers in conjunction with the work of the Budget Execution Task Force in 2005. The review, conducted by a consultant from LERN organization, recommended that the non-credit program be refocused on continuing education and that an emerging Continuing Education Program be centralized, overseen, and supervised by a full-time director reporting directly to the Chancellor.\(^9\)

This reorganization proposal consolidates community and continuing education programs in the Office for Community and Continuing Education providing for a focused effort in attending to these areas of the College’s mission.

c. Need to update personnel and programmatic changes occurring since the 2001 reorganization

The need to align the College’s functional statements and organizational charts and create a formal basis for updating position descriptions accordingly was stated in the 2006 Accreditation self-study, as follows:

- “…many organizational changes have taken place, officially and unofficially. The organizational chart and description of administrative positions needs to be updated to accurately reflect the organization of the college.”\(^{10}\)

- “With the exception of the Unit 2 Administrator, the Dean of Student Services and Holomua (Developmental) Department, and the Administrative Services Unit, neither the Functional Statement of the College’s Organization Chart (as updated on July 1, 2005), nor the Executive-Administrative/Managerial Position Descriptions
accurately reflect the existing structure and roles and responsibilities of the Unit Administrators;”11 and

- “The documentation of roles and areas of responsibility for several administrative positions, including the Vice-Chancellor for Academic Affairs, has not kept pace with the ongoing organizational adjustments. The College should amend its organization charts and create updated position descriptions to accurately reflect the position at the College and submit the changes for official approval….“12

In addition to the items delineated by the various reviews, studies, and reports as listed above, there have been other personnel and programmatic changes at the College since the Regents approved the reorganization of 2001 and the approved Annual Update of Organizational Charts in July 2007, e.g.:

- Appointment of the former Chancellor of the College as Vice President for Community Colleges;
- Appointment of the former Dean/Vice Chancellor for Academic Affairs of the College as Interim Chancellor;
- Appointment of the Interim Assistant Dean of Arts and Sciences of the College as Acting Dean/Vice Chancellor for Academic Affairs;
- Development of tactical plans by Academic Programs and Administrative and Educational Support Units;
- Resignation and relocation of the Assistant Dean for Academic Unit 3 to Leeward Community College;
- Creation of a Planning and Grants Development Office to support strategic plan goals;
- Transformation of the Information Media Technology Services unit into the Center for Excellence in Learning, Teaching, and Technology, through strategic planning and use of U.S. Department of Education Title III funding;13
- Transformation of the College and Community Relations Office into the College Advancement Office, with more clearly defined tactical plan goals and objectives for 2004-2007;14
- Reassignment of Business Education from Unit Four to Unit Three;15
- Centralizing scheduling responsibilities in Administrative Services for credit and non-credit classes and community use of facilities;16
- Centralizing registration, credit and non-credit, in Kekaulike One-Stop Center;17 and
- Discussions between Holomua, First Year Experience, and Malama Hawai‘i to integrate the three programs into one in order to improve student success.

This partial list of changing personnel, activities, programs, and structures, coupled with the previous list of concerns from internal and external reviews, helped create conditions that did not exist when designing the existing official College structure; thus, the necessity for a reorganization to better meet the needs of our students and that can assist in the improvement of faculty output and student outcomes. The ACCJC evaluation team recognized the disconnection between conditions and structure in their report and stated, as mentioned above, that the College needed to address this issue in a timely manner. When many of these changes occurred the College’s former Chancellor foresaw the need to realign the College’s structure and wrote that formal organizational changes to reflect these changes would follow normal procedures, i.e., reorganization.
2. Proposed reorganization addressing the aforementioned conditions and factors

The reorganization proposal identifies the critical administrative functions of the College and articulates what administrative structure and staffing is required to effectively oversee the areas of responsibility. Staffing of all the administrative functions will be provided through a combination of existing E/M positions, reassignments, and the conversion of two faculty, temporary-budgeted positions to Deans. 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 is need to create two secretary positions for the Arts & Sciences Dean and the Office for Institutional Effectiveness.

The additional annual cost to implement the proposed administrative structure and fund support clerical staff is estimated to be $152,952. Kapi‘olani Community College is prepared to fund any additional costs through internal reallocations.

Finally, the Kapi‘olani Community College Reorganization is a based on issues identified over the past six years through the College’s 2006 Accreditation Self Study, various task forces comprised of faculty and staff, the ACCJC accreditation process, and in response to the natural changes occurring due to internal and external causes in the life of an educational organization. At the college-wide level, this proposal aligns the College’s functional statements and organizational charts and creates a formal basis for updating position descriptions and redesigning and redistributing resources to improve teaching and learning at Kapi‘olani Community College. The plan for administrative restructuring was submitted to and discussed at several meetings with the College’s governance bodies during the 2006-2007 academic year, and approved formerly on July 17, 2007 by the College’s Faculty Senate, Staff Council, and Student Congress.

Office of the Chancellor

The Office of the Chancellor function remains the same. However, there is a need to improve the oversight function of this office in specific areas. There is a need to consolidate like functions in the major areas of the College, where appropriate, to assure consistency of policy and direction, implementation of common standards, coordination within and between programs and program area consistency in evaluation of outcomes, and consistency in use of institutional research for further development. To accomplish these tasks the College proposes to establish a structure that can attend to both system-related issues affecting the College as well as internal, college-related issues; create opportunities for leadership development through delegation of projects to Vice Chancellors and Deans and through Vice Chancellors’ collaboration and decision making; improve Continuing Education by centralizing the program; and by centralizing policy and management of facilities allocations.

In addition, the ACCJC has raised concerns with issues related to planning, research and assessment. These issues include the need to define the role of the institutional research and assessment office in planning processes; use data as the basis for institutional planning and utilize research and assessment data to refine the objectives in the college’s tactical and strategic plans so they are measurable; have obtainable bench marks and assessment methods; inform the allocation of resources; and regularly assess progress and use the results for improvement. In
addition, the College realizes that the integration of grants and resource development with planning, institutional research and assessment will enable campus programs to develop tactical plans that more clearly identify funding needs that might be met through external grants. These grants could then supplement internal funding for program improvement.

Also, The University of Hawai‘i - Kapi‘olani Community College’s International Affairs Program, rooted in the multicultural traditions of Hawai‘i, has as its primary mission to promote, develop and implement programs and activities that provide students, faculty and staff with a better understanding of the many cultures in our world, internationalism and the interconnectedness of the global community, and to promote economic development. Within the 10-campus University of Hawai‘i system, the College is considered by many as the premier resource for all international programs in the Asian, Pacific, and global communities and continues to provide leadership and coordination for the University of Hawai‘i Community Colleges (UHCCs), Kapi‘olani staff, faculty, and students, and the local community through the Paul Honda International Center. It is the College’s mission to continue its leadership, locally, nationally and internationally, in the development of integrated international education through economic and global collaborations and partnerships. Direct oversight in this area by the Chancellor would allow International Education a more strategic position from which to develop viable economic partnerships and an internationalized campus with a global reach. In addition, due to the importance of international students to the economic viability of the campus, the Chancellor’s involvement in this area allows for direct efforts to promote the UHCCs in other countries and support international students at the campus and in the UH system.

The specific actions requested to implement this change are:

**Administrative Structure:** Reorganize the College establishing an administrative structure in which reporting to the Chancellor will be a Vice Chancellor for Academic Affairs (#89068), a Vice Chancellor for Student Services (#89071), a Vice Chancellor for Community and Continuing Education (#89176), and a Vice Chancellor for Administrative Services (#89042) [see Figure 3.].

**Office for Institutional Effectiveness:** Create the Office for Institutional Effectiveness (OIE) replacing the Office of Planning and Institutional Research currently attached to the Chancellor’s Office. OIE will provide enhanced leadership and coordination to: support the Chancellor in meeting the responsibility to oversee management and operations of planning, research, assessment, and grants and resource development; guide the planning of the College’s academic and support programs through strategic and tactical planning procedures; provide data that will inform the allocation of resources based on strategic and tactical plans; and to acquire additional resources in support of the implementation of the resulting plans.

- A faculty member will be assigned to head the Office for Institutional Effectiveness, at no additional expense to the College.
- An APT position (#80082) from College and Community Relations will be moved to OIE to assist in grant writing and administration, resource development, and assessment.
- A temporary clerical position will be created to provide secretarial services to OIE.
**Office for International Affairs:** Establish an Office for International Affairs under the purview of the Chancellor, moving oversight of the Paul S. Honda International Center/International Education, currently attached to Academic Unit, within the Office of the Chancellor. A faculty member, from among the College faculty, will be assigned to assist the Chancellor in running the Office for International Affairs, at no additional expense to the College.

**Office for Academic Affairs**

The purpose of establishing the Office for Academic Affairs (OAA) by reorganizing Academic Units One, Three, and Four is to improve learning outcomes, teaching processes, as well as the allocation or resources for these purposes by consolidating the administration of academic programs and appropriate support resources (see Figure 3). In the College’s continued response to the ACCJC’s recommendations, including to more fully integrate planning, as well as to implement and evaluate curriculum oversight reforms, this proposal organizes three units within the Academic Affairs Office. Thus, standards for measurable objectives, tactical and strategic plans, learning outcomes, benchmarks for program success, etc. will be can be uniformly applied to all programs.

In addition to its responsibility for all academic credit programs, the OAA will also be responsible for Academic Support and Resources. Gallaudet University Regional Center for the Pacific Region and Curriculum Resources and Emphases, resources that have college-wide impact, will be located in the OAA to improve planning, coordination, and utilization of these assets. Furthermore, information technology resources will be consolidated to increase efficiency and service capacity to campus clientele. This proposal reorganizes the Customer Care Center in CELTT by integrating all tech staffers who handle trouble calls and service requests. It also centralizes like functions that are currently spread between CELTT and LLR, thus eliminating client confusion while providing more support from a larger pool of student assistants and technical staff, increased opportunities for professional development, and stronger relationships with peers in information technology. Finally, the reorganization of resources provides the Vice Chancellor with the ability to administer the effective and efficient use of human, physical, technological and financial resources within and between programs; and connect the planning and achieving of educational goals to measured outcomes and the allocation of resources.

The specific actions requested to implement this change are:

**Office for Academic Affairs:** Establish an Office for Academic Affairs (OAA), administered by a Vice Chancellor for Academic Affairs (currently titled Dean of Instruction (#89068) for Academic Unit One).

Place the academic programs within the OAA to include the Arts and Sciences Academic Program (currently within Academic Unit One), the Health Academic Program (currently within Academic Unit Three), and the Hospitality, Business, and Legal Academic Program (i.e., Business Academic Program and Hospitality Academic Program currently in Academic Unit Four, and Legal Academic Program currently in Academic Unit Three).
**Program Deans:** Establish a Dean position to head each Academic Program within the OAA, i.e., Health Academic Program, #89052; Hospitality, Business, and Legal Academic Program, #87084T; and, Arts and Sciences Academic Program, #87143T.

**Academic Support and Resources:** Establish an Academic Support and Resources (ASR) Unit directly within the Office for Academic Affairs. The ASR will include:

1. **Gallaudet University Regional Center for the Pacific Region:** Place the Center (currently attached to Academic Unit One) within the Academic Support & Resources Unit in the OAA with its one budgeted position, Educational Specialist PBA, #81761 (currently listed in Student Services).

2. **Curriculum Resources and Emphases.** Officially change the name of the Curriculum Management unit, currently located in Academic Unit One, to Curriculum Resources and Emphases, and move this function and its Education Specialist, PBB #81581, organizationally within the ASR in the OAA;

3. **Library and Learning Resources.** Place the Library and Learning Resources Unit is within the ASR in the OAA so as to improve coordination between the Academic Programs and this valuable learning resource; and

4. **The Center for Excellence in Learning, Teaching and Technology (CELT).** Officially implement the 2005 name change of the Information and Media Technology Services, currently located in Academic Unit Three, to the Center for Excellence in Learning, Teaching and Technology and place this unit organizationally within the ASR in the OAA.

Create a Research and Development group by relocating from Library and Learning Resources to CELTT an Information Technology Specialist, PBB, #80748 and utilizing an existing position Faculty, #82386, both reporting to the Unit Head.

Create an Information Technology unit to include a Customer Care function, supervised by Information Technology Specialist, PBC, #81384, to include the following positions: Information Technology Specialist, PBB #79922 (relocated from Library and Learning Resources); Information Technology Specialists, PBB, #80529, #80340, and #81627; Information Technology Specialist, PBA, #81220; and Electronic Technician, PBA, #81277.

Establish an Instructional Multimedia and Distance Learning unit supervised by Media Specialist, PBB, #80694 to include Information Technology Specialist, PBB, #81654 and Information Technology Specialist, PBA, #81535.

Create a Campus Support group to include the Electronic Technician, PBB, #80034 and the Graphic Artist, PBB, #81060, both reporting directly to the Unit Head.
Office for Student Services

The Office for Student Services is responsible for planning, developing, and implementing support services for students in all academic programs. Among its many other diverse responsibilities, this Office is responsible for developing innovative college-ready (i.e., remedial and developmental education) curriculum, delivering special programs for disadvantaged and academically under-prepared students, as well as administering the management of registration and records for credit and continuing education students.

This reorganization proposes to align the chief executive officer of the Office for Student Services with the other major units. In addition, by establishing the Kahikoluamea unit the reorganization consolidates resources in order to increase educational practices that engage students and raise their levels of persistence and achievement at the college. The proposed unit will improve the alignment of resources and services that match the College’s mission and purposes to the needs of entering students. Through the development of coherent curricular and co-curricular pathways, the proposed Kahikoluamea Unit will create a structure embodying Hawaiian values. Finally, the reorganization codifies a previously implemented action that consolidated the College’s registration function for credit and non-credit programs in the Kekaulike Information and Services Center.

The specific actions requested to implement this change are:

**Vice Chancellor for Student Services:** Rename the Dean of Student Services (#89071) to the Vice Chancellor for Student Services in order to unify the use of title throughout the College at the upper executive level.

**Kahikoluamea:** Establish the Kahikoluamea unit in the Office for Student Services. This unit will merge the academic and student support functions of the Holomua Academic Program, First Year Experience, and Malama Hawai`i. This unit will utilize current positions in Student Services (#74783, #74833, #82380, #82874, #83538, #83870, #84072, #86603, #87648), and relocate position #82608 from Arts and Sciences Counseling Unit to Kahikoluamea at no increased cost to the College. Position #82380 will be moved from Holomua Academic Program to Languages, Linguistics, and Literature in Arts and Sciences Academic Program.

**Kekaulike Information and Service Center:** Codify the previous assignment of two Clerk IV positions (#27015, #54811), presently listed in Unit Four, College and Community Relations, to Student Services, Kekaulike Information and Service Center, reporting to position #77724, in order to consolidate the College’s registration function.

Office for Community and Continuing Education

The consolidation of community and continuing education programs and support resources is both a response to faculty and staff concerns regarding these programs and the implementation of the major recommendations listed in the LERN Report,20 which specifically reviewed these issues at the College. The purpose for establishing the Office for Community and Continuing Education is to provide the same focus of intention and intensity for continuing education and training programs as the Academic Affairs Unit provides for credit programs.
This restructuring affords academic departments the opportunity to focus on their primary responsibility, i.e., credit programs, while supporting their departments’ interests, and those of the College in general, through community and continuing education offerings administered by OCCE. Consolidating the CCE activities will afford the College the opportunity to concentrate its efforts on developing viable and pertinent programs that can support the economic, social, and cultural life of the community.

In partnership with all the Offices of Academic Affairs and Student Services, the departments and programs of the College, the Continuing Education and Training (CET) unit will continue to offer the public a wide array of seminars, workshops, and continuing education courses designed to meet the needs of Hawai‘i’s employers in both the private and public sectors. Furthermore, the CET unit will continue to provide rapid response and customized training programs for organizations, as well as quality professional training opportunities and leisure-related classes. Moreover, the CET unit, in cooperation with the Office for Institutional Effectiveness, will be responsible for assessing the Student Learning Outcomes of its programs, and conducting research in order to anticipate and address new training needs of individuals, organizations, and the community-at-large.

This reorganization assigns the responsibility for focused and coordinated outreach efforts that can improve the College’s ability to meet increasing economic demands and that will improve relations with the College’s alumni, external organization partners, and the community to the Vice Chancellor for Community and Continuing Education. The Community Relations (CR) unit of the OCCE will assist the Vice-Chancellor in meeting this mission. The goal of the community relations effort is to develop partnerships that are mutually beneficial to the community and the College. Community Relations will be responsible for interactions with public and private organizations and corporate partners. In addition, the CR unit will be responsible for assisting the Vice Chancellors and Program Deans in developing and maintaining college-wide marketing services, including the schedule of courses, the college catalogue, in order to provide all programs the capability to best promote the College to its various constituents in the community (see Figure 3.).

The specific actions requested to implement this change are:

**Office for Community and Continuing Education:** Create the Office for Community and Continuing Education (OCCE) to consolidate and coordinate the College’s efforts in Community Relations, Continuing Education, Rapid Response Workforce Development, and Marketing. This Office will be administered by a Vice Chancellor (i.e., reassign the current Assistant Dean (#89176), Academic Unit Four to Continuing Education and Community Relations duties and responsibilities). The OCCE will have two major divisions: 1) Community Relations, with its focus on alumni, marketing, major college publications (e.g., schedule of courses, college catalogue) and community relations; and 2) Continuing Education and Training, with its focus on continuing education, rapid response programs, and workforce development. The coordinators of these units will be appointed from amongst the faculty positions.

**Reassign Positions:** Reassign former continuing education and community relations personnel (N.B. 7/1/07 Updated Chart location shown in parenthesis next to each position
number), currently located throughout the College departments and programs, to the OCCE accordingly.

**Community Relations:** Establish a Community Relations (CR) unit within the Office of Community and Continuing Education; transfer the following positions into the CR unit: Faculty, #86758 (Business Academic Program); Public Information, Events & Publications, #78053T, PBA* (Holomua);

**Continuing Education and Training:** Establish a Continuing Education and Training (CET) unit within the Office of Community and Continuing Education; transfer the following positions into the CET unit: Faculty: #74785 (Office of the Chancellor), #74784 (Office of the Chancellor), #74787 (Health Science), #83771 (Business Academic Program), #86715 (Hospitality), #87102 (Language, Linguistics, & Literature), #86742 (Hospitality), #86702(B) (Business Academic Program), #86701(B) (College & Community Relations), #86711(B) (Information & Media Technology Services), #86794(B) (College & Community Relations), #86944(B) (Business Academic Program), #86706(B) (Support Services); Educational Specialist, PBB, #77025(B) (Support Services), #80778(B) (Arts & Sciences Support Services), #81429(B) (Business Academic Program), #81923(B) (Business Academic Program), #78302 (Health Science), #80617(B) (Support Services); Clerk Typist II, SR08, #97150F (Office of Chancellor), #900374 (0.50 FTE) (Health Sciences), and Clerk Steno III, #35948 (B) (College & Community Relations).

The office space needs of the OCCE will be allotted within the existing College resources once this process is completed.

**Office for Administrative Services**

Within the structure of the Office for Administrative Services, this reorganization proposes to consolidate auxiliary services and activities into an Auxiliary Services, Security Services, and Facilities Management Unit, under the responsibility of the Vice Chancellor of the Office for Administrative Services, to unify overall policy planning, development, implementation, and evaluation concerning the College’s infrastructure assets.

The specific actions requested to implement this change are:

**Auxiliary Services, Security Services, and Facilities Management:** Place Academic and Administrative Printing and Publications, (currently located in Academic Unit Three, Information and Media Technology Services (ITMS), positions #39797, and #47346); Mail Services and the Telephone Operator (also currently ITMS positions #54823, #54825) and the responsibilities for other auxiliary services (currently in the Auxiliary Services Unit, Administrative Services), e.g., Security Services, Emergency Preparedness, Grounds-keeping, and Custodial services, in an Auxiliary Services, Security Services, and Facilities Management Unit, under the Office for Administrative Services and establish said unit (see Figure 3.).
3. Cost of the proposed reorganization

The College will internally reallocate funds to meet additional expenses of the Reorganization. The following positions will be needed with a total coast of $152,952, as explained below:

a. Utilize two faculty, temporary-budgeted positions for the position count for two Program Deans. One (#87084T) will be used to back-fill the Assistant Dean position in Hospitality and Culinary Arts; left vacant due to the reassigning of that position to the Office for Continuing Education, as the Vice Chancellor of CCE. In the new organization, this Program Dean for Hospitality, Business and Legal Education will be an additional cost, i.e., based on CUPA, minimum salary $93,000. The second position (#87143T) will be used to replace the existing temporary-unbudgeted Assistant Dean for Arts and Sciences, which is already funded by the College.

b. Create two secretary positions, one for the Arts & Sciences Dean and one for the Office for Institutional Effectiveness.. New costs for two SR14, Step A salary is $59,952.

4. Efficiency, service improvements, and other benefits

Benefits in responding to changing internal and environmental conditions

Where appropriate, this reorganization proposal has suggested programmatic and policy adjustments to changing conditions in order to improve the College’s functions through efficiencies, service improvements, and direct benefits to students. Experience based on the history of the UHCC system and its individual colleges, teaches us that review and revision of organizational structure are an integral part of the dynamic interaction between the community college’s existing structure, its continuously developing internal contradictions, and its ever-changing environment. In fact, research shows that organizational structures of community colleges change regularly, e.g., in one study 79% of the colleges had reviewed their organizational structure annually; and, regardless of size of the institution, had reported revision in their structure within 24 months previous to the study, despite the tenure of the president and the size of the institution.21 Such adjustments occur, not at the whim of community college leadership, but as necessary responses to the continuous social, economic, and political demands on community colleges to provide the educational base for workforce, economic, and community development, while maintaining a commitment to extend access to higher education.22 Thus, the changes proposed are essential to the continued health of the College and the community it serves.

Fluctuating federal and state funding support and increasing pressure for the college to function as an entrepreneur create impetus for increased efficiency in use of current resources and increased efforts to develop new resources. The proposed reorganization seeks to respond to changing conditions, internal and external, so as to improve the College’s educational product for all of its constituents, thereby increasing demand for its product; and to develop an organizational structure that serves as an integrative force for the efficient resolution of economic and educational challenges. Moreover, by consolidating functions throughout the College, all activity, i.e., administrative, student services, academic, and auxiliary, have the opportunity to analyze needs and utilize resources in the most cost-effective manner.
The 2006 Accreditation Self Study, Standard IV.B.2.a., states:
“The president plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution’s purposes, size, and complexity. The College partially meets this Standard. However, there are many interim positions, vacant positions, and acting positions that need to be addressed in the proposed reorganization.”23
Furthermore, the Study states, “By the end of 2006, the Acting Chancellor will submit for approval the plan for reorganization of the College. The plan will include recruiting to fill vacant positions.”24

Upon approval of this proposal the College will be able to recruit and fill interim, vacant and acting positions. This will allow for stability in leadership and greater clarity in purpose and direction throughout the College.

In addition, the 2006 ACCJC Evaluation Report states that in its 2000 Comprehensive Evaluation, the team recommended that the college assess the effectiveness of its institutional reorganization in terms of measuring student outcomes, adequate allocation of college resources, and allowing for meaningful communication of traditional discipline areas (Standards 5.3, 5.10, 10.C.5). The 2006 report goes on to explain, “Although much has occurred regarding infusion of student learning outcomes, the college failed to assess the effectiveness of its institutional reorganization which was an element of this recommendation. It seemed to the team that the lack of assessment was due to the lack of finality of any organizational plan. That situation continues into the present, leading this team to make a recommendation to finalize the organizational structure.”25 In addition, the College’s self evaluation team reported, “There are many interim positions, vacant positions, and acting positions that need to be addressed in the proposed reorganization.”26 Thus, both internal and external reviewing bodies have stated unequivocally the value in effectuating a reorganization, especially so as to synchronize the College’s structure and use of personnel with the educational tasks presented by its mission.

The consolidation of functions proposed through this reorganization provides opportunity for improvement throughout the College. For example, the Office of Institutional Effectiveness will assist all academic, student services, and continuing education programs in assessing student success, the health of programs, developing tactical plans that align with the College’s strategic plans, and will provide data to be used as the basis for administrators to determine the allocation of resources. In addition, by consolidating all academic programs in the Office for Academic Affairs, academic administrators and personnel will be able to focus on their primary goal, i.e., to improve program output while improving student learning outcomes. Furthermore, consolidation of information technology resources in the Center for Excellence in Learning, Teaching and Technology, and reorganization of this unit, increases the overall efficiency of computer-related services that affect all aspects of the College. Also, integrating three Student Services units into one, Kahikoluamea, affords the College the opportunity to provide more coherent support and service to many of the students who are in most need of such assistance. This effort is focused on increasing the persistence and success of our students. Moreover, by consolidating community and continuing education activities, the OCCE will be able to provide an organized and focused entrepreneurial effort to develop continuing education and training programs that meet the needs of individuals, organizations, and the community-at-large while being financially beneficial to the College. In addition, OCCE will be able to focus on improving alumni relations in order to reconnect past graduates with the College’s mission of providing lifelong learning opportunities for the community.
5. Other alternatives considered

This iteration of the reorganization proposal is the product of consideration of suggestions from faculty, staff, students, and administrators, and in some cases the result of direct initiatives by members of the faculty and staff. Various organizational solutions were considered, both from local community colleges and from those on the mainland U.S.A. It is our firm belief that any organizational structure is a dynamic system that must grow and develop in order to be viable and useful. Through continued thought, discussion, reflection, and revision the College will strive to improve management of its response to current internal and external conditions; create opportunities for development of students, faculty, and the organization; and both anticipate and respond to demands of the future.

III. CONCLUSION

Based on the information provided above, the students, faculty, staff, and administration of Kapi‘olani Community College request the College’s proposal for reorganization be approved. The goals of the proposal, as stated, are to: consolidate like functions in the major areas of the College in order to assure consistency of policy and direction, implementation of common standards, coordination within and between programs, consistency in evaluation of outcomes, and consistency in use of institutional research for further development; establish a structure that can attend to both system-related issues as well as internal college-related issues; create opportunities for leadership development through delegation, collaboration and decision making; to improve Continuing Education by centralizing the program; and to centralize policy and management of facilities allocations.

We believe the reorganization plan addresses the concerns of both the faculty and staff of the College and the ACCJC, and that when implemented, it will enable the College to focus on student learning and development needs, faculty and staff education and training needs, and the administrative stability needed to create an educational institution for the future, today. Following Queen Kapi‘olani’s motto, “Kulia I ka nu‘u,” we continue to strive for the highest.

IV. BIBLIOGRAPHY


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10. ibid., University of Hawai‘i, Kapi‘olani Community College, 2006, p. 419.

11. ibid., University of Hawai‘i, Kapi‘olani Community College, 2006, p. 421

12. ibid., University of Hawai‘i, Kapi‘olani Community College, 2006, p. 420


18. ibid, Morton, J., Chancellor Memo to Mike Tagawa, 2005.


23. ibid., University of Hawai‘i, Kapi‘olani Community College, 2006, p. 449.


Figure 1. Existing Organization Chart

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE
Organization Chart
Chart I

General Fund
(B) Special Funds
Perm 375.50 24.00
Temp 27.50

CHART UPDATED
DATE JUL - 1 2007
Figure 2. Proposed Reorganization

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
KAPI‘OLANI COMMUNITY COLLEGE

Organization Chart

Chart I

President, University of Hawai‘i System

Vice President for Community Colleges

Office of the Chancellor
Chart II

Office for Academic Affairs
Chart III

Office for Student Services
Chart IV

Office for Community and Continuing Education
Chart V

Office for Administrative Services
Chart VI
Figure 3. Reorganization: Units & Divisions

President, University of Hawai’i System

Vice President for Community Colleges

Office of Chancellor

Office for Institutional Effectiveness

Office for International Affairs

Office for Academic Affairs
- Academic Support & Resources
- Arts & Sciences
- Health Education
- Hospitality, Business, & Legal Education

Office for Student Services
- Student Services
- Kahikoluamea
- Kekaulike Information and Service Center (KISC)

Office for Community and Continuing Education
- Community Relations
- Continuing Education and Training

Office for Administrative Services
- Business Office
- Human Resources Office
- Auxiliary Services, Security Services, & Facilities Management