

State of Hawai'i
University of Hawai'i
Kapi'olani Community College

Reorganization Proposal

Presented by
Leon Richards
Interim Chancellor

The background of the image is the painting 'The Scream' by Edvard Munch. It depicts a figure in the foreground with a pale, featureless face, hands pressed against their ears, and a wide-open mouth in a scream. The figure stands on a bridge with a wooden railing. The sky and water are rendered with swirling, turbulent patterns in shades of orange, red, and blue, suggesting a storm or intense emotional distress. In the distance, two other figures are visible on the bridge.

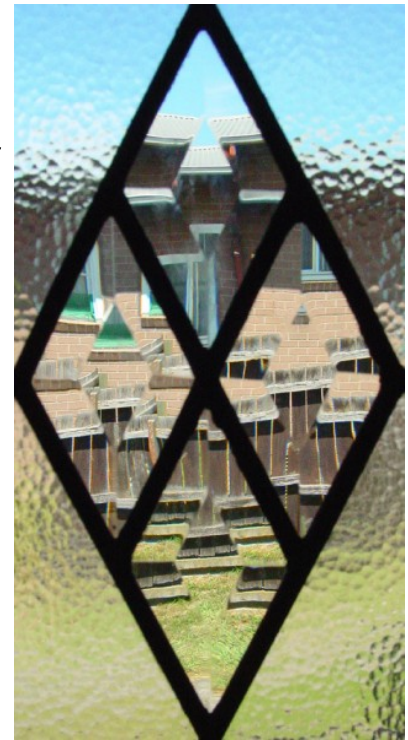
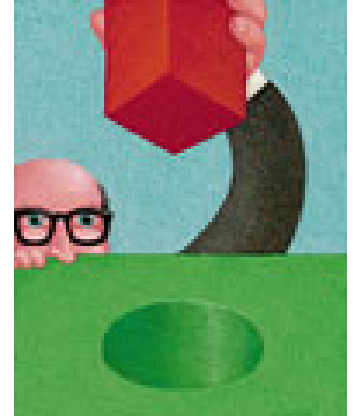
REORG???
OH MY GOD!!!....

WHY??????
WHY NOW?????

Reorg: Why; Why Now.

- 2006 Accreditation Self Study:

- “Many organizational changes have taken place. The organizational chart and description of administrative positions needs to be updated to accurately reflect the organization of the college.” (p.419)
- “With the exception of the Unit 2 Administrator (the Dean of Student Services and Holomua Dept.), and the Administrative Services Unit, **neither** the Functional Statement of the KapCC Org 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.” (p. 421)



- **2006 Accreditation Self Study:**

- “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 KapCC.” (p. 420).



• 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.” (p. 449)
- “The college **partially** meets this Standard. However, there are many interim positions, vacant positions, & acting positions that need to be addressed in the proposed reorganization.”
- “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.”(p.451)

**Kapi'olani CC
Wants You**



To Fill Vacancies!

Reorg: Why; Why Now.

- ACCJC Evaluation Team Report, 2006

- “It is recommended that in order to create continuity and to improve communication, the college must **finalize**, **implement** and then **evaluate** its reorganization and **fill** all acting and interim positions in a **timely manner**. (Standard IVB.2.a.)”

[p. 5, Recommendations, #3]

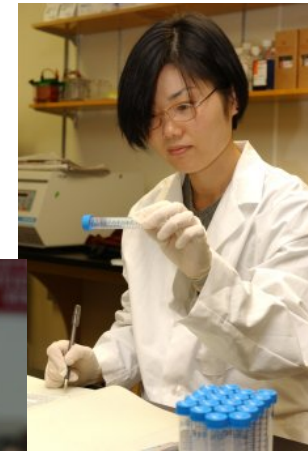


- **ACCJC Evaluation Team Report, 2006**

- In the **2000 Comprehensive Evaluation**, Recommendation #3 (p. 7) stated, “The team recommends that the college assess the effectiveness of its institutional reorganization in terms of

- measuring student outcomes,

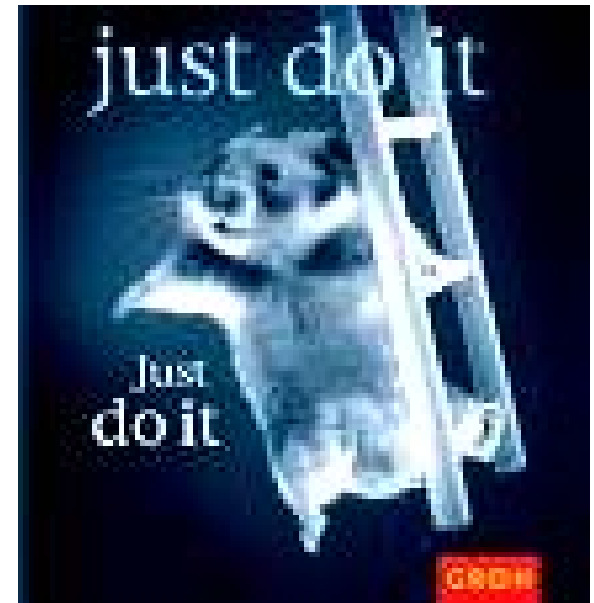
- adequate allocation of college resources, and



- allowing for meaningful communication of traditional disciplinary areas (Standards 5.3, 5.10, 10.C.5).

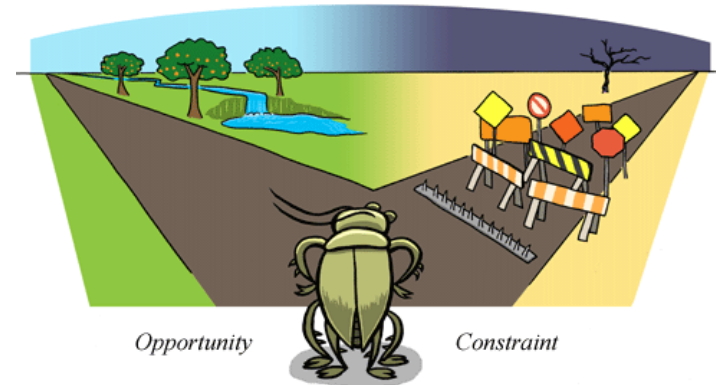
- **ACCJC Evaluation Team Report, 2006**

- “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.**” (p. 8)



REORG: ACCJC Evaluation Team Report

- Recommendation 8 (p. 11): “The team recommends that the college **develop solutions** to the issues and concerns emerging from the growth of non-credit, revenue generating centers....”
- The Learning Resource Network (LERN) 2005 report recommended to **centralize** Continuing Education into one unit headed by a Vice-Chancellor or Dean.
- Filling interim and vacant positions cannot continue to be postponed... We are **not in compliance** with our own organizational plan.



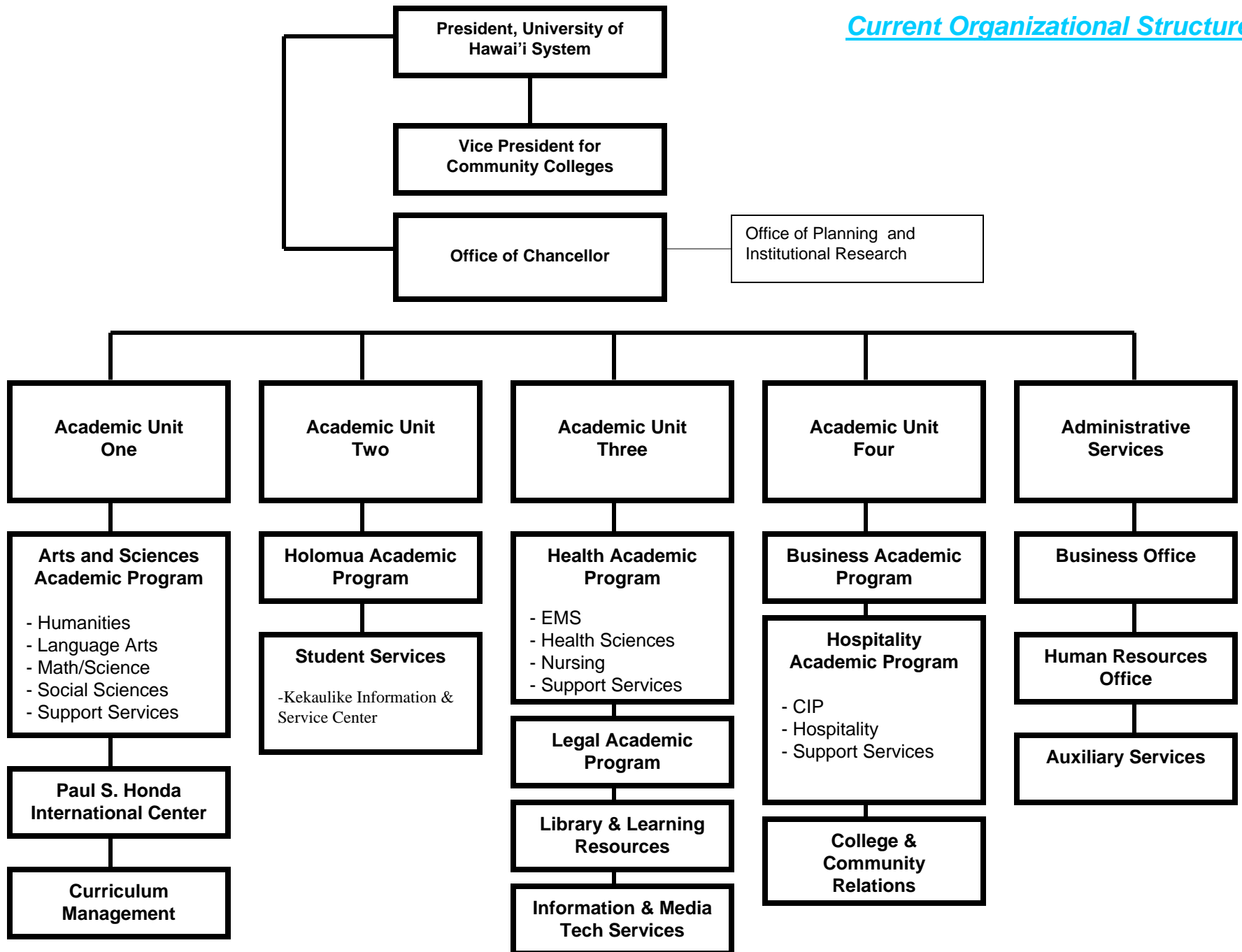
Reorganization Proposal

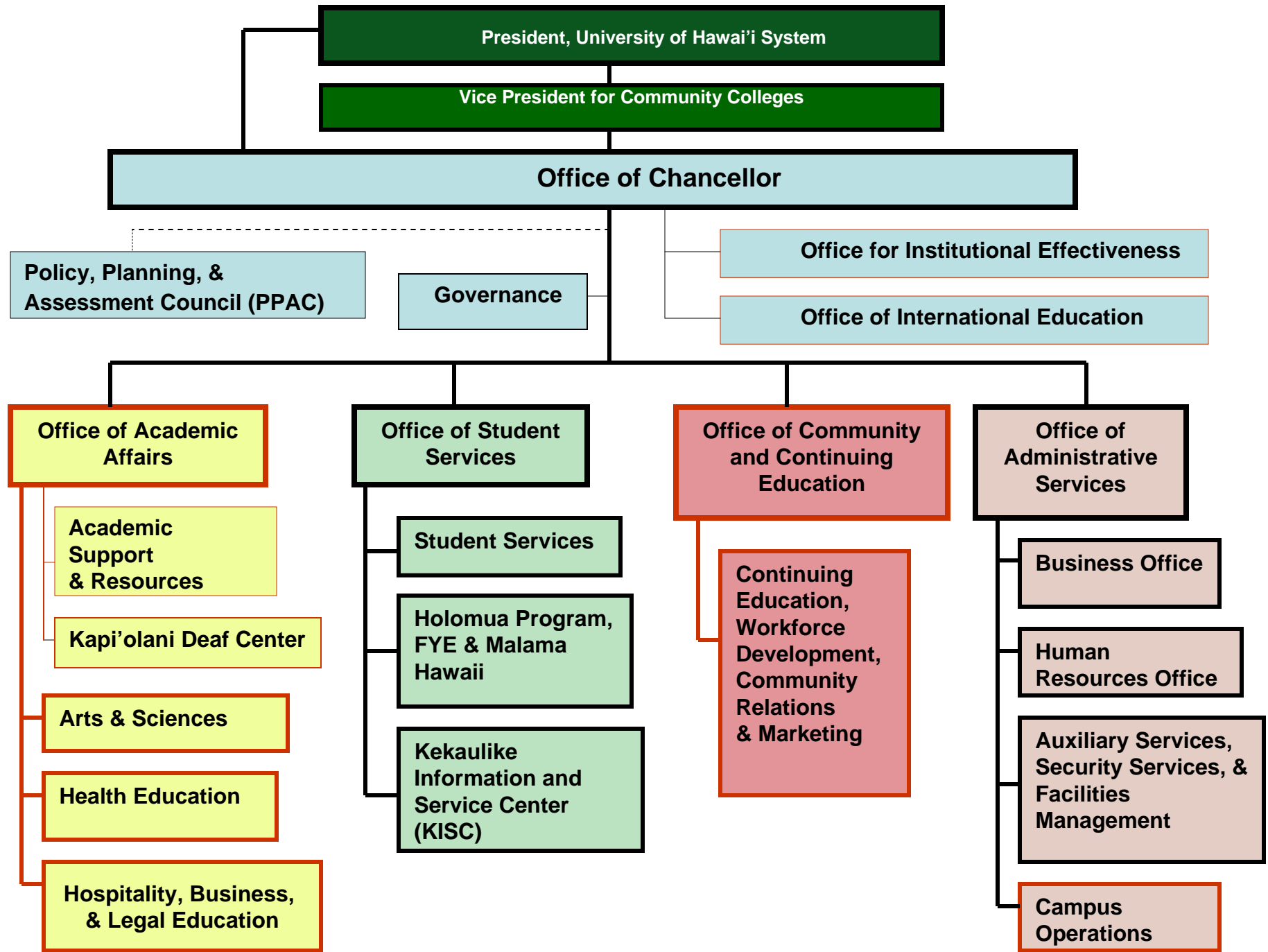
- **Consolidate** alike functions in the major areas of the College, where appropriate, to assure:
 - consistency of **policy and direction**,
 - implementation of **common standards**,
 - coordination within and between **programs and program areas**,
 - consistency in **evaluation of outcomes**, and
 - consistency in use of **institutional research** for further development.

Reorganization Proposal

- Establish 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 as per the LERN report recommendation.
- Centralize policy and management of **facilities allocations**.

Current Organizational Structure





Office of Chancellor

Policy, Planning, & Assessment Council (PPAC)

Governance

- Faculty Senate
- Staff Council
- Student Congress
- Native Hawaiian Council

Office for Institutional Effectiveness

- Planning, Institutional Research & Assessment
- Resource Development (e.g., Grants, Fundraising/UH Foundation)

Office of International Affairs

Office of Chancellor

Policy, Planning, & Assessment Council (PPAC)

Governance

Office for Institutional Effectiveness

Office of International Affairs

Office of Academic Affairs

Office of Student Services & Holomua Program

Office of Community and Continuing Education

Office of Administrative Services

Office of Chancellor

Office of Academic Affairs

Kapi'olani Deaf Center

- Academic Support & Resources
- Curriculum Resources & Emphases
 - Library & Learning Resources
 - **CELTT:**
 - ~ Academic & Administrative Computing, Prof Development, Distance Ed & Online Education;
 - ~ Telecommunications, e.g., telephone systems, etc.;

Arts & Sciences

Health Education

Hospitality, Business, & Legal Education

Office of Chancellor

Office of Academic Affairs

Kapi'olani Deaf Center

Academic Support & Resources

Arts & Sciences

- Arts & Humanities
- Languages, Linguistics & Literature
- Math & Sciences
- Social Sciences
- Arts & Sciences based Career Programs

Health Education

- Emergency Medical Services
- Health Sciences
- Nursing
- Long Term Care

Hospitality, Business, & Legal Education

- Business Education
- Culinary Education/CIP
- Hotel, Travel & Tourism
- Legal Education

Office of Chancellor

Office of Student Services

**Holomua, FYE,
Malama Hawaii**

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

Admissions, registration,
records, financial assistance
programs, tuition waivers,
transcript evaluations,
degree certifications [credit
& Continuing Education]

Student Services

- Job Placement/FYE/Perkins
- Native Hawaiian career and technical education (NHCTE)
- Career and transfer services (MKC)
- Transition services (Gear Up)
- First-generation /low income (SSS-Trio) & other targeted populations
- Judicial & Conduct
- Students with Disabilities
- Student Co-Curricular & Social Activities
- Single Parent, Displaced Homemaker Program
- Alani Child Care Center

Office of Chancellor

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Community Relations &  
Marketing"]; style A fill:#ADD8E6,stroke:#000,stroke-width:1px; style B fill:#D9534F,stroke:#000,stroke-width:1px; style C fill:#D9534F,stroke:#000,stroke-width:1px;
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Office of Community and Continuing Education

Continuing Education,
Workforce Development
Community Relations &
Marketing

Office of Chancellor

Office of Administrative Services

Human Resources Office

Business Office

Campus Operations

- Academic and Administrative Printing, Publications, & Graphic Services
- Scheduling (facilities)
- Mail Services
- Telephone Operator

Auxiliary Services, Security Services, & Facilities Management

- Security Services
- Emergency – Preparedness
- Grounds keeping
- Custodial

Reorganization Proposal

- In summary, the proposed reorganization reduces major divisions within the college from 5 to 4 in order to improve **collaboration and coordination** of programs by:



- Combining Academic Programs formerly within Academic Units 1, 3& 4 and placing them under the responsibility of the Vice-Chancellor for Academic Affairs (VCAA)
- Placing Academic Support and Resources directly within the office of the VCAA
- Centralizing the management of Continuing Education
- Centralizing Campus operations



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Discussion

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