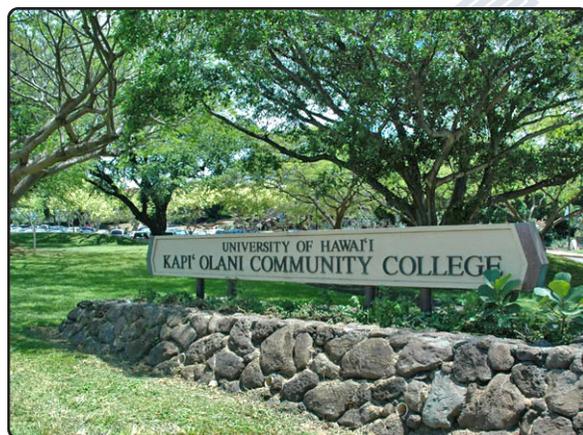


# Organization of the College

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**I ulu nō ka lālā i ke kumu.**

*"The branches grow because of the trunk."*

Without our ancestors we would not be here.

### **Interface of the University of Hawai‘i System and Kapi‘olani Community College: 2002-2006**

The description of the interface was provided Cheryl Chappel-Long, UHCC Director of Planning, Assessment, and Policy Analysis. Since the last Self Study, the organization of Kapi‘olani Community College has been influenced by changes at the UH System level. In November 2002, as part of an administrative reorganization of the University System, the University of Hawai‘i Board of Regents received a proposal from the University President to reorganize the university and the community colleges. The proposal included the following changes:

- Eliminating the Office of the Chancellor for Community Colleges;
- Re-assigning the functions of that Office to system-level vice presidents;
- Changing the title of the chief executive officer of each community college from Provost to Chancellor;
- Changing the reporting relationship between the chancellors of the community colleges and the University of Hawai‘i System;
- Assigning to the chancellors of the community college certain responsibilities and authority previously delegated to the Chancellor for Community Colleges;
- Creating a Council of Chancellors (composed of the chancellors of each of the ten individual campuses—university and community college—within the UH System);
- Creating a Council of Chief Academic Officers composed of the UH Vice President for Academic Planning and Policy, academic officers of the 10 campuses (vice chancellors for academic affairs or deans of instruction), the director of UH Academic Planning and Policy; and the UHCC Associate Vice President for Academic Affairs; and
- Creating a Community Colleges Executive Council (composed of chancellors and vice chancellors of the community colleges).

The Board of Regents approved this reorganization in December 2002. Each campus chancellor assumed the responsibility and authority previously delegated to the Chancellor for Community Colleges, including (within the scope of Board of Regents and University Executive policies) the following:

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- Making faculty and staff appointments;
- Approving faculty promotions and tenure;
- Approving out-of-state travel;
- Approving campus budget requests and applications for external grants;
- Executing the campus annual expenditure plan;
- Approving Certificates of Completion; and
- Approving internal staff and fiscal re-allocations.

Coordination of the UH Community College System is facilitated through designated associate vice presidents assigned to the System's vice presidents for academic affairs and administration.

In addition, the reorganization established four additional key decision-making/consultative groups: 1) the President's senior staff, 2) the University Executive Council, 3) the President's Advisory Council, and 4) the Council of Chief Academic Officers.

Prior to the abolition of the Office of the Chancellor of Community Colleges, policy guidance had been provided to the campuses through the Chancellor of Community Colleges Memoranda (CCCM). After the reorganization, the Community Colleges Executive Council evaluated these memoranda to determine which memoranda to continue in order to provide a core of common practices across the community colleges.

In August 2004, as noted in the WASC Special Visit to the UH System Office, the "relationship between the Board and the President had deteriorated significantly, and in turn, had affected other elements of the University." Subsequently, the Regents rescinded authority of the President in several areas related to budget and personnel. In the summer of 2004, the President resigned from the University; the Regents named an Interim President.

In November 2004, the Interim President requested, and the Regents approved, a reorganization of the President's Office. The reorganization reduced the number of direct executive reports and re-described other executive positions. The Council of Chancellors, which is not an administrative unit, report directly to the President and meets regularly to provide advice on strategic planning, program development, and other matters of concern.

The UH Vice President for Academic Planning and Policy convenes the Council of Chief Academic Officers, with an agenda that includes items of system-wide

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academic concern. The delegation of authority from the Regents to the President and the President's designees, which began immediately after the appointment of the Interim President, continues.

In June 2005, the Board of Regents approved a reorganization of the community colleges that included creation of a Vice President for Community Colleges. The Vice President for Community Colleges is responsible for executive leadership, policy decision-making, resource allocation, development of appropriate support services for the seven community colleges, and the re-consolidation of the Academic Programs and Administrative and Educational Support Units for the community colleges.

This reorganization established a dual reporting relationship whereby the chancellors of the community colleges report to the Vice President for Community Colleges for leadership and coordination of community college matters, and concurrently report to the President of the University regarding system-wide policy-making and decisions that affect the Colleges. The dual reporting relationship preserves previous action by the Board of Regents, which promoted and facilitated campus autonomy in balance with system-wide academic and administrative functions and operations. College chancellors retained responsibility and control over campus operations, administration, and management.

### **Campus Functions of the University of Hawai'i Community Colleges**

The most recent map of these functions was completed and disseminated on April 11, 2006. This map aligns functions of the State, the Board of Regents, the UH System, the UH Community Colleges System, and individual campuses with ACCJC/WASC accreditation standards. The map also identifies decision types and loci (see "Campus Functions of the University of Hawai'i Community Colleges" in the Appendix of this Self Study).

### **Kapi'olani Community College: Institutional Organization**

In conjunction with the reorganization of the UH community colleges, Kapi'olani Community College submitted an updated reorganization plan with functional statements. The Regents approved this plan in July 2005. In this update, the Dean of Instruction is in Academic Unit One, the Dean of Student Services is in Academic Unit Two, and the Assistant Deans for Academic Programs are in Units Three and Four. The deans share six common functions shown on the following page:

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- 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.

Due to the size and complexity of Academic Unit One, and the fact that the Dean of Instruction was appointed to serve in a system-wide function for international education, the Chancellor appointed an Interim Assistant Dean of Arts and Sciences, a position not identified in the reorganization plan approved by the Regents.

### **Reorganization Plan - Approved by the Board of Regents, July 1, 2005**

<b><i>Board of Regents Approved Position Titles</i></b>	<b><i>Board Of Regents Approved Position Responsibilities</i></b>
<b>Chancellor</b>	Maintains a successful learning environment, responsive to the community. Provides professional development for all. Oversees management and operations of planning and research, institutional research, academic programs, international affairs, student services, library and learning resources, Information Media Technology Services, community affairs, marketing, public information, fundraising, finance, accounting, budgeting, human resource management, and auxiliary services. 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.
<b>Assistant to Senior Executive</b>	Position identified but functions not described.
<b>Vice Chancellor for Administrative Affairs</b>	Oversees and supervises Business Office, Human Resources Office, Auxiliary Services, administrative policy development and implementation, legal matters, legislative and State government relations, and financial audits in conjunction with University administrative and legal offices.

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<i>Board of Regents Approved Position Titles</i>	<i>Board Of Regents Approved Position Responsibilities</i>
<p><b>Dean of Instruction, Academic Unit 1</b> (This position evolved into Senior Academic Dean and then Vice Chancellor for Academic Affairs)</p>	<p><b>Oversees And Supervises</b></p> <p><u>Academic Programs</u> Arts and Sciences, Including Departments of Arts and Humanities; Language, Literature and Linguistics; Math and Sciences; and Social Sciences.</p> <p><u>Support Service Units</u> <b><i>Paul S. Honda International Center:</i></b> Develops a strong infusion of international affairs throughout the activities and curriculum of the College and multicultural activities and training in support of the international education mission of the College. The Center develops and manages international cooperative and exchange agreements; coordinates activities and protocol with official international visitors; coordinates, manages, and supports faculty international exchanges and student study abroad; coordinates recruitment and support for international students; and coordinates international education initiatives, including curriculum development, international workforce development, and other support programs.</p> <p><b><i>Curriculum Management:</i></b> Provides leadership for innovation, curriculum research, and development; programs and activities integrating learning across the academic units; and training related to furthering the learning objectives of the College.</p>

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<i>Board of Regents Approved Position Titles</i>	<i>Board Of Regents Approved Position Responsibilities</i>
<p><b>Dean of Student Services, Academic Unit 2</b></p>	<p><b>Oversees and Supervises</b></p> <p><u>Academic Program</u>  <b><i>Holomua (Developmental) Program:</i></b> Develops innovative remedial and developmental curriculum, delivers special programs for disadvantaged and academically under-prepared students.</p> <p><u>Support Service Unit</u>            Student Services is responsible for planning, developing, and implementing support services for students in all academic programs. The unit coordinates student admissions; manages registration and records for credit and continuing-education students; certifies enrollment and other statuses for educational and financial benefits; administers and provides financial aid counseling and assistance; evaluates academic credentials; supports students with disabilities; coordinates special programs and services for minority, single parent, and other targeted students; and coordinates student support functions to ensure quality control, consistency, and professional development within all academic units. This unit also coordinates student co-curricular and social activities and leadership training; administers policies related to student privacy, conduct, rights, and responsibilities; provides job placement for current students and former graduates; provides health care education and services for students; develops and implements policies; and pursues external funding.</p>

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<i>Board of Regents Approved Position Titles</i>	<i>Board Of Regents Approved Position Responsibilities</i>
<p><b>Assistant Dean, Academic Unit 3</b></p>	<p><b>Oversees and Supervises</b></p> <p><u>Academic Programs</u>  <b>Health Education:</b> Develops and delivers degree and certificate programs in Emergency Medical Services, Health Sciences, and Nursing, and develops and delivers pre-health recruitment, counseling, and educational programs.</p> <p><b>Legal Education:</b> Develops and delivers degree and certificate programs in legal assisting, legal secretary, and related legal fields.</p> <p><u>Support Service Units</u>  <b>Library and Learning Resources:</b> Plans, develops, and delivers educational resources, information, and learning services for all academic programs; acquires, maintains, and disposes of library materials; catalogs and classifies new material; consults with faculty on learning resources; performs reference functions; provides access to online catalogs; coordinates automated activities with other libraries, vendors, and external specialists; maintains systems hardware and software; and updates and edits bibliographic databases and generates special database reports. The unit manages the circulation process and collects fines; provides student learning assistance; develops and maintains college-wide information for distribution through the College website(s); and develops and implements policies and procedures.</p> <p><b>Information Media Technology Services:</b> Plans, develops, and delivers high quality computing and media resources for student learning, administrative operations, faculty development, and delivery of instruction and services; maintains and develops the College voice, data, and video networks; develops and supports local area networks; conducts demonstrations to familiarize faculty and students with available equipment; supports development and delivery of distance education through multiple media; supports classroom innovation using computers and technology; develops and maintains computing programs and services; formulates budgets in collaboration with program heads; evaluates and recommends software for purchase; coordinates and produces graphic and print materials and operates graphics and print shop; maintains and repairs media and computing equipment; provides mail and telephone services; and develop policies and procedures.</p>

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<i><b>Board of Regents Approved Position Titles</b></i>	<i><b>Board Of Regents Approved Position Responsibilities</b></i>
<b>Assistant Dean, Academic Unit 4</b>	<p><b>Oversees and Supervises</b></p> <p><u>Academic Programs</u>  <b><i>Business Education:</i></b> Develops and delivers degree, certificate, and pre-baccalaureate programs in Business and Information Technology.</p> <p><b><i>Hospitality Education:</i></b> Develops and delivers degree, and certificate programs in Culinary Arts, Hotel Operations, Tourism and Travel, and other aspects of the hospitality industry; develops and delivers pre-baccalaureate programs in Hospitality Education.</p> <p><u>Support Service Unit</u>  <b><i>College and Community Relations:</i></b> plans, develops, and implements strong relationships and information flow between the College and the external community; maintains and develops marketing and recruiting programs for all College programs, including print and web-based promotional materials; markets the College training capabilities to potential clients; provides liaison with neighborhood boards, community associations, and other groups; provides public information; leads in private fund-development and donor relationships; coordinates external grant proposals; and develops appropriate policies and procedures.</p>

### **Personnel Changes**

Since, July 2005, the following personnel and programmatic changes have resulted in flexible adjustments in administrative responsibilities:

- Appointment of the former Chancellor of the College as Acting Vice President for Community Colleges;
- Appointment of the former Vice Chancellor for Academic Affairs of the College as Acting Chancellor;
- Appointment of the Interim Assistant Dean of Arts and Sciences of the College as Acting Vice Chancellor for Academic Affairs;
- Appointment of an Executive Assistant to the Chancellor. The Executive Assistant plays a central role in campus, system, and legislative coordination and communication;

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- 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; and
- 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.

These changes have resulted in a current Institutional Organization with the following working position titles and responsibilities.

### **Organizational Map - Administrative and Accreditation Responsibilities**

<b><i>Working Position Title</i></b>	<b><i>Responsibilities</i></b>	<b><i>Tactical Plan and Improvement Responsibilities</i></b>	<b><i>Accreditation-Related Responsibilities</i></b>
<b>Leon Richards: Acting Chancellor</b>	As approved by the Board of Regents in July 2005.	All Executive Administration components of International Education.	All Standards, UH Campus-System Organizational Map.

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<i><b>Working Position Title</b></i>	<i><b>Responsibilities</b></i>	<i><b>Tactical Plan and Improvement Responsibilities</b></i>	<i><b>Accreditation-Related Responsibilities</b></i>
<b>Deborah Nakagawa: Executive Assistant to the Chancellor</b>	Provides administrative support on multi-faceted initiatives and projects that link administrative, academic, and student services programs and UHCC system functions, under the general supervision of the Chancellor.	Executive Administration.	Standard IV, UH Campus-System Organizational Map.
<b>Frank Abou-Sayf: Director of Planning and Institutional Research</b>	As approved by the Board of Regents in July 2005: for Administrative Officer, Planning and Institutional Research position; except educational development plans have been integrated into the College strategic plan, 2003-2010, and tactical plans have been added for both Academic Units and Administrative and Educational Support Units.	Components within Executive Administration.	Provides research and evidenced-based documentation for Self Study and all Standards.

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<i><b>Working Position Title</b></i>	<i><b>Responsibilities</b></i>	<i><b>Tactical Plan and Improvement Responsibilities</b></i>	<i><b>Accreditation-Related Responsibilities</b></i>
<b>Milton Higa: Vice Chancellor for Administrative Affairs</b>	As approved by the Board of Regents in July 2005, with additional responsibilities for campus facilities.	<u>Support Service Units</u> Auxiliary Services. Business Office. Human Resources.	Standards III, and IV.
<b>Louise Pagotto: Acting Vice Chancellor for Academic Affairs</b>	As approved by the Board of Regents in July 2005 for Dean of Instruction, but with additional responsibilities for the Center for Excellence in Learning, Teaching, and Technology. Reduced responsibilities for the Paul S. Honda International Center.	<u>Academic</u> Arts and Sciences.  <u>Support Services</u> Information Media Technology Services/Center for Excellence in Learning, Teaching, and Technology components within International Education. Curriculum Management within Executive Administration.	Standards II, III, and IV.

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<i><b>Working Position Title</b></i>	<i><b>Responsibilities</b></i>	<i><b>Tactical Plan and Improvement Responsibilities</b></i>	<i><b>Accreditation-Related Responsibilities</b></i>
<b>Mona Lee: Dean of Student Services</b>	As approved by the Board of Regents in July 2005, with additional responsibilities for continuing education registration.	<u>Academic</u> Holomua.  <u>Support Services</u> Student Services. Components within Executive Administration.	Standards II, III, and IV.
<b>Dennis Kawaharada: Dean of Health, Business, and Legal Education, and Library and Learning Resources</b>	As approved by the Board of Regents in July 2005, but Business Education is now assigned under this position. Information Media Technology Services becomes the Center for Excellence in Learning, Teaching, and Technology and is now overseen and supervised by the Acting Vice-Chancellor for Academic Affairs.	<u>Academic</u> Health Career. Business Education. Legal Education.  <u>Support Services</u> Library and Learning Resources.	Standards II and III.
<b>Carol Hoshiko: Dean of Culinary and Hospitality Education and College Advancement</b>	As approved by the Board of Regents in July 2005, but Business Education has been reassigned, as stated above, because of greater responsibilities for College Advancement.	<u>Academic</u> Culinary. Hospitality and Tourism.  <u>Support Services</u> College Advancement.	Standards I, II, and III.

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<i><b>Working Position Title</b></i>	<i><b>Responsibilities</b></i>	<i><b>Tactical Plan and Improvement Responsibilities</b></i>	<i><b>Accreditation- Related Responsibilities</b></i>
<b>Robert Franco: Director of Plan- ning and Grants Development</b>	Plan and develop grants that support strategic plan and tactical plans goals and objectives.	Support to Multiple Academic Programs and Support Services. Functions within Executive Administration. Served as Acting Director of Planning and Institutional Research from fall 2001 to spring 2003 while Frank Abou-Sayf was on leave.	Standards I, II and III.  Accreditation Liaison Officer.
<b>Kauka DeSilva: Coordinator of Mālama Hawai‘i, Representative of Pukoa Council</b>	Oversee campus efforts to strengthen supports for Native Hawaiian students, development of faculty and curriculum, and represent the College on system-wide Pukoa Council.	Multiple tactical plans. Tactical plan for Mālama Hawai‘i Initiative.	All Standards.
<b>Kelli Goya: Project Director, Title III</b>	Develop, implement, assess, and improve Title III projects to strengthen institution.	Support to Multiple Academic Programs and Support Services.	Standards I, II, and III.
<b>Conrad Nonaka: Director, Culinary Institute of the Pacific</b>	To support UH system-wide Capital Improvement Plan collaboration and work with College Advancement Office to develop resources for new Cannon Club facility.	<u>Academic</u> Culinary Institute of the Pacific. Development of four-year Culinary Degree.	Standard II and III.

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### **Campus Governance**

The responsibilities of campus governance bodies are mapped below. Key developments since the 2000 Self Study include the development of the Policy, Planning, and Assessment Council and a more vigorous Staff Council.

<i><b>Name</b></i>	<i><b>Composition</b></i>	<i><b>Responsibilities</b></i>	<i><b>Frequency of Meetings</b></i>
<b>Policy, Planning, and Assessment Council</b>	Executive Administration, academic program and administrative and educational support unit heads, directors, department chairs, Faculty Senate, chairs of Staff Council and Student Council.	Review and approve Mission Statement. Review and recommend to the Chancellor: Policies related to planning and assessment; program review; the College strategic plan; long-range development plan; tactical plans and program reviews; assessment of progress on these; and College budget priorities.	Monthly (additional meetings may be called by the Chancellor).
<b>Deans' Advisory Council</b>	Acting Vice-Chancellor for Academic Affairs, deans, department chairs, academic program heads, Chairs of the Faculty Senate and Staff Council, and Curriculum Specialist, and others on invited basis.	Plan, implement, assess, and improve instructional activities, academic support, and student activities.	Monthly.

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<i><b>Name</b></i>	<i><b>Composition</b></i>	<i><b>Responsibilities</b></i>	<i><b>Frequency of Meetings</b></i>
<b>Faculty Senate</b>	Each academic department elects a representative to the Faculty Senate; four educational support units are also represented; these four are College and Community Relations (now College Advancement), Information Media Technology Services, the Library, and Student Services.	A formal independent organization through which the College faculty can participate in the governance and policy-making of the College, and promote communication among the faculty, staff, students, administration, and the Board of Regents. Coordinates the work of seven standing committees: 1) Admission, Academic Standards, and Graduation; 2) Budget; 3) Curriculum; 4) Elections; 5) Evaluation; 6) Faculty-Student Relations, and 7) Professional Rights and Responsibilities. Oversees the work of the Learning Outcomes Assessment Committee.	Monthly.
<b>Staff Council</b>	Clerical and administrative support staff in Administrative, Professional, and Technical positions.	To ensure that the Council's constituents have a formalized role in the governance of the College, and to provide a formal voice and organization to enhance professional and personal development for its members.	Monthly.

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<b><i>Name</i></b>	<b><i>Composition</i></b>	<b><i>Responsibilities</i></b>	<b><i>Frequency of Meetings</i></b>
<b>Student Congress</b>	Students who are elected from the student body.	To assist in creation, refinement, and development of student-related policy and to be the official voice of the students of the College. Represents students on the Policy, Planning, and Assessment Council and on the Faculty Senate, as well as specific standing committees of the Faculty Senate, including Faculty Student Relations.	Monthly.

### **Discussions on Future Reorganization**

To initiate dialogue on the future reorganization of the College, the Acting Chancellor circulated a preliminary reorganization model in March 2006. Each department chair and dean submitted models for consideration. The Policy, Planning, and Assessment Council initiated preliminary discussions on future reorganization at its April 2006 meeting. The Mālama Hawai‘i initiative, which has been renamed Kalāualani, is formally becoming part of the governance structure of the College.

As the semester was ending, the Acting Chancellor suspended reorganization discussions so that a more thoughtful and deliberate dialogue could continue in fall 2006. The Acting Chancellor’s decision not to rush this important dialogue is evidence of his ongoing commitment to integrity in faculty, staff, and student relations, and in campus governance.