I. Mission Statements -

College:
Windward Community College is committed to excellence in the liberal arts and career development; we support and challenge individuals to develop skills, fulfill their potential, enrich their lives, and become contributing culturally aware members of our community.

Administrative Services:
The Administrative Services units at Windward Community College (Vice Chancellor's Office, Business Office, Human Resources, Institutional Computing, and Operations and Maintenance) are committed to providing institutional support services resulting in a conducive, learning environment for the students and an effective working environment for all employees.

II. Strategic Plan - Goals and Objectives

The Administrative Services Program Review process is aligned with the UH System Strategic Plan and Windward Community College’s Strategic Plan. WCC’s Strategic Plan “is the core process that allows the College to effectively meet the requirements of its mission.” It provides for the regular and systematic assessment of programs, to ensure that:

- The goals and objectives of each unit of the University reflect the unit’s mission
- Planning is complemented by systemic monitoring of progress towards achieving planned objectives
- The collection of information about the achievement of goals and objectives is an ongoing activity designed to maximize the use of existing data
- The information collected is used to improve programs and services

University of Hawaii System ~ UH Community College System ~ Windward Community College

Specific Goals and Objectives that largely impacts the Administrative Services program is in the area of UH Strategic Plan Outcome #5: Resources and Stewardship. To acquire, allocate, and manage public and private revenues streams and exercise exemplary stewardship over all the University's resources for a sustainable future. A matrix aligning the Strategic Plans and activities of WCC’s Administrative Services to the UH and UHCC system goals is attached for the current year.

Below are Windward Community College Administrative Service’s Outcomes from the past year’s Strategic Plan dated November 2009.

Goal 5.1: Increase the number of faculty and staff from underrepresented demographic groups within EEO parameters.

Outcomes/Accomplishments/Status:
- In 2009 (last report), the college’s EEO/AA officer identified that there are no underrepresented demographic groups at Windward Community College. Source WCC’s EEO/AA Plan.
- To increase the number of underrepresented demographic groups, the college advertised as required by EEO/AA policy to advertise in the major newspaper publications as well as the Work at UH website. This form of recruitment reaches all
sectors of the population including the underrepresented groups. In some situations, additional methods of recruitment were used to increase the pool of qualified applicants.

Goal 5.2: Develop and support professional development opportunities for all faculty and staff, and include professional development funding as a base budget line item equaling 1-5% of each division's personnel costs.

Outcomes/Accomplishments/Status:
- The amount of funds expended to support professional development opportunities in FY 2009 was $75,478. This amount includes travel, conference fees, workshops, and sabbatical leaves from various sources of funds. This amount represents approximately .81% of personnel cost for the entire college. The number of staff development activities is not a number that is counted by the unit. This activity will be modified.
- Due to fluctuations in personnel cost by Divisions, the estimated amount of personnel cost for the entire college is being used.
- The college grants sabbatical leaves based on merit and availability of funds.
- A staff development budget line item exits and is awarded by a staff development committee that reviews and recommends approval to the Chancellor. Currently there is an allocation of $6,000 annually for staff travel and conference fees for staff development.

Goal 5.3: Build and open a new Library Learning Commons and initiate the design and construction of all new facilities called for in the College's CIP Master Plan.

Outcomes/Accomplishments/Status:
- Worked closely with the consultants on completing the design of the new Library Learning Commons. The facility is currently under construction with an expected completion date of Spring 2012.
- The college requested and received additional $1.5M CIP funding for furniture and equipment. Although this was a priority for the campus, this request was not included in the BOR BI 2011-13 Budget Request. Another attempt will be made during the Supplemental Budget Request process.
- The college requested for operating funds but it was not included in the BOR BI 2011-13 Budget Request. Another attempt will be made during the Supplemental Budget Request process.
- Construction contract does not include costs for relocating programs into the new facility. The college will need to fund this through its operating budget.
- The Master Planning and Space Allocation Committee (MaPSAC) has recommended to the Chancellor the future use of Hale Laakea for Language Arts and Hale Noeau for Social Sciences.

Goal 5.4: Renovate, repair, and maintain all College facilities to meet or surpass established standards for health and safety, handicapped access, energy-efficient climate control and lighting, functionality, and aesthetics.

Outcomes/Accomplishments/Status:
- Completed – renovation of Hale Manaopono interior
- Completed – installation of security equipment (emergency phones, cameras, public address system)
- Completed – installation of three (3) campus directory signs
- Completed - renovation of Hale Alakai Mini Theatre/Rm 102
- Completed- repair exhaust fan in Hale Imiloa
• Nearly completed – repair ceiling tiles and replace light fixtures in Hale Alakai, Hale Noeau
• In process – upgrade of telecommunication system
• In process – repaving of roadway around Hale Alakai
• In process – repairs to railing, awnings, doorways, and ramps
• In process – design of patio renovation for Hale A’o
• In process – repair roof leaks including downspouts and gutters
• In process – design repair to Hale Imiloa skylight
• In process – install chain link fence between Kaneohe District Park and the campus
• In process – contracting with Energy Saving Company to reduce energy cost on campus (UHCC systemwide)
• In process – contracting with Energy Renewable Company to minimize dependence on electricity/fuel (UHCC systemwide)

Goal 5.6: Increase non-state revenues by 3-10% per year.

Outcomes/Accomplishments/Status:
• The college projects an increase in tuition and fee revenues from last fiscal year by 25%
• This increase was accomplished through enrollment growth increases and tuition rate increase.
• Windward Community College was awarded $12.5 million over the next 5 years from Title III.
• The amounts cited in the WCC SP could not be validated. The current non-state revenues as of FY 2009 was $7,277,391 (source UHCC system report on performance goals).
Annual Assessment of Administrative Services Units

Business Office:

- **Description:**
  
  Services Provided –

  - Cashiering. Provide cashiering service for the campus including student payments and refunds through the Banner student information system. Disburse Financial Aid checks to students and collect other fees for all other campus programs.
  - Procurement and Disbursing. Purchasing of goods/services and payment processing via UH and RCUH.
  - Fiscal Management. Provide accurate and timely flow of fiscal documents and reports to the department and units for all institutional funds.
  - Grant Management. Administer all extramural funded (Federal, State, and private) awards to ensure compliance.
  - Payroll. Provide timely distribution of payroll checks to faculty, staff, and student employees.
  - Key/vehicle distribution – Distribute and account for Office keys and vehicle utilization.
  - Equipment inventory management. Coordinate physical inventory annually to properly account for capital assets.
  - Switchboard and mailroom operations. Provide telephone reception and mailroom service campus-wide.

- **Staffing – As of July 1, 2010, the Business Office was staffed with:**

  - Administrative Officer, Band B, Fiscal Officer
  - Administrative Officer, Band B, Assistant Fiscal Officer
  - Account Clerk IV (vacant, subject to hiring freeze)
  - Account Clerk III
  - Office Assistant V
  - Cashier I
  - Student Assistants

- **Analysis:**

  The Business Office has been understaffed for 6 months of the calendar year as the Account Clerk IV position has been vacant due to the hiring freeze. The existing staff has been able to keep the Business Office running smoothly but not without having to work longer hours and to streamline operations. The efficiency of the Business Office has improved in three major areas, the average no. of work days required to issue UH Purchase Orders, the average no. of work days required to submit a PO payment document to UH Disbursing Office, and the average no. of days required to issue UH Departmental Checks.

  To further compound the issue, there was a 21% increase in the total number of fiscal transactions over the past year. The increase was evident in both UH FMIS and RCUH in FY 2010.
The number of P-card transactions increased 34% which is a significant. The use of P-cards on campus has expedited the process of acquiring goods and services. Not only is it faster but it is also more efficient since there is less preauthorization that is required on P-card purchases.

The number of over the counter transactions for tuition payment has decreased as a result of online payments via Banner; however, there has been a tremendous increase in the amount of financial aid checks that have been disbursed. This is due to the increase in students receiving financial aid.

The Business Office has always taken the “proactive” approach and tries to anticipate problems when known in advance. If departments have concerns and/or questions, the staff are always willing to help and assist on an individual basis or through group training sessions. By providing individual service, there are trade-offs that comes in the form of not having enough time to complete all the other work. The Fiscal Officer and Assistant Fiscal Officer have had to sacrifice other areas in order to provide the level of service to support the college’s needs. The recent problems with the UH system disbursing office have been alleviated with the filling of vacant pre-audit clerks. However, we are still experiencing some delays in processing fiscal transactions due to the learning curve for new employees in that office.

Future Direction - Plan of Action:

To provide the level of quality service needed for the college, the office will be reevaluating its practice and see how it can become more efficient in accomplishing the workload performed by the Fiscal Officer and the Assistant Fiscal Officer. Periodic meeting with “non-members” of the Business Office will be held to obtain input and suggestions.

With the ever increasing extramural funding awarded to the college and the continuing problems and critical decisions making needed for the cashier function (Banner), the office is in dire need of another APT position. This will allow the Business Office to effectively operate and service the faculty, staff, students and community while maintaining fiscal integrity of the office. The Business Office will evaluate the staffing requirements and determine if another APT position is needed.

During the recent internal survey through the Governance Subcommittee on Institutional Effectiveness Committee (GSIEC), the general response was that the service provided in the Administrative Services unit was satisfactory. However, the one area that could have been viewed as a weakness related to the area of receiving input from the people being served. About a third of the respondents felt that Administrative Services were not receptive to their ideas or values and that the procedures were not made known. Also, a third of the members of the Administrative Services unit felt that there was a lack of opportunity to participate in decision making.

Human Resources:

- Description:

  Services Provided

    - Personnel management. Process personnel actions in a timely and accurate manner for all employees.
Benefits. Provide information and assist employees on obtaining the various kinds of benefits that are available to them.

EEO/AA. As the Equal Employment Opportunity and Affirmative Action officer, be in compliance with federal and state regulations on policies on recruitment, hiring, and steps to be taken to improve underserved populations. The EEO/AA officer is also responsible to insure that employees have a due process if they feel discriminated or harassed in any manner as protected by law.

Training. To coordinate training in various areas to help or assist employees to perform their jobs more effectively. The EEO/AA officer works closely with the campus’ staff development coordinator to plan and provide training for professional improvement.

Student employment. The HR unit provides employment services to students who wish to be employed at the college.

Organization Charts. Keep current the college’s organizational charts in order to be in compliance with state laws governing programs and its related positions. Annual updates are submitted to report and insure compliance.

Staffing - As of July 1, 2010, the Office of Human Resources was staffed with:

- (1.00) Personnel Officer, Band B
- (1.00) Personnel Officer, Band A

Analysis:

With the exponential growth in enrollment over the year, the number of personnel transactions has increased as well.

Lecturer transactions increased by 43% from the previous year. The number of casual/overload hires or Form 6 transactions, increased by 61% from last year. Related to the increase in these types of transactions are all the related documentation and verifications that needs to be as well.

In light of the increase in lecturers and casual hires, the HR staff has been able to maintain their performance in the average no. of days required to approve the SF-1s, the average no. of days to have position descriptions approved, and the average no. of work days to fill faculty/APT positions.

Future Direction - Plan of Action:

The college and the University will take extra effort to have new employees receive their first paycheck in a timely manner. Effective communication with departments on the required forms necessary in order to get employees on the payroll is essential.

The office will work out procedures with the Instruction Office to solidify steps to insure that payroll checks are processed accurately and timely.

HR will keep program heads abreast on the status and changes of various personnel matters.

During the recent internal survey through the Governance Subcommittee on Institutional Effectiveness Committee (GSIEC), the general response was that the service provided in the Administrative Services unit was satisfactory. However, the one area that
could have been viewed as a weakness related to the area of receiving input from the people being served. About a third of the
respondents felt that Administrative Services were not receptive to their ideas or values and that the procedures were not made
known. Also, a third of the members of the Administrative Services unit felt that there was a lack of opportunity to participate in
decision making.

**Administrative Computing:**

- **Description:**

  **Services Provided –**
  
  - Hardware maintenance. Provide ongoing support for the college’s administrative computing hardware. Contract for
    emergency repair as necessary. Implement necessary firewalls and safety precautions to safeguard institutional data.
  - Network development and maintenance. Provide service in the area of network and server support.
  - Software development and maintenance. Program necessary reports as required by administrative units.
  - Data retrieval. Extract data from the various systems for analysis by various units on campus.
  - Desktop user support and training. To provide training and other assistance to enhance user performance in use of
    personal computers.
  - Other. Provide timely response to computer problems/issues. Provide users with appropriate computer peripherals to
    perform their task. Stay abreast with the latest developments by attending workshops and other training activities.

- **Staffing -** As of July 1, 2010, the Institutional Computing unit was staffed with:
  - IT Specialist, Band B (vacant)
  - IT Specialist, Band A (administratively assigned to Academic Computing Support)

- **Analysis:**

  The college administratively assigned the Administrative Computing function to the Academic Computing services unit to provide
  Information Technology Support Services for the entire campus. The rationale for doing this was to have one unit responsible
  for all information technology matters on campus creating savings through economies of scale. The current IT structure is
  fragmented with no single direction for Information Technology. Should the two units merge, two IT Specialists within
  Administrative Computing will be combined with the Academic Computing unit, and possibly incorporate the IT Specialist from
  VCE into this unit to service the entire campus. If the reorganization is formalized, the oversight of campus computing would
  more than likely be under the Vice Chancellor for Academic Affairs.

- **Future Direction - Plan of Action:**

  The college plans to formally assess the consolidation of the Academic Computing unit with Administrative Computing after
  being administratively consolidated. A forum to discuss the reorganization proposal should be provided for campus input, before
  a formal reorganization proposal is submitted. Union consultation will be solicited as part of the process.
Operations and Maintenance:

- Description:

  Services Provided –

  - Repair and maintenance of physical plant facilities. The operations and maintenance staff plays an integral part in the appearance and operating condition of the institution. The initial impression of the campus has a lot to do with the physical appearance and functionality of the buildings. The O&M unit responds to all types of work order requests that may encompass cleaning up a spill to repairing the central HVAC system. The annual number of work orders completed are as follows –

    | Year | Work Orders |
    |------|-------------|
    | FY2004 | 565         |
    | FY2005 | 653         |
    | FY2006 | 630         |
    | FY2007 | 708         |
    | FY2008 | 712         |
    | FY2009 | 717         |
    | FY2010 | 925         |

  - Janitorial operations. The custodial unit insures that the restrooms are maintained in a clean and sanitary manner and to insure that classrooms, offices, common areas (lobbies, hallways, etc.) are serviced and cleaned on a regular basis. Restroom cleanliness is a major concern for students, faculty and staff.

  - Ground maintenance. The grounds keepers insure that the grounds are maintained in a safe and presentable manner.

  - Setup and movement of furniture and equipment. This service insures that setup and movement activities are completed in a timely and effective manner for program needs.

  - Transportation Service. The college has a fleet of 8 vehicles assigned to various units on campus and are used for business purposes. O&M insures that these vehicles are inspected annually and maintained periodically.

  - Facilities Management. A new Facilities Manager position was established and filled to oversee the multitude of R&M projects. The Facilities Manager works closely with contractors and UH system staff to insure the smooth completion of projects.

  - The college was appropriated two (2.00) permanent general funded Security positions. A Safety and Security Manager was established and currently being filled and a University Security Officer position is soon to be hired

Staffing - As of July 1, 2010, the Operations and Maintenance unit was staffed with (18.00) FTE:

  - (1.00) General Maintenance & Services Supervisor I
  - (1.00) Building Maintenance Worker I
  - (2.50) General Laborer I
  - (1.00) Groundskeeper
  - (1.00) Janitor III
  - (8.50) Janitor II
  - (1.00) Facilities Manager
  - (1.00) Safety and Security Manager
  - (1.00) University Security Officer (vacant)
Analysis:

The college will open its new Library Learning Commons facility on or about Spring 2012. In order to adequately maintain the building, additional staff support will be required. In addition, operating supplies, equipment and electricity will be required to maintain and operate the building.

WCC has 31,745 square feet assigned per janitor which is more than the average for the community colleges of 29,167 square feet per janitor.

WCC has 18 acres assigned per grounds keeper/laborer which is more than the average for the community colleges of 11 acres per grounds keeper/laborer employee.

Of the community colleges (excluding Haw CC), WCC has 2.00 Building Maintenance Workers compared to the average of the community colleges which has an average of 3.29.

The annual number of work orders increased from 717 in 2009 to 925 in 2010. This represents an increase of 29%. This increase may be partly contributed to the online work request system that has been in place for about a year.

Future Direction - Plan of Action:

Coordinate efforts to reduce the college’s energy consumption and expenditures through energy savings and energy renewable contracts through the UHCC system office. If successful, the college should stabilize or reduce electricity costs and its reliance of traditional energy.

Request for (3.00) O&M positions and related funds to support the LLC building. A campus request in the BI 2011-13 was not included in the BOR Budget Request. Another request in the Supplemental Budget Request should be pursued.

Fill two new security related positions that were appropriated in FY2009. A need for office space has been submitted to the MaPSAC to house this new function.

Security equipment has been installed. The new Safety and Security Manager will need to be trained on how to use and operate the equipment. Also standard operating procedures for the safety and security office will need to be developed. The hiring of a University Security Officer should be initiated to staff the security office.

Telecommunications will be converted to a voice over IP system that will require the need for IT to manage the telephone system on campus. The college’s PBX telephone system will be terminated once the conversion takes place. This function will be transferred to the IT unit once a formal reorganization is approved.

As a result of the GSIEC survey, the O&M unit will formalize the routine maintenance of pressure washing, tree trimming, cleaning storm drains and gutters, and lighting.
Office of the Vice Chancellor for Administrative Services:

- Description:

  Services Provided –
  - Overall management. To provide leadership and effective communication to all Administrative Services units.
    - Business Office
    - Human Resources Office
    - Operations and Maintenance
    - Security
    - Administrative Computing (administratively assigned to Academic Support)
  - Work with the executive team in providing overall campus leadership.
  - CIP and R&M. To provide direction and coordination in the area of CIP/R&M projects. Request and advocate funding for
    R&M projects for WCC at the system level.
  - Budget Request development. Provide advice and coordination in the development of institutional budget requests for
    both the biennial and supplemental budgets.
  - Develop and manage the college’s Annual Operational Expenditure Plan
  - Chair of the Master Planning and Space Utilization Committee
  - Member of the Planning and Budget Council
  - Coordinate efforts in completing program reviews for the Administrative Services unit.

Staffing - As of July 1, 2009, the Vice Chancellor for Administrative Services unit was staffed with:
  - (1.00) Vice Chancellor for Administrative Services
  - (1.00) Secretary

- Analysis:

  The college recently administered a “Leaders and Governance Structure Perception Survey” from the Governance
  Subcommittee of the Institutional Effectiveness Committee (GSIEC). The results of the survey indicated that most of the faculty
  and staff that took the survey responded “Did not know” to questions relating to Administrative Services and the offices within it.
  It was not determined whether they wanted to know and didn’t know or if they just didn’t care to know. Taking a positive
  approach, the Administrative Services unit will try to communicate more effectively, be more visible on campus, attend more
  meetings, and be available to those who want to know more about what Administrative Services do and how we can help them
  to do their jobs better.

- Future Direction - Plan of Action:

  Continue professional improvement by participating in professional organizations such as NACUBO, WACUBO, NACAS, SCUP,
  etc. activities.
Provide effective communication with campus governance bodies on various institutional matters such as budgets, repairs and maintenance, electricity consumption, and space utilization. Continue with the Administrative Services Update during convocation.

Meet with Administrative Services unit heads on a monthly basis to discuss ongoing matters or concern.

Attend Vice Chancellor for Academic Affairs meetings as needed to answer questions or inform them of matters from the Administrative Services unit.

Walk the campus to assess the campus buildings and grounds and to discuss with colleagues matters of concern.

As a result of the GSIEC survey, promote/offer up staff development activities to campus community.

Promote and communicate the importance of securing Personal Information Systems.
ATTACHMENTS

- Administrative Services Organization Chart (as of July 1, 2010)
- WCC Strategic Plan Action Outcomes for Administrative Services as of December 2010
- UH FMIS and RCUH Fiscal Transaction Counts
- Human Resources Comparables Measures
- Operations and Maintenance Measures
# Organization Chart
## Administrative Services
### July 1, 2010

<table>
<thead>
<tr>
<th>Business Office</th>
<th>Human Resources</th>
<th>Computing &amp; Data Processing</th>
<th>Operations &amp; Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer, PBB, #93077</td>
<td>Personnel Officer, PBB, #80479</td>
<td>IT Specialist, PBB, #80879</td>
<td>General Maintenance &amp; Services Supervisor I, SR18, #93225</td>
</tr>
<tr>
<td>Administrative Officer, PBB, #76018</td>
<td>Personnel Office, PBA, #77793</td>
<td>IT Specialist, PBA, #78187</td>
<td>Building Maintenance Worker I, BC09, #93235</td>
</tr>
<tr>
<td>Account Clerk IV, SR13, #10017(B)</td>
<td></td>
<td></td>
<td>General Laborer II, BC03, #49184</td>
</tr>
<tr>
<td>Account Clerk III, SR11, #930441</td>
<td></td>
<td></td>
<td>General Laborer I, BC02, (1.50), #900274 (.50), #900372</td>
</tr>
<tr>
<td>Office Assistant V, SR12, #93699</td>
<td></td>
<td></td>
<td>Groundskeeper I, BC03, #11950</td>
</tr>
<tr>
<td>Cashier I, SR10, #433310</td>
<td></td>
<td></td>
<td>Janitor III, WS02, #31273</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Janitor II, BC02, (8.50), #94427, #94426, #96454, #94157, #900044, #900045, #900101, #97760, #900104 (.50),</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Auxiliary and Facilities Services Officer, PBA, #78832</td>
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<tr>
<td></td>
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<td></td>
<td>Auxiliary and Facilities Services Officer, PBB, #70153</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>University Security Officer I, SR14, #900039</td>
</tr>
</tbody>
</table>

^ Excluded from position count this chart.

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**CHART UPDATED**

**General Fund**
- 29.03

**Special Funds**
- 1.03

**Date**
- JUL 01 2010
### WCC Strategic Plan Action Outcomes as of December 2010

#### for Administrative Services

<table>
<thead>
<tr>
<th>UH SYSTEM STRATEGIC GOALS</th>
<th>UHCC'S STRATEGIC PLAN PROGRAM GOALS</th>
<th>WINDWARD CC’S 2008 STRATEGIC PLAN ACTION OUTCOMES</th>
<th>ADMINISTRATIVE SERVICES ACTIVITY RELATED TO ACTION OUTCOMES</th>
<th>PERSON(S) RESPONSIBLE</th>
<th>RESOURCES NEEDED</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>#5 Resources and Stewardship. To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University's resources for a sustainable future.</td>
<td>5.1 Recruit, renew, and retain a qualified, effective, and diverse faculty, staff, and leadership.</td>
<td>5.1 Increase the number of faculty and staff from underrepresented demographic groups within EEO parameters.</td>
<td>Comply with University of Hawaii EEO/AA policies and procedures, identify employee type that are underrepresented at Windward Community College via EEO/AA Plan. Update EEO/AA plan through UHCC Office.</td>
<td>EEO/AA Officer</td>
<td>NA</td>
<td>Dec-11</td>
</tr>
<tr>
<td>#5 Resources and Stewardship. To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.2 Develop and support professional development opportunities for all faculty and staff, and include professional development funding as a base budget line item equating 1-5% of each division’s personnel costs.</td>
<td>Identify the amount of funds expended for staff development activities and report to the UHCC system office who monitors expenditures for all UHCCs.</td>
<td>Provide Staff Development training to employees on topics such as Sexual Harassment and Workplace Violence. Also provide O&amp;M staff with ongoing health and safety training provided by the UHCC Environmental Health and Safety Officer.</td>
<td>VC for Administrative Services, Human Resources Officer, Fiscal Officer</td>
<td>NA</td>
<td>Dec-11</td>
</tr>
<tr>
<td>#5 Resources and Stewardship. To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.2 Build and/or acquire appropriate facilities to deliver educational programs and services in underserved regions of the State, and identify repairs and maintenance requirements to properly maintain facilities.</td>
<td>5.3 Build and open a new Library Learning Commons and initiate the design and construction of all new facilities called for in the College’s CIP Master Plan.</td>
<td>Continue to work with the Office of Capital Improvement and the consultants to complete the construction of the new facility.</td>
<td>VC for Administrative Services, Campus CIP Coordinator, Facilities Manager, Master Plan and Facilities Use Committee</td>
<td>NA</td>
<td>Dec-11</td>
</tr>
<tr>
<td>#5 Resources and Stewardship. To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.3 Build and open a new Library Learning Commons and initiate the design and construction of all new facilities called for in the College’s CIP Master Plan.</td>
<td>5.3 Build and open a new Library Learning Commons and initiate the design and construction of all new facilities called for in the College’s CIP Master Plan.</td>
<td>Request funds for electricity to operate the LLC.</td>
<td>VC for Administrative Services, UHCC Budget Office</td>
<td>Amount to be determined at a later date (Est. $300,000)</td>
<td>Dec-11</td>
</tr>
</tbody>
</table>
### WCC Strategic Plan Action Outcomes as of December 2010

#### for Administrative Services

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<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Request for new equipment (non-CIP) funds for new library facility.</td>
<td>Chancellor, VC for Administrative Services, Librarian, VCAA, UHCC Budget Office</td>
<td>Assist request for funds (again) that are not included in CIP budget for new equipment.</td>
<td>Dec-11</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Request for positions and funds to operate the new facility (2) janitors, (1) Bidg Maint. Worker.</td>
<td>Chancellor, VC for Administrative Services, UHCC Budget Office</td>
<td>Request for (2.00) FTE Janitor and (1.00) Bidg Maint Worker and related funds through internal reallocation.</td>
<td>Dec-11</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Initiate plans for the move of programs from the current facility to the new.</td>
<td>VC for Administrative Services, VC for Academic Affairs, Unit Heads</td>
<td>Request funding to relocate occupants of the new LLC building.</td>
<td>Dec-11</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5.4 Renovate, repair, and maintain all College facilities to meet or surpass established standards for health and safety, handicapped access, energy-efficient climate control and lighting, functionality, and aesthetics.</td>
<td>Plan for the next round of R&amp;M projects for May 2011.</td>
<td>VC for Administrative Services, Facilities Manager, O&amp;M Supervisor</td>
<td>To be determined by the UHCC Facilities Planning Office, Special R&amp;M funding.</td>
<td>Dec-11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coordinate with the UHCC Facilities and Planning Office the completion of approved R&amp;M projects for the campus. Projects already funded and in progress: Repair Atahual Roadway, Upgrade telephone system, various repairs to rails, awnings, ramps, stairs, doorways, repair leaks and gutters, lomoa skylight, A'o lanai, and other Energy Conservation projects through a performance based contract with Johnson Controls Inc.</td>
<td>VC for Administrative Services, Facilities Manager, O&amp;M Supervisor, UHCC Facilities Planning Office</td>
<td>NA</td>
<td>Dec-11</td>
<td></td>
</tr>
</tbody>
</table>
## WCC Strategic Plan Action Outcomes as of December 2010
for Administrative Services

<table>
<thead>
<tr>
<th>UH SYSTEM STRATEGIC GOALS</th>
<th>UHCC’S STRATEGIC PLAN PROGRAM GOALS</th>
<th>WINDWARD CC’S 2008 STRATEGIC PLAN ACTION OUTCOMES</th>
<th>ADMINISTRATIVE SERVICES ACTIVITY RELATED TO ACTION OUTCOMES</th>
<th>PERSON(S) RESPONSIBLE</th>
<th>RESOURCES NEEDED</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>#5 Resources and Stewardship</td>
<td>To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.3 Increase non-state revenue streams by 3-17% per year.</td>
<td>Consult with the campus’ Aesthetics Committee on various repairs and maintenance projects for aesthetics purpose.</td>
<td>VC for Administrative Services and the Chair of the Aesthetics Committee</td>
<td>NA</td>
<td>Dec-11</td>
</tr>
<tr>
<td>#5 Resources and Stewardship</td>
<td>To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.6 Increase non-state revenues by 3-10% per year (from $5,221,178 to $8,261,460).</td>
<td>Plan for the renovation of Hale Laukea, Hale Noeau, Hale Nuuao, and Hale Alakai.</td>
<td>VC for Administrative Services, Master Planning and Space Utilization Committee, UHCC Facilities Planning Office</td>
<td>To be determined by the UHCC system priorities. Special R&amp;M funding.</td>
<td>Dec-11</td>
</tr>
<tr>
<td>#5 Resources and Stewardship</td>
<td>To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.4 Promote sustainability by making more efficient use of existing resources.</td>
<td>Report to the UHCC system office on the amount of non-state revenues being received by the campus. This is also a UHCC initiative that is being tracked for all campuses. Administer Title III awards to WCC in the amount of $12.5M over the next 5 years.</td>
<td>Fiscal Officer, Principal Investigators, Vice Chancellors</td>
<td>NA</td>
<td>Dec-11</td>
</tr>
<tr>
<td>#5 Resources and Stewardship</td>
<td>To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.4 Renovate, repair, and maintain College facilities to meet or surpass established standards for health and safety, handicapped access, energy-efficient climate control and lighting, functionality, and aesthetics.</td>
<td>Assist and facilitate faculty and staff in acquiring extramural funds. Designate APT in Business Office to support Contracts and Grants Fiscal Support.</td>
<td>Fiscal Officer</td>
<td>RTRF funds, allocated to support campus operations.</td>
<td>Dec-11</td>
</tr>
</tbody>
</table>

Reduce energy cost and consumption by: Implementing energy conservation measures both institutionally and individually. Inform the campus of the energy challenges through demonstration projects via JCI contract. | VC for Administrative Services, Facilities Manager, UHCC Facilities Planning Office | Funded through performance-based financing. 20 year agreement in progress. | Dec-11 |
<table>
<thead>
<tr>
<th>UH SYSTEM STRATEGIC GOALS</th>
<th>UHCC’S STRATEGIC PLAN PROGRAM GOALS</th>
<th>WINDWARD CC’S 2008 STRATEGIC PLAN ACTION OUTCOMES</th>
<th>ADMINISTRATIVE SERVICES ACTIVITY RELATED TO ACTION OUTCOMES</th>
<th>PERSON(S) RESPONSIBLE</th>
<th>RESOURCES NEEDED</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Resources and Stewardship. To acquire, allocate, and manage public and private revenue streams and exercise exemplary stewardship over all the University’s resources for a sustainable future.</td>
<td>5.5 Develop and sustain an institutional environment that promotes transparency, a culture of evidence that links institutional assessment, planning, resource acquisition, and resource allocation.</td>
<td>Work with the Aesthetics Group in identifying ways to improve the beauty and appearance of the campus.</td>
<td>VC Administrative Services, Aesthetics Group Chair</td>
<td>NA</td>
<td>Dec-11</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implement efforts to reduce energy cost through a systemwide contract with JCI. Coordinate various energy conservation measures identified by JCI.</td>
<td>VC for Administrative Services, Facilities Manager, UHCC Facilities Planning Office</td>
<td>Funded through performance based financing. 20 year agreement in progress.</td>
<td>Dec-11</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5.5 Based on data submitted in the Annual Assessments/Program Reviews, equip all personnel and college facilities with appropriate technologies and tools for effective communication, teaching, learning, and other professional work and scholarly activities.</td>
<td>Assist IT Support Service for a plan to provide computers to faculty/staff personnel. Assist programs in the procurement process in obtaining necessary materials and supplies.</td>
<td>Fiscal Officer to assist IT Coordinator</td>
<td>Allocate funds to Campus Computing Support Services as needed to meet this action.</td>
<td>Dec-11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5.7 Refine, document, and annually assess College governance structures, policies, and procedures to ensure appropriate participation, input, and effectiveness.</td>
<td>Encourage staff in Administrative Services unit to participate in campus governance activities and annual program reviews.</td>
<td>VC Administrative Services and Unit Heads</td>
<td>NA</td>
<td>Dec-11</td>
</tr>
</tbody>
</table>
# UH FMIS and RCUH Fiscal Transaction Counts

## UH FMIS AND RCUH FISCAL TRANSACTION COUNTS

### WINDWARD CC

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>UH FMIS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase Order</td>
<td>813</td>
<td>628</td>
<td>736</td>
<td>899</td>
<td>678</td>
<td>543</td>
<td>581</td>
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<tr>
<td>P-Card</td>
<td>1,459</td>
<td>1,438</td>
<td>1,395</td>
<td>1,600</td>
<td>1,901</td>
<td>1,902</td>
<td>2,555</td>
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<tr>
<td>Auth for Payment</td>
<td>23</td>
<td>34</td>
<td>38</td>
<td>43</td>
<td>42</td>
<td>28</td>
<td>31</td>
</tr>
<tr>
<td>Departmental Checks</td>
<td>421</td>
<td>341</td>
<td>452</td>
<td>393</td>
<td>398</td>
<td>485</td>
<td>543</td>
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<tr>
<td>Payroll JV</td>
<td>150</td>
<td>232</td>
<td>101</td>
<td>96</td>
<td>112</td>
<td>148</td>
<td>204</td>
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<tr>
<td>Non-payroll JV **</td>
<td>166</td>
<td>166</td>
<td>172</td>
<td>143</td>
<td>196</td>
<td>198</td>
<td>227</td>
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<tr>
<td>Inter-Island TCR</td>
<td>42</td>
<td>29</td>
<td>30</td>
<td>42</td>
<td>56</td>
<td>46</td>
<td>57</td>
</tr>
<tr>
<td>Out-of-State TCR</td>
<td>13</td>
<td>7</td>
<td>6</td>
<td>9</td>
<td>9</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>A/R Invoices at FYE</td>
<td>170</td>
<td>152</td>
<td>140</td>
<td>185</td>
<td>162</td>
<td>192</td>
<td>125</td>
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<tr>
<td><strong>UH FMIS Total</strong></td>
<td>3,256</td>
<td>3,025</td>
<td>3,070</td>
<td>3,210</td>
<td>3,552</td>
<td>3,555</td>
<td>4,336</td>
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</table>

**RCUH**

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase Order</td>
<td>175</td>
<td>126</td>
<td>148</td>
<td>146</td>
<td>122</td>
<td>143</td>
<td>129</td>
</tr>
<tr>
<td>Direct Payment</td>
<td>67</td>
<td>73</td>
<td>56</td>
<td>127</td>
<td>102</td>
<td>90</td>
<td>115</td>
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<tr>
<td>Payroll JV</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Non-Payroll JV</td>
<td>6</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Inter-Island TCR</td>
<td>11</td>
<td>8</td>
<td>12</td>
<td>14</td>
<td>10</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td>Out-of-State TCR</td>
<td>6</td>
<td>11</td>
<td>10</td>
<td>12</td>
<td>8</td>
<td>4</td>
<td>18</td>
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<tr>
<td><strong>RCUH Total</strong></td>
<td>265</td>
<td>221</td>
<td>226</td>
<td>302</td>
<td>249</td>
<td>251</td>
<td>285</td>
</tr>
<tr>
<td><strong>UH FMIS/RCUH Total</strong></td>
<td>3,521</td>
<td>3,246</td>
<td>3,296</td>
<td>3,512</td>
<td>3,801</td>
<td>3,806</td>
<td>4,621</td>
</tr>
</tbody>
</table>

*Note: RCUH Direct payments include, AFP, mileage reimbursements, petty cash replenishments and other direct payment transactions. RCUH Payroll and other JV entries are processed by RCUH accounting staff, therefore, this is not a workload issue for CC staff. ** FMIS Non-payroll JV counts include manual JV transactions which include general, payroll, and 13th month accrual JVs.*

### UH FMIS

| Outstanding A/R Balance | 119,292  | 118,580  | 84,130  | 140,514  | 140,587  | 113,177  | 67,549  |

18
# Human Resources Comparable Measures

**Windward CC**

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>FY03-04</th>
<th>FY04-05</th>
<th>FY05-06</th>
<th>FY06-07</th>
<th>FY07-08</th>
<th>FY08-09</th>
<th>FY09-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of PNF Transactions processed (fiscal year)</td>
<td>579</td>
<td>668</td>
<td>556</td>
<td>782</td>
<td>637</td>
<td>655</td>
<td>643</td>
</tr>
<tr>
<td>Number of New Appointments processed (fiscal year)</td>
<td>41</td>
<td>55</td>
<td>75</td>
<td>71</td>
<td>61</td>
<td>43</td>
<td>14</td>
</tr>
<tr>
<td>Number of Lecturer PNF documents processed (fiscal year)</td>
<td>184</td>
<td>171</td>
<td>180</td>
<td>162</td>
<td>190</td>
<td>154</td>
<td>220</td>
</tr>
<tr>
<td>Number of Form 6 Transactions processed (fiscal year)</td>
<td>not available</td>
<td>249</td>
<td>259</td>
<td>246</td>
<td>135</td>
<td>184</td>
<td>296</td>
</tr>
<tr>
<td>Number of Leave Cards processed (fiscal year)</td>
<td>1361</td>
<td>1334</td>
<td>1580</td>
<td>1767</td>
<td>1679</td>
<td>1878</td>
<td>1593</td>
</tr>
<tr>
<td>Average number of work days required for SF-1 to be approved (AP&amp;T positions)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>10.8</td>
<td>13</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Average number of work days for position description to be approved (AP&amp;T positions)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>15.4</td>
<td>23</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Average number of work days to fill faculty/AP&amp;T positions</td>
<td>not available</td>
<td>26.7</td>
<td>24.5</td>
<td>20.6</td>
<td>6</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Number of Grievances/Investigations filed (fiscal year)</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Human Resources FTE</td>
<td>2.5*</td>
<td>2.5*</td>
<td>2.5*</td>
<td>2.5*</td>
<td>2*</td>
<td>2*</td>
<td>2*</td>
</tr>
<tr>
<td>Faculty/Staff Headcount</td>
<td>145</td>
<td>137</td>
<td>150</td>
<td>164</td>
<td>167</td>
<td>170</td>
<td>166</td>
</tr>
<tr>
<td>Number of New/Reopened Workers' Compensation Claims filed (fiscal year)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>3</td>
</tr>
<tr>
<td>Number of Existing Workers' Compensation Claims as of beginning of fiscal year</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>9</td>
</tr>
<tr>
<td>Number of New Temporary Disability Benefits (TDB) claims filed (fiscal year)</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>0</td>
</tr>
<tr>
<td>Number of Existing Temporary Disability Benefits (TDB) claimed as of beginning of fiscal year</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>0</td>
</tr>
</tbody>
</table>

*Campus Personnel Officer also serves as the College’s EEO/AA Coordinator. n/a indicates that the measure did not exist during that fiscal year.
## Operations and Maintenance Measures

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Number of work orders completed (fiscal year)</td>
<td>665</td>
<td>553</td>
<td>630</td>
<td>708</td>
<td>712</td>
<td>717</td>
<td>925</td>
</tr>
<tr>
<td>2. Janitor FTE - Campus Identified</td>
<td>8.00</td>
<td>8.00</td>
<td>8.50</td>
<td>9.00</td>
<td>9.50</td>
<td>8.00</td>
<td>9.50</td>
</tr>
<tr>
<td>4. Groundskeeper/Laborer FTE - Campus Identified</td>
<td>2.00</td>
<td>3.00</td>
<td>2.50</td>
<td>2.50</td>
<td>3.50</td>
<td>3.50</td>
<td>3.50</td>
</tr>
<tr>
<td>6. Building Maintenance FTE - Campus Identified</td>
<td>1.50</td>
<td>1.50</td>
<td>1.50</td>
<td>0.50</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>7. Security FTE - Campus Identified</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Definitions:**

2. Janitor FTE includes permanent and temporary positions, all funding sources, filled at fiscal year end (6/30/XX) - Campus records
4. Groundskeeper/Laborer FTE includes permanent and temporary positions, all funding sources, filled at fiscal year end (6/30/XX). Laborer FTE determined by campus based on percentage FTE assigned groundskeeping duties - Campus records
6. Building Maintenance FTE includes permanent and temporary positions, all funding sources, filled at fiscal year end (6/30/XX) - Campus records
Includes Head Maintenance Supervisor and clerical staff
7. Security FTE includes permanent and temporary positions, all funding sources, filled at fiscal year end (6/30/XX) - Campus records
Includes only campus staff, does not include contract security