Mission Statements -

Windward Community College:

Windward Community College offers innovative programs in the arts and sciences and opportunities to gain knowledge and understanding of Hawai‘i and its unique heritage. With a special commitment to support the access and educational needs of Native Hawaiians, we provide O‘ahu’s Ko‘olau region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment — inspiring students to excellence.

UHCC - Administrative Services:

Administrative support services at each campus provide campus-wide executive leadership, budgetary and financial management, personnel administration, procurement and property management, facilities and grounds maintenance, security, physical facilities planning of both repairs and maintenance and capital improvement projects, and auxiliary services. Under the direction of the Vice President for Community Colleges, the University of Hawaii Community college systemwide administrative affairs unit directly coordinates, supports, and assists the community college campuses in policy formulation; budgeting, planning and coordination; budget execution and the effective use of available resources; organizational management and position control; human resources; facilities planning; and other administrative, logistical and technical services.

The campus and systemwide administrative services units support the primary program objectives of the Community College, which are to develop eligible individuals to higher levels of intellectual, personal, social and vocational competency by providing vocation and technical training and general academic instruction for certificates or degrees, or in preparation for the baccalaureate; and by offering adult continuing education for both personal and vocational purposes. The administrative services units directly support the academic mission of providing quality educational and related services to the students and the communities.

Windward Community College – Administrative Services:

The Administrative Services units at Windward Community College are committed to providing institutional support services resulting in a conducive learning environment for the students and a quality working environment for all employees consistent with the advancement of Windward Community College's overall mission.

Support Service Units:
- Business Office
- Human Resources Office
- Office of Safety and Security
- Maintenance
- Janitorial Services
- Vice Chancellor's Office
Strategic Plan - Goals and Objectives & Campus Program Review Relationships

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 -> Administrative Services

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.
Assessment of Administrative Services Units

**Business Office:**

- **Description:**
  
  Mission Statement: To provide quality business and fiscal related services in support and advancement of Windward Community College’s overall mission.

- **Major Functions**
  - 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, 2012, the Business Office was staffed with:
  - Administrative Officer, Band B, Fiscal Authority
  - Administrative Officer, Band B, Assistant Fiscal Authority
  - Administrative Officer, Band A
  - Account Clerk III
  - Office Assistant V
  - Cashier I
  - Student Assistants

- **Analysis and Future Direction:** See Assessment of Non-Instructional Service/Process Outcomes below.
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<thead>
<tr>
<th>WCC Mission Statement</th>
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<th>Action(s) Proposed</th>
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<td>Windward Community College offers innovative programs in the arts and sciences and opportunities to gain knowledge and understanding of Hawai‘i and its unique heritage. With a special commitment to support the access and educational needs of Native Hawaiians, we provide ʻO‘ahu’s Kō‘olau region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment — inspiring students to excellence.</td>
<td>To provide quality building and grounds maintenance services in support and advancement of Windward Community College’s overall mission.</td>
<td>1. The Cashier’s Office effectively assists students, faculty and staff with tuition and refunds.</td>
<td>The entire administrative services unit was recently trained on the assessment process where process/service outcomes were identified. These outcomes will be assessed through a survey currently being developed. 70% of all respondents will indicate satisfaction with the process/service outcomes identified.</td>
<td>Once the survey is completed, the data will be analyzed to determine if there were any significant changes, what may have caused the changes and what can be done to achieve the outcomes desired.</td>
<td>Proposed actions will be determined once the assessment results and analysis are completed.</td>
<td>Since there are no proposed actions, there are no budget implications.</td>
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<tr>
<td></td>
<td></td>
<td>2. The Business Office provides exceptional customer service with adequate staffing and resources.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
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<tr>
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<td></td>
<td>3. The Business Office effectively processes requisitions and payment documents.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
</tr>
</tbody>
</table>

*Attach the tool(s) to this report.

To provide quality building and grounds maintenance services in support and advancement of Windward Community College’s overall mission.

1. The Cashier’s Office effectively assists students, faculty and staff with tuition and refunds.

The entire administrative services unit was recently trained on the assessment process where process/service outcomes were identified. These outcomes will be assessed through a survey currently being developed. 70% of all respondents will indicate satisfaction with the process/service outcomes identified.

Once the survey is completed, the data will be analyzed to determine if there were any significant changes, what may have caused the changes and what can be done to achieve the outcomes desired.

Proposed actions will be determined once the assessment results and analysis are completed.

A subsequent survey will be given to determine how effective the proposed actions were in meeting the outcomes.

Since there are no proposed actions, there are no budget implications.
Human Resources:

- Description:

  Mission Statement: To provide quality human resources services in support and advancement of Windward Community College’s overall mission.

  Major Functions:

  - 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, 2012, the Office of Human Resources was staffed with:

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

- Analysis and Future Direction: See Assessment of Non-Instructional Service/Process Outcomes below.
### Assessment of Non-Instructional Unit Service/Process Outcomes

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</thead>
<tbody>
<tr>
<td>To provide quality human resources services in support and advancement of Windward Community College’s overall mission.</td>
<td>The entire administrative services unit was recently trained on the assessment process where process/service outcomes were identified. These outcomes will be assessed through a survey currently being developed. 70% of all respondents will indicate satisfaction with the process/service outcomes identified.</td>
<td>1. Human Resources will ensure the proper implementation and accurate completion of Performance Appraisal Forms (PAS) and APT evaluations.</td>
<td>What tool(s) was used to measure the outcome? What is your benchmark? How do you know if the process/service outcomes have been achieved successfully? *Attach the tool(s) to this report.</td>
<td>Once the survey is completed, the data will be analyzed to determine if there were any significant changes, what may have caused the changes and what can be done to achieve the outcomes desired.</td>
<td>Proposed actions will be determined once the assessment results and analysis are completed. A subsequent survey will be given to determine how effective the proposed actions were in meeting the outcomes.</td>
<td>Since there are no proposed actions, there are no budget implications.</td>
</tr>
<tr>
<td>2. Human Resources will provide front-line supervisors opportunities to attend related training to improve supervisory duties.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
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<td>3. Employees will be aware of their benefits.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
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<td>4. Human Resources staff will ensure timely and courteous response/action to employee concerns.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
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</tbody>
</table>

*Attach the tool(s) to this report.

**Assessment (Performance) Tasks & Success Criteria**
- What tool(s) was used to measure the outcome?
- What is your benchmark?
- How do you know if the process/service outcomes have been achieved successfully?

*Attach the tool(s) to this report.

**Assessment Results & Analysis**
- Once the survey is completed, the data will be analyzed to determine if there were any significant changes, what may have caused the changes and what can be done to achieve the outcomes desired.

**Action(s) Proposed**
- Proposed actions will be determined once the assessment results and analysis are completed. A subsequent survey will be given to determine how effective the proposed actions were in meeting the outcomes.

**Budget/Resources Implications**
- Since there are no proposed actions, there are no budget implications.

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Revised 10/25/2012 for NIUA
Operations and Maintenance:

- Description:

Mission Statement: To provide quality building and grounds maintenance services in support and advancement of Windward Community College’s overall mission.

Major Functions:

- Repair and maintenance of physical plant facilities. The operations and maintenance staff plays and 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 –

<table>
<thead>
<tr>
<th>Year</th>
<th>Work Orders</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2004</td>
<td>565</td>
</tr>
<tr>
<td>FY2005</td>
<td>653</td>
</tr>
<tr>
<td>FY2006</td>
<td>630</td>
</tr>
<tr>
<td>FY2007</td>
<td>708</td>
</tr>
<tr>
<td>FY2008</td>
<td>712</td>
</tr>
<tr>
<td>FY2009</td>
<td>717</td>
</tr>
<tr>
<td>FY2010</td>
<td>925</td>
</tr>
<tr>
<td>FY2011</td>
<td>783</td>
</tr>
<tr>
<td>FY2012</td>
<td>694</td>
</tr>
</tbody>
</table>

- 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 6 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.

- A Facilities Manager position was 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.

Staffing - As of July 1, 2012, the Operations and Maintenance unit was staffed with:

- (1.00) Campus Maintenance Officer
- (2.00) Building Maintenance Worker I
- (2.50) General Laborer I
- (1.00) Groundskeeper
- (1.00) Janitor III
- (8.50) Janitor II
- (1.00) Facilities Manager

- Analysis and Future Direction: See Assessment of Non-Instructional Service/Process Outcomes below.
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</tr>
</thead>
<tbody>
<tr>
<td>To provide quality building and grounds maintenance services in support and advancement of Windward Community College’s overall mission.</td>
<td>1. Operations and Maintenance will provide a safe, clean, healthy, and comfortable education environment for students, faculty, and staff.</td>
<td>The entire administrative services unit was recently trained on the assessment process where process/service outcomes were identified. These outcomes will be assessed through a survey currently being developed. 70% of all respondents will indicate satisfaction with the process/service outcomes identified.</td>
<td>Once the survey is completed, the data will be analyzed to determine if there were any significant changes, what may have caused the changes and what can be done to achieve the outcomes desired.</td>
<td>Proposed actions will be determined once the assessment results and analysis are completed.</td>
<td>Since there are no proposed actions, there are no budget implications.</td>
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<td>Windward Community College offers innovative programs in the arts and sciences and opportunities to gain knowledge and understanding of Hawaiʻi and its unique heritage. With a special commitment to support the access and educational needs of Native Hawaiians, we provide Oʻahu’s Koʻolau region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment—inspiring students to excellence.</td>
<td>2. The working supervisor will ensure appropriate training, adequate equipment, and supplies for the janitorial staff to perform its duties.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
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</tr>
<tr>
<td></td>
<td>3. The janitorial staff will create a clean, safe, and positive learning environment for WCC students and employees.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
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<td></td>
<td>4. The working supervisor will provide adequate means of communication with the janitorial staff.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
<td>Same as above.</td>
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</tr>
</tbody>
</table>

*Attach the tools to this report.

Assessment Results & Analysis*
- What strengths did the assessment identify?
- What areas can be strengthened?
- How did the current processes, procedures, policies affect the assessment results?

*Attach artifacts: summary of results, sample survey, rubric, presentations, or relevant materials used to assess the outcomes.

Action(s) Proposed
- What changes, if any, do you plan to make in your policies, procedures, equipment, and staffing in response to the results of the assessment and your analysis?
- How will your proposed actions lead to the achievement of the outcomes?

Budget/Resources Implications
- How much will your proposed actions cost the unit or college?
- Will the actions require resource allocation?
- Provide a cost estimate in personnel and other resources.

Revised 10/25/2012 for NIUA
Office of Safety and Security:

- **Description:**

  Mission Statement: The Office of Safety and Security is service oriented and works to facilitate the safety and security of the students, staff, faculty, visitors, and property of Windward Community College. Policies and procedures are designed to ensure that every possible precautionary measure is taken to protect persons and property. It is the intent of the WCC Safety and Security Office to promote awareness of the current programs that exist at WCC to provide for the security and well-being of the campus community.

  **Major Functions:**
  - WCC is monitored by CCTV cameras that most of the outdoor areas of the Campus and some of the indoor areas.
  - There are seven “Code Blue” Emergency Phones that are spread throughout the campus. These phones are a direct connection to campus security.
  - WCC also has an “Emergency Notification System” via email, text, and emergency PA system. Students, faculty and staff are encouraged to sign up to receive these notifications through the UH Alert System or review and update information. This can be done online by visiting [http://www.hawaii.edu/alert/](http://www.hawaii.edu/alert/)
  - The Campus Security unit is under the supervision of the WCC Safety and Security Manager who is responsible for providing security services for the campus. The Campus Security function is located in Hale Alakai, room 125.
  - Contract security guards are on duty 24-hours a day, 7 days a week which includes all holidays.
  - Campus security guards conduct vehicle and foot patrols on campus. They are responsible to monitor the campus and provide basic security services such as the enforcement of federal, state and local laws, and rules and regulations of WCC.
  - Campus Security performs the full range of public safety services dealing with incident reports; campus investigations, medical and fire emergencies; traffic accidents; enforcement of laws regulating the use of alcohol, drugs and weapons, inspection of lighting and shrubbery; and all other situations requiring Campus Security assistance. Campus Security Officers are trained in areas such as emergency first-aid, CPR, report writing, investigative skills, and crowd control by experts from federal, state, and local law enforcement agencies.
  - The Safety and Security Manager maintains a close working relationship with all law enforcement agencies within the State utilizing their resources and expertise as needed. Whenever appropriate, meetings are held with these external agencies and crime-related information reports and statistics are exchanged.
  - Distribution of safety and security information—The Office Safety and Security regularly sends safety tips to students, and staff and faculty members via e-mail. The department also provides safety and security information on the student and staff-faculty Intranets.
  - Campus Sex Crimes Prevention Act
    The Campus Sex Crimes Prevention Act went into effect October 28, 2002. The law requires our institution to issue a statement advising the campus community where law enforcement agency information concerning registered sex offenders may be obtained. It also requires sex offenders, already required to register in a state, to provide notice of each institution of higher education in that state where the person is employed, carries on a vocation, or is a student.
    The Web site address for securing the related information is: [http://sexoffenders.ehawaii.gov/sexoffender/welcome.html](http://sexoffenders.ehawaii.gov/sexoffender/welcome.html)

  **Staffing** – As of July 1, 2012, the Office of Safety and Security was staffed with:
  - (1.00) Safety and Security Manager
  - (1.00) University Security Officer
    24/7 Contract Security Guard Service

- **Analysis and Future Direction:** See Assessment of Non-Instructional Service/Process Outcomes below.
### Assessment of Non-Instructional Unit Service/Process Outcomes

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<tr>
<td>Windward Community College offers innovative programs in the arts and sciences and opportunities to gain knowledge and understanding of Hawai‘i and its unique heritage. With a special commitment to support the access and educational needs of Native Hawaiians, we provide O‘ahu’s Ko‘olau region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment — inspiring students to excellence.</td>
<td>The Office of Safety and Security is service oriented and works to facilitate the safety and security of the students, faculty, staff, visitors and property of Windward Community College. Policies and procedures are designed to ensure that every possible precautionary measure is taken to protect persons and property. It is the intent of the WCC Safety and Security Office to promote awareness of the current programs that exist at WCC to provide for the security and well-being of the campus community.</td>
<td>Which are being measured in the assessment? 1. The WCC Office of Safety and Security responds promptly and efficiently to all requests for assistance and to all emergency situations. 2. The WCC Office of Safety and Security is instrumental in creating a safe campus environment.</td>
<td>What tool(s) was used to measure the outcome? What is your benchmark? How do you know if the outcomes have been achieved successfully?</td>
<td>The strengths of the survey was that most faculty and staff felt safe on campus and that security is doing a good job in keeping the campus safe and secure. The weaknesses are that the survey showed that our community could benefit from better training programs, better lighting, and more security personnel. Summary and relevant materials attached.</td>
<td>We created a PowerPoint Presentation on Campus Security which highlighted emergency phone, fire extinguishers, and AED locations. We have drafted an Emergency Operations Plan to be put on the WCC website. We have also contracted with a new security company that employs more highly qualified security guards. This change will hopefully help create a community that is more knowledgeable about safety and security procedures and also has more confidence in the WCC security staff.</td>
<td>How much will your proposed actions cost the unit or college? Will the actions require resource allocation? Provide a cost estimate in personnel and other resources.</td>
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<td>Attach the tool(s) to this report.</td>
<td>Attach artifacts: summary of results, sample survey, rubric, presentations, or relevant materials used to assess the outcomes.</td>
<td>Actions proposed: We would like to add indoor security cameras to our buildings. Energy Efficient Hybrid NVR/2TB Hard drive/240ips/Internet Connectivity/Post Pan Tilt Zoom Capability w/ 10 3MP/4.5 to 10mm lens/Day/Night/Capability. Indoor cameras will complement our security force and add a very much needed extra measure of building security. It will give us the ability to go back and view incidents that have previously occurred and determine exactly what happened and how we can prevent it from happening again.</td>
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<td>These cameras would cost approximately $20,000.00 and would require a resource allocation. There would be no personnel cost because we could monitor and review the cameras with our existing security staff.</td>
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<td>3. The WCC Office of Safety and Security provides sufficient education to the WCC community regarding all safety and security policies, procedures, and practices.</td>
<td>The tool that was used to measure this outcome was a campus-wide survey. Since there were no previous surveys done, this survey will serve as a benchmark for future surveys. The success of the outcome was determined by an analysis of the results of the survey questions that pertain to that outcome. The survey can be viewed at: [this link](WCC Safety and Security Survey)</td>
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Revised 10/25/2012 for NIUA
Office of the Vice Chancellor for Administrative Services:

- Description:

  Major Functions:
  
  o Overall management. To provide leadership and effective communication to all Administrative Services units.
    Business Office
    Human Resources Office
    Operations and Maintenance
    Safety and Security
  
  o Work with the executive team in providing overall campus leadership.
  
  o 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.
  
  o Budget Request development. Provide advice and coordination in the development of institutional budget requests for both the biennial and supplemental budgets.
  
  o Develop and manage the college’s Annual Operational Expenditure Plan
  
  o Chair of the Master Planning and Space Utilization Committee
  
  o Member of the Planning and Budget Council
  
  o Coordinate efforts in completing program reviews for the Administrative Services unit.

  Staffing - As of July 1, 2012, the Vice Chancellor for Administrative Services unit was staffed with:
  
  o (1.00) Vice Chancellor for Administrative Services
  
  o (1.00) Secretary

- Analysis and Future Direction: See Assessment of Non-Instructional Service/Process Outcomes below.
### Assessment of Non-Instructional Unit Service/Process Outcomes

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<th>Action(s) Proposed</th>
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| Windward Community College offers innovative programs in the arts and sciences and opportunities to gain knowledge and understanding of Hawaiʻi and its unique heritage. With a special commitment to support the access and educational needs of Native Hawaiians, we provide Oʻahu’s Koʻolau region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment—inspiring students to excellence. | The Administrative Services units at Windward Community College are committed to providing institutional support services resulting in a conducive learning environment for the students and a quality working environment for all employees consistent with the advancement of Windward Community College’s overall mission. | 1. The Administrative Services (AS) office will increase awareness of its duties and responsibilities among other administrative units, faculty, and staff. | - What tool(s) was used to measure the outcome?  
- What is your benchmark?  
- How do you know if the process/service outcomes have been achieved successfully?  
*Attach the tool(s) to this report. | Once the survey is completed, the data will be analyzed to determine if there were any significant changes, what may have caused the changes and what can be done to achieve the outcomes desired. | Proposed actions will be determined once the assessment results and analysis are completed.  
A subsequent survey will be given to determine how effective the proposed actions were in meeting the outcomes. | Since there are no proposed actions, there are no budget implications. |
| | | 2. The AS office will promote effective communication among its units: Business Office, Human Resources, Operations & Maintenance, and Safety and Security. | | Same as above. | Same as above. | Same as above. |
| | | 3. The AS office will provide campus-wide training to improve managerial skills, including communication skills. | | Same as above. | Same as above. | Same as above. |
| | | 4. The AS office provides friendly, helpful, and timely service to faculty, staff, and students. | | Same as above. | Same as above. | Same as above. |

*Attach artifacts: summary of results, sample survey, rubric, presentations, or relevant materials used to assess the outcomes.

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Revised 10/25/2012 for NIUA