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 form vocational 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 impact the Administrative Services program are 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.
<table>
<thead>
<tr>
<th>WCC Mission Statement</th>
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<th>Assessment (Performance) Tasks &amp; Success Criteria</th>
<th>Assessment Results &amp; Analysis*</th>
<th>Action(s) Proposed</th>
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<tbody>
<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>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 tools used to measure outcome were surveys for services at cashier’s window. We set a benchmark that 70% of all respondents would indicate satisfaction with the process/service outcomes identified. Survey results show if the outcome was successfully achieved.</td>
<td>Overall, the Cashier’s Office met its’ outcome as: Based on the hard copy surveys, 93% of the respondents agreed or strongly agreed that the services were timely, accurate, and positive. They were satisfied with the service and overall had a positive experience. 100% of the respondents agreed that refunds were accurately processed on a timely manner. Surveys attached</td>
<td>The policies and procedures that the Business Office has in place are working well to achieve the outcome based on the benchmark set.</td>
<td>No additional cost to the campus.</td>
</tr>
<tr>
<td>2. The Business Office provides exceptional customer service with adequate staffing and resources.</td>
<td>The tools used to measure outcome were surveys for services in the Business Office. We sent out on-line surveys to the faculty and staff. We set a benchmark that 70% of all respondents would indicate satisfaction with the process/service outcomes identified. Survey results show if the outcome was successfully achieved.</td>
<td>Overall, the Business Office met its outcome. An average of 85% of the respondents were satisfied with the service that they received. Overall, the respondents felt that their experience with the Business Office was very positive. However, only 67% of the respondents felt that it was exceptional.</td>
<td></td>
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</tr>
<tr>
<td>3. The Business Office will continue to strive to provide exceptional service by providing staff opportunities to attend customer service training (in-house or external sources) once a year.</td>
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</tr>
</tbody>
</table>

*Attach artifacts: summary of results, sample survey, rubric, presentations, or relevant materials used to assess the outcomes.
3. The Business Office effectively processes requisitions and payment documents.

Same as above.

The Business Office did meet its’ outcome in the area of processing requisitions as 75% of the respondents felt that requisitions were processed within 7 days.

However, only 58% felt that reimbursement for mileage, travel and/or out-of-pocket purchases were processed within 10 working days. Most of the time the delay in processing was at the System Office due to tremendous backlog. This was due in large part to the University changing its’ financial management system.

Action: The University has since hired additional personnel to assist and address the huge backlog of documents that need processing. There were no new hires at WCC, right? The new hires were at the System level.

The Business Office has been closely monitoring the issues and will continue to work with the system office to assist in preventing future backlogs for WCC payments.

No additional cost to the campus.

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**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, the Human Resources Officer must 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.

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**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.
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<tr>
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<th>Assessment Results &amp; Analysis*</th>
<th>Action(s) Proposed</th>
<th>Budget/Resources Implications</th>
</tr>
</thead>
</table>
| 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 environment. | To provide quality human resources in support and advancement of Windward Community College’s overall mission. | 1. Human Resources will ensure the proper implementation and accurate completion of Performance Appraisal Forms (PAS) and APT evaluations. | - 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? | *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. | HR will conduct informational workshops/trainings on the evaluation process to those faculty and staff who will participate in completing Performance Appraisal Forms (PAS) and APT evaluations so that supervisors will better understand the how to complete the evaluation forms and the timeline for completing them. | No additional cost to the campus. |
| | | | We sent out on-line surveys to the faculty and staff.  
We set a benchmark that 70% of all respondents would indicate satisfaction with the HR process/service outcome identified.  
Survey results show if the outcome was successfully achieved. | The HR Office did not meet its' outcome since only an average of 56% of the respondents felt that they understood the evaluation process and were given adequate notice to complete it. | *HR will send out surveys/questionnaires to supervisors to see what topics they are interested in learning about. Then HR will schedule various informational workshops/trainings throughout the year (2 – 4 sessions) based on the requested topics.  
This will help supervisors to improve their skills which will help them perform their duties and responsibilities more efficiently. | Estimated cost $500-$800/yr. |
| | | 2. Human Resources will provide front-line supervisors opportunities to attend related training to improve supervisory duties. | We sent out on-line surveys to the faculty and staff.  
We set a benchmark that 70% of all respondents would indicate satisfaction with the HR process/service outcome identified.  
Survey results would show if the outcome was successfully achieved. | The HR Office did not meet its' outcome since only 60% of the respondents felt that the number of workshops/trainings held were sufficient. | | |

*Attach the tool(s) to this report.
<table>
<thead>
<tr>
<th>Section</th>
<th>Activity</th>
<th>Outcome</th>
<th>Additional Information</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Employees will be aware of their benefits.</td>
<td>We sent out on-line surveys to the faculty and staff. We set a benchmark that 70% of all respondents would indicate satisfaction with the HR process/service outcome identified. Survey results would show if the outcome was successfully achieved.</td>
<td>The HR Office did not meet its outcome as an average of only 53% of the respondents said they are aware of their employee benefits.</td>
<td>HR will send out surveys/questionnaire to the Faculty/Staff to see what benefits they want to know more about. Then HR will schedule various informational workshops/trainings (2 – 4 sessions) throughout the year based on requested topics. Faculty/Staff will have more opportunities to learn more about benefits they are entitled to.</td>
<td>Estimated cost $500- $800/yr.</td>
</tr>
<tr>
<td>4. Human Resources staff will ensure timely and courteous response/action to employee concerns.</td>
<td>We sent out on-line surveys to the faculty and staff. We set a benchmark that 70% of all respondents would indicate satisfaction with the HR process/service outcome identified. Survey results would show if the outcome was successfully achieved.</td>
<td>The HR Office met its’ outcome as an average of 76% of the respondents felt satisfied with the interaction that they had with the HR Office.</td>
<td>Although the HR Office met its outcome, Vice Chancellor of Administrative Services will look at reassigning some duties and responsibilities so the work does not reply so heavily on just one staff member.</td>
<td>No additional cost to the campus.</td>
</tr>
</tbody>
</table>
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:

  o 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 has been as follows –

    | Year | Count |
    |------|-------|
    | FY2004 | 565   |
    | FY2005 | 653   |
    | FY2006 | 630   |
    | FY2007 | 708   |
    | FY2008 | 712   |
    | FY2009 | 717   |
    | FY2010 | 925   |
    | FY2011 | 783   |
    | FY2012 | 694   |

  o Janitorial operations. The custodial unit insures that the restrooms are maintained in a clean and sanitary manner and insures 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.

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

  o 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.

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

  o 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:

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

- Analysis and Future Direction: See Assessment of Non-Instructional Service/Process Outcomes below.
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| 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. | To provide quality building and grounds maintenance services in support and advancement of Windward Community College’s overall mission. | 1. Operations and Maintenance staff will provide a safe, clean, healthy, and comfortable education environment for students, 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. | - 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. | No action required | - 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. |
| 2. The working supervisor will ensure appropriate training, adequate equipment, and supplies for the janitorial staff to perform its duties. | | We sent out on-line surveys to the faculty and staff.  
We set a benchmark that 70% of all respondents would indicate satisfaction with the O & M process/service outcome identified.  
Survey results would show if the outcome was successfully achieved. | | The O & M department met its' outcome as an average of 75% of the respondents agreed that the campus was safe, clean, healthy, and the environment comfortable for learning. | n/a | |
| 3. The janitorial staff will create a clean, safe, and positive learning environment for WCC students and employees. | | Surveys were sent out to the Janitors.  
We set a benchmark that 70% of all respondents would indicate satisfaction with the O & M process/service outcome identified.  
Survey results show if the outcome was successfully achieved. | | The O & M department met its outcome as an average of 87.5% of the respondents agreed that they were adequately trained and that there were adequate equipment/tools and supplies to perform their duties. | n/a | |

*Attach the tool(s) to this report.  
Survey results show if the outcome was successfully achieved.  
Survey results show if the outcome was successfully achieved.
### 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 as well as to provide for the security and well-being of the campus community.

- **Major Functions:**
  
  - Most of the outdoor areas of the Campus and some of the indoor areas are monitored by CCTV cameras.
  - There are seven “Code Blue” Emergency Phones that are spread throughout the campus. These phones are directly connect to Campus Security.
  - WCC participates in 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 and 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 Office is located in Hale Alakai, room 125.
  - Contract security guards are on duty 24-hours a day, 7 days a week, which including all holidays.
  - Campus security guards conduct vehicle and foot patrols on campus. They are responsible for monitoring the campus and providing basic security services such as enforcement of federal, state and local laws as well as WCC rules and regulations.
  - 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 WCC 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

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.

<table>
<thead>
<tr>
<th>Non-Instructional Unit Administrative Services</th>
<th>Sub-Unit</th>
<th>Semester/Year</th>
<th>Written by</th>
<th>Date Submitted to VCAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and Security</td>
<td>Fall/2012</td>
<td>Rick Murray</td>
<td>November 20, 2012</td>
<td></td>
</tr>
</tbody>
</table>

Assessment of Non-Instructional Unit Service/Process Outcomes

<table>
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<tr>
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</table>
| Windward Community College offers innovative programs in the arts and sciences opportunities to gain knowledge and understanding of Hawaii’s and its unique heritage. With a special commitment to support the access and | 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 | 1. The WCC Office of Safety and Security responds promptly and efficiently to all requests for assistance and to all emergency situations. | - What tool(s) was used to measure the outcome?  
- What is your benchmark?  
- How do you know if the outcomes have been achieved successfully? | - What strengths did the assessment identify?  
- What areas can be strengthened?  
- How did the current processes, procedures, policies affect the assessment results?  
*Attach the tool(s) to this report. | - 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? | - 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. |

The Office of Safety and Security sent 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.

The strengths of the survey were 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.

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.

There was an increased cost of $5,000.00 per year for the upgraded security. There is also a system wide project that will replace existing external lights with LED lights that will offer a wider range of lighting and should result in an increase of brightness at night.
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.

<table>
<thead>
<tr>
<th>2.</th>
<th>The WCC Office of Safety and Security is instrumental in creating a safe campus environment.</th>
<th>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: <a href="#">WCC Safety and Security Survey</a>.</th>
<th>The strengths of these proposals are that they will result in a community that is more knowledgeable about WCC safety and security procedures, a more professional and effective guard force, better lighting at night, and increased security camera coverage for the campus.</th>
<th>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. Why necessary? Should be in column to the left.</th>
<th>These cameras would cost approximately $24,000.00 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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>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: <a href="#">WCC Safety and Security Survey</a>.</td>
<td>The survey showed that many people were not aware of some of the basic safety procedures and practices on the campus. Many did not know where AED’s were located, or where the fire extinguishers were in their buildings which can definitely be considered a weakness.</td>
<td>Along with the original PowerPoint presentation highlighting the various safety related procedures, there has been an ongoing effort to constantly increase the community awareness safety and security issues, as well as the WCC procedures that address them.</td>
<td>No additional cost to the campus.</td>
</tr>
</tbody>
</table>
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.
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</table>
| 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‘olaupoko region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment — inspiring | 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. | Which are being measured in the assessment? | • 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. | • 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. | • 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? | 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. |

1. The Administrative Services (AS) office will increase awareness of its duties and responsibilities among other administrative units, faculty, and staff.  
We sent out on-line surveys to the faculty and staff.  
We set a benchmark that 70% of all respondents would indicate satisfaction with the Administrative Services process/service outcome identified.  
Survey results would show if the outcome was successfully achieve.  
| The Administrative Services Office met its’ outcome as an average of 81% of the respondents agreed that they were aware of the functions of the departments within the unit. |  |

This outcome was not addressed in this survey. However, the newly appointed Vice Chancellor has met with the department heads in one-on-one meetings and has indicated that communication between departments is a concern.  
| This outcome was not addressed in this survey. We will measure this outcome in the next survey. |  |

3. The AS office will provide campus-wide training to improve managerial skills, including communication skills.  
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**Assessment of Non-Instructional Unit Service/Process Outcomes**

**Written by:** Kevin Ishida  
**Date Submitted to VCAS:** June, 2013

**Windward Community College Mission Statement**

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‘olaupoko region and beyond with liberal arts, career and lifelong learning in a supportive and challenging environment — inspiring.
4. The AS office provides friendly, helpful, and timely service to faculty, staff, and students.

We sent out on-line surveys to the faculty and staff.

We set a benchmark that 70% of all respondents would indicate satisfaction with the Admin Services process/service outcome identified.

Survey results would show if the outcome was successfully achieved.

The Administrative Services Office met its' outcome as an average of 83% of the respondents felt that they were serviced and greeted in a very friendly and helpful manner. They also felt that the service was timely.

No action required.