

**Kaua'i Community College  
 Annual Program Review Update (APRU) for  
 Administrative Services**

At a minimum, each program or unit Annual Program Review Update shall include measures described in [UHCCP 5.202](#). Additional measures may also be used for program or unit assessment.

**Program or Unit Mission Statement**

To provide the College with the financial, technology, physical, and human resources it needs to fulfill its mission.

**Part I. Program Description**

<b>Date of Last Comprehensive Review</b>	2015
<b>Date Website Last Reviewed/Updated</b>	Business Office – Last updated 7/31/18 HR Office – No website Operations and Maintenance Department – No website Campus Public Safety Department – Last updated 10/11/18 IT Department – No website
<b>Target Student Population</b>	N/A
<b>External Factor(s) that Affected the Program or Unit</b>	Retirements of Fiscal Officer and Fiscal Specialist on 7/31/18

**Part II. Analysis of Quantitative Indicators**

Include the Annual Review of Program Data (ARPD; all [Instructional programs](#) and [Academic Support](#) programs - Library, Technology Resources, Testing Center, Tutoring, and Financial Aid), program-developed metrics (Institutional Effectiveness programs, Office of Continuing Education and Training, campus committees), or metrics required by [UHCCP 5.202](#) that are not provided as ARPD ([Administrative Service](#) programs and some Student Support [programs](#)) under review in table format below (EP 5.202 and UHCCP 5.202).

**The Overall Program Health is N/A.**

The comparable metrics required by [UHCCP 5.202](#) are compiled by the University of Hawai‘i Community College System and can be accessed through the [General Fund and Tuition & Fees Special Fund Expenditure to Enrollment Ratios](#) and [Comparable Measures](#) linked at this website <http://www.uhcc.hawaii.edu/ovpcc/administrative/budget/historical-budget>.

When taking the relative sizes of the community college campuses into account, the College’s metrics are largely on par with the other campuses, except with regard to its number of HR positions. The College currently has two HR positions, and although it received approval in the 2012 APRU to hire a temporary 1-year HR Specialist, to possibly be replaced by a permanent position in the future, HR has been unable to solicit any qualified applicants after 3 attempted recruitments. We believe this is directly related to the temporary nature of the position and feel that the only way to obtain qualified applicants would be to recruit for a permanent general funded position.

On the surface, the HR staffing ratios, which are summarized in the table below, show the College being in-line with the other campuses with an average employee to HR staff ratio of 130 compared to the other UHCC campus average of 133.

<b>Employee to HR Staff (excl. Student Workers)</b>				
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>3-Year Average</b>
<b>Honolulu</b>	163	<b>177</b>	<b>155</b>	<b>165</b>
Kapiolani	<b>165</b>	133	125	141
Leeward	150	113	102	122
Windward	154	110	94	119
Hawaii	113	110	123	115
Maui	145	141	117	134
Average	148	131	119	133
Kauai	136	130	125	130

Note: HR comparable metric data was only available through 2017.

However, a closer analysis of the data reveals a staggering disparity between the College and the rest of the campuses. First of all, although the employee headcounts in the ratios above exclude student workers, they include lecturers and casual hires, many of whom only teach 3 credits a semester or work less than half-time. This distinction is significant because not only is the recruitment process for these part-time employees far less intensive and time-consuming, but they also generally require much less HR support. Combine this with the fact that lecturers and casual hires on the other campuses account for between 40-50% of employee headcount, except Leeward which is at roughly 30%, and the College’s ratio is vastly understated relative to the other campuses.

The table below adjusts for this distortion by considering only permanent general funded employees, i.e. executive/managerial, faculty, and APT positions. Additionally, the table above reflects only filled HR positions as of June 30. Therefore, the table below considers all HR positions, including vacant ones. This removes the temporary impact any vacancies may have on the ratios so that they more accurately indicate the level of HR resources available to each campus.

<b>Permanent Employee to HR Position Counts</b>				
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>3-Year Average</b>
Honolulu	75	75	75	75
Kapiolani	69	71	69	69
Leeward	75	73	71	73
Windward	49	54	54	52
Hawaii	61	59	56	59
Maui	59	60	62	60
Average	64	65	65	65
<b>Kauai</b>	<b>77</b>	<b>76</b>	<b>82</b>	<b>78</b>

The ratios above show that on average, each HR position at the College supports 78 permanent employees, which is 20% higher than the other UHCC campus average of 65. More significantly though is that it's 50% higher than Windward CC's average of 52, meaning that even Windward CC, which is the next smallest campus and has a similar number of permanent employees (a 3-year average of 157 versus 156 for the College), has 50% more HR staff. On top of that, all three of Windward CC's HR positions are APT's, whereas the College has one APT HR position and one civil service personnel clerk. This exacerbates the disparity because the job duties and qualifications of personnel clerks severely limit the depth and breadth of support they provide. As such, the table below reflects only APT HR positions.

<b>Permanent Employee to APT HR Position Counts</b>				
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>3-Year Average</b>
Honolulu	75	75	75	75
Kapiolani	82	85	82	83
Leeward	75	73	71	73
Windward	49	54	54	52
Hawaii	61	59	56	59
Maui	59	60	62	60
Average	67	68	67	67
<b>Kauai</b>	<b>154</b>	<b>152</b>	<b>163</b>	<b>156</b>

With a ratio 2.3x greater than the other UHCC campus average of 67, the data is almost unbelievable. Nevertheless, it reflects the simple fact that the College has one APT HR staff to

support all of the College’s employees; a fact that is further highlighted by the following two tables which show the average number of employee investigations and workers’ compensation claims overseen by each APT HR position. Unfortunately, this fact also means that unlike the other UHCC campuses, many critical HR functions such as recruitment and conflict resolution come to a standstill whenever the College’s sole APT HR position is out of the office.

<b>Investigations to APT HR Position Counts</b>				
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>3-Year Average</b>
Honolulu	3	4	4	3
Kapiolani	1	3	5	3
Leeward	1	1	3	2
Windward	0	0	1	1
Hawaii	1	3	2	2
Mau	1	1	1	1
Average	1	2	3	2
<b>Kauai</b>	<b>15</b>	<b>6</b>	<b>3</b>	<b>8</b>

<b>Workers' Compensation Claims to APT HR Position Counts</b>				
	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>3-Year Average</b>
Honolulu	3	2	2	2
Kapiolani	3	5	3	3
Leeward	4	3	2	3
Windward	3	4	5	4
Hawaii	1	3	4	3
Mau	2	0	3	2
Average	3	3	3	3
<b>Kauai</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>8</b>

Another significant challenge is the retirement of several key positions as of July 31, 2018: 1) the Fiscal Manager, 2) the Senior Fiscal Specialist, and 3) an IT Specialist. We were able to immediately fill the business critical role of the Fiscal Manager with no vacancy period, however, we are still in the process of filling the other two positions. Although we have thus far been able to spread most of the workload across the rest of the team, we will not have the manpower necessary to make certain process improvements until these positions are filled. Additionally, we are in the process of reorganizing the vacant Electronics Engineer position into an Auxiliary and Facilities Support Officer position reporting to the Facilities Manager.

As far as capital improvement projects, over the past year the College has completed the Fine Arts I auditorium addition, solar shed addition, and PAC renovations, but is still in the process of completing the installation of the 2<sup>nd</sup> flag pole and *hale imu*, which have estimated completion

dates in December and February respectively. The PV system installation, DKI Technology Center improvement, and cafeteria duct replacement projects which have already previously been funded are all expected to start construction in 2019. Furthermore, the College secured \$4 million of fiscal biennium 19-21 funding to renovate the interior of the Business and Health Sciences building. Nevertheless, the overarching priority for the campus has become to replace its two aging 200 ton chillers, which provide air conditioning for the entire campus, as they are past their useful life of 15 years and are in the initial stages of failing. In anticipation of this need, \$1.2 million of funding was initially secured in 2017, but early cost estimates necessitated additional funding and another \$1.5 million was secured in 2018. However, the final cost estimates, which were recently completed this semester, require an additional \$1.3 million of funding, and even if this is secured next year the chillers will be 20 years old by the time they are replaced in 2020.

In terms of Public Safety, the Campus Crisis Management Team (CCMT) recently updated its Emergency Response Plan this semester, just in time for the island-wide blackout that occurred on Monday, November 5, 2018. One of the action items that resulted from this emergency is to improve the disaster resilience and recovery of our data communications infrastructure to increase the effectiveness of CCMT's response to emergencies that may involve power outages. As a result, IT is requesting funding to procure a back-up generator for its data room to be located on the backside of the LRC next to the old Media Studio.

IT has received a total of \$116,500 (\$33,000 from 2017 APRU and \$83,500 from FY18-19 equipment replacement) to upgrade the technology in 20 classrooms, and has completed roughly half of the upgrades so far. However, earlier in the semester, Faculty Senate raised a concern with ITAC regarding the standard technology package that was vetted by ITAC and approved through the 2017 APRU. As such, IT refrain from purchasing or deploying any new classroom technology equipment, except for equipment failures, until the concerns of Faculty Senate are resolved by ITAC.

Lastly, regarding the development of policies and procedures, the Administrative Services Unit intends on completing its Hiring Guidelines and Procedures, drafting campus procedures on copier use and risk management for experiential learning by the end of this academic year, and developing an interim policy and/or procedures to govern Innovation and Commercialization projects so that the College may further support the University's Hawai'i Innovation Initiative.

### **Part III. Assessment Data (EP 5.202)**

Service outcomes have been developed for the Operations and Maintenance Department (O&M), and will be developed for the Business Office, HR Office, Campus Public Safety Department, and IT Department by the end of the academic year.

<b>Service Outcome</b>	<b>Assessed During this APRU Cycle (Y or N)</b>	<b>Findings</b>	<b>Improvements Implemented</b>	<b>Next Assessment Date</b>
O&M SO 1	Y	1 written complaints of inadequate facilities	Improved intra-department communication and scheduling process	Fall 2019
O&M SO 2	Y	No written complaints of poor cleanliness of maintenance	None	Fall 2019
O&M SO 3	Y	No written complaints of poor service	None	Fall 2019

**Part IV. Results of Prior Year Action Plans (UHCCP 5.202)**

<b>Action Plan</b>	<b>Anticipated Outcome</b>	<b>Actual Outcome</b>
Renovate new office for Campus Public Safety	Improved accessibility to and responsiveness of Security Officers	Completed in Fall 2017, which increased not only the Security Officers' accessibility and responsiveness, but also their morale and professionalism
Establish and fill OAIV	Increase the quality and responsiveness in the completion of Computer Service and Facility work orders	This approval of this 2016 APRU request was contingent upon receiving a GF position from the UHCC System, currently using an emergency hire in a temporary position to provide immediate support for IT
Convert the Faculty I rear fire exit to an entrance	Improved accessibility to the Faculty I	Completed in the summer of 2018

Install prototype public address system in the LRC	Audio and visual public address system	The audio component was completed during summer 2018, but the visual component was delayed until the vacant IT Specialist position is filled
Hire additional IT Specialist	Maintain existing level of support for media services	Not granted in the 2017 APRU, instead combined Media and Computer Services into the new IT Department and reorganized the Theater Technician position under the IT Department
Upgrade the instructional technology in 10 classrooms	Improved instructional delivery through the use of upgraded standardized classroom technology	Upgrades completed, but the new technology is not meeting the needs of several faculty
Replace 2 obsolete servers	Maintain existing level of hard drive capacity and software application functionality	Not granted in the 2017 APRU, but was funded through FY19 Equipment Replacement funds
Replace backup recovery appliance	Restore backup recovery capability	Not granted in the 2017 APRU, but was funded through FY19 Equipment Replacement funds
Purchase new forklift	Maintain safe and operable equipment	This was purchased and received earlier in 2018
Purchase 3 utility carts	Maintain safe and operable equipment	Not granted in the 2017 APRU, but was funded through FY19 Equipment Replacement funds

**Part V. Analysis of Alignment with CPR**

List the goals that were identified to be initiated, continued, or completed during this APRU cycle, in your last CPR, and if they were achieved. Be sure to include the benchmark, desired outcome, actual outcome, and unit of measure. If you completed your last CPR prior to 2018, please refer to \* in this section.

<b>Goal/Strategic Goal or Priority**</b>	<b>Achieved (Y or N)?</b>	<b>Benchmark</b>	<b>Desired Outcome</b>	<b>Actual Outcome</b>	<b>Unit of Measure</b>
N/A since last CPR was completed in 2015					

\*\*All Strategic Goals and Priorities are Aligned to the College Mission.

**Describe any impacts these goals had on your health indicator(s).**

\*Based on findings in Parts I – IV, develop an action plan for your program or unit from now until your next CPR date. This should include goals that align with the College Mission, measurable outcomes, benchmarks, and alignment to the College’s Strategic Priorities, and/or Strategic Goals. Be sure to focus on weaknesses identified in ARPD data, PSLO outcomes, results of survey data, and other data used to assess your unit or program. This plan should guide your program and subsequent APRUs, but may be amended based on new initiatives, updated data, or unforeseen external factors.

<b>Goal</b>	<b>Strategic Goal/Priority (List number)</b>	<b>Benchmark</b>	<b>Desired Outcome</b>	<b>Unit of Measure</b>	<b>Year(s) Implemented</b>
1.	HI2 Strategy 1	An effective interim policy and/or procedures	Interim policy/procedures support research in compliance with all applicable laws, policies, and procedures	Develop interim policy and/or procedures in AY18-19	AY18-19
2.	HI2 Strategy 2	An effective interim policy and/or procedures	Interim policy/procedures support entrepreneurship and commercialization in compliance with all applicable laws, policies, and procedures	Develop interim policy and/or procedures in AY18-19	AY18-19



3.	21CF Action Strategy 1	An effective electronic workflow process for facility use agreements	Implementation of an electronic workflow process for facility use agreements that fosters increased coordination, transparency, and efficiency throughout the campus in compliance with all applicable laws, policies, and procedures	Implementation of an electronic workflow process for facility use agreements in AY19-20	AY19-20
4.	21CF Action Strategy 2	A well maintained and fully functioning 500 kW PV system	A PV system that delivers, on average, 500 kW of photovoltaic electricity to the campus during daylight hours	Kilowatt hours	AY19-20
5.	21CF Action Strategy 3	Provide written emergency response guidelines for the campus	The campus has ready access to written emergency response guidelines based on national best practices	Finalize written emergency response guidelines in AY18-19	AY18-19
6.	21CF Action Strategy 3	Conduct functional emergency response exercises every fall and spring semester	Students, faculty, staff, and visitors are well prepared to safeguard life and property during emergency incidents that affect the campus	Conduct functional emergency response exercises in fall 2019 and spring 2020	AY19-20
7.	HPMS Action Strategy 1	An effective electronic	Improve and enhance the	Implementation of	AY18-19

		workflow process for facility and IT work orders	electronic work order process that supports increased coordination, transparency, and efficiency throughout the campus	improvements and enhancements to the electronic work order process in before Fall 2019	
8.	HPMS Action Strategy 1	An complete, accurate, and transparent budget process that includes labor costs at the program or department level	Enhance the budgeting process to include labor costs at the program or department level	Implementation of an enhanced budgeting process that includes labor costs at the program or department level	AY19-20

**Part VI. Resource Request(s) for next year (from CPR Plan for your program or unit, or one(s) developed in Part V above if CPR was completed prior to 2018).**

If no resources are being requested, place an “X” here. \_\_\_\_\_

<b>Program Goal</b>	All
<b>Resource Requested*</b>	Permanent general funded HR Specialist
<b>Cost and Vendor</b>	\$55,000 estimated beginning salary
<b>Annual Recurring Cost</b>	\$55,000
<b>Useful Life of Resource</b>	Indefinite

<b>Person(s) Responsible and Collaborators</b>	JoRae Baptiste
<b>Timeline</b>	Hire in Spring 2019

<b>Program Goal</b>	All
<b>Resource Requested*</b>	Permanent general funded Auxiliary and Facilities Support Officer
<b>Cost and Vendor</b>	\$60,000 estimated beginning salary
<b>Annual Recurring Cost</b>	\$60,000
<b>Useful Life of Resource</b>	Indefinite
<b>Person(s) Responsible and Collaborators</b>	Patrick Watase
<b>Timeline</b>	Hire in Spring 2019

<b>Program Goal</b>	6.
<b>Resource Requested*</b>	50 kW diesel generator for IT data room
<b>Cost and Vendor</b>	\$50,000
<b>Annual Recurring Cost</b>	\$1,000 for fuel and maintenance
<b>Useful Life of Resource</b>	25 years
<b>Person(s) Responsible and Collaborators</b>	Kent Tanigawa

<b>Timeline</b>	Purchase in Spring 2019
<b>Program Goal</b>	Not specified
<b>Resource Requested*</b>	Stand-up desks for the campus
<b>Cost and Vendor</b>	\$10,000
<b>Annual Recurring Cost</b>	\$0
<b>Useful Life of Resource</b>	7 years
<b>Person(s) Responsible and Collaborators</b>	Sheri Amimoto Desks will be made available to campus employees on a first come, first served basis
<b>Timeline</b>	Purchase in Spring 2019

**\*An approved ITAC Request Form must be attached for all technology requests**