

Administration Assessment Survey

360 Administrator Survey Categories

Leadership

Provides vision and direction in a positive environment that encourages innovation and creativity in staff and faculty; inspires confidence in others to achieve excellence; supports faculty and staff to work collegially and effectively to accomplish goals, missions, and projects for the benefit of the students of Hawai'i Community College.

Relations with Others

Establishes and maintains positive and supportive working relationships with colleagues within the University of Hawai'i System, legislature, Board of Regents, and other relevant agencies which demonstrably has a positive impact on the program/college/campus; identifies and supports staff development and career-paths for subordinates to improve and become more successful in their area of assignment; and is clearly a team player.

Planning

Forecasts, anticipates and projects future directions such that the campus/college/program is poised to effectively respond and take advantage or prepare for such identified tasks; identifies short-term and long-term needs and plans for them; monitors progress toward planned objectives and takes appropriate actions, as needed.

Decisiveness

Recognizes when immediate decisions are required to ensure the accomplishment of goals, objectives, and missions; withholds decision-making as appropriate; understands the impact of decisions made; is willing to take risks and embark on new and innovative directions as the result of decisions made; when a decision is required, recognizes the operational interrelationships and impact of the decision; and acts effectively and expeditiously.

Problem Solving

Anticipates and identifies issues, concerns, and problems that may affect academic and/or administrative programs or areas of responsibility; guides and/or participates in analytical processes which ensure all relevant facts, issues, and concerns are addressed; uses creativity and initiative to “problem solve” with the best interests of Hawai'i Community College fully considered .

Organizational Abilities

Plans for, schedules, and controls work of others effectively and efficiently; uses resources in an optimal fashion; deals effectively with heavy workload demands.

Equal Employment Opportunity/ Affirmative Action

Demonstrates commitment and leadership in advancing and supporting the equal employment opportunity and affirmative action programs of the college/campus or program; provides opportunities for the development and mentoring of women, minorities, persons with disabilities and veterans.

Safety

Displays regard for safety issues to ensure the safety of persons, programs, and facilities under their purview. Is cognizant of safety concerns/issues and develops appropriate preventative measures and takes decisive and appropriate action.

Brief Job Descriptions for Administration Team

1. Chancellor

- The Chancellor serves as the Chief Executive Officer for Hawai'i Community College as is responsible for the overall administration, leadership and management of the College's Liberal Arts program, career and technical education programs, student services, academic support, administrative support, and continuing education and training programs. The Chancellor represents the University of Hawai'i and acts on behalf of the Hawai'i Community College within the community. The Chancellor also serves as the College liaison officer to the President of the University and the President's staff, the Board of Regents (BOR), and the State Legislature.

2. Vice Chancellor – Academic Affairs

- The Vice Chancellor for Academic Affairs (VCAA) serves as the Chief Academic Officer (CAO) for Hawai'i Community College (HawCC). This position is responsible for the overall administration, management, development, and integrity of all academic programs and services at the College, both instructional and non-instructional programs. This position is directly responsible for the provision of all instructional programs and courses. This position has general oversight responsibility for all academic support units. The CAO provides leadership in planning and setting priorities for the College's academic programs, managing resources including budgets and academic personnel, and ensuring implementation of related statutes, regulations and policies. This position works with the collegial and collaborative environment facilitating shared governance, and seeking input on decisions and policies from those affected. The CAO reports to the HawCC Chancellor.

3. Vice Chancellor – Administrative Affairs

- The Vice Chancellor for Administrative Affairs serves as the Chief Administrative Officer for Hawai'i Community College and is responsible for the college's business, human resources, and budgetary affairs; extramural funding, facility planning, operations and maintenance; space management; facility use; policies and procedures; state vehicles; security; safety; emergency preparedness; parking; and the management and execution of shared services agreements with UH Hilo.

4. Vice Chancellor – Student Affairs

- The Vice Chancellor for Student Affairs at Hawaii Community College is responsible for the administration of all student services including admissions, registration, financial aid, records, career development and placement services, counseling, internal data management, student life, and student co-curricular programming, and related federal student services programs. The Vice Chancellor for Student Affairs works closely with the Office of the Vice Chancellor for Academic Affairs to insure the coordination of services to students that complement the College's goals and objectives. Vice Chancellor for Student Affairs reports directly to the Chancellor.

5. Dean – Career & Technical Education

- This position serves as the senior manager with line responsibilities for the Business Education and Technology (BEAT) Division, the ATE-Construction Division, ATE-Transportation Division, Hospitality Division, Division of Nursing and Allied Health, and the Construction Academy. The Dean of CTE reports to the Vice Chancellor for Academic Affairs (VCAA). The Dean of CTE works closely with and coordinates the Division Chairs and/or Directors of eighteen current Programs at the College.

6. Dean – Liberal Arts and Public Services

- This position serves as the senior manager with line responsibilities for the Liberal Arts and Public Service (LA & PS) programs which include the Administration of Justice Program, Early Childhood Education Program, Hawaiian Lifestyles Program, Human Services Program, Substance Abuse Counseling Program, tropical Forest Ecosystem and Agro forestry Management Program, Digital Media Arts Program, and the Fire Sciences Program. The Dean of LA & PS works closely with and coordinates the Department Chairs of the English Department, Social Sciences Department, Math and Natural Science Department, and the Humanities Department. The Dean of LA & PS reports to the Vice Chancellor for Academic Affairs (VCAA).

7. Director of Continuing Education and Training

- The Director of the Office of Continuing Education and Training (OCET) manages the workforce development, basic skills development, international and personal development programs and operations of the office. This individual leads the office with strategic planning experience and entrepreneurial skills to generate resources for the college and provide training opportunities for the Island of Hawai‘i.

8. Director of University of Hawai‘i Center – West Hawai‘i

- This position serves as the chief administrator of the University of Hawai‘i Center at West Hawai‘i and will be responsible for coordinating, planning, managing, and executing programs assigned to the Center as well as the support of distance education, and management of the physical plant, including supervising staff assigned to the Center. The Director oversees the delivery of student services and administrative services at the Center. This position will be under the direct supervision of the Chancellor of Hawai‘i Community College.

Please use the eight categories on page one and the job descriptions on page two and three as a guide in answering the following questions but do not feel you need to be confined to just those areas of management leadership and positions. In the spirit of Kauhale and Aloha, please do not share ad hominem attacks* on individual administrators or use this Assessment Survey to air personal grievances.

1. What areas do you think are the Administration team’s **three greatest strengths**?
2. What areas do you think are the Administration team’s **three areas needing improvement**?

* Definition of AD HOMINEM via *Random House Dictionary*

1. Appealing to one’s prejudices, emotions, or special interests rather than to one’s intellect or reason.
2. Attacking an opponent’s character rather than answering the argument.