



Administrators met on 3/28/2017 to develop a proposed draft of the institutional priorities. Those in attendance included Mark Lane, Jim Goodman, Ron Umehira, Paul Kuehn, Curtis Washburn, and Della Teraoka.

The following guidelines were followed during the meeting:

1. Only resource requests with appropriate supporting data will be prioritized.
2. Programs that did not complete the ARPD template will not be eligible for campus funds, and their resource requests will not be prioritized.
3. The focus will be on the top 5 priorities from each area resource request list; however, if common requests are lower on the area resource request list they may be combined with other similar requests.
4. Institutional prioritization will be conducted for amounts of \$5,000 or more. Smaller amounts should be covered by Division/Unit funds.
5. New position counts for personnel are not expected in the coming year; however, the personnel positions were prioritized in case of an unexpected system reallocation. Division chairs will be developing criteria for prioritizing instructional personnel positions.
6. Divisions and units who have the capacity to earn revenue may be able to add a position if it can be funded through Special Funds. The cost of the position plus approximately 50% fringe would need to be covered by the
7. The prioritization of Repairs & Maintenance and CIP will be conducted by the VCAS and O&M leadership team.
8. Each personnel list (instructional and non-instructional) will be prioritized for the top 5 positions. The operating budget list will also be prioritized up to 5 items.

OPERATING BUDGET: SUPPLIES/STUDENT HELP/IT/TRAVEL RESOURCE REQUEST LIST

Proposed Priority	Instruc/Support Priority	Item or Action and improvement sought	Data supporting request	New Funding Cost Estimate	Comments	Div/Dept (priority)
1		FIXED COSTS REQUEST Library Voyager cost, Admin maintenance costs		\$52,000		
	AdminServ 1	Maintenance Contracts	Fixed cost increases for annual maintenance contracts: Increase in Year #7 Johnson Controls A/C Maintenance Service contract (\$6,000). Increase in RollOffs Hawaii refuse; contract period 2/4/2017 – 2/3/2018 (\$11,000).	\$17,000		
	AcadServ 1	Additional funding to support the Library's share of the costs for the Voyager Integrated Library System (ILS), SFX Link Resolver tool, and Primo Discovery platform. These are UH System maintained and mandated systems supporting resource sharing across all campuses.	Leeward's current allocation for its share of Voyager ILS, SFX Link Resolver, and Primo Discovery costs is \$34,469. The current allocation is based on an outdated formula and a UH System Libraries committee is developing a new formula based on total library holdings, circulation, and FTE. Estimated <i>additional</i> costs under the new formula are between \$21,988 to \$47,718.	\$35,000	A reallocation of funds from the Library's special fund account may cover some additional costs. The remaining funding will be diverted from library funds supporting books and supplies.	
2		STUDENT HELP for various divisions and units		\$138,401		
	Instruc	Additional funding for Student Tutors/Peer Mentors for Waianae campus	Expenditures on Peer Mentors, Tutors and Student help to operate the campus has risen to more than \$55,000 in the last two fiscal years with expected costs to increase due to wage increases and campus hours of operation at Wai'anae campus.	\$5,000		WAI 3
	StudServ 1	Student Help to assist with various functions in Student services. Includes Student help for: Admissions, Early College, Intramurals, Job Prep, Love Pono, Transcript Evaluation	Student help assists all offices in meeting unit goals and maintaining services and timely completion of important functions	\$60,000	\$60,000/year (12 students X 20 hrs per week)	
	Instruc 4	Math Learning Center Student Help	The Math Lab is currently underfunded. To ensure that the Math Lab continues to properly support students, there is a need of \$42,000 allocated G-funds from the Math and Science Division. The Math Lab is currently allocated \$25,000 of G-funds by the Math and Science Division, which has not been adjusted for many years even though student-help wages have increased.	\$17,000	Has been funded through system funds that may not continue.	MS 2
	AcadServ 2	LRC request: (a) Cover LRC front desk (b) Expand drop-in tutoring services to accommodate student needs. Writing Center Request: To provide additional support and administrative assistance	See details in Academic Services Planning List 2016-2017.	\$21,301		

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	AcadServ 3	Student Help (Distance Education) (repeat from previous years)	Distance Education course offerings have increased nearly 10% over the last 10 years resulting in 22% of all Leeward CC classes being taught vis Distance Ed. See more details in Academic Services Planning List.	\$14,100	DE Student Help had been funded last year by a small initiative seed/exploratory grant opportunity. This was a one-time opportunity.	
	Instruc	Institutionalize 2 peer mentors for Halau	Increase of 216% unduplicated student users of Halau services from 2013 and 2016.	\$15,000	Recommend fund 2 peer mentors.	NHP 2
	AdminServ 2	Student Help	Mail delivery services to campus and UH-Manoa. With changing class schedules of the current student help, the addition of (1) one worker to be certain all mail services are provided on timely and regular basis.	\$6,000		
3	Instruc 1	Tire Machine/Changer for AMT program	Necessary upgrade of the current machine is stated in the 2015 NATEF recertification narrative for Automotive program.	\$36,500	Needed for recertification in 2018	PAT 1
4	Instruc 5	Establish Operating Budget for NH Gardens/Shadehouse	89% increase NH STEM majors since 2013. Shadehouse and NH gardens is one of the most requested campus visit sites by Halau community partners.	\$10,000	This operating budget has been funded in the past but is not institutionalized. Recommend fund \$10,000	NHP 1
5	StudServ 5	Mileage for 3 Early College Counselors and funding for hot spots and laptops for the EC Counselors	Need to increase early college student connections to counselors	\$13,000	Recurring need; Add hot spot funding of \$2,000 per year and laptops for 3 EC Counselors of \$6,000	
	Instruc 2	Funding for SURGE	The vast majority of the amazing STEM research being done at Leeward CC is completely funded by grants or done voluntarily by STEM faculty. The ASNS program seeks to institutionalize STEM research performed by our students by providing the supplies necessary for faculty to mentor them.	\$10,000	Has been funded through innovation grants.	MS 1
	StudServ 2	Computers and Supplies for SS division, to include: Projector screen for DA 200. Back up batteries for counselor computers, Laptops and hotspot, subscriptions for early college counselors, Computers for Student Life	Necessary to maintain quality of service to student populations	\$18,000		
	Instruc 3	Classroom Furniture 4 Classrooms total for E105, FA 102, E104 and FA 214	The obsolete desks are fifty years old from the era of teacher centered teaching. They need to be replaced. In the student centered classroom movable desks and chairs for group work is essential to student success.	\$44,409	There is a Classroom Furniture account for these types of expenses.	AH 1
	StudServ 3	Professional Development	Needed to address system wide initiative (GPS, Pathways, etc.)	\$10,000		

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Proposed Priority	Instruc/Support Priority	Item or Action and improvement sought	Data supporting request	New Funding Cost Estimate	Comments	Div/Dept (priority)
	AdminServ 3	Campus Maintenance Budget	Cost increase in materials needed to support the addition of the Education building and Diamond Head Portables	\$10,000		
	StudServ 4	Supplies for Student Services to include: Chairs for counseling offices. Career resources to include materials, inventories and subscriptions, Student Planners.	Replace old resources and keep up with system initiatives designed to increase retention and completion	\$20,000		
	AdminServ 4	Parking Consultant	Request to hire a parking consulting firm in order to develop and implement a formal parking master plan and policies for the Pearl City campus. Justification includes significant increases in student enrollment, expanding facilities, and impacts associated with C&C of Honolulu's rail project and UHCC renewable energy project.	\$50,000		
	AcadServ 4	New Lighting, Projection and Sound Equipment for the Leeward Theatre	Increased audience attendance at events, increased number of events presented, increased community involvement – all necessitate increased equipment use.	\$100,000	Possible alternate funding sources include grants, corporate sponsorships, and/or individual private donations. All of which are currently (and constantly) being pursued.	
	AcadServ 5	Management of mobile devices (iPads, Dell tablets, etc.)	Each year, the campus is purchasing new mobile devices such as iPads, android and windows tablets. These devices are more difficult to manage compared to laptops and desktops because we do not have a management system for those types of devices.	\$40,000		
	AdminServ 5	Filing System (Lektriever filing system)	Expanded storage capacity, enhanced security features, CO ₂ fire suppression system	\$35,000		

PERSONNEL RESOURCE REQUEST LIST

Proposed Priority	Instruc/Support Priority	Item or Action and improvement sought	Data supporting request	New Funding Cost Estimate	Comments	Div/Dept (priority)
		Non-Instructional Positions				
1	Instruc 2/ Admin Serv 2	Security Officer for Mail Campus	With the new campus, the history of vandalism at that site, and its location adjacent to an elementary school, full-time security during operating hours necessitate the same services are at the Pearl City campus. Initial buildup of security officer force to account for new coverage requirements at new Waianae campus.	\$50,000	New location will require security position. Request for new position FTE sent to UHCC office.	WAI 1
2	AdminServ 1	Custodian – 1.0 FTE Waianae Campus	Provide janitorial and grounds services for new campus opening in Summer 2017.	\$39,000	Request for new position FTE sent to UHCC office; can be partially funded by reallocation of existing janitorial service contract (\$30,000/year); possible option is to continue to contract out janitorial and grounds services – operating budget impact est. \$50,000/year	
3	Instruc 3	Halau Program Specialist (APT Band B, 1.0 FTE)	The Hālau has no dedicated administrative or operational support personnel; thus we have relied upon other programs sharing their personnel to assist with managing program implementation, processing fiscal and facilities transactions, and supervising student workers.	\$50,000	This position has been grant funded and needs to be institutionalized.	NHP 1
4	StudServ 1	IT Specialist	Student Life uses IT for the following: · Commencement RSVP site · Student Government elections site · New Student Orientation Online	\$60,000	Currently rely on IT department for assistance.	
5	StudServ 3	Administrative Support for Early College	Growth in program, need for greater coordination as servicing almost 500 students per semester.	\$50,000		
6	Instruc 4	Business Division Program Counselor (Faculty, 1.0 FTE)	Due to the current case load of the current Business Division Counselor, a second 11-month counselor is warranted. In addition, the new HIT Program is growing and there will be more demands on the counselor's time. The current Business Division Counselor has one of the highest caseloads at Leeward CC. More data in BUS List.	\$50,000		BUS 1

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Proposed Priority	Instruc/Support Priority	Item or Action and improvement sought	Data supporting request	New Funding Cost Estimate	Comments	Div/Dept (priority)
	AcadServ 1	Create 1.0 full time G Funded Theatre Technician position	Increased audience attendance at events, increased number of events presented, increased community involvement – all necessitate increase activity and staffing needs.	\$50,000	Currently existing as a 0.5 “G” Funded, 0.5 “S” Funded position	
	Instruc 1	Culinary Support Specialist (APT, 1.0)	Transfer APT position salary from Special Funds to General Funds.	\$45,000	Want to ensure position has continued funding for support of Culinary Arts when current special funding ends and Cafeteria is outsourced though as an Authorized position, it is not in jeopardy of being cut.	PAT 1
	StudServ 2	F/T Mental Health Psychologist	Leeward CC currently under serving need for Mental Health services, according to national averages.	\$75,000	Currently providing this service on contract.	
	AcadServ 2	Continue funding for temporary part time APT Specialist for the Innovation Center for Teaching and Learning (ICTL)	ICTL programs continue to increase and need improvements. Time and work involved in assessing the impact of ICTL programs on student learning outcomes require more assistance for this office.	\$20,000	Position is supported by the College and not in imminent jeopardy.	
	AdminServ 3	Enterprise Operations APT PBA, 1 FTE	Current Enterprise Operations consist of one 1.0 FTE APT Band B person that oversees Facilities Use, emergency management, parking coordination and security department. No other personnel exists to provide support/backup.	\$45,000		
	AcadServ 3	Convert 2.5 FTE temp positions (T- positions) to full-time permanent positions	Currently we have 2.5 positions that are T positions. Positions are utilized in full to support campus technology, test center, and help desk. This has been on our planning lists for a number of years. 2 years ago it was ranked #5 on ITG’s priority list and last year it was ranked #2 on our priority list	\$0	These are Authorized positions and not in jeopardy of being cut.	

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Proposed Priority	Instruc/Support Priority	Item or Action and improvement sought	Data supporting request	New Funding Cost Estimate	Comments	Div/Dept (priority)
	AcadServ 4	Assigned time for faculty support for the ICTL to develop programs for faculty and staff.	ICTL programs continue to increase scope and reach. Time and work to coordinate ICTL programs (Teaching Excellence Program, Mid-Semester Assessments, & Leadership Excellence Program) on student learning outcomes require more assistance for this office. Overall demand and evaluations for these programs have been consistently high (see ARDP).	\$27,000	Current assigned time is supported by the College.	
	StudServ 4	Transcript Evaluator (APT Band B)	9+ week average time to evaluate transcripts for 2015-16.	\$55,000		
	AdminServ 4	Janitor II – Pearl City Campus; 1.0 FTE	Increase of additional 23,000 square feet of interior space related to Diamond Head portables will require additional janitorial services support.	\$39,000		
	Instruc 5	Office Assistant III, SR08	M&S Division is the largest Division at Leeward CC with 78 Faculty and Staff which includes faculty, Lecturers, Counselors, Lab Managers, APT support and Clerical staff. The Office Assistant will support the Secretary with a wide range of clerical functions.	\$30,000		MS 3
	AcadServ 5	Librarian, Hawai'i-Pacific Resource	Title III grant funds this position until 2018. Total library costs per FTE at Leeward (including personnel) are 46% below the average for Oahu UHCCs (\$206 vs. \$301), or the equivalent of \$391,000 of unfunded library services and resources at the Wai'anae and Pearl City campuses. The position will support expanded library services and support at the Wai'anae	\$55,000		
	AdminServ 5	University Security Officers: (1) USO II - Supervisor (3) USO I	Provide for additional officers for shifts that are deficient in staffing and to ensure coverage during all operational hours at Waianae. USO II - \$40,000 and USO I - \$108,000	\$148,000		
	StudServ 5	Financial Aid Outreach staff	Focus on outreach, position formerly funded by Perkins grant. Will help increase financial aid applications	\$60,000		

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Proposed Priority	Instruc/Support Priority	Item or Action and improvement sought	Data supporting request	New Funding Cost Estimate	Comments	Div/Dept (priority)
		Instructional Positions				
1	MS 1	Agriculture/PBT Instructor position (Faculty, 1.0 FTE)	Leeward CC is the only community college in Oahu with an AS degree in Plant Biology and Tropical Agriculture. While the program is new, LeeCC serves the agriculturally important Ewa and Central plains of the island.	\$55,000	Need to institutionalize the Perkins grant funded instructor if want to continue program.	
2	BUS 2	HIT instructor position (Faculty, 1.0 FTE)	This new provisional program has experienced has more than doubled in majors and courses since the program was measured three years prior. Due to the program growth an additional faculty member is needed; this would be the third HIT faculty member.	\$55,000		
3	PAT 3	Culinary Instructor (Faculty, 1.0 FTE)	The program will need to secure another full-time faculty position to maintain gains the program has realized the past four years.	\$55,000		
4	MS 3	Remedial/Developmental Math Instructor position (Faculty, 1.0 FTE)	Although the enrollment at the College has decreased, the number of students placing into remedial/developmental math is still high. Creating a full-time Remedial/Developmental Math Instructor position is needed to meet this demand and continue the integrity of the Emporium redesigned classes as well as meet the 2015-2021 UHCC Strategic Directions Reduction in Time-to-Degree	\$55,000		
5	AH 1	Art Instructor (Digital), 1.0 FTE	1 FTE on staff. Currently teach 105 TE in DART, therefore understaffed by 2.889 FTE. Student enrollment is 665 students with a 90% fill rate. It is unhealthy to have over reliance on lecturer, overload, and borrowed faculty from another division to meet student demand in this crucial area. The cost of the new position is offset by lecturer savings of \$45,000 to fund new position at \$55,000. It is inconsistent with student success to employ mostly part-time faculty to teach an essential	\$55,000		
	MS 2	ICS Instructor, 1.0 FTE	The number of students in wait lists is increasing every semester. Many students are delaying graduation because they cannot take the courses required for graduation. We currently have six lecturers and we still do not have enough resources to offer the necessary courses for our students.	\$55,000		

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Proposed Priority	Instruc/Support Priority	Item or Action and improvement sought	Data supporting request	New Funding Cost Estimate	Comments	Div/Dept (priority)
	WAI 3	Writing Instructor (Faculty, 1.0 FTE)	This is replacing the current Coordinator's position as English Composition Instructor.	\$55,000	Position is currently on hold and still available for Waianae.	
	BUS 3	Management instructor position (Faculty, 1.0 FTE)	Cautionary Program; improve Program Efficiency rating. This position addresses the <i>Strategic Plan Goal B, ALL Student Success</i> , for the Management Program.	\$55,000		