UNIVERSITY OF HAWAI‘I

UNIVERSITY BUDGET OFFICE

December 27, 2002

MEMORANDUM

TO:                   The Honorable James Aiona, Jr.
                      Lieutenant Governor, State of Hawai‘i

FROM:                 Glenn K. Nakamura
                      Acting Director, University Budget Office

SUBJECT:              COPY OF APPROVED UNIVERSITY OF HAWAI‘I
                      SYSTEMWIDE REORGANIZATION

Enclosed for your files is a copy of the systemwide reorganization approved by the University Board of Regents on December 12, 2002. The purpose of this reorganization is explained in the accompanying executive summary and proposal narrative.

If there are any questions regarding this matter, please call Interim Vice President Deane Neubauer at 956-7490.

Attachment

c: Interim Vice President Deane Neubauer (w/o attachment)
   The Honorable Georgiana K. Kawamura, Director
   Department of Budget and Finance (w/attachment)
   The Honorable Diana Kaapu, Acting Director
   Department of Human Resources Development (w/attachment)
MINUTES OF SPECIAL MEETING OF THE
UNIVERSITY OF HAWAI'I BOARD OF REGENTS

December 12, 2002

I. CALL TO ORDER

The special meeting of the Board of Regents was called to order by Chairperson Bert A. Kobayashi on Thursday, December 12, 2002 at 2:00 p.m. at Campus Center Conference Chamber, Room 220, University of Hawai'i at Mnoa.

Attendance

Present were: Regents Everett R. Dowling, Lynne Kaneshiro, Charles K. Kawakami, Duane K. Kurisu, Patricia Y. Lee, Ah Quon McElrath, Walter Nunokawa, and Capsum M. Poe; President Evan S. Dobelle; Executive Administrator and Secretary of the Board David Iha; and Executive Assistant Carl H. Makino. Regents Allan K. Ikawa, Kathleen K.S.L. Thurston and Myron A. Yamasato were excused.

Also present were: Mr. Walter Kirimitsu, Senior Vice President for Legal Affairs and University General Counsel; Dr. Deane Neubauer, Interim Vice President for Academic Affairs; Dr. Joyce Tsuoda, Senior Vice President and Chancellor for Community Colleges; Dr. Colleen Sathre, Vice President for Planning and Policy; Dr. Deane Neubauer, Interim Vice President for Academic Affairs; Mr. Paul Costello, Vice President for External Affairs and University Relations; Dr. Peter Englert, Chancellor, University of Hawai'i at Mnoa; Mr. Prescott Stewart, Executive Assistant to the President; and others.

Appointments of Dr. Rolf-Peter Kudritzki and Carolyn Tanaka

President Dobelle requested that the agenda be amended to include, (1) the appointment of Dr. Rolf-Peter Kudritzki as Interim Vice Chancellor for Research and Graduate Education to be effective January 2, 2003 through December 31, 2003 or until a permanent Vice Chancellor is appointed; and, (2) the appointment of Carolyn Tanaka as Associate Vice President for External Affairs and University Relations to be effective December 13, 2002 through December 12, 2003.

Regent Lee moved to amend the agenda as requested. The motion was seconded and unanimously carried. Regent McElrath then moved to amend the personnel actions as requested. The motion was seconded and unanimously carried.

System Level Reorganization

President Dobelle stated that the discussion on this matter had taken place just prior to this meeting and that all of the concerns were addressed. He, nevertheless, explained that the proposed reorganization would realign lines of reporting and responsibilities for established functions and create new offices for a Chief of Staff, Vice President for Research, Vice President for International Education, and Vice President for Student Affairs. The proposal provides a rationale for every line of reporting affected by the creation and revision of positions within the University of Hawai'i systemwide administration, as well as affected administrative functions at each campus.

The proposed reorganization called for the creation of a Council of Chancellors reporting directly to the President. Represented in this proposed council will be chancellors of each individual campus throughout
the University of Hawaii system, including a chancellor for each community college. The creation of this council eliminates the Office of the Senior Vice President and Chancellor for Community Colleges and reassigns the functions of system community college staff to various system-level vice presidential offices.

Consistent with the newly created strategic plan, which calls for a system based on functionality, this reorganization will move University of Hawaii toward higher levels of functional integration while enhancing the quality of its programs for the benefit of its students. It is expected that the proposed structure reflects organizational dynamics common among several systems of post-secondary education in the United States, while simultaneously acknowledging the unique character of the University of Hawaii system in its embrace of two-year institutions, baccalaureate institutions, and a complex doctoral institution. The proposed system-level office defines and organizes a limited number of functions reporting directly to the President of the system, and will be funded through a systemic reallocation.

The President will establish policies and procedures to ensure full collegial consultation with faculty and students during the reorganization process.

Regent Dowling moved to approve the proposed system level reorganization of the University of Hawaii as reflected in the organizational chart dated October 9, 2002 and with amendments presented with the understanding that implementation details would be subject to applicable policies, statutes and regulations. The motion was seconded and unanimously carried.

President Dobelle thanked the Board for its support in enabling the reorganization which would allow the administration to move the University forward. He also acknowledged Chairperson Kobayashi's leadership in shepherding the proposal through the Board. Chairperson Kobayashi thanked his fellow Regents and those in the administration responsible for crafting the proposed reorganization.

There being no further business before the Board, the meeting was adjourned at 2:10 p.m.

Respectfully submitted:

David Iha, Executive Administrator

and Secretary of the Board of Regents
MEMORANDUM

TO:    Mr. Bert A. Kobayashi  
        Chairperson, Board of Regents

FROM:  Evan S. Dobelle  
        President, University of Hawai‘i

SUBJECT: SYSTEM LEVEL REORGANIZATION

SPECIFIC ACTION REQUESTED:

It is recommended that the Board of Regents approve the reorganization of system level offices and functions as described in the attached proposal.

EFFECTIVE DATE:

January 1, 2003

BACKGROUND:

The purpose of the proposed reorganization is to create three new offices and the Council of Chancellors, establish a new function, and realign reporting relationships and responsibilities for established functions.

The proposal is consistent with the newly created strategic plan, which calls for a system based on functionality. The proposed reorganization will move the University of Hawai‘i toward higher levels of functional integration while enhancing the quality of programs for our students. The implementation of the proposed reorganization will be funded through a systemic reallocation of resources.
As stated in the enclosed proposal, this reorganization will:

1. Create three new Executive offices and positions.
   a. Chief of Staff
   b. Vice President for International Education
   c. Vice President for Research

2. Create the Council of Chancellors, consisting of the chancellors of each individual campus throughout the system.

3. Establish the new functional entity of Senior Advisor for Native Hawaiian Affairs (no position to be established at this time)

4. Relocate the offices and positions currently in the Office of the Senior Vice President and Chancellor for Community Colleges to system-level offices.
   a. The current Vice Chancellor for Academic Affairs (CC) will report to the Vice President for Academic Affairs and be retitled Associate Vice President (for Academic Affairs for Community Colleges).
   b. The Vice Chancellor for Student and Community Affairs will be redescribed and retitled consistent with its relocation to the Office of the Vice President for International Education.
   c. The Office of International Affairs will report to the Vice President for International Education.
   d. The Vice Chancellor for Administrative Affairs (CC) will report to the Vice President for Administration and Chief Financial Officer and be redescribed and retitled to Associate Vice President (for Operations for Community Colleges).
   e. The Office of Equal Opportunity and Affirmative Action (currently reporting to the Senior Vice President and Chancellor for Community Colleges) will report to the Associate Vice President (for Operations for Community Colleges).
   f. The units currently reporting to the Vice Chancellor for Administrative Affairs, CC, will continue to report to the same position, as redescribed and retitled. These are the budget and planning, human resources, physical
facilities, planning and construction, and finance and operations functional units.

5. Changes in titles, functions and lines of reporting of other offices/positions.
   
a. The Office of Vice President for Planning and Policy will report to the Vice President for Academic Affairs.

   b. The Office of Information Technology Services will report to both the Vice President for Administration and Chief Financial Officer and to the Vice President for Academic Affairs.

   c. The Office of Research Services and the Office of Technology Transfer and Economic Development will report to the Vice President for Research.

   d. Change in title from Senior Vice President and University General Counsel to Vice President and University General Counsel

   e. Change in title from Senior Vice President, University of Hawai‘i, and Chancellor, University of Hawai‘i at Hilo, to Chancellor (University of Hawai‘i at Hilo)

   f. The Senior Vice President and Chancellor, Community Colleges, will be redescribed and retitled to Vice President for International Education

The proposed organizational schematic creates direct lines of authority in an effort to promote clear delineations and specifications of accountability and increase the autonomy of campuses with regard to mission and direction. Positions will be redescribed as necessary, commensurate with new or revised functions. With the exception of one-half of the position of Vice President for Research to be funded by the Research Corporation of the University of Hawai‘i, the funding to implement this reorganization will come from systemic reallocations.

The aforementioned establishment, amendment and abolition of Executive classes require the approval of the Board of Regents. These actions will be recommended to the Board by separate request and specific discussion.

The University of Hawai‘i Professional Assembly (UHPA), the Hawai‘i Government Employees Association (HGEA), and the United Public Workers (UPW), were informed of the proposal and have provided comments. UPW indicated that it had no comments. HGEA and UHPA had some questions and concerns, to which the University has responded. While the consultative process continues with HGEA and UHPA, the Board is requested to place this item on its agenda for action. It is anticipated that the consultative process will be concluded before the Board takes action.
ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the proposed reorganization of system-level functions and offices as described in the enclosed, effective January 1, 2003.

Enclosures

c: Executive Administrator and Secretary of the Board Iha
University of Hawai‘i System
Administration Reorganizational Proposal

Note: The proposed organizational structure for the UH System administration will be presented to the Board of Regents during a special meeting at 10 a.m. Nov. 14 at UH Manoa Campus Center 220 following a discussion of the FY 2003-05 budget proposal. Comments on the proposal will be accepted through Nov. 12; e-mail evan.dobelle@hawaii.edu.

Links:
Organizational Chart
Executive Summary
Present Organization
Proposed Organization
Background and Reasons for the Reorganization
Impact on Staffing and Resources
Alternatives Considered

Executive Summary

The purpose of this reorganization is to realign lines of reporting and responsibilities for established functions and create new offices for a Chief of Staff, Vice President for Research and Vice President for International Education. This reorganization proposal provides a rationale for every line of reporting affected by the creation and revision of positions within the University of Hawai‘i system-wide administration, as well as affected administrative functions at each campus.

This proposed reorganization calls for the creation of a Council of Chancellors reporting directly to the President. Represented in this proposed council will be chancellors of each individual campus throughout the UH system, including a chancellor for each community college. The creation of this council eliminates the Office of the Senior Vice President and Chancellor for Community Colleges and reassigns the functions of system community college staff to various system-level vice presidential offices.

Consistent with the newly created strategic plan, which calls for a system based on functionality, this reorganization will move UH toward higher levels of functional integration while enhancing the quality of our programs for the benefit of our students. It is expected that the proposed structure reflects organizational dynamics common among several systems of post-secondary education in the United States, while simultaneously acknowledging the unique character of the University of Hawai‘i system in its embrace of two-year institutions, baccalaureate institutions, and a complex doctoral institution. The proposed system-level office defines and organizes a limited number of functions reporting directly to the President of the system, and will be funded through a systemic reallocation.

Present Organization

The January 2001 reorganization separated the positions of Manoa Chancellor and President. UH System administration is currently composed of 12 senior executives: Vice President for External Affairs and University Relations, Vice President for Academic Affairs, Vice President for Administration and Chief Financial Officer, Vice President for Planning and Policy, Senior Vice President and Chancellor for Community Colleges, University of Hawai‘i at Manoa Chancellor, University of Hawai‘i at Hilo Chancellor, University of Hawai‘i at West O‘ahu Chancellor, Vice President for Student Affairs, Senior Vice President for Legal Affairs & University General Counsel.

of the University of Hawai'i system in its embrace of two-year institutions, baccalaureate institutions, and a complex doctoral institution. In each campus, a mechanism is provided to link the President directly to the chief operating officer of the campus through the Council of Chancellors.

The proposed organizational schematic creates direct lines of authority to the President in an effort to promote clear delineations and specifications of accountability, and increase the autonomy of campuses with regard to mission and direction. Specifically, the creation of the Chief of Staff and the supervisory role of the Vice President for Academic Affairs at the system level indicate the offices' responsibilities as leadership agents for system-wide non-academic and academic matters, respectively. The creation of the Office of the Vice President for International Education reflects the imperative of a concentrated global vision for the University. Likewise, the creation of a Council of Chancellors reflects a movement toward equitable presidential access for each campus in the system. The creation of an Office of the Vice President for Research anticipates the increased importance and level of research and training grant activity for each campus. The addition of a dual reporting line for Information Technology Services to the Vice President for Academic Affairs and the Vice President for Administration and Chief Financial Officer reflects the increased importance of technology in the delivery of all education. Finally, the co-location of previously discrete administrative functions within the Office of the Vice President for Administration and Chief Financial Officer reflects the desire to centralize and streamline these functions to ensure consistency and efficiency in their oversight.

Impact on Staffing and Resources

Positions will be re-described as necessary, commensurate with new functional statements. This proposal creates four positions--Chief of Staff with private secretary and Vice President for Research with private secretary. These four positions will be obtained through reallocation from four vacant positions within the university system, with the exception of one-half of the position of Vice President for Research, which will be funded (separate from position counts) by the Research Corporation of the University of Hawai'i. Funding for this reorganization will come from systemic reallocation.

Alternatives Considered

The administration reviewed and integrated several organizational models for other similar university systems in the United States in the development of this proposed reorganization.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
OFFICE OF THE CHIEF OF STAFF
ORGANIZATION CHART

PROPOSED

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

DEC 12 2002

*Position number to be determined, proposed classification.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE CHIEF OF STAFF

FUNCTIONAL STATEMENT

On behalf of the President, this office coordinates and monitors University operational matters at the senior University executive level, concentrating primarily on non-academic matters. The Chief of Staff serves as principal advisor on policy matters.

- Oversees all major presidential initiatives to assure effective development and implementation.

- Meets regularly with all senior executives to assure that their interests and principal projects are maintained at an appropriate level of presidential attention and review.

- Requires reports from senior executives on programs under their management so that the President and other University executives can be informed of significant events and occurrences that may be of interest or concern.

- Investigates areas of special concern, recommends solutions, and oversees problem resolution.

- Chairs executive committees as required.

- Provides advice and representation on administrative matters.

- Assists with operational planning.
NOTE: No internal organizational changes for Financial Management, Human Resources, Information Technology Services, University Budget Office, Office of Internal Audit, University Risk Management Office, and Central Administration Fiscal Office.

* Position to be reclassified upon employee's completion of leave.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
OFFICE OF THE VICE PRESIDENT FOR
ADMINISTRATION AND CHIEF FINANCIAL OFFICER
SYSTEMWIDE ADMINISTRATION
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS

FUNCTIONAL STATEMENTS

ADMINISTRATIVE AFFAIRS

This office is responsible for facilitation and coordination in all aspects of administrative affairs for community colleges including budget, human resources, facilities planning and management, and equal opportunity employment/affirmative action.

Coordinates planning and management systems to promote policy coordination among the Community Colleges.

Provides centralized support services in budgeting, human resources, facilities planning and management and equal opportunity employment/affirmative action.

Participates at the policy level on collective bargaining contract negotiations and contract interpretation including the handling of grievances.

Coordinates activities involving relationships with senior system-wide and campus administrators, BOR and its committees, legislative committees and their staffs and with City, State and Federal agencies and community groups.

Reviews, approves, if delegated, and processes administrative matters; conducts management and other studies; and issues required reports. Resolves problems and issues that have systemwide or inter-campus impact.

Coordinates all activities relating to the Capital Improvements Program (CIP), and repairs and maintenance projects of the Community Colleges.

Provides messenger and mail services to the various campuses.

Physical Facilities, Planning and Construction

Coordinates long- and short-range physical facilities plans between community college chancellors and the Director of Capital Improvements.

Coordinates activities with private contractors, Director of Capital Improvements, and governmental inspectors, and acts as liaison between chancellors and the Director of Capital Improvements in the preparation of plans for new construction projects and building alterations.

Coordinates preparation of capital improvements budget for community colleges in consultation with the chancellors and Director of Capital Improvements.

Provides occupational and environmental health and safety support for the Community Colleges in coordination with the University of Hawai'i Environmental Health and Safety Office (EHSO) and the Director of Capital Improvements. The EHSO maintains systemwide responsibility for most of these health and safety functions.
Budget and Planning

Coordinates, reviews, and prepares operating and CIP budgets and expenditure plans and reports required by the University, State and Federal governments.

Develops Community Colleges and systemwide program budget and allocation plans.

Develops budgetary and control systems and procedures.

Provides staff support in the review and analysis of organizational charts and functional statements. Coordinates the flow and approval of reorganization requests for the Community Colleges.

Conducts special studies and analysis affecting the budget.

Finance and Operations

Develops, reviews, and revises policies and operational fiscal affairs procedures in coordination with Chancellors from community colleges.

Supervises the compliance of existing University and governmental policies and regulations on fiscal matters.

Coordinates, reviews, and administers extramural contracts and grants.

Provides messenger and mail services to the various campuses.

Human Resources

Develops and directs the personnel system for the Community Colleges and systemwide programs, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action.

Provides overall systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensures appropriate implementation.

Serves as the Community College chancellors' and systemwide program directors' principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serves as grievance hearings officer.

Serves as principal liaison with the University System Office of Human Resources.

Develops, plans, and coordinates staff development activities for the Community Colleges with community college Chancellors. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledge and abilities. Identifies Community College faculty and staff goals, objectives, and directions to respond to these needs.

Equal Employment Opportunities/Affirmative Action

Develops, coordinates and implements the equal employment opportunity and affirmative action program for the Community Colleges System.
Ensures compliance with Federal, State and University policies and procedures.

Investigates grievances and complaints.

Develops proactive programs and activities to address underutilization and to ensure the rights of protected individuals.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT
FOR ACADEMIC AFFAIRS

ORGANIZATIONAL CHART

PROPOSED

PRESIDENT,
UNIVERSITY OF HAWAI'I SYSTEM

OFFICE OF THE VICE PRESIDENT FOR
ACADEMIC AFFAIRS

Vice President for Academic Affairs* M14E 89051
Private Secretary II SR-22 900029
Assistant to the Vice President**

DISTANCE LEARNING
Policy and Program Officer M04 89059

INFORMATION TECHNOLOGY SERVICES
(Also reports to Vice President for Administration
and Chief Financial Officer, no internal
organizational changes proposed.)

COMMUNITY COLLEGES
ACADEMIC AFFAIRS
CHART B

PLANNING AND POLICY
CHART C

* To be redescribed.
**Position number to be determined, proposed classification.

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

DEC 12 2002

Date
NOTE: All positions in Community Colleges Academic Affairs to be redescribed, also Pos. No. 89051.

*Proposed classification.
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

Vice President for Academic Affairs* M14E 89051

PLANNING AND POLICY

Vice President* M11E 89173
Secretary IV* SR-15 17481

PLANNING AND ACADEMIC AFFAIRS

Policy and Program Officer MO4M 89262

INSTITUTIONAL ASSESSMENT AND POLICY OFFICE

Director M05M 89013
Educational Specialist PBB 80015

INSTITUTIONAL RESEARCH OFFICE

Director M05M 89243
Secretary III SR-16 19069
Inst. Analyst PBC 80220
Inst. Analyst PBB 80213
Inst. Analyst PBB 80216
Inst. Analyst PBB 81148
Inst. Analyst PBB 81180
IT Specialist PBA 80223

*Position to be redescribed.

APPROVED BY THE UNIVERSITY BOARD OF REGENTS

DEC 12 2002 Date
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

FUNCTIONAL STATEMENT

This office provides executive leadership in collaboratively setting forth the systemwide academic vision and goals for the University of Hawai‘i and oversees the University’s distance learning program.

- Advises the President and University executives on academic matters.
- Develops academic plans, policies and procedures. Reviews all academic policies and programs prior to action by the President.
- Oversees a council of campus chief academic officers.
- Coordinates systemwide student policies.
- Develops and implements systemwide tuition policies and procedures.
- Ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawai‘i.
- Translates plans into phased implementation strategies and time lines.
- Develops effective and innovative academic strategies to meet the identified needs of the University and its students.
- Promotes, encourages, and develops new instructional and major research efforts.
- Evaluates University academic programs for appropriateness, consistency, and effectiveness.
- Serves as academic liaison with State and federal academic educational boards and systemwide University offices.

DISTANCE LEARNING

- Oversees systemwide distance learning education planning, policies, procedures, and coordination.
- Works with unit and system offices and committees to provide systemwide coordination of policy and planning support for distance learning programs and activities including: coordinating master scheduling and prioritizing resource use; developing grant and resource initiatives; reporting assessments and enrollments; developing and interpreting University distance learning plans, policies, and procedures; and providing research, analytical, and staff support.
- Evaluates the distance learning program to ensure that objectives of the University and its students are met.
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT
FOR ACADEMIC AFFAIRS AND PROVOST
COMMUNITY COLLEGES ACADEMIC AFFAIRS

FUNCTIONAL STATEMENTS

ACADEMIC AFFAIRS

This office is responsible for providing leadership in internal operational policy-making that has impact on the development and implementation of academic objectives and goals for the community colleges.

Develops a strong planning base derived from the University Strategic Plan and Master Plan, and an understanding of campus missions as articulated in the Campus Academic Development Plans.

Provides coordination and leadership in academic affairs in the areas of educational programs, intercampus and interagency relations, and special needs programs.

Provides assistance to colleges in their pursuit of their educational goals including: academic planning, program development, and institutional assessment.

Develops curriculum and programs to fulfill community education and vocational education needs.

Negotiates or participates in negotiating training contracts with agencies.

Works with senior systemwide and campus administrators, Board of Regents (3OR) and its committees, Legislative committees and their staffs and with City, State and Federal agencies and community groups.

Assists campuses in program, curriculum, and course development in fulfilling agencies' training needs.

Academic Support Services

Coordinates curriculum and program development through drafting academic policies and reviewing program proposals.

Coordinates and facilitates inter-campus and intra-campus program articulation.

Provides support for academic program management by reviewing program and degree proposals, assessing budget requests, and advising on academic personnel requests.

Undertakes research on selected academic program development issues.

Coordinates the development of federally funded vocational educational activities and programs, and monitors their implementation.

In response to community needs, coordinates educational curriculum and academic programs with campuses.
Academic Planning, Assessment and Policy Analysis

Coordinates the development of the academic program planning process.

Facilitates the completion of selected planning and evaluation activities including: the State Higher Education Functional Plan, strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.

Prepares selected reports to facilitate the management of academic programs.

Supports program planning and evaluation by developing and maintaining an academic program database.

Conducts selected policy analysis studies.

Student Affairs

Develops and prepares community college policy regarding student services.

Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.

Serves as expert in interpreting and applying community college policies and procedures in exceptional or unique student affair cases.

Statewide UHCC/K-12 Partnerships

Establishes a curriculum articulation process between the DOE, independent schools and the UHCC.

Facilitates coordination of Adult Basic Education and remediation services among the DOE, UHCC and other agencies.

Develops a curriculum articulation process and effectiveness measures with independent secondary schools in Hawai‘i.

Initiates development of teacher certification and in-service education programs involving the DOE, independent schools, UHCC and post-secondary teacher education institutions.

Develop a set of measures to evaluate the effectiveness and efficiency of these collaborative processes and programs.

Promote community awareness of and support for these coordinated undertakings.
PROPOSED

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ACADEMIC AFFAIRS

OFFICE OF THE VICE PRESIDENT FOR PLANNING AND POLICY

MAJOR FUNCTIONS

Reports to the University of Hawaii System Vice President for Academic Affairs and provides executive leadership with responsibility for:

- Managing University-wide institutional long range planning efforts and providing planning support;
- Coordinating policy development/analysis and institutional assessment; and
- Providing institutional research services and managing selected student assessment and service programs and information systems.

Supports the work of the Office of the Vice President for Academic Affairs, the Office of the President, and other senior administrative officers through provision of timely and accurate information for planning and management purposes and plays a major role in supporting Board information and policy needs.

Serves as a lead senior executive responsible for developing and updating system-wide academic affairs policies and related matters and as chief provider of executive management information and analyses.

PLANNING AND ACADEMIC AFFAIRS SUPPORT

MAJOR FUNCTIONS

- System-wide institutional planning, including planning assumptions, mission statement updates, and long-range planning documents.
- System-wide executive staff support for academic affairs through the System Academic Affairs Council (e.g., new program proposals, academic policies that affect all campuses, faculty and student policy issues affecting all campuses).
- Liaison with state and county planning efforts.
- University Board and Executive planning policies.
- System liaison with All Campus Council of Faculty Senate Chairs.
- System-wide articulation and transfer.
- Policy and plan monitoring and reports to the Board.
- Liaison with regional and national higher education organizations.
System-wide Planning and Academic Support

Formulates mission and planning documents, policy statements, recommendations for action, and guidelines for implementation.

Serves as a resource person to campuses, provides training guidance on planning to University personnel; provides planning policy interpretation and guidance, monitors system-wide planning initiatives, and through the provision of updated planning documents assists the effort to link the planning and budgeting processes and facilitate priority-setting at system and campus levels.

Provides support for program development and evaluation at the campus level, such as unit and sub-unit plans; ensures that campus program proposals are consistent with University guidelines; works with SAAC to review and recommend action on new program proposals; reviews established programs requiring Board approval; and prepares required reports to the Board of Regents.

Researches and consults with University-wide constituents on emerging issues in higher education at the national, state, and local levels; assists with the identification, analysis, and development of responses to planning and policy issues facing the University; prepares background and issue papers; conducts research and institutional comparisons; and prepares studies, reports, and briefing papers.

Serves as the administration’s liaison with the All Campus Council of Faculty Senate Chairs and related academic affairs system-wide committees; provides coordination and support for system-wide academic initiatives.

Serves as liaison with other state agencies to ensure that University plans are consistent with state priorities; and provides support for the monitoring, reporting, and revision processes associated with state and county planning efforts.

Prepares responses to international, national, and local inquiries and ad hoc requests to the Board of Regents, State Postsecondary Education Commission, and the President of the University of Hawai‘i on University and state educational policies and practices.

Provides leadership and support for system-wide course articulation and student transfer policy and procedures, including policy and procedure development and staffing articulation committees. Manages other major system-wide projects for academic improvement, including drafting Board and executive academic policies.

Prepares legislative reports, studies, and testimony.

INSTITUTIONAL ASSESSMENT AND POLICY OFFICE

MAJOR FUNCTIONS

- System-wide institutional assessment and accountability requirements, including student surveys and UH benchmarks/institutional effectiveness reports.

- Analysis, development update, and interpretation of UH Executive and Board policies; monitors policy and prepares reports for executives.

- Update and maintenance of data element definitions and master codes for system-wide student-related information systems.

- Coordination of the participation of UH campuses in major national assessment and data exchange programs.

- System-wide support, infrastructure, and expertise for executive presentations to the BOR and groups internal and external to UH, including the state legislature and general public.

- Budget, personnel, and administrative support for the Office of the Vice President for Planning and Policy.

- Planning support to the Vice President for Planning and Policy and other senior executives by providing data, analyses, evaluations, and reports.

Institutional Assessment, Accountability, and Policy

Serves as the University-wide source of expertise and chief spokesperson on issues relating to institutional assessment and accountability.

Coordinates the development and maintenance of University-wide benchmarks/institutional
effectiveness indicators, and prepares required institutional reports.

Oversees assessment programs, such as those for exiting undergraduate students and alumni, and supports campus assessment programs.

Handles state and University assessment and accountability reporting requirements for the Office of the Vice President for Planning and Policy.

Assists senior executives with the formulation of Board and executive policies across the full array of University activities.

Monitors, evaluates, and handles policy interpretation and guidance across University campuses; and provides management information for University-wide planning, policy analysis, research, and information sharing.

System-wide Student Services Operations

Administers and coordinates updates to and accuracy of data element definitions and master codes for system-wide student-related information systems.

Assists with project management coordination and liaison responsibilities for the development of a new system-wide Student Information Management System.

Administers student- and assessment-related budget for the Office of the Vice President for Planning and Policy.

MAJOR FUNCTIONS

- Develop, manage SIMS.
- Data management, SIS, SIMS.
- Data administration.
- Systemized series of MAPS reports.
- Data analyses support for administrators.
- Mānoa Student Tracking System.
- Ad hoc requests and special studies.
- Financial planning model.
- Special reports and studies.
- Response, UHM surveys.
- IPEDS coordination.
- Coordinate applicable federal mandates.
- Develop additional data warehouse capability.
- Training (data warehouse, IPEDS, etc.).

Information Services

Designs systematic reports, develops formats, defines terms, and summarizes and analyzes data to be distributed to University administrators and campus personnel as part of Management and Planning Support Services (MAPS), and other special studies.

Researches key changes in programs, course offerings, and other required information, and updates master code and lookup tables used in the generation of system-wide reports from data housed in administrative databases.

Develops and coordinates on-line database structures and warehouses, including system design, systematic data definition, installation, and training, e.g., the Student Information Management System (SIMS).

Designs and develops automated reports or new administrative computer systems by using the latest computer technology (including the World Wide Web); and works with the Information Technology Services Office to streamline data retrieval, access, and reporting.

Administers system-wide data administration.

Administers, coordinates, and monitors data management on a system-wide basis for Student Information System (SIS) and Student Information Management System (SIMS). Administers and manages SIS and SIMS master code and data element definitions to ensure data integrity and consistency.
Coordinates, monitors, and responds to information needs as required by University administrators, planners, staff, and external agencies, such as other state departments and federal agencies; requirements include IPEDS, Student Right-to-Know, requests from the private sector, and special legislative requests.

Researches the latest in computer hardware/software technology and their capability to increase productivity of institutional researchers; acquires, installs, and trains the staff in the use of updated equipment and/or software.

Coordinates and conducts workshops, training sessions, and committees to facilitate the dissemination of information and information analysis to UH administrators and campus/program directors and their staffs as part of the University's overall management program.

Develops, coordinates and maintains a Local Area Network (LAN) for the Office of the Vice President for Planning and Policy to facilitate and enhance organizational data sharing/exchange requirements.

**Analytical Services**

Provides system-wide direction for institutional research.

Researches and prepares analyses supported by charts and graphs for management and planning support reports, assessment reports, and special reports as required.

Researches, identifies and defines key data elements required for University-wide data use and analysis; develops policies and procedures required to systematize data across campuses; and disseminates information on definitions, scope, and use of these data elements.

Develops and utilizes analytical techniques to support the University's institutional and campus-level planning process, including simulated models, enrollment projection models, financial planning models, and budget models; quantitative unit activity and resources indicators analyses; workload measures; program efficiency measures; quantitative program review indicators; historical enrollment patterns; institutional comparisons; and student progress and outcomes analyses.

Researches system-wide indicators and develops analytical data and studies on the factors affecting University programs, and researches and summarizes the external benefits directly or indirectly attributable to University programs.

Provides analytical support, training, and consultation to campuses in academic and financial planning and analysis and the utilization of analytical techniques and systems.

Provides technical support and consultation in the training and dissemination of computer models and statistical techniques as required for operations and strategic planning.

10/02/02
<table>
<thead>
<tr>
<th>Position</th>
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<td>Associate Vice President for International Education - Partnerships and Entrepreneurship**+</td>
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* To be redescribed.
** Proposed position classification.
(+): Temporary assignment from Office of the Chancellor for Community Colleges to create transitional capacity for the Office of International Education until 12/31/03.

APPROVED BY THE UNIVERSITY BOARD OF REGENTS

DEC 12 2002

Date
The Office of International Education is responsible for providing leadership for, facilitating, and coordinating international education systemwide in order to accomplish Goal 3 of the newly adopted University of Hawai‘i strategic plan. The goal aims to “transform the international profile of the University of Hawai‘i system as a distinguished resource in Hawaiian, Asian-Pacific affairs, positioning it as one of the world’s foremost multicultural centers for global and indigenous studies.”

Integral to meeting this goal are:

Establishing and implementing systemwide policies and procedures to ensure effective coordination of international student recruitment, marketing, admissions, immigration, study abroad, exchanges, academic and co-curricular support, visiting international delegations and scholar services.

Integrating teaching, learning, curricular development, research and service to enable the University to become a model multicultural center and international education resource.

Maintaining and developing contact with key international agencies, alumni, funding agencies and partner institutions in order to extend the University of Hawai‘i’s profile globally.

The following three major areas of international education initially to be included in this office include:

**International Education Programs and Exchange**

Provides students on a systemwide basis with a wide range of education abroad opportunities to engage in study, research, service or internships by identifying appropriate international partners.

Facilitates global networking and intercultural exchanges involving students, faculty, visiting scholars, administrative staff through institutional linkages, partnerships and consortia arrangements.

Enables faculty and students to engage in multi-disciplinary international projects and programs.

Provides faculty with opportunities to be international and comparative in their teaching and research.

Maintain relations with funding agencies and foundations that enable UH faculty expertise to be utilized in technical assistance or international training projects.

**Visiting Scholars and International Faculty Services**

Liaises with hosting academic unit to coordinate appointments of all UH-sponsored visiting scholars and international faculty.

Provides monthly orientation to incoming scholars as well as on-going scholar services including immigration and personal counseling.

Provides on-going staff training to UH units in order to meet all federal requirements for bringing visiting scholars and international faculty to UH campuses.
Coordinates scholar immigration matters and serves as the University's primary point of contact for the U.S. Department of State and Immigration and Naturalization Services in implementation of federally-mandated electronic tracking systems.

**International Partnerships and Entrepreneurship**

Facilitates business development opportunities for research and training partnerships, including international capacity building contracts, enhancing the University's external revenues.

Facilitates private-public partnerships with businesses and local, state, federal agencies and international governments in order to advance the University's role in international training and economic development.

Identifies and develops, in cooperation with the University of Hawai'i Foundation, international donor prospects.

Works with the Office of the Vice President for External Affairs and University Relations, to facilitate communications and marketing for international education and special projects in support of individual campus missions.

Coordinates special projects in conjunction with individual campus initiatives, focusing on the University's international business and resource development efforts.

**Transition Team**

In order to begin implementation of Goal 3 and the associated action strategies outlined in the strategic plan, a transition team has been formed through reassignment of personnel from various UH units. They shall work with internal and external committees and constituencies in order to identify benchmarks and measurable targets for achieving the outlined international goals for the university. This may include reviewing existing international education-related policies and procedures, recommending changes, initiating new partnerships and programs, and extending UH's global outreach. A critical component of the transition team will be pursuing opportunities to create revenues which can be used to fund various student, faculty and programmatic activities.
STATE OF HAWAII
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR RESEARCH
ORGANIZATION CHART

PROPOSED

PRESIDENT
UNIVERSITY OF HAWAI’I SYSTEM

OFFICE OF THE VICE PRESIDENT
FOR RESEARCH

Vice President for Research*
Private Secretary*

OFFICE OF RESEARCH SERVICES
Chart D
(no internal organizational changes proposed)

OFFICE OF TECHNOLOGY TRANSFER
AND ECONOMIC DEVELOPMENT
Chart E
(no internal organizational changes proposed)

UNIVERSITY CONNECTIONS

*Position number to be determined, proposed classification.

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
DEC 12 2002
Date
This office has systemwide leadership responsibility for planning, developing, and coordinating systemwide research policies and procedures of the University of Hawai‘i. Serves as chief research policy advisor to the President and other University executives.

- Provides policy leadership and administrative support to systemwide and Mānoa campus research institutes and programs. Fosters and monitors inter-campus collaborative research efforts.

- Develops systemwide research plans, goals, policy, and objectives in consultation with campus senior executives. Coordinates in consultation with campus senior executives, systemwide policies reflecting research priorities and direction.

- Develops systemwide research policies and procedures, including long-range and planning studies.

- Develops and maintains an international standard of research excellence. Serves as the University’s expert on research policy matters.

- Coordinates and monitors research efforts of statewide concern.

- Monitors and assesses the University’s administrative compliance and recommends revisions as necessary.

- Represents the University in systemwide policy research issues involving governmental, private, international, and other external agencies.
OFFICE OF THE VICE PRESIDENT FOR RESEARCH

Vice President for Research*

OFFICE OF RESEARCH SERVICES

Director of Research Services** M08 89006
Secretary III SR-16 19369
Associate Dir. of Research PBD 81645
Clerk-Steno III SR-11 50041

GENERAL ADMINISTRATION

CONTRACT ADMINISTRATION

SPONSORED PROJECTS ACCOUNTING

COST STUDIES AND RATE ANALYSIS

COMPLIANCE AND FIELD SERVICES

* Position number to be determined, proposed classification.
**To be redescribed.

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
DEC 12 2002
Date
OFFICE OF THE VICE PRESIDENT FOR RESEARCH
Vice President for Research*

OFFICE OF TECHNOLOGY TRANSFER AND ECONOMIC DEVELOPMENT
Director **
Secretary III

Economic Development and Education Program

Intellectual Property and Technology Licensing Program

STATE OF HAWA‘I
UNIVERSITY OF HAWA‘I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR RESEARCH
OFFICE OF TECHNOLOGY TRANSFER AND ECONOMIC DEVELOPMENT

ORGANIZATION CHART
PROPOSED

CHART (E)

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
DEC 12 2002
Date

*Position number to be determined, proposed classification.

**To be redescribed.

Revolving fund position appropriated but not established 95853 (w), Educational Specialist

Revolving Funds (W)
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Approved by the University Board of Regents

DEC 12 2002
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

FUNCTIONAL STATEMENT

This office provides executive leadership for Student Affairs in the University of Hawai‘i System, in collaboration and consultation with Senior Student Affairs and Student Services Officers on all UH campuses, this office initiates, develops, and coordinates policies and procedures related to systemwide Student Affairs programs.

This office serves as administrative liaison for the Hawai‘i Commission on National and Community Service and the National Corporation for Community Service. This office interacts and collaborates with public and private pre-K through 20 schools and educational institutions on numerous and varied topics, issues, and projects that are mutually beneficial to students and the community.

- Advises the senior University staff on Student Affairs matters.
- Serves as administrative liaison with Board of Regents Committee on Student Affairs.
- In consultation with campus student affairs offices, develops and facilitates Student Affairs policies, procedures, and programs that require coordination among UH campuses, including but not limited to admissions; enrollment management; recruitment; records and registration; financial aid; student employment and cooperative education; internships; service learning; tuition waivers, scholarships, and tuition differentials; judicial affairs; residence halls; students with disabilities; child care; health insurance; health services; equity and diversity; international student services.
- Convenes/facilitates meetings of UH Senior Student Affairs Officers.
- Works with UH System Student Caucus.
- Develops and monitors policies related to tuition waivers, scholarships and tuition differentials.
- Monitors campuses’ compliance with federal and state statutes, acts, and administrative procedures related to Student Affairs programs and jurisdictions.
- Coordinates student assessment, research and surveys with Institutional Research Office.
- Works with other appropriate UH schools, colleges, and campuses to collaborate, develop, and facilitate partnerships with pre-K through 20 educational institutions on projects that are mutually beneficial to students and the community.

Vpsa
Revised 12/07/02