UNIVERSITY OF HAWAI'I
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

October 29, 2003

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

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION - CASHIER'S OFFICE TO OFFICE OF THE BURSAR, FINANCIAL MANAGEMENT OFFICE, UNIVERSITY OF HAWAI‘I

Attached for your files is a copy of the reorganization which was approved on October 24, 2003 for the University of Hawai‘i, Financial Management Office. The purpose of the reorganization is explained in the attached documents.

Should you have any questions, please call Director Michael Yoshimura at 956-5148.

Michael T. Unebasami
Associate Vice President for Administration
and Community College Operations

Attachments

The Honorable Georgina K. Kawamura
Director, Department of Budget and Finance
The Honorable Kathy Watanabe
Director, Department of Human Resources
VP for Administration & CFO James Sloane
VP for Academic Affairs David McClain
Chief of Staff Sam Callejo
Vice Chancellor Rodney Sakaguchi
Director Russell Miyako
Director Milton Higa
√ University Budget Office
University Office of Human Resources
UHCC Budget Office
UHCC Human Resources Office

K:\WP-MS Word\Reorg\Cashiers\Final Lt.Gov.doc
UNIVERSITY OF HAWAI'I

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

October 15, 2003

TO: James R.W. Sloane
Vice President for Administration and
Chief Financial Officer

SUBJECT: Reorganization Proposal to Transfer the Cashier's Office to the Office of
the Bursar, Financial Management Office, University of Hawaii

Attached is the final reorganization proposal that transfers the Cashier's Office
from the Mānoa Chancellor's Office to the Systemwide Financial Management Office.
Please review the attachments and forward the reorganization proposal to the President
for his approval. Also attached is a memo from the Hawai'i Government Employees
Association (HGEA), documenting their concurrence with the reorganization proposal.
A memo transmitting the reorganization proposal to the President has been attached for
your use.

Upon approval, please return all the original documents to the Community
Colleges Budget and Planning Office for formal distribution as required. Should you
have any questions, please call me at 956-6280 or call Director Michael Yoshimura at
956-5148.

Michael T. Unebasami
Associate Vice President for Administration
And Community College Operations

Attachments

C VP for Academic Affairs David McClain
Chief of Staff Sam Callejo
Vice Chancellor Rodney Sakaguchi
Director Russell Miyake
Director Milton Higa
Director Michael Yoshimura
Acting Director Jan Doi
October 15, 2003

TO: Evan S. Dobelle  
President, University of Hawaii

SUBJECT: Reorganization Proposal to Transfer the Cashier’s Office to the Office of the Bursar, Financial Management Office, University of Hawaii

Attached is the reorganization proposal to transfer the Cashier’s Office from the Mānoa Chancellor’s Office to the Systemwide Financial Management Office. Also attached is a letter from the Hawai‘i Government Employees Association (HGEA), documenting their concurrence with the reorganization proposal.

Please sign for the final approval of the reorganization on this memorandum and the attached organizational charts. Upon approval, please return all original documents intact, to the Community Colleges Budget and Planning Office for formal distribution as required. Should you have any questions, please call me at 956-8201.

James R.W. Sloane  
Vice President for Administration and  
Chief Financial Officer

Attachments

APPROVED/DISAPPROVED:

Evan S. Dobelle, President  
University of Hawaii

C VP for Academic Affairs David McClain  
Chief of Staff Sam Callejo  
Vice Chancellor Rodney Sakaguchi  
Associate VP Michael Unebasami  
Director Russell Miyake  
Director Milton Higa  
Director Michael Yoshimura  
Acting Director Jan Doi

G:\WP-MS Word\Reorgs\Cashiers\President's Approval.doc  
Mike Unebasami – CC Operations

2327 DOLE STREET • HONOLULU, HAWAII 96822  
TEL (808) 956-6023 • FAX (808) 956-3763  
AN EQUAL OPPORTUNITY / AFFIRMATIVE ACTION INSTITUTION
EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL REQUEST
UNIVERSITY OF HAWAII
CASHIER’S OFFICE

In May of 2002, a reorganization was approved that transferred the Cashier’s Office from the Bursar Office in the systemwide Financial Management Office to the Office of the Vice Chancellor for Administration, Finance and Operations (OVCAFO) in the Mānoa Chancellor’s Office. The current reorganization request proposes to reverse this transfer by moving the Cashier’s Office back to the Bursar Office in the systemwide Financial Management Office.

The original reorganization that transferred the Cashier’s Office to the OVCAFO was executed as part of a larger effort to consolidate into the Mānoa Chancellor’s Office, support units that provided direct services to UH Mānoa. The objective of the original reorganization was to provide the Mānoa Chancellor’s Office with direct control and oversight of the Cashier’s Office, which predominantly provided UH Mānoa cashiering services. The original reorganization, however, was conceived and executed before the implementation of the Banner Student Information System (SIS).

In Academic Year (AY) 2002-2003, the Banner SIS was implemented at the seven UH community colleges. It became apparent during the implementation period that an enhanced systemwide role for cashiering would be needed to appropriately implement the new SIS. It was recognized that increased systemwide oversight and coordination would be needed when UH Manoa, UH Hilo and UH West O’ahu were integrated into the new SIS.

The proposed reorganization will provide the organizational structure that is most conducive to providing efficient and effective systemwide cashiering services. More specifically, the proposal will provide an organizational structure that is directly supported by the Bursar Office and the Financial Management Office. This will ensure that the systemwide cashiering function receives the management support and technical expertise needed to address the many operational and policy issues that will arise from the implementation of the new SIS. Meanwhile, the function of Mānoa cashiering will not be significantly impacted by the reorganization and will thus continue to operate as it currently does. The approval of this reorganization proposal will result in a more seamless SIS implementation process and ultimately, improved services to all students in the University of Hawai‘i system.

The increased scope and magnitude of systemwide duties and responsibility may result in position reclassifications that could increase personnel costs by approximately $5,200. These costs would be funded through internal reallocations, therefore, no additional funding will be requested as a result of this reorganization.
REORGANIZATION PROPOSAL REQUEST
UNIVERSITY OF HAWAI’I
CASHIER’S OFFICE

I. Present Organization

The Office of the Vice Chancellor for Administration, Finance and Operations (OVCAFO) in the Mānoa Chancellor’s Office provides executive leadership in planning, coordinating, and directing the financial management, administrative operations and support service programs for the University of Hawai‘i at Mānoa. The OVCAFO is responsible for the oversight of the Cashier’s Office; Mānoa Budget Office; Auxiliary Enterprises; and Facilities, Grounds and Safety subunits.

- The Cashier’s Office is responsible for a) receiving and depositing all collections for UH Mānoa; b) assisting in the reconciliation and recordation of revenue collections for ten campuses systemwide; and c) maintaining the Systemwide financial obligation database in the Student Information System.

The Bursar Office is located within the Financial Management Office, which falls under the Office of the Vice President for Administration and Chief Financial Officer in Systemwide Administration. The Bursar Office is responsible for the treasury function.

- The Treasury Office is responsible for a) reconciling daily cash collections with deposits recorded to the UHGA bank account and the University’s financial management information system (FMIS); b) managing the short-term investment program; c) managing the charge card program; and d) managing the change fund program and cash advances.

II. Proposed Organization

In May of 2002, a reorganization was executed that transferred the Cashier’s Office from the Bursar Office in the systemwide Financial Management Office to the OVCAFO. The current reorganization proposal reverses this transfer by moving the Cashier’s Office back to the Bursar Office in the systemwide Financial Management Office.

Office of the Vice Chancellor for Administration, Finance and Operations

- As proposed, this reorganization will transfer the Cashier’s Office out of the OVCAFO.
- Remaining subunits in OVCAFO will not be affected by the proposal.
Bursar Office

- As proposed, this reorganization will return the Cashier's Office with the 7.00 FTE general funded positions to the Bursar Office in the systemwide Financial Management Office.

- The Cashier's Office supervisor, Fiscal Accounting Specialist (#81626) will report directly to the Fiscal Accounting Specialist (#77243) that oversees the bursar function. Position descriptions for these positions will be updated to reflect appropriate duties and responsibilities and submitted for classification review.

- Internal reporting relationships and functions of the Cashier's Office will not be affected by this proposal:
  - IT Specialist (#80787) and Fiscal Accounting Specialist (#81468) will continue to report to the supervisory Fiscal Accounting Specialist (#81626). Position descriptions for these positions will be updated to reflect appropriate duties and responsibilities and submitted for classification review.
  - 4.00 FTE Clerk IV positions (#13713, #35076, #35137, and #41986) will continue to report directly to the Fiscal Accounting Specialist (#81468).

III. Background/Reasons for the Proposal

The original reorganization that transferred the Cashier’s Office to the Office of the Vice Chancellor for Administration, Finance and Operations (OVCAFO) was executed as part of a larger effort to consolidate into the Mānoa Chancellor’s Office, support units that provided direct services to UH Mānoa. The objective of the original reorganization was to provide the Mānoa Chancellor’s Office with direct control and oversight of the Cashier’s Office, which predominantly provided UH Mānoa cashiering services. The original reorganization, however, was conceived and executed before the implementation of the Banner Student Information System (SIS).

In Academic Year (AY) 2002-2003, the Banner SIS was implemented at the seven UH community colleges. It became apparent during the implementation period that an enhanced systemwide role for cashiering would be needed to appropriately implement the new SIS. It was recognized that systemwide oversight and coordination would need to be elevated when UH Mānoa, UH Hilo and UH West O’ahu were integrated under the new SIS.
The basic concept upon which the new SIS was built requires an expanded systemwide role for cashiering. For example, a key feature of the new SIS is integrated support for students who attend multiple campuses of the UH system over their academic careers. This includes the growing number of students who concurrently enroll in courses from multiple campuses using distributed learning technologies. Other relevant features include the ability of students to register for classes at multiple campuses via the web, receive a single bill for tuition and fees, and receive refunds from all campuses centrally. These features are enabled by a single account architecture, which means that each student is represented by only one account across the entire ten-campus system.

The proposed reorganization will provide the organizational structure that is most conducive to providing efficient and effective systemwide cashiering services. More specifically, an organizational structure directly supported by the Bursar Office and the Financial Management Office will ensure that the systemwide cashiering function receives the management support and technical expertise needed to address the many operational and policy issues that will arise from the implementation of the new SIS. Meanwhile, the function of Mānoa cashiering will not be significantly impacted by the reorganization and will thus continue to operate as it currently does. The approval of this reorganization proposal will result in a more seamless SIS implementation process and ultimately, improved services to all students in the University of Hawai'i system.

IV. Impact on Staffing and Resources

The increased scope and magnitude of systemwide duties and responsibility may result in position reclassifications that could increase personnel costs by approximately $5,200. These costs would be funded through internal reallocations; no additional funding will be requested as a result of this reorganization.

Support needs associated with the implementation of the new SIS are still evolving and additional resources may be required to appropriately meet systemwide cashiering requirements. Any future additions to staffing would be complimentary to the proposed reorganization and would be funded through internal reallocations.
V. Alternatives Considered

The cashiering function under the Office of the Vice Chancellor for Administration, Finance and Operations at UH Mānoa, could continue to provide both Mānoa and systemwide services. However, maintaining the status quo will leave the Office without the appropriate level of management support, technical expertise, and organizational structure that is needed to successfully support the new systemwide Banner Student Information System.
PREVIOUS ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII
AT MANOA

OFFICE OF VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS

Vice Chancellor

Secretary IV, SR-18 #18549

Administrative Officer
PBA #773037

Institutional Analyst
PBB #80910

AUXILIARY ENTERPRISES

CASHIER'S OFFICE
Fiscal Acct Spec. PBB #81626
IT Specialist PBB #80787
Fiscal Acct Spec. PBA #81468
Clerk IV SR-10 #13713
Clerk IV SR-10 #35076
Clerk IV SR-10 #35137
Clerk IV SR-10 #41986

FACILITIES, GROUNDS AND SAFETY

MANOA BUDGET OFFICE

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII AT MANOA
VICE CHANCELLOR FOR ADMINISTRATION
FINANCE AND OPERATIONS
POSITION ORGANIZATION CHART I

General Funds: 11.00

CHART UPDATED
DATE JUL - 1 2003
MAJOR FUNCTIONS

Provides executive leadership in planning, coordinating, and directing the financial management, administrative operations and support services programs for the University of Hawai‘i at Mānoa. Financial management, administrative operations, and support service programs may include research support services, financial planning and analysis, budget preparation and administration, human resource management support services, procurement, facilities operations, auxiliary services, information technologies, capital improvement planning, cashiering, and other programs such as bookstore operations, and support services that may be extended to other University systems.

- Develops innovative plans and initiatives with respect to financial management, administrative operations and support services within a resource development framework; long and short-range planning; and provides program direction to ensure infrastructure support to the Mānoa campus and its satellite off-campus programs.

- Develops and implements policies, procedures, reporting requirements, and compliance reviews.

- Creates processes that insure the broad inclusion of campus constituencies in the collaborative development of plans, policies, and procedures for financial management, administrative, and support services programs.

- Advises the Chancellor and other senior executives on UH Mānoa administrative, finance, and operations issues and programs.

- Administers long-range plans for the development of facilities to ensure that campus growth is consistent with the University’s Master Plan.
Collects, receives, and receipts University departmental collections for deposit and recordation into the financial management information system. Collects and deposits tuition and fees for the Mānoa Campus. Disburses financial aid and refund checks to students.

1. Receives departmental collections. Pre-audits, deposits and transships collection via armored car to bank. Controls departmental receipt data input into the financial management information system.

2. Coordinates daily campus security and armored car pick-up and deliveries with various departments and organizations. Coordinates special pick-up requests for armored car service.

3. Assists departments and organizations on cash collections and charge card program. Disseminates internal policies and procedures on collections, deposits, refunds and reimbursements.

4. Responsible for maintenance of the system-wide financial obligation database and financial obligations file in the student information system to ensure that individuals who have unpaid financial obligations are denied further access to university services.

5. Responsible for the maintenance of the Cashier’s Office suspense accounts.

6. Responsible for the control and coordination of the cashiering and related fiscal functions of the student information system as it relates to the student registration process. Including but not limited to:
   a. Dissemination of payment information and policies for student registration.
   b. Controls the assessment, collection, cashiering, billing deposit and refund of funds for tuition and fee revenue.

7. Disburses financial aid to students and parents.

8. Operates departmental checking account for tuition and fee refunds.

9. Monitors the reconciliation of revenues deposited into the tuition and fees special fund.
STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER
FINANCIAL MANAGEMENT
BURSAR
CHART II-B

FINANCIAL MANAGEMENT
Director of Financial Management and Controller 89212

BURSAR
Fiscal Acctg. Spec. PBC 77243

TREASURY OFFICE
Fiscal Acctg. Spec. PBB 80432
Fiscal Acctg. Spec. PBA 77138
Clerk IV SR-10 18022
Clerk III SR-08 07464

General Funds: 5.00
(89212 excluded from total)
MAJOR FUNCTIONS

Plans, directs, and controls Systemwide accounting, and loan collection activities.

Plans, directs, and controls Systemwide disbursing, and payroll activities.

Plans, directs, and controls Systemwide treasury, and loan collection activities.

Plans, directs, and controls Systemwide fiscal services activities.

Plans, directs, and controls the University Bond System, Systemwide inventory management, Systemwide surplus property, and Systemwide tax management activities.

Plans, directs, and controls the procurement and real property activities.

Plans, directs, and controls the fiscal officer's function for Financial Management operations.
Treasury Office

1. Receives, pre-audits, and records all cash collection data of the University System and coordinates the quarter and year-end closing to ensure proper recording of cash receipts.

2. Reconciles cash collections with deposits appearing in daily UHGA bank statements and follows up on unrecorded deposits for all campuses. Also follows up on wire transfers and UHGA debit and credit memos.

3. Prepares State of Hawai‘i Treasury Deposit Receipt forms for state collections and transmit funds to State via UHGA checks.

4. Deposits State of Hawai‘i reimbursements to the University of Hawai‘i into the UHGA to assure immediate interest earnings.

5. Develops and disseminates internal policies/procedures on collections and deposits.

6. Responsible for the approval/disapproval of requests, which include establishment, decrease/close, permanent/temporary increases, change in custodian and or alternate custodian of change funds. Reviews and authorizes all action requests and reviews all incidents of change fund overages and shortages.

7. Administrates and controls all temporary cash advances for registration purposes.

8. Manages the short-term investment program of the University of Hawai‘i by monitoring current market conditions and the University’s cash flow and invests funds determined to be in excess of current obligations. Monitors collateral assigned to the University by financial institutions for the security of UH funds.

9. Responsible for the charge card program of the University of Hawai‘i. Includes the review and change, if necessary, of technical specifications of new contract for charge card and lockbox transactions.

10. Inputs UHGA returned checks into the University system.

11. Record on line departmental deposits to FMIS.
APPROVED

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
Cashier's Office

Collects, receives, and receipts University departmental collections for deposit and recordation into the financial management information system. Collects and deposits tuition and fees for the Mānoa Campus. Disburses financial aid and refund checks to students.

1. Receives departmental collections. Pre-audits, deposits and transships collection via armored car to bank. Controls departmental receipt data input into the financial management information system.

2. Coordinates daily campus security and armored car pick-up and deliveries with various departments and organizations. Coordinates special pick-up requests for armored car service.

3. Assists departments and organizations on cash collections and charge card program. Disseminates internal policies and procedures on collections, deposits, refunds and reimbursements.

4. Responsible for maintenance of the system-wide financial obligation database and financial obligations file in the student information system to ensure that individuals who have unpaid financial obligations are denied further access to university services.

5. Responsible for the maintenance of the Cashier's Office suspense accounts.

6. Responsible for the control and coordination of the cashiering and related fiscal functions of the student information system as it relates to the student registration process. Including but not limited to:
   a. Dissemination of payment information and policies for student registration.
   b. Controls the assessment, collection, cashiering, billing deposit and refund of funds for tuition and fee revenue.

7. Disburses financial aid to students and parents.

8. Operates departmental checking account for tuition and fee refunds.

9. Monitors the reconciliation of revenues deposited into the tuition and fees special fund.