The Honorable James Aiona, Jr.
Lieutenant Governor, State of Hawai‘i
State Capitol
Honolulu, HI 96813

Dear Mr. Aiona:

SUBJECT: NOTIFICATION OF APPROVED SYSTEM LEVEL REORGANIZATION OF THE COMMUNITY COLLEGES

Enclosed for your files is a copy of the University of Hawai‘i system level reorganization of the Community Colleges, which was approved by the University of Hawai‘i Board of Regents on June 21, 2005. The purpose of the reorganization is explained in the enclosed documents.

Should you have any questions, please call me at 956-8988.

Sincerely,

Edward Yuen
System/Director of Human Resources

Enclosures

c: The Honorable Georgina Kawamura
   Director, Department of Budget and Finance
The Honorable Kathleen Watanabe
   Director, Department of Human Resources Development
University Budget Office
Vice President Callejo
Interim Vice President Johnsrud
Associate Vice President Unebasami
former statutory exemption from Chapter 103D, HRS. Unfortunately, this legislation
was not passed during this session.

While the University Administration will be further exploring the reintroduction
of this legislation during the next session, the current administrative procedures for
procurement need to be implemented on a permanent basis, effective July 1, 2005,
subject to future revision to reflect statutory changes in Chapter 103D, HRS, and
Hawai‘i Administrative Rules 3-120 to 3-132. Should future legislation to reinstate
the University’s exemption from Chapter 103D, HRS, be successful, the procedures
will be revised to reflect the University’s exempt status and again be submitted to
the Board for approval.

The revised procedures currently in place continue to retain all Board
approval requirements for particular procurement matters as set forth in Section 8-1
and other sections of the Board of Regents’ Bylaws and Policies, such as those
pertaining to construction contracts, the retaining of consultants, and all
procurement contracts exceeding $500,000.

Regent Kakuda moved to approve the permanent implementation of revised
administrative procedures for the procurement of goods, services and construction
consistent with the requirements of Chapter 103D, HRS, effective July 1, 2005.
Regent Yamasato seconded the motion. Regents Haynes and Lagareta remarked
that they would be voting for the motion reluctantly because they felt that having had
greater flexibility in this area in the past, the University was being forced to take a
step backwards. Upon call the motion was unanimously carried.

System Level Reorganization of the Community Colleges and Establishment
of the New Executive Class, Vice President for Community Colleges

President McClain requested that the Board approve the reorganization of the
community college system by creating a new Office of the Vice President for
Community Colleges and realigning functions. He also requested that the Board of
Regents approve the establishment of the new executive class, Vice President for
Community Colleges. He informed that the estimated implementation cost
associated with the proposed reorganization would be approximately $25,000
annually to be addressed through the reallocation of existing budgeted funds.

The purpose of this reorganization is to establish a new organizational
infrastructure for the University of Hawai‘i system of community colleges while
retaining the integrity of the individually accredited colleges.

The establishment of the new executive class, Vice President for Community
Colleges, will facilitate the implementation of the proposed reorganization of the
community college system.

Prior to January 2003, the University had a chancellor serving as the chief
executive officer for the community college system and a provost for each of the
seven community colleges. In December 2002, the Board approved a
reorganization of the system office resulting in the abolishment of the Office of the
Chancellor for Community Colleges and realignment of the provosts as direct
reports to the President. The provosts were subsequently retilted to chancellors.

Beginning in December 2004 and continuing on a monthly basis, President
McClain engaged the community college chancellors in a dialogue about the
organizational structure for the community colleges. The chancellors described and
analyzed the strengths and weakness of various organization models, which are described in Section VI, Alternatives Considered, in the reorganization proposal. In February 2005, he discussed with the All Campus Council of Faculty Senate Chairs (ACCFSC) the models described by the chancellors. The proposed reorganization is based on discussions with the chancellors, ACCFSC and other groups and is designed to improve the performance of the community college campuses and coherence in the conduct of activities such as program reviews. The new vice president would re-establish an advocate for the community colleges as a group.

In a January 2005 report, the Commission on the Accreditation of Community and Junior Colleges (ACCJC) expressed concern that a lack of clarity and coherence persists regarding decisions distinct to the role and mission of the community colleges within the University of Hawai'i System due to the current organizational structure. To address the Commission’s concerns, the proposal would establish the Office of the Vice President for Community Colleges which will be responsible for executive leadership, policy decision-making, resource allocation, and development of appropriate support services for the seven community colleges.

A dual reporting relationship is also being proposed, whereby the community college chancellors report to the new Vice President for Community Colleges for leadership and coordination of the community college matters, and concurrently report to the President for University systemwide policymaking and decisions impacting the campus. The dual reporting relationship is designed to preserve previous Board of Regents' action which promoted and facilitated campus autonomy in balance with systemwide academic and administrative functions and operations. While creating the leadership needed to provide coherence and support for the shared mission of the community college system, the proposal preserves the community college chancellors direct access to the President for systemwide policy matters, and their role, responsibility and authority for the operations, management, and administration of their campus.

The reorganization proposes to realign the community colleges academic and administrative affairs support services as subordinate to the new Office of the Vice President for Community Colleges. The academic affairs support functions are being transferred from the Office of the Vice President for Academic Planning and Policy and the administrative affairs support functions from the Office of the Vice President for Budget and Finance/Chief Financial Officer.

Consultation with the unions and internal constituencies was completed. The University of Hawai'i Professional Assembly (UHPA) and the Hawai'i Government Employees Association (HGEA) expressed concerns regarding the proposed reorganization’s costs, the ambiguity created by the dual reporting relationship of community college chancellors to the President and new Vice President for Community Colleges, and the need for uniform and consistent interpretations of the collective bargaining agreement. UHPA was apprised that implementation costs would be addressed through the reallocation of existing budgeted funds. The relative roles of the President and the Vice President for Community Colleges vis-à-vis the community college chancellors were clarified, and the role of the System Director of Human Resources as the definitive interpreter of the collective bargaining agreement was explained.

HGEA asked why the community colleges were being reorganized so soon after the 2002 reorganization. They also raised concerns about the dual reporting relationship of chancellors to the President and Vice President for Community Colleges, and asked for information on various positions affected by the
reorganization. HGEA was informed that the proposed reorganization was the result of feedback from chancellors, ACCFSC, and ACCJC regarding the need to re-evaluate and develop a new organizational structure more responsive to the operational needs of the community colleges. The relative roles of the President and the Vice President for Community Colleges vis-à-vis the community college chancellors were clarified, and information regarding impacted positions was provided as requested. Faculty and students have also been formally apprised of the reorganization through the All Campus Council of Faculty Senate Chairs (ACCFSC) and the Student Caucus. The proposal was forwarded to the United Public Workers (UPW) unions for informational purposes since there are no bargaining unit 01 or 10 members directly affected by the reorganization.

Chairperson Lee asked if consent had been obtained from ACCJC regarding the dual reporting. President McClain said that this was shared with ACCJC when they visited the University in April and they were enthusiastic.

Regent Haynes said that he was concerned about the dual reporting. He said that it took away authority from the Vice President of Community Colleges to lead the community college chancellors. President McClain said that some of the chancellors felt that it was important to have a direct line to the President. Other chancellors were more comfortable being able to deal with just the Vice President of Community Colleges. All chancellors, nevertheless, recognized the need for an advocate. He added that what he had discerned from ACCJC was that their focus was on coherence.

President McClain asked that the Board make this change and re-evaluate the change two to three years from now because as the University system moves into a more mature community college system, that it might be appropriate to change the dual reporting system. He added that for now, the University needs the dual reporting relationship and it is incumbent on him and the new vice president to be collaborative and consistent.

Chairperson Lee said she supported the reorganization but suggested a possible alternative which was to have a solid line to the Vice President for Community Colleges from the Chancellors and a dotted line from the Chancellors to the President. President McClain said that this was considered but a number of the chancellors objected to that alternative.

Regent Lagareta said that she attended a number of college and university conferences including the League for Innovation Board Retreat and was asked if she understood that the University of Hawai‘i no longer had a system of community colleges. She said that there were benefits to having a system of community colleges such as the fact that there seems to be a relationship with the President that is very healthy. However, prestige within the community college arena is lost if there is no system of community colleges. The establishment of this position will properly position the University among its peer community colleges and for this reason she would support the recommendation by President McClain.

President McClain summarized that functionally, the new Vice President for Community Colleges will be responsible for community college-related system policies, resource allocation within the community colleges, and central service and support for the seven community colleges. He added that both the administrative and academic affairs associate vice presidents would now report to this person. Each community college chancellor would retain responsibility and control over campus operations, administration, and management which is one of the good
things of the new structure. Community college chancellors would continue to have access to the President for systemwide policy on a par with the chancellors of four-year campuses.

In response to Regent Tanaka, President McClain reiterated that the total cost of the reorganization and the establishment of the Vice President for Community Colleges would be $25,000 because resources have been reallocated within the University. Existing positions will be used to serve the new office of the Vice President and financial resources were moved within the system to create enough money to make this happen. The net is actually only $25,000 in additional cost.

Regent Tanaka asked who would control the funding at each of the community colleges. President McClain said that the funding would be influenced by the Vice President’s decision but campus operations and management would be the responsibility of the Chancellors. The decision as to how the money is distributed to each of the campuses ultimately would rest with the University President.

Regent Albano commented that the solid line to the President from the community college chancellors diluted the Vice President for Community Colleges’ ability to lead. As such, he was not in favor of the dual reporting system. He would nevertheless support President McClain’s request with the understanding that this reorganization would be evaluated within an appropriate time frame. President McClain responded that an appropriate period would be in two to three years to see if further refinements were necessary. Regent Haynes concurred that he would support the proposal provided that it be revisited in two to three years. Regent Tatibouet agreed, suggesting that a specific date be set. President McClain suggested that this be revisited in June 2007.

Regent Tatibouet moved to approve the proposed reorganization to create a new Office of the Vice President for Community Colleges and realign functions and to approve the establishment of the executive class, Vice President for Community Colleges, to facilitate the implementation of the reorganization provided that this matter be revisited by the Board in June 2007. Regent Lagareta seconded the motion which was unanimously carried.

Material Transfer Agreement from German Cancer Research Center for Reagents 16L1h and 16L2h

Vice President Kirimitsu requested that the Board approve a request for an indemnity provision in a Material Transfer Agreement (MTA) from Deutsches Kresforschungszentrum (German Cancer Research Center) ("DKFZ"), for the transfer of reagents 16L1h and 16L2h. This approval was sought pursuant to Hawai’i Revised Statutes §304-6.5 which reads in part, “The board of regents may indemnify collaborating institutions from claims arising against them for the gross negligence or willful misconduct of the university’s officers, employees, and agents in the course of their employment, in connection with the university’s use, storage, or disposal of materials owned or licensed by a collaborating institution that are purchased by the university from or transferred to the university by the collaborating institution for research of training purposes.” If approved, the University would be required to defend and indemnify the supplier in the event of a triggering claim. The approval of this provision will allow the transfer of reagents needed for research.
MEMORANDUM

TO: Patricia Y. Lee
   Chairperson, Board of Regents

FROM: David McClain
       Interim President, University of Hawai‘i

SUBJECT: SYSTEM LEVEL REORGANIZATION OF THE COMMUNITY COLLEGES
         AND ESTABLISHMENT OF THE NEW EXECUTIVE CLASS, VICE
         PRESIDENT FOR COMMUNITY COLLEGES

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the reorganization of the community
college system by creating a new Office of the Vice President for Community Colleges
and realigning functions as described in the attached proposal.

It is further requested that the Board of Regents approve the establishment of the new
executive class, Vice President for Community Colleges, as described in the attached
class specification.

ADDITIONAL COST:

Estimated implementation cost associated with the proposed reorganization is
approximately $25,000 annually and to be addressed through the reallocation of
existing budgeted funds.

There is no additional cost to amend the Executive/Managerial Classification Plan.

RECOMMENDED EFFECTIVE DATE:

Upon Board of Regents approval.
PURPOSE:

The purpose of this reorganization is to establish a new organizational infrastructure for the University of Hawai‘i system of community colleges while retaining the integrity of the individually accredited colleges.

The establishment of the new executive class Vice President for Community Colleges will facilitate the implementation of the proposed reorganization of the community college system.

BACKGROUND INFORMATION:

In accordance with Board of Regents Policies, Chapter 3-1, the establishment and abolition of major organization units require the approval of the Board.

Prior to January 2003, the University had a chancellor serving as the chief executive officer for the community college system and a provost for each of the seven community colleges. In December 2002, the Board approved a reorganization of the system office resulting in the abolition of the Office of the Chancellor for Community Colleges and realignment of the provosts as direct reports to the President. The provosts were subsequently retitled to chancellors.

Beginning in December 2004 and continuing on a monthly basis, I engaged the community college chancellors in a dialogue about the organizational structure for the community colleges. The chancellors described and analyzed the strengths and weakness of various organization models, which are described in the Section VI, Alternatives Considered in the reorganization proposal. In February 2005, I discussed with the All Campus Council of Faculty Senate Chairs (ACCFSC) the models described by the chancellors. The proposed reorganization is based on discussions with the chancellors, ACCFSC and other groups. The proposed reorganization is designed to improve 1) the performance in light of accreditation standards for both the system and the community college campuses, 2) the coherence in the conduct of activities such as program review that may lead to resource allocation decisions, and 3) the advocacy for the community colleges as a group.

In a January 2005 report, the Commission on the Accreditation of Community and Junior Colleges expressed concern that a lack of clarity and coherence persists regarding decisions distinct to the role and mission of the community colleges within the University of Hawai‘i System due to the current organizational structure.

To address the Commission’s concerns, the University is proposing the establishment of the Office of the Vice President for Community Colleges which will be responsible for executive leadership, policy decision-making, resource allocation, and development of appropriate support services for the seven community colleges. A dual reporting
relationship is also being proposed, whereby the community college chancellors report to the new Vice President for Community Colleges for leadership and coordination of the community college matters, and concurrently report to the President for University system-wide policy making and decisions impacting the campus. The dual reporting relationship is designed to preserve previous Board of Regents action which promoted and facilitated campus autonomy in balance with system-wide academic and administrative functions and operations. While creating the leadership needed to provide coherence and support for the shared mission of the community college system, the proposal preserves the community college chancellors direct access to the President for system-wide policy matters, and their role, responsibility and authority for the operations, management, and administration of their campus.

The reorganization proposes to realign the community colleges academic and administrative affairs support services as subordinate to the new Office of the Vice President for Community Colleges. The academic affairs support functions are being transferred from the Office of the Vice President for Academic Planning and Policy and the administrative affairs support functions from the Office of the Vice President for Budget and Finance/Chief Financial Officer.

The proposed reorganization is intended to address concerns expressed by the Commission on the Accreditation of Community and Junior Colleges while:

(a) Creating a structure provides coherence and support for the shared mission of the community college system.

(b) Preserving the community college chancellors direct access to the President for system-wide policy matters.

(c) Maintaining the community college chancellor's role, responsibility and authority for the operations, management, and administration of their campus.

Resource and space requirements will be met through the reallocation of existing resources. The proposal will not adversely impact services to programs or students.

Consultation with the unions and internal constituencies has been completed. The University of Hawai'i Professional Assembly (UHPA) and the Hawai'i Government Employees Association (HGEA) expressed concerns regarding the proposed reorganization. UHPA expressed concerns regarding the reorganization implementation costs, the ambiguity created by the dual reporting relationship of community college chancellors to the President and new Vice President for Community Colleges, and the need for uniform and consistent interpretations of the collective bargaining agreement. UHPA was apprised that implementation costs would be addressed through the reallocation of existing budgeted funds. The relative roles of the
President and the Vice President for Community Colleges vis-à-vis the community college chancellors were clarified, and the role of the System Director of Human Resources as the definitive interpreter of the collective bargaining agreement was explained. HGEA asked why the community colleges were being reorganized so soon after the 2002 reorganization. They also raised concerns about the dual reporting relationship of chancellors to the President and Vice President for Community Colleges, and asked for information on various positions affected by the reorganization. HGEA was informed that the proposed reorganization was the result of feedback from chancellors, ACCFSC, and ACCJC regarding the need to reevaluate and develop a new organizational structure more responsive to the operational needs of the community colleges. The relative roles of the President and the Vice President for Community Colleges vis-à-vis the community college chancellors were clarified, and information regarding impacted positions was provided as requested. Faculty and students have also been formally apprised of the reorganization through the All Campus Council of Faculty Senate Chairs (ACCFSC) and the Student Caucus. The proposal was forwarded to the United Public Workers (UPW) unions for informational purposes since there are no bargaining unit 01 or 10 members directly affected by the reorganization.

In accordance with Board of Regents' Policies, Chapter 9-14, the establishment, amendment, and abolition of executive classes require the approval of the Board of Regents.

The reorganization proposes to create the Office of the Vice President for Community Colleges. The new Vice President will be the central leadership position, reflecting the collective mission of the community colleges. Attached is the proposed class specification.

**ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve the proposed reorganization to create a new Office of the Vice President for Community Colleges and realign functions as described in the attached documents. It is further recommended that the Board of Regents approve the establishment of the executive class, Vice President for Community Colleges, to facilitate the implementation of the reorganization. These recommended actions would be effective upon Board approval.

Attachments

c: Executive Administrator and Secretary of the Board Iha
EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL
UNIVERSITY OF HAWAI'I
SYSTEM ADMINISTRATION FOR COMMUNITY COLLEGES

The purpose of this reorganization is to establish a new organizational infrastructure between the University system and the autonomous community colleges and four-year campuses. The University is proposing the establishment of the Office of the Vice President for Community Colleges which will be responsible for executive leadership, policy decision-making, resource allocation, and development of appropriate support services for the seven community colleges. A dual reporting relationship is being proposed, whereby the Community College Chancellors report to the new Vice President for Community Colleges for leadership and coordination of the community college operations, and concurrently report to the President for system wide policy making. This dual reporting relationship is designed to preserve previous Board action to promote and facilitate campus autonomy in balance with system wide academic and administrative functions and operations.

The reorganization proposes to realign the community colleges academic and administrative affairs support services to the new Office of the Vice President for Community Colleges. The academic affairs support functions are being transferred from the Office of the Vice President for Academic Planning and Policy and the administrative affairs support functions from the Office of the Vice President for Budget and Finance/Chief Financial Officer.

The proposed reorganization is envisioned to have three positive outcomes: 1) improve the performance of the community colleges as a system and as individual campuses in light of accreditation standards for both the system and the community college campuses, 2) promote coherence in the conduct of activities such as program reviews that may lead to resource allocation decisions, and 3) enhance the advocacy for the community colleges as a group.

Additional funding required for the proposed reorganization is estimated at $25,000 annually and to be addressed through the reallocation of non-instructional funds. Charged against the $25,000 will be a portion of the salary of the Vice President and office equipment for the new Vice President and a Private Secretary. General funds made available as a result of the conversion of the funding source of other positions will be used for the new Vice President's salary. Cost of the Private Secretary salary will be funded through an internal reallocation of funds. Consultation with faculty, staff, students and the unions has been completed.
PROPOSED REORGANIZATION FOR THE UNIVERSITY OF HAWAI'I SYSTEM ADMINISTRATION FOR COMMUNITY COLLEGES

I. PRESENT ORGANIZATION

As the chief executive officer of the University of Hawai‘i, the President is responsible for administering and coordinating University-wide functions through appropriate senior executives and managers. The UH System administration is currently comprised of the President, 16 senior executives, and 1 senior manager. At the system level, the following positions are direct reports to the President: Vice President for Academic Planning and Policy, Vice President for Research, Vice President for Student Affairs, Vice President for Administration, and Vice President for Budget and Finance/Chief Financial Officer. A chancellor for each of the ten campuses comprising the system also directly report to the President: University of Hawai‘i at Mānoa, University of Hawai‘i at Hilo, University of Hawai‘i at West O‘ahu, Hawai‘i Community College, Honolulu Community College, Kapi‘olani Community College, Kaua‘i Community College, Leeward Community College, Maui Community College, and Windward Community College. The Vice President for Legal Affairs and University General Counsel and the Director of Internal Audit report directly to the Board of Regents.

The following summarizes the results of the November 2004 system level reorganization:

- Three executive classes were abolished (Chief of Staff, Vice President for External Affairs and University Relations, and Vice President for International Education); one executive class created (Vice President for Budget and Finance/Chief Financial Officer); and five vacant positions abolished (position counts to remain with the University; one position count was used to convert a temporary Private Secretary position to permanent status), with an estimated annual budgeted cost savings of approximately $876,000.

- The Chief of Staff position was redescribed to Vice President for Administration.

- The staff and functions of the Office of Human Resources, Office of Information Technology Services, Office of the former Vice President for External Affairs and University Relations, and Office of Capital Improvements were reassigned to the Office of the Vice President for Administration. The Office of Information Technology Services reports to the President for planning and policy functions and the Vice President for Administration for operational functions.

- The staff and functions of the University Budget Office, Financial Management Office, Community Colleges Administrative Affairs, and Central Administrative Affairs were realigned to report to the Office of the Vice President for Budget and Finance/Chief Financial Officer.
The staff and functions of the Office of Internal Audit were realigned to report directly to the Board of Regents with an indirect reporting line to the Vice President for Budget and Finance/Chief Financial Officer.

The staff and functions of the University Risk Management Office were reassigned to report to the Office of the Vice President for Legal Affairs and University General Counsel.

The Vice President for Academic Affairs was retitled to Vice President for Academic Planning and Policy.

The staff and functions of the Office of the former Vice President for International Education were reassigned to the Office of the Vice President for Academic Planning and Policy.

The staff and functions of the Distance Learning Office were reassigned to the Office of Planning and Policy.

Changes to the functions of the Office of the Vice President for Student Affairs were adopted.

The Council of Chancellors and Council of Community College Chancellors were recognized not as administrative units, but entities that provide advice and guidance on strategic planning and program development guidance to the President.

The informal line of communication between the President and the Pūko‘a Council and Student caucus was recognized.

II. PROPOSED REORGANIZATION

The reorganization proposes to create the Office of the Vice President for Community Colleges which will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. The new Vice President for Community Colleges will be the central leadership position, reflecting the collective mission of the community colleges.

The Community College Chancellors will report to the Vice President for Community Colleges, but will also have a dual reporting relationship to the President. The Community College Chancellors will report to the Vice President for Community Colleges for community college related system policies, resource allocation, and central services and support for the seven community colleges and to the President for system wide policy development, on par with the chancellors of the four-year campuses.
The proposal plans to retain the following community college executive positions:

- Chancellor, Hawai‘i Community College
- Chancellor, Honolulu Community College
- Chancellor, Kapi‘olani Community College
- Chancellor, Kaua‘i Community College
- Chancellor, Leeward Community College
- Chancellor, Maui Community College
- Chancellor, Windward Community College

The executive positions of Associate Vice President for Academic Affairs and Associate Vice President for Administrative Affairs will be retained, but realigned to report to the new Vice President for Community Colleges.

The reorganization proposal involves:

- Establishing the new Office of the Vice President for Community Colleges to report to the President.

- Creating a dual reporting relationship for the Community College Chancellors. The Chancellors will report to the President for system wide policy matters and to the Vice President for Community Colleges for operational matters.

- Realigning the Associate Vice President for Academic Affairs (Community Colleges) from the Office of the Vice President for Academic Planning and Policy to the Office of the Vice President for Community Colleges. The office will continue its respective functions, including providing leadership among the community colleges and insuring the integration of community colleges affairs with system functions.

- Realigning the Associate Vice President for Administrative Affairs (Community Colleges) from the Office of the Vice President for Budget and Finance/Chief Financial Officer to the Office of the Vice President for Community Colleges. The office will continue its respective functions, including providing leadership among the community colleges and insuring the integration of community colleges affairs with system functions.

There will be no other organizational or functional changes to the system wide offices. All ten chancellors will continue to report to the President and collectively meet as the Council of Chancellors, which is not an administrative unit, to advise the President on strategic planning, program development, and other matters of concern. The community college chancellors will meet as the Council of Community College Chancellors, which is also not an administrative unit, to provide advice to the President and Vice President for Community Colleges on community college policy issues and other matters of community college interest.
III. BACKGROUND AND REASONS FOR THE REORGANIZATION

Prior to January 2003, the University had a chancellor serving as the chief executive officer for the community college system and a provost for each of the seven community colleges. The community college chief executive officer was responsible for community college system policy to include all aspects of its management, operations and administration. In December 2002, the Board approved a reorganization of the system offices resulting in the abolishment of the Office of the Chancellor for Community Colleges and realignment of the provosts as direct reports to the president. The Provosts were subsequently retitled to Chancellors.

The proposed reorganization creates a new Vice President for Community Colleges that will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. Each community college chancellor would retain responsibility and control over campus operations, administration, and management. Community college chancellors would continue to have direct access to the President for University system-wide policy, on par with the chancellors of the four-year campuses.

In a January 2005 report, the Commission on the Accreditation of Community and Junior Colleges expressed concern that a lack of clarity, coherence, support, and advocacy persists regarding operational decisions distinct to the role and mission of the community colleges within the University of Hawai‘i System due to the current organizational structure. The proposed reorganization to create the Office of the Vice President for Community Colleges and a dual reporting relationship for the Community College Chancellors is intended to create an organizational structure responsive to the Commission’s concerns. The proposal preserves the Community College Chancellors direct access to the President for policy matters, and their role, responsibility and authority for the operations, management, and administration of their campus.

The proposed reorganization is envisioned to have three positive outcomes: 1) improve the performance of the community colleges as a system and as individual campuses in light of accreditation standards for both the system and the community college campuses, 2) promote coherence in the conduct of activities such as program reviews that may lead to resource allocation decisions, and 3) enhance the advocacy for the community colleges as a group.

The proposed reorganization of community colleges is consistent with the objectives of the System Strategic Plan, in that the proposal seeks to “…allocate and manage resources to achieve continuing improvement in organization, people, and processes and to secure competitive advantage.” The reorganization will not adversely impact the services to programs and students.
IV. IMPACT ON STAFFING AND RESOURCES

Positions will be redescribed as necessary, commensurate with the new functional statements. The following staffing changes are being proposed:

- Vacant Position No. 89001, formerly assigned to the Office of International Education, will be transferred to the new Office of the Vice President for Community Colleges and redescribed as the Vice President for Community Colleges.

- Vacant Position No. 100041, formerly assigned to the Office of International Education, will be transferred to the new Office of the Vice President for Community Colleges and redescribed as a Private Secretary for the Vice President.

- The staff and functions of the Associate Vice President for Academic Affairs (Community Colleges), Position No. 89222, will be organizationally realigned to report to the new Vice President for Community Colleges. There will be no changes in position duties or office functions as it relates to community colleges.

- The staff and functions of the Associate Vice President for Administrative Affairs (Community Colleges), Position No. 89140, will be organizationally realigned to report to the new Vice President for Community Colleges. There will be no changes in position duties or office functions as it relates to supporting the community colleges.

The additional cost to implement the proposed reorganization will be approximately $25,000 from the reallocation of non-instructional funds. The salary of the new Vice President for Community Colleges is comprised of a portion of the $25,000 and from funds made available due to the conversion of other positions’ funding from general to extramural funds. Office equipment for the new Vice President and Private Secretary will be charged against the $25,000. Cost of the Private Secretary salary will be funded through an internal reallocation of funds.

V. CONSULTATIONS DURING THE REORGANIZATION PROCESS

Copies of the proposed reorganization for consultation purposes were provided to the All Campus Council of Faculty Senate Chairs (ACCFSC) and the Student Caucus. Comments from the ACCFSC and Student Caucus were taken into consideration and incorporated as appropriate.

Consultation with the University of Hawai‘i Professional Assembly (UHPA) and the Hawai‘i Government Employees Association (HGEA) was completed. Comments and recommendations of the UHPA and HGEA were taken into consideration and incorporated as appropriate. Although blue-collar workers are unaffected by the
proposed reorganization, the United Public Workers (UPW) has been informed of the proposed reorganization.

The proposed reorganization addresses comments and recommendations made by the Office of Human Resources and University Budget Office.

VI. ALTERNATIVES CONSIDERED

Five organizational models were considered.

(1) Separate community college system and governing board model (Kentucky model): The community colleges would become a separate system with its own governing board. Community college chancellors would report to a chief executive officer for the community college system, who would report to the board. Community college administrative and academic policy/support functions would report to the chief executive officer for the community college system. A Hawai‘i variant would have the community college chief executive officer report to the current Board of Regents. The separate community college system and governing board model was rejected because of the need to realize potential synergies between the community colleges and the baccalaureate campuses.

(2) Community college system chief executive officer model (Tsunoda 1983-2002): A community college system chief executive officer would be responsible for community college system policy, management, and administration and report to the president. Community college chancellors would report to the system chief executive officer. The system chief executive officer would sit on the president’s cabinet and represent community college interests. Community college system administrative and academic policy/support functions would report to the community college system chief executive officer. The community college system chief executive officer model was rejected because the campus Chancellors need sufficient authority as chief executive officers of their institutions to be responsible to their dynamic local environments and to be able to fulfill all of the expectations of the chief executive officer for a separately accredited college within a community college system.

(3) Community college coordinator model (Melendy 1965-72): A vice-president level position would be created for community college coordination. Community college chancellors would report to the President. Community college system administrative and academic policy/support functions would report to the coordinating vice president. A variant would have the vice president exercise more control over such system functions as planning and system budgeting, and where policy, law, or accreditation dictate that the community colleges be treated as a system. The community college coordinator model was rejected because the legal and Board of Regents structures for the community college system, such as a common legislative budget and common faculty classification and personnel policies, require more than just a coordinating function..
(4) **Community college collective leadership model**: There would be no community college system chief executive officer. Community college chancellors would report to the president. Community college system decisions would be decided by the Council of Community College Chancellors with the council naming a permanent or rotating chair. The Council Chair would serve as a member of the president’s cabinet. Community college system administrative and academic policy/support functions would report to the chair. *The community college collective leadership model was rejected because of the lack of clear decision-making authority.*

(5) **Current organization (status quo)**: The president serves as the community college system chief executive officer. Community college chancellors report to the president. Community college system administrative support functions report to the Vice President for Budget and Finance/Chief Financial Officer, and community college academic policy/support functions report to the Vice President for Academic Planning and Policy. *The current organization (status quo) was rejected because it does not address the current organizational ambiguities and operational needs of the community colleges.*

Chancellors and faculty generally agreed that there were a number of positive attributes to the present organization; in particular, some Chancellors and their faculties expressed the desire to maintain a direct reporting relationship between the Community College Chancellors and the President. At the same time, they recognized that more “coherence” among community college operations is needed in order to satisfy the current Accrediting Commission on the Community and Junior College standards. Other Chancellors and their faculties were more accepting of a reporting relationship through a community college system chief executive officer to the President.

In light of organizational concerns expressed by the Commission on the Accreditation of Community and Junior Colleges and the results of discussions with the community college chancellors and others, it was concluded that the appropriate organizational structure would be to establish for the Community College Chancellors a dual reporting relationship to the President and to a new Vice President for Community Colleges. Functionally, the new Vice President for Community Colleges will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. Each community college chancellor would retain responsibility and control over campus operations, administration, and management. Community college chancellors would continue to have direct access to the President for University system-wide policy, on par with the chancellors of four-year campuses.
J.N. Musto, Ph.D.
Executive Director
University of Hawai‘i Professional Assembly
1017 Palm Drive
Honolulu, Hawai‘i 96814

Dear Dr. Musto:

Thank you for your letter of May 10, 2005 relating to the proposed University of Hawai‘i system administration reorganization of the community colleges. Your concerns have been shared with and considered by Interim President McClain. The following responds to your comments:

1. Regarding the 2004 system level reorganization, what does the statement mean “an estimated annual budget cost savings of approximately $876,000?”

Response: You are correct in your statement that the amount represents gross and not net savings. The $876,000 is the gross annual budgeted amount for positions identified for abolishment in conjunction with the 2004 system level reorganization.

2. How was the estimated cost of $90,000 for the proposed system level community college reorganization proposal determined?

Response: The estimated $90,000 additional annual cost has been reduced to $25,000. According to CUPA, the median salary for the comparable class Vice President for Community Colleges is $188,812. Salary costs for the new Vice President will be accommodated through the reallocation of $157,680 from the conversion of two G-funded positions to extramural funds, plus supplementation of a portion of the $25,000 reallocated from non-instructional funds. An exempt Private Secretary and its funding will be reassigned to support the new Vice President for Community Colleges.

3. How will the ambiguity of dual reporting lines to the President and new Vice President for Community Colleges be addressed?

Response: As noted in the Alternatives Considered Section of the proposal: “In light of organizational concerns expressed by the Commission on the Accreditation of Community and Junior Colleges and the results of discussion with community college chancellors and others, it was concluded that the appropriate organizational structure would be to establish for community college...
chancellors a dual reporting relationship to the President and to a new Vice President for Community Colleges. Functionally, the new Vice President for Community Colleges is to be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. Each community college chancellor would retain responsibility and control over campus operations, administration, and management. Community college chancellors would continue to have direct access to the President for University system-wide policy, on par with the Chancellors of four-year campuses.”

4. In light of the proposed community college reorganization, how will the University insure the consistent application of the uniform contract and personnel practices within the University of Hawai‘i System?

Response: The University is committed to insuring compliance with provisions of each of the collective bargaining agreements. The System Director of Human Resources serves as the negotiations spokesperson and is responsible for providing definitive interpretations of University human resource policies and procedures, as well as collective bargaining agreements covering Board of Regents’ appointees within the University.

I hope that the foregoing adequately responds to your inquiries. Should you have further questions or concerns, please contact me at 956-2974 or by e-mail at edyuen@hawaii.edu. Again, I want to thank you for taking the time to review and comment on the reorganization proposal.

Sincerely,

[Signature]

Edward Yuen
System Director of Human Resources

c: Vice President Callejo
Executive Assistant Nishimoto
May 10, 2005

Mr. Edward D. L. Yuen  
System Director of Human Resources  
University of Hawaii  
2440 Campus Rd., Admin. Svcs. Bldg. 2  
Honolulu, HI 96822

Dear System Director Yuen:

We are in receipt of the proposed reorganization of the system administration for the Community Colleges. At its most recent Board meeting, UHPA Directors passed the following motion predicated on rafts and conversations suggesting that the administration would bring forward such a proposal. This resolution passed unanimously.

_Whereas the University of Hawaii has gone to considerable expense to fund its current system of organization, including its Council of Chancellors; and,_

_Whereas the University of Hawaii has spent considerable time and money to develop independent leadership at the Community Colleges, including the designation of Provosts as Chancellors and Deans as Vice Chancellors, along with an effort to raise administrative salaries to meet new responsibilities and national averages; and,_

_Whereas an insufficient period of time has passed to test such an organizational model;_

_Be it resolved that the University of Hawaii Professional Assembly will provide testimony to the Board of Regents against the creation of a Vice President for Community Colleges and against the expenditure of any additional funds for system level administration._

In the materials that were provided with the proposed reorganization, it is stated on page two that the November 2004 system level reorganization created “an estimated annual budget cost savings of approximately $876,000.” I do not understand this figure, and it can only represent the gross not a net savings. Further, since November 2004, there have been salary increases to
these executive managers and the hiring of at least one new vice president, which would certainly reduce this gross amount. Under the Executive Summary, it indicates that the proposed reorganization of a Vice President for Community Colleges is “estimated at $90,000.” How is this figure arrived at? Does this only represent $90,000 in addition to the $876,000 that had already been saved? What is the gross cost for this new Vice President including all related salaries, benefits, and overhead costs? We also note that this proposal would establish a dual reporting line for the Community College Chancellors to both the new Vice President and the UH President, which certainly creates at least ambiguity if not potential conflict.

Finally, even as this new Vice President for Community Colleges is brought forth, the need for a Vice President for Human Resources and Collective Bargaining continues to be ignored. I need not remind you that there is only one contract negotiated between the UHPA and the Board of Regents that governs all faculty members and all campuses, yet the personnel functions have been amorphously distributed to campuses with hugely disparate capacities to address the basic issues of human resource development. One of the most severe shortcomings of the new reorganization of the Community Colleges has been the lack of consistency and the application of personnel policies and contractual provisions, which would be ameliorated if the system administration asserted the authority to act in a consistent manner.

I know that you have tried to bring about a consistent application of the contract and uniform personnel practices within the University of Hawaii System only to be confronted with criticism and the lack of cooperation from some campuses. This is unfortunate, but until such time the UH System elevates human resources to a level of importance equivalent to the other vice presidential functions, problems will continue.

Respectfully submitted,

[Signature]

J. N. Musto, Ph.D.
Executive Director

JNM:pt

cc: UHPA Board of Directors
UNIVERSITY OF HAWAI‘I
Office of Human Resources

June 1, 2005

Leiomalama Desha
Field Services Officer
Hawai‘i Government Employees Association
888 Mililani Street
Honolulu, Hawaii 96813

Dear Ms. Desha:

Thank you for your cooperation in expediting the review and provision of comments relating to the reorganization proposal of the University of Hawaii System Administration for Community Colleges. The University’s responses to your comments are as follows:

1. **HGEA Comments:**

   As stated in section III. Background and Reasons for the Reorganization,

   *In December 2002, the Board approved a reorganization of the System offices resulting in the abolishment of the Office of the Chancellor for Community Colleges and realignment of the provosts as direct reports to the President. The Provosts were subsequently retitled to Chancellors.*

   At that time, the stated purpose of the 2002 reorganization was in part to create a responsive organizational structure and to provide the Community Colleges direct access to the President for policy matters, and their role, responsibility and authority for the operations, management, and administration of the campuses.

   Many of the stated reasons provided in support during the 2002 consultative process are essentially the same in 2005. In essence, it appears that the university proposes to reinstate the pre-December 2002 Community College System while retaining the “direct line” to the President. In effect it creates an additional System Vice President with less responsibility than that of the previous Chancellor for Community Colleges.

   The union is puzzled by the university’s desire to again reorganize the Community Colleges after such a short period of time and in such an expedited manner. In addition, it is our understanding that many of the respective Community College representative bodies have not had an opportunity to meet and discuss the proposed reorganization. Please explain.
University’s Response:

You are correct that the proposed reorganization establishes a new Vice President for Community Colleges; however the functional role of the new Vice President will be significantly different from that of the former Chancellor for Community Colleges that existed prior to January 2003 and that had the authority as the community colleges’ Chief Executive Officer. The community college system chief executive officer model was rejected because the campus Chancellors need sufficient authority as chief executive officers of their institutions to be responsible to their dynamic local environments and to be able to fulfill all of the expectations of the chief executive officer for a separately accredited college within a community college system.

While the new Vice President for Community Colleges will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges, each community college chancellor would retain responsibility and control over campus operations, administration, and management. Additionally, community college chancellors would continue to have direct access to the President for University system-wide policy, on par with the chancellors of the four-year campuses.

In part, the proposed reorganization is responsive to comments made in a January 2005 report by the Commission on the Accreditation of Community and Junior Colleges (ACCJC). ACCJC expressed concern that a lack of clarity, coherence, support, and advocacy persists regarding operational decisions distinct to the role and mission of the community colleges within the University of Hawai‘i System due to the current organizational structure. The proposed reorganization to create the Office of the Vice President for Community Colleges and a dual reporting relationship for the community college chancellors is intended to create an organizational structure responsive to the Commission’s concerns. The proposal preserves the community college chancellors’ direct access to the President for policy matters, and their role, responsibility and authority for the operations, management, and administration of their campus.

It is anticipated that the proposed reorganization will have three positive outcomes: 1) improve the performance of the community colleges as a system and as individual campuses in light of accreditation standards for both the system and the community college campuses, 2) promote coherence in the conduct of activities such as program reviews that may lead to resource allocation decisions, and 3) enhance the advocacy for the community colleges as a group.

The proposed reorganization of community colleges is consistent with the objectives of the System Strategic Plan, in that the proposal seeks to “…allocate and manage resources to achieve continuing improvement in organization, people, and processes and to secure competitive advantage.”
2. **HGEA Comments:**

The proposed dual reporting relationship lacks clarity. The November 2004 System level reorganization established System Vice Presidents as “Policy Makers”. The necessity for the establishment of a Vice President for Community Colleges is not clear if the Community College Chancellors will have direct access to the President via the Council of Community College Chancellors for “system wide policy making”. Though the HGEA does not necessarily disagree that Community College Chancellors may need “sufficient authority as chief executive officers of their institutions to be responsible to their dynamic local environments and to be able to fulfill all of the expectations of the CEO for a separately accredited college within a community college system”, it certainly is not clear as to the necessity of adding another layer of administration especially if the dual lines of reporting will exist. It appears that there will be a number of redundancies in responsibilities between the VP for Community Colleges and the Community College Chancellors and accompanying Council. Please clarify.

**University’s Response:**

This dual reporting relationship is intended to preserve the authority delegated to Chancellors with regard to their campus’ operations, management and administration and concurrently insure that each Chancellor has direct access to the President. While this dual reporting relationship of Chancellors to a Vice President and President will require close monitoring and the provision of clarifications regarding operational roles and responsibilities, the proposed organizational structure reflects the diverse needs expressed by the community colleges during consultations. Other organizational models were considered, e.g., (1) Separate community college system and governing board model (Kentucky model), (2) Community college system chief executive officer model (Tsunoda 1983-2002), (3) Community college coordinator model (Melendy 1965-72), (4) Community college collective leadership model, (5) Current organization (status quo), and (6) Proposed Vice President for Community Colleges model, however, it was concluded that establishing a Vice President for Community Colleges and creating a dual reporting relationship were the most appropriate given the needs of the University as a system with separately accredited community college campuses.

Rather than creating a “redundant layer of administration” the roles and responsibilities between the Vice President for Community Colleges, Community College Chancellors, Council of Community College Chancellors, and President are being defined as follows: (a) The new Vice President for Community Colleges will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. (b) Each community college chancellor would retain responsibility and control over campus operations, administration, and management. (c) The Council of Community College Chancellors shall serve as a forum for discussion of community college policies with the Vice President for Community Colleges and President. (d) Community college chancellors will continue to have direct access to the
President for University system-wide policy, on par with the chancellors of the four-year campuses.

3. **HGEA Comments:**

The proposal provides that academic affairs support functions and administrative affairs support functions will again be transferred from one “organizational box” to another with no change in office functions and duties. Yet, the proposed organizational charts state that all positions in Community Colleges Academic Affairs and Administrative Affairs will be redescribed. Please clarify. Please explain the specific position redescriptions and corresponding effective dates. Though the HGEA is certain that the affected employees will be able to adjust to yet another change being asked of them, the union is concerned of potential adverse effects.

**University’s Response:**

The implementation of the proposed reorganization will require conforming updates to official position descriptions with regard to reporting relationships of positions in Community Colleges Academic Affairs and Administrative Affairs units. No changes are being proposed that will impact on any position classifications.

4. **HGEA Comments:**

As the 2002 and 2004 reorganizations resulted in various specific responsibilities being “shifted” to different levels of the UH system will there be a “shifting back” of some of the specific responsibilities. For example, if certain responsibilities were decentralized down to the respective campuses, will the proposed reorganization return those responsibilities back to a centralized body?

**University’s Response:**

Each community college chancellor will retain responsibility and control over campus operations, administration, and management, e.g., authority delegated to Chancellors relating to the administration of the University Broad Band system for Administrative, Professional and Technical personnel. The new Vice President for Community Colleges will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges.

5. **HGEA Comments:**

How firm is the estimated $90,000 additional cost of effectuating the proposed reorganization? Where will the additional monies come from? Has the additional costs already been budgeted?
University's Response:

The estimated $90,000 additional annual cost has been reduced to $25,000. An exempt Private Secretary and its funding will be reassigned to support the new Vice President for Community Colleges. Funding for the new Vice President position will be addressed through the reallocation of $157,680 from the conversion of two G-funded positions to extramural funds, plus supplementation of a portion of the $25,000 reallocated from non-instructional funds.

6. HGEA Comments:

Proposed Chart I – Vice President for Community Colleges. In the System Charts updated July 1, 2004 position no. 100041 was noted as a Private Secretary proposed for redescription. Your current proposal for reorganization indicates that position no. 100041 was abolished. When was position no. 100041 abolished? Is that why the position is noted as “New”?

University’s Response:

Position No. 100041, Private Secretary II, SR22, was abolished effective November 19, 2004 in conjunction with the 2004 system level reorganization. The University retained the position count. In the proposed reorganization, the position count will be used to reestablish a new Private Secretary position to support the Vice President for Community Colleges.

7. HGEA Comments:

Proposed Chart I – Vice President for Budget and Finance/Chief Financial Officer. What will position no. 100055 be redescribed to? When?

University’s Response:

Position No. 100055, Private Secretary II, SR22, is in the process of being updated to reflect the position’s new reporting relationship to the Vice President for Budget and Finance/Chief Financial Officer. The position formerly reported to the Vice President for Administration/Chief Financial Officer.

8. HGEA Comments:

Proposed Chart I – Vice President for Budget and Finance/Chief Financial Officer. What will position no. 80905 be redescribed to? When?
University's Response:

The duties and responsibilities of Position No. 80905, Administrative and Fiscal Support Specialist, PBA, will be updated following the approval of the proposed reorganization with no anticipated change in position classification.

9. HGEA Comments:

Proposed Chart III – Vice President for Community Colleges Community Colleges Academic Affairs. Please explain "(N)".

University's Response:

"(N)" represents federal funds.

10. HGEA Comments:

In the System Charts updated July 1, 2004 position no. 89001 was the Vice President International Education. What is the present classification for position no. 89001? Is the position vacant or filled?

University's Response:

Effective November 19, 2004, Position No. 89001, Vice President for International Education, was abolished in conjunction with the 2004 system level reorganization and the University retained the position count. The position count will be used in the establishment of the Vice President for Community Colleges.

11. HGEA Comments:

Finally, the last sentence of the Executive Summary states:

It is anticipated that the consultative process will be concluded before the Board takes action.

Please be advised that HRS Chapter 89 provides in part:

The employer shall make every reasonable effort to consult with exclusive representatives and consider their input, along with the input of other affected parties, prior to effecting changes in any major policy affecting employee relations.

And, that all HGEA Collective Bargaining Agreements provide for consultation “prior to effecting changes”.

It is apparent to the HGEA that the University of Hawaii has arbitrarily implemented a policy whereby the “anticipation that the consultative process will be concluded before the Board takes action” is now acceptable to the employer to satisfy the requirements of the HRS and respective HGEA Collective Bargaining Agreements. Please be advised that the union does not agree.

**University’s Response:**

The University is cognizant of its obligation to consult with exclusive representatives and consider their input, along with input from other affected parties, prior to effecting changes in any major policy affecting employee relations. The statement referenced by the HGEA was intended to affirm the University’s recognition of its obligation to consult and that such consultations must be completed prior to the subject proposal’s submission to the Board for decision-making. Following completion of consultations, implementation of the proposed reorganization proposal would follow Board approval and then proceed in compliance with applicable statutes, collective bargaining agreements, and University policies, and procedures.

I hope that the foregoing adequately responds to your inquiries. Should you have further questions or concerns, please contact me at 956-2974 or by e-mail at edyuen@hawaii.edu. Again, I want to thank you for taking the time to review and comment on the reorganization proposal.

Sincerely,

Edward Yuen
System Director of Human Resources

c: Vice President Callejo
Executive Assistant Nishimoto
CURRENT

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I

MAJOR FUNCTIONS

The University of Hawai'i provides instruction, research and public service in the
fields of the liberal arts and sciences, agriculture, professional education, medicine, law,
health sciences, business administration, engineering sciences and such other branches of
higher learning as the Board of Regents prescribes.

The University administers and operates a system of community colleges;
coordinates academic programs which include college transfer, general education,
vocational, technical, semi-professional, and continuing education programs; coordinates
community service programs with the various campuses, community agencies and groups;
and coordinates student-related programs and services.

Operates a summer session which gives variety and flexibility to the Instructional
programs of the University; provides college-level instruction to students who wish to obtain
it during the summer; accommodates teaching institutes, workshops, and special courses
with schedules of varying lengths; sponsors lecture series and other cultural events during
the summer and supervises overseas study tours offered for credit.

Provides key personnel in the government policy-making process with timely
research, analyses and data concerning governmental and related problems to enable
them to make informed decisions among alternative courses of action.

Participates in intercollegiate athletics programs for men and women; contributes
toward the availability of non-academic cultural, social, recreational and intellectual
programs made available to the students, faculty and community at large; and provides a
limited intercollegiate program for a variety of minor sports.

The following agencies are placed within the University of Hawai'i for administrative
purposes:

- **State Postsecondary Education Commission** - may cooperate with the federal
government in order to qualify the State to receive funds made available under
the Higher Education Act of 1965, as amended. May serve as the state agency
for the receipt of federal funds where federal legislation dealing with higher
education or postsecondary education requires such.

  Is also responsible for inspecting and approving schools and training programs
  for which eligible recipients (veterans and dependents, in-service persons and
  reservists) can receive federal educational assistance.

- **Western Interstate Commission for Higher Education** - administers the Western
Regional Education Compact. Sponsors educational conferences and symposia, conducts research and publishes studies on higher education
problems in the Western United States.

- **Research Corporation of the University of Hawai'i** - the purposes of the
  Research Corporation include, but are not limited to the promotion of all
educational, scientific, and literary pursuits by encouraging, initiating, aiding,
developing, and conducting training, research, and study in the physical,
biological, and social sciences, and humanities, and all other branches of
learning. Encourages and aids in the education and training of persons for the
conduct of such training, investigation, research, and study, by furnishing
means, methods, and agencies by which the training, investigation, research,
and study may be conducted.
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR
BUDGET AND FINANCE / 
CHIEF FINANCIAL OFFICER

POSITION ORGANIZATION CHART

CHART I

OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAII SYSTEM

President, University of Hawai'i System 89058 1

OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE /
CHIEF FINANCIAL OFFICER

VP for Administration and Chief Financial Officer 89283 2
Private Secretary II SR-22 100055 2

UNIVERSITY BUDGET OFFICE 3
FINANCIAL MANAGEMENT 3
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS 3

CENTRAL ADMINISTRATIVE AFFAIRS

- Dir of Sys Admin Affrs 89310
- Sec II SR-14 22222
- Admin Off PBC 81463
- Admin Off PBB 81173
- Admin Off PBA 80423
- Adm & Fis Sup Sp PBA 80905 2

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
NOV 18 2004
Date

1 Excluded from position count
2 To be redescribed
3 No change to internal organizational structure

/\ssslorgchart0921 vp for admin & CFO.pdf

Perm
General Fund 8.00
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the following aspects of UH System wide budget and financial management functions.

MAJOR FUNCTIONS:

- Accounting
- Assets management
- Bond system operations
- Disbursing and payroll
- Treasury
- Procurement and real property
- Budgeting

Also provides executive leadership in planning, organizing, directing, evaluating, and coordinating Community College Administrative Affairs.
### State of Hawai‘i University of Hawai‘i Systemwide Administration

**Office of the Vice President for Administration and Chief Financial Officer**

**Associate Vice President for Operations for Community Colleges**

**Community Colleges Administrative Affairs**

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**Equal Employment Opportunity/Affirmative Action**

**Director of EEO/AA**

**85342**

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**Chart Updated**

**Date**

**Jul 01 2004**

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**NOTE:** All positions in Community Colleges Administrative Affairs to be reclassified.

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^ Excluded from position count, this chart
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.
OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAI'I SYSTEM

President, University of Hawai'i System  89058

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY

Vice President for Academic Affairs  89051
Private Secretary II  SR-22  900029

COMMUNITY COLLEGES ACADEMIC AFFAIRS ³

PLANNING AND POLICY
(See Chart C)

INTERNATIONAL EDUCATION
(See Chart D)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
POSITION ORGANIZATION CHART

CHART A

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
NOV 18 2004

1 Excluded from position count
2 To be redescribed
3 No change to internal organizational structure
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING
AND POLICY

FUNCTIONAL STATEMENT

INTRODUCTION
This office provides executive leadership in collaboratively setting forth the system wide academic vision and goals for the University of Hawai'i.

MAJOR FUNCTIONS

- 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.
- Develops and implements system wide 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 system wide University offices.
- In consultation with campus academic and student affairs offices, initiates and develops policies and procedures that require coordination among UH campuses, including but not limited to residency, admissions, enrollment management, recruitment, records and registration, financial aid, tuition waivers, scholarships, and tuition differentials.
- Coordinates system wide student assessment, research and surveys with Institutional Research Office.

COMMUNITY COLLEGES ACADEMIC AFFAIRS

- Oversees system wide community college academic affairs planning, policies, procedures, and coordination that impact the development and implementation of academic objectives and goals for the community colleges.
PLANNING AND POLICY

- Manages University-wide institutional long range planning efforts and provides planning support.
- Coordinates policy development/analysis and institutional assessment.
- Provides institutional research services and manages selected student assessment and service programs and information systems.
- Oversees system wide distance learning education planning, policies, procedures, and coordination.

INTERNATIONAL EDUCATION

- Oversees system wide international education planning, policies, procedures and coordination (International Education Programs and Exchange, Visiting Scholars and International Faculty Services, and International Partnerships and Entrepreneurship).

ACADEMIC PLANNING AND POLICY AND STUDENT AFFAIRS COLLABORATION

The Office of the UH System Vice President for Academic Planning and Policy and the Office of the UH System Vice President for Student Affairs will work closely and collaboratively in matters related to enrollment management, admissions, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials. In general, the Vice President for Academic Planning and Policy will have jurisdiction and leadership for the initiation and development of policies related to these areas, while the Vice President for Student Affairs will have jurisdiction and leadership for coordinating among campuses the implementation of system wide student affairs policies.
NOTE: All positions in Community Colleges Academic Affairs to be redescribed, also Pos. No. 89051.

* Proposed position classification
^ Excluded from position court, this chart
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC AFFAIRS
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 (BOR) 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.

Coordinates with the campuses, educational curriculum and academic programs by responding to community needs.
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.
<table>
<thead>
<tr>
<th>Position</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President for Academic Affairs</td>
<td>89051</td>
</tr>
<tr>
<td>Director of International Affairs</td>
<td>89380</td>
</tr>
<tr>
<td>Secretary II</td>
<td>SR-14</td>
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<tr>
<td>Educational Specialist</td>
<td>PBB</td>
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<tr>
<td>Educational Specialist</td>
<td>PBB</td>
</tr>
</tbody>
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1 To be redescribed, excluded from position count
2 To be redescribed

To be Abolished (Position Count to be Retained): 89001, 89031
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
OFFICE OF INTERNATIONAL EDUCATION

FUNCTIONAL STATEMENT

The Office of International Education is responsible for providing leadership for facilitating and coordinating international education system wide 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 is:

- Establishing and implementing system wide 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 system wide 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.

NOV 18 2004
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 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.
PROPOSED

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
The University of Hawai'i provides instruction, research and public service in the fields of the liberal arts and sciences, agriculture, professional education, medicine, law, health sciences, business administration, engineering sciences and such other branches of higher learning as the Board of Regents prescribes.

The University administers and operates a system of community colleges; coordinates academic programs which include college transfer, general education, vocational, technical, semi-professional, and continuing education programs; coordinates community service programs with the various campuses, community agencies and groups; and coordinates student-related programs and services.

Operates a summer session which gives variety and flexibility to the instructional programs of the University; provides college-level instruction to students who wish to obtain it during the summer; accommodates teaching institutes, workshops, and special courses with schedules of varying lengths; sponsors lecture series and other cultural events during the summer and supervises overseas study tours offered for credit.

Provides key personnel in the government policy-making process with timely research, analyses and data concerning governmental and related problems to enable them to make informed decisions among alternative courses of action.

Participates in intercollegiate athletics programs for men and women; contributes toward the availability of non-academic cultural, social, recreational and intellectual programs made available to the students, faculty and community at large; and provides a limited intercollegiate program for a variety of minor sports.

The following agencies are placed within the University of Hawai'i for administrative purposes:

- **State Postsecondary Education Commission** - may cooperate with the federal government in order to qualify the State to receive funds made available under the Higher Education Act of 1965, as amended. May serve as the state agency for the receipt of federal funds where federal legislation dealing with higher education or postsecondary education requires such.

  Is also responsible for inspecting and approving schools and training programs for which eligible recipients (veterans and dependents, in-service persons and reservists) can receive federal educational assistance.

- **Western Interstate Commission for Higher Education** - administers the Western Regional Education Compact. Sponsors educational conferences and symposia, conducts research and publishes studies on higher education problems in the Western United States.

- **Research Corporation of the University of Hawai'i** - the purposes of the Research Corporation include, but are not limited to, the promotion of all educational, scientific, and literary pursuits by encouraging, initiating, aiding, developing, and conducting training, research, and study in the physical, biological, and social sciences, and humanities, and all other branches of learning. Encourages and aids in the education and training of persons for the conduct of such training, investigation, research, and study, by furnishing means, methods, and agencies by which the training, investigation, research, and study may be conducted.
OFFICE OF THE PRESIDENT, UNIVERSITY OF HAWAII SYSTEM

President, University of Hawaii System 89058 1

OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE / CHIEF FINANCIAL OFFICER

VP for Budget and Finance/CFO 89283
Private Secretary II SR-22 100055 2

UNIVERSITY BUDGET OFFICE 3

FINANCIAL MANAGEMENT 3

CENTRAL ADMINISTRATIVE AFFAIRS

Dir of Sys Admin Affrs 89310
Sec II SR-14 22222
Admin Off PBC 81463
Admin Off PBB 81173
Admin Off PBA 80423
Adm & Fis Sup Sp PBA 80905 2

1 Excluded from position count
2 To be redescribed
3 No change to internal organizational structure

PROPOSED
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR
BUDGET AND FINANCE / CHIEF FINANCIAL OFFICER

POSITION ORGANIZATION CHART

Approved by the University Board of Regents
Jun 21 2005

Department
General Fund Perm 8.00

o:ussa\orgchart0425 vp for admin & CFO.vsd
FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the following aspects of UH System wide budget and financial management functions.

MAJOR FUNCTIONS

. Accounting
. Assets management
. Bond system operations
. Disbursing and payroll
. Treasury
. Procurement and real property
. Budgeting
STATE OF HAWAI’I  
UNIVERSITY OF HAWAI’I  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING  
AND POLICY  

FUNCTIONAL STATEMENT  

INTRODUCTION  
This office provides executive leadership in collaboratively setting forth the system wide academic vision and goals for the University of Hawai‘i.  

MAJOR FUNCTIONS  

• 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.  

• Develops and implements system wide 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, e.g. articulation, 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 system wide University offices.  

• In consultation with campus academic and student affairs offices, initiates and develops policies and procedures that require coordination among UH campuses, including but not limited to residency, admissions, enrollment management,
recruitment, records and registration, financial aid, tuition waivers, scholarships, and tuition differentials.

- Coordinates system wide student assessment, research and surveys with Institutional Research Office.

PLANNING AND POLICY

- Manages University-wide institutional long range planning efforts and provides planning support.

- Coordinates policy development/analysis and institutional assessment.

- Provides institutional research services and manages selected student assessment and service programs and information systems.

- Oversees system wide distance learning education planning, policies, procedures, and coordination.

INTERNATIONAL EDUCATION

- Oversees system wide international education planning, policies, procedures and coordination (International Education Programs and Exchange, Visiting Scholars and International Faculty Services, and International Partnerships and Entrepreneurship).

ACADEMIC PLANNING AND POLICY AND STUDENT AFFAIRS COLLABORATION

The Office of the UH System Vice President for Academic Planning and Policy and the Office of the UH System Vice President for Student Affairs will work closely and collaboratively in matters related to enrollment management, admissions, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials. In general, the Vice President for Academic Planning and Policy will have jurisdiction and leadership for the initiation and development of policies related to these areas, while the Vice President for Student Affairs will have jurisdiction and leadership for coordinating among campuses the implementation of system wide student affairs policies.
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<th>Position</th>
<th>Code 1</th>
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<tbody>
<tr>
<td>Director of International Affairs</td>
<td>SR-14</td>
<td>89380</td>
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<tr>
<td>Secretary II</td>
<td>PBB</td>
<td>51355</td>
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<td>Educational Specialist</td>
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<td>Educational Specialist</td>
<td>PBB</td>
<td>81015</td>
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</tbody>
</table>

1 Excluded from position count
2 To be redescribed

PROPOSED
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
OFFICE OF INTERNATIONAL EDUCATION
POSITION ORGANIZATION CHART

APPROVED BY THE UNIVERSITY BOARD OF REGENTS JUN 21 2005

General Fund Perm 4.00

Date
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
OFFICE OF INTERNATIONAL EDUCATION

FUNCTIONAL STATEMENT

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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**

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

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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 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.
OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAII SYSTEM

President, University of Hawai'i System 89058 1

OFFICE OF THE VICE PRESIDENT FOR COMMUNITY COLLEGES

Vice President for Community Colleges New 2
Private Secretary II SR-22 New 3

COMMUNITY COLLEGES
ADMINISTRATIVE AFFAIRS

COMMUNITY COLLEGES
ACADEMIC AFFAIRS

Chancellor, Hawai'i Community College
Chancellor, Honolulu Community College
Chancellor, Kapi'olani Community College
Chancellor, Kaua'i Community College
Chancellor, Leeward Community College
Chancellor, Maui Community College
Chancellor, Windward Community College

1 Excluded from position count.
2 Position count from abolished Position No. 89001
3 Position count from abolished Position No. 100041

PROPOSED
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR
COMMUNITY COLLEGES
POSITION ORGANIZATION CHART

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
JUN 21 2005

Date
INTRODUCTION

The Office of the Vice President for Community Colleges provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the community college system and assures support for the effective operation of the community colleges with staff support by the Office of the Associate Vice President for Academic Affairs and the Office of the Associate Vice President for Administrative Affairs.

MAJOR FUNCTIONS

- Effectively represents the interests and needs of the community college system within the University system and with the external community and agencies, e.g., Accrediting Commission for Community and Junior Colleges.

- Acts as liaison between the community colleges and the Board of Regents.

- Ensures that the community college system provides effective services that support the community colleges in their missions and functions.

- Establishes a clear delineation between the operational responsibilities and functions of the community college system office and those of the community colleges and consistently adheres to this delineation in practice.

- Provides a fair distribution of resources that are adequate to support the effective operations of the community colleges.

- Ensures that the community college system effectively controls its expenditures.

- Ensures that the community college chancellors have full responsibility and authority to implement and administer delegated system policies without interference and holds the chancellors accountable for the operation of the colleges.

- Establishes effective means of communication between the Board of Regents, the University system administration, and the community colleges and assures that information is exchanged in a timely manner.
- Evaluates community college Chancellors.
- Oversees administrative affairs planning, organization, direction, evaluation and coordination for the community colleges.
- Oversees academic affairs planning, policies, procedures and coordination that impact the development and implementation of academic objectives and goals for the community colleges.
OFFICE OF THE VICE PRESIDENT FOR COMMUNITY COLLEGES

Associate Vice President for Community Colleges

COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS

Associate Vice President 89140
Secretary IV SR-18 21236

BUDGET AND PLANNING
Program and Budget Manager PSB 77257
Secretary II SR-14 44336
Budget Specialist PSB 81577
Budget Specialist PBB 81762
Budget Specialist PBB 77305

HUMAN RESOURCES
Personnel Officer PSB 77208
Secretary III SR-16 01402
Personnel Officer PBB 80875
Admin. & Fis Sup. Spec. PBA 77123
Personnel Officer PBB 81349

PHYSICAL FACILITIES, PLANNING AND CONSTRUCTION
Registered Architect PBC 80793
Secretary I SR-12 19016
Registered Engineer PBB 80791
Registered Architect PBB 81054
Environmental Safety Spec. PBB 82054
Registered Engineer PBB 81712

FINANCE AND OPERATIONS
Administrative Officer PBB 80211
Secretary II SR-14 39271
Account Clerk IV SR-13 23596

EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION
Director of EEO/AA 89342

1 Excluded from position count
2 Position count from abolished position no. 89001

General Fund 22.00

PROPOSED
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR COMMUNITY COLLEGES
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS
POSITION ORGANIZATION CHART

APPROVED BY THE UNIVERSITY BOARD OF REGENTS
JUN 21 2005
Date
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR COMMUNITY COLLEGES
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS

FUNCTIONAL STATEMENT

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 and planning, financial management, 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 college 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, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action.
- Provides overall community college 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’ 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 College 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 COMMUNITY COLLEGES
COMMUNITY COLLEGES ACADEMIC AFFAIRS

FUNCTIONAL STATEMENT

ACADEMIC AFFAIRS

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

- 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 community college systemwide 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 public and private agencies.

- Works with senior systemwide and campus administrators, Board of Regents 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.

- Provides leadership and coordination for student services and continuing education planning and programming.

- Provides leadership in developing programs interlinked with private sector businesses and the national and international community.
· Creates and maintains linkages with community and governmental agencies to assess and to fulfill community education and 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 with the campuses, educational curriculum and academic programs by responding to community needs.

**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 University Strategic Plan, community college 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.

**Career and Technical Education**

· Coordinates the development of the community college federal career and technical education plan.

· Coordinates the development of federally funded career and technical educational activities and programs, and monitors their implementation.

· Facilitates the completion of the community college federal career and technical education evaluation activities.

· Prepares selected reports to facilitate the management of career and technical education programs.
• Coordinates with the campuses, the State Department of Education, and the Office of the State Director for Career and Technical Education in the development of articulated curricula.

• Conducts selected career and technical education policy analysis studies.

**Student Affairs**

• Develops and prepares community college systemwide policies 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 community college resource in interpreting and applying policies and procedures in exceptional or unique student affairs cases.

**Workforce Development**

• Identifies and develops community college linkages with private sector businesses and industries to address their workforce development and training needs.

• Develops and prepares community college systemwide policy regarding workforce development and training.

• Conducts analysis of community college policies and procedures to ensure programmatic consistency among campuses. Recommends resolutions to identified problematic areas.

• Represents the University and the community colleges on selected state and county workforce boards and councils.
VICE PRESIDENT FOR COMMUNITY COLLEGES

This is executive leadership work in directing the overall Community College system and its affairs. Work involves responsibility for developing and implementing policies, guidelines, and procedures concerning the system as set forth by the Board of Regents and the President and ensuring the continuing maintenance and adherence of such policies and procedures. Directs the development of plans and programs; makes recommendations to the appropriate supervisory or regulatory individuals or agencies concerning policies designed to advance the educational and public service goals of the Community College system; and consults with the Vice Presidents. Has extensive intercommunication with the agencies of the University system, governmental agencies, and the general public. Much emphasis of the work is placed on the coordination of Community College academic and related matters between the campuses in such areas as general education, liberal arts education, vocational education, and short term occupational training. Coordinates finance, human resources, physical facility construction and maintenance, and security. Direct supervision is exercised over the Chancellors of the Community Colleges.

Work requires extensive knowledge of community college system administration, organization and operations; knowledge of information technology capabilities and organization and resource management; and ability to provide effective leadership, develop and implement innovative and efficient changes, and communicate effectively with internal and external constituencies. Work is reviewed by the President for results and effectiveness.

In accordance with the Board of Regents’ action taken on __________, this class is established as Vice President for Community Colleges, effective __________.

________________________
Interim President, University of Hawai‘i

________________________
Date
The Honorable James Aiona, Jr.
Lieutenant Governor, State of Hawai’i
State Capitol
Honolulu, HI 96813

Dear Mr. Aiona:

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF HAWAI’I SYSTEM ADMINISTRATION

Enclosed for your files is a copy of the University of Hawai‘i system administration reorganization, which was approved by the University of Hawai‘i Board of Regents on November 18, 2004. The purpose of the reorganization is explained in the enclosed documents.

Should you have any questions, please call me at 956-8988.

Sincerely,

Edward Yuen
System Director of Human Resources

Enclosures

c: The Honorable Georgina Kawamura
   Director, Department of Budget and Finance
   The Honorable Kathleen Watanabe
   Director, Department of Human Resources Development
✓ University Budget Office
   Chief of Staff Sam Callejo
   Vice President Walter Kirimitsu
   Vice President James Gaines
   Vice President Doris Ching
   Director Milton Higa
cost of airfare. In addition to broadening the scope of the G&A program, the new structure also redistributes the responsibility of reviewing applications to all members of the GSO Assembly, rather than just a few committee members. This step ensures that each department is well represented in the G&A allocation process, meaning that many more students are aware of the availability of this grant. The net result of this reorganization is therefore going to be a significant increase in the number of qualified applications for GSO grants.

Kristopher Kaupalolo, Vice President of GSO, stated that the GSO surveyed unclassified students during the 2003-2004 academic year and the results of the survey showed that they wanted to be included as well as they did not mind being assessed the fee. Eighty-three percent of unclassified graduate students indicated that they had been unclassified students for a year. Sixty-seven percent of those students surveyed indicated that they would be pursuing a classified program within a year. Mr. Kaupalolo said that a majority of unclassified students are in favor of having the full rights and privileges of being a full member of GSO and for these reasons, GSO was asking the Board to support the inclusion of unclassified graduate students in the fee structure of GSO.

Vice Chancellor Sakaguchi further explained that the FY04 GSO budget included an increase in the funds allocated to Travel Grants from $23,000 to $40,000 which resulted in a net loss on the budget for that year. This was done in anticipation of a fee increase to cover the deficit spending, but such an increase was not approved during that year. The FY05 budget was submitted and approved with the same allocation of $40,000 for Grants and Awards, but with the stipulation that either graduate student fees would be increased for the Spring 2005 semester to balance the budget or the budget would be revised by reducing the G&A allocation. For FY05 the fee increase to $10 will only affect the G&A expenditures line by increasing the allocation from $30,000 to approximately $50,000. All other operational expenses will remain unchanged. The subsequent fee increase to $15 for FY06 will allow the GSO to either continue channeling this money directly into the G&A allocation. The result will be a G&A program budget of approximately $140,000 for the entirety of FY06. Using an average award amount of about $1000, this budget will allow the GSO to fund approximately 45 grants in each of three semesters. Compared to a population of 6,000 graduate students, this is still a very modest fraction, but it is greatly improved over the historic average of fewer than 20 grant allocations per semester. He added that the Associated Students of the University of Hawai‘i at Mānoa (ASUH) which is the undergraduate counterpart to GSO currently assess a $5 fee to all of its members. However, ASUH collects the majority of its revenues from the residuals of a stock portfolio, whereas GSO has no other source of revenue.

Following a discussion, Regent Kakuda moved to amend the Board's policy to include unclassified graduate students as full members of the Graduate Student Organization and to authorize the increase in GSO fees from $5 per student per semester to $10 per semester for Spring 2005 and to $15 per semester effective Fall 2005 with no further fee increases for at least two years thereafter. The motion was seconded by Regent de la Peña and unanimously carried.

11. **System Level Reorganization**

President McClain requested that the Board approve his reorganization plan of the system level offices and functions. In the 2002 system reorganization, according
to President McClain, four new positions reporting directly to the President were established: Chief of Staff, Vice President for Research, Vice President for International Education, and Vice President for Student Affairs. The Council of Chancellors was established and reported to the President with consultative lines to the Vice President for Academic Affairs and Chief of Staff. A formal consultative line of communication between the President and the Senior Advisor for Native Hawaiian Affairs was recognized. The 2002 system reorganization was premised on receiving a major infusion of funding from the Legislature, which was not provided. This reorganization realigns the organizational structure to more closely fit the University’s operating and administrative needs in the context of available resources.

The proposed reorganization reduces the number of direct reports to the President from 18 executives to 15 executives. With a reduced number of direct reports, efficiency will be enhanced and the organization streamlined.

President McClain explained that his proposed reorganization would:

1) Eliminate the Vice President for External Affairs and University Relations and Vice President for International Education and the Chief of Staff position.

2) Divide the responsibilities of the Vice President for Administration and Chief Financial Officer between two executive positions: Vice President for Administration and Vice President for Budget and Finance/Chief Financial Officer. The Vice President for Administration will oversee human resources, information technology services, capital improvements, and external affairs and university relations. The Vice President for Budget and Finance/Chief Financial Officer will oversee budget, financial management, community college administrative affairs, and central administrative affairs.

3) In regards to the Council of Chancellors, which is not an administrative unit, the Chancellors will continue to report directly to the President and meet on a regular basis to provide advice on strategic planning, program development and other matters of concern.

4) Relocate the following offices, functions and positions:

   a) The staff and functions of the Office of Internal Audit, which currently reports to the Office of the Vice President for Administration and Chief Financial Officer, will report to the Board of Regents.

   b) The staff and functions of the University Risk Management Office, which currently reports to the Office of the Vice President for Administration and Chief Financial Officer, will report to the Office of the Vice President for Legal Affairs and University General Counsel.

   c) The staff and functions of the office of the former Vice President for External Affairs and University Relations, which currently
reports to the Office of the President, will report to the Office of the Vice President for Administration.

d) The staff and functions of the Office of Capital Improvements, which currently reports to the Office of the President, will report to the Office of the Vice President for Administration.

e) The staff and functions of the Office of the former Vice President for International Education, which currently reports to the Office of the President, will report to the Office of the Vice President for Academic Planning and Policy.

5) Change the titles, functions and reporting lines of the following positions and/or offices:

a) The Assistant to Vice President for Academic Affairs will report to the President and the position will be redescribed to reflect the functions of the Office of the President.

b) The Office of Information Technology Services will continue to have a dual reporting relationship to the President for planning and policy functions and to the Vice President for Administration for operational functions.

c) The Vice Chancellor for Student and Community Affairs (CC) will report to the Vice President for Research and the position will be redescribed to Associate Vice President.

The proposed organization creates direct lines of authority and provides for accountability at all levels. No additional resources or space will be required to implement the reorganization. The proposal will not adversely impact services to programs or students.

Special Assistant James Nishimoto reported that consultation with the unions and internal constituencies was ongoing. The administration representatives did meet with the University of Hawai‘i Professional Assembly (UHPA) and the Hawai‘i Government Employees Association (HGEA) and they have submitted written comments, questions and recommendations. In some instances, changes to the reorganization proposal have been made as a result of these recommendations from the unions. A written response was sent to UHPA and the President would also be responding to HGEA. Faculty and students have also been formally apprized on the reorganization through the All Campus Council of Faculty Senate Chairs (ACCFSC) and the Student Caucus. The Student Caucus submitted its questions and concerns, which were addressed. The ACCFSC had not submitted comments. The proposal was also forwarded to the United Public Workers (UPW) union for informational purposes since they have no members directly affected by the reorganization.

Chairperson Lee inquired as to where repairs and maintenance would be coordinated. President McClain responded that it would fall under the Capital Improvements Program Director who would be reporting to the Vice President for Administration. Chairperson Lee said that it needed to be stipulated in the Vice President’s position description. She added that the administration must consult with
all sectors including those indirectly affected such as the Internal Auditor’s Office. President McClain said that he would ensure that he or his representatives will speak to all the offices involved.

The following testimonies were received:

1) Lilikala Kameʻeleihiwa, representing the Kualii Council, expressed appreciation for the inclusion of the Pukoa Council, for consultation purposes, reporting to the Office of the President.

2) Tom Schroeder, representing the Mānoa Faculty Senate, expressed that the proposed reorganization was a complex matter and that the Senate looked forward to further consultation with the administration.

3) Amy Agbayani expressed support for the proposed reorganization, adding that the administration needs to work closely with the various Chancellors.

4) Kris Kaupalolo, representing the University of Hawaiʻi Student Caucus, expressed support for the proposed reorganization and the Caucus’ appreciation of the recognition of student policies.

5) Mary Tiles, representing UHPA, expressed concern over issues that still need to be resolved, such as the duplication of functions at both the System and Mānoa Chancellor’s Offices. She expressed that UHPA firmly believes that OHR should be at the system level for consistency and equity purposes.

6) Nalani Minton suggested that the reorganization plan for Mānoa and system be compared to eliminate conflicts and duplication.

7) Keala Losch, representing Pukoa Council, expressed support for the reorganization provided there is further consultation.

Regent Tanaka stated that the proposal appeared to create some duplication of efforts between Mānoa and the System. President McClain assured that there would not be any duplications between the two organizations, particularly with respect to OHR and legal affairs.

Regent Albano asked if all the CIP would be handled from the system level. Director Yokota said that they are trying to insure for efficiency and consistency throughout the system. While all campus administrations are involved with their own CIP projects, her office would continue to offer services to the campuses.

Regent Kakuda stated that if the purpose of the reorganization was to make the University more efficient that he would support returning to the organizational structure where the Mānoa Chancellor and the President were combined. President McClain responded that such options were considered. He assured that if funds continue to be an issue, that the administration must revisit that earlier structure, combining the President and the Mānoa Chancellor into one position.
Regent Yamasato suggested that the Internal Auditor have a dotted line relationship to the Chief Financial Officer, but a solid line to the Board. Regent Lagareta agreed and moved to approve in concept the proposed reorganization of the system level offices with the Internal Auditor having a dotted line relationship to the CFO and a solid line to the Board with implementation details subject to Board policies. Regent de la Peña seconded the motion which was unanimously carried.

12. Establishment, Amendment/Retitling, and Abolishment of University of Hawai‘i Executive Classes

Interim Associate Director Hashimoto requested that the Board approve changes to the Executive/Managerial Compensation Plan. The changes involved the establishment of new classes and amending/retitling of existing classes as follows: Establishment of the executive class, Vice President for Budget and Finance/Chief Financial Officer; amend and retitle the Vice President for Administration and Chief Financial Officer to Vice President for Administration; and abolish the Vice President for International Education and Vice President for External Affairs and University Relations. She explained that Board policy requires the Board’s prior approval to establish, amend, and abolish executive classes. The request was submitted in conjunction with the proposed reorganization of the system level offices, which is pending the approval of the Board of Regents.

The reorganization proposes to establish a new class, Vice President for Budget and Finance/Chief Financial Officer, to oversee the financial affairs of the University system. The reorganization also proposes to consolidate the functions of the Chief of Staff with the administrative functions of the Vice President for Administration and Chief Financial Officer and amend/retitle the class Vice President for Administration. This new class will replace the existing Chief of Staff and Vice President for Administration and Chief Financial Officer classes. In addition, the reorganization proposes to reduce the number of Vice Presidents from eight to six through the consolidation and relocation of some functions. Specifically, the Vice President for International Education and the Vice President for External Affairs and University Relations positions will be eliminated and the functions will be reassigned, as appropriate.

Regent Lagareta moved to approve the requested changes to the Executive/Managerial Compensation Plan as presented, subject to Board policies on E/M personnel. Regent Kai seconded the motion which was unanimously carried.

13. Establishment of New Executive Class - Vice Chancellor, Community Colleges

Associate Vice President Rota requested that the Board approve the establishment of a new Executive Class, Vice Chancellor, Community Colleges (CC), to which the following community college managerial positions would be allocated:

Dean of Instruction
Hawai‘i Community College
Honolulu Community College
Kapi‘olani Community College
Leeward Community College
Maui Community College
Dean of Student Services  
Maui Community College  

Director of Administrative Services  
Hawai‘i Community College  
Honolulu Community College  
Kapi‘olani Community College  
Maui Community College  

He added that there would be no additional costs associated with the retitling of these managerial positions as the College and University Professional Association for Human Resources (CUPA-HR) indexing remains the same.  

The Board approved a reorganization on December 12, 2002, by which the chief executive officer of each community college campus now reports directly to the President and was retitled from Provost to Chancellor. As further implementation of this reorganization, the Chancellors have requested the establishment of a Vice Chancellor, CC, class to serve as the chief operating officer in various areas of responsibility within the colleges such as academic affairs, student services, and administrative affairs.  

There is currently a Dean of Instruction on each community college campus reporting to the Chancellor. The Dean of Instruction serves as the chief academic officer of the campus and as the Acting Chancellor in the absence of the Chancellor. The recommended retitling does not affect the indexing to the annual CUPA-HR salary survey classes, which in this instance remains Chief Academic Officer. However, the retitling will result in a change in classification from Managerial to Executive.  

Under the current organizational structure of each campus, the Dean of Instruction is responsible for academic policies and operations, as well as instructional and academic support programs. If established, Hawai‘i Community College, Honolulu Community College, Kapi‘olani Community College, Leeward Community College, and Maui Community College intend to use the new Vice Chancellor, CC, classification for their chief academic officer. Kaua‘i Community College and Windward Community College, however, intend to retain the Dean of Instruction classification for their chief academic officer.  

The Dean of Student Services and the Director of Administrative Services on each community college campus also report to the Chancellor with the exception of the Dean of Students at Honolulu Community College. Honolulu Community College’s Dean of Students reports to the Dean of Instruction. The Dean of Student Services serves as the chief student affairs officer and the Director of Administrative Services as the chief business officer. The recommended retitling does not affect the indexing to the annual CUPA-HR salary survey classes, which in this instance remain Chief Student Affairs Officer and Chief Business Officer, respectively.  

The Dean of Student Services is responsible for all student services functions including admissions, registration and records, financial aid, and counseling and guidance. The Director of Administrative Services is responsible for all administrative matters, including fiscal, budget, human resources, facilities management, and auxiliary services. If this class is established, Maui Community
College intends to allocate its Dean of Student Services to the new Vice Chancellor, CC class. The other community colleges intend to retain the Dean of Student Services classification for their chief student affairs officer. Hawaiʻi Community College, Honolulu Community College, Kapiʻolani Community College, and Maui Community College intend to use the new Vice Chancellor, CC, classification for their chief business officer. Kauaʻi Community College, Leeward Community College and Windward Community College intend to retain the Director of Administrative Services classification for their chief business officer.

Associate Vice President Rota pointed out that, in the context of reducing the numbers of E/M classes, it is recommended that one "generic" class of Vice Chancellor be established. The specific functional area of responsibility may be identified as appropriate. While the Board is requested to approve the establishment of this "generic" Vice Chancellor, CC, class, only the ten identified managerial positions of Dean of Instruction, Dean of Student Services, and Director of Administrative Affairs are recommended for inclusion in this class.

Regent Yamasato noted that some of the campuses would not be using the new Vice Chancellor titles. Associate Vice President Rota explained that it was more depending on the size of the campus. The smaller campuses preferred not to have an array of vice chancellors. Chairperson Lee followed if this also meant that there would be adjustments to salaries. Associate Vice President Rota said it would not.

Regent Yamasato moved to approve the establishment of the new Executive class, Vice Chancellor, CC, and assigning of the positions as follows: Dean of Instruction positions at Hawaiʻi Community College, Honolulu Community College, Kapiʻolani Community College, Leeward Community College, and Maui Community College; Dean of Student Services position at Maui Community College; and Director of Administrative Services positions at Hawaiʻi Community College, Honolulu Community College, Kapiʻolani Community College, and Maui Community College. Regent de la Peña seconded the motion which was carried by majority vote. Regent Kakuda abstained.

14. **Request for Proposals for the Development of Student Housing on the University of Hawaiʻi at Mānoa Campus**

Director Yokota requested that the Board authorize the administration to issue a request for proposal for the development of student housing on the Mānoa campus.

On July 16, 2004, the Board of Regents requested that the University Administration prepare a draft Request for Proposals (RFP) document to initiate a public/private partnership for the development of student housing on the UH-Mānoa campus. On October 21, 2004, the Administration presented highlights of a proposed RFP process and document to the Board of Regents. These highlights included the selection of a developer to design, construct, finance and manage housing for a minimum of 800 students on the site of the current Frear and Johnson Halls and the International Gateway House.

Director Yokota explained that a two-phase development process would be used with the first phase being pre-design services which would require that the
<table>
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<tr>
<td>Director of Internal Audit</td>
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<td>Internal Auditor</td>
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<td>Secretary II</td>
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STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
BOARD OF REGENTS
OFFICE OF INTERNAL AUDIT

POSITION ORGANIZATION CHART

VICE PRESIDENT FOR BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 18 2004

General Fund 5.00

\[\text{Date}\]

1 Excluded from position count

\[\text{o:\text{seslorgchr\0921 internal audit.vsd}}\]
INTRODUCTION

The Office of Internal Audit provides advice and assistance to the Board of Regents, the President, administrators and staff on auditing, internal control, and other related matters.

MAJOR FUNCTIONS

- Advises the Board on internal audits and serves as liaison between the Board and University administration.

- Plans, supervises and coordinates the University’s audit function.

- Plans, supervises and coordinates teams of internal auditors in performing cyclical audits of selected University examinees.

- Develops and administers comprehensive System wide internal auditing to report on the quality of examinee’s system of internal control and quality of performance in carrying out assigned responsibilities, adequacy of safeguards of assets, detection of variations or deficiencies for early corrective action, and extent of compliance with internal and external audit recommendations accepted by the University.

- Provides advice and assistance to various University offices in evaluating and reporting on the economy and efficiency in the use of resources, accomplishment of established objectives and goals for operations and programs, detection of unmet needs, as well as extent of compliance with policies, procedures, statutes, rules and regulations.

- Develops and administers comprehensive System wide procurement and coordination of external auditing and consulting services to report on the reliability of financial statements of examinees, quality of examinee’s system of internal control and quality of performance in carrying out assigned responsibilities, and extent of reliability of the University’s administrative system, organization, accounting and reporting system.

- Serves as the University’s representative to external auditors and audit agencies.
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAPITAL IMPROVEMENTS

FUNCTIONAL STATEMENT

Capital Improvement Projects (CIP) provides the University of Hawai’i campuses with a physical environment that supports teaching, research, and public service in keeping with the mission of the University. We believe the buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise. Facilities provide the centerpiece around which all other educational activities exist at the University.

OFFICE OF THE DIRECTOR

Provides system wide executive leadership, direction and control over the planning, development, implementation and integration of multi-campus CIP projects, long range physical development plans, and associated CIP budget requirements.

PHYSICAL PLANNING

Physical Planning provides comprehensive general, environmental, and project planning for major CIP. With an emphasis on the early and conceptual phase of the campuses’ interest and needs, provides services that meet the academics, and student services and recreation needs while reflecting campus and community values. The Physical Planning efforts are focused on facilities, infrastructure, environmental management, recreation, and open spaces, and are conducted within the framework of the Board of Regents approved strategic plan and campus long-range development plans. Program/Project Planning provides programmatic development planning, including project definition, space requirements, preliminary cost, schedule, phasing scenarios, and implementation.

PROJECT MANAGEMENT – DESIGN AND CONSTRUCTION

Project Management-Design and Construction provides the project management for major capital projects, which includes new construction and major renovations. Functions include the direction and leadership of project teams in the implementation and execution of CIP projects to meet objectives of the plans and developing projects within budget and on schedule. Project Management serves as the primary liaison among campus committees, user groups, architects, and contractors in all project phases from planning, programming, design, and construction through occupancy. The Project Management function also includes development of project budgets and schedules, and manages the services of architects, engineers, and contractors.

ADMINISTRATION AND SUPPORTS SERVICES

The Administration and Support Services provides administrative support to the director, and the Physical Planning and Project Management functions. Support services include fiscal, accounting, procurement, contract award and administration, capital budget preparation, legislative participation, and budget implementation, information/data systems, management reporting, asset management, and warranties. The Administration and Support Services directs, supports, and coordinates with campuses on the development of policies and standard operating procedures for means and methods to improve delivery, quality, and accountability in the allocation and expenditures of resources for physical facilities.

REPAIR AND MAINTENANCE

Provides leadership by facilitating and assisting campuses in the planning, development, implementation, and integration of a multi-campus repair and maintenance program.

NOV 18 2004
CURRENT

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I

MAJOR FUNCTIONS

The University of Hawaii provides instruction, research and public service in the fields of the liberal arts and sciences, agriculture, professional education, medicine, law, health sciences, business administration, engineering sciences and such other branches of higher learning as the Board of Regents prescribes.

The University administers and operates a system of community colleges; coordinates academic programs which include college transfer, general education, vocational, technical, semi-professional, and continuing education programs; coordinates community service programs with the various campuses, community agencies and groups; and coordinates student-related programs and services.

Operates a summer session which gives variety and flexibility to the instructional programs of the University; provides college-level instruction to students who wish to obtain it during the summer; accommodates teaching institutes, workshops, and special courses with schedules of varying lengths; sponsors lecture series and other cultural events during the summer and supervises overseas study tours offered for credit.

Provides key personnel in the government policy-making process with timely research, analyses and data concerning governmental and related problems to enable them to make informed decisions among alternative courses of action.

Participates in Intercolligate athletics programs for men and women; contributes toward the availability of non-academic cultural, social, recreational and intellectual programs made available to the students, faculty and community at large; and provides a limited Intercolligate program for a variety of minor sports.

The following agencies are placed within the University of Hawaii for administrative purposes:

- State Postsecondary Education Commission - may cooperate with the federal government in order to qualify the State to receive funds made available under the Higher Education Act of 1965, as amended. May serve as the state agency for the receipt of federal funds where federal legislation dealing with higher education or postsecondary education requires such.

- Is also responsible for inspecting and approving schools and training programs for which eligible recipients (veterans and dependents, in-service persons and reservists) can receive federal educational assistance.

- Western Interstate Commission for Higher Education - administers the Western Regional Education Compact. Sponsors educational conferences and symposia, conducts research and publishes studies on higher education problems in the Western United States.

- Research Corporation of the University of Hawaii - the purposes of the Research Corporation include, but are not limited to the promotion of all educational, scientific, and literary pursuits by encouraging, initiating, aiding, developing, and conducting training, research, and study in the physical, biological, and social sciences, and humanities, and all other branches of learning. Encourages and aids in the education and training of persons for the conduct of such training, investigation, research, and study, by furnishing means, methods, and agencies by which the training, investigation, research, and study may be conducted.
## BOARD OF REGENTS

### OFFICE OF THE PRESIDENT, UH SYSTEM

<table>
<thead>
<tr>
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<th>Code</th>
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<tbody>
<tr>
<td>President</td>
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<tr>
<td>Exec. Asst. to the President</td>
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<td>Secretary III,</td>
<td>SR-16</td>
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<tr>
<td>Asst. to the President</td>
<td>89437</td>
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<td>Adm. &amp; Fiscal Support Sp</td>
<td>PBA</td>
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<td>Clerk-Typist III,</td>
<td>SR-10</td>
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| CHART UPDATED                      | JUL 01 2004 |

Reserve Positions: 81533, 14346
INTRODUCTION

The Office of the President, University of Hawai‘i is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai‘i Constitution, Hawai‘i Revised Statutes, and Board of Regents' policies.

MAJOR FUNCTIONS

President, University of Hawai‘i. As President of the University of Hawai‘i, this position serves as chief executive officer with responsibility for:

- Directing the development of plans and programs and recommending policies designed to advance the instructional, research, and service goals of the University of Hawai‘i campuses.

- Maintaining effective working relationships between the University and the Governor, legislators, other government officials, and the general public; and among students, faculty, and administrators of the various campuses.

- Recommending plans and policies for the Statewide career and technical education programs in public institutions and for postsecondary education programs, and overseeing the implementation of approved plans and policies to ensure continuing excellence in the performance of related activities.

- Administering and coordinating Universitywide functions through appropriate senior executives and managers.
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<td>President, University of Hawai'i System</td>
<td>89058^</td>
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<tr>
<td><strong>OFFICE OF THE CHIEF OF STAFF</strong></td>
<td>Chief of Staff</td>
<td>089446</td>
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**CHART UPDATED**

DATE: JUL 01 2004

^ Excluded from position count, this chart
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.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR LEGAL AFFAIRS AND
UNIVERSITY GENERAL COUNSEL

POSITION ORGANIZATION CHART

OFFICE OF THE VICE PRESIDENT FOR LEGAL AFFAIRS AND
UNIVERSITY GENERAL COUNSEL

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<td>89391%</td>
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<td>SR-22 109651%</td>
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OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY/
AFFIRMATIVE ACTION

BOARD OF REGENTS

OFFICE OF THE PRESIDENT, UNIVERSITY OF HAWAI'I SYSTEM

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<td>President, University of Hawai'i System</td>
<td>89058^</td>
</tr>
</tbody>
</table>

CHART UPDATED JUL 01 2004

% To be redescribed
^ Excluded from position count, this chart

General Fund 12.00
INTRODUCTION

The Office of the Vice President for Legal Affairs and University General Counsel provides legal services to the Board of Regents, the President, administrators, and staff of the University of Hawai'i.

MAJOR FUNCTIONS

- Represents the University in federal and State court, administrative hearings, arbitrations, and contract negotiations.
- Provides advice and counsel to senior level executives and administrators on all legal matters and issues relating to faculty human resources.
- Represents the University in all administrative proceedings and all courts in litigation matters, including torts and employment matters.
- Reviews and approves as to legality and form contractual documents relating to the acquisition or transfer of interest in land.
- Furnishes legal opinions as requested by the Board of Regents and senior level executives, including legal memoranda.
- Makes settlement recommendations to the University administration.
- Performs legal research.
- Prepares and reviews legal documents.
- Provides assistance in drafting rules and policies.
- Meets regularly with clients to prepare for cases and keeps the University administration apprised of major cases.
- Provides training on legal issues to University administrators and staff.
CHART UPDATED
DATE JUL 01 2004

Existing Reassigned Positions
General Fund 6.00

Positions to be Reassigned/Requested
General Funds 11.00
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF CAPITAL IMPROVEMENTS

FUNCTIONAL STATEMENT

Capital Improvement Projects (CIP) provides the University of Hawai'i campuses with a physical environment that supports teaching, research, and public service in keeping with the mission of the University. We believe the buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise. Facilities provide the centerpiece around which all other educational activities exist at the University.

OFFICE OF THE DIRECTOR

Provides systemwide executive leadership, direction and control over the planning, development, implementation and integration of multi-campus capital improvement program (CIP) projects, long range physical development plans, and associated capital improvements program budget requirements.

PHYSICAL PLANNING

Physical Planning provides comprehensive general, environmental, and project planning for major CIP. With an emphasis on the early and conceptual phase of the campuses' interest and needs, provides services that meet the academics, and student services and recreation needs while reflecting campus and community values. The Physical Planning efforts are focused on facilities, infrastructure, environmental management, recreation, and open spaces, and are conducted within the framework of the Board of Regents approved strategic plan and campus long-range development plans. Program/Project Planning provides programmatic development planning, including project definition, space requirements, preliminary cost, schedule, and phasing scenarios, and implementation.

PROJECT MANAGEMENT – DESIGN AND CONSTRUCTION

Project Management-Design and Construction provides the project management for major capital projects, which includes new construction and major renovations. Functions include the direction and leadership of project teams in the implementation and execution of CIP projects to meet objectives of the plans and developing projects within budget and on schedule. Project Management serves as the primary liaison among campus committees, user groups, architects, and contractors in all project phases from planning, programming, design, and construction through occupancy. The Project Management function also includes development of project budgets and schedules, and manages the services of architects, engineers and contractors.

ADMINISTRATION AND SUPPORT SERVICES

The Administration and Support Services provides administrative support to the director, and the Physical Planning and Project Management functions. Support services include fiscal, accounting, procurement, contract award and administration, capital budget preparation, legislative participation, and budget implementation, information/data systems, management reporting, asset management, and warranties. The Administration and Support Services directs, supports, and coordinates with campuses on the development of policies and standard operating procedures for means and methods to improve delivery, quality, and accountability in the allocation and expenditure of resources for physical facilities.
FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

Provides executive leadership in planning, organizing, directing, evaluating, and coordinating all aspects of UH Systemwide administrative and support functions including:

- Accounting
- Assets management
- Bond system operations
- Disbursing and payroll
- Treasury
- Internal and external auditing
- Procurement, real property, and risk management
- Human resources administration
- Information technology
- Budgeting

Also provides executive leadership in planning, organizing, directing, evaluating, and coordinating Community Colleges Administrative Affairs.
MAJOR FUNCTIONS

• Plans, supervises, and coordinates the University's audit function.

• Provides advice and assistance to the Board of Regents, President, and Vice President for Administration and Chief Financial Officer on auditing, internal control, and related matters.

• Plans, supervises, and coordinates teams of internal auditors in performing cyclical audits of selected University examinees.

• Develops and administers comprehensive Systemwide internal auditing to report on the quality of examinee's system of internal control and quality of performance in carrying out assigned responsibilities, adequacy of safeguards of assets, detection of variations or deficiencies for early corrective action, and extent of compliance with internal and external audit recommendations accepted by the University.

• Provides advice and assistance to various University offices in evaluating and reporting on the economy and efficiency in the use of resources, accomplishment of established objectives and goals for operations and programs, detection of unmet needs, as well as extent of compliance with policies, procedures, statutes, rules, and regulations.

• Develops and administers comprehensive Systemwide procurement and coordination of external auditing and consulting services to report on the reliability of financial statements of examinees, quality of examinee's system of internal control and quality of performance in carrying out assigned responsibilities, and extent of reliability of the University's administrative system, organization, accounting, and reporting system.

• Serves as the University's representative to external auditors and audit agencies.
Provides systemwide leadership, direction, planning, organization, and control of the University's risk management functions. Areas of program responsibility include tort claims, workers' compensation, safety, loss control, and insurance administration.

- Formulates systemwide long- and short-range risk management plans and objectives.
- Develops and oversees systemwide risk management policies and procedures.
- Develops, implements, and oversees programs that minimize the University's exposure to potential losses or damage involving physical assets, fidelity losses, liability claims, and workers' compensation.
- Assesses the University's risk exposure and insurance requirements. Determines and recommends appropriate levels of insurance coverage.
- Ensures compliance with legal requirements, rules and regulations, and policies and procedures.
- Directs the negotiation, execution, and administration of agreements relating to risk management.
- Periodically assesses the University's risk management program and prepares appropriate reports on risk management activities within the University.
- Investigates and gathers information regarding loss/damage claims involving University property and tort claims associated with University operations.
- Serves as the University liaison with the Department of Accounting and General Services, Risk Management Division.
- Provides training, guidance, and advice to University departments in all matters relating to risk management and insurance.
- Develops risk management forms.
- Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

FUNCTIONAL STATEMENT

Introduction

Information Technology Services has responsibility and authority for University of Hawai'i information technologies including telecommunications, academic computing and administrative information systems. It has operational responsibility for UH-Manoa campuswide facilities and services, and Systemwide responsibility for planning, policy, coordination, external relations and operational activities cutting across campuses.

Major Functions

Provides a broad range of information technology facilities to meet the Instruction, research, public service and administrative needs of the University community, including appropriate centralized computing facilities for the System, campuswide computer lab facilities for UH Manoa, and libraries of software.

Provides a broad range of information technology services to meet the instruction, research, public service and administrative needs of the University community, including dissemination of information relating to the use of information technology in higher education, provision of informal classes, seminars, training and documentation in the effective use of information technologies, and consultation and support in the planning and use of information technologies to meet specific functional statements.

Provides effective and secure administrative information systems (fiscal, student, human resource, budget, etc.) and assists users in accessing these systems for transaction processing, updating information, and retrieving relevant data and reports.

Provides effective and economical telecommunications networks that supply voice, data and video services to meet Systemwide needs relating to instruction, research, public service and administration, including the provision of Systemwide access to and external liaison with state, national and international networks and information technology services.

Provides instructional technologies to facilitate Systemwide access to high-quality higher education; coordinates Systemwide use of shared telecommunications and distance education technologies; and operates UH Manoa-based distance education technologies and systems.

Develops strategic plans, programs and policies pertaining to all aspects of Information technology; provides consultation to University executive offices relating to Information technology; promotes and represents the University's Information technology activities, programs and plans within the University and to relevant Systemwide, national and international communities.
STATE OF HAWAII
UNIVERSITY OF HAWAII SYSTEM
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR
ACADEMIC AFFAIRS

POSITION ORGANIZATION CHART

Chart A

OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAII SYSTEM
President, University of Hawaii System 89058

OFFICE OF THE VICE PRESIDENT FOR
ACADEMIC AFFAIRS
Vice President for Academic Affairs 89051
Private Secretary II SR-22 900029%
Assistant to Senior Executive 89382

DISTANCE LEARNING
Policy and Program Officer 89059

INFORMATION TECHNOLOGY SERVICES
(Also reports to Vice President for Administration and Chief Financial Officer)

COMMUNITY COLLEGES
ACADEMIC AFFAIRS
(See Chart B)

PLANNING AND POLICY
(See Chart C)

% To be redescribed
^ Excluded from position count, this chart

DATE JUL 01 2004

Perm
General Fund 4.00
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.
OFFICE OF PLANNING AND POLICY

MAJOR FUNCTIONS

Reports to the University of Hawai'i 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 country 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 student 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 Planning and Policy.

- Planning support to the Associate 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 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 Planning and Policy.

INSTITUTIONAL RESEARCH OFFICE

MAJOR FUNCTIONS

- Develop, manage SIMS.
- Data management, SIS, SIMS.
- Data administration.
- Systemized series of MAPS reports.
- Data analyzes 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 Studies (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 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 resource 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 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.
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<td>Director of International Affairs*</td>
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* To be redescribed
** Proposed position classification
+ Temporary assignment from Office of the Chancellor for Community Colleges

CHART UPDATED
DATE  JUL 01 2004

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR
INTERNATIONAL EDUCATION
ORGANIZATIONAL CHART

General Fund  9.00
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 ongoing scholar services including immigration and personal counseling.

Provides ongoing 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 constituents 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.
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<th>Position</th>
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**CHART UPDATED**

**DATE** JUL 01 2004

*Position count on this chart not part of the appropriation for UOH 903
*Excluded from position count, this chart
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
Positions on this chart are Temporary and not part of the appropriated position count, reflected organizationally on this chart. Excluded from position count, this chart.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT
FOR RESEARCH

FUNCTIONAL STATEMENT

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.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

FUNCTIONAL STATEMENT

The Office of the Vice President for External Affairs and University Relations provides system-wide leadership in planning, organizing, directing, evaluating, and coordinating the University's external affairs and relations. Program areas of responsibility include: marketing, brand management and collegiate licensing; governmental liaison and coordinating activities; public relations; news and media relations; print, broadcast and electronic communications and design; and event planning and execution.

Creative Services

Creative Services produces university system print and electronic publications and provides direct editorial and design services to the University system administration and campus, department and programs. Services included but are not limited to:

- Coordination, preparation, editing, design, photography, and production of a variety of publications for distribution within and outside the university.
- Design, editorial, photographic and production management in preparation of promotional and informational materials for the University system and its campuses, departments and programs.
- Management of the University's corporate identity program through education and application of its use in the University stationery program and other publications and materials.
- Review of marketing, promotional and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals.
- Collaboration with information technology personnel in development of the look, content and usability of and application of University graphics standards to University Web pages.
- Design, coordination and monitoring of the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Preparation, editing and production of a variety of publications for distribution within and outside of the University.
- Providing design and editorial resources to system, Unit, and campus departments in the preparation of promotional and informational materials.
- Develops strategies for appropriate publication of stories on University web pages.

Governmental Relations

The Governmental Relations unit seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University of Hawai'i and the members of the federal, executive, and legislative branches of government. This office ensures that the university's goals receive state and federal recognition and support; informs the university community on local, state and federal government matters by monitoring legislation that has a potential impact upon the University, responding to constituent inquiries and collaborating with other UH campuses and the community to build support for the University. This office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Development and maintenance of effective working relationships with the executive, legislative and county branches of government.
- Coordinating the University's efforts in communicating with government officers.
- Development of University policies for addressing governmental issues.
• Consolidating, editing and finalizing administrative proposals for insertion into the annual administrative legislation package.
• Tracking all legislative initiatives as they proceed through the state legislative session.
• Tracking all University of Hawai‘i federal appropriations.
• Providing an official contact point for local, state and federal governmental issues.
• Development of an effective advocacy plan that includes the University’s own constituency, alumni and friends.

Marketing and Branding

Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University system to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University’s advertising package. Responsibilities include but are not limited to:

• Development of the University marketing strategy and preparation of related marketing materials.
• Oversight of the University’s collegiate licensing and University branding (logo/trademark) marketing program, ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements; maximum revenues for the University’s collegiate licensing programs; investigation of possible violations of licensing agreements; and review of use of University name/logo/trademark on products for appropriateness, quality, and accuracy; development and interpretation of University collegiate licensing policies and procedures.

Public Relations

Public Relations supports the University of Hawai‘i system and primarily the Office of the President with all matters relating to national and international media audiences, public affairs and events related to building support for the University and its activities. The unit is organized into two sub-units: Public Affairs and Special Events.

Public Affairs manages the University national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

• Advising University officials, including the President, Regents and others, on public and media relations.
• Developing strategies for appropriate placement of stories through print, broadcast and/or Web media.
• Developing and maintaining relationship with media outlets to assure appropriate coverage of university news and respond to inquiries in an effective manner.
• Maintaining relationships with all units in the university system to assure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
• Coordinating University and external resources for the production of radio, television and other broadcast programming featuring University expertise, programs, successes and services.
• Monitoring and evaluation of university public and media relations activities to ensure consistency with university goals and objectives.
• Develops and maintains relationships with local media outlets to assure appropriate coverage of university news and responds to inquiries from the media in an effective manner.
• Produces news releases, articles, commentaries and other communication materials for dissemination in the media.
• Monitors local media for coverage of the University and to detect and remain knowledgeable on issues to which University faculty may contribute insight and expertise.
Special Events plans, coordinates and executes events in support of the University's strategic objectives related to public relations, marketing and support building. Responsibilities include but are not limited to:

- Developing events for the University of Hawai'i system administration, University units and related organizations. Sample events include receptions, dinners, groundbreaking ceremonies, etc.
- Coordinating all phases of event planning, which may include invitation and program design, event logistics, speech and script writing, etc.
- Maintaining a positive working relationship with internal and external departments and vendors.
- Providing protocol services, information and logistics.
- Coordinating special projects as required.

**Administrative Services**

Administrative Services provides internal support services for divisions within External Affairs and University Relations. Responsibilities include but are not limited to:

- Providing staff support to the Vice President for External Affairs and University Relations.
- Planning, preparing and coordinating materials and procedures for fiscal and personnel requirements for the Office of the Vice President for External Affairs and University Relations.
- Development and coordination of information technology services within the office.
- Development and maintenance of user-friendly Web sites that facilitate public access and ability to find information about the University of Hawai'i.
PROPOSED

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
PROPOSED
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
BOARD OF REGENTS
OFFICE OF INTERNAL AUDIT
POSITION ORGANIZATION CHART

BOARD OF REGENTS

OFFICE OF INTERNAL AUDIT

<table>
<thead>
<tr>
<th>Position</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Internal Audit</td>
<td>88218</td>
</tr>
<tr>
<td>Internal Auditor</td>
<td>PBC 80348</td>
</tr>
<tr>
<td>Internal Auditor</td>
<td>PBC 80312</td>
</tr>
<tr>
<td>Internal Auditor</td>
<td>PBB 77026</td>
</tr>
<tr>
<td>Secretary II</td>
<td>SR-14 21969</td>
</tr>
</tbody>
</table>

OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAII

President, University of Hawaiʻi System 89058 

1 Excluded from position count
INTRODUCTION

The Office of Internal Audit provides advice and assistance to the Board of Regents, the President, administrators and staff on auditing, internal control, and other related matters.

MAJOR FUNCTIONS

- Plans, supervises and coordinates the University's audit function.
- Plans, supervises and coordinates teams of internal auditors in performing cyclical audits of selected University examinees.
- Develops and administers comprehensive System wide internal auditing to report on the quality of examinee's system of internal control and quality of performance in carrying out assigned responsibilities, adequacy of safeguards of assets, detection of variations or deficiencies for early corrective action, and extent of compliance with internal and external audit recommendations accepted by the University.
- Provides advice and assistance to various University offices in evaluating and reporting on the economy and efficiency in the use of resources, accomplishment of established objectives and goals for operations and programs, detection of unmet needs, as well as extent of compliance with policies, procedures, statutes, rules and regulations.
- Develops and administers comprehensive System wide procurement and coordination of external auditing and consulting services to report on the reliability of financial statements of examinees, quality of examinee's system of internal control and quality of performance in carrying out assigned responsibilities, and extent of reliability of the University's administrative system, organization, accounting and reporting system.
- Serves as the University's representative to external auditors and audit agencies.
INTRODUCTION

The Office of the Vice President for Legal Affairs and University General Counsel provides legal services to the Board of Regents, the President, administrators, and staff of the University of Hawai‘i.

MAJOR FUNCTIONS

- Represents the University in federal and State court, administrative hearings, arbitrations, and contract negotiations.
- Provides advice and counsel to senior level executives and administrators on all legal matters and issues relating to faculty human resources.
- Represents the University in all administrative proceedings and all courts in litigation matters, including torts and employment matters.
- Reviews and approves as to legality and form contractual documents relating to the acquisition or transfer of interest in land.
- Furnishes legal opinions as requested by the Board of Regents and senior level executives, including legal memoranda.
- Makes settlement recommendations to the University administration.
- Performs legal research.
- Prepares and reviews legal documents.
- Provides assistance in drafting rules and policies.
- Meets regularly with clients to prepare for cases and keeps the University administration apprised of major cases.
- Provides training on legal issues to University administrators and staff.
- Provides leadership in the administration of the University’s Equal Employment Opportunity and Affirmative Action Program

RISK MANAGEMENT

- Provides leadership, direction, planning, organization, and control of the University’s risk management functions, including tort claims, workers’ compensation, safety, loss control, and insurance administration.
- Formulates system wide long- and short-range risk management plans and objectives.
- Develops and oversees system wide risk management policies and procedures.
• Develops, implements, and oversees programs that minimize the University's exposure to potential losses or damage involving physical assets, fidelity losses, liability claims, and workers' compensation.

• Assesses the University's risk exposure and insurance requirements. Determines and recommends appropriate levels of insurance coverage.

• Ensures compliance with legal requirements, rules and regulations, and policies and procedures.

• Directs the negotiation, execution, and administration of agreements relating to risk management.

• Periodically assesses the University's risk management program and prepares appropriate reports on risk management activities within the University.

• Investigates and gathers information regarding loss/damage claims involving University property and tort claims associated with University operations.

• Service as the University liaison with the Department of Accounting and General Services, Risk Management Division.

• Provides training, guidance, and advice to University departments in all matters relating to risk management and insurance.

• Develops risk management forms.

• Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program.
## PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE PRESIDENT, UH SYSTEM

POSITION ORGANIZATION CHART

<table>
<thead>
<tr>
<th>Office</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BOARD OF REGENTS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>OFFICE OF THE PRESIDENT, UH SYSTEM</strong></td>
<td></td>
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<tr>
<td>President</td>
<td>89058</td>
</tr>
<tr>
<td>Asst to Senior Executive</td>
<td>89172</td>
</tr>
<tr>
<td>Asst to Senior Executive</td>
<td>89362</td>
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<tr>
<td>Secretary I</td>
<td>SR-12</td>
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<td>Private Secretary III</td>
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</tbody>
</table>

1. To be redescribed
2. Temporary position to be converted to permanent status using position count from Position No. 100041

Authorized Position Count (No Current Classification): 81533
To be Abolished (Position Count to be Retained): 89437, 3650

General Fund: 8.00
INTRODUCTION

The Office of the President, University of Hawaiʻi, is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawaiʻi Constitution, Hawaiʻi Revised Statutes, and Board of Regents' policies.

MAJOR FUNCTIONS

*President, University of Hawaiʻi. As President of the University of Hawaiʻi, this position serves as chief executive officer with responsibility for:

- Directing the development of plans and programs and recommending policies designed to advance the instructional, research, and service goals of the University of Hawaiʻi campuses.

- Maintaining effective working relationships between the University and the Governor, legislators, other government officials, and the general public; and among students, faculty, and administrators of the various campuses.

- Recommending plans and policies for the statewide career and technical education programs in public institutions and for postsecondary education programs, and overseeing the implementation of approved plans and policies to ensure continuing excellence in the performance of related activities.

- Administering and coordinating University wide functions through appropriate senior executives and managers.
INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the following aspects of UH System wide administrative and support functions.

MAJOR FUNCTIONS

- Human resources administration
- Information technology
- Capital Improvements Program
- External Affairs and University Relations (Creative Services, Governmental Relations, Marketing and Branding, Public Relations, and Administrative Services)
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

FUNCTIONAL STATEMENT

INTRODUCTION

Information Technology Services has responsibility and authority for University of Hawai‘i information technologies including telecommunications, academic computing and administrative information systems. It has operational responsibility for UH-Manoa campuswide facilities and services, and Systemwide responsibility for planning, policy, coordination, external relations and operational activities cutting across campuses.

MAJOR FUNCTIONS

Provides a broad range of information technology facilities to meet the instruction, research, public service and administrative needs of the University community, including appropriate centralized computing facilities for the System, campuswide computer lab facilities for UH Manoa, and libraries of software.

Provides a broad range of information technology services to meet the instruction, research, public service and administrative needs of the University community, including dissemination of information relating to the use of information technology in higher education, provision of informal classes, seminars, training and documentation in the effective use of information technologies, and consultation and support in the planning and use of information technologies to meet specific functional statements.

Provides effective and secure administrative information systems (fiscal, student, human resources, budget, etc.) and assists users in accessing these systems for transaction processing, updating information, and retrieving relevant data and reports.

Provides effective and economical telecommunications networks that supply voice, data and video services to meet Systemwide needs relating to instruction, research, public service and administration, including the provision of Systemwide access to and external liaison with state, national and international networks and information technology services.

Provides instructional technologies to facilitate Statewide access to high-quality higher education; coordinates Systemwide use of shared telecommunications and distance education technologies; and operates UH Manoa-based distance education technologies and systems.

Develops strategic plans, programs and policies pertaining to all aspects of information technology; provides consultation to University executive offices relating to information technology; promotes and represents the university’s information technology activities, programs and plans within the University and to relevant Statewide, national and international communities.
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Chief of Staff 89448 1

OFFICE OF CAPITAL IMPROVEMENTS

Director of Capital Improvements 89233

Secretary/IV SR-18 100033 2

Capital Improvement Prg Off PBC 30153

PHYSICAL PLANNING

Registered Architect PBC 77096
Registered Architect Secretary 3
Registered Architect Facilities Planner 3

PROJECT MANAGEMENT–DESIGN & CONSTRUCTION

Facilities Planner PBD 77235
Facilities Planner Secretary 2
Facilities Planner Engineer 3

ADMINISTRATION & SUPPORT SERVICES

Registered Engineer PBC 81056
Registered Engineer Secretary 3
Registered Engineer Fiscal Accounting Sp 3
Registered Engineer Proc & Prop Mgt Sp 3
Registered Engineer Engineer 3
Registered Engineer Administrative Off 3
Registered Engineer Administrative Off 3
Registered Engineer IT Specialist 3

1 To be redescribed; excluded from position count
2 To be redescribed
3 To be created via reassigned position within the University and/or to be requested

General Fund Permi
General Fund 6.00 (to be reassigned/requested)
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAPITAL IMPROVEMENTS

FUNCTIONAL STATEMENT

Capital Improvement Projects (CIP) provides the University of Hawai'i campuses with a physical environment that supports teaching, research, and public service in keeping with the mission of the University. We believe the buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise. Facilities provide the centerpiece around which all other educational activities exist at the University.

OFFICE OF THE DIRECTOR

Provides system wide executive leadership, direction and control over the planning, development, implementation and integration of multi-campus CIP projects, long range physical development plans, and associated CIP budget requirements.

PHYSICAL PLANNING

Physical Planning provides comprehensive general, environmental, and project planning for major CIP. With an emphasis on the early and conceptual phase of the campuses' interest and needs, provides services that meet the academics, and student services and recreation needs while reflecting campus and community values. The Physical Planning efforts are focused on facilities, infrastructure, environmental management, recreation, and open spaces, and are conducted within the framework of the Board of Regents approved strategic plan and campus long-range development plans. Program/Project Planning provides programmatic development planning, including project definition, space requirements, preliminary cost, schedule, phasing scenarios, and implementation.

PROJECT MANAGEMENT - DESIGN AND CONSTRUCTION

Project Management-Design and Construction provides the project management for major capital projects, which includes new construction and major renovations. Functions include the direction and leadership of project teams in the implementation and execution of CIP projects to meet objectives of the plans and developing projects within budget and on schedule. Project Management serves as the primary liaison among campus committees, user groups, architects, and contractors in all project phases from planning, programming, design, and construction through occupancy. The Project Management function also includes development of project budgets and schedules, and manages the services of architects, engineers, and contractors.

ADMINISTRATION AND SUPPORTS SERVICES

The Administration and Support Services provides administrative support to the director, and the Physical Planning and Project Management functions. Support services include fiscal, accounting, procurement, contract award and administration, capital budget preparation, legislative participation, and budget implementation, information/data systems, management reporting, asset management, and warranties. The Administration and Support Services directs, supports, and coordinates with campuses on the development of policies and standard operating procedures for means and methods to improve delivery, quality, and accountability in the allocation and expenditures of resources for physical facilities.
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

FUNCTIONAL STATEMENT

The Office of External Affairs and University Relations provides system-wide leadership in planning, organizing, directing, evaluating, and coordinating the University's external affairs and relations. Program areas of responsibility include: marketing, brand management and collegiate licensing; governmental liaison and coordinating activities; public relations; news and media relations; print, broadcast and electronic communications and design; and event planning and execution.

Creative Services

Creative Services produces university system print and electronic publications and provides direct editorial and design services to the University system administration and campus, department and programs. Services included but are not limited to:

- Coordinates, prepares, edits, designs, photographs, and produces a variety of publications for distribution within and outside the university.
- Design, editorial, photographic and production management in preparation of promotional and informational materials for the University system and its campuses, departments and programs.
- Manages the University's corporate identity program through education and application of its use in the University stationery program and other publications and materials.
- Reviews marketing, promotional and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals.
- Collaborates with information technology personnel in development of the look, content and usability of and application of University graphics standards to University Web pages.
- Designs, coordinates and monitors the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Prepares edits and produces a variety of publications for distribution within and outside of the University.
- Provides design and editorial resources to system, unit, and campus departments in the preparation of promotional and informational materials.
- Develops strategies for appropriate publication of stories on University web pages.

Governmental Relations

The Governmental Relations unit seeks to promote the mission of public higher education in Hawai‘i by developing and strengthening relationships between the University of Hawai‘i and the members of the federal, executive, and legislative branches of government. This office ensures that the university's goals receive state and federal recognition and support; informs the university community on local, state and federal government matters by monitoring legislation that has a potential impact upon the University, responding to constituent inquiries and collaborating with other UH campuses and the community to build support for the University. This office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Development and maintenance of effective working relationships with the executive, legislative and county branches of government.
• Coordinating the University’s efforts in communicating with government officials.
• Development of University policies for addressing governmental issues.
• Consolidating, editing and finalizing administrative proposals for insertion into the annual administrative legislation package.
• Tracking all legislative initiatives as they proceed through the state legislative session.
• Tracking all University of Hawai‘i federal appropriations.
• Providing an official contact point for local, state and federal governmental issues.
• Development of an effective advocacy plan that includes the University’s own constituency, alumni and friends.

Marketing and Branding

Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University system to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University’s advertising package. Responsibilities include but are not limited to:

• Development of the University marketing strategy and preparation of related marketing materials.
• Oversight of the University’s collegiate licensing and University branding logo/trademark marketing program, ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements; maximum revenues for the University’s collegiate licensing programs; investigation of possible violations of licensing agreements; and review of use of University name/logo/trademark on products for appropriateness, quality, and accuracy; development and interpretation of University collegiate licensing policies and procedures.

Public Relations

Public Relations supports the University of Hawai‘i system and primarily the Office of the President with all matters relating to national and international media audiences, public affairs and events related to building support for the University and its activities. The unit is organized into two sub-units: Public Affairs and Special Events.

Public Affairs manages the University national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

• Advising University officials, including the President, Regents and others, on public and media relations.
• Developing strategies for appropriate placement of stories through print, broadcast and/or Web media.
• Developing and maintaining relationship with media outlets to assure appropriate coverage of university news and respond to inquiries in an effective manner.
• Maintaining relationships with all units in the university system to assure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
• Coordinating University and external resources for the production of radio, television and other broadcast programming featuring University expertise, programs, successes and services.
• Monitoring and evaluation of university public and media relations activities to ensure consistency with university goals and objectives.
• Develops and maintains relationships with local media outlets to assure appropriate coverage of university news and responds to inquiries from the media in an effective manner.
• Produces news releases, articles, commentaries and other communication materials for dissemination in the media.
• Monitors local media for coverage of the University and to detect and remain knowledgeable on issues to which University faculty may contribute insight and expertise.

Special Events plans, coordinates and executes events in support of the University’s strategic objectives related to public relations, marketing and support building. Responsibilities include but are not limited to:

• Developing events for the University of Hawai‘i system administration, University units and related organizations. Sample events include: receptions, dinners, groundbreaking ceremonies, etc.
• Coordinating all phases of event planning, which may include invitation and program design, event logistics, speech and script writings, etc.
• Maintaining a positive working relationship with internal and external departments and vendors.
• Providing protocol services, information and logistics.
• Coordinating special projects as required.

Administrative Services

Administrative Services provides internal support services for divisions within External Affairs and University Relations. Responsibilities include but are not limited to:

• Planning, preparing and coordinating materials and procedures for fiscal and personnel requirements for the Office of External Affairs and University Relations.
• Development and coordination of information technology services within the office.
• Development and maintenance of user-friendly Web sites that facilitate public access and ability to find information about the University of Hawai‘i.
OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAII SYSTEM

President, University of Hawaii System  89058 ¹

OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE /
CHIEF FINANCIAL OFFICER

VP for Administration and Chief Financial Officer  89283 ²
Private Secretary II  SR-22  100055 ²

UNIVERSITY BUDGET OFFICE ³
FINANCIAL MANAGEMENT ³
COMMUNITY COLLEGES
ADMINISTRATIVE AFFAIRS ³

CENTRAL ADMINISTRATIVE AFFAIRS

Dir of Sys Admin Affrs  89310
Sec II  SR-14  22222
Admin Off  PBC  81463
Admin Off  PBB  81173
Admin Off  PBA  80423
Adm & Fis Sup Sp  PBA  80905 ²

¹ Excluded from position count
² To be redescribed
³ No change to internal organizational structure
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/CHIEF FINANCIAL OFFICER

FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the following aspects of UH System wide budget and financial management functions.

MAJOR FUNCTIONS

- Accounting
- Assets management
- Bond system operations
- Disbursing and payroll
- Treasury
- Procurement and real property
- Budgeting

Also provides executive leadership in planning, organizing, directing, evaluating, and coordinating Community College Administrative Affairs.
OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAI'I SYSTEM

President, University of Hawai‘i System  89058 1

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY

Vice President for Academic Affairs  89051 2
Private Secretary II  SR-22  900029

COMMUNITY COLLEGES ACADEMIC AFFAIRS 3

PLANNING AND POLICY
(See Chart C)

INTERNATIONAL EDUCATION
(See Chart D)

1 Excluded from position count
2 To be redescribed
3 No change to internal organizational structure
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING
AND POLICY

FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in collaboratively setting forth the system wide academic vision and goals for the University of Hawai’i.

MAJOR FUNCTIONS

- 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.
- Develops and implements system wide 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 system wide University offices.
- In consultation with campus academic and student affairs offices, initiates and develops policies and procedures that require coordination among UH campuses, including but not limited to residency, admissions, enrollment management, recruitment, records and registration, financial aid, tuition waivers, scholarships, and tuition differentials.
- Coordinates system wide student assessment, research and surveys with Institutional Research Office.

COMMUNITY COLLEGES ACADEMIC AFFAIRS

- Oversees system wide community college academic affairs planning, policies, procedures, and coordination that impact the development and implementation of academic objectives and goals for the community colleges.
PLANNING AND POLICY

- Manages University-wide institutional long range planning efforts and provides planning support.
- Coordinates policy development/analysis and institutional assessment.
- Provides institutional research services and manages selected student assessment and service programs and information systems.
- Oversees system wide distance learning education planning, policies, procedures, and coordination.

INTERNATIONAL EDUCATION

- Oversees system wide international education planning, policies, procedures and coordination (International Education Programs and Exchange, Visiting Scholars and International Faculty Services, and International Partnerships and Entrepreneurship).

ACADEMIC PLANNING AND POLICY AND STUDENT AFFAIRS COLLABORATION

The Office of the UH System Vice President for Academic Planning and Policy and the Office of the UH System Vice President for Student Affairs will work closely and collaboratively in matters related to enrollment management, admissions, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials. In general, the Vice President for Academic Planning and Policy will have jurisdiction and leadership for the initiation and development of policies related to these areas, while the Vice President for Student Affairs will have jurisdiction and leadership for coordinating among campuses the implementation of system wide student affairs policies.
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING & POLICY

Vice President for Academic Affairs 89051

OFFICE OF PLANNING AND POLICY

Assoc Vice President 89173
Private Secretary II SR-22 100063

PROPOSED
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
OFFICE OF PLANNING AND POLICY
POSITION ORGANIZATION CHART

CHART C

PLANNING AND ACADEMIC AFFAIRS
Policy and Program Officer 89262

INSTITUTIONAL ASSESSMENT AND POLICY OFFICE
Educational Specialist PBB 80015
Institutional Analyst PBA 80049

INSTITUTIONAL RESEARCH OFFICE
Director Institutional Research** PBD 77256
Secretary III SR-16 19069
Inst. Analyst PBC 80220
IT Specialist PBB 80213
Inst. Analyst PBB 80216
Inst. Analyst PBB 81148
Inst. Analyst PBB 81180
IT Specialist PBA 80223

DISTANCE LEARNING
Policy and Program Officer 89059

** Broad Band title Institutional Support
1 To be redescribed; excluded from position count
2 Temporary position and not part of the appropriated position count; to be redescribed
3 Part of the UOH 902 appropriation reflected organizationally on this chart

Authorized Position Count (No Current Classification): 17481

General Fund 12.00
General Fund (UO 902) 2.00

c:issalorgchart0921 academic affairs.vsd
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
OFFICE OF PLANNING AND POLICY

FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

Reports to the University of Hawai’i System Vice President for Academic Planning and Policy 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 Planning and Policy, 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

- 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 Council of Chief Academic Officers (CCAO) (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 (ACCFSC).
- System-wide articulation and transfer.
- System-wide distance learning.
- 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 updating 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 CCAO 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 improvements, including drafting Board and executive academic policies.
- Performs analysis and development of system-wide policies that impact distance learning.
- Gathers system-wide data and prepares system-wide reports on distance learning as required.
- Provides research, analytical, and staff support for system-wide distance learning initiatives.
- Prepares legislative reports, studies, and testimony.

INSTITUTIONAL ASSESSMENT AND POLICY OFFICE

- 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 Planning & Policy.
- Planning support to the Associate 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 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.
- Administers and coordinates updates to and accuracy of data element definitions and master codes for system-wide student-related information systems.
- Administers student- and assessment-related budget for the Office of Planning and Policy.
INSTITUTIONAL RESEARCH OFFICE

- Manage, modify the Operational Data Store (ODS)
- Data management, ODS
- Develop, maintain student data warehouse and management information system (SIMSV2)
- Data administration.
- Systemized series of MAPS reports.
- Data analyses support for administrators.
- Mānoa & Hilo Student Tracking Systems
- Ad hoc requests and special studies.
- Financial planning model.
- Special reports and studies.
- Coordinate and respond to selected surveys sent to the University
- IPEDS coordination for the University
- Coordinate applicable federal mandates
- Develop a student 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 Studies (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 ODS and the Student Information Management System v.2 (SIMSV2), the University’s student data warehouse and management information reporting system.
- 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.

- Develops, administers, coordinates, and monitors data management information on a system-wide basis for ODS and SIMSV2. Administers and manages ODS and SIMSV2 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 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 systemize 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, 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 model and statistical techniques as required for operations and strategic planning.
<table>
<thead>
<tr>
<th>Office</th>
<th>Code</th>
<th>Notes</th>
</tr>
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<tbody>
<tr>
<td><strong>Office of the Vice President for Academic Planning and Policy</strong></td>
<td></td>
<td></td>
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<tr>
<td>Vice President for Academic Affairs</td>
<td>89051</td>
<td>1 To be redescribed, excluded from position count</td>
</tr>
<tr>
<td><strong>Office of International Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of International Affairs</td>
<td>89380</td>
<td>2 To be redescribed</td>
</tr>
<tr>
<td>Secretary II</td>
<td>SR-14</td>
<td></td>
</tr>
<tr>
<td>Educational Specialist</td>
<td>PBB</td>
<td>81158 2 To be redescribed</td>
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<tr>
<td>Educational Specialist</td>
<td>PBB</td>
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1 To be redescribed, excluded from position count
2 To be redescribed

To be Abolished (Position Count to be Retained): 89001, 89031
The Office of International Education is responsible for providing leadership for facilitating and coordinating international education system wide 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 is:

- Establishing and implementing system wide 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 system wide 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 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.
OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAII SYSTEM

President, University of Hawaii System 89058

OFFICE OF THE VICE PRESIDENT FOR RESEARCH

Vice President for Research 89447T
Private Secretary II SR-22
Vice Chancellor for Student and Community Affairs (CC) 900100
Secretary IV 89266

OFFICE OF RESEARCH SERVICES
OFFICE OF TECHNOLOGY TRANSFER AND ECONOMIC DEVELOPMENT
UNIVERSITY CONNECTIONS

PROPOSED
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR RESEARCH
POSITION ORGANIZATION CHART

1 Excluded from position count
2 Temporary position and not part of the appropriated position count
3 To be redescribed
4 No change to internal organizational structure
INTRODUCTION

The Office of the Vice President for Research 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.

MAJOR FUNCTIONS

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

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

- Develops system wide 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 system wide policy research issues involving governmental, private, international and other external agencies.

- Assures efficient and effective financial management of all extramural research and training contracts and grants that are entered into by the University.

- Facilitates and encourages technology transfer and economic development activities by the University on a system wide basis.
### Office of the President, University of Hawai’i System

<table>
<thead>
<tr>
<th>Position</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>President, University of Hawai’i System</td>
<td>89058</td>
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### Office of the Vice President for Student Affairs

<table>
<thead>
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<th>Code</th>
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<tbody>
<tr>
<td>Vice President for Student Affairs</td>
<td>89103</td>
</tr>
<tr>
<td>Private Secretary II</td>
<td>SR-22</td>
</tr>
<tr>
<td>Academic Support</td>
<td>PBB</td>
</tr>
<tr>
<td>Instructional &amp; Student Support</td>
<td>PBC</td>
</tr>
<tr>
<td></td>
<td>81021</td>
</tr>
</tbody>
</table>

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1. Excluded from position count
2. Part of the UOH 902 appropriation reflected organizationally on this chart
3. Serves as administrative liaison for the Hawai’i Commission for National and Community Service and the National Corporation for Community Service

**Proposed**

State of Hawai’i
University of Hawai’i
Systemwide Administration
Vice President for Student Affairs
Position Organization Chart

Perm

- General Fund: 2.00
- General Fund (UOH 902): 2.00

oc:sse\orgchr\t0926 student affairs.vsd
PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR STUDENT AFFAIRS

FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership for Student Affairs in the University of Hawai‘i System. In collaboration and consultation with the Office of the UH System Vice President for Academic Planning and Policy and Senior Student Affairs and Student Services Officers on all UH campuses, this office initiates, develops and coordinates system wide Student Affairs programs.

This office advocates for Student Affairs faculty and staff, students, and equity of service to students throughout the University of Hawai‘i System.

This office serves as administrative liaison for the Hawai‘i Commission for 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.

MAJOR FUNCTIONS

• Advises the senior University staff on Student Affairs matters.

• Serves as administrative liaison with Board of Regents Committee on Student Affairs.

• Serves as an advocate for students within the scope and intent of the Board of Regents, executive policy and the UH system and campus strategic plans, goals, and objectives.

• In consultation with the Office of the UH System Vice President for Academic Planning and Policy, participates in the development of student affairs policies and coordinates the implementation of system wide policies among UH campuses, including but not limited to residency, admissions, enrollment management, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials.

• In consultation with campus student affairs and student services offices, develops and facilitates Student Affairs programs that require coordination among UH campuses, including but not limited to counseling; student employment and cooperative education; career services; internships; service learning; judicial affairs; residence halls; students with disabilities; child care; student health insurance; student health services; student equity and diversity; and international student services.

• Convenes/facilitates meetings of the UH Council of Senior Student Affairs Officers (CSSAO).

• Works with UH System Student Caucus.

• Monitors campuses’ compliance with federal and state statutes, acts, and administrative procedures related to Student Affairs programs and jurisdictions.
• Works with the 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.

ACADEMIC PLANNING AND POLICY AND STUDENT AFFAIRS COLLABORATION

It is imperative that the Office of the UH System Vice President for Academic Planning and Policy and the Office of the UH System Vice President for Student Affairs work closely and collaboratively in matters related to enrollment management, admissions, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials. In general, the Vice President for Academic Planning and Policy will have jurisdiction and leadership for the initiation and development of policies related to these areas, while the Vice President for Student Affairs will have jurisdiction and leadership for coordinating among campuses the implementation of system wide student affairs policies.