EXECUTIVE SUMMARY

SENIOR VICE PRESIDENT FOR ADMINISTRATION
AUXILIARY ENTERPRISES

Enclosed for your information is the proposed reorganization of the University of Hawaii Office of Auxiliary Enterprises. The proposed reorganization reflects the consolidation of self-supporting or fee based programs and realignment of units to functionally provide support services to the Senior Vice President for Administration. Auxiliary Services (Parking & Transportation, Waahila Faculty Housing & Food Service, Campus Mail & Duplicating Services), Bookstore System, and Support Services will make up the Office of Auxiliary Enterprises. The above listed units will report to the Director of Auxiliary Enterprises (M08, position number 89251).

The Campus Security unit will be reassigned from Auxiliary Services to Facilities, Grounds, and Safety. The Telecommunications unit will be reassigned from Auxiliary Services to Information Technology. The function of the Personnel Office in the Bookstore System will be reassigned to Support Services in order to reflect the expanded scope of support provided by this office.

Three positions are proposed for reclassification. There are no additional positions or additional allotment of funds being requested as a result of this reorganization.
PRESENT ORGANIZATION

The Senior Vice President for Administration's reorganization was approved by the Board of Regents on March 18, 1994. The integration and coordination of administrative, financial, and operational functions were streamlined and improved systemwide as a result of the reorganization.

Bookstores & Auxiliary Services is one of seven major units reporting to the Senior Vice President for Administration. This unit encompasses systemwide bookstores and Manoa Campus auxiliary functions.

The University of Hawaii Bookstore System is a self-supporting operation encompassing each of the University's campuses, the UH Manoa Campus Post Office and the UH Manoa Medical School Bookstore.

University of Hawaii at Manoa Auxiliary Services comprises Parking, Transportation Services, Central Duplicating Services, Campus Mail Services, Waahila Faculty Housing, Food Services, Telecommunications, and Campus Security. Administrative support is provided by the Administrative Services section of the Office of Facilities, Grounds, and Safety, previously known as Campus Operations.

Another major unit reporting to the Senior Vice President for Administration is Financial Management. The Bond System, Central Accounting, Contracts & Grants, Disbursing & Payroll, Fiscal Services, and Treasury & Support Services presently report to the Office of Financial Management. The Support Services section performs a variety of functions, such as administering Worker's Compensation, Civil Defense coordination, and other administrative functions.

PROPOSED REORGANIZATION

It is proposed that functional realignments for Bookstores and Auxiliary Services take place based on the following rationale:
1. To consolidate self-supporting or fee based programs under this unit, it is proposed that the entity be changed to Auxiliary Enterprises, in order to more accurately reflect the revenue generating nature of its operations.

2. To continue emphasis on systemwide Bookstore Services, it is proposed that the University of Hawaii General Bookstore Manager assume systemwide responsibilities, and that clerical support be reassigned to this position.

3. To consolidate similar functions within the University Bookstores, it is proposed that the Medical Bookstore be reassigned to the Tradebook section of the University of Hawaii at Manoa Bookstore.

4. To streamline fiscal control and consolidate accounting functions within the Bookstore System, it is proposed that a newly established position be moved from Medical Bookstore to the Bookstore Administrative Offices.

5. To conform with the Board of Regents' Strategic Plan for Information Technology as well as provide for operational coordination in responding to emergencies, reporting and correcting health and safety deficiencies, it is proposed that the Telecommunications unit of Auxiliary Services be reassigned to the Office of Information Technology.

6. To facilitate issues such as safety and security on the Manoa campus, it is proposed that the Campus Security unit of Auxiliary Services be reassigned to the Office of Facilities, Grounds, and Safety.

7. To provide administrative support for the remaining Auxiliary Services units (Parking & Transportation, Faculty Housing & Food Services, and Duplicating & Campus Mail), it is proposed that five (5) positions be reassigned to Auxiliary Services under the proposed Office of Auxiliary Enterprises.

8. To facilitate issues such as Workers' Compensation, Civil Defense, and traffic congestion, it is proposed that the Support Services unit of Financial Management be transferred to Auxiliary Enterprises.

9. To facilitate the handling and processing of personnel actions within the Senior Vice President for Administration's systemwide operations, it is proposed that the Personnel Officer currently assigned to the Bookstore be reassigned to the Support Services unit of Auxiliary Enterprises.
To accomplish the above objectives, the following actions are proposed:

<table>
<thead>
<tr>
<th>Position No.</th>
<th>Position Title</th>
<th>Current Status</th>
<th>Chart No.</th>
<th>Proposed Change</th>
<th>New Chart No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>13644</td>
<td>Secretary III</td>
<td>Assigned to University Bookstores</td>
<td>V-A</td>
<td>Redescribe and reassign to Auxiliary Enterprises</td>
<td>V-B</td>
</tr>
<tr>
<td>81813</td>
<td>UH General Bookstore Manager</td>
<td>Assigned to UH Manoa Bookstore</td>
<td>V-A</td>
<td>Redescribe and reclassify. Reassign to UH Bookstores (systemwide)</td>
<td>V-B</td>
</tr>
<tr>
<td>15538</td>
<td>Clerk-Typist II</td>
<td>Reports to Secretary III, position #13644</td>
<td>V-A</td>
<td>Redescribe and report to UH Gen Bks Mgr, position #81813</td>
<td>V-B</td>
</tr>
<tr>
<td>81507</td>
<td>UH Adm &amp; Fiscal Support Sp</td>
<td>Assigned to UH Manoa Bookstore/ Medical Bookstore. Reports to UH Gen Bks Mgr, position #81813</td>
<td>V-A</td>
<td>Reassign to UH Manoa Bookstore/Tradebook section, Report to UH Bookstore Dept Mgr II, position #80126</td>
<td>V-B</td>
</tr>
<tr>
<td>47164</td>
<td>Clerk III</td>
<td>Assigned to UH Manoa Bookstore/ Medical Bookstore, Reports to UH Adm &amp; Fiscal Support Sp, position #81507</td>
<td>V-A</td>
<td>Reassign to UH Manoa Bookstore/Tradebook section, Report to UH Bookstore Dept Mgr II, position #80126</td>
<td>V-B</td>
</tr>
<tr>
<td>80395</td>
<td>UH Adm &amp; Fiscal Support Sp (Former pseudo #94876F)</td>
<td>Appropriated for UH Manoa/Medical Bookstore</td>
<td>V-A</td>
<td>Reassign to Bookstore System/Administrative Offices</td>
<td>V-B</td>
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<tr>
<td>*(All positions on current Auxiliary Services/Telecommunications Chart VC-1)</td>
<td>Assigned to Bookstores and Auxiliary Services</td>
<td>VC-1</td>
<td>Reassign to Information Technology</td>
<td>IV</td>
<td></td>
</tr>
<tr>
<td>*(All positions listed on current Auxiliary Services/Campus Security Chart V-C4)</td>
<td>Assigned to Bookstores and Auxiliary Services</td>
<td>VC-4</td>
<td>Reassign to Facilities, Grounds and Safety</td>
<td>VII</td>
<td></td>
</tr>
<tr>
<td>81505</td>
<td>UH Adm Officer IV</td>
<td>Assigned to Facilities, Grounds, and Safety</td>
<td>VII-A</td>
<td>Reassign to Auxiliary Enterprises for Auxiliary Services administrative support</td>
<td>V-A</td>
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<tr>
<td>80276</td>
<td>UH Fs Acc Sp II</td>
<td>Assigned to Facilities, Grounds, and Safety</td>
<td>VII-A</td>
<td>Reassign to Auxiliary Enterprises for Auxiliary Services administrative support</td>
<td>V-A</td>
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<tr>
<td>81753</td>
<td>UH Fs Acc Sp II</td>
<td>Assigned to Facilities, Grounds, and Safety</td>
<td>VII-A</td>
<td>Reassign to Auxiliary Enterprises for Auxiliary Services administrative support</td>
<td>V-A</td>
</tr>
<tr>
<td>15948</td>
<td>Acc Clerk IV</td>
<td>Assigned to Facilities, Grounds, and Safety</td>
<td>VII-A</td>
<td>Reassign to Auxiliary Enterprises for Auxiliary Services administrative support</td>
<td>V-A</td>
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<tr>
<td>13572</td>
<td>Acc Clerk III</td>
<td>Assigned to Facilities, Grounds, and Safety</td>
<td>VII-A</td>
<td>Reassign to Auxiliary Enterprises for Auxiliary Services administrative support</td>
<td>V-A</td>
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<tr>
<td>89162</td>
<td>Support Svc Coord</td>
<td>Assigned to Financial Management. Reports to Director, pos # 89264</td>
<td>II-F</td>
<td>Reassign to Auxiliary Enterprises. Report to Director, pos # 89251</td>
<td>V</td>
</tr>
<tr>
<td>89293</td>
<td>Commuter Program Develop Coord</td>
<td>Assigned to University Bookstores</td>
<td>V-A</td>
<td>Redescribe and reclassify. Reassign to Support Services</td>
<td>V</td>
</tr>
<tr>
<td>86204</td>
<td>UH Personnel Officer</td>
<td>Assigned to University Bookstores</td>
<td>V-A</td>
<td>Redescribe and reclassify. Reassign to Support Services</td>
<td>V</td>
</tr>
</tbody>
</table>
BACKGROUND / NATURE OF THE PROPOSED REORGANIZATION

1) The reorganization of the Senior Vice President for Administration resulted in the establishment of Bookstores & Auxiliary Services. The Director of University Bookstores (position #89251) has assumed the additional duties of directing Auxiliary Services, and has been reclassified to Director of Auxiliary Enterprises. It is proposed that Bookstores and Auxiliary Services be retitled to Auxiliary Enterprises, in order to accurately reflect this new scope of responsibility.

2) Reassignment of existing positions and functions: To functionally align duties which require special expertise, it is also proposed that the following functions be reassigned:

- Telecommunications unit of Auxiliary Services from Bookstores & Auxiliary Services to Information Technology.

- Campus Security unit from Bookstores & Auxiliary Services to Facilities, Grounds, and Safety.

- Office of Administrative Services for Auxiliary Services from Facilities, Grounds, and Safety to Auxiliary Enterprises.

- Support Services unit from Financial Management to Auxiliary Enterprises.

- UH Personnel Officer (position #80204) from University Bookstores to Support Services.

- As a means of internal reorganization of the University Bookstores, it is proposed that the Medical Bookstore be reassigned to the Tradebook section at the Manoa campus store.

- As a result of the consolidation of Medical Bookstore and Tradebook activities, the UH Administrative & Fiscal Support Specialist (position #80395) can be better utilized by reassignment from UH Manoa Medical Bookstore to Bookstore System Administrative Offices.

Additional positions, functions and programs: There are no new positions and no functional additions or programmatic changes are being requested at this time.
Variance: There are no position variances and no new positions will be required as replacements for positions being reclassified at this time.

Operational impact: There is no operational impact to any of the reassignments as the Directors and Managers are currently in their positions and functions as the program heads at this time. The only impact is the reporting relationship of the Directors and Managers to a new Director. The delivery of goods and services will improve because of the continuity of operational goals and objectives in operating philosophies. Working relationships within Auxiliary Enterprises will allow for cost savings between departments and collaboration on improving services to the University community. There will be no adverse impact on students and the general public as a consequence of the proposed reorganization of Auxiliary Enterprises. On the other hand, this reorganization is intended to enhance and facilitate administrative support services to students, faculty, staff and the general public.

Reclassification or redescription impact: There are three positions being impacted by the reorganization:

- UH General Bookstore Manager, position #81813
- UH Personnel Officer I, position #80204
- Secretary III, position #13644

The proposed reorganization and the reclassification requests will clarify job functions and reflect the expanded scope of responsibilities for the positions.

Additional office space required: The proposed reorganization will not require any additional office space or other requirements that have already been planned for.

Additional cost of reorganization: Although the source of funding for centralized administrative services will be shared by the various components of the proposed Auxiliary Enterprises, no additional allotment of funds are being requested to accomplish this reorganization.
REASONS FOR PROPOSING THE REORGANIZATION

The proposed reorganization is the final phase of the Senior Vice President for Administration reorganization previously approved on March 18, 1994. This proposal is the realignment proposed by the Senior Vice President’s actions which consolidates programs which are self-supporting or fee-based services. In addition, it provides for programmatic and functional realignment of programs which makes the delivery of goods and services more cost effective and efficient.

Organizational realignment is the only solution to delineate the functional relationships of the divisions and clearly defines the roles and interrelationships of each department.

OTHER ALTERNATIVES CONSIDERED

An alternative to the proposed reorganization is to retain the existing organization which groups non-related activities and functional operations in dissimilar departmental organizations. This is not a viable alternative as it would require additional resources and expand the scope of operations in several of the areas currently being proposed for realignment. The grouping of functional departments which are fee-based programs will promote effective and efficient delivery of goods and services to the University community.

The ideal alternative would be to accept the proposed reorganization. This alternative will ensure the continuation of effective operations of the University Bookstore System, Auxiliary Services, and Support Services which will provide continuity and effective delivery of goods and services.

ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS

Attachment I: Current Organization Chart
Attachment II: Current Functional Statement
Attachment III: Proposed Organization Chart
Attachment IV: Proposed Functional Statement
CURRENT ORGANIZATION CHARTS

PROPOSAL FOR MINOR REORGANIZATION OF THE UNIVERSITY OF HAWAII

SENIOR VICE PRESIDENT FOR ADMINISTRATION

AUXILIARY ENTERPRISES

MARCH 1995
Detailed position organization charts are currently being processed to reflect changes resulting from the March 18, 1994 reorganization of the Office of Senior Vice President for Administration.
Detailed position organization charts are currently being processed to reflect changes resulting from the March 18, 1994 reorganization of the Office of Senior Vice President for Administration.
ATTACHMENT I
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HANOA
VICE PRESIDENT FOR FINANCE & OPERATIONS
CAMPUS OPERATIONS
AUXILIARY SERVICES
CHART V-C
CURRENT

OFFICE OF THE DIRECTOR
OF CAMPUS OPERATIONS

OFFICE OF THE DIRECTOR
OF AUXILIARY SERVICES
Director of Auxiliary Services, M-07, #88030

Secretary II,
SR-14, 13575 (B)

TELECOMMUNICATIONS
CHART V-C1

FACULTY HOUSING
& FOOD SERVICES
CHART V-C2

PARKING
& TRANSPORTATION
CHART V-C3

CAMPUS SECURITY
CHART V-C4

DUPICATING & CAMPUS
MAIL SERVICES
CHART V-C5

General Funds 1.00
(B) Special Funds 1.00

JUN 30 1984
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<td>UH Elec Engineer I, P-12, #81737</td>
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<td>UH Aux 1 &amp; Fac Svcs Off IV, P-09, #81792</td>
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<td>UH Aux 1 &amp; Fac Svcs Off II, P-05, #80827</td>
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<td>UH Aux 1 &amp; Fac Svcs Off I, P-03, #81804</td>
</tr>
<tr>
<td>Clerk III, SR-08, #22676</td>
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<tr>
<td>Telephone Switchboard Oper III, SR-09, #0788</td>
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<tr>
<td>Telephone Switchboard Oper II, SR-07, #07467</td>
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General Funds 10.00

JUN 30 1994
ATTACHMENT I

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE & OPERATIONS
AUXILIARY SERVICES
FACULTY HOUSING AND FOOD SERVICE
CHART V-CZ
C indifferent

OFFICE OF THE DIRECTOR
OF AUXILIARY SERVICES

FACULTY HOUSING & FOOD
SERVICE

UM Auxil & Fac Svs Off VII
P-13
RB0754 (W)

*Clint-Stenographer II
SR-09
#14131 (B)

FACULTY HOUSING

Clark IV, SR-10, #13186
Bldg Maint Wtrkr I, WB-09, #12979 (W)
Bldg Maint Hldr, WB-05, #43011 (W)

FOOD SERVICES

UM Auxil & Fac Svs Off III
P-07
#92588P (B)

FORMAL CONTRACT

General Funds 1.00
(B) Special Funds 2.00
(W) Revolving Funds 1.00

To be redescribed
Establishment Pending
Auxil & Fac Svs Off, #92568F

JUN 30 994
### Office of the Director of Auxiliary Services

#### Campus Security
- UH Auxil & Fac Svs Off VI
  - P-13, 988477
- UH Auxil & Fac Svs Off IV
  - P-08, 901195

#### Clerk-Typist II, SR-08
  - 94294

#### Univ Security Off II:
- SR-18, 913509
- Univ Security Off II,
  - SR-15, 925574, 91249,
  - 913552, 925544, 915364
  - 941814
- Univ Security Off II,
  - SR-14, 903575, 910581,
  - 924542, 924574, 924575,
  - 924578, 928568, 923668,
  - 926100, 926111, 92714,
  - 939526, 936555, 935660,
  - 93685, 936682, 939167,
  - 93686, 929408, 924859,
  - 939491, 928493,
  - 943575, 948515, 948516,
  - 941106 (B), 941109 (B),
  - 946110 (B)
- Tal Switched Oper II,
  - SR-07, 941325
ATTACHMENT I
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
VICE PRESIDENT FOR FINANCE & OPERATIONS
CAMPUSS OPERATIONS
AUXILIARY SERVICES
DUPICATING AND CAMPUS MAIL SERVICES
CHART V-CS
CURRENT

General Funds 17.00

JAN 30 1994
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<th>Location</th>
<th>Mgr &amp; Contact Info</th>
<th>Manager &amp; Contact Info</th>
</tr>
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<tr>
<td>Univ of Hawaii AT HILO</td>
<td>UH Bks Mgr II, P07, #80135 Acct Clerk III, SR11, #23807</td>
<td>Clerk III, SR08, #35138</td>
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<tr>
<td>LeeWARD CC</td>
<td>UH Bks Mgr II, P07, #80187 Acct Clerk III, SR11, #19604 Clerk III, SR08, #26727</td>
<td>Clerk IV, SR10, #23809 Clerk, #94355F*</td>
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<tr>
<td>KapiOLANI CC</td>
<td>UH Bks Mgr II, P07, #80187 Clerk IV, SR10, #23809 Clerk, #94355F*</td>
<td>Clerk IV, SR10, #23809 Clerk, #94356F*</td>
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<tr>
<td>MAUI CC</td>
<td>UH Bks Mgr I, P05, #80129 Clerk III, SR08, #42016</td>
<td>Clerk III, SR08, #42746</td>
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<tr>
<td>WINDWARD CC</td>
<td>UH Bks Mgr I, P05, #80131 Clerk III, SR08, #42746</td>
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<td>KAUAI CC</td>
<td>UH Bks Mgr I, P05, #80130 Clerk III, SR08, #42745</td>
<td>Clerk III, SR08, #42745</td>
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*Pending Establishment

JUN 30 1994
CURRENT FUNCTIONAL STATEMENT

PROPOSAL FOR MINOR REORGANIZATION OF THE UNIVERSITY OF HAWAII

SENIOR VICE PRESIDENT FOR ADMINISTRATION AUXILIARY ENTERPRISES

MARCH 1995
MAJOR FUNCTIONS

- Plans, organizes, directs, and controls the Systemwide cash collection and short-term cash management activities of the University.

- Receives, pre-audits, and records all cash collection data of the University System; reconciles cash collection with bank statement.

- Directs, manages, and oversees University change funds; controls temporary cash advances for registration purposes.

- Administers the University’s short-term investment program.

- Distributes financial aid and tuition refund checks to students.

- Controls and coordinates the registration collection module in the Integrated Student Information System (ISIS).

- Develops policies and procedures governing cash collections and short-term cash management activities.

- Administers delegated worker’s compensation claims for the Office of Senior Vice President for Administration.

- Administers controls for issuance of updates to UH Administrative Procedures and Executive Policies.

- Performs functions of Civil Defense Coordinator for the University System.

- Plans, organizes, and implements programs to address transportation and traffic congestion problems relating to commuters throughout the University System.
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
BOOKSTORES AND AUXILIARY SERVICES

INTRODUCTION

Provides leadership and coordination in planning, developing, and directing activities relating to UH Manoa Auxiliary Services and the UH Bookstore System.

MAJOR FUNCTIONS

- Plans, organizes, and directs UH Manoa Auxiliary Services programs which include Parking, Transportation Services, Central Duplicating Services, Campus Mail Services, Waahila Faculty Housing, Food Services, Telecommunications, and Campus Security.

- Plans, organizes, and directs operations of eight campus bookstores, the UH Manoa Campus Post Office, and other bookstore facilities throughout the UH System.
MAJOR FUNCTIONS

- Develops parking and traffic regulations to provide for the equitable allocation of available campus parking spaces, and for the orderly flow of traffic on the UH Manoa campus.

- Coordinates a vehicle fleet management program which includes the purchase or lease, preventive maintenance and repair of University vehicles.

- Provides a central facility for reprographic services and satellite copier machines for the UH Manoa campus.

- Performs mail services to provide for the daily pickup, sorting, and delivery of mail from/to UH Manoa units, including intra-campus, incoming, outgoing, and State messenger mail.

- Controls operation of the self-supporting Waahila Faculty Housing facility to assist new faculty members with low-cost, temporary housing.

- Develops and administers the food service contract for UH Manoa.

- Develops and administers voice telecommunications system for UH Manoa, including student dormitory and Waahila Faculty Housing facilities, and emergency call boxes linked to the Campus Security Office.

- Provides security for personnel and property on the Manoa campus at all times.
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
BOOKSTORES AND AUXILIARY SERVICES
BOOKSTORE SYSTEM

MAJOR FUNCTIONS

• Provides Bookstore services to each campus of the UH System.

• Coordinates the timely purchase and sale of text materials prescribed by the faculty.

• Provides a variety of tradebooks and magazines for technical, supplementary, and recreational reading.

• Provides for the sale of classroom, office, art, and laboratory supplies; in addition to souvenirs and items for personal convenience.

• Offers a variety of computer hardware, software, and peripherals to meet academic needs, and supports the computer literacy program throughout the UH System.

• Provides for the timely purchase and sale of text and reference materials for various outreach programs.

• Receives, prices, and stores merchandise pending display or sale.

• Provides a variety of postal services for resale at each campus of the UH System.

11/22/93
PROPOSED ORGANIZATION CHARTS

PROPOSAL FOR MINOR REORGANIZATION OF THE
UNIVERSITY OF HAWAII

SENIOR VICE PRESIDENT FOR ADMINISTRATION

AUXILIARY ENTERPRISES

MARCH 1995
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
AUXILIARY ENTERPRISES
Chart V

senior vice president
for administration

auxiliary enterprises
director of auxiliary enterprises: M08M #89251

support services
support services coord: M04M #89162
comm prog dev coord: M02M #89293
*uh personnel officer I: P03 #80204

auxiliary services: Chart V-A

bookstore system: Chart V-B

approved:
rahme ito,
senior vice president for administration

date: 5/25/85

*to be redescribed.
ATTACHMENT IV

PROPOSED FUNCTIONAL STATEMENT

PROPOSAL FOR MINOR REORGANIZATION OF THE UNIVERSITY OF HAWAII

SENIOR VICE PRESIDENT FOR ADMINISTRATION

AUXILIARY ENTERPRISES

MARCH 1995
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
AUXILIARY ENTERPRISES

INTRODUCTION

Provides leadership and coordination in planning, developing, and directing activities relating to Systemwide Support Services, UH Manoa Auxiliary Services, and the UH Bookstore System.

MAJOR FUNCTIONS

Director of Auxiliary Enterprises

- Plans, organizes, and directs UH Manoa Auxiliary Services programs which include Parking, Transportation Services, Central Duplicating Services, Campus Mail Services, Waahila Faculty Housing, and Food Services.

- Plans, organizes, and directs operations of eight campus bookstores, the UH Manoa Campus Post Office, and other bookstore facilities throughout the UH System.

- Plans, organizes, and directs Systemwide support services.

Support Services

- Administers delegated worker's compensation claims for the Office of Senior Vice President for Administration.

- Performs functions of Civil Defense Coordinator for the University System.

- Plans, organizes, and implements programs to address transportation and traffic congestion problems relating to commuters throughout the University System.

- Administers personnel for delegated units under the Office of Senior Vice President for Administration.
Attachment IV
Proposed Functional Statement

Page 2 of 2

Auxiliary Services

- Develops parking and traffic regulations to provide for the equitable allocation of available campus parking spaces, and for the orderly flow of traffic on the UH Manoa campus.

- Coordinates a vehicle fleet management program which includes the purchase or lease, preventive maintenance and repair of University vehicles.

- Provides a central facility for reprographic services and satellite copier machines for the UH Manoa campus.

- Performs mail services to provide for the daily pickup, sorting, and delivery of mail from/to UH Manoa units, including intra-campus, incoming, outgoing, and State messenger mail.

- Controls operation of the self-supporting Waahila Faculty Housing facility to assist new faculty members with low-cost, temporary housing.

- Develops and administers the food service contract for UH Manoa.

Bookstore System

- Provides Bookstore services to each campus of the UH System.

- Coordinates the timely purchase and sale of text materials prescribed by the faculty.

- Provides a variety of tradebooks, medical books, and magazines for technical, supplementary, and recreational reading.

- Provides for the sale of classroom, office, art, and laboratory supplies; in addition to souvenirs and items for personal convenience.

- Offers a variety of computer hardware, software, and peripherals to meet academic needs, and supports the computer literacy program throughout the UH System.

- Provides for the timely purchase and sale of text and reference materials for various outreach programs.

- Receives, price, and stores merchandise pending display or sale.

- Provides a variety of postal services for resale at each campus of the UH System.
March 23, 1994

TO: Wayne Fujishige  Alex Uyeda  
    Kalvin Kashimoto  Norman Yamamura  
    David Lassner  Ed Yanai  
    Claire Nakamura  Ed Yuen

FROM: Ralph T. Hori, Jr.  
      Senior Vice President for Administration

SUBJECT: APPROVED REORGANIZATION OF THE OFFICE OF SENIOR VICE PRESIDENT FOR ADMINISTRATION

On March 18, 1994, the Board of Regents approved the reorganization of the Office of the Senior Vice President for Administration as represented by the attached proposal of November 22, 1993. This approved document shall serve as the basis for any subsequent reorganization proposals.

One of the tasks requiring immediate attention is the implementation of the Human Resources Information System (HRIS) within units reporting to the Office of the Senior Vice President for Administration. In the interim, Carol Ogata, Personnel Officer for the Bookstore System, has been assigned to work with Claire Nakamura in implementing the HRIS framework to be established for the Systemwide units reporting to the Senior Vice President. Carol will be contacting members of your staff to arrange an overview and training session.

Your cooperation and assistance are requested in facilitating the transitions which lie ahead.

Attachment: 12/02/93 Memo from President Mortimer to Chairperson Stephenson, Transmitting 11/22/93 Reorganization Proposal

C: Director Ah San
Reorganization of the Office of the Senior Vice President for Administration

In accordance with the Board’s policy on reorganization of University organizational units, it is recommended that the Board approve the reorganization of the systemwide Office of the Senior Vice President for Administration.

The need to reorganize the Office of the Senior Vice President for Administration results from the restructuring of the University administration wherein additional functions were assigned to the Vice President for Finance and Operations. In so doing, the position was retitled Senior Vice President for Administration. The purpose of the proposed reorganization, therefore, is to incorporate the new functions and improve operations through the integration and coordination of functions now assigned to the Office of the Senior Vice President for Administration.

Although the basic operational units at the lower levels of the current organization remain intact, the proposed functional realignments at the division level are based on the following rationale:

1. To consolidate the provision of basic financial services, including assets management, bond financing, and treasury operations, under a Division of Financial Management.

2. To consolidate the provision of personnel and procurement services under a Division of Human and Material Resources. The combination of procurement and personnel will enable the University to focus attention on these areas, both of which are subject to a high degree of State and Federal regulation, legal liability and the need for risk management, and expectations concerning employee and vendor equity.

3. To implement the first recommended action of the Strategic Plan for Information Technology which was adopted by the Board of Regents in February 1992, by merging and integrating key operational units under a Division of Information Technology headed by a chief information officer with responsibility for coordinating systemwide telecommunications, academic computing, administrative computing, and distance education technologies.

4. To consolidate the provision of self-supporting or fee-based services such as Universitywide bookstores; as well as UH-Manoa parking and transportation services, food services, duplicating services, and campus mail services; under a Division of Bookstores and Auxiliary Services.

3/18/94
5. To retain the alignment of activities associated with the planning, design, construction, operation, and maintenance of UH-Manoa buildings, grounds, and utilities in accordance with environmental health and safety standards as well as program needs.

6. To assist the Senior Vice President for Administration in effectively discharging his expanded scope of duties which now include responsibility for information technology, budget, and personnel, by appointing an Associate Vice President for Administration.

7. To provide added focus to the critical tasks of planning for and conducting labor negotiations, by establishing an Office of Collective Bargaining.

Costs related to the proposed reorganization should be minimal, and no adverse impact on students and University clientele is expected.

Consultation has occurred with the University of Hawaii Professional Assembly, the Hawaii Government Employees' Association, and the United Public Workers.

RECOMMENDATION: That the Board approve the reorganization of the Office of the Senior Vice President for Administration as reflected in the attached organizational chart.

-2- 3/18/94
TO: H. Howard Stephenson  
Chairperson, Board of Regents

FROM: Kenneth P. Mortimer  
President, University of Hawaii and  
Chancellor, University of Hawaii at Manoa

SUBJECT: REORGANIZATION OF THE OFFICE OF SENIOR VICE PRESIDENT FOR ADMINISTRATION

SPECIFIC ACTION REQUESTED

It is requested that the Board of Regents approve the following actions in accordance with the applicable section of the Board of Regents' Bylaws and Policies:

1. Under Section 3-1, Establishment/Reorganization, approve the reorganization of the Systemwide Office of Senior Vice President for Administration; and

2. Under Section 9-14, Executive/Managerial Personnel Policies, approve the amendment and retitling of the Managerial class, Director of Campus Operations, pay range M08-M (nonacademic), to an Executive class, Associate Vice President for Administration, pay range M10-E (nonacademic).

RECOMMENDED EFFECTIVE DATE

It is recommended that these actions take effect upon approval by the Board of Regents.
PURPOSE

The need for restructuring the Office of Senior Vice President for Administration stems from the reorganization of the University Administration which the Board approved on September 17, 1993, wherein the functional areas of academic and administrative computing, budget, and personnel were added to the responsibilities of the Vice President for Finance and Operations who was then re-titled to Senior Vice President for Administration. The purpose of the proposed reorganization is to streamline and improve the delivery of administrative, financial, and operational functions Systemwide through the integration and coordination of those functions.

Although the basic operational units at the lower levels of the current organization remain intact, the proposed functional realignments at the division level are based on the following rationale:

1. To consolidate the provision of basic financial services, including assets management, bond financing, and treasury operations, under a Division of Financial Management.

2. To consolidate the provision of personnel and procurement services under a Division of Human and Material Resources. The combination of procurement and personnel will enable the University to focus attention on these areas, both of which are subject to a high degree of State and Federal regulation, legal liability and the need for risk management, and expectations concerning employee and vendor equity.

3. To implement the first recommended action of the Strategic Plan for Information Technology which was adopted by the Board of Regents in February 1992, by merging and integrating key operational units under a Division of Information Technology headed by a chief information officer with responsibility for coordinating Systemwide telecommunications, academic computing, administrative computing, and distance education technologies.

4. To consolidate the provision of self-supporting or fee-based services such as Universitywide bookstores; as well as UH Manoa parking and transportation services, food services, duplicating services, and campus mail services; under a Division of Bookstores
and Auxiliary Services.

5. To retain the alignment of activities associated with the planning, design, construction, operation, and maintenance of UH Manoa buildings, grounds, and utilities in accordance with environmental health and safety standards as well as program needs.

6. To assist the Senior Vice President for Administration in effectively discharging his expanded scope of duties which now include responsibility for information technology, budget, and personnel, by appointing an Associate Vice President for Administration.

7. To provide added focus to the critical tasks of planning for and conducting labor negotiations, by establishing an Office of Collective Bargaining.

BACKGROUND INFORMATION

Present Organization. Recommendations in A Master Plan for the University of Hawaii, which the Board of Regents adopted in 1991, formed the basis for a reorganization of the University of Hawaii Administration which the Board approved on September 17, 1993. The September 1993 reorganization of the Office of President, UH System and Chancellor, UH Manoa resulted in the assignment of additional responsibilities to the Vice President for Finance and Operations, among other changes.

Prior to the President's reorganization, the following positions reported to the Office of Vice President for Finance and Operations:

1. Director of Campus Operations, #89233, M08-M

2. Director of Faculty Housing Development and Assistance, #89322, M06-M

3. Director of Financial Operations, #89212, M08-M

4. Director of Internal Audit, #89218, M05-M

5. Director of Procurement, Property, and Risk Management, #89217, M06-M
Chairperson Stephenson  
December 2, 1993  
Page 4

6. Director of Treasury and Support Services, #89264, M06-M

7. Director of University Bookstores, #89251, M05-M

The September 1993 reorganization of the Administration called for five additional, totaling twelve, directors to report to the Vice President for Finance and Operations who was retitled to Senior Vice President for Administration:

8. Director of Computing Center, #89333, M08-M

9. Director of Information Technology, #89268, M08-M

10. Director of Management and Information Systems, #89003, M07-M

11. Director of Personnel, #89053, M10-E

12. Director of University Budget, #89196, M10-E

Proposed Organization. The proposed reorganization of the Office of Senior Vice President for Administration would result in a realignment of functions to reduce the number of direct line reports to the office from twelve to seven positions:

1. The current position of Director of Financial Operations is responsible for the Fiscal Services Office, Contracts and Grants Management Office, Disbursing and Payroll Office, and Central Accounting Office. Under the reorganization proposal, this position would assume added responsibility for the Bond System as well as Treasury and Support Services, and continue to report to the Senior Vice President for Administration in the new capacity of Division Chief of Financial Management and Controller.

2. The current position of Director of Procurement, Property, and Risk Management, who now oversees the Procurement and Property Management Office, will assume additional responsibility for the Personnel Management Office and continue to report to the Senior Vice President for Administration in the new capacity of Division Chief of Human and Material Resources.

3. The current position of Director of Information Technology, who has charge of the Office of Information Technology, will assume
additional responsibility for the Computing Center and the Management Systems Office in the new capacity of Division Chief of Information Technology, and continue to report to the Senior Vice President for Administration.

4. The current position of Director of University Bookstores, who is accountable for eight campus bookstores and several branch bookstores throughout the University of Hawaii System, will assume additional responsibility for UH Manoa Auxiliary Services in the new capacity of Division Chief of Bookstores and Auxiliary Services, and continue reporting to the Senior Vice President for Administration.

5. The current position of Director of University Budget will continue to report to the Senior Vice President for Administration.

6. The current position of Director of Administrative Services, #89302, M05-M, who directs the provision of administrative and fiscal support for UH Manoa Campus Operations, will also assume programmatic responsibility for Buildings and Grounds Management, Environmental Health and Safety, and Facilities Planning and Management. As Division Chief of Facilities and Grounds Management, this position will report to the Senior Vice President for Administration.

7. The current position of Director of Faculty Housing Development and Assistance shall continue to report to the Senior Vice President for Administration.

In addition, the following staff assignments are proposed for the Office of Senior Vice President for Administration:

1. The current position of Director of Campus Operations will assume added responsibility as Associate Vice President for Administration, and be transferred to the Office of Senior Vice President for Administration.

2. A vacant position from the Personnel Management Office will be reallocated to the proposed Office of Collective Bargaining to serve as the University’s Chief Negotiator with responsibility for providing leadership and coordination for Unit 07 and Unit 08 collective
bargaining matters. The Chief Negotiator will report to the Senior Vice President for Administration.

3. The current position of Director of Internal Audit shall continue to report to the Senior Vice President for Administration.

Effects on Staffing. This proposal focuses on changes in the organizational structure of major divisions reporting to the Office of Senior Vice President for Administration, which were necessitated by the addition of functional assignments approved under the President's reorganization. As detailed plans are developed for implementation of functional realignments below the division level, further consultation will occur with the exclusive collective bargaining representatives.

Impact on Services and Students. As part of the President's reorganization, Systemwide functions were consolidated under a Senior Vice President for Administration in order to focus the delivery of services through a more coordinated application of limited resources. There will be no adverse impact on students and the general public as a consequence of the proposed reorganization of the Office of Senior Vice President for Administration. Rather, this reorganization is intended to facilitate the provision of enhanced administrative support services for students, employees, and the public within allocated resources.

Estimated Costs of Position and Space Reallocation. The estimated costs related to this reorganization should be minimal. Functional realignments will be implemented to improve the efficiency and effectiveness of operations within current budgets.

Consultation with Collective Bargaining Representatives. Consultation has occurred with the University of Hawaii Professional Assembly, Hawaii Government Employees' Association, and United Public Workers. As implementation of the functional realignments outlined herein progresses within the respective divisions, further consultation will occur with the exclusive collective bargaining representatives.

ACTION RECOMMENDED

It is recommended that the Board of Regents approve the following actions at its December 1993 meeting:
1. Proposed reorganization of the Office of Senior Vice President for Administration; and

2. Amendment and retitling of the Managerial class, Director of Campus Operations, pay range M08-M (nonacademic), to an Executive class, Associate Vice President for Administration, pay range M10-E (nonacademic).

Attachments

c: Secretary of the Board Shiramizu
   Senior Vice President Horii
EXECUTIVE SUMMARY

SENIOR VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF FINANCIAL MANAGEMENT

This reorganization restructures finance functions in order to promote efficient and effective operations within the Office of Financial Management (OFM). Internal changes to subunits under the OFM include the abolishment of the Central Accounting Office and reassignment of most of its staff and functions to a new Governmental Accounting and Cost Studies Office (former Contracts and Grants Management Office). In addition, a Property and Fund Management Office which is responsible for inventory management, bond fund, and tax management functions was created. The Disbursing and Payroll Office, and Fiscal Services Office remain basically unchanged.

Inventory management functions and staff were transferred from the Procurement, Property and Risk Management Office in the Office of Human and Material Resources to the OFM, and Support Services functions and staff from the former Treasury and Support Services Office (now the Bursar Office) were transferred to the Office of Auxiliary Enterprises.

No additional costs are expected and no additional positions will be requested as a result of this reorganization.
Addendum to the December 1994 Proposal for Reorganization:
University of Hawai‘i
Senior Vice President for Administration
Financial Management

The December 1994 Proposal for Reorganization of Financial Management which was circulated for union consultation, reflected a transfer of the Student Loan section of the Central Accounting Office (abolished) to the Bursar Office. This transfer was subsequently reconsidered and the determination made to reassign the Student Loan section to the Governmental Accounting and Cost Studies Office rather than the Bursar Office. This change in the reorganization proposal was discussed and clarified with the HGEA representative.
PRESENT ORGANIZATION

Under the current organization, the following positions and offices reports to the Director of Financial Operations in the Fiscal Services Office:

1. UH Fiscal Accounting Specialist VI, P-13, #80150, Central Accounting Office;

2. Contracts and Grants Administrator, M-06-M, #89006, Contracts and Grants Management Office;

3. UH Fiscal Accounting Specialist VI, P-13, #80158, Disbursing and Payroll Office.

The March 18, 1994 reorganization of the Office of the Senior Vice President for Administration resulted in the addition of two offices reporting to a newly created Director of Financial Management and Controller. The two positions and offices reporting to the Director of Financial Management and Controller are:

1. UH Administrative Officer IV, P-09, #81268, Bond System; and


In addition, the Fiscal Services Office now reports to the Director of Financial Management and Controller.

PROPOSED ORGANIZATION

In addition to the six Offices referenced above, Financial Management will assume responsibility for the Inventory Management Section (excluding the Surplus Property Warehousing Section) currently assigned to Human and Material Resources. However, the Support Services Section in the Office of Treasury and Support Services will be transferred out to Bookstores and Auxiliary Services.

Given the above mentioned functions and offices, the proposed reorganization will involve the following actions:
Proposal for Reorganization of Financial Management

Page 2

1. Financial Management will be retained and be headed by the former Director of Financial Operations. A vacant Secretary II position, #15349 will be reassigned from the Central Accounting Office to provide secretarial support. A UH Administrative Officer position, #80173 will also be reassigned from the Central Administration Fiscal Office to provide administrative and fiscal support to the Director of Financial Management and Controller since he will assume all fiscal officer functions for his operations.

2. The Disbursing and Payroll Office remains unchanged and position #80158 will report to the Director of Financial Management and Controller. However, the Vouchering Section will be renamed Accounts Payable since we no longer voucher payments.

3. The Central Accounting Office will be abolished and its major functions and personnel will be assigned to other offices. The Accounting and Reporting Section and personnel will be reassigned to the Governmental Accounting and Cost Studies Office. The Accounting and Reporting Section will also be renamed General Accounting Section. The Collection Section and personnel will be transferred to the Bursar and Collections Office and be renamed Loan Collections Section.

4. The Fiscal Services Office remains unchanged, except that position #893458 will report to the Director of Financial Management and Controller since the Director of the Fiscal Services Office is now the Director of Financial Management and Controller. In addition, positions #81852 and #81095 will be reassigned to this Office from the Central Accounting Office and continue to provide technical accounting system support in view of the current preparation and maintenance requirement for a new financial management information system scheduled for roll out in July 1, 1995.

5. The Treasury and Support Services Office will change in two respects:

i. The Support Services function will be transferred to Bookstores and Auxiliary Services; and

ii. The Collection Section from the Central Accounting Office will be transferred to this Office and renamed Loan Collection Section.
In addition, the name will be changed to Office of Bursar and Collections to more accurately reflect its proposed functions.

6. The Contracts and Grants Management Office will be reorganized and assume the accounting and reporting function from the Central Accounting Office. This new organization will be named the Office of Governmental Accounting and Cost Studies. All of the sections within the Office will also be renamed to be more descriptive of their actual functions. The sections comprising this Office will be Sponsored Projects Accounting, General Accounting, Cost and Rate Analysis, Contracts, and Compliance. Position #80150 from the Central Accounting Office will head the General Accounting Section.

7. A new Office will be created and entitled Office of Property and Fund Management. Position #80143 will head this new Office and will be reassigned from the Fiscal Services Office. The Bond Fund, Inventory Management and a newly created Tax Management Section will comprise this new Office. The warehousing function, which is currently included in the Inventory Management Section, will be assigned to Facilities, Grounds, and Safety.

An attachment summarizes the reorganization position transfers.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

The assumption of additional duties and responsibilities in view of the overall University reorganization provides opportunities to restructure the finance functions to promote efficient and effective operations. In addition, the existing organization has become outdated and is in need of functional regrouping.

It is believed that the proposed reorganization can function very well with the existing staffing into the immediate future which might not be true under the current organization. A number of reassignment of functions and positions is being proposed which are explained in the previous section and the attached detailed charts. However, few reclassification actions are expected. No additional costs to implement the organization is expected and no additional positions will be requested as a result.
REASON FOR PROPOSED REORGANIZATION

The proposed reorganization was prompted largely as a result of the March 18, 1994 reorganization of the Office of the Senior Vice President for Administration, but also in view of the need to more effectively and efficiently align the finance functions under one manager. The latter reason accounts for the transfer of the Inventory Management function to Financial Management. We have found that it is best to view inventory as fixed assets subsidiary and a part of the financial system, rather than as a discrete and separate part. Having it as part of finance will better afford it the attention required to resolve audit deficiencies cited in Federal and other external audits. The proposed organization also reduces the span of control over line managers from at least six to five while maintaining existing position counts and funds within existing budget allocations.

The consolidation of the accounting function under one office, and the merger of Treasury, Cashier and Loan Collection into one Office is also expected to promote efficiencies because of what we consider to be a merging of complementary functions.

ALTERNATIVES CONSIDERED

Admittedly, there are a great variety of alternative organizations possible; but, given the assigned functions, workload and pressing issues facing Financial Management, we feel that the proposed organization is best to enable us to move forward.

Attachments:  Summary of Position Transfers  
Current Organization Charts and Functional Statements  
Proposed Organizational Charts and Functional Statements
CURRENT ORGANIZATION CHARTS AND FUNCTIONAL STATEMENTS

PROPOSAL FOR REORGANIZATION OF THE UNIVERSITY OF HAWAII OFFICE OF SENIOR VICE PRESIDENT FOR ADMINISTRATION

November 22, 1993
(No Change)
PROPOSED ORGANIZATION CHARTS AND FUNCTIONAL STATEMENTS

PROPOSAL FOR REORGANIZATION OF THE UNIVERSITY OF HAWAII OFFICE OF SENIOR VICE PRESIDENT FOR ADMINISTRATION

November 22, 1993
MAJOR FUNCTIONS

- Provides executive leadership, plans, organizes, directs, evaluates, and exercises general control and coordination over all aspects of:
  - UH Systemwide administrative and support functions including accounting, assets management, bond system operations, contracts and grants management, disbursing and payroll, treasury and cashiering, internal and external auditing, procurement, real property, risk management, personnel and labor relations, physical planning and capital improvements, information technology, bookstore operations, budgeting, and faculty housing and assistance programs.
  - UH Manoa administrative and support functions including facilities planning and management, buildings and grounds management, auxiliary enterprises, campus security, and environmental health and safety.
  - Serves as the University representative to the State Department of Attorney General on all legal matters relating to University Administration programs, activities, and employees.
INTRODUCTION

The Office of Collective Bargaining functions as the University’s representative on collective bargaining matters. The Chief Negotiator serves as liaison to the State Office of Collective Bargaining on collective bargaining issues that affect Board of Regents employees and union contracts of Units 07 and 09.

MAJOR FUNCTIONS

- Plans, develops, directs, and coordinates the formulation of management’s philosophy and strategies for public collective bargaining.
- Plans and formulates management’s objectives, criteria to measure accomplishment of objectives, and programs through which objectives can be achieved.
- Coordinates the gathering of data such as position counts, funding, classification and pay, prevailing community job rates, ascension pay rates, employee turnover rates, and fringe benefit costs for use in negotiation, fact-finding, and arbitration.
- Prepares and coordinates the preparation of the University’s contract change proposals and data to support employer’s proposal.
- Conducts negotiations with exclusive employee organizations within the guidelines and parameters established by the State Office of Collective Bargaining.
- Receives, analyzes, and assesses the cost impact of union proposals to the University.
- Conducts and coordinates management caucuses.
- In the event of impasse, prepares and coordinates the employer’s efforts in data gathering, preparation of briefs, rebuttal briefs, and arbitration briefs.
- Prepares and submits testimonies as needed and testifies before appropriate legislative committees as required.
- Prepares and submits reports as may be requested by the President/ Chancellor or Board of Regents.
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SENIOR VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF INTERNAL AUDIT

MAJOR FUNCTIONS

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

○ Provides advice and assistance to the Board of Regents, President, and Senior Vice President for Administration 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.

11/22/93
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
FINANCIAL MANAGEMENT

MAJOR FUNCTIONS

- Plans, directs, and controls the Systemwide review, approval, execution, financial management, accounting, and reporting of all extramurally financed contracts, grants, and nonfinancial agreements entered into by the University of Hawaii.

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

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

- Plans, directs, and controls Systemwide treasury and support operations.

- Plans, directs, and controls Systemwide fiscal services activities.

- Plans, directs, and controls University Bond System activities.

11/22/93
INTRODUCTION

The University Revenue-Undertakings Fund or University Bond System (UBS) is a revolving fund established pursuant to Chapter 306-10, Hawaii Revised Statutes. UBS comprises the following projects:

- UH Manoa Student Housing
- UH Hilo Student Housing
- UH Manoa Faculty Housing
- UH Manoa Campus Center
- University Bookstore System
- UH Manoa Parking Operations
- Mauna Kea Power Line
- Maui Community College Student Housing
- Telecommunications System
- Onizuka Center for International Astronomy

MAJOR FUNCTIONS

- Provides leadership to UBS projects in (1) budget preparation, (2) generation and accounting of revenues, (3) expenditure control, and (4) development and implementation of investment strategies to ensure maximum yield.

- Provides guidance to project directors in resolving management issues and problems.

- Develops and implements policies, rules, and procedures to ensure the self-financing nature of the projects.

- Prepares prospectus and financing models; compiles and analyzes financial data relating to the sale of revenue bonds.
MAJOR FUNCTIONS

- Oversees accounting of all University funds.
- Prepares the University's financial statements.
- Provides accounting liaison with the State Department of Accounting and General Services.
- Advises fiscal administrators on accounting matters.
- Assists internal and external auditors.
- Prepares special reports for management, the State, and outside users.
- Distributes interest income from the pool and interest-bearing accounts.
- Assists in the recordkeeping, collection, and write-off of accounts receivable.
- Monitors and accounts for endowment funds.
- Performs recordkeeping, collection, and related activities in the management of student notes receivable and other receivables.
INTRODUCTION

The Contracts and Grants Management Office is responsible for ensuring that all business and financial management activities relating to extramural awards are performed in accordance with Federal, State, University, and granting agency regulations.

MAJOR FUNCTIONS

- Performs technical and legal reviews and executes all extramural contracts and grants.
- Develops and coordinates Systemwide policies and procedures for extramural awards management.
- Coordinates external auditor activities and resolution of all findings.
- Performs internal compliance audits of UH programs receiving Federal funds.
- Prepares Systemwide billings, cost reconciliations, and financial reports to sponsors for all extramural awards.
- Prepares the annual UH Indirect Cost Study and negotiates indirect cost rates with the Federal government.
- Controls and manages Federal cost sharing and extramurally financed vacation and sick leave reserves.
- Serves as the UH central depository for all extramural award documents.

11/22/93
MAJOR FUNCTIONS

- Coordinates the timely and accurate payment, reimbursement, or transfer of all University obligations from State of Hawaii appropriations or funds assigned to the University of Hawaii.

- Develops policies and procedures for processing encumbrance and payment documents in accordance with Federal, State, and University regulations.

- Performs final pre-audit function with respect to legality, propriety, and authority for all proposed encumbrances and payments before processing payments (excepting payroll checks which are issued through the State payroll system).

- Develops policies and procedures for the establishment and control of petty cash funds and imprest checking accounts.

- Pre-audits payroll source documents and processes information into both the State and University payroll systems, including priority payroll, lump sum vacation payments, workers' compensation payments, and temporary disability payments.

- Coordinates the distribution of all payroll checks.

- Coordinates and maintains the Student, Casual and Overload Payroll Information System (SCOPIS) for processing payroll payments to nonregular employees.

- Coordinates the preparation and distribution of Federal and State income tax Forms W-2 and 1099-MISC.

- Develops policies and procedures for processing and reporting of taxability of employee business expenses; pre-audits and posts taxable amounts for proper withholding and reporting through the State payroll system.

- Coordinates quarterly wage reporting as required by the State Department of Labor and Industrial Relations; coordinates processing of unemployment claims relating to University contract and claim transactions.

- Coordinates processing of legal requests for information and garnishment orders including child support, court judgments, Federal levy, and IRS audits.

- Researches, analyzes, and responds to vendor or employee inquiries and complaints with respect to payments.

- Prepares Summary Warrant Vouchers for reimbursement, and bond repayments for submission to the State Department of Accounting and General Services (DAGS).

- Records and reconciles all contract and claim encumbrances with DAGS at fiscal yearend.

- Edits and monitors reports on encumbrance extensions, insufficient funds, and accounts payable.

11/22/93
MAJOR FUNCTIONS

- Plans, coordinates and controls the financial accounting and reporting activities for the University System.

- Plans and directs the analysis, design, development, implementation, and revision of the University's Systemwide accounting and reporting system.

- Represents the University in Statewide accounting and reporting projects.

- Organizes and coordinates the fiscal yearend closing for the University.

- Writes or directs the writing and issuance of the UH Administrative Procedures setting forth Systemwide accounting policies and procedures.

- Oversees University compliance with laws, rules, and administrative procedures pertaining to financial accounting, disbursing and payroll, and contracts and grants activities.

- Plans and implements the identification and documentation of needs for a new financial management information system. Responsible for ensuring the successful replacement of the University's current system with an online system that meets all identified requirements.
MAJOR FUNCTIONS

- Plans, organizes, directs, and controls the Systemwide cash collection and short-term cash management activities of the University.

- Receives, pre-audits, and records all cash collection data of the University System; reconciles cash collection with bank statement.

- Directs, manages, and oversees University change funds; controls temporary cash advances for registration purposes.

- Administers the University's short-term investment program.

- Distributes financial aid and tuition refund checks to students.

- Controls and coordinates the registration collection module in the Integrated Student Information System (ISIS).

- Develops policies and procedures governing cash collections and short-term cash management activities.

- Administers delegated workers' compensation claims for the Office of Senior Vice President for Administration.

- Administers controls for issuance of updates to UH Administrative Procedures and Executive Policies.

- Performs functions of Civil Defense Coordinator for the University System.

- Plans, organizes, and implements programs to address transportation and traffic congestion problems relating to commuters throughout the University System.
INTRODUCTION

Provides leadership and exercises general control and coordination over the University's personnel, procurement, and property functions.

MAJOR FUNCTIONS

- Directs and coordinates Universitywide personnel management and administration functions.
- Directs and coordinates Universitywide contracting and procurement activities.
- Directs and coordinates all transactions involving University real property.
- Directs and coordinates Universitywide accounting of personal property assets.
- Directs and coordinates Universitywide risk management program.
- Directs and coordinates Universitywide records management program.
- Directs and coordinates Universitywide licensing program.
INTRODUCTION

Provides overall direction and leadership in the Systemwide development of personnel policies and procedures. Provides personnel management services to the University System.

MAJOR FUNCTIONS

- Provides overall leadership and direction in the development of personnel policies and procedures for the University System.
- Conducts hearings on grievances and issues decisions.
- Serves as liaison to the Hawaii Labor Relations Board and other external agencies relative to personnel matters.
- Provides Systemwide guidance on immigration matters, including liaison with the US Immigration and Naturalization Service.
- Provides overall leadership and coordination in the implementation of the University's Human Resources Information System (HRIS).
- Provides leadership and coordination in the development and administration of the State's Civil Service recruitment, examination, and appointment program for the University System.
- Provides leadership in the administration of the classification and compensation plans for Civil Service, APT, and E/M positions.
- Provides leadership in the administration of the State of Hawaii's Health Fund.
- Provides leadership in the administration of the employee benefits program, including tax sheltered annuities, US savings bonds, etc.
- Provides leadership in the planning, development, and implementation of employee training and service award programs.
- Provides leadership in the development and maintenance of a workers' compensation management system.
INTRODUCTION

Provides overall direction and leadership in the Systemwide development of procurement and property management policies and procedures. Plans, organizes, directs, and controls procurement, property, risk, and records management activities for the University System.

MAJOR FUNCTIONS

- Provides overall leadership and direction for the acquisition of goods and services through the University’s centralized-decentralized procurement system.
- Provides overall leadership and coordination in transactions involving University real property.
- Provides leadership and coordination in the development and administration of the University’s risk management program.
- Provides leadership in the development and administration of the University’s collegiate licensing program.
- Provides leadership and coordination in accounting for all personal property assets of the UH System in accordance with Federal, State, University, and granting agency regulations.
- Provides warehousing facilities for storage, transfer, and disposal of personal property.
- Provides leadership in the auditing of fiscal officer transactions.
- Provides leadership in the planning, development, and implementation of fiscal officer training programs.
- Provides leadership in the development of legislation involving procurement and property management issues.
INTRODUCTION

The Division of Information Technology has responsibility and authority for University of Hawaii information technologies including telecommunications, 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 requirements.

- 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 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.
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
BOOKSTORES & AUXILIARY SERVICES

CHART V
(Proposed)

SENIOR VICE PRESIDENT FOR ADMINISTRATION

BOOKSTORES & AUXILIARY SERVICES

AUXILIARY SERVICES

BOOKSTORE SYSTEM

11/18/93

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
MAR 18 1994
INTRODUCTION

Provides leadership and coordination in planning, developing, and directing activities relating to UH Manoa Auxiliary Services and the UH Bookstore System.

MAJOR FUNCTIONS

- Plans, organizes, and directs UH Manoa Auxiliary Services programs which include Parking, Transportation Services, Central Duplicating Services, Campus Mail Services, Waahila Faculty Housing, Food Services, Telecommunications, and Campus Security.

- Plans, organizes, and directs operations of eight campus bookstores, the UH Manoa Campus Post Office, and other bookstore facilities throughout the UH System.
MAJOR FUNCTIONS

- Develops parking and traffic regulations to provide for the equitable allocation of available campus parking spaces, and for the orderly flow of traffic on the UH Manoa campus.

- Coordinates a vehicle fleet management program which includes the purchase or lease, preventive maintenance, and repair of University vehicles.

- Provides a central facility for reprographic services and satellite copier machines for the UH Manoa campus.

- Performs mail services to provide for the daily pickup, sorting, and delivery of mail from/to UH Manoa units, including intra-campus, incoming, outgoing, and State messenger mail.

- Controls operations of the self-supporting Waahila Faculty Housing facility to assist new faculty members with low-cost, temporary housing.

- Develops and administers the food service contract for UH Manoa.

- Develops and administers voice telecommunications system for UH Manoa, including student dormitory and Waahila Faculty Housing facilities, and emergency call boxes linked to the Campus Security Office.

- Provides security for personnel and property on the Manoa campus at all times.

11/22/93
MAJOR FUNCTIONS

- Provides Bookstore services to each campus of the UH System.
- Coordinates the timely purchase and sale of text materials prescribed by the faculty.
- Provides a variety of tradebooks and magazines for technical, supplementary, and recreational reading.
- Provides for the sale of classroom, office, art, and laboratory supplies; in addition to souvenirs and items for personal convenience.
- Offers a variety of computer hardware, software, and peripherals to meet academic needs, and supports the computer literacy program throughout the UH System.
- Provides for the timely purchase and sale of text and reference materials for various outreach programs.
- Receives, prices, and stores merchandise pending display or sale.
- Provides a variety of postal services for resale at each campus of the UH System.
INTRODUCTION

- Provides overall leadership and direction in the preparation and execution of the University's operating budget.
- Serves as budget staff to those Vice Presidents assigned UH Manoa operational responsibilities, assisting in such matters as evaluation of budget requests, development of expenditure plans, and preparation of variance reports.

MAJOR FUNCTIONS

Functions of the office are grouped generally into budget preparation and budget execution categories.

Budget Preparation

- Works with planning staff in preparing UH Biennium Budget Policy Paper. Prepares similar objectives for preparation of the supplemental budget as appropriate.
- Develops biennial and supplemental budget preparation policies and instructions.
- Administers a system for the evaluation of campus operating budgets by appropriate academic administrators.
- Coordinates the formal documentation of the BOR approved budget request.
- Coordinates the presentation and justification for the BOR approved budget request and budget ceilings before the Governor and State Department of Budget and Finance.
- Prepares legislative testimony in support of the University's budget request as approved by the Governor; monitors the progress of the budget through the Legislature and recommends followup action as appropriate.
- Works with campus fiscal personnel in preparing and updating budgetary details in support of the budget request and the budget as approved by the Legislature.
- Coordinates the preparation of the University's variance report.

Budget Execution

- Develops policies and instructions for the allocation and expenditure of appropriated funds.
- Defends University allotment ceilings before the Governor and State Department of Budget and Finance.
- Develops recommended expenditure allocations for UH Manoa, the Community Colleges, UH Hilo, and UH West Oahu, taking into consideration legislative additions, legislative reductions, executive restrictions, and University policies.

11/22/93
Develops and recommends for approval by Vice Presidents with UH Manoa operational responsibilities, expenditure allocations for UH Manoa operating units.

Monitors expenditures at the school, college, and institute levels for UH Manoa and at the appropriation level for the remainder of the University, on a quarterly basis for compliance with statutory requirements, legislative intent, and executive, University policies.

Coordinates the preparation and submittal of all University quarterly allotment requests in accordance with law; prepares quarterly allotment requests for UH Manoa programs.

Reviews proposals for reorganization; recommends organizational changes as appropriate.
INTRODUCTION

Plans, organizes, and directs activities relating to Facilities Planning and Management, Buildings and Grounds Management, and Environmental Health and Safety operations for UH Manoa.

MAJOR FUNCTIONS

- Provides leadership and direction in the planning, design, construction, maintenance, and operation of physical facilities and grounds for UH Manoa, creating a safe environment conducive to learning and research.
- Develops long-range physical plans for the UH Manoa campus.
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting physical plant requirements for UH Manoa.
- Prepares and recommends the multi-year and biennial Capital Improvements Program budget and annual expenditure plans, including the preparation of cost estimates, determination of priorities, and phasing and scheduling of projects to ensure the timely execution of campus master plans.
- Develops and administers programs to provide for a safe campus environment and to ensure compliance with applicable Federal, State, and County regulations relating to environmental and occupational health and safety.
MAJOR FUNCTIONS

• Provides custodial services for UH Manoa buildings including classrooms, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas.

• Provides groundskeeping and landscaping maintenance for UH Manoa, including lawns, trees, roads, and parking lots/structures.

• Provides refuse collection for UH Manoa instructional and administrative buildings, as well as special and bulk disposal services.

• Administers and coordinates recycling operations for UH Manoa.

• Administers registration class applications for entry-level janitors and groundskeepers for the UH System.
MAJOR FUNCTIONS

- Develops and administers programs to ensure a healthy and safe environment, and to ensure compliance with applicable Federal, State, and County regulations relating to environmental and occupational health and safety. These programs encompass radiological safety; diving safety for research operations; laboratory safety; use, storage, and disposal of hazardous materials; farm safety; biological safety for research involving recombinant DNA molecules; and fire safety.

- Administers an accident investigation program to document circumstances relating to campus accidents and to institute corrective and/or preventive measures.

- Reviews plans for all new construction and renovation projects for compliance with applicable health and safety standards.
MAJOR FUNCTIONS

Conducts and coordinates the planning, budgeting, and construction of physical facilities for UH Manoa and the emerging UH West Oahu campus in accordance with approved long-range development plans and applicable Federal, State, and County building standards.

Facilities Design

- Prepares architectural designs and coordinates the preparation of mechanical, electrical, and utility distribution system designs for renovation projects performed either internally or by private contractors; prepares specifications and bidding requirements for projects to be performed by private contractors; manages construction projects through completion.

- Develops and schedules preventive maintenance programs for building exteriors, interiors, and roofs.

- Provides construction and renovation design assistance to departments, including determination of service or maintenance requirements, alternative approaches, and time and cost estimates.

- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by Physical Plant section.

- Develops space standards and maintains inventory of campus buildings with regard to construction and occupancy, space assignments, keying systems, and utility distribution systems.

- Schedules and coordinates support services for special events.

Facilities Planning

- Prepares and maintains long-range physical development plans for UH Manoa and UH West Oahu by translating academic program requirements into building and structural needs; develops and evaluates land use and area requirements; develops architectural and aesthetic standards.

- Prepares and recommends the multi-year and biennial Capital Improvements Program (CIP) and related annual expenditure plans, including development of cost estimates, determination of priorities, and phasing and scheduling of projects to ensure the timely execution of master plans.

- Develops and coordinates individual capital projects from preparation of architectural programs through design, construction, and equipping of physical facilities.

11/22/93
o Prepares proposals to Federal and private agencies for loans and grants for construction of facilities.

o Conducts and reports on institutional studies as required for the UH Manoa and UH West Oahu campuses.

o Develops and maintains physical planning standards for use by architects, engineers, space planners and programmers, and other campus personnel.

o Establishes and maintains a facilities inventory including historical and environmental contexts, existing component systems, and current space utilization.

**Physical Plant**

o Performs preventive maintenance and renovations to UH Manoa campus structures, including air conditioning, electrical, and plumbing systems in accordance with project specifications.

o Performs emergency and corrective work as well as minor renovations as needed.

o Performs routine repairs and maintenance for campus structures, building hardware, equipment, and utility distribution systems.

o Prepares mechanical engineering designs, plans, and specifications for renovation projects.

o Provides support services for special departmental events.

**Utilities**

o Develops and schedules preventive maintenance programs for campus mechanical and electrical utility systems, including substations, machine and transformer rooms, etc.; conducts periodic inspections to ensure proper repair and maintenance; recommends renovation and upgrade of systems as required.

o Prepares electrical and mechanical engineering design for renovation projects.

o Administers UH Manoa campuswide energy conservation program.
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
FACULTY HOUSING & ASSISTANCE SERVICES

CHART VIII
(Proposed)

SENIOR VICE PRESIDENT
FOR ADMINISTRATION

FACULTY HOUSING
& ASSISTANCE
SERVICES

10/23/93

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
MAR 18 1994

Date
INTRODUCTION

Provides overall direction and leadership in the Systemwide development of faculty housing projects and housing assistance programs to address faculty recruitment and retention requirements of the University.

MAJOR FUNCTIONS

- Provides overall leadership and direction on the lease, exchange, or sale of property sites; projects to purchase property for housing construction; and projects to purchase and/or lease existing buildings for housing.

- Provides overall leadership in the development of long- and short-term goals, strategies and timetables for the implementation of the Faculty Housing Assistance Master Plan adopted by the Board of Regents in January 1991.

- Provides leadership, direction, and management of a faculty housing assistance program, including mortgage guarantee, mortgage loan, and down payment assistance, in accordance with the UH Faculty Housing Assistance Policy adopted by the Board of Regents in July 1993.

- Provides leadership and direction in seeking and obtaining Federal, State, and private funding for the implementation of housing assistance programs.

- Provides leadership in the development of policies and procedures for Systemwide dissemination of information, counseling services, and other resources covering housing services to faculty.

- Provides coordination with the Office of State Planning, Housing Finance and Development Corporation, the Hawaii Community Development Authority, and other agencies as required for joint participation in the development of housing projects.

- Provides staff support in financial planning and analysis of housing development projects and financial assistance programs and in the development of eligibility requirements, priority considerations, and allocation of resources for financial assistance programs and housing units.

11/22/93
State of Hawaii
University of Hawaii
Senior Vice President for Administration
Financial Management
Governmental Accounting and Cost Studies Office
Chart II-A

APPORVED BY:

TITLE: SENIOR VICE PRESIDENT FOR ADMINISTRATION
DATE: 04-10-95
W = Revolving Funds
* = Pending Establishment of Position

APPROVED BY: [Signature]
TITLE: SENIOR VICE PRESIDENT FOR ADMINISTRATION
DATE: 04/04/95
MAJOR FUNCTIONS

Plans, directs, and controls the Systemwide review, approval, execution, financial management, accounting, and reporting of all extramurally financed contracts, grants, and non-financial agreements entered into by the University of Hawaii. Plans, directs, and controls Systemwide accounting activities.

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

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

Plans, directs, and controls Systemwide fiscal services activities.

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

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

General

The Governmental Accounting and Cost Studies (GACS) is responsible for the systemwide review, approval, execution, financial management, accounting and reporting, of all extramurally financed contracts, grants, and non-financial agreements entered into by the University of Hawaii as well as performing the financial accounting for all funds maintained by the University.

GACS's responsibilities include the administrative review and approval of all proposal applications and offers to extramural sponsors and the execution of grants, contracts, cooperative agreements, and other non-financial or affiliation agreements; the negotiation of contract and grant terms and conditions, and the resolution of disputes and other related issues with sponsoring agencies; the development and dissemination of systemwide administrative and financial management directives and procedures including the formulation of administrative and financial policies relating to extramurally financed programs and activities; the review of departmental, campus-wide, and systemwide operating procedures, internal controls, and records to insure compliance with applicable federal, state, and University policies, procedures, regulations, and directives; the coordination and resolution of audits and cost disallowances with sponsoring agencies; the provision of counsel and guidance to campus administrators, chancellors, deans, directors, principal investigators, and departmental administrative staff on financial and administrative matters relating to extramural programs including the interpretation of contract and grant terms and conditions; the issuance of financial reports, billings, and vouchers to sponsors; the preparation of various cost studies including indirect overhead and the negotiation of overhead rates with the cognizant federal agency; the development of the necessary accounting systems to insure compliance with federal cost principles and financial management standards and to meet the administrative and managerial needs of the University; and the overall coordination of extramurally financed activities with federal, state, and other sponsoring agencies. GACS also serves as the University's central recorder and depository of contracts, grants, and cooperative agreements.

GACS duties and responsibilities include overseeing accounting of all University funds; preparing the University's financial statements; providing accounting liaison with the State Department of Accounting and General Services; advising fiscal administrators on accounting matters; assisting internal and external auditors; preparing special reports for management, the State and outside users; distributing interest income of the pool and interest-bearing accounts; assisting in the recordkeeping, collection and write-off of accounts receivables; monitoring and accounting for the endowment funds; performing the collection related activities for short and long-term notes receivable and other related receivables.

GACS's organizational structure is divided into five (5) functional sections:

1. Contracts Administration
2. Cost and Rate Analysis
3. Compliance
4. Sponsored Project Accounting
5. General Accounting and Loan Collection

1. Contracts Administration

Responsible for the overall administration and management of all extramurally financed contracts, grants, and cooperative agreements through the various pre-award, post-award, and close-out phases. Responsibilities also include the development, implementation, and maintenance of system controls for the administrative management of extramurally financed agreements; the issuance and updating of systemwide administrative procedures relating to contracts and grants management; and the presentation of periodic workshops and information sessions to familiarize appropriate University personnel on procedural changes and to discuss and resolve problem areas.

Pre-award Phase

Provide guidance and assistance in the review, processing, and submission of proposals, offers, and non-financial or affiliation agreements for faculty members including the preparation of necessary certifications and assurances required by sponsoring agencies.

Review, negotiate, and recommend acceptance of contracts and grants, and cooperative agreements; and insure the timely processing and execution of new contract and grant awards, renewals, and extensions from sponsoring agencies.

Post-award Phase

Review, evaluate, and make recommendations for the establishment of temporary accounts and advance funding requests, and for action on sponsors prior approval systems (OPAS and IPAS) and indirect cost adjustments.

Provide counsel and guidance to P.I.'s and F.O.'s on program administrative matters including the interpretation of contract and grant terms and conditions relating to the reprogramming of project funds, allowability of costs, and the transfer or subcontracting of project scope to another College or University.

Close-out Phase

Monitor and coordinate the administrative close-out process of extramurally financed research and training contracts and grants and insure timely submission of required management reports, patent or copyright reports, property inventory reports, scientific and technical reports, and other special reports that may be required by sponsoring agencies.

2. Cost and Rate Analysis

Conduct and coordinate analytical studies relating to the computation of federal indirect cost rates, user charges for specialized service facilities, vacation reserve fund requirements, and other special studies as required.

Indirect Cost Study

As necessary, develop, improve, and revise cost accounting systems, management information systems, allocation methods, and compilation techniques used in the development of indirect cost rate for federally sponsored agreements.
Compile and allocate pool costs to various major functions of the University and insure data compilation, allocation techniques, and methodologies fully comply with Federal government laws and regulations.

Prepare annual indirect cost rate proposal to cognizant federal agency; coordinate the audit review process by Defense Contract Audit Agency (DCAA) and the Office of Naval Research (ONR) and assist in the negotiations of rates.

Analyze user charge rate for specialized service facilities and other recharge centers.

Apply cost accounting techniques in the review and analysis of proposed user charges.

Assure rate development process is appropriate, equitable, and in compliance with applicable federal regulations and directives.

Review, analyze, and coordinate the submission of annual financial reports and proposed rate schedules to cognizant federal agency for review and approval; and coordinate the audit review process by DCAA.

Review and analyze vacation reserve requirements for collective bargaining personnel under federally sponsored agreements and compute annual vacation accumulation fringe benefit rate.

3. Compliance

Review personnel, procurement and property management, insurance and risk management, accounting and financial reporting, research administration, patents and copyrights, EEO, and other related University business systems. Ascertain the adequacy of the University's financial management systems, internal controls and procedures, and insure strict compliance with federally imposed standards and requirements.

Review departmental and systemwide office records to insure policies and procedures are adequate to provide reasonable and reliable internal controls of assets, liabilities, revenues, and expenses. Identify deficiencies, if any, and the corrective measures necessary to improve effectiveness and efficiency.

Coordinate all functional reviews and audit examinations of federally sponsored programs conducted by DCAA and independent public accounting firms. Review and evaluate audit findings, coordinate the implementation of necessary corrective actions by appropriate campuses and departments, recommend improvements to established systems and procedures and coordinate the preparation and submission of audit responses.

Coordinate with the University's internal auditor to insure external audit requirements imposed by the federal government are met.

Review and monitor Research and Training Budget Status Reports and insure expenditure compliance within funding limitations; review and approve cost transfers and adjustments.

Follows-up on late accounts receivable and also reviews journal entries for all extramurally financed programs.
4. **Sponsored Project Accounting**

Coordinate the financial reporting, accounting, record maintenance, and cash management requirements of extramurally financed contracts and grants and cooperative agreements.

**Financial Accounting, Reporting and Record Maintenance**

Develop necessary accounting systems to accommodate financial reporting requirements imposed by the Federal government and to provide meaningful financial data for the review and evaluation of the financial status of federally sponsored programs; responsible for the maintenance of account master files and insure proper coding and deletion of inactive and terminated accounts; and review and approve requests for establishment of accounts and provide assistance to fiscal officers in setting up accounting systems and fiscal controls.

Prepare and process financial reports, billings and vouchers in accordance with contract and grant provisions specified by sponsoring agency.

Review and calculate final indirect cost charges for contracts and grants; initiate adjusting and closing entries and prepare final closing documents.

Maintain contracts, grants, and cooperative agreement files including original award agreement, correspondences and related documents.

**Cash Management**

Review, analyze, and project cash requirements for all extramurally financed research and training contracts and grants and determine necessary cash drawdown requirements for letter of credit and advance funding agreements.

Coordinate and process monthly cash advance requests and reimbursements for RCUH service ordered projects including the reconciliation of cash advances with actual expenditures.

Coordinate specific investments with UH Treasury Office and insure interest earnings are properly credited to appropriate accounts.

Review and monitor overhead income accounts and initiate periodic payments to State Department of Budget and Finance, and UH Research and Training Revolving Fund account.

Maintain and reconcile accounts receivables and advances from sponsors, and prepare fiscal year-end closing and adjusting entries.

5. **General Accounting and Loan Collection**

A. **Current unrestricted, Plant and Loans**

1. **Current Unrestricted and Plant**

   a. Oversees accounting system and financial reporting of all funds of the University.

      1) Designs, monitors and updates the accounting classification structure as follows:
Governmental Accounting and Cost Studies Office
Page 5

a) Monitors the establishment of account codes and the related assignment of fund groups, funds, appropriations, major organizations and fund subdesignation codes.

b) Monitors accounting entries by controlling updates to the matrix index table and other programs which provide computerized controls over all accounting entries.

2) Performs monthly reconciliation as follows:

a) Reconciles the University's bank account.

b) Reconciles the subsidiary reports to each other, and to the general ledger.

c) Reconciles the University's records to those of the State.

3) Keeps abreast of changes in college and University accounting, governmental accounting, State/Federal Laws and University policies; and promulgates administrative procedures, modifies programs and procedures as necessary.

b. Prepares the University's financial statements.

1) Coordinates the capturing of all accounting data on the accrual basis.

2) Prepares the University's trial balances.

3) Records adjusting entries as necessary.

4) Assist in the general and special audits of the University.

5) Provides the State with a copy of the Financial Report by August 31; publishes the Summary Financial Report.


c. Provides accounting liaison with the State Department of Accounting and General Services.

1) Reimburses the State semi-monthly for payroll cost from funds held at the University.

2) Reports cash receipts, disbursements and balances:

a) quarterly - funds held at the University.

b) annually - special and revolving funds.

3) Requests, as necessary, new appropriation codes and source/object codes.
4) Maintains update to the State Accounting Manual for accounting matters.

5) Computes and pays Act 34 Assessment charges.

6) Interfaces with the State, all journal voucher entries for general, special and bond funds.


d. Advises fiscal administrators on accounting matters.

1) Preparation of journal vouchers to record accounting entries on a cash basis, accrual data and adjustments as necessary.

2) Proper usage of classification codes.

3) Preparation of departmental trial balances.

4) Reconciliation of central records with departmental record.

e. Assist internal and external auditors.

1) Prepares trial balances, schedules and related worksheets.

2) Schedules the audit function to meet deadlines.

3) Briefs auditor on accounting and fiscal systems procedures and organizational structure, and responds to inquiries on audit findings.

4) Evaluates adjusting entries if any and records them as necessary.

5) Coordinates the review of financial statements and footnotes and makes changes as necessary before finalizing the report for publication.

f. Prepares special reports for management, the State and outside users:

1) General fund results of the total encumbrance and expenditures over the allocation.

2) Default rates of the student notes receivables programs, financial report to the Federal Department of Education.

3) Usage of the quasi-unrestricted endowment monies.

4) Ten-year projections of the quasi-endowment funds and distribution requirements.
5) Annual NACUBO endowment surveys.
6) Other special studies as requested.

7) Distributes interest income of interest bearing accounts.
   1) Determines average cash balances of programs participating in the pooled interest income.
   2) Determines 'float' of the general, special and federal funds.
   3) Allocates interest income accordingly by journal voucher.

2. **Student Loans**
   a. Records accounting transactions and advises University administrators on proper input and classification of accounting data.
   b. Prepares financial and statistical reports for University, Federal and State agencies; assists auditors; monitors cash balances and allocate charges.
   c. Reconciles billing agency bank balances and subsidiary to general ledgers.

B. **Current Restricted, Endowment, Agency, and Accounts Receivable**

1. Monitors and accounts for the endowment funds
   a. Receipts and records all monies applicable to the endowment fund group.
   b. Computes and distributes monies in accordance with donors' wills and University policy.
   c. Monitors all purchases and sales transactions of the endowment fund.
   d. Reconciles monthly statements of investment managers and custodians with University records.

2. Assists in the accounting and reporting functions of the Agency Fund.

3. Assists in the recordkeeping, collection and write-off of accounts receivable.
   a. Performs recordkeeping for the smaller departments.
   b. Recommends follow up procedures on outstanding debts by departments.
   c. Coordinates the use of collection agencies on bad debts.
   d. Requests write-off by the State Attorney General's Office.
C. **Loan Collection**

1. Performs the collection related activities for short and long-term notes receivable and other related receivables.
2. Activates out of school accounts with billing agency.
3. Accounts for and reconciles account statuses with external agencies including billing, collection, address search and credit bureau agencies.
4. Reviews invoice billing from external agencies and process payments.
5. Contacts and advises delinquent borrowers.
6. Documents borrowers entitlements or repayment agreements.
7. Performs address search.
8. Determines proper collection action on delinquent accounts.
9. Resolves collection disputes.
10. Write off or assign accounts.
Treasury Office

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

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

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

4. Deposits State of Hawaii reimbursements to the University of Hawaii into the UHGA to assure immediate interest earnings.

5. Writes receipts for funds credited to the UHGA from federal agencies.

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

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

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

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

10. Works closely with fiscal officers and the State of Hawaii Treasury in the investment of Special Funds of the University.

11. Responsible for the charge card program of the University of Hawaii. Includes the review and change, if necessary, of technical specifications of new contract for charge card and lockbox transactions.

12. Inputs UHGA returned checks into the University system.

Cashier's Office

Collects, receives, and receipts all departmental collections for deposit, all tuition and fees collections, and records all collections into the Central Accounting System for the Manoa Campus. Disburses all checks, warrants and refund checks to students.
Receiving Section

1. Receives all departmental collections. Pre-audits deposits and transships collection via armored car to bank. Controls departmental receipt data input to Central Accounting System.

2. Coordinates daily campus security and armored car pick-up and deliveries with various departments and organizations. Coordinates all special pick-ups at the Registration Cashier's site or any department requesting special armored car service.

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

4. Responsible for issuing and deleting security codes to department(s) to access the financial obligation file. Controls all input and deletions to the central financial obligations file under the ISIS Program to ensure that there is a "Hold" as necessary on all:
   a. Registrants
   b. Application for transcript
   c. Application short-term loans
   d. Financial aid awards
   e. Tuition and all other refunds

5. Responsible for the operation, accounting and annual reporting of the Cashier's Office Suspense Accounts:
   a. Suspense account for temporary deposits.
   b. Suspense account for returned items for all returned tuition and fee payment checks.

Registration Section

1. Responsible for the control and coordination with other departments, the fiscal aspects of the "Integrated Student Information System" (ISIS), registration process. Controls the processing of:
   a. The fiscal portion of all registration material.
   b. Receipts all tuition and fees collection via the ISIS fee collection module.
   c. Maintains an accounts receivable file for all third party tuition and fee billing.
   d. Issues official receipts to disburse all tuition and fee collections to the proper funds and departments.

2. Disburses all Financial Aid Checks, warrants and other cash awards to financial aid recipients.

3. Pre-audits all tuition and fee refunds, and issues check after checking for financial obligation clearance.

4. Operates Imprest Checking Account to issue tuition and fees refund checks only.
MAJOR FUNCTIONS

Coordinates and is responsible for the prompt and accurate payment, reimbursement, or transfer of all University obligations from State of Hawaii appropriations or funds assigned to the University of Hawaii.

Develops policies/procedures for processing encumbrances and payment documents in accordance with Federal, State, and University regulations.

Performs final pre-audit function activities with respect to the legality, propriety, and proper authority on all encumbrances and payments. Pre-audits and verifies encumbrance and payment document documents for compliance with statutes, policies, rules and regulations, and compliance with statutes, policies, rules and regulations, an contractual obligations before processing payments on UHGA checks (except for payroll checks issued by the State Payroll System).

Post audits UHGA checks for completeness, affixes authorized signature; sorts and distributes UHGA checks to individuals, vendors, departments and campuses.

Pre-audits payroll source documents and processes information into both the University and State systems, including priority payroll, lump sum vacation, workers' compensation, and temporary disability payments, etc.

Coordinates the distribution of all payroll checks.

Coordinates and maintains the Student, Causal and Overload Payroll Information System (SCOPIS) for processing payroll payments to University non-regular employees.

Instructs and trains Fiscal Officers, Assistant Fiscal Officers and petty cash/impost check custodians on the policies/procedures for the use and control of their funds.

Develops, coordinates, and maintains policies/procedures for the establishment and control of petty cash funds and imprest checking accounts.

Coordinates the preparation and distribution of Federal and State income tax information on the Forms W-2 and 1099-MISC.

Develops policies/procedures for processing and reporting of taxability of employee business expenses. Pre-audits and post taxable amounts for proper withholding and reporting through the State payroll system.

Coordinates quarterly wage reporting as required by the State Department of Labor and Industrial Relations (DLIR). Coordinates processing of unemployment claims relating to University contact and claim transactions.

Coordinates processing of legal request for information and garnishment orders (e.g., child support, court judgment, Federal levy, and IRS audits, etc.).
Conducts researches/analysis and responds to State and University vendor or employee inquiries and complaints with respect to payments.

Prepares Summary Warrant Vouchers for reimbursement, and bond payments with supporting documentation for submission to the State Department of Accounting and General Services (DAGS).

Records and reconcile all contract and claim encumbrances with DAGS yearly at fiscal year end.

Controls, edits, and monitors reports on encumbrance extensions, insufficient funds, and account payable.
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
FINANCIAL MANAGEMENT
PROPERTY AND FUND MANAGEMENT OFFICE

MAJOR FUNCTIONS

Directs, manages, and oversees University Bond System (UBS) projects in (1) budget preparation, (2) generation and accounting of revenues, (3) expenditure control, and (4) development and implementation of investment strategies to ensure maximum yield. Develops and implements policies, rules, and procedures to ensure the self-financing nature of bond projects. Prepares prospectus and financing models; compiles and analyzes financial data relating to the sale of revenue bonds. UBS comprises the following projects:

- UH Manoa Student Housing
- UH Hilo Student Housing
- UH Manoa Faculty Housing
- UH Manoa Campus Center
- UH Manoa Parking Operations
- University Bookstore System
- Manua Kea Powerline
- Maui Community College Student Housing
- Telecommunication System
- Onizuka Center for International Astronomy

Directs, manages, and oversees the Systemwide management, inventorying, and accounting for all fixed assets of the University System property in accordance with Federal, State, University, and granting agency regulations.

Maintains a computerized personal property accounting system as required by law and grant or contract provision.

Prepare reports on property as required by law, contract, grant or as requested.

Prepare regulatory policies and procedure on inventory of personal property and real property.

Trains fiscal officers in property administration.

Establishes, directs, manages, and oversees the University's tax compliance program.
MAJOR FUNCTIONS

Plans, coordinates, and controls the financial accounting and reporting activities for the University of Hawaii System.

Plans and directs the analysis, design, development, implementation, and revision of the University's Systemwide accounting and reporting system.

Represents the University in Statewide accounting and reporting projects.

Organizes and coordinates the fiscal year end closing for the University.

Writes or directs the writing and issuance of the UH Administrative Procedures setting forth Systemwide accounting policies and procedures.

Oversees University compliance with laws, rules, and administrative procedures pertaining to financial management information system.

Plans and implements the identification and documentation of needs for a new financial management information system. Responsible for ensuring the successful replacement of the University's current system with an on-line system that meets all identified requirements.
MEMORANDUM

TO:       Board Secretary Pepper Shiramizu
FROM:    Rodney Sakaguchi

SUBJECT:  NOTIFICATION OF REORGANIZATION FOR THE INFORMATION TECHNOLOGY SERVICES, OFFICE OF THE SENIOR VICE PRESIDENT FOR ADMINISTRATION

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on October 14, 1994 for the Information Technology Services, Office of the Senior Vice President for Administration. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please call Director David Lassner at 956-5023.

Attachment

c:  Senior Vice President Horii
    David Lassner
MEMORANDUM

TO: The Honorable Benjamin J. Cayetano
   Lieutenant Governor, State of Hawaii

FROM: Ralph T. Horii, Jr.
       Senior Vice President for Administration

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION,
         UNIVERSITY OF HAWAII, INFORMATION TECHNOLOGY SERVICES

Enclosed for your files is a copy of the reorganization of Information Technology Services approved by the Office of the Senior Vice President for Administration.

Should you have any questions on this matter, please call Director David Lassner at 956-5023.

Sincerely,

[Signature]

Ralph T. Horii, Jr.
Senior Vice President for Administration

Enclosure

cc: The Honorable Eugene Imai
    Director, Department of Budget and Finance
The Honorable Sharon Miyashiro
    Director, Department of Human Resources
University Personnel Management Office
University Budget Office
EXECUTIVE SUMMARY

SENIOR VICE PRESIDENT ADMINISTRATION
INFORMATION TECHNOLOGY SERVICES

October 14, 1994

Enclosed is the approved reorganization of Information Technology Services within the Office of the Senior Vice President for Administration. This reorganization is a complete functional realignment of the Office of Information Technology, Computing Center, Management Systems Office and Telecommunications Office into the following nine functional groups:

1. Administrative Support
2. Special Projects
3. Management Information Systems
4. Distance Education and Instructional Technology
5. Telecommunications
6. Networking
7. Interactive systems
8. Desktop Systems Support
9. Information Services

The new organizational structure is quite flat, in keeping with modern trends and thinking in management. This reorganization will provide improved services to all ITS clientele, including students. The organization will be able to achieve improved effectiveness and efficiency by eliminating the duplication and fragmentation currently experienced by the four offices. And clientele will have a single point-of-contact for all services rather than be bounced among groups.

This reorganization implements the first recommendation of the Strategic Plan for Information Technology, which was adopted by the Board of Regents in February 1992, to merge and integrate key technology support groups to establish a single information technology support unit headed by a Chief Information Officer with responsibility and authority for systemwide telecommunications, academic computing, administrative computing, and distance education technologies. Similar recommendations have been made by accreditation teams and external consultants over the past several years. This is the first major reorganization in Information Technology for the University in over 20 years.

No staff will be downgraded as part of this reorganization. No new funds will be required or requested in the future to implement this reorganization. The new groups will be realigned within space currently assigned to the present offices.
PROPOSAL FOR REORGANIZATION OF THE
UNIVERSITY OF HAWAII
INFORMATION TECHNOLOGY SERVICES
DIVISION

August 31, 1994

Present Organization

The March 1994 reorganization of the Office of Senior Vice President for Administration resulted in the creation of a division of Information Technology consisting of the Office of Information Technology, Computing Center, and Management Systems Office. This was a prerequisite to implementing the first recommendation of the Strategic Plan for Information Technology, which was adopted by the Board of Regents in February, 1992, to merge and integrate key technological support units to establish a single information technology support unit headed by a Chief Information Officer with responsibility and authority for systemwide telecommunications, academic computing, and administrative computing, and distance education technologies.

Currently, the Office of Information Technology, Computing Center, and Management Systems Office are part of the Information Technology division, reporting to the Director of Information Technology. The Telecommunications Office is currently part of Auxiliary Services which, as of March 1994, is part of the division of Bookstores & Auxiliary Services in the Office of the Senior Vice President for Administration.

Proposed Reorganization

The proposed reorganization into Information Technology Services will execute a complete functional realignment of the Office of Information Technology, Computing Center, Management Systems Office and Telecommunications Office into the following nine functional groups:

1. Administrative Support - division-wide reception and clerical support, fiscal support, facilities and inventory, site license administration, computer accounting, and human resource development.

2. Special Projects - Project planning and support for complex and unique major initiatives with systemwide and statewide consequence.

3. Management Information Systems - administrative applications, mainframe systems and operations, data base management, security, access to data, production services, and data entry.

4. Distance Education and Instructional Technology - distance education coordination, interactive television operation, instructional design and support, and computer-based instruction support.

5. Telecommunications - voice telecommunications, moves/adds/changes, telecommunications accounting, and wiring infrastructure.

7. Interactive systems - Unix, Vax, and PLATO systems and operations.

8. Desktop Systems Support - desktop system support, LAN support, and microcomputer repair services for both academic and administrative computing functions.

9. Information Services - help desk, host-based applications support, Unix/Vax support, newsletter, publications, user training coordination, on-line information services, and public microcomputer laboratories for both academic and administrative computing functions.

**Background/Nature of the Proposed Reorganization**

**Effects on Staffing**

The changes to each permanent position within the organization are detailed in Attachment A. This describes where each position came from, where it is going, and comments on re descriptions anticipated. No positions will be downgraded as a result of this reorganization. As noted in Attachment A, two positions (81631 and 80057) will be recommended for reclassification upward when they assume responsibility as managers of two of the new groups. Several vacant positions will be reclassified and filled to meet the most critical needs within the organization.

**Organizational Structure and Supervision**

The new organizational structure is quite flat, in keeping with modern trends and thinking in management. Most groups will be headed by a manager who will exercise supervisory responsibility for all employees within the group. This will permit flexible assignment and reassignment of human resources to the most pressing tasks in each area. It will also improve the BOR staff's upward mobility since they will be able to be reclassified upward based on their performance of higher-level duties without being constrained by multiple layers of supervision which tend to lock staff in to relatively low-level positions.

BOR staff whose positions currently entail supervisory responsibilities but who will not be group managers or have such formal responsibility in the new organization will maintain their current classifications by: (1) performance of more complex and demanding duties and responsibilities than lower-level employees; and (2) exercising supervision over others on a project basis. For many activities the new organization will employ project teams, often composed of individuals from among different groups. Higher-level staff will head these teams; and although they will not have a formal superior-subordinate relationship with team members they will have responsibility for team leadership.

All civil service employees in formal supervisory classes will maintain their current supervisory responsibilities over civil service employees. Basic administrative and clerical support will be provided on a division-wide basis through the Administrative Support group.
Impact on Services and Students

This reorganization will provide improved services to all Information Technology Services clientele, including students. The organization will be able to achieve improved effectiveness by eliminating the duplication and fragmentation currently experienced by the four offices. And clientele will have a single point-of-contact for all services rather than be bounced among groups.

Costs and Space

The costs of this reorganization will be minimal, and will be met from within current office budgets. No new funds will be required or requested in the future to implement this reorganization. The new groups will be realigned within space currently assigned to the present offices. Therefore, no new funds or space will be required as a result of this reorganization. There will, however, be significant improvements in efficiency and effectiveness as a result of the reorganization. This will allow Information Technology Services to better meet its programmatic requirements within whatever resource limitations are imposed upon the division.

Reasons for Proposed Reorganization

The first recommendation of the Strategic Plan for Information Technology, which was adopted by the Board of Regents in February 1992, was to merge and integrate key technology support groups to establish a single information technology support unit headed by a Chief Information Officer with responsibility and authority for systemwide telecommunications, academic computing, administrative computing, and distance education technologies. Similar recommendations have been made by accreditation teams and external consultants over the past several years. This reorganization implements these recommendations.

This proposal represents a major step in restructuring information technology support to more effectively and efficiently provide information technology services to the entire University community. This will be the first major reorganization in this area in over 20 years. The realignment of the four current offices into nine functional groups will allow each group to focus more closely on its functions and provide better service to our users. The many significant areas of duplication and fragmentation will be able to be eliminated, thereby improving the overall efficiency and effectiveness of planning and operations. The nine groups will be able to work together to ensure that there is effective coordination, even at the operational level, and that no necessary tasks or functions are ignored.

Alternatives Considered

One option considered was to leave the four existing offices intact within the Information Technology division. This would not permit the attainment of the many benefits possible through a complete functional realignment to achieve improved efficiency and effectiveness and was therefore judged less desirable. Numerous alternative functional breakdowns were also considered, including extensive consideration of organizational charts for similar divisions at comparable institutions. The proposed structure was deemed to provide the greatest benefits to moving information technology services forward at the University of Hawaii.
FORMER ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
INFORMATION TECHNOLOGY

CHART IV
(Proposed)

PREVIOUS

OFFICE OF INFORMATION TECHNOLOGY
MANAGEMENT SYSTEMS OFFICE
COMPUTING CENTER

11/18/93

APPROVED BY THE UNIVERSITY BOARD OF REGENTS

Data
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General Funds 6.00
Introduction

The Division of Information Technology Services has responsibility and authority for University of Hawaii information technologies including telecommunications, 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 requirements.

- 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 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.
NEW ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS
State of Hawaii
University of Hawaii
Senior Vice President Administration
Information Technology Services

Introduction

Information Technology Services has responsibility and authority for University of Hawaii 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 information technologies, and consultation and support in the planning and use of information technologies to meet specific functional requirements.

- 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.
MEMORANDUM

TO: The Honorable Eugene S. Imai
   Director, State Department of Budget and Finance

FROM: Ralph T. Horii, Jr.
       Senior Vice President for Administration

SUBJECT: PROPOSED MINOR REORGANIZATION OF THE UNIVERSITY OF HAWAII
         OFFICE OF HUMAN AND MATERIAL RESOURCES

As a followup to the reorganization of the University of Hawaii Office of the Senior Vice
President for Administration, which was approved by the Board of Regents on March 18, 1994, enclosed
for your information is a proposal for the minor reorganization of the Office of Human and Material
Resources.

The Hawaii Government Employees Association and the United Public Workers have been
 notified of the proposed minor reorganization.

If there are any questions concerning this proposal, please call Director Edward Yuen at

956-8687.

Enclosure

C: /Budget Office (w/o proposal)
EXECUTIVE SUMMARY
SENIOR VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN AND MATERIAL RESOURCES

This reorganization seeks to enhance the provision of certain administrative support services to the University community and the general public. It redesignates the Personnel Management Office to the Office of Human Resources and makes internal changes within that office. In addition, inventory management functions and staff, and warehouse functions and staff from the PPRM were transferred to the Office of Financial Management, and the Office of Facilities, Grounds and Safety respectively.

There will be no adverse impact on services to students as a result of this reorganization and costs related to this reorganization should be minimal. Functional realignments will improve the efficiency and effectiveness of operations within current budgets.
REORGANIZATION PROPOSAL FOR THE
SENIOR VICE-PRESIDENT FOR ADMINISTRATION
HUMAN AND MATERIAL RESOURCES

December 14, 1994

PRESENT ORGANIZATION

Prior to the reorganization of the Office of the Senior Vice President for Administration, the Director of Procurement, Property and Risk Management, Position No. 89217, M06-M reported to the Senior Vice President for Administration and was responsible for systemwide procurement, property management, risk management, collegiate licensing and records management. The reorganization approved by the Board of Regents on March 18, 1994, assigned responsibility for the Personnel Management Office to the current position of Director of Procurement, Property and Risk Management in the new capacity of Director of Human and Material Resources.

PROPOSED REORGANIZATION

The proposed reorganization of the Office of Human and Material Resources will result in internal organizational changes in the Personnel Management Office with a concurrent change in title to Office of Human Resources. In addition, the Inventory Management function and warehouse activities will be transferred from the Procurement and Property Management Office to the Office of Financial Management and the Office of Facilities, Grounds, and Safety, respectively.

BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

OFFICE OF HUMAN AND MATERIAL RESOURCES

Staffing of the Office of Human and Material Resources would require the reassignment of Position No. 15286, Secretary III, SR-16; Position No. 80423, UH Administrative and Fiscal Support Specialist, P01; Position No. 89303, Associate Director of Personnel, M06-M from the Personnel Management Office to the Office of Human and Material Resources. Presently, the Director of Human and Material Resources does not have secretarial support and must rely upon clerical staff in the procurement office to provide administrative support on a sporadic basis. With the expanded scope and function of the Director of Human
and Material Resources, a secretary is essential for the effective functioning of the office and coordination of the internal administrative operations.

In addition, the fiscal responsibilities for the Office of Human and Material Resources will be decentralized from the Office of the Senior Vice President for Administration to the Office of Human and Material Resources. The UH Administrative and Fiscal Support Specialist position will be responsible for these delegated functions for both the Personnel Management Office and the Procurement and Property Management Office. Finally, the Associate Director will be moved organizationally from the Personnel Management Office to report directly to the Director of Human and Material Resources. The position's duties and responsibilities will be changed to reflect responsibility for legal issues as they relate to human resource and procurement and property management and for academic personnel issues. This reassignment and organizational change will more properly reflect the human resource management responsibility for all bargaining units and employee issues within the University, as well as the responsibility for conducting procurement and property management legal research.

OFFICE OF HUMAN RESOURCES

The Personnel Management Office will be retitled to Office of Human Resources and will have systemwide responsibility for administering the administrative/technical/professional, executive/managerial and civil service employees human resources programs. The sections within this office will provide support and direction in transactions, classification, labor relations, workers' compensation, fringe benefits, computerized reporting, and employee career development for the University.

Director's Office: Position No. 89303, Associate Director of Personnel, will be redescribed and retitled and be transferred to report directly to the Director of Human and Material Resources. The position will be responsible for serving as the University systemwide advisor to senior administrators and executives on legal issues relating to human resources, procurement, property and risk management and in the management of academic employee relations. Position No. 45681, Secretary II, SR-14 will remain in the Director's Office and will be redescribed as the secretary to the System Director of Human Resources,
Position No. 89053. In addition, the UH Personnel Officer IV, Position No. 81866, P09 also located in the Director’s Office will be reassigned to the HRIS Section. The duties and responsibilities of the subject position involving immigration will be transferred to the Senior Vice-President and Chancellor for Community Colleges who has responsibility for International Programs and responsibilities for administering E/M employee transactions and supporting system offices will be transferred to the new BOR Section. Similarly, Position No. 81642, UH Personnel Officer VI, P13 will be transferred to the newly created Board of Regents’ Employee Relations Section.

**Human Resource Information Section:** This section will continue to provide systemwide support in the administration of the Human Resource Information System and the preparation and development of ad hoc reports and surveys. As indicated above, Position No. 81866 will be assigned to this section from the Director’s Office. Position No. 80518, UH Computer Specialist V, P11 will be reassigned from this section to the new BOR Employee Relations Section. Further discussion on this change is presented below. The other positions remain as assigned.

**Board of Regents’ Employee Relations:** The reorganization proposes to establish a new Board of Regents’ Employee Relations Section. The establishment of this Section was recommended by the University President’s APT Task Force to address APT classification issues. In addition, labor relations concerns related to the administration of APT and E/M employees will also be assigned to this section. The unification of activities relating to APT and E/M employees in one section will allow for a more consistent and systemwide perspective to the administration of the BOR employment program. Knowledge of position classification will allow cross training between the BOR and Civil Service units. Presently, no clerical support positions exist which can be assigned to this unit. New positions will be established as authorized.

Vacant Position No. 80518, UH Computer Specialist V, P11, will be reassigned from the Human Resources Information Section to supervise the new BOR Employee Relations Section. Now that implementation of the HRIS system is underway, a specialized computer position is no longer required in the HRIS section as ongoing support will continue to be provided by the Office of
Information Technology Services. The position will be more effectively utilized as the new BOR section chief. In addition, Position No. 81642, UH Personnel Officer VI, P13, will be assigned to this section from the Director's Office. By reassigning this position, APT labor relations issues will be coordinated in the section. Position No. 81834, UH Personnel Officer III, P07, will be assigned to the unit to perform classification work for APT and E/M employees.

**Civil Service Employee Relations:** The Civil Service Employee Relations Section will be responsible for the classification, labor relations, recruitment and personnel transactions for all civil service positions for the University. Similar to the new BOR section, the centralization of civil service human resource activities in one section will more effectively coordinate the employment issues. Position Nos. 80092, UH Personnel Officer VI, P13; 12681, Secretary II, SR-14; 80540, UH Personnel Officer IV, P09; 81255, UH Personnel Officer I, P03; 80179, UH Personnel Officer II, P05; 03395, Personnel Technician VI, SR-15; and 12894, 22567, 43098, and vacant 42423, Personnel Clerks V, SR-13; and 33088, Personnel Clerk IV, SR-11, will be assigned to the Civil Service Employee Relations Section. Knowledge of position classification will allow cross training with the BOR unit.

**Employee Benefits and Training:** This section will be retitled to Employee Development and Benefits to reflect a more focused approach to employee career development and training. In addition, vacant Personnel Technician VI, Position 22568, SR-15 will be redescribed to a UH Personnel Officer to supervise the section. Position No. 80416, UH Personnel Officer VI, P13, presently the section chief, will be redescribed to perform duties and responsibilities limited to workers' compensation, which will be a return to the initial assignment of the position. The addition of another professional position in the section will provide the required depth and assistance to develop the necessary initiatives and long range program planning essential to meet the human resource needs of the University. The other positions in the section will remain as assigned.

**OFFICE OF PROCUREMENT, PROPERTY AND RISK MANAGEMENT**

The Inventory Management function will be transferred with the following positions to the Office of Financial Management: Position Nos. 80508, UH
Procurement and Property Management Specialist III, P07; 81768 and vacant 81084,, UH Administrative and Fiscal Support Specialist, P01; 00488 and 15258, Clerk IV, SR-10; and pseudo no. 94864F. The Inventory Management Section is dependent upon the Disbursing Office records for information necessary to place newly purchased equipment on inventory. Moreover, the Inventory Management staff is required to balance its inventory records against the ledgers maintained by the Central Accounting Office. Since this section is more closely aligned in terms of function to the activities and programs of the Office of Financial Management, it is more appropriate that this activity be transferred from the Procurement and Property Management Office.

The warehouse operation with its two positions (Position Nos. 80882, Procurement and Property Management Specialist II, P05; and 17653, Stores Clerk II, SR-08) will be reassigned to the Office of Facilities, Grounds and Safety. The transfer of this function will place warehouse activities in a program with functional similarities which will better serve the University community.

Position No. 80642, Procurement and Property Management Specialist V, P11, which formerly supervised the Inventory Management function and warehouse operation, will now provide risk and records management services on a full-time basis, thereby addressing a critical need of the University.

Vacant Position No. 00489, Secretary II, SR-14 along with Position No. 18947, Clerk Typist II will service the Director and Assistant Director. All other Clerk Typist III positions (Nos. 15272, 30959 and 21577) will be reassigned to the Procurement Section and service it exclusively.

On September 17, 1993, the Board of Regents abolished the Executive class Vice President for Administration thereby making Position No. 89056 available for reallocation. This position will be reallocated to serve as Director of the Procurement and Property Management Office to replace Position No. 89217, which has been assigned to the Managerial Class Director of Human and Material Resources. Position No. 11413, Private Secretary II, which serviced the Vice President for Administration will be reallocated to the Office of the Associate Vice President for Administration.
IMPACT ON SERVICES

There will be no adverse impact on services and students as a result of this reorganization. Rather, this reorganization is intended to facilitate the provision of enhanced administrative support services to the University community and the general public.

ESTIMATED COSTS OF POSITIONS AND SPACE REALLOCATIONS

The estimated costs related to this reorganization should be minimal. Functional realignments proposed will improve the efficiency and effectiveness of operations within current budgets.
CURRENT ORGANIZATION CHARTS AND FUNCTIONAL STATEMENTS

PROPOSAL FOR REORGANIZATION OF THE
UNIVERSITY OF HAWAII
SENIOR VICE-PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN AND MATERIAL RESOURCES
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
HUMAN & MATERIAL RESOURCES

CHART III
(CURRENT)

SENIOR VICE PRESIDENT
FOR ADMINISTRATION

HUMAN & MATERIAL
RESOURCES

PERSONNEL
MANAGEMENT
OFFICE

PROCUREMENT &
PROPERTY
MANAGEMENT
OFFICE

10/23/93

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
MAR 18 1994
ADMINISTRATIVE SUPPORT SECTION

Clinical Sup  
SR-14  #00460

Clerk Typist III  
SR-10  #12572

Clerk Typist III  
SR-10  #30559

Clerk Typist III  
SR-10  #21677

Clerk Typist III  
SR-08  #18547

HUMAN & MATERIAL RESOURCES

PROCUREMENT, PROPERTY & RISK MANAGEMENT OFFICE

Director of Proc., Prop. & Risk Management  
MGS-M  #9217
Assistant Director  
P13  #8058

PROCUREMENT SECTION

UH Proc & Prop Mgt Sp V  
P11  #00827

UH Proc & Prop Mgt Sp III  
P07  #00508

UH Proc & Prop Mgt Sp III  
P07  #00558

UH Proc & Prop Mgt Sp III  
P07  #00578

UH Proc & Prop Mgt Sp III  
P07  #00568

UH Proc & Prop Mgt Sp III  
P07  #01147

UH Proc & Prop Mgt Sp III  
P07  #00557

UH Proc & Prop Mgt Sp I  
P03  #0054

Purchasing Technician I  
SR-11  #40123

Purchasing Technician I  
SR-11  #49130

UH Proc & Prop Mgt Sp IV  
P09  #81052

PROPERTY MANAGEMENT SECTION

UH Proc & Prop Mgt Sp V  
P11  #00642

REAL PROPERTY SECTION

UH Proc & Prop Mgt Sp IV  
P09  #00471

INVENTORY SECTION

UH Proc & Prop Mgt Sp III  
P07  #00508

Clerk IV  
SR10  #00468

Clerk IV  
SR10  #10518

UH Proc & Prop Mgt Sp II  
P05  #00852

Store Clerk II  
SR06  #17653

UH Proc & Prop Mgt Sp I  
P03  #10864

UH Admin & Fiscal Supp Sp  
P01  #17065

LICENSING SECTION

UH Proc & Prop Mgt Sp IV  
P09  #61285

STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
HUMAN AND MATERIAL RESOURCES DIVISION
PROCUREMENT, PROPERTY & RISK MANAGEMENT

CHART III-B

APPROVED:

Ralph T. Hori, Jr.
Senior Vice President for Administration
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
HUMAN AND MATERIAL RESOURCES

INTRODUCTION

Provides leadership and exercises general control and coordination over the University's personnel, procurement, and property functions.

MAJOR FUNCTIONS

- Directs and coordinates Universitywide personnel management and administration functions.
- Directs and coordinates Universitywide contracting and procurement activities.
- Directs and coordinates all transactions involving University real property.
- Directs and coordinates Universitywide accounting of personal property assets.
- Directs and coordinates Universitywide risk management program.
- Directs and coordinates Universitywide records management program.
- Directs and coordinates Universitywide licensing program.

11/22/93
The Personnel Management Office is responsible for all personnel management concerns of the University of Hawaii with respect to policy development, development and issuance of implementation guidelines, advisory services to all units, staff services for executive level management decision-making, and all collective bargaining affairs. As such, the Director of Personnel serves as the chief advisor to the Vice President for Administration on personnel management affairs.

The Director's Office provides support in all collective bargaining negotiations; provides advisory services relative to contract administration and interpretation; maintains, interprets and disseminates collective bargaining information; conducts hearings on grievances and issues decisions; and serves as liaison to the Hawaii Labor Relations Board, Office of Collective Bargaining, and other external agencies relative to collective bargaining matters. The Director's Office provides systemwide guidance on immigration matters, including liaison with Immigration and Naturalization Service.

### Associate Director

- Provides advice in the legal and regulatory aspects of personnel management and administration
- Develops, monitors and analyzes legislative matters affecting the University personnel management program, including drafting testimony for the Director for legislative committees
- Reviews all proposed and existing personnel policies and procedures for legal implications
- May conduct hearings on selected grievances for the Director
- Serves as administrative liaison in personnel matters with the Attorney General's staff

### Human Resources Information Section

- Develops and recommends new or revised personnel policies, procedures and systems
- Manages special projects and conducts special studies which may cut across organizational levels and functional areas
- Develops and initiates studies and analyses to provide management data for program development which depicts personnel trends, practices, costs, etc.
- Reviews and coordinates the implementation of Human Resources Information Systems
- Responds to major national surveys
Technical Services

- Develops and administers on a systemwide basis the civil service recruitment, examination and appointment program
- Directs the administration of the classification and compensation plans for civil service, AFT and E/M positions
- Defends classification actions before an appellate body
- Reviews and recommends pricing and repricing of classes

Employee Benefits and Training

- Coordinates the State of Hawaii's Health Fund System for eligible department employees. Maintain employee health fund records for civil service and undelgated employees.
- Coordinates the University of Hawaii's leave accounting system
- Coordinates employee benefit programs relating to tax sheltered annuities (TSA's), U.S. savings bonds, temporary disability benefits, etc.
- Plans, develops, coordinates and implements employee training and safety/health programs, to include service and incentive award programs,
- Develops, maintains and updates an effective workers' compensation management system
STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR FINANCE AND OPERATIONS
PROCUREMENT AND PROPERTY MANAGEMENT OFFICE

FUNCTIONAL STATEMENTS

DIRECTOR

- Plans, organizes, directs, and controls procurement and property management activities for the University system.

- Responsible for the acquisition of goods and services through the University's centralized-decentralized procurement system, concession contracting, effecting agreements, and the administration of real and personal property assets.

- Formulates University procurement and property management policy and procedure based on applicable State statutes, Federal laws and regulations, Board of Regents Bylaws and State policy and monitors effectiveness and compliance through records review and staff visits.

- Executes contractual and real property documents in accordance with delegated authority.

- Acts as University contact for Federal agencies in the areas of subcontracting and property administration under Federal prime contracts and grants.

- Provides a public relations program to optimize relations with the commercial public and civic organizations.

- Performs as the University central project officer on large and complex procurement projects that require extensive coordination, attention to detail and follow-up actions.

- Assists the State Attorney General in legal actions involving University contractual matters.

- Plans and supervises the University fiscal officer training program and provide specialized training in procurement and property administration.

- Provides advice and guidance to University personnel on the ethics of public procurement.

- Establishes internal operating policies and procedures for the Procurement and Property Management Office.
- Approves sole source purchase utilizing federal funds.

- Prepares legislation relating to competitive bidding and other procurement and property management matters, and either testifies or assists in testimony on the same before the Legislature.

- Administration of patents and copyrights
ASSISTANT DIRECTOR

- Reviews and processes all documents relating to the acquisition or conveyance of real property or any interest therein, including leases, revocable permits, licenses, easements, rights-of-entry, and deeds. Maintains repository for land documents.

- Provides risk management services, including guidance on liability and the acquisition of insurance for the University and Board of Regents.

- Prepares briefs and studies on subjects pertaining to procurement and risk management for the University administration and either testifies or assists in testimony on same before boards, committees, departments, investigators, etc.

- Serves as University small business specialist as required by Public Law 95-507. Develops policies and procedures, contract clauses, and reports concerning small business utilization. Advises small businesses on how to do business with the University.

- Serves as University Records Officer and provides guidance to University personnel on records management.

- Assists the State Attorney General in tort cases involving University real property by conducting investigations and preparing reports to support legal actions.

- Assists the Director in planning, organizing, directing, and controlling the University's Procurement and Property Management Office.

- Acts as Director, signs contractual and property documents as authorized during absence of Director.

- Assists Director in resolution of unique procurement problems, contract disputes, and in making complex procurement decisions.

- Performs special tasks in complex acquisitions and provides contract administration as assigned.
ADMINISTRATIVE SUPPORT

- Provides centralized administrative support to the two operating sections, support to the Director and Assistant Director and policy and procedure dissemination to departments and fiscal officers.
- Types and compiles bid packages consisting of specifications, general conditions and special provisions and advertisements for tenders in accordance with established procedures.
- Types purchase orders for issuance.
- Maintains register of contract status and insures that proper and timely actions are taken.
- Types contracts, and forwards contract to vendor for signatures, bonds, approvals, etc., and distributes contract documents.
- Releases bid results to vendors, commercial associations and other agencies, when requested.
- Encumbers contracts at Department of Accounting and General Services.
- Compiles periodic lists and descriptions of contracts in accordance with Article V of the University bylaws for review by the Board of Regents.
- Formulates routine correspondence.
- Maintains general files and contract files (ten years) and records disposition program.
- Receives and distributes mail and maintains an action suspense system.
- Types reports required by the University, State agencies and Federal agencies.
- Administers the student help program.
- Receives visitors and arranges appointments for them.
- Maintains supply of forms for use throughout the University system.
PROPERTY MANAGEMENT SECTION

. Maintains a computerized personal property accounting system as required by law and grant or contract provisions.

. Prepares reports on property as required by law, contract, grant or as requested.

. Provides warehousing facilities for storage, transfer and disposal of personal property.

. Prepares regulatory policies and procedures on inventory of personal property and real property.

. Trains fiscal officers in property administration.

. Accounts for all personal property and real property for the University of Hawaii system.

. Advises and participates in the acquisition, disposition and exchange of lands necessary to the physical development of University campuses, research centers and other components.

. Advises and participates in the preparation of land use and zoning studies, appraisal reports, research and evaluation studies on site selections.

. Assists in maintaining an inventory of University lands for planning purposes.

. Advises, prepares and reviews environmental assessments and impact statements for new campuses, master plans and all University projects, responsible for University environmental policy and all documents in compliance with rules and regulations of the Environmental Quality Commission.

. Maintains liaison and represents the University dealing with private and public agencies on matters relating to University lands and environmental concerns.

. Drafts conveyance documents, e.g., deeds, leases, easements, rights of way and licenses, relating to University interests in real property.

. Coordinates with University departments involved in or affected by a particular conveyance.

. Processes conveyance documents for execution by parties.

. Records/registers conveyance documents, as necessary, with the Bureau of Conveyances or Land Courts.
- Maintains official files for all University interests in real property.

- Monitors official files to process necessary changes to terms and conditions of the conveyance documents, e.g., extensions of lease, adjustments to rent, insurance renewals, etc.

- Processes short term lease requests (30 days or less/under $4,000).

- Processes fiscal services accounting forms for payments relating to conveyance documents.

- Investigates and gathers information for tort claims involving University real property.

- Assists in developing, interpreting, and evaluating policies and procedures in the highly specialized area of licensing.

- Reviews licensing agreements for legality, completeness and accuracy, review for renewal/cancellation, and periodically review, evaluate and amend licensing agreements.

- Maintains a file of royalties received and prepare quarterly reports of royalties received/not received, conduct field audits of licensee's records to assure compliance with the licensing agreement. Take appropriate action for non-compliance as directed.

- Investigates possible violations of licensing agreements, gathers facts and documents and take appropriate action as directed. If necessary, work with Attorney General's Office to curb violations and recover damages. Conduct field investigation (swap meets, sidewalk vendors, gift shops, etc.) for violation of licensing agreements or misuse of UH indicia, etc.

- Meets with potential licensors, explain University's licensing program qualifications, procedures for securing an agreement, provide information to retailers concerning licensed vendors, investigate potential licensing ventures.

- Reviews proposed products for appropriateness, quality and accuracy in the use of UH indicia, etc. Prepare report recommending approval/disapproval, changes/improvements, etc.

- Reviews and evaluates University's agreement with International Collegiate Enterprises (ICE) for compliance, etc.

- Advises University personnel on licensing policies/procedures, etc.

- Serves as University liaison with licensing agents and negotiate agreements with licensing agents.
Serves as University liaison with the private sector on and licensing matter to encourage University-industry interaction.

Keeps up-to-date on the latest trends, materials, etc., in the field of licensing recommending appropriate changes in University policies and/or procedures as necessary.
PROCUREMENT SECTION

- Effects formal contracts (over $4,000), specialized informal contracts and consultant and services contracts.

- Evaluates departmental requirements for acquisition and writes bid specifications.

- Advertises for bid in accordance with State law, grant or contract terms and Board of Regents policy.

- Justifies sole source procurement in accordance with law.

- Evolves contract terms and provisions.

- Awards contracts.

- Administers open-end contracts.

- Provides contract administration services over and beyond routine actions.

- Prepares bid packages consisting of specifications, general provisions and special provisions and advertisement for tenders in accordance with Section 103-22 and Chapter 102, H.R.S., in the name of the Board of Regents.

- Prepares and awards contracts.

- Controls or performs the University purchasing function, mostly $4,000 and under, by the purchase order and informal contract methods; acquires insurance, provides customs clearance, provides freight specialist services, foreign purchase assistance, handling of licenses, damage claims, and hazardous materials and alcohol acquisitions.

- Obtains necessary quotations.

- Awards high dollar purchase orders.

- Monitors decentralized procurement activities (other campuses and departments).

- Provides advice and assistance to using agencies.

- Effects informal contracts.

- Trains fiscal officers and assistants.

- Handles sales of excess property.

- Develops regulatory policies and procedures.
- Provides purchasing forms to departments.
- Provides vendor information.
HUMAN & MATERIAL RESOURCES

OFFICE OF HUMAN RESOURCES

System Director of Human Resources  MD7M  #89053

SECRETARY II  SR-14  #45381

HUMAN RESOURCES INFORMATION

UH Personnel Officer VI  P13  #80094
Secretary II  SR-14  #12260
UH Personnel Officer IV  P09  #81322
UH Personnel Officer IV  P09  #81323
UH Personnel Officer III  P07  #80538
UH Personnel Clerk IV  SR-11  #47332
UH Personnel Officer IV  P09  #81866

CIVIL SERVICE EMPLOYEE RELATIONS

UH Personnel Officer VI  P13  #80092
Secretary II  SR-14  #12681
Personnel Tech VI  SR-15  #03395
Personnel Clerk V  SR-13  #12894
Personnel Clerk V  SR-13  #22567
Personnel Clerk V  SR-13  #43098
Personnel Clerk V  SR-13  #42423
UH Personnel Officer IV  P09  #80540
Personnel Clerk IV  SR-11  #33088
UH Personnel Officer II  P05  #80179
UH Personnel Officer I  P03  #81255

BOARD OF REGENTS EMPLOYEE RELATIONS

*UH Computer Sp. V  P11  #80518
UH Personnel Officer III  P07  #81834
*UH Personnel Officer VI  P13  #81642

EMPLOYEE DEVELOPMENT & BENEFITS

*Personnel Tech VI  SR-15  #22560
Secretary II  SR-14  #17634
*UH Personnel Officer VI  P13  #80416
UH Personnel Officer III  P07  #81419
Personnel Clerk III  SR-09  #45682

*To be redescribed
**Position No. 44251 changed to Director of Collective Bargaining

APPROVED:

Ralph T. Horii, Jr.
Vice President for Administration
MAJOR FUNCTIONS

• Provides administrative support to the Senior Vice President for Administration by planning, coordinating and directing the University’s procurement, human resources, risk management, records management, collegiate licensing and real property activities.

• Provides guidance to the Director of Human Resources and the Director of Procurement, Property and Risk Management in program planning and development.

• Develops and effectuates major policies and procedures relating to human resources and procurement and property management.

• Monitors the effectiveness and efficiency of human resources and procurement and property management activities.

• Manages the budget for the Office of Human and Material Resources and its subordinate units.

• Exercises oversight over the University’s human resources and procurement, property and risk management activities to insure compliance with applicable laws and administrative rules.

• Drafts proposed legislation and supporting documentation when necessary to advance the interests of the University in matters relating to human resources and procurement and property management.

• Represents the University in Statewide human resources and procurement, property and management matters.

• Provides systemwide support by providing legal expertise and advice in human resources, procurement, property and risk management matters.

• Provides administrative support to the President by serving as designee in grievance hearings and other matters.
MAJOR FUNCTIONS

The Office of Human Resources is responsible for all personnel management concerns of the University of Hawaii with respect to policy development, development and issuance of implementation guidelines, advisory services to all units and staff services for executive level management decision-making. As such, the Director of Human Resources serves as the chief advisor to the Director of Human and Material Resources on personnel management affairs.

The Director's Office has responsibility for planning, organizing and managing the University's human resources operations. This responsibility includes the development, implementation and maintenance of personnel policies and procedures to ensure compliance with federal and State laws, Board of Regents' policies and applicable collective bargaining agreements; overseeing the administration of the University's classification and pricing systems for Administrative, Professional and Technical personnel, as well as Executive and Managerial personnel; directing special projects and studies; providing leadership and advice to senior level executives on matters relating to human resources administration; conducting hearings and rendering decisions on grievances; and providing guidance on immigration matters.

Human Resources Information Section

- Develops and recommends new or revised personnel policies, procedures and systems
- Manages special projects and conducts special studies which may cut across organizational levels and functional areas
- Develops and initiates studies and analyses to provide management data for program development which depicts personnel trends, practices, costs, etc.
- Reviews and coordinates the implementation of Human Resources Information Systems
- Responds to major national surveys

Civil Service Employee Relations

- Directs, administers and coordinates the labor relations program for Civil Service employees
- Provides interpretations of rules, regulations, policies and collective bargaining contracts relating to the management and direction of civil service employees
• Directs and administers on a systemwide basis the civil service recruitment, examination and appointment program.

• Takes final classification actions on civil service positions. Represents the University before appellate boards and commissions regarding the classification of positions.

• Reviews and recommends the compensation, pricing and repricing of classes of positions.

**Board of Regents Employee Relations**

• Directs, administers and coordinates the labor relations program for administrative/professional/technical and executive/managerial employees.

• Provides interpretations of rules, regulations, policies and collective bargaining contracts relating to the management and direction of APT and E/M employees.

• Provides human resource support services, such as preparing the Board of Regents' agenda, providing human resource services for selected systems offices, and reviewing actions on behalf of the Senior Vice President for Administration.

• Takes final classification actions on APT positions. Represents the University before appellate boards and commissions regarding the classification of positions.

• Provides staff support on E/M classification issues, personnel transaction processing and recruitment.

• Reviews and recommends the compensation, pricing and repricing of E/M and APT classes.

**Employee Development and Benefits**

• Coordinates the State of Hawaii's Health Fund System for eligible department employees. Maintains employee health fund records for civil service and undelegated employees.

• Coordinates the University of Hawaii's leave accounting system.

• Coordinates employee benefit programs relating to tax sheltered annuities (TSA's), U.S. savings bonds, temporary disability benefits, etc.

• Plans, develops, coordinates and implements employee training and safety/health programs, to include service and incentive award programs.

• Develops and maintains workers' compensation management system.
PROPOSED ORGANIZATION CHARTS AND FUNCTIONAL STATEMENTS

PROPOSAL FOR REORGANIZATION OF THE UNIVERSITY OF HAWAII
SENIOR VICE-PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN AND MATERIAL RESOURCES
STATE OF HAWAII
UNIVERSITY OF HAWAII
SENIOR VICE PRESIDENT FOR ADMINISTRATION
HUMAN AND MATERIAL RESOURCES

OFFICE OF PROCUREMENT, PROPERTY AND RISK MANAGEMENT

MAJOR FUNCTIONS

The Office of Procurement, Property and Risk Management provides overall direction and leadership in the systemwide development of procurement and property management policies and procedures. It plans, organizes, directs and controls procurement, property, risk, and records management activities for the University system.

The Director of Procurement, Property and Risk Management provides overall leadership and direction in the acquisition of goods and services through the University’s centralized-decentralized procurement system; all transactions involving University real property; the development and administration of the University’s risk management program; the development and administration of the University’s collegiate licensing program; in the auditing of fiscal officer transactions; in the planning, development and implementation of fiscal officer training programs; and in the development of legislation involving procurement and property management issues.

Assistant Director

- Prepares studies on subjects pertaining to procurement and property management for the University and assists in presenting testimony before boards, committees, etc.

- Serves as University small business specialist as required by Public Law 95-507. Develops policies and procedures, contract clauses and reports concerning small business utilization. Advises small businesses on how to do business with the University.

- Serves as the University’s Records Officer and provides guidance to University personnel on records management.

- Assists the State Attorney General in tort cases involving University real property by conducting investigations and preparing reports to support legal actions.

- Assists the Director in planning, organizing, directing, and controlling the University’s Procurement and Property Management Office.

- Acts as Director, signs contractual and property documents as authorized during absence of Director.

- Assists Director in resolution of unique procurement problems, contract disputes, and in making complex procurement decisions.
• Performs special tasks in complex acquisitions and provides contract administration as assigned.

**PROCUREMENT SECTION**

• Effects formal contracts (over $10,000), specialized informal contracts and consultant and service contracts.

• Evaluates departmental requirements for acquisition and writes bid specifications.

• Advertises for bid in accordance with State law, grant or contract terms and Board of Regents policy.

• Justifies sole source procurement in accordance with law.

• Develops contract terms and provisions.

• Awards contracts.

• Administers open-end contracts.

• Provides contract administration services over and beyond routine actions.

• Prepares bid packages consisting of specifications, general provisions and special provisions and advertisement for tenders in accordance with Chapters 102 and 103D H.R.S., in the name of the Board of Regents.

• Prepares and awards contracts.

• Controls or performs the University purchasing function, by the purchase order and informal contract methods; acquires insurance, provides customs clearance, provides freight specialist services, foreign purchase assistance, handling of licenses, damage claims, and hazardous materials and alcohol acquisitions.

• Obtains necessary quotations.

• Awards high dollar purchase orders.

• Monitors decentralized procurement activities (other campuses and departments).

• Provides advice and assistance to departments.

• Effects informal contracts.

• Trains fiscal officers and assistants.

• Handles sales of excess property.
• Develops regulatory policies and procedures.
• Provides purchasing forms to departments.
• Provides vendor information.

REAL PROPERTY SECTION

• Advises and participates in the acquisition, disposition and exchange of lands necessary to the physical development of University campuses, research centers and other components.
• Advises and participates in the preparation of land use and zoning studies, appraisal reports, research and evaluation studies on site selections.
• Assists in maintaining an inventory of University lands for planning purposes.
• Advises, prepares and reviews environmental assessments and impact statements for new campuses, master plans and all University projects, responsible for University environmental policy and all documents in compliance with rules and regulations of the Environmental Quality Commission.
• Maintains liaison and represents the University dealing with private and public agencies on matters relating to University lands and environmental concerns.
• Drafts conveyance documents, e.g., deeds, leases, easements, rights of way and licenses, relating to University interests in real property.
• Coordinates with University departments involved in or affected by a particular conveyance.
• Process conveyance documents for execution by parties.
• Records/registers conveyance documents, as necessary, with the Bureau of Conveyances or Land Courts.
• Maintains official files for all University interests in real property.
• Monitors official files to process necessary changes to terms and conditions of the conveyance documents, e.g., extensions of lease, adjustments to rent, insurance renewals, etc.
• Processes short term lease requests (30 day or less/under $4,000).
• Processes fiscal services accounting forms for payments relating to conveyance documents.
COLLEGIATE LICENSING SECTION

- Assists in developing, interpreting, and evaluating policies and procedures in the highly specialized area of licensing.

- Reviews licensing agreements for legality, completeness and accuracy, review for renewal/cancellation, and periodically review, evaluate and amend licensing agreements.

- Maintains a file of royalties received/not received, conduct field audits of licensee's records to assure compliance with the licensing agreement. Take appropriate action for non-compliance as directed.

- Investigates possible violations of licensing agreements, gathers facts and documents and take appropriate action as directed. If necessary, work with Attorney General's Office to curb violations and recover damages. Conduct field investigation (swap meets, sidewalk vendors, gift shops, etc.) for violation of licensing agreements or misuse of UH indicia, etc.

- Reviews proposed products for appropriateness, quality and accuracy in the use of UH indicia, etc. Prepare report recommending approval/disapproval, changes/improvements, etc.

- Advises University personnel on licensing policies/procedures, etc.

- Serves as University liaison with licensing agents and negotiates agreements with licensing agents.

- Serves as University liaison with the private sector on and licensing matter to encourage University-industry interaction.

- Keeps up-to-date on the latest trends, materials, etc., in the field of licensing and recommending appropriate changes in University policies and/or procedures as necessary.

RISK/RECORDS MANAGEMENT SECTION

- Investigates and gathers information for tort claims involving University real property.

- Serves as the University liaison with State Risk Manager.

- Provides guidance and advice in all matters relating to insurance.

- Develops release and hold harmless forms for use by University programs.

- Reviews indemnification clauses to insure compliance with State laws prior to execution by University programs.

- Provides training and advice to departments concerning risk management.
• Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program.

• Administers University records management procedures to insure compliance with State law and procedural requirements pertaining to public records.

• Acts as the University liaison with the Department of Accounting and General Services for all records management matters.

• Processes all requests from University departments and programs relating to the disposal, storage, transfer, microfilming, and reporting of University records.