NOTICE OF BOARD OF REGENTS MEETING
Board business not completed on this day will be taken up on another
day and time announced at the conclusion of the meeting.

Date: Thursday, February 23, 2017
Time: 9:15 a.m.
Place: Honolulu Community College
Norman W.H. Loui Conference Center
Building 2, Room 201
874 Dillingham Blvd.
Honolulu, Hawai'i 96817

AGENDA

I. Call Meeting to Order

II. Public Comment Period: All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Registration for oral testimony on agenda items will be provided at the meeting location 15 minutes prior to the meeting and closed once the meeting begins. Written testimony may be submitted via US mail, email at bor@hawaii.edu, or facsimile at 956-5156. Oral testimony is limited to three (3) minutes.

III. Report of the President

IV. Report of the University of Hawai'i Foundation

V. Committee Reports

A. Report from the Committee on Budget and Finance
B. Report from the Committee on Independent Audit
C. Report from the Committee on Intercollegiate Athletics
D. Report from the Committee on Personnel Affairs
E. Report from the Committee on Planning and Facilities
F. Report from the Committee on Research and Innovation

VI. Items for Discussion and/or Approval

A. For Action
   1. Consent Agenda:
      a. Minutes of the January 26, 2017 Meeting
      b. Board of Regents Policy, RP 9.205 Political Activity
      c. New Regents Policy, RP 2.206 Regent as Employee

Accommodation required by law for Persons with Disabilities requires at least (5) five days prior notice to the board office at 956-8213 or bor@hawaii.edu.
2. Approval of a Reorganization Proposal to Consolidate the University of Hawaiʻi at Mānoa Office of Planning and Facilities and Communications Office with the University of Hawaiʻi System Office of the Vice President for Administration and to Establish New Offices under the Vice President for Administration

3. Approval Of Permitted Action Group for Board Participation in the Community Colleges Accreditation Institutional Self-Evaluation Report

VII. Executive Session (closed to the public):
   A. Personnel: (To discuss the following personnel matters pursuant to HRS §92-5(a)(2))
      1. Midyear performance evaluation of President Lassner

   B. Collective Bargaining: (To discuss authority of persons conducting labor negotiations and conducting negotiations pursuant to HRS §92-5(a)(3))
      1. Status of collective bargaining negotiations

VIII. For Action (continued)
   A. Resolution in Support of the University President Extending his Dual Capacity as President and Interim Chancellor of UH Mānoa

IX. Announcements
   A. Next Meeting: March 23, 2017 at University of Hawaiʻi West - Oʻahu

X. Adjournment

ATTACHMENTS
   A – Personnel actions posted for information only
Attachment A: Pursuant to §89C-4, Hawaii Revised Statutes, the following proposed compensation actions for excluded executives and managers are disclosed for purposes of public comment.

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<tr>
<th>Campus</th>
<th>Last Name</th>
<th>First Name &amp; Middle Initial</th>
<th>Proposed Title</th>
<th>Unit</th>
<th>Nature of Action</th>
<th>Monthly Salary</th>
<th>Effective Date</th>
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<td>Interim Associate Director of Research Institute</td>
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Item III.
Report of the President

Verbal Report
Item III. Report of the President

Slide Presentation by Host Chancellor, Honolulu Community College and Supplemental Material: HonCC Educational and Strategic Plan 2016-2021
Honolulu’s Educational and Strategic Plan

• Goal A: Student Success
  • Special focus on Native Hawaiian, Filipino, Pacific Islander, STEM and Low Income Student Success
Honolulu’s Educational and Strategic Plan

• Goal B: Enrollment
  • High School Going Rate
  • High School Graduate Enrollment
  • High School Non-Completers and GED Recipients
  • Pacific Islander Students
  • Working Age Adults
  • International Student Population
Honolulu’s Educational and Strategic Plan

• Goal C: Training and Workforce Development
Honolulu’s Educational and Strategic Plan

• Goal D: Campus Community
  • Safe and Secure Environment for All
  • A Healthy Community of Professionals
  • A Leadership Team that uses Best Management Practices
Honolulu’s Educational and Strategic Plan

• Goal E: Infrastructure, Sustainability, and Technology
## Honolulu’s Performance Measures

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Hoʻāla Hou: Renewing a Pathway to Student Success Through Culture & Place Based Learning

- **Goal 1**: To establish an enrollment pathway to Honolulu Community College for Native Hawaiian students and to create a sense of place at the college for Native Hawaiians that is culturally significant and relevant.

- **Goal 2**: To create a culture and place-based training program for faculty, staff, and administrators aimed at infusing Hawaiian culture, traditions, and values in teaching, learning and service in order to support student success and completion.
Hoʻāla Hou: Renewing a Pathway to Student Success Through Culture & Place Based Learning

• Culture & Place-Based Training Program for Instructional and Non-Instructional Faculty and Staff
• Outreach and Recruitment Plan
• Peer Mentors
• Learning Through Traditional Community Building Practices
• Digital Historical & Cultural Tour
• Technology for Longevity
Ho‘āla Hou: Renewing a Pathway to Student Success Through Culture & Place Based Learning
Culture & Place-Based Education: HIST152 - Mieko Matsumoto

• Strategies learned through the Ho’ala Hou Cohort
  • Strategies can be applied across disciplines
  • Community in the classroom
  • Diverse learning styles

• Teaching through music
  • Why music?
  • Potential songs & topics
    • “I Ain’t Got No Home” (Great Depression)
    • “Over There” (WWI)
    • “The East is Red” (Chinese Cultural Revolution)
    • Call to prayer – (Islamic empires)
    • “Let My People Go” (African slavery)
    • “Kaulana Na Pua” (Annexation)

• Anticipated obstacles
• Moving beyond the classroom
  • UH strategic plan
Honolulu Community College began updating its campus strategic plan in fall 2014. The University of Hawai‘i, with a change in its presidential leadership, developed new system strategic directions in 2013. To be in line with these directions, the University of Hawai‘i Community Colleges (UHCC) started to revise its strategic plan in 2013 and completing it in fall 2015. Honolulu Community College was then tasked with updating its campus strategic plan so it would align with the two system plans.

The Honolulu Community College plan focuses on ensuring the campus continues to move toward a campus culture that values a student centered – student focused environment. Accountability, metrics, assessment and evaluation will serve as the primary indicators for success. The campus has made great strides in enrollment and graduation increases. Several new sources of grant funding, specifically state funding for new facilities and increased private donations, are allowing the campus to update facilities and equipment that are necessary to stay on the forefront of providing programs so graduates are competitive in their careers.

The strategic and educational plan is comprised of five main goals:

1) Goal A: Student Success
2) Goal B: Enrollment
3) Goal C: Training and Workforce Development
4) Goal D: Campus Community
5) Goal E: Infrastructure, Sustainability, and Technology

To achieve our stated goals and objectives, the college has adopted an implementation process that will drive student success initiatives of this plan. A Student Success Pathway project was developed to be tied directly to the strategic plan as the mode of implementation. The Student Success Pathway examines the students’ experience with the college as five major phases. These include Prepare, Engage, Commit, Complete, and Thrive. The pathway is a roadmap for our college community (students, faculty and staff) and an organizing tool for planning actionable items to help meet our Strategic Plan and advance student success and completion. Each of the five phases contain strategic action items and initiatives to ensure students are successful at Honolulu Community College.

The college community should be commended for the difficult work accomplished over the last several years. A complete overhaul of developmental education will be offered in fall 2016, while closer alignment with high school principals and counselors has been helping Honolulu Community College achieve outreach goals. The College was the first to pilot the STAR Graduation Pathway (GPS) for new student registration in April 2016 and will be the first in the system to engage in a facilities and scheduling analysis tied to efficiency and effectiveness of facilities use. Accountability and assessment have become a major focus for the campus.

Honolulu Community College and its administration are committed to the success of the measures outlined in this plan.

Aloha,
Dr. Erika L. Lacro
Chancellor
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2. Guiding Principles ................................................................. 3
3. Core Goals ........................................................................ 4
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   ii. Goal B: Enrollment ........................................................... 7
   iii. Goal C: Training and Workforce Development ................. 9
   iv. Goal D: Campus Community ............................................ 10
   v. Goal E: Infrastructure, Sustainability, and Technology ...... 11
In 2013, the Office of the Vice President for Community Colleges began updating the University of Hawai‘i Community Colleges (UHCC) Strategic Plan. During the two-year planning process, Honolulu Community College also began updating its seven-year plan, which was to expire in 2015. During the two-year planning period, the University of Hawai‘i President’s Office also had leadership changes. Along with the appointment of a new permanent president, the new University of Hawai‘i Strategic Directions, 2015-2021, were put into place. Honolulu Community College used the campus Planning Council as its primary governing body to help shape the campus plan update, now titled the “Educational and Strategic Plan 2016-2021.” The Planning Council and Administration hosted campus planning meetings open to all campus employees, which included over 30 participants. Results from this planning meeting were incorporated and shared back to the campus during general college meetings and town hall meetings.
As Honolulu Community College celebrates its 96th birthday, the key direction for the college has become a culture of evaluation and change to impact student success. Honolulu Community College’s Educational and Strategic Plan incorporates key principles of the UH System and the UHCC strategic plans. Decisions impacting educational attainment are at the forefront of conversations and they guide the goals and outcomes identified in this plan. Local and national data indicate that citizens of Hawai‘i will need some type of post-secondary credential to earn a living wage in the global workforce. For Honolulu Community College to meet this goal, the adoption of the state P-20 initiative, which calls for 55% of Hawai‘i’s working age residents have at least an associate’s degree by 2025, is critical. Among the guiding principles are

- Cost of attendance should not be a barrier to anyone’s goal of attaining a post-secondary credential;
- Student success measures of completion and transfer are the college’s primary goal;
- The College strives to maintain quality programs with the newest forms of technology and equipment;
- The academic experience is not solely classroom based, but also includes rigorous academic and student support services; and
- The College strives to be a high-performing organization in terms of sustainability, business practices, and maintaining a 21st century learning environment.
GOAL A: STUDENT SUCCESS

Honolulu Community College is a Student Centered – Student Focused learning environment. The success of our students in their courses, their semester completion, and their academic journey is our primary focus. The utilization of key metrics and measures help the college gauge healthy behaviors that lead to success and identify barriers that disrupt students’ progress, whether enrolled in a credit or non-credit program. If more students are successful, enrollment increases, even with all other factors constant.

The State’s Hawai’i Graduation Initiative (HGI) is committed to increasing the educational capital of the state by increasing college participation and completion rates – particularly of Native Hawaiians, low-income students, and students from underserved regions and populations – and preparing these students for success in the workforce and their communities. Honolulu Community College shares this commitment, including increasing the transfer rates and success of its students.

The College’s success with getting more Native Hawaiian students through the educational pipeline to graduation and transfer continues to be a challenge. In an effort to address this shortfall, the college intends to implement Hawai’i Papa O Ke Ao, a University of Hawai’i system initiative to become a leader in indigenous education. The effort on our campus, lead by our Native Hawaiian faculty and staff of Hūlili Ke Kukui, (Hawaiian Center), will determine ways the college can support a Hawaiian sense of place that incorporates place-based learning theories. The college will also work toward becoming a model indigenous-serving institution by advancing Hawaiian language and cultural studies. Over the next five years, the college will be implementing a Title III Grant, Ho‘āla hou – Renewing a Pathway to Student Success Through Culture-Based Learning that has two overarching goals. The first is to establish an enrollment pathway to the college for Hawaiian students and create a sense of place at the college that is culturally significant and relevant. The second goal is to create a culture and place-based learning training program for faculty, staff and administrators aimed at infusing Hawaiian culture, traditions and values in teaching, learning and service in order to support student success and completion.

In addition to Native Hawaiian success, the campus also is dedicated to improve the enrollment and success measures of those under-represented in our Hawai’i State population. These populations include Filipino and Pacific Islander students. Different success measures for each group are listed below. A gap analysis was conducted as part of the strategic planning process identifying the following to be addressed:

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<th>Native Hawaiian Student Gap Analysis</th>
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<th>Low Income (Pell recipient) Student Gap Analysis</th>
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* Did not achieve goal.
Tactics to achieve higher levels of educational attainment and to close the disparities will include activities across the academic curriculum through student support services. The first step impacting student success is addressing the low levels of student success through the College’s developmental education pathway. Other tactics include the following:

- Educational attainment and success gaps
  - Increase success and graduation of students that begin in developmental education by accelerating the developmental education pipeline with nationally proven models in other states
    - 75% of students testing at one level below college-ready standard will complete their college-level English and/or math course within one semester
    - 70% of students testing at two or more levels below college-ready standard will complete their college-level English or math course within one year
  - Increase degrees, certificates, and transfers
    - Improve time to degree
    - Improve number of full-time versus part-time students
    - Improve success of Native Hawaiian students and other under-represented groups
    - Create curricular pathways to encourage articulation and transfer
    - Implement the guided pathways approach for STAR registration
    - Increase student persistence from fall to fall from 44% to 65%
    - Increase the percentage of full-time students who have earned 20 credits after one year from 42% to 65%
    - Increase the percentage of degree seeking part-time students who have earned 12 credits after one year from 39% to 65%
    - Increase the percentage of full-time students who graduate or transfer within 150% of entry from 36% to 60%
    - Improve the use of data analytics to assess student success and use data in effective decision-making around campus operations
  - Create learning strategies around student characteristics
    - Develop part-time student strategies
    - Implement learning strategies for Native Hawaiians and other underserved populations
    - Develop a robust evening program for working adults
    - Standardize and collaborate student support services
  - STEM education
    - Improve course offerings and student success rates
    - Identify workforce skill gaps and create programs appropriate for HonCC in STEM, digital media, sustainability, cybersecurity, and data-intensive science and engineering
  - Improve Pell Grant participation and success
  - Accountability
    - Publish regular metrics and outcomes to determine success on a continuous schedule, including discussion meetings and through monthly white papers
    - Create an annual stakeholder report on effectiveness, including education and related expenditures per completion, student / staff ratios, SSH / instructional faculty FTE, Student / EM ratios to be circulated to campus and community constituents
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GOAL B: ENROLLMENT

Between the period of 2006-2011, Honolulu Community College did not experience as large enrollment growth as seen at the other UHCC campuses. The campus must organize itself around ensuing a robust communications and outreach plan. Re-engaging high schools has been a large focus over the last two years; however, more strategic planning around enrollment must be a focus. As enrollment trends change, the college must optimize relationships between higher education, high schools, and adult schools to create pathways that generate enrollment. More of a concern in enrollment trends is a five-year decrease in the college’s high school going rate.

The “going rate” is the percentage of “recent” high school graduates from Hawai‘i public and private high schools entering the University of Hawai‘i campuses in a given fall semester. “Recent” high school graduates are those who completed high school in the school year immediately preceding enrollment in post-secondary education.

Many aspects of enrollment and the activities that can positively impact enrollment are very much tied to the Prepare, Engage, and Commit phases of our Student Success Pathway. In addition to getting more students enrolled into our college, ensuring more students are retained from semester to semester will also have a positive impact on overall tuition. Engaging High Schools for early college and creating a vibrant evening program for working adults are also strategies the college plans to pursue. Other tactics to achieve these goals include:

- Increase the high school going rate
- Increase the K-12 pipeline
  - Create dual credit opportunities for high school students through Running Start, Jump Start, and Early College High School
- Engage the adult population: 24-49 year olds, GED recipients, and working adults
- Focus on enrollment of underserved populations, Native Hawaiians, Pacific Islanders and Filipinos
- Optimize international recruitment
- Improve course offerings and availability by working on effective analysis of course schedules
  - Implement effective scheduling of fall, spring, summer, and evening options
  - Identify revenue generating trends in summer enrollments and capitalize on those offerings
  - Expand online offerings
  - Refine and improve alignment between program offerings, curricula, enrollment, and the external demand
  - Create a robust evening program for working adults in the Honolulu area
  - Internationalize the campus by increasing the international student population and thus growing revenue sources

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Fall High School Going Rate
### GOAL B – ENROLLMENT SUCCESS MEASURES

#### High School Graduate Enrollment Targets

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#### High School Non-Completers and GED Recipients

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<tr>
<td>HonCC</td>
<td>1,371</td>
<td>1,494</td>
<td>1,590</td>
<td>1,685</td>
<td>1,828</td>
<td>1,924</td>
<td>2,019</td>
<td>2,115</td>
</tr>
</tbody>
</table>

#### International Student Population

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HonCC</td>
<td>58</td>
<td>60</td>
<td>62</td>
<td>63</td>
<td>65</td>
<td>67</td>
<td>69</td>
<td>71</td>
</tr>
</tbody>
</table>
GOAL C: TRAINING AND WORKFORCE DEVELOPMENT

Just as important as academic credit programs, so are the short-term training programs offered by the College. Particular attention should be paid to workforce shortages and skill gaps to ensure the most robust training offerings. Credit and non-credit programs should convene advisory council meetings to ensure education and training align with workforce needs.

A more refined approach to predicting and responding to workforce needs is expected to become available to the UHCC system in 2016. This approach will provide campuses with economic sector-based information, which will indicate workforce training needs that can link to education programs at the campus level.

- Establish strategic partnerships with the workforce
  - Work closely with employers to increase the qualified and skilled workforce base
  - Develop non-credit credential programs to credit pathways
  - Respond to training needs through effective use of facilities and scheduling
  - Increase apprenticeship programs and offerings where needed
  - Increase enrollment in non-credit and short-term training in areas where there is demonstrated State of Hawai‘i shortages of qualified workers, and where the average wage is at or above the U.S. average

- Community partnerships
  - Develop strategic curricular initiatives in response to community needs
  - Engage community-based advisory groups a minimum of twice per year, per program
GOAL D: CAMPUS COMMUNITY

In order to deliver a rigorous academic environment that fosters student success, the college community that services, teaches, and supports students must be healthy and innovative. The campus will cultivate diverse staff and faculty, and support their advancement at all levels.

• Provide a safe and secure environment for faculty, staff, and students
  ° Implement mandatory Title IX and VAWA policies, guidelines, and training, to support the community of employees and students
  ° Provide safety and awareness education for employees and students
  ° Ensure availability and accessibility of resources for victims

• A healthy community of professionals
  ° Create environments that support faculty and staff professional growth and educational opportunities
  ° Recruit, renew, and retain qualified, effective, and diverse employees
  ° Enhance mandatory new employee orientation and part-time lecturer orientation to communicate more broadly the campus culture and major goals
  ° Expand an online handbook of policies and procedures
  ° Develop and sustain an institutional environment that promotes transparency and a culture of evidence that links institutional assessment, planning, resource acquisition, and allocation

• Support a leadership team that uses best management practices through training, communication, and feedback
  ° Provide professional development and grow talent from within the organization
  ° Promote effective communication through town hall meetings, talk story hours, informational briefings, and other means
  ° Develop Native Hawaiians for leadership roles
In order to offer a high quality learning experience, the campus must focus on infrastructure that lends itself to supporting 21st century learning environments. Important is to identify spaces for students to take part in innovative curriculum and study that encourages collaboration.

A modern Facilities Task Force will assist the campus by developing standards that establish the minimum levels of need for different types of learning environments. This Task Force will identify gaps that exist between the current and desired learning environment and prioritize methods to bring facilities up to standard requirements.

Equipment modernization is necessary to ensure students receive the training and experience of new technologies and new equipment that employers will expect from students’ education in the College’s programs. The College will work with inventory systems, such as Kuali, to develop a system of planned equipment replacement. This system will ensure prioritization to help keep all program equipment equivalent with industry standards.

The 2015 Honolulu Community College Sustainability Implementation Plan (HonCCSIP) has been developed as the action plan to address the vitally important issues of climate change, environmental preservation, and energy conservation as identified in EP 4.202 and the ACUPCC.

The plan describes the path that Honolulu Community College will take toward contributing to the University of Hawaii’s goal of minimizing greenhouse emissions and becoming carbon neutral by 2050. The plan also outlines actions that will lead to institutionalizing the structures and processes necessary to implement and track progress of projects that reduce emissions and waste.

In addition, the plan will outline ways to develop data collection methodologies and systems; gather faculty, student, and staff capabilities and resourcefulness; and identify funding opportunities and gather monetary support. It is important that the college leverage the capabilities of the wide range of skills and resources available at Honolulu Community College, to develop and implement available and innovative solutions to waste reduction, alternative energy, and lowering GHG emissions.

One of the important components of the 2015 HonCCSIP is the outline for development of an institutional governance and structure that will support transformative sustainable actions and activities over time, without an overdependence on specific individuals.

To effectively achieve the goals of this plan, the campus realizes that the concept of sustainability must be integrated into all aspects of campus operations, including facilities design, maintenance, and operations, purchasing and business operations, hiring and training of faculty and staff, and overseeing student activities and curriculum. In many cases, this amounts to changing the way the campus does business.

The planning process requires campus-wide support, participation, and ownership. The HonCC sustainability committee, as the initiator of the HonCC Sustainability Implementation Plan, will be gathering information from various campus constituents including student organizations, the Faculty Student Executive Committee, the faculty at large, the administration, and the staff.
Tactics to address campus sustainability include:

- Create a sustainable environment for all constituents of the campus
  - Develop a Campus Sustainability plan to include:
    - College practices on recycling and reusing
    - Model sustainable practices
    - Improve sustainability of campus grounds by tracking, reporting, and minimizing greenhouse gas emissions
    - Reduce the annual gallons of water / gross sq. ft.
    - Increase the amount of energy generated from renewable sources to 15% through photovoltaic and other co-generation strategies
    - Reduce the annual KWH / gross sq. ft. consumed per year by 30%

Upgrading facilities and technology continue to be a challenge for the College and the university system overall. New equipment and grant money will be used for upgrading needed infrastructure. Effective management of campus facilities and course scheduling is a campus-wide priority.

- The 21st Century Facilities Plan to include:
  - Elimination of deferred maintenance
  - Ensure facilities are designed to meet teaching and laboratory learning
  - Replace and upgrade program equipment
  - Implement new technology in online learning and campus networks
  - Utilize open source textbooks to reduce costs to students, replacing most textbooks by the year 2021

- Efficiency and Cost Effectiveness
  - Increase operational efficiency by increasing class size
  - Improve the use of student success and institutional data for making better management decisions

- Fiscal Sustainability
  - Maximize alternate revenue streams
  - Increase revenue from non-credit workforce development training and contracts to invest in other campus needs
  - Increase revenue from private fund-raising to support students, professional development, and innovation
  - Improve indirect cost revenue (RTRF) from grants by increasing grant production

### Alternate Revenue Streams – Grow by 12%

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HonCC</td>
<td>$621,300</td>
<td>$695,856</td>
<td>$779,359</td>
<td>$872,882</td>
<td>$977,628</td>
<td>$1,094,943</td>
<td>$1,226,336</td>
</tr>
</tbody>
</table>
12 2016-2021 EDUCATIONAL AND STRATEGIC PLAN

Mr. Phil’s Secret Garden
BUILDING 27

Honolulu Community College is an Equal Opportunity/Affirmative Action Institution
Item III.
Report of the President

Materials for presentation by HonCC Faculty Senate:
Title III Grant Plan 2015 - 2020
### GOAL 1: To establish an enrollment pathway to Honolulu Community College for Native Hawaiian students and to create a sense of place at the college for Native Hawaiians that is culturally significant and relevant

<table>
<thead>
<tr>
<th>Outreach &amp; Recruitment Plan</th>
<th>Develop and implement a culturally appropriate outreach and recruitment plan focused on increasing access and enrollment to the college by Native Hawaiians.</th>
<th>Will partner closely with campus initiatives and plans around outreach &amp; recruitment (Outreach &amp; Communications Plan, STEM Workgroup).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Mentors</td>
<td>Create a team of peer mentors to outreach to the community and establish community based partnerships.</td>
<td>Allows for 10 to 15 students to be hired and trained. Focus will be on outreach and college access, etc.</td>
</tr>
<tr>
<td>Hālau</td>
<td>Erect a hālau (community gathering space) through traditional community building practices.</td>
<td>Scheduled to be built in Year 3 of the grant.</td>
</tr>
<tr>
<td>Digital Historical &amp; Cultural Tour</td>
<td>Create a digital cultural and historical bilingual (Hawaiian and English) tour of the campus and native plant species.</td>
<td>Will work in alignment with current digital tour via Google Maps.</td>
</tr>
</tbody>
</table>

### GOAL 2: To create a culture and place-based training program for faculty, staff, and administrators aimed at infusing Hawaiian culture, traditions and values in teaching, learning and service in order to support student success and completion.

<table>
<thead>
<tr>
<th>Culture &amp; Place-Based Training Program</th>
<th>Create a culture and place-based training program based on the Hawaiian resource management system of ahupua‘a and ‘Ike ‘aina.</th>
<th>To begin in Year 2. Goal is to train 25 faculty, staff, and administrators each year (100 trained by end of grant). Program to run in Fall, with individual project implementation in Spring. Culmination will be Spring hō‘ike.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cohort of Mentors</td>
<td>Establish a cohort of mentors to sustain what is learned through the training program.</td>
<td>At the end of the grant, completers of program will mentor others in the college about what they learned and how to infuse culture and place-based learning into their roles.</td>
</tr>
<tr>
<td>Technology for Longevity</td>
<td>Use technology to deliver the training materials for future use.</td>
<td>Participants will be asked to put their plans up on a website that will act as an online resource for rest of campus.</td>
</tr>
</tbody>
</table>
Per the Foundation’s contract with the University, attached is the packet of information submitted by the UH Foundation for the February 23, 2017 Board of Regent’s meeting:

- University of Hawaii Foundation’s Financial Overview for the six months ending December 31, 2016
- University of Hawaii Foundation’s Endowment Overview
- Institutionally-Related Foundations Benchmark Survey – Fiscal years 2013-2016

Thank you for your assistance and please let us know if anything further is needed.

Attachments
Development Operations Report
Fiscal Year Progress
(as of 12/31/2016)

Fiscal Year 2017 Goal: $75.0 million

Fundraising Results (7/1/2016 – 12/31/2016): $36.7 million

Cash Made Available (7/1/2016 – 12/31/2016): $21.6 million

Fundraising Result Summary

<table>
<thead>
<tr>
<th>Account Type</th>
<th>Gifts &amp; Pledges</th>
<th>Deferred Gifts</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment</td>
<td>$3,960,918</td>
<td>$160,617</td>
<td>$4,121,535</td>
</tr>
<tr>
<td>Expendable</td>
<td>$20,111,504</td>
<td>$49,206</td>
<td>$20,160,710</td>
</tr>
<tr>
<td>Bequest Intentions</td>
<td>$0</td>
<td>$2,402,544</td>
<td>$2,402,544</td>
</tr>
<tr>
<td>Gift-in-kind</td>
<td>$178,978</td>
<td>$0</td>
<td>$178,978</td>
</tr>
<tr>
<td>Grants Directly to UH</td>
<td>$9,797,216</td>
<td>$0</td>
<td>$9,797,216</td>
</tr>
<tr>
<td>Total</td>
<td>$34,048,616</td>
<td>$2,612,367</td>
<td>$36,660,983</td>
</tr>
</tbody>
</table>

Comparison to Previous Fiscal Year

<table>
<thead>
<tr>
<th></th>
<th>Number of Major Gifts</th>
<th>Major Gifts Total</th>
<th>Number of Annual Gifts &lt;$25k</th>
<th>Annual Gifts Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Fiscal Year</td>
<td>154</td>
<td>$30,057,726</td>
<td>17,108</td>
<td>$6,603,257</td>
</tr>
<tr>
<td>Previous Fiscal Year</td>
<td>165</td>
<td>$25,619,947</td>
<td>17,712</td>
<td>$6,573,385</td>
</tr>
<tr>
<td>Comparison Favorable/(Unfavorable)</td>
<td>(11)</td>
<td>$4,437,779</td>
<td>(604)</td>
<td>$29,871</td>
</tr>
</tbody>
</table>

154 major gifts accounted for 82% of the total funds raised
165 major gifts accounted for 80% of the total funds raised
University of Hawai'i Foundation
Financial Overview

As of December 31, 2016
University of Hawai'i Foundation
UHF Funds Expended by UH Programs
For the Six-Month Period Ending December 31, 2016, By Quarter
($000)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Faculty &amp; Academic Support</th>
<th>Research</th>
<th>Student Aid &amp; Services</th>
<th>Athletics</th>
<th>Other Programs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qtr 1</td>
<td>$1,409</td>
<td>$1,754</td>
<td>$3,299</td>
<td>$403</td>
<td>$1,347</td>
<td>$8,212</td>
</tr>
<tr>
<td>Qtr 2</td>
<td>2,008</td>
<td>2,635</td>
<td>971</td>
<td>491</td>
<td>3,861</td>
<td>9,966</td>
</tr>
</tbody>
</table>
University of Hawai'i Foundation
Year-to-Date UHF Funds Expended by UH Programs
Six-Months Ended December 31, 2016 and 2015
($000)

<table>
<thead>
<tr>
<th>UH Program Expenses</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty &amp; Academic Support</td>
<td>$3,652</td>
<td>$3,417</td>
</tr>
<tr>
<td>Research</td>
<td>$5,680</td>
<td>$4,389</td>
</tr>
<tr>
<td>Student Aid &amp; Services</td>
<td>$3,891</td>
<td>$4,270</td>
</tr>
<tr>
<td>Athletics</td>
<td>$1,270</td>
<td>$894</td>
</tr>
<tr>
<td>Other Programs</td>
<td>$4,022</td>
<td>$5,208</td>
</tr>
<tr>
<td>Total</td>
<td>$18,515</td>
<td>$18,178</td>
</tr>
</tbody>
</table>
## UNIVERSITY OF HAWAII FOUNDATION

### Statement of Operations

For the Six Months Ending December 31, 2016

*Unaudited*

<table>
<thead>
<tr>
<th></th>
<th>Current Year</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6 Months Ending</td>
<td>6 Months Ending</td>
</tr>
<tr>
<td></td>
<td>December 31, 2016</td>
<td>December 31, 2015</td>
</tr>
<tr>
<td><strong>REVENUES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted gifts</td>
<td>$105,797</td>
<td>$109,480</td>
</tr>
<tr>
<td>Income from expendable accounts</td>
<td>1,256,943</td>
<td>1,249,814</td>
</tr>
<tr>
<td>Income from endowment accounts</td>
<td>1,712,629</td>
<td>1,880,560</td>
</tr>
<tr>
<td>Service fee on gifts and non-gifts</td>
<td>1,064,216</td>
<td>1,229,654</td>
</tr>
<tr>
<td>Alumni Relations revenue</td>
<td>12,668</td>
<td>64,435</td>
</tr>
<tr>
<td>UH contract for services</td>
<td>1,500,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Other</td>
<td>270,212</td>
<td>259,884</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$5,922,465</strong></td>
<td><strong>$6,293,828</strong></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>$3,471,862</td>
<td>$2,833,111</td>
</tr>
<tr>
<td>Program</td>
<td>500,135</td>
<td>563,520</td>
</tr>
<tr>
<td>Campaign</td>
<td>41,621</td>
<td>57,265</td>
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<tr>
<td>Alumni Relations</td>
<td></td>
<td></td>
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<tr>
<td>Personnel</td>
<td>204,215</td>
<td>279,226</td>
</tr>
<tr>
<td>Program</td>
<td>38,726</td>
<td>41,681</td>
</tr>
<tr>
<td>Service &amp; Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>1,513,404</td>
<td>1,416,490</td>
</tr>
<tr>
<td>Program</td>
<td>773,403</td>
<td>622,651</td>
</tr>
<tr>
<td>UH Support Fund</td>
<td>75,000</td>
<td>75,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$6,618,367</strong></td>
<td><strong>$5,888,945</strong></td>
</tr>
<tr>
<td><strong>Net Revenues Over(Below) Expenses</strong></td>
<td>$(695,902)</td>
<td>$404,883</td>
</tr>
</tbody>
</table>
Endowment Market Value

Ten Year Endowment Investment Pool Market Values

Fiscal Year Ending June 30

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY07</td>
<td>178.1</td>
</tr>
<tr>
<td>FY08</td>
<td>181.4</td>
</tr>
<tr>
<td>FY09</td>
<td>151.2</td>
</tr>
<tr>
<td>FY10</td>
<td>169.4</td>
</tr>
<tr>
<td>FY11</td>
<td>207.3</td>
</tr>
<tr>
<td>FY12</td>
<td>201.5</td>
</tr>
<tr>
<td>FY13</td>
<td>226.3</td>
</tr>
<tr>
<td>FY14</td>
<td>261.5</td>
</tr>
<tr>
<td>FY15</td>
<td>269.5</td>
</tr>
<tr>
<td>FY16</td>
<td>260.7</td>
</tr>
</tbody>
</table>
Investment Performance

UH Foundation Endowment Investment Pool

Ten Year Endowment Performance vs. Portfolio Benchmarks

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UHF</td>
<td>15.40%</td>
<td>-1.60%</td>
<td>-16.80%</td>
<td>10.40%</td>
<td>19.20%</td>
<td>-2.10%</td>
<td>11.40%</td>
<td>14.90%</td>
<td>0.80%</td>
<td>-2.00%</td>
</tr>
<tr>
<td>Benchmark</td>
<td>15.00%</td>
<td>-1.30%</td>
<td>-21.10%</td>
<td>7.90%</td>
<td>19.90%</td>
<td>-1.70%</td>
<td>10.30%</td>
<td>14.20%</td>
<td>1.80%</td>
<td>-1.70%</td>
</tr>
<tr>
<td>CA Endow &lt;$300M median</td>
<td>18.20%</td>
<td>-2.80%</td>
<td>-19.10%</td>
<td>12.80%</td>
<td>20.70%</td>
<td>-1.90%</td>
<td>11.30%</td>
<td>10.40%</td>
<td>0.10%</td>
<td>-2.90%</td>
</tr>
<tr>
<td>NACUBO $101-500M</td>
<td>17.2%</td>
<td>-3.0%</td>
<td>-18.7%</td>
<td>11.9%</td>
<td>19.2%</td>
<td>-0.7%</td>
<td>11.9%</td>
<td>15.5%</td>
<td>2.0%</td>
<td>-2.4%</td>
</tr>
</tbody>
</table>

Fiscal Year Ending June 30
Investment Performance

UH Foundation Endowment Investment Pool

Endowment Performance vs. Payout

Performance

20.0%
15.0%
10.0%
5.0%
0.0%
-5.0%
-10.0%
-15.0%
-20.0%

Fiscal Year


12.6% 15.4% 10.4% 19.2% 11.4% 14.9% 0.8%
3.90% 4.00% 4.00% 4.00% 4.60% 4.50% 4.10% 4.40% 4.20% 4.00% 4.00%
-16.8% -1.6% -2.1% -2.0%
-20.0% -15.0% -10.0% 0.0% 5.0% 10.0% 15.0% 20.0%

UHF Endowment Payout*

* Effective rate
Cash Made Available

Cash Made Available to UH Accounts at UHF

Cash Made Available

- Endowment Payout
- Cash Gifts
- Total
- Linear (Total)

Fiscal Year

- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
Advancement Costs and Return of Investment (ROI)

- Two meaningful measures used to compare fundraising organizations:
  
  **Efficiency** - How much you spend to raise one ($1) dollar
  \[(\text{Cost divided by dollars raised})\]

  **Effectiveness** - Return on investment (ROI), how much you raise for each one ($1) dollar spent
  \[(\text{Dollars raised divided by cost})\]

- Utilized published data from CASE Institutionally-Related Foundation (IRF) Data Book Survey results for FYE 2013 to 2016
- Measured and compared UHF with peer institutions on the basis of total operating/organizational costs
- UHF was compared with nine (9) IRFs that reported results in the past four (4) fiscal years. Institutions selected represent UHF peer institutions based on comparable organization and operational structure and personnel administration.

  - Arizona State University Foundation
  - Oregon State Foundation
  - University of Nevada Las Vegas Foundation
  - Iowa State Foundation
  - University of Arizona Foundation
  - University of South Florida Foundation
  - Kansas State Foundation
  - University of Connecticut Foundation
  - University of West Virginia Foundation

- Reporting differences between IRFs:
  - Support to a single, multiple campus or system
  - Reported direct development costs shared or entirely supported by the institution served
  - Marketing and communication costs, endowment administration, alumni relations and engagement, and other administration costs may be provided by the institution
  - Reported costs not adjusted for CPI in the locality of the IRF
  - Level and type of direct institutional support

- In 2010, CASE completed an Advancement Investment Metric Study (AIMS). The mean ROI from all 120 institutions completing the study for development and advancement services costs was $5.99
University of Hawaii Foundation
Effectiveness (ROI) and Efficiency Comparison

Four Year Average

Source: CAE Voluntary Support of Education Survey from 2013-2016
Note: UNLV Foundation and U of West Virgina Foundation excluded from above due to inconsistent annual reporting
Source: FY2016 Council for Advancement and Support of Education (CASE) IRF Data Book Survey
University of Hawaii Foundation

Effectiveness (ROI) and Efficiency Comparison

2015

Total Operating Cost

Source: FY2015 Council for Advancement and Support of Education (CASE) IRF Data Book Survey
University of Hawaii Foundation

Effectiveness (ROI) and Efficiency Comparison

2014

Total Operating Cost

Source: FY2014 Council for Advancement and Support of Education (CASE) IRF Data Book Survey
University of Hawaii Foundation

Effectiveness (ROI) and Efficiency Comparison
2013

Total Operating Cost

Source: FY2013 Council for Advancement and Support of Education (CASE) IRF Data Book Survey
### Agenda Item: Discussion

#### IV.A.2: FY17 Q2 UBS investment report item

Due to time constraints, the UBS report was first to be heard. UBS reported that the second quarter performance outperformed benchmarks net of fees, although it is lower than the S&P 2016 return. Performance was tied to better long term forecasting and allocations accordingly. All investments are in compliance with board policy, and the report included allocation detail and fees charged respectively. Exposure to fossil fuel continues to decrease and expected to reach the target of less than 1% by 2018. The committee emphasized the energy target is only as to fossil fuel as some energy stocks are good to support. 2 new ETF fossil fuel funds are being monitored for growth and performance, and if meets guidelines could be considered at a future meeting. Investments will remain conservative long term to avoid risk, and focus on outperforming benchmarks to cover fees. It was noted that as the recovery from recession is longer than usual, UBS will keep a close watch and hope for no major corrections. Comments were raised regarding efforts to align with the S&P higher return, and the compounding negative impact upon the return due to withdrawals made from the fund for scholarships.


VP Young reported the second quarter financials as of December 31, 2016, noting that while the revenues appear to be higher than projected, the trajectory is expected to flatten as 90% of revenues for the year have been collected, and may be less than budgeted due to decreased enrollment. Trends reveal that growth will not be at the same level as overall tuition rate projections. Administration will continue to monitor, anticipating flat or lower revenues for the remainder of the year, and expect the expenditures to be closer to FY 16 than FY17 budgeted. It is expected that campuses will moderate accordingly to match the TFSF levels. It was explained that vacant positions are not included in the budgeting, and negative transfers

#### Follow Up/Action

Q3 report at next quarterly meeting.

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were due to timing issues. Lengthy discussion ensued regarding grave concerns about mitigating shortfalls in revenue and legislative appropriations with need for contingency plans and cost containment strategies proactively, e.g. early retirement, use and reporting of reserves for shortfalls, and the role of the board in addressing fiscal shortfalls. Administration concurred that measures for an immediate turnaround in a fiscal shortfall are limited, academically controversial, and impactful, and explained that active discussions are underway, including governance groups, with a target update on the UHM budget situation for the next committee meeting in April.
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<tr>
<td>Minutes</td>
<td>None</td>
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<tr>
<td>Testimony</td>
<td>Written testimony only from Dr. Amy Agbayani in support of UHM Student Housing Services.</td>
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<td>University of Hawai‘i at Mānoa Intercollegiate Report on Agreed Upon Procedures – 2016 Football Season</td>
<td>External auditor Accuity LLC submitted the audit report on the NCAA football session attendance required by the NCAA, noting no exceptions.</td>
<td>Unanimously accepted</td>
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<td>H-Zone Sales audit</td>
<td>The internal audit of the H-Zone sales report prepared by management was presented by the Internal auditor Shizumura, who noted no exceptions.</td>
<td>Unanimously accepted</td>
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<td>Internal Audit of ASUH awards</td>
<td>The internal audit of the ASUH awards was prepared and presented by the Internal Auditor, who noted that all areas reviewed were at the request of ASUH, and deficiencies found were not significant or recurring, and the corrective action plan was being implemented.</td>
<td>Unanimously accepted</td>
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<td>Management’s Response Update on internal audit of UHM Student Housing Services</td>
<td>VC Ideta along with unit managers presented the status of the corrective action plan for UHM student housing explaining that a comprehensive updated response was prepared, all internal audit recommendations have been implemented, addressed, or are in various stages of implementation.</td>
<td>Unanimously accepted</td>
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<td>Internal Audit of UHH Student Housing and Management’s Response</td>
<td>Internal Auditor Shizumura presented his office’s report on UHH student housing, noting is greatest concern was low occupancy in one of the student resident buildings. VCSA Gomes presented management’s response and, with respect to the occupancy concern, explained that a proposal for repricing is underway. The committee requested a progress update.</td>
<td>Progress update requested. Accepted unanimously.</td>
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<tr>
<td>Evaluation of Corrective Action Status of UHM Athletics Department Equipment and Apparel</td>
<td>Internal auditor Shizumura reviewed UHM Athletics Department’s status report on corrective action for equipment and apparel. Budgetary constraints caused delay in implementation and hiring, but the Department is now moving forward.</td>
<td>Unanimously accepted</td>
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## Whistleblower Report Update

The committee reviewed the whistleblower report that summarizes cases by campus since inception the current status of each reported matter. The committee requested a better description of cases to aid in identifying trends and outcomes as to type and result. ERM is the administrative interface that receives the reports and forwards accordingly for proper handling.

## Professional Development: Presentation by Accuity LLP on Audit Committee responsibilities (Chapters 16 and 20 of the AICPA Tool Kit, 3d ed. 2015)

Accuity LLP provided a training session on the committee’s responsibility for reviewing the external auditor as to competency, sufficiency, objectivity, independence, and assistance from the auditor (Chapter 16) and the role of the committee as to the single audits of all federal programs is to ensure compliance, gain a level of comfort of where money is expended, in particular to subcontractors, and that deficiencies are corrected and addressed (Chapter 20).

Committee members asked questions, provided perspectives, and had a robust discussion.
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<td>For Information: Item IV.A.1 Academic Update regarding UHM Student Athletes</td>
<td>AD Matlin introduced his team who provided an update on the academic progress and grades of the UHM student athletes. 50% of the student athletes in 18 teams meet the NCAA requirements, based on a 4 year cohort, as well as a single year rate monitored on annual basis. 5 teams received a perfect score of 1000, others fluctuated due to the small size of the teams. Graduation success rate is at its highest, football rate has improved, and the vast majority graduate in 4 years (excluding transfers). Of note, basketball is impacted because of recent events resulting in transfers, but is still above the minimum 930 rank with a recovery plan and intensive work underway. New information in the report include demographics that show 25% of the athletes are local, and 60% are from out of state. More work is needed regarding graduation in comparison to peers. The committee noted great strides, and raised concerns and comments regarding actions to address sanctions, decrease missed class days, and improve low ranks in comparison to peers. Other requests were for football data on missed class, trends analysis of grade and major distribution by sport and student classification (scholarship and walk on in comparison to student body and peers). Administration responded that missed class days impact the most because of travel schedules. Policies are in place to manage and monitor. The advising program assists over 500 student athletes with varied tutoring and mentorship programs on specific academic areas, foundational skills, reading, writing, strategies, addressing learning differences and needs for at risk students, and bridge programs for orientation and transitioning incoming students and outgoing athletes. The programs</td>
<td>Request for Title IX and concussion reports at the next committee meetings; data on football team missed classes to be reported at the next meeting</td>
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showed improved outcomes with plans for early intervention through building connections with campus resources and faculty. Work continues to increase 4 year graduation success rate, decrease the 5th year plan by investing in summer school offerings funded with foundation account funds that has resulted in reduced need for post eligibility aid.

Ranking impacts are due to peers having higher eligibility standards, and homesickness. Graduation rates are a better indicator of success; GPA performance comparison is better data to show how the student athlete performs on a whole in comparison to the rest of the student body.

For Information: Item IV.A.1 (continued)

| Academic Update regarding UHH Student Athletes | AD Guillen provided the report for the UHH student athletes and progress in improving support with identifying funding to hire an academic advisor dedicated and serve as academic specialist in Fall, and dedicated study space with funding. Academic numbers are good, with room for improvement. Division 2 provides Academic Success Rates and Grade Success Rates, with an overall GPA 2.96 that is higher than the general population. Overall retention rate is very high and increased from the prior year and higher than the general population.

Comments regarded reasons for better performance and student athlete demographics. AD Guillen attributed performance to student athletes’ commitment and coaches involvement and identifying needs and mentoring time management. A tutoring center is available but not dedicated, and incorporating some peer tutoring. Almost 60% are residents, an increase from last year, with approximately a dozen international students on the tennis team. The committee commended a good job with very limited resources. |
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<th>Item IV.A.2: Update on revenue generation activities</th>
<th>AD Matlin provided an update in four areas related to revenue generation: 1) fundraising is behind peers, and has been restructured for greater focus led by Carl Clapp, who is more involved and engaged, collaborating with UHF and AKA, on a broad and comprehensive perspective with a focus on philanthropy. AKA separation was completed and upon planning will consider next regarding structure and staffing. 2) Consideration of an all-sport apparel deal is underway, with focus on top 5 proposals with the option to defer to allow teams time improve on performance and garner a better deal. A multimedia right opportunity is being reviewed to partner with companies selling corporate sponsorship nationally, to assist in gaining a national reach and support in other areas e.g. CIP, staffing, etc. 3) Aloha Stadium new contract negotiations will commence regarding revenue and expense. 4) Merchandise and licensing improvements are underway, and the HZone situation will be resolved as the lease will not be renewed upon expiration in June. Conditions have improved and show a profit but deemed not the best use of resources. Other operations remain open and benefit from a captive audience customer base. Comments raised regarded including performance metrics in contracts, and media coverage on the legislature promoting a bill to take $6M from HTA to give to UHM. UHM takes an agnostic position, cognizant that all areas have needs, and discussion were had with HTA, and UHM awaits further reply. Regarding AKA, it was agreed that goals and metrics are useful and worthy of consideration.</th>
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<td>Recommend Approval Item IV.A.1: Board of Regents Policy, RP 9.205 Political Activity</td>
<td>VP Young recounted the status that the amendments had been approved at a prior meeting to proceed to consultation that has completed as reported in the action memo and ready for approval. No questions were raised.</td>
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<td>Recommend Approval Item IV.A.2.: New board policy on conflicts of interest and employment</td>
<td>Regents Higa and Tagorda stated their support for the policy, and being affected by the policy recused and left the room. Board secretary Quinn recounted the status that the amendments were approved at a prior meeting to proceed to consultation and that has completed as reported in the action memo, and General Counsel Okinaga was present to answer any questions. No questions were raised.</td>
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<td>Recommend Approval Item IV.A.3: Addition of governance under the purview of the Board of Regents Committee on Personnel Affairs</td>
<td>Committee Chair Wilson explained the purpose and intent of the proposal to focus on board governance, education, and development. Significant discussion ensued on clarity of intent, proper scope and authority, and focusing on best practices and recommendations for full board consideration. It was emphasized that current practice regarding evaluations and agenda planning was sufficient at the board and committee leadership levels. There was further discussion on proper committee structure regarding personnel and governance matters. There was concurrence as to the intent and further work to clarify the language accordingly.</td>
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<td>IV.A.1. FY17 Q2 Major projects update</td>
<td>VP Gouveia provided the second quarter report on the status of major projects. There were no significant changes from the last quarter’s report. All recent projects are basically on schedule and on target with no notable change orders to date. Progress continues on addressing older projects that have incurred more substantial delays and increased costs. When questioned, VP Gouveia explained that many of the larger increases in cost and time extensions were due to bid prices originally coming in over budget, which required de-scoping in order to make an award, but over the course of the project additional funds became available and the previously removed items were added back into the project. Other change orders were also due to unforeseen site, conflicts, and other structural integrity issues. Progress continues on a going forward basis to tighten the design-review and construction management process utilizing technology and the imposition of best practices. VP Gouveia explained that she is holding both the UH project manager and the consultant to professional standards and expectations – which is a shift from the current culture. The committee commended the improvements to date, as reflected in the report.</td>
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<td>IV.A.2. Capital Program Initiatives</td>
<td>VP Gouveia provided a demonstration of the technology utilized to improve project management timeliness and responsiveness and introduced the new project management team, and workflow system. She shared the current outcomes including reduction in change order approval processes steps from up to 80 down to 5, responsiveness to inquiries of no more than a week, and an early warning system to avoid backlogs or delays. The committee extended their appreciation and recognition of the magnitude of work, training, and progress, while utilizing current resources.</td>
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For Information Item IV.A.2: Update on UH System Research and Innovation Long Range Plan

VP Syrmos presented to the committee the long range plan for the university system research enterprise. It is designed to have a broader impact, with guiding principles for the system and campuses, with core elements, and five hub structures around ocean and climate sciences, astronomy, health and wellness, digital economy and civil infrastructure security, and sustainable ecosystems and energy.

The plan also provides for innovation workforce and entrepreneurship components and strategies to strengthen the enterprise in the challenging funding and regulatory environments, informed by the current assessments. The plan identifies approaches to increase revenue through increased enrollment, grants and endowments, containment of costs and improved efficiencies, beginning with an 18-24 month plan on hiring, research incentives and investments, measurements, space and organizational structures, with an implementation guide that compiles the best practices and metrics in hiring, investment, space management, grant development to be customized by each campus to fit their respective unique qualities and challenges.

Comments regarded understanding the hubs were not intended as an all-inclusive list of areas of focus; valuing scholarship and non-science fields, such as liberal arts that is the cornerstone for science fields; selecting research grants based on best return on investment and covering salary and overhead; benefits of an external advisory committee to assess plans including the structure and use of ORUs. Strategic hiring was also discussed as to recruitment plans, salary competitiveness and resources enhanced with RTRF reserves, housing and start up challenges, and the current successful strategic hiring in science, computer science, and high performance computing.

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<td>Periodic reporting on the progress of the 18-24 month plan.</td>
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<td>For Information Item IV.A.1: Update on Advancing Research at UH Mānoa</td>
<td>VC Bruno presented, noting that the UH was ranked 11th in the world for earth and environmental science by the renowned journal Nature. He provided a status update to the full report planned for the April committee meeting regarding the UHM strategic planning effort, in five areas and integrated in system long range plan. New funding efforts focused on student success resulted in new $300k donations in the first month. Regarding the launch of the external advisory review committee with members with international knowledge and expertise, including former director of DARPA, a site visit is planned to review the UHM research portfolio in 18 areas with directors and deans regarding concerns and challenges to inform their assessment and evaluation of the structure and balance among the research faculty and organizations to recommend best practices or other models, eg. Interdisciplinary institutes, to optimize on strengths, opportunities, and investments. The outcome is expected to also include hiring assessments and strategies, and available for an update at the end April on the findings and a report to be shared online and with faculty. Regarding strategic hiring, uniform templates for deans and directors is underway, to ensure appointments originate from the deans and follow a template that contains specified requirements in the offer letter expectations regarding external funding and teaching. It was confirmed that all research faculty do engage in some level of teaching across the board. Also currently underway are faculty salary workload policies with specified requirements for teaching or external funding in lieu of teaching requirements. Other strategies shared include shifting focus around problems to address in education and research and hiring across disciplines; and cost containment by targeting a crucial mass to deliver research and education by joint recruitment versus by individual school to share resources and space, including advanced technology.</td>
<td>Final report at April committee meeting</td>
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<td>For Information Item IV.A.5: UH-RCUH Internal Agreement Update</td>
<td>Due to time constraints, the report on UH-RCUH agreement was taken out of order. VP Syrmos explained the housekeeping changes made to align with statute and amendments that reflect current practice and definitions. Substantive changes were made to identify roles and responsibilities between UH and RCUH, and improve reporting requirements for clarity, transparency, and accountability. Comments and concerns raised regarded ensuring proper oversight while encouraging collaboration and shared purposes in promoting the research enterprise; confirming that management fees were paid through RTRF; and status of funding and level of service provided to UH. Administration confirmed that the current structure is collaborative, with UH as its largest customer bringing 90% of the work, at no cost to UH as fees are paid with federal RTRF, and a projection that funding levels remain strong and expecting the reported slight decrease to level over the remaining year. A comment raised regarded that, although contrary to statute, a prior state audit recommended greater control by considering RCUH as a subordinate unit structure. RCUH Executive Director Sylvia Yuen clarified that the current structure complies with statute, and the most recent 2015 audit raised no concerns regarding the present structure, focusing only on the need for a strategic plan and management improvements.</td>
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<td>For Information Item IV.A.3: FY17 Q2 Extramural Awards Report and R&amp;I Performance Metrics</td>
<td>VP Syrmos reported that the first quarter is typically the best quarter, and had confidence that, although the projections are down, overall the funding levels are on track. In the interest of time, VP Syrmos indicated that positive progress is being made in technology transfer and offered the committee to submit any questions.</td>
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<td>For Information Item IV.A.4: Update on University of Hawai‘i Patent and Copyright Policies</td>
<td>VP Syrmos provided a status update on the repeal and amendments to the patent and copyright policies that no concerns were raised and a request to the Governor for approval is being prepared and will be effective upon approval. The Board may expect revised Regents policies to be presented simultaneously for approval.</td>
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MEMORANDUM

TO: Jan Sullivan
    Chairperson, Board of Regents

VIA: David Lassner
    President

FROM: Kalbert Young
    Vice President for Budget and Finance/Chief Financial Officer
    Cynthia Quinn, Board Secretary


SPECIFIC ACTION REQUESTED:

It is respectfully requested that the University of Hawai‘i ("UH") Board of Regents ("Board") approve (1) proposed revisions to Regents Policy, RP 9.205 — Political Activity (Attachment 1), and (2) a new Policy RP 2.206 — Regents as Employees (Attachment 2).

RECOMMENDED EFFECTIVE DATE:

The recommended effective date is upon the Board’s approval.

ADDITIONAL COST:

There are no out of pocket costs associated with this request.

PURPOSE:

The current Regent Policy 9.205 (RP 9.205) pertains to political activities of employees. RP 9.205 was last revised in 1982, but has been in effect since (before) 1966. The proposed revisions to RP 9.205 update the Policy in those areas where the Administration believes the Regents could consider amendments while still holding true to the original intent of the policy — namely, to avoid conflicts of interest and to explicitly
express Regents’ expectation that University employees were, first and foremost, responsible to their public duties as University employees.

The proposed new policy RP 9.206 affirms the benefit of having employees as Regents on the board. It also holds Employee Regents to the duties and obligations of their employment, duties and obligations that non-employee Regents do not hold, so that Employee Regents and their supervisors are not placed in the untenable position of deciding on a day-to-day basis whether Regent duties are more important than employment duties. Recognizing the potential conflicts of interest inherent in serving as a Regent and employee, board leadership and the Employee Regents themselves have expressed a desire to proactively manage those conflicts through a board-approved policy.

BACKGROUND:

1. Proposed Revisions to RP 9.205 – Political Activity

Following preliminary discussion at the board level and by the 2016 Legislature regarding the current version of RP 9.205, last revised in 1982, at the September 8, 2016 meeting of the Personnel Affairs Committee, the Committee was presented with the full rationale and background for the proposed revisions to RP 9.205, and discussed same. See Attachment 3. After discussion regarding proposed revisions to RP 9.205, the Committee concurred that Administration could move forward with union consultation.

Proposed revisions to RP 9.205 were submitted to the University of Hawaii Professional Assembly (UHPA), the Hawaii Government Employees Association (HGEA), and the United Public Workers (UPW) for consultation. HGEA and UHPA requested and were granted repeated extensions of time to submit their comments.

UHPA commented that the revisions were better than the original policy. See Attachment 4. HGEA submitted questions and requests for clarification, the University provided responses, and HGEA acknowledged that it had no further questions. See Attachment 5. UPW commented verbally in January 2017, and the University provided its response in writing to the verbal comments. See Attachment 6. UPW has not responded further in writing.

Following consultation, the Administration has determined that no further revisions are required. The version of RP 9.205 proposed for adoption by the Board is the same version presented to the Personnel Affairs Committee in September 2016 (Attachment 1).
In summary, the proposed revisions to RP 9.205 are as follows:

- Defines "public elective office" to exclude certain offices like neighborhood boards which conduct business outside the standard hours of university employment.
- Identifies and defines the group or type of employees that would not be affected by the policy.
- Defines the types of political activities covered by the policy.
- Makes explicit that Regent sentiment is for employees to avoid incompatibility and conflicts of interest that would prevent them from effectively fulfilling their University duties.
- Establishes compliance protocols for covered political activity.


At the Board of Regents meeting on July 21, 2016, at the suggestion of the immediate past Chair, the Board (Regents Higa and Tagorda recused) initially weighed the need for a new board policy on conflicts of interest and employment, and determined the advisability of taking proactive measures to address the potential conflicts of interest inherent in having employees serving as Regents. The Board discussed a (prior) version of proposed RP 9.206, and recommended additional work be done on the draft policy.

On September 8, 2016, the Committee was presented with the full rationale and background for a revised version of the new policy RP 9.206, and discussed same. See Attachment 7. The Committee concurred that Administration could move forward with union consultation regarding the same version of RP 9.206 presently being submitted to the Committee for adoption (Attachment 2).

UHPA provided comments that the proposed policy was unnecessary (see Attachment 8), but pointed to no specific language changes or suggested revisions, and UHPA’s Executive Director and University General Counsel have conferred on multiple occasions and will continue to confer on a go-forward basis should any actual concerns manifest. HGEA submitted questions and requests for clarification, the University provided responses, and HGEA acknowledged that it had no further questions. See Attachment 5. UPW commented verbally in January 2017, and the University provided its response in writing to the verbal comments. See Attachment 6. UPW has not responded further in writing, and no current board member is a member of UPW.

Following consultation, the Administration has determined that no further revisions are required. The version of RP 9.206 proposed for adoption by the Board is the same version presented to the Personnel Affairs Committee in September 2016.
In summary, the proposed new policy RP 9.206:

1. Sets forth the need for compliance with statutory mandates applicable to all Regents and employees of the University;
2. Restates the process to manage conflicts set forth in board bylaws, including circumstances unique to a Regent Employee wherein the board must consider any matter which also directly impacts an Employee Regent’s personal financial interest; and when the Board must consider any matter affecting bargaining units 1, 2, 3, 4, 7, 8, 9, and/or 10, as matters regarding one collective bargaining unit are likely to affect and/or impact all bargaining units; and
3. Provides clarity around appropriate use of University time and resources in serving on the board, expressly authorizing Employee Regents to conduct board business during regular work hours for up to the equivalent of sixteen (16) hours in any given 2-week pay period, and sets forth the expectation that the Employee Regent will use available vacation hours for any additional time required for Board service that week, unless otherwise prohibited by a collective bargaining agreement.
4. Encourages the Employee Regent to use best efforts to preserve the confidentiality of confidential board communications, and keep work email and communications separate from Regent email and communications.
5. Requires the Employee Regent to address employment issues within his or her employing unit, not with the board or its staff.

ACTION RECOMMENDED:

It is recommended that the Board approve (1) proposed revisions to Regents Policy, RP 9.205 – Political Activity, and (2) a new Policy RP 2.206 – Regents as Employees.

Attachments 1-8
PROPOSED

RP 9.205 Political Activity
I. Purpose

This Regents Policy affirms the right of University employees to participate in political activities so long as such political activities do not interfere or are not incompatible with the discharge of the duties and responsibilities owed by the employee to the University of Hawaii.

II. Definitions

"University Employees" for purposes of this policy only is defined as employees receiving a recurring salary, stipend or hourly wage as monetary compensation for work performed in a regular, ongoing appointment of one week or more, subject to the following exclusions:

(1) Non-compensated employees;
(2) Students who may be employed as student employees and/or graduate assistants; and
(3) Individuals who are provided an honorarium to provide a single non-recurring service, and who do not qualify for employment benefits.

"Public Elective Office" will include all offices of the State of Hawaii or any of its counties or any of its agencies to which election is held on a Statewide or district basis, or at the federal level which election is held on statewide or national level. For the purpose of this policy, "Public Elective Office" shall not include unpaid, part-time State or county elective offices that operate outside normal business hours, such as elected neighborhood boards, or which occur outside the standard hours of the University Employee.

"Political Activities" is defined as campaigning for and/or being elected to a Public Elective office, endorsing, supporting or opposing a candidate for Public Elective Office, advocating regarding a voter referendum issue, or participating in partisan activities that should be done on personal time and outside of the workplace.

III. Board of Regents Policy

A. Pursuant to Chapter 84, Hawai‘i Revised Statutes, the University and state employees must not use public resources including funds, equipment, and time to engage in Political Activities.

B. The holding of Public Elective Office is generally incompatible with serving as a University Employee. Issues include conflicts of commitment between multiple employers as well as conflicts of interest. For these reasons, a University Employee who is elected to Public Elective Office will resign or be separated from University employment immediately upon being sworn into office. Similarly, individuals who hold Public Elective Office will not be hired as a University Employee.
C. The board believes that it is the right of University employees as individual citizens to engage in political activities so long as these activities do not interfere with the University’s mission and the performance of University duties and responsibilities, or violate established rules of the University or State law.

1. It is expected that all University employees will use appropriate discretion and judgment in the exercise of the political rights which such employees share in common with other citizens; that employees will be careful always to recognize and emphasize that their utterances and actions in political matters are theirs as individuals acting in their personal capacity and employees must clearly state and explain that they are not stating a University position or acting as representatives of the University; that employees will always recognize that their first obligation is to the University as their employer; and that employees will accord the University administration the courtesy of prior notice of any political commitment which is likely to bring them into prominence or perceived conflict of interest. Should a University employee choose to endorse a candidate or engage in similar Political Activity, that employee may not allow use of his/her work title or position, work resources or University affiliation in any way.

2. Before officially announcing as a candidate for or accepting any Public Elective Office, a University Employee must notify his/her official supervisor and administrator, and the Vice President for Administration promptly in writing and in no event later than the filing of nomination papers or the announcement of candidacy for such office.

3. As a candidate for Public Elective Office, the University Employee shall:

   a. Be subject to general University policies and State laws governing conflicts of interest and appearances and activities of political candidates on University property which includes campus or off-campus locations that are deemed leased or owned by the University. Candidates must ensure that no real or perceived campaign activities or statements are made on any University property, in University meetings or classes, in or on University documents, or through any UH communication media including University phone, campus mail and electronic mail systems.

   b. Scrupulously receive prior approval, sign out in advance for vacation or unpaid leave, and ensure approval by his/her official supervisor, to account for any time spent on Political Activities during the employee’s normal working hours.
c. Ensure that he/she does not give the appearance or state that the University Employee's views, positions, utterances and/or actions are representative of the University or any University administrator or employee.

D. Any University employee shall notify his/her supervisor and Vice President for Administration of his/her appointment to a federal, State, or county board or commission.
PROPOSED

RP 2.206 Policy on Board of Regents as Employees
Title
Policy on Regents as Employees

Header
Regents Policy Chapter 2, Administration
Regents Policy RP 2.206, Policy on Board of Regents as Employees
Effective Date: 2016
Review Date: 2018

I. Purpose
To set forth policy on Regents who are also employees of the University of Hawaii ("Employee Regents") to minimize misunderstandings and perceived or actual conflicts of interest that may arise when a Regent is also an employee of the University. It is the policy of the Board of Regents to manage those conflicts in a manner that allows employees of the University to serve on the Board of Regents, while ensuring that the employee's service on the Board of Regents does not interfere with the employee's performance of his duties and responsibilities as employee. Employee Regents shall at all times, as both employee and as Regent, conduct themselves in a manner that preserves the integrity of the University of Hawaii, its Regents and its employees.

II. Definitions
No policy specific or unique definitions apply.

III. Board of Regents Policy

A. As employees of the University and as Regents of the University, Employee Regents are subject to and shall abide by (1) Section 78-4(b) of the Hawaii Revised Statutes ("Haw. Rev. Stat.") permitting service on State boards and commissions where service does not interfere with the duties and responsibilities of their employment, and (2) the State code of ethics set forth in Haw. Rev. Stat. Chapter 84, including but not limited to the requirements re confidential information, fair treatment, conflicts of interest, and disclosures. In assuming the duties of employee and Regent, the Employee Regent understands that the dual role is assumed voluntarily by Employee Regents, and that it is the Employee Regent's responsibility to comply with the provisions of State law.
B. Employee Regents are also required to abide by the provisions of Article X regarding “Conflicts of Interest” in the Bylaws of the Board of Regents of the University of Hawaii, as amended (“Bylaws”).

1. Members of the Board are expected to place the welfare of the University above personal interests, the interests of family members or others who may be personally involved in affairs affecting the University. All decisions of the Board shall be made solely on the basis of a desire to promote the best interests of the University and the public good [Article X, Section B. re “Fiduciary Responsibility”].

2. In the event the Board must consider any matter which also directly impacts an Employee Regent’s personal financial interest or bargaining units 1, 2, 3, 4, 7, 8, 9, and/or 10, or which creates a clear appearance of conflict of interest with his/her employment, the Employee Regent shall either (a) fully disclose the precise nature of the interest or involvement in writing to the Secretary who, together with the University General Counsel, shall be responsible for resolving questions about addressing the conflict, and if unsuccessful, for bringing the questions to the full Board to be resolved by majority vote at a Board meeting in compliance with Haw. Rev. Stat. Chapter 92 [Article X, Sections C. and D. re “Disclosures” and “Determination of Conflicts”, respectively]; or (b) declare the conflict of interest and recuse himself/herself from consideration of the matter before the Board [Article X, Section C. re “Disclosures”].

3. Any Board action favorable to an Employee Regent obtained in violation of this provision is voidable on behalf of the Board, and the Board may pursue all legal and equitable remedies and/or sanctions through the University’s legal counsel [Article X, Section E. re “Sanctions and Remedies”].

C. Employee Regents are required as employees to comply with all policies and procedures applicable to all employees of the University, and not allow service on the Board to interfere with the duties and responsibilities of employment with the University.

1. Employee Regents are expected to adhere to applicable policies and procedures regarding outside employment and appointments, including but not limited to RP 9.207.

2. When an Employee Regent is required by Board service to be away from work during regular work hours, the Employee Regent must obtain prior supervisory approval for absences. When an Employee Regent is required by Board service to be away from work during regular work hours for more than the equivalent of two (2) days or sixteen (16) hours in any given pay period, in accordance with Haw. Rev. Stat. Section 78-4(c), it is expected that the Employee Regent will use available vacation hours for any additional time required for Board service during that pay period, unless otherwise specifically prohibited by applicable collective bargaining agreement. Best efforts should be made to document time spent on Board of Regent duties during regular work hours. No time spent on Board of Regent business shall be considered as time worked for purposes of overtime calculation.
3. Board of Regent duties should be performed to the extent possible, in a secure environment not accessible to the public or other employees. Email and/or other communication for work should be kept separate and apart from email and/or other communication for Board business, and Employee Regents should make clear in their communications in which capacity they are communicating, i.e., as Regent, or as employee.

4. Travel expenses relating to Board of Regent business shall be processed by the Office of the Board of Regents, in accordance with its travel reimbursement policies and procedures; collectively bargained benefits shall not apply to travel for Board of Regent business.

5. Any employment issues arising from the Employee Regent’s employment shall be addressed with and by the human resources personnel in the Employee Regent’s employing unit. Any issues arising from service on the Board of Regent shall be addressed with and through the Office of the Board of Regents.

IV. Delegation of Authority

There is no policy specific delegation of authority.

V. Contact Information

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. References

A. http://www.hawaii.edu/offices/bor/

VII. Exhibits and Appendices

No Exhibits and Appendices found

Approved

Approved as to Form: ___________________________                      __________, 2016

Cynthia Quinn
Executive Administrator and Secretary of the Board of Regents

Topics
Board of Regents; conflicts of interest
July 14, 2016

TO: Randy Moore, Chair
   UH Board of Regents

VIA: David Lassner
     President

FROM: Kalbert K. Young
      Vice President for Budget and Finance/Chief Financial Officer

SUBJECT: Discussion Item: Proposed Revision to Regents Policy,
         RP 9.205 – Political Activity

Attached is a proposed revised Regent Policy on Political Activity. This item is on the
Board of Regents agenda for its meeting scheduled on July 21, 2016.

Background
The current Regent Policy 9.205 (RP 9.205) pertains to political activities of employees.
RP 9.205 was last revised in 1982, but has been in effect since (before) 1966. Earlier
this year, the Board of Regents discussed the possibility of revisions to the policy as
part of our general legislative review. During the course of that discussion,
Administration thought it advisable to delay any policy revisions pending the decision of
the Legislature regarding related legislation.

Context
During the 2016 Legislature, a measure (House Bill 1556) was introduced that sought to
restrict the University from establishing policies or practices that prevented or restricted
the hiring of elected officials. The University of Hawai‘i opposed the measure citing the
Regents’ desire that the University and employees avoid opportunities for conflicts of
interest and incompatibility of responsibilities. House Bill 1556 failed to pass the
2016 Legislature.

However, in the course of the legislative session, constituents, representatives from
UHPA and HGEA, and sitting legislators were able to express what they saw as issues
with RP 9.205. As part of our post-mortem review of legislation that would have
affected UH, the Administration has considered some of the identified issues. The
proposed revisions to RP 9.205 reflect those areas where the Administration believes
the Regents could consider amendments while still holding true to the original intent of
the policy – namely, to avoid conflicts of interest and to explicitly express Regents’
expectation that University employees were, first and foremost, responsible to their public duties as University employees.

Proposal Discussion
The proposed policy makes revisions to accommodate the following areas:

- Defines “public elective office” to exclude certain offices like neighborhood boards which conduct business outside the standard hours of university employment.
- Identifies and defines the group or type of employees that would not be affected by the policy.
- Defines the types of political activities covered by the policy.
- Makes explicit that Regent sentiment is for employees to avoid incompatibility and conflicts of interest that would prevent them from effectively fulfilling their University duties.
- Establishes compliance protocols for covered political activity.

Next Steps
This proposed revision to RP 9.205 is on the Board of Regents agenda for its meeting on July 21, 2016. The Vice President for Budget and Finance will be leading the discussion of this proposed policy revision. There is no decision-making for the Board of Regents on this agenda item. Based on member sentiments expressed during the discussion, Administration could revise the policy draft to accommodate suggestions and bring the matter back to the Board at a future date for decision making.

In the future if this policy revision does move forward for decision making, Administration would intend to consult with affected government employee unions since the policy could affect work policies and may change existing operational practices.

This matter is hereby submitted for consideration by the Board of Regents.

Attachment 1: Current Regent Policy 9.205 – Political Activity
Attachment 2: Proposed (Revised) Regent Policy 9.205
Attachment 3: Redline version of Proposed (Revised) Regent Policy 9.205

c: University General Counsel
   Vice President for Administration
Viewing Policy RP 9.205

Title
Political Activity

Header

Regents Policy Chapter 9, Personnel
Regents Policy RP 9.205, Political Activity (See also the appropriate collective bargaining agreement)
Effective Date: Feb. 19, 1982
Review Date: August 2019

I. Purpose

To set forth policy regarding political activity.

II. Definitions

No policy specific or unique definitions apply.

III. Board of Regents Policy

A. The board believes that it is the right of employees as citizens to engage in politics so long as these activities do not interfere with their university duties or violate established rules of the university. Furthermore, the board has expressed the belief that political activities by employees, in accordance with the following statement, should result in no embarrassment to the university.

1. It is expected that university employees will use appropriate discretion in the exercise of the political rights which they share in common with other citizens; that they will be careful always to emphasize that their utterances and actions in political matters are theirs as individuals and in no manner represent the university; that they will always recognize that their first obligation is to the university; that they will accord the university administration the courtesy of prior notice of any political commitment which is likely to bring them into prominence.

2. Because of a conflict in interest and/or an appearance of impropriety in campaigning for and holding a public elective office and being employed at the university, the board has established the following policy in regard to campaigning for and holding such an office.
3. All employees under the jurisdiction of the board seeking a public elective office shall, without exception:

   a. Request, or in absence of such request, to be placed on a leave of absence without pay in accordance with university policy upon actively seeking political office, but in no event later than the filing of nomination papers or the announcement of candidacy for such office;

   b. Be subject to the general university policies governing appearances and activities of political candidates on campus;

   c. Insure that they do not give the appearance that their views, utterances and/or actions are representative of the university; and

   d. Be separated from university service through either resignation, or termination upon assumption of the elective office.

IV. Delegation of Authority

There is no policy specific delegation of authority.

V. Contact Information

Office of the Vice President for Administration, 956-6405, jgouveia@hawaii.edu

VI. References

A. http://www.hawaii.edu/offices/bor/

VII. Exhibits and Appendices

No Exhibits and Appendices found

Approved

approved as to Form: October 31, 2014
Cynthia Quinn Date
Executive Administrator and Secretary of the Board of Regents

Topics

No Topics found.
I. Purpose

This Regents Policy affirms the right of University employees to participate in political activities so long as such political activities do not interfere or are not incompatible with the discharge of the duties and responsibilities owed by the employee to the University of Hawaii.

II. Definitions

"University Employees" for purposes of this policy only is defined as employees receiving a recurring salary, stipend or hourly wage as monetary compensation for work performed in a regular, ongoing appointment of one week or more, subject to the following exclusions:

1. Non-compensated employees;
2. Students who may be employed as student employees and/or graduate assistants; and
3. Individuals who are provided an honorarium to provide a single non-recurring service, and who do not qualify for employment benefits.

"Public Elective Office" will include all offices of the State of Hawaii or any of its counties or any of its agencies to which election is held on a Statewide or district basis, or at the federal level which election is held on statewide or national level. For the purpose of this policy, "Public Elective Office" shall not include unpaid, part-time State or county elective offices that operate outside normal business hours, such as elected neighborhood boards, or which occur outside the standard hours of the University Employee.

"Political Activities" is defined as campaigning for and/or being elected to a Public Elective office, endorsing, supporting or opposing a candidate for Public Elective Office, advocating regarding a voter referendum issue, or participating in partisan activities that should be done on personal time and outside of the workplace.

III. Board of Regents Policy

A. Pursuant to Chapter 84, Hawai‘i Revised Statutes, the University and state employees must not use public resources including funds, equipment, and time to engage in Political Activities.

B. The holding of Public Elective Office is generally incompatible with serving as a University Employee. Issues include conflicts of commitment between multiple employers as well as conflicts of interest. For these reasons, a University Employee who is elected to Public Elective Office will resign or be separated from University employment immediately upon being sworn into office. Similarly, individuals who hold Public Elective Office will not be hired as a University Employee.
C. The board believes that it is the right of University employees as individual citizens to engage in political activities so long as these activities do not interfere with the University's mission and the performance of University duties and responsibilities, or violate established rules of the University or State law.

1. It is expected that all University employees will use appropriate discretion and judgment in the exercise of the political rights which such employees share in common with other citizens; that employees will be careful always to recognize and emphasize that their utterances and actions in political matters are theirs as individuals acting in their personal capacity and employees must clearly state and explain that they are not stating a University position or acting as representatives of the University; that employees will always recognize that their first obligation is to the University as their employer; and that employees will accord the University administration the courtesy of prior notice of any political commitment which is likely to bring them into prominence or perceived conflict of interest. Should a University employee choose to endorse a candidate or engage in similar Political Activity, that employee may not allow use of his/her work title or position, work resources or University affiliation in any way.

2. Before officially announcing as a candidate for or accepting any Public Elective Office, a University Employee must notify his/her official supervisor and administrator, and the Vice President for Administration promptly in writing and in no event later than the filing of nomination papers or the announcement of candidacy for such office.

3. As a candidate for Public Elective Office, the University Employee shall:

a. Be subject to general University policies and State laws governing conflicts of interest and appearances and activities of political candidates on University property which includes campus or off-campus locations that are deemed leased or owned by the University. Candidates must ensure that no real or perceived campaign activities or statements are made on any University property, in University meetings or classes, in or on University documents, or through any UH communication media including University phone, campus mail and electronic mail systems.

b. Scrupulously receive prior approval, sign out in advance for vacation or unpaid leave, and ensure approval by his/her official supervisor, to account for any time spent on Political Activities during the employee's normal working hours.
c. Ensure that he/she does not give the appearance or state that the University Employee's views, positions, utterances and/or actions are representative of the University or any University administrator or employee.

D. Any University employee shall notify his/her supervisor and Vice President for Administration of his/her appointment to a federal, State, or county board or commission.
I. Purpose

To set forth policy regarding political activity:

This Regents Policy affirms the right of University employees to participate in political activities so long as such political activities do not interfere or are not incompatible with the discharge of the duties and responsibilities owed by the employee to the University of Hawaii.

II. Definitions

No policy-specific or unique definitions apply.

"University Employees" for purposes of this policy only is defined as employees receiving a recurring salary, stipend or hourly wage as monetary compensation for work performed in a regular, ongoing appointment of one week or more, subject to the following exclusions:

(1) Non-compensated employees;
(2) Students who may be employed as student employees and/or graduate assistants; and
(3) Individuals who are provided an honorarium to provide a single non-recurring service, and who do not qualify for employment benefits.

"Public Elective Office" will include all offices of the State of Hawaii or any of its counties or any of its agencies to which election is held on a Statewide or district basis, or at the federal level which election is held on statewide or national level. For the purpose of this policy, "Public Elective Office" shall not include unpaid, part-time State or county elective offices that operate outside normal business hours, such as elected neighborhood boards, or which occur outside the standard hours of the University Employee.

"Political Activities" is defined as campaigning for and/or being elected to a Public Elective office, endorsing, supporting or opposing a candidate for Public Elective Office, advocating regarding a voter referendum issue, or participating in partisan activities that should be done on personal time and outside of the workplace.

III. Board of Regents Policy

A. Pursuant to Chapter 84, Hawaii Revised Statutes, the University and state employees must not use public resources including funds, equipment, and time to engage in Political Activities.

B. The holding of Public Elective Office is generally incompatible with
serving as a University Employee. Issues include conflicts of commitment between multiple employers as well as conflicts of interest. For these reasons, a University Employee who is elected to Public Elective Office will resign or be separated from University employment immediately upon being sworn into office. Similarly, individuals who hold Public Elective Office will not be hired as a University Employee.

C. The board believes that it is the right of University employees as individual citizens to engage in political activities so long as these activities do not interfere with the University’s mission and the performance of University duties and responsibilities, or violate established rules of the university. Furthermore, the board has expressed the belief that political activities by employees, in accordance with the following statement, should result in no embarrassment to the university.

1. It is expected that all University employees will use appropriate discretion and judgment in the exercise of the political rights which they share in common with other citizens; that they will be careful always to recognize and emphasize that their utterances and actions in political matters are theirs as individuals and in no manner represent the university; that they acting in their personal capacity and employees must clearly state and explain that they are not stating a University position or acting as representatives of the University; that employees will always recognize that their first obligation is to the University; and that employees will accord the University administration the courtesy of prior notice of any political commitment which is likely to bring them into prominence.

2. Because of a or perceived conflict in interest and/or an appearance of impropriety in campaigning for and holding a public elective office and being employed at the university, the board has established the following policy of interest. Should a University employee choose to endorse a candidate or engage in regard to campaigning for and holding such an office.

3. All employees under the jurisdiction of the board seeking a public elective office shall, without exception:

   a. Request, or similar Political Activity, that employee may not allow use of his/her work title or position, work resources or University affiliation in absence of such request, to be placed on a leave of absence without pay in accordance with university policy upon actively seeking political office, but any way.
2. Before officially announcing as a candidate for or accepting any Public Elective Office, a University Employee must notify his/her official supervisor and administrator, and the Vice President for Administration promptly in writing and in no event later than the filing of nomination papers or the announcement of candidacy for such office.

3. As a candidate for Public Elective Office, the University Employee shall:

   a. Be subject to the general University policies and State laws governing conflicts of interest and appearances and activities of political candidates on University property which includes campus.

   c. Insure or off-campus locations that they are deemed leased or owned by the University. Candidates must ensure that no real or perceived campaign activities or statements are made on any University property, in University meetings or classes, in or on University documents, or through any UH communication media including University phone, campus mail and electronic mail systems.

   b. Scrupulously receive prior approval, sign out in advance for vacation or unpaid leave, and ensure approval by his/her official supervisor, to account for any time spent on Political Activities during the employee’s normal working hours.

   c. Ensure that he/she does not give the appearance or state that the University Employee’s views, positions, utterances and/or actions are representative of the University or any University administrator or employee.

   d. Be separated from university service through either resignation, or termination upon assumption of the elective office.

4. Any University employee shall notify his/her supervisor and Vice President for Administration of his/her appointment to a federal, State, or county board or commission.

IV. Delegation of Authority

There is no policy specific delegation of authority.
V. Contact Information

Office of the Vice President for Administration, 956-6405, jgouveia@hawaii.edu

VI. References

A. http://www.hawaii.edu/offices/bor/

Approved:

approved as to Form:

______________________________
Cynthia Quinn — Date

Executive Administrator and Secretary of the Board of Regents
October 19, 2016

Ms. Jan Sullivan  
Chair, Board of Regents  
2444 Dole Street  
Honolulu, HI 96822

Subject: University of Hawai‘i Board of Regents Policy  
Response RP 9.205 Political Activity - Revised

Overview: In general, the proposed revisions to BOR RP 9.205 make the rules concerning employee engagement in political activity clearer, and therefore better, than the original Policy. The most important change in the revised Policy is that an employee may continue to work while campaigning for elective office, provided that she scrupulously tracks time spent on political activities. The original Policy required the employee to take leave without pay from all University employment after making a public announcement for office or upon filing for office, which in the past, created a financial hardship on the Faculty Member and disruption in the classroom.

The major changes to the original Policy are discussed below.

1. The Faculty Member may continue to work while campaigning.

The original Policy required the employee to “[r]equest, or in absence of such request, to be placed on leave of absence without pay in accordance with university policy upon actively seeking political office, but in no event later than the filing of nomination papers or the announcement of candidacy for such office.” Original RP 9.205 at III.A.3.a (bold emphasis added).

The required LWOP was a major problem for faculty member Andrea Tupola. During the 2014 election cycle, Tupola was a tenure-track faculty member teaching choral music at Leeward Community College. Before the filing deadline in June 2014, she had publicly announced her candidacy for State House of Representatives and had begun campaigning.
Sometime soon after the filing deadline, the LCC Administration became aware that she was a candidate for political office. Tupola was teaching during that summer session. The Administration contacted Tupola and informed her of the Policy that required her to take leave from the University. Tupola was unaware of the Policy and had not provided the Administration of notice for her political activity. The failure to provide notice to the Administration of her political activity was not intentional and no discipline was issued to Tupola. But, Tupola opposed the Administration’s action to immediately remove her from her course. Tupola wanted to continue to teach through the general election. A grievance was filed and discovery commenced revealing consistent application of the Policy. The Administration found a teaching replacement in mid-summer session. While Tupola was prohibited from working while campaigning for office, the Administration acknowledged that she continue her employment with LCC in the tenure track position if she lost in the general election. Overall, the Administration acted in compliance with the original Policy and treated Tupola fairly under the circumstances.

The original Policy was enforced in similar situations during that election cycle. Tupola wasn’t the only University employee who was a candidate for House of Representatives in 2014. Jarrett Keohokalole was employed by the Richardson School of Law during this time and he took an unpaid leave pursuant to the Policy. Tupola asked Keohokalole to support her grievance to allow continued employment while campaigning, but he refused to do so.

The revised Policy fixes the main Tupola complaint and disruption to the course because it does not require the employee to take unpaid leave from the University while the employee is campaigning for office. The new Policy provides that the employee must: “[s]crupulously receive prior approval, sign out in advance for vacation, or unpaid leave, and ensure approval by his/her official supervisor, to account for any time spent on Political Activities during the employee’s normal working hours.” Revised RP 9.205 at III.C.3.b. Placing the responsibility on the employee to track their non-work political activity is a reasonable accommodation that benefits the employee, the Administration, and the students.

**Conclusion:** This is a major improvement for Faculty Members who want to remain employed while campaigning for office. It allows the Faculty Member to continue to work while campaigning, it eases the burden of finding a teaching replacement on short notice, and allows continuity for the students in the course.
2. The Faculty Member is terminated from the University upon being “sworn into office.”

This is a small point, but it needs further clarification. The original Policy required that the employee, “[b]e separated from university service through either resignation, or termination upon assumption of the elective office.” Original RP 9.205 at III.A.3.d (bold emphasis added). However, the meaning of “assumption” of the office was not clear.

The revised Policy clarifies that separation occurs when the employee is “sworn into office.” Revised Policy RP 9.205 at III.B. In one sense it’s better because it identifies a specific event but, the change doesn’t clarify whether a Faculty Member elected in early November is able to complete their teaching and departmental responsibilities through the end of the fall semester prior to being “sworn into office.”

**Conclusion:** In the typical case where a Faculty Member is elected to office in November, does the “sworn” date allow the Faculty to finish the fall semester? Further clarifying the separation date would be a positive fix to the Policy. Or going back to the word “assumption” would provide flexibility on the termination date and allow completion of a Faculty Member’s responsibilities.

3. A Faculty Member’s University employment while holding an elective office is ‘incompatible’ with her employment duties.

The common-law doctrine of “incompatibility” prevents a University employee from holding an elective office. While incompatibility is determined on the specific facts involved, it may occur where an employee who is subordinate to her employer, assumes a position where the employee has control over the employer. In other words, holding a legislative office places the Faculty Member in a superior position to her Dean, Chancellor, President and the Regents.

This common-law doctrine was used to affirm the original Policy requiring termination upon assuming elective office. The point was made in several Attorney General Opinions and was upheld in a State Circuit Court case. The clearest statement on “incompatibility” was described in a 1970 AG Opinion.

A challenge was brought to the original BOR Policy that required resignation of a University employee upon election to the State Legislature. In Alcon v. Cleveland, et al.,
Civil No. 30128, State of Hawaii, Circuit Court of the First Circuit, dated May 25, 1970, the court noted, "[t]he job of a legislator conflicts with that of a teacher at the University in that the two jobs are physically exclusive in terms of simultaneous performance, in that they are conflicting in terms of quality performance, and that the legislative office is superior to that of the Regents in the chain of command structure of state government." Attorney General Opinion No. 70-29, Honorable Tadao Beppu, dated December 14, 1970. Consequently, the Policy was upheld.

As early as 1966, the common-law doctrine of incompatibility was specifically identified as a possible reason to prevent a University professor from holding an elected State Legislative position. But the necessary facts were not presented to render a definite conclusion. Attorney General Opinion No. 66-20, Dr. Kenneth Lau, dated June 9, 1966. More specific facts were applied in a 1992 AG Opinion.

**Conclusion:** It is apparent that placing a Faculty Member on indefinite leave or allowing work in the legislative off-season (such as summer or fall semesters) does not change the "incompatibility" of the two positions. Termination of state employment is the rule, because holding an elective office still has the potential appearance of feathering a nest for return to state employment or other impropriety. Thus, the separation of employment from the University is a necessary part of a Faculty Member's assumption of an elected position.

**4. The revised definitions are clearer.**

The definitions of University Employees, Public Elective Office, and Political Activities better define the application of the Revised Policy than the original Policy.

**Conclusion:** This is an improvement over the original Policy. I have no further comment to these changes.

Kristeen Hanselman

Executive Director
University of Hawaii
Professional Assembly
November 15, 2016

Ms. Dana Funai
Human Resource Specialist
Office of Human Resources
University of Hawai‘i System
2440 Campus Road
Honolulu, HI 96822-2246

Re: University of Hawaii Board of Regents Policies RP 9.205 and RP 2.206

Dear Ms. Funai,

This is in response to your letter dated September 20, 2016 regarding proposed revisions to RP 9.205 Political Activity and new policy RP 2.206 Policy on Regents as Employees. We have distributed the proposal and solicited comments. From the responses that we have received, we have comments and concerns.

In the proposed RP 9.205, it is stated that “The holding of Public Elective Office is generally incompatible with serving as a University Employee. Issues include conflicts of commitment between multiple employers as well as conflicts of interest. For these reasons, a University Employee who is elected to Public Elective Office will resign or be separated from University employment immediately upon being sworn into office”. What other options or consideration have been made other than resigning such as leave without pay status? Please explain.

Also, in policy RP 2.206, paragraph B, section 2, it states “In the event the Board must consider any matter which also directly impacts an Employee Regent’s personal financial interest of bargaining units 1,2,3,4,7,8,9, and/or 10, or which creates a clear appearance of conflict of interest with his/her employment”. This statement seems to be inclusive of all of the bargaining units at the university. Please explain the rationale for including all of the bargaining units within the university instead of limiting the conflict of interest notification to issues associated with the Employee Regent’s bargaining unit.

Thank you once again for the additional time and the opportunity to provide input. We look forward to your written response.

Sincerely,

Chad Ngai
Union Agent
November 23, 2016

Mr. Chad Ngai  
Unit Agent  
Hawai‘i Government Employees Association  
888 Mililani Street, Suite 601  
Honolulu, Hawai‘i 96813

SUBJECT: University of Hawai‘i Board of Regents Policies RP 9.205 and RP 2.206

Dear Mr. Ngai,

The University of Hawai‘i (University) is in receipt of your letter dated November 15, 2016 regarding proposed revisions to RP 9.205 Political Activity and proposed new RP 2.206 Policy on Board of Regents as Employees. Pursuant to Article 1, Recognition, of the Unit 2, 3, 4, 8, and 9 Agreements and §89-9(c), HRS, the University provides the following written response:

1. HGEA comment: RP 9.205 Political Activity states in part “The holding of Public Elective Office is generally incompatible with serving as a University Employee. Issues include conflicts of commitment between multiple employers as well as conflicts of interest. For these reasons, a University Employee who is elected to Public Elective Office will resign or be separated from University employment immediately upon being sworn into office”. What other options or consideration have been made other than resigning such as leave without pay status? Please explain.

UH Response: The requirement that a University employee resign or be separated from University employment upon being sworn into public office seeks to avoid compromising the integrity of the University or raising questions of the conflicts of interests of the individual in elected office. This policy requirement has been challenged, and has been affirmed. In Alcon vs. Harlan Cleveland, et al., the Circuit Court of the First Circuit, State of Hawai‘i, issued a decision in 1970 upholding the Regents policy requiring a faculty member to resign upon being elected to the state legislature. Additionally, the Department of the Attorney General (ATG) affirmed in 1992 and 1994 the incompatibility of certain employees at the UH holding legislative office. Based on the foregoing, the University has maintained its policy that University Employees resign or be separated from University employment upon being elected to Public Elective Office. Attached for reference is an October 31, 1994 memorandum from the ATG to the Secretary of the UH Board of Regents, attaching two prior AG opinions and the Alcon decision.
2. HGEA comment: RP 2.206, paragraph B, section 2 states “In the event the Board must consider any matter which also directly impacts an Employee Regent’s personal financial interest or bargaining units 1, 2, 3, 4, 7, 8, 9, and/or 10, or which creates a clear appearance of conflict of interest with his/her employment”. This statement seems to be inclusive of all of the bargaining units at the university. Please explain the rationale for including all of the bargaining units within the university instead of limiting the conflict of interest notification to issues associated with the Employee Regent’s bargaining unit.

UH Response: The Board of Regents provides general management and control of employee affairs, and has identified inherent conflicts of interest in serving as both a Regent and an employee. Such potential conflicts are especially evident when the Employee Regents are considering new or revised terms and conditions affecting their own employment with the University. For example, as the terms and conditions set forth in one bargaining unit may affect all or other bargaining units, and as such terms and conditions are regularly discussed in relation to other bargaining units, the Board believes Employee Regents must proactively identify and address conflicts of interest whenever the Board considers matters involving any and all bargaining units 1, 2, 3, 4, 7, 8, 9, and/or 10. The foregoing policy statement serves to preserve the integrity of the Board and the University as well as its decisions, and aligns with responsibilities stated in the Bylaws of the BOR, specifically Article X. Conflicts of Interest. The two Employee Regents have expressed their support of this policy.

We look forward to receiving any additional response to the proposed changes to RP 9.205 Political Activity and proposed new RP 2.206 Policy on Board of Regents as Employees, and respectfully request any further comments or questions the HGEA may have in regards to these proposals by December 9, 2016.

Thank you for your time and attention.

Sincerely,

Dana Funai
Human Resources Specialist

Enclosures
January 12, 2017

Ms. Dana Funai
Human Resource Specialist
Office of Human Resources
University of Hawai'i System
2440 Campus Road
Honolulu, HI 96822-2246

Re: University of Hawaii Board of Regents Policies RP 9.205 and RP 2.206

Dear Ms. Funai,

This in response to your letter dated November 23, 2016 regarding proposed revisions to RP 9.205 Political Activity and new policy RP 2.206 Policy on Regents as Employees.

We have reviewed the responses to our concerns and solicited comments. Based on our responses received, we do not have any questions at this time. However, should any unforeseen issues arise during the implementation of this policy, it is our expectation that the University will be willing to meet and discuss any concerns.

Thank you once again for the opportunity and additional time to provide input.

Sincerely,

Chad Ngai
Union Agent
January 27, 2017

Laurie Santiago
O‘ahu Division Director
United Public Workers, AFSCME Local 646
1426 North School Street
Honolulu, Hawai‘i 96817

RE: University of Hawai‘i Board of Regents Policies RP 9.205 Political Activity and RP 2.206 Policy on Regents as Employees

Dear Ms. Santiago,

Pursuant to Section 1. Recognition of the Unit 1 and 10 Agreements and §89-9(c), HRS, the University of Hawai‘i (University) provides the United Public Workers (UPW) with the following information regarding proposed changes to RP 9.205 Political Activity (RP 9.205) and proposed new policy RP 2.206 Policy on Regents as Employees (RP 2.206). The below information is in response to the questions and concerns I perceive were conveyed by you to me during a phone conversations on January 11 and 25, 2017.

I acknowledge that on January 25, 2017, at your request, we tentatively agreed to convene a “formal” meeting (i.e. February 6 or 7, 2017) to further discuss the proposals. I also acknowledge that based on the same conversation, this response does not align with the UPW’s desire to conduct a “formal” meeting in lieu of a written response to concerns expressed by the UPW in an “informal” setting. However, upon further reflection the University believes that providing the below written response to concerns and questions conveyed on January 11 and 25, 2017 will be mutually beneficial to both parties in facilitating further discussion over the proposals.

1. UPW Comment: RP 9.205 infringes on an employee’s contractual and statutory right to engage in political activities (e.g. expressing opposition to legislation initiated by UH, being featured in commercial where individual states employment with UH)

   UH Response: First and foremost, the University of Hawai‘i (University) recognizes and acknowledges constitutional, contractual and statutory rights of employees\(^1\) to participate and engage in political activities, as evident in the purpose statement of RP 9.205 which states in part. “This Regents Policy affirms the right of University employees to participate in political activities...”. While affirming and respecting the rights of employees to engage in political activities as individual citizens, the University must also affirm and support a fundamental responsibility to promote high standards of ethical conduct in state government. In light of this responsibility, RP 9.205 seeks to prevent and avoid conflicts of interest or commitment that may result from an employee’s participation in political activities that interfere with the University’s

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\(^1\) For purposes of any discussion of RP 9.205 in this letter, “employees” references those employees included in the definition provided in RP 9.205.
mission and/or the performance of University duties and responsibilities, or violate established rules of the University or State law.

RP 9.205 is not a prohibition on the rights of University employees to engage in political activities, e.g., campaigning, endorsing candidates for Public Elective Office, participating in partisan activities, as individual citizens on personal time and outside of the workplace. Nor does RP 9.205 infringe on contractual rights, such as serving as an appointed and registered Union lobbyist before the State Legislature. While RP 9.205 C. broadly states that political activities "should not interfere with the University's mission and the performance of University duties and responsibilities, or violate established rules of the University or State law", the following policy statement further explains:

"It is expected that all University employees will use appropriate discretion and judgment in the exercise of the political rights which such employees share in common with other citizens: that employees will be careful always to recognize and emphasize that their utterances and actions in political matters are theirs as individuals acting in their personal capacity and employees must clearly state and explain that they are not stating a University position or acting as representatives of the University... Should a University employee choose to endorse a candidate or engage in similar Political Activity, that employee may not allow use of his/her work title or position, work resources or University affiliation in any way."

2. UPW Comment: III. B. of RP 9.205, requires resignation prior to assumption of public service; this violates Unit 1 and 10 CBA, specifically Section 38 Leaves of Absence Without Pay which states in part "A regular Employee may be granted a leave of absence without pay to render service at the State Legislature. The leave without pay shall be for the duration of not more than twelve (12) months." The CBA does not define "service" which may include serving in Public Elective Office. Policy cannot supersede CBA.

UH Response: The requirement that a University employee resign or be separated from University employment upon being sworn into public elective office seeks to avoid compromising the integrity of the University or raising questions of the conflicts of interests of the individual in elected office. This policy requirement has been challenged, and has been affirmed. In Alcon vs. Harlan Cleveland, et al., the Circuit Court of the First Circuit, State of Hawai‘i, issued a decision in 1970 upholding the Regents policy requiring a faculty member to resign upon being elected to the state legislature. Additionally, the Department of the Attorney General (ATG) affirmed in 1992 and 1994 the incompatibility of certain employees at the University holding legislative office. Based on the foregoing, the University has maintained its policy that University employees resign or be separated from University employment upon being elected to Public Elective Office. Attached for reference is an October 31, 1994 memorandum from the ATG to the Secretary of the UH Board of Regents, attaching two prior AG opinions and the Alcon decision.
3. UPW Comment: RP 9.205, III C: Who or what entity determines whether or not political activities are interfering with the University's mission, goals?

UH Response: RP 9.205, III. C. states in part:

"The board believes that it is the right of University employees as individual citizens to engage in political activities so long as these activities do not interfere with the University’s mission and the performance of University duties and responsibilities, or violate established rules of the University or State law."

As necessary, University administrators may determine whether or not violations of RP 9.205 have occurred. As applicable, action(s) taken by the University in response to alleged violation(s) of RP 9.205 will be taken in accordance with the appropriate collective bargaining agreement.

4. UPW Comment: RP 9.205, III. C.2. What is the basis for requiring that the Employee notify his/her official supervisor before officially announcing candidacy or accepting any Public Elective Office?

UH Response: RP 9.205, III.C.2. states in part:

"Before officially announcing as a candidate for or accepting any Public Elective Office, a University Employee must notify his/her official supervisor and administrator, and the Vice President for Administration promptly in writing and in no event later than the filing of nomination papers or the announcement of candidacy for such office."

As mentioned previously, RP 9.205 prudently seeks in part to prevent and avoid conflicts of interest and incompatibility of responsibilities that may result from instances where employees seek and/or are elected to Public Elective Office. Requiring that an employee notify his/her official supervisor before officially announcing candidacy or accepting any Public Elective Office seeks to mitigate exposure to potential conflicts of interest. Additionally, the notification is viewed as a reasonably expected workplace courtesy.

5. UPW Comment: RP 9.205, III. C.3.b. Use of the word "scrupulously", what is the intent? How would this be characterized?


"As a candidate for Public Elective Office, the University Employee shall: b. Scrupulously receive prior approval, sign out in advance for vacation or unpaid leave, and ensure approval by his/her official supervisor, to account for any time spent on Political Activities during the employee’s normal working hours."

In this context, use of the word “scrupulously” serves to underscore the employee’s, i.e., candidate for Public Elective Office, responsibility to ensure that vacation or unpaid leave is properly
authorized by his/her office supervisor in advance of any time spent on Political Activities during the employee’s normal working hours.

6. UPW Comment: RP 9.205, III. C. 3. c. How can an employee be expected to "ensure" that he/she does not give the appearance that the Employee’s views, positions, utterances and/or actions are representative of the University? Employee cannot control the perceptions of others. How would such a requirement be imposed?

UH Response: RP 9.205, III.C.3.c. states in part:

“As a candidate for Public Elective Office, the University Employee shall...Ensure that he/she does not give the appearance or state that the University Employee’s views, positions, utterances and/or actions are representative of the University or any University administrator or employee.”

The University recognizes that employees cannot assert complete control over the perceptions of others; the intent of the foregoing policy statement is to further convey the University’s expectation as stated in RP 9.205 III. C. 1. that “…employees will be careful always to recognize and emphasize that their utterances and actions in political matters are theirs as individuals acting in their personal capacity and…must clearly state and explain that they are not stating a University position or acting as representatives of the University…”

7. UPW Comment: RP 9.205, III. D. Why must an employee notify supervisor and VP Administration of appointment to federal, State or county board or commission?

UH Response: Please see response to Item #4.

8. UPW Comment: Do any existing University policies prohibit employee engagement in political activities? Were such policies consulted upon?

UH Response: The University has not promulgated any policies prohibiting an employee’s engagement in political activities as individual citizens. As previously mentioned, RP 9.205 Political Activity affirms and the constitutional, contractual and statutory rights of University employees to participate in political activities while seeking to avoid and prevent conflicts of interest or incompatibility that would prevent employees from effectively fulfilling their University duties.

9. UPW Comment: Are there any state laws or policies prohibiting appearances of candidates or others on campus who are engaging in lawful political activities?

UH Response: The University is unaware of any state law which prohibits appearances of candidates or others on campus who are engaging in lawful, political activities.

- The UH Executive Policy 10.206 Free Expression on University Campuses states in part “The University of Hawai‘i is committed to the free and open exchange of ideas and affirms the
rights of members of the university community to engage in speech and other expressive activity guaranteed by the First Amendment to the U.S. Constitution and by Article I, Section 4 of the Constitution of the State of Hawai‘i. These activities may be conducted at such times and places and in such a manner to assure the orderly conduct and least interference with the University responsibilities as a public institution for higher education and scholarly inquiry”.

- In addition, pursuant to Chapter 84, Hawai‘i Revised Statues, the University and state employees must not use public resources including funds, equipment and time to engage in political activities.

10. UPW Comment: Even though the language incorporated within RP 9.205 implies that the Employee has a right to express his or her views, the UPW believes the policy language is restrictive, does not properly communicate or protect rights, and is contrary to the statutory and contractual rights of an employee to engage in political activities. Political activity is an integral part of being a member of the Union. UPW opposes any potential limitations on an employee’s rights to political action. If indeed the subject policy does not restrict rights of Employees, how will the University ensure proper communication of these rights, especially as the policy appears to imply otherwise.

UH Response: As stated above. RP 9.205 is not a prohibition on the rights of University employees to engage in political activities (e.g. campaigning, endorsing candidates for Public Elective Office, participating in partisan activities) as individual citizens on personal time. While RP 9.205 C. broadly states that political activities “should not interfere with the University’s mission and the performance of University duties and responsibilities, or violate established rules of the University or State law”, the following policy statement further explains:

“It is expected that all University employees will use appropriate discretion and judgment in the exercise of the political rights which such employees share in common with other citizens; that employees will be careful always to recognize and emphasize that their utterances and actions in political matters are theirs as individuals acting in their personal capacity and employees must clearly state and explain that they are not stating a University position or acting as representatives of the University…Should a University employee choose to endorse a candidate or engage in similar Political Activity, that employee may not allow use of his/her work title or position, work resources or University affiliation in any way.”

Additionally, it may be important to note that RP 9.205 Political Activity has been in existence since 1966 and was last revised in 1982. While assertions have been made that the policy is too restrictive on those seeking or assuming Public Elective Office, the University is currently unaware of any instances by which implementation and/or application of the policy infringed on an Employee’s right to engage in political activities as individual citizens. Furthermore, the proposed changes to RP 9.205 effectively allow increased latitude for employees who become candidates for Public Elective Office as they would no longer be required to take a leave of absence while running for office (as is currently required by RP 9.205).
11. UPW Comment: RP 9.205 III. C. 3.c. language is not clear on which parts of the policy are applicable to all vs. candidates for Public Elective Office. Additionally, as stated in above item #2, the requirement that Employees terminate once sworn into Public Elective Office is contrary to the Unit 1 and 10 CBA.

UH Response: RP 9.205 III. C. 3.c. states in part:

“As a candidate for Public Elective Office, the University Employee shall...Ensure that he/she does not give the appearance or state that the University Employee’s views, positions, utterances and/or actions are representative of the University of any University administrator or employee.”

The foregoing section is specifically applicable to candidates seeking Public Elective Office. However, similar principles are applicable to all employees. RP 9.205 III. C. 1 states in part:

“It is expected that all University employees will use appropriate discretion and judgment in the exercise of the political rights which such employees share in common with other citizens; that employees will be careful always to recognize and emphasize that their utterances and actions in political matters are theirs as individuals acting in their personal capacity and employees must clearly state and explain that they are not stating a University position or acting as representatives of the University...Should a University employee choose to endorse a candidate or engage in similar Political Activity, that employee may not allow use of his/her work title or position, work resources or University affiliation in any way.”

12. UPW Comment: Did HB 1556 seek to prevent UH from requiring resignation of employees if elected to political office, contrary to RP 9.205?

UH Response: As stated in House Standing Committee Report No. 37-16, the purpose of H.B. No. 1556 was to “prohibit the University of Hawai‘i from adopting or maintaining a policy that precludes a person from working at the University in a non-executive or non-managerial position solely because that person is a legislator or other official elected to a non-statewide public office within the State.”

As stated in Senate Standing Committee Report No. 3573, the purpose and intent of H.B. No. 1556, H.D. 1, S.D. 1 was to

(1) Amend chapter 88, Hawai‘i Revised Statutes, to clarify that people who are employed at the University of Hawai‘i and are also elective officers are prohibited from earning any additional benefits as a result of holding the second position; and
(2) Authorize the University of Hawai‘i to employ people who are candidates for, or are elected to, a non-statewide or non-countrywide public office as casual employees in a non-executive or non-managerial position at the University.
13. UPW Comment: Does any documentation regarding previous consultation over RP 9.205 exist?

UH Response: RP 9.205 has been in effect since at least 1966 and was last revised in 1982. The University is currently unable to locate any documentation pertaining to previous consultation with the UPW regarding RP 9.205.


UH Response: Please refer to Attachment 1. Additionally, links to requested chapters and sections of Hawai‘i Revised Statutes are noted below:

- Chapter 92: [http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0092/](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0092/)
- Chapter 78-4(b): [http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0078/HRS_0078-0004.htm](http://www.capitol.hawaii.gov/hrscurrent/Vol02_Ch0046-0115/HRS0078/HRS_0078-0004.htm)

15. UPW Comment: RP 2.206, provide further clarification on the intent of this policy and impact on employees.

UH Response: Given the recent appointment of two employees to the Board of Regents (BOR), proposed RP 2.206 Policy on Board of Regents as Employees, was drafted to proactively address and manage potential and/or perceived conflicts of interest in a manner that allows University employees to serve on the BOR while ensuring that this service does not interfere with the employee’s performance of his or her duties and responsibilities as a University employee.

16. UPW Comment: RP 2.206 III B. 2: provide further explanation regarding rationale for potential conflicts when discussing matters affecting all bargaining units (i.e. 1, 2, 3, 4, 7, 8, 9) vs. individual as a BU member.

UH Response: The Board has identified conflicts of interest inherent to individuals serving as both a Regent and an employee; potential conflicts are especially evident when Employee Regents are considering matters affecting their own employment with the University. Additionally, because matters regarding one collective bargaining unit may affect all bargaining units, and because the matters affecting one bargaining unit are regularly discussed simultaneously and/or in relation to other bargaining units, the Board believes Employee Regents must prudently and proactively identify and address conflicts of interest whenever the Board considers matters involving any and all bargaining units (i.e. 1, 2, 3, 4, 7, 8, 9, and/or 10). The foregoing policy statement serves to preserve the integrity of the Board and the University, and aligns with responsibilities stated in the Bylaws of the BOR, specifically Article X. Conflicts of Interest. It may also be worthwhile to note that both Employee Regents have expressed their support of this proposed policy.
Ms. Laurie Santiago  
January 27, 2017  
Page 8 of 8  

As mentioned, the subject proposals were originally sent to the UPW, HGEA, and UHPA in September, 2016. Consultation with the HGEA and UHPA over the proposals has since been consummated. We followed up with the UPW on several occasions via phone calls (e.g. on or about October 19, 2016, November 7, 15, 22, 2016) and email/written correspondence (e.g. October 19, 2016, November 15, 22, 2016. December 23, 2016). Given that the proposals were originally sent to the UPW for consultation in September, 2016, we respectfully request response and further comments and/or questions from the UPW by February 2, 2017. If we do not receive additional comments by this date, we will assume that the UPW does not have further concerns or comments regarding the subject proposals and will proceed with implementation of revisions to RP 9.205 and new RP 2.206.

Again, thank you for your time and attention.

Sincerely,

Dana Funai  
Human Resources Specialist

Attachments
MEMORANDUM

TO: Jan N. Sullivan, Chair
    Board of Regents

FROM: Cynthia Quinn, Board Secretary

SUBJECT: Draft new board policy on conflicts of interest and employment, Chapter 2, Administration, Regents Policy RP 2.206, Policy on Board of Regents as Employees

SPECIFIC ACTION REQUESTED:

None; draft policy on conflicts of interest and employment is for discussion only. Union consultation will need to be done prior to any approval of a draft policy.

PURPOSE:

The affairs and employees of the University are under the general management and control of the Board of Regents. Given the recent appointment of two employees to the Board of Regents, this policy was drafted to address proactively inherent conflicts of interest, to preserve the integrity of the Board and the University. There has been no prior need for this policy because no employees have been appointed to the Board of Regents until now. It is important to note that the two existing employee Regents ("Employee Regents") fully support and have been engaged in this effort.

While the benefit from having such employee perspective on the board is recognized, this policy identifies conflicts of interest that may arise where a regent is serving a dual role as employer and employee. Adoption of the draft policy would (1) affirm the board's support for its Employee Regents serving in both roles, and (2) proactively address potential conflicts of interest such that an Employee Regent's volunteer service on the Board of Regents does not interfere with performance of his or her duties and responsibilities as an employee.

BACKGROUND:

At the August 18, 2016 board meeting, the board referred to the Personnel Committee for further consideration a new draft board policy addressing potential conflicts of interests for University of Hawaii employees serving on the Board of Regents. This is believed to be the first time employees have been appointed to the Board of Regents.
Board of Regents, and the board asked the Personnel Committee to further discuss the draft policy.

Regents are already subject to the State ethics code set forth in Chapter 84 of the Hawaii Revised Statutes (“Haw. Rev. Stat.”), including but not limited to those pertaining to confidential information, fair treatment, conflicts of interest, and disclosures. Regents are also subject to the provisions of Article X regarding “Conflicts of Interest” in the Bylaws of the Board of Regents of the University of Hawaii, as amended, that mandates members of the Board to place the welfare of the University above personal interests, the interests of family members or others who may be personally involved in affairs affecting the University. Further, it mandates that all decisions of the Board shall be made solely on the basis of a desire to promote the best interests of the University and the public good.

University employees, including Employee Regents, are likewise subject to the State ethics code, as well as Board of Regents Policies, Executive Policies, Administrative Procedures, and Haw. Rev. Stat. Section 78-4(b) which permits appointment of State employees on State boards and commissions, unless service on the board or commission would be “inconsistent or incompatible with or would tend to interfere with the duties and responsibilities of the other office, employment, or position held by the employee.” Haw. Rev. Stat. Section 78-4(c) states that if the employee must be away from the employee’s regular work because of service as a member on a board or commission, the employee shall not, as a result of the absence, suffer any loss of the employee’s “regular salary or wages”; the time spent in service as a board or commission member outside of the employee’s regular work hours shall not be considered as time worked.

Recognizing the potential conflicts of interest inherent in serving as a Regent and employee, board leadership and the Employee Regents themselves have expressed a desire to proactively manage those conflicts through a board-approved policy.

**DRAFT POLICY SUMMARY:**

The draft policy affirms the benefit of having employees as Regents on the board. It also holds Employee Regents to the duties and obligations of their employment, duties and obligations that non-employee Regents do not hold, so that Employee Regents and their supervisors are not placed in the untenable position of deciding on a day-to-day basis whether Regent duties are more important than employment duties. The text of the draft policy is provided in Appendix A.

In summary:

1. Section III.A. of the draft policy sets forth the need for compliance with statutory mandates applicable to all Regents and employees of the University;
2. Section III.B. restates the process to manage conflicts set forth in board bylaws, including circumstances unique to a Regent Employee wherein the board must consider any matter which also directly impacts an Employee Regent’s personal financial interest; and when the Board must consider any matter affecting bargaining units 1, 2, 3, 4, 7, 8, 9, and/or 10, as matters regarding one collective bargaining unit are likely to affect and/or impact all bargaining units; and

3. Section III.C. provides clarity around appropriate use of University time and resources in serving on the board, expressly authorizing Employee Regents to conduct board business during regular work hours for up to the equivalent of sixteen (16) hours in any given 2-week pay period, and sets forth the expectation that the Employee Regent will use available vacation hours for any additional time required for Board service that week, unless otherwise prohibited by a collective bargaining agreement. In addition, the draft policy encourages the Employee Regent to use best efforts to preserve the confidentiality of confidential board communications, and keep work email and communications separate from Regent email and communications. Finally, the draft policy requires the Employee Regent to address employment issues within his or her employing unit, not with the board or its staff.
Policy on Regents as Employees

Regents Policy Chapter 2, Administration
Regents Policy RP 2.206, Policy on Board of Regents as Employees
Effective Date: ____________, 2016
Review Date: ____________ 2018

I. Purpose

To set forth policy on Regents who are also employed as employees by the University of Hawaii (“Employee Regents”). While the Board of Regents will benefit from having such perspective, the potential for conflicts of interest is clear. It is the policy of the Board of Regents to manage those conflicts in a manner that allows employees of the University to serve on the Board of Regents, while ensuring that the employee’s service on the Board of Regents does not interfere with the employee’s performance of his duties and responsibilities as employee. Employee Regents shall at all times, as both employee and as Regent, conduct themselves in a manner that preserves the integrity of the University of Hawaii, its Regents and its employees.

II. Definitions

No policy specific or unique definitions apply.

III. Board of Regents Policy

A. As employees of the University and as Regents of the University, Employee Regents are subject to and shall abide by (1) Section 78-4(b) of the Hawaii Revised Statutes (“Haw. Rev. Stat.”) permitting service on State boards and commissions where service does not interfere with the duties and responsibilities of their employment, and (2) the State code of ethics set forth in Haw. Rev. Stat. Chapter 84, including but not limited to the requirements re confidential information, fair treatment, conflicts of interest, and disclosures. In assuming the duties of employee and Regent, the Employee Regent understands that the dual role is assumed voluntarily by Employee Regents, and that it is the Employee Regent’s responsibility to comply with the provisions of State law.
B. Employee Regents are also required to abide by the provisions of Article X regarding “Conflicts of Interest” in the Bylaws of the Board of Regents of the University of Hawaii, as amended (“Bylaws”).

1. Members of the Board are expected to place the welfare of the University above personal interests, the interests of family members or others who may be personally involved in affairs affecting the University. All decisions of the Board shall be made solely on the basis of a desire to promote the best interests of the University and the public good [Article X, Section B. re “Fiduciary Responsibility”].

2. In the event the Board must consider any matter which also directly impacts an Employee Regent’s personal financial interest or bargaining units 1, 2, 3, 4, 7, 8, 9, and/or 10, or which creates a clear appearance of conflict of interest with his/her employment, the Employee Regent shall either (a) fully disclose the precise nature of the interest or involvement in writing to the Secretary who, together with the University General Counsel, shall be responsible for resolving questions about addressing the conflict, and if unsuccessful, for bringing the questions to the full Board to be resolved by majority vote at a Board meeting in compliance with Haw. Rev. Stat. Chapter 92 [Article X, Sections C. and D. re “Disclosures” and “Determination of Conflicts”, respectively]; or (b) declare the conflict of interest and recuse himself/herself from consideration of the matter before the Board [Article X, Section C. re “Disclosures”].

3. Any Board action favorable to an Employee Regent obtained in violation of this provision is voidable on behalf of the Board, and the Board may pursue all legal and equitable remedies and/or sanctions through the University’s legal counsel [Article X, Section E. re “Sanctions and Remedies”].

C. Employee Regents are required as employees to comply with all policies and procedures applicable to all employees of the University, and not allow service on the Board to interfere with the duties and responsibilities of employment with the University.

1. Employee Regents are expected to adhere to applicable policies and procedures regarding outside employment and appointments, including but not limited to RP 9.207.

2. When an Employee Regent is required by Board service to be away from work during regular work hours, the Employee Regent must obtain prior supervisory approval for absences. When an Employee Regent is required by Board service to be away from work during regular work hours for more than the equivalent of two (2) days or sixteen (16) hours in any given pay period, in accordance with Haw. Rev. Stat. Section 78-4(c), it is expected that the Employee Regent will use available vacation hours for any additional time required for Board service during that pay period, unless otherwise specifically prohibited by applicable collective bargaining agreement. Best efforts should be made to document time spent on Board of Regent duties during regular work hours. No time spent on Board of Regent business shall be considered as time worked for purposes of overtime calculation.
3. Board of Regent duties should be performed to the extent possible, in a secure environment not accessible to the public or other employees. Email and/or other communication for work should be kept separate and apart from email and/or other communication for Board business, and Employee Regents should make clear in their communications in which capacity they are communicating, i.e., as Regent, or as employee.

4. Travel expenses relating to Board of Regent business shall be processed by the Office of the Board of Regents, in accordance with its travel reimbursement policies and procedures; collectively bargained benefits shall not apply to travel for Board of Regent business.

5. Any employment issues arising from the Employee Regent’s employment shall be addressed with and by the human resources personnel in the Employee Regent’s employing unit. Any issues arising from service on the Board of Regent shall be addressed with and through the Office of the Board of Regents.

IV. Delegation of Authority

There is no policy specific delegation of authority.

V. Contact Information

Office of the Board of Regents, 956-8213, bor@hawaii.edu

VI. References

A. http://www.hawaii.edu/offices/bor/

VII. Exhibits and Appendices

No Exhibits and Appendices found

Approved

Approved as to Form: ___________________________             __________ , 2016
Cynthia Quinn                                      Date
Executive Administrator and Secretary of the Board of Regents

Topics
Board of Regents; conflicts of interest
October 5, 2016

Ms. Jan Sullivan  
Chair, Board of Regents  
2444 Dole Street  
Honolulu, HI 96822

Subject: University of Hawai‘i Board of Regents Policy  
Response RP 2.206, Policy on Board of Regents as Employees

On April 15, 2016 the Senate confirmed the Governor’s recommendation of a University of Hawai‘i faculty member, Michelle Tagorda and a University of Hawai‘i student as members of the Board of Regents. In September the Board of Regents submitted what they determined to be a “proactive” Board of Regents Policy (RP) RP2.206 Policy on Board of Regents as Employees. The intent of this proposed policy is to “address and manage potential and/or perceived conflicts of interest.” That is just one concern, they have also indicated a secondary concern, “ensuring that this service does not interfere with the employee’s performance of his or her duties and responsibilities as a University employee.”

In reviewing the testimony presented at the Legislature or to the Governor regarding appointments to the Board of Regents, testimony has not been provided in the past or present with concern for any Regents employment nor their workload interfering with their service to the University. Conflict of Interest has been addressed for all Regents in Hawai‘i Revised Statute §84-14 Conflict of Interests. The University of Hawai‘i has previously addressed both “service” and “duties and responsibilities” in the current contract agreement.

Therefore the proposed policy by the Board of Regents is placing restrictions and extracting a cost for service that other Regents are not required to undergo. As a Governor appointee, the issue of conflict of interest was determined prior to the appointment through the open, transparent legislative process. This proposed policy is unnecessary and an undue burden on the Regent Student and Regent Employee.

The University of Hawaii Professional Assembly recommends the Board of Regents disapprove Proposed RP 2.206 Board of Regents as Employees

Proposed Policy Review and Analysis:

I. Purpose
The purpose section speaks specifically to the “duties and responsibilities as employees” which is clear in the contract agreement entered into with the exclusive representative of Bargaining Unit 07. Article IV, Faculty Professional Responsibilities and Workload, Section B (1) (3) address the areas of duties, responsibilities, workload and service.

III. Board of Regents Policy

A. Hawai‘i Revised Statute Section §78-4(b) and Chapter 84. Employee Regents Responsibility to comply. This section does not take into consideration the Contractual agreement entered into by the University, State and certified exclusive representative as noted below.

Article IV, Section B Faculty Professional Responsibilities and Workload (2015-2017 Agreement)

The primary professional responsibilities of Faculty Members are teaching, research, specialized educational services, and community service.

Faculty workload is not limited to instruction is not limited to instruction. It may include disciplinary research, scholarly activities, or creative endeavors; service to the academic community, the government...

Whether you consider the appointment by the Governor service to the government, community service or service to the academic community it is “service” and therefore falls under the category of Professional Responsibilities and Workload.

B. Article X Board of Regents Bylaws, Conflict of Interest

1. This section is a restatement of Article X (C) (It is already in effect - remove)

2. The issue of “Conflict of Interest” as stated in Article X (D) does not take into account the “specialized” knowledge the Regent Employee brings to the table. The option presented is to recuse, to leave the room and not participate in the discussion nor the vote. The option this policy should put forth is “Abstain,” to participate in the discussion but NOT participate in the vote.

The purpose and intent of having a Regent Employee is the specialized knowledge they contribute to the discussion. They are the frontline, boots on the ground member of the Board of Regents. They bring to the Board direct information on how processes take
place in an effective manner or not. The information they can provide is vital to the
decision making process for the Regents who can vote.

C. Service on the Board should not interfere with the duties and responsibilities of
Employment with the University.

1. See response to Section A

2. Hawaii Revised Statute §78-4(c) states that, "When any employee must
be away from the employee's regular work because of service as a
member on a board or commission, the employee shall not, as a result
of the absence, suffer any loss of the employee's regular salary or
wages."

The RP states, "it is expected that the Employee Regent will use available vacation" after
expending 16 hours during a two week time period. This language is not in keeping with
the intent and purpose of HRS §78-4(c), it is actually putting a financial hardship on the
Employee Regent that is not required by any other Regent who has been appointed by
the Governor.

Based on the introductory remarks and subsequent policy analysis it is our recommendation
that this policy is unnecessary on its face. The Board of Regents should not now in all good
conscience, impose conditions that were already known and seek to undermine the participation
of legitimate voices. There is already a mechanism in place to ensure Regents are not voting
on actions that benefit themselves. The policy is an unnecessary impediment which targets
public employees and seeks to discourage their legitimate participation in public service.

The University of Hawaii Professional Assembly reiterates its recommendation that the Board of
Regents disapprove Proposed RP 2.206 Board of Regents as Employees

Kristeen Hanselman

Executive Director
University of Hawaii
Professional Assembly
TO: JAN NAOE SULLIVAN  
Chairperson, Board of Regents

VIA: DAVID LASSNER  
President

FROM: JAN GOUVEIA  
Vice President for Administration

SUBJECT: APPROVAL OF A REORGANIZATION PROPOSAL TO CONSOLIDATE THE UNIVERSITY OF HAWAI'I AT MĀNOA OFFICE OF PLANNING AND FACILITIES AND COMMUNICATIONS OFFICE WITH THE UNIVERSITY OF HAWAI'I SYSTEM OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND TO ESTABLISH NEW OFFICES UNDER THE VICE PRESIDENT FOR ADMINISTRATION

SPECIFIC ACTION REQUESTED

As more fully detailed herein, it is recommended that the Board of Regents of the University of Hawai'i ("Board") approve the proposed reorganization that:

- Transfers the Communications Office, Office of the Mānoa Chancellor, to the System Communications Office, Office of the Vice President for Administration ("OVPA");
- Transfers the Office of Planning and Facilities, Office of the Vice Chancellor for Administration, Finance, and Operations – Mānoa ("OVCAFO"), to the Office of the Vice President for Administration; and
- Establishes the following new offices under the Office of the Vice President for Administration to effectuate the consolidation of the above transfers into new operating units organized by functional mission:
  - Office of Communications
    - Multimedia Unit
    - Internal and External Communications Unit
  - Office of Planning and Sustainability
    - Sustainability Unit
    - Planning Unit
  - Office of Campus Operations and Facilities
    - Facilities Safety Unit
    - Work Coordination Center Unit
    - Professional Support Unit
• Buildings and Ground Management
• Shops
• Warehouse/Inventory Unit
• Office of Project Delivery
  • Design Unit
  • Design-Build Unit
  • Major CIP Construction Unit
• Facilities Business Office
  • Facilities Human Resources
  • Facilities Contracts
  • Facilities Fiscal
    • Contracts Accounting
    • Operations Accounting
    • Financial Support and Reporting
• Office of Systems Integration
  • Business Process Transformation Unit
  • PeopleSoft Development and Support Unit
  • Technology Integration Unit
• Makes all other necessary changes within the Office of the Vice President for Administration to support this proposal.

This request is made pursuant to Board of Regents Policy 3.202 (RP 3.202), which requires the Board to approve the establishment, abolishment, reorganization, reassignment or renaming of organizational units that:

1. Impact board policies and/or bylaws; or
2. Create, eliminate or significantly change the responsibilities of programs that report directly to the board or president; or
3. Incur significant additional expenses; or
4. Have significant programmatic impact on the university.

CURRENT AND PROPOSED ORGANIZATIONAL CHARTS

Current and proposed organizational charts and functional statements for the affected Mānoa and System units, as more specifically described in the narrative below, are attached.

• Attachment A is a complete set of the official current organizational charts,
• Attachment B is a complete set of the official proposed organizational charts,
• Attachment C is a complete set of the official current functional statements, and
• Attachment D is a complete set of the official proposed functional statements.

RECOMMENDED EFFECTIVE DATE

Upon Board approval.
BACKGROUND

In January 2015, the Board sought to explore and analyze the current structure of the University of Hawai‘i system. Specifically, it wanted to address whether the Board should reconsider the 2001 separation of roles of the president of the University of Hawai‘i system and the chancellor of the University of Hawai‘i at Mānoa (“UHM”), or seek other changes in management and leadership structure of the system in order to better serve the state and its citizens. To accomplish this, the Board engaged the services of Dr. David Longanecker, President of the Western Interstate Commission for Higher Education (“WICHE”), and Dr. Demaree Michelau, director of policy analysis for WICHE, to lead a research effort that included reviewing historical documentation, reviewing relevant literature and research, and conducting interviews with past and present stakeholders, national experts on leadership and governance, and leaders in other state higher education systems similar to that of Hawai‘i. Their findings and recommendations were submitted in a 2015 Report to the Board of Regents of the University of Hawai‘i system (“WICHE Report”).

The WICHE Report recommended maintaining the current structure in which the president of the University of Hawai‘i system is a distinct and separate position from the chancellor of the UHM. It also, however, recommended that the President consider whether any of the existing system-level units could be reconstituted or consolidated to achieve greater efficiency and effectiveness. More specifically, the WICHE Report recognized that the President, working with senior staff, must manage all those system-level tasks where system-level collaboration and management makes sense given economies of scale. These include IT infrastructure management, human resources, labor relations, budget and finance, legal affairs, sponsored projects, and various administrative services. These are all services that every campus needs access to, but that should be provided at a system level to ensure consistency in the application of policies and processes and high quality administrative support at lower cost.

As a result of the WICHE Report, the President tasked the OVPA and the OVCAFO to evaluate and determine whether the consolidation of functional units in the areas of Facilities/Capital Projects, Human Resources, and Communications, would improve overall efficiency and the level of delivered services than would normally be provided under separate organizations. In light of the declining trend for both financial and human resources that are available to the University of Hawai‘i writ large, the OVPA and the OVCAFO have recommended to the president that the areas of facilities/capital projects, human resources,¹ and communications be consolidated under the system organization to provide consistent and reliable services that support both the system and the UHM campus. This approach was reviewed collaboratively by the UHM Chancellor and Vice Chancellors with the UH System President and Vice Presidents and was presented to the BOR conceptually in January 2016 and for information to the Personnel Committee in November 2016.

¹ The reorganization of UH Mānoa and UH System human resource offices are not a part of the current request for action.
I. COMMUNICATIONS REORGANIZATION

Operational efficiency and consistency is the primary reason for recommending the consolidation of the UHM Communications Office with the System Communications Office. In 2014, the University of Hawai'i was experiencing a growing negative perception by the general public and the media in particular. The situation was extreme enough to rise to the level of concern by the Board, who requested a briefing by the administration at its March 2015 meeting.

In response to this escalating situation, the administration shifted to a more centralized media strategy that funneled all incoming and outgoing external communications for all campuses through the System Communications Office. Campuses were skeptical of this approach because of the belief that in order to ensure their objectives were attained, they must control their own communications channels by personnel who reported directly to them. However, the unified approach confirmed that (1) a system office was able to deliver an external communications program that responsibly advanced the objectives of the campuses, and (2) when done correctly, there was an added value to being portrayed as part of a larger system than a stand-alone campus.

The System Communications Office primarily serves all ten campuses and the President's Office and also provides internal/external communications, marketing and website support. However, under the centralized external communications strategy, the System Communications Office spends a majority of its time and effort (approx. 90%) on UHM-specific matters. This creates a fairly significant overlap with the UHM Communications Office in terms of functions and responsibilities.

Additionally, from a messaging standpoint, both offices must closely coordinate their efforts to ensure consistency and, more importantly, to develop a thoughtful communications strategy that incorporates timing, content, and context. While these offices have worked together in the past, there have been several instances of disconnection and disengagement presented by the mere fact that both units did not share the same reporting structure.

Within the UH system, the Mānoa campus has the largest and most complex communications infrastructure. Currently, the UHM Communications Office is comprised of 6 permanent positions that primarily service the special needs of the Chancellor by providing internal/external communications, marketing, and website support. Most of the colleges and departments on the UHM campus, however, have their own communications person who reports directly to the dean or director. This decentralized communications structure results in siloed operations that function independent of other communication efforts across the campus and leads to inconsistent messaging.

The proposed reorganization does not impact the communications personnel in the individual units, as it only consolidates the UHM Chancellor's Communications Office with the System Communications Office. It is envisioned that the combined Office of Communications under the OVPA will work closely with the personnel in the UHM colleges and departments to provide support and ensure cohesive messaging that promotes the vision of the individual departments, UHM, and the University as a system.
Based on the above, for operational efficiency and communication consistency, both the UHM and System administrations recommend that the UHM Communications Office be consolidated with the System Communications Office. As illustrated below, the consolidation will take a total of 4 current operating units (1 UHM and 3 System) and a total of seventeen (17) positions (7 UHM and 10 System) and reorganize them into two operating units with fifteen (15) positions².

Current structure for the UHM Communications Office:

**Mānoa Chancellor**

**Office of Communications**  (7 positions)

Primarily responsible for developing and maintaining productive and mutually beneficial relations and effectuating regular interaction and communication with the University's multiple publics such as alumni, students and prospective students, parents, friends of the University, donors, businesses and corporations, and community groups.

Current structure for the System Communications Office:

**Vice President for Administration**

**Public Relations and Special Events**  (1 position)

Supports the University and primarily the Office of the President with all matters relating to national and international media audiences; public affairs and events related to building support for the University and its activities; and plans, coordinates, and executes events in support of the University's strategic objectives.

**Media Production**  (8 positions)

Responsible for producing systemwide print and electronic publications and provides direct editorial and design support; provide raw footage and edited stories promoting University activities and programs; documents University events for archival purposes.

**Marketing and Branding**  (1 position)

Responsible for the development and implementation of an integrated identity and branding strategy for the University to serve as a resource to campuses in the area of marketing education, developing complementary campus marketing strategies, and developing and implementing the University's advertising package.

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² One UHM Communications position will transfer to the UHM Chancellor Office and one System Communications position will transfer to the VPA Office.
Proposed structure for the consolidated Office of Communications:

**Director of Communications**  
(3 positions)

Provides leadership in planning, organizing, directing, evaluating, and coordinating the University's internal and external communications, systemwide, relating to marketing and brand management, public relations, news, and media relations through print, broadcast, and electronic mediums.

**Multimedia**  
(6 positions)

Responsible for developing and managing all promotional, marketing and other publication content and material for the UH system and UH Mānoa campus units; and updating UH News with fresh and meaningful content in alignment with system and UH program mission and objectives.

**Internal and External Communications**  
(6 positions)

Responsible for working with all internal and external stakeholders to develop and manage internal and external communication messaging and strategy of the UH system and Mānoa campus units; maintaining and managing the website for UH system and Mānoa; work directly with Mānoa campus units to align messaging and layout that builds on synergistic efforts.

In summary, 6 permanent, full-time, general funded positions (FTE), all of which are currently filled within the UHM Communications Office, will be transferred to the System under a newly established Office of Communications.

II. CAPITAL PROJECTS AND FACILITIES REORGANIZATION

Strategic development of a comprehensive capital program and the effective deployment of limited financial and human resources to address ongoing repair and maintenance concerns are the primary reasons for recommending the consolidation of the UHM Office of Planning and Facilities ("UHM-OPF") with the System Office of Capital Improvements ("OCI") to form four distinct operating units under the OVPA: (1) Planning and Sustainability, (2) Campus Operations and Facilities, (3) Project Delivery, and (4) Facilities Business Office. Given the evolution of the UHM—OPF and the OCI offices over the last twenty years, this proposal addresses structural gaps and misalignments within these units to deliver a highly efficient capital projects and facilities operation that can seamlessly and cohesively address a wide range of conditions and challenges facing our physical plant.

Historical Background

Up until the early 2000s, the Mānoa campus was served by the UHM Office of Facilities and Grounds ("UHM-OFG"). Their primary function was to address the day-to-day facility needs through shop personnel and small repair and maintenance contracts. All major renovation and new building construction projects were managed and executed by the Department of Accounting and General Services ("DAGS"), State of Hawai‘i.

In 2002, OCI was established within the System to manage and execute all major capital projects, eliminating the University’s reliance on DAGS for this function. As set forth in the Board’s action memo on this matter, the office was anticipated to have a core group of seventeen (17) full-time positions. Since its inception, however, OCI has only had six (6)
funded full-time positions. Understaffed and under-resourced from its origin, OCI has been unable to consistently and reliably deliver a high-performing capital program that meets best practices in the industry.

Meanwhile, UHM–OFG was facing a similar fate of being understaffed and under-resourced. In 2006, an evaluation of the UHM–OFG program was completed by APPA: The Association of Higher Education Facilities Officers. It affirmed a 1999 Western Association of Schools and Colleges ("WASC") accreditation review, which cited "major concerns about the long-term consequences of decreased maintenance of the entire plant." It noted that "[d]uring the last seven years, major reductions have been made in the repairs and maintenance budget line item." The review team "observed physical conditions, maintenance practices, or the absence thereof, and reports from the campus community about service problems that compelled the team to conclude the physical plant is past the early stages of becoming a threat to the institution's ability to accomplish its mission at the same time that the institution is suffering from a rather expansive lack of permanent leadership at multiple levels throughout the UH system and the Mānoa campus."

The review team acknowledged the need for an office like OCI to assume responsibility for the planning, design and construction of capital projects. To that end, however, it noted that the common higher education facility management organization typically is responsible for a triad of functions: campus physical planning, design and construction of capital projects, and operation and maintenance of the physical plant. "Decoupling" the planning, design and construction functions from campus operations was identified as a disadvantage to UHM:

"For today's decoupled arrangement to work well, it will require a concerted effort on the part of system and campus leadership to ensure the distinct organizational entities work together. Collaboration, teamwork, and sharing of information, talent and expertise must become the by-words of the decoupled functional areas. Leaders of all of the departments that have facilities management responsibilities must work together to develop and execute a comprehensive facility strategy for the campus."

As such, the review team believed that the long-term plan should be a "consolidation of common facilities management tasks under a single department head."

In 2011, the APPA review team returned to the Mānoa campus. Although it acknowledged the progress made in pocketed areas throughout the facilities program, it found the overall condition of the physical plant to be in worse condition. In its opening remarks, APPA agreed with UHM–OFG’s self-evaluation: "Of all the factors that the UH at Mānoa facilities department struggles against, the lack of alignment is the most significant one derailing the organization’s ability to meet the institution’s goals." The review team went on to identify the major reasons for the failure to make more progress in improving operations and maintenance services:

1. The UHM-OFG organizational structure.
2. An absence of a sense of urgency for operations and maintenance priority, partially due to a lack of staffing resources.
3. The allocation and deployment of resources.
The review team further found that the organizational alignment of functions within the UHM-OFG was an *atypical* alignment of functions because it included a mix of professional service functions (architects, engineers & construction managers) with traditional O&M functions (work control center, shops, warehouse). It was recommended that this structure be changed.

In 2014, a reorganization was approved that combined the Office of Physical, Environmental and Long Range Planning and the Office of Facilities and Grounds to form the Office of Planning and Facilities. As a whole, except for the reorganization and the acquisition of a work order system, the fundamental issues identified in the 2006 and 2011 APPA Reports have not been addressed. In fact, in 2016, the actual staff size of UHM—OPF was at its lowest. Additionally, not including salaries and basic supplies and equipment such as toilet paper and lighting fixtures, UHM budgets approximately $3 million a year for recurring and regular repair and maintenance matters.

Current Proposal

The proposed reorganization seeks to consolidate the resources of OCI and UHM—OPF to optimize the services delivered by the operations, repair, maintenance, and capital projects units. This expands the scope of improvements already made in work processes to a larger base that will institutionalize best practices and the leveraging of technology. Additionally, the reorganization will ensure the development of a coordinated and comprehensive capital strategy for UHM and the System that incorporates the University of Hawai‘i’s mission and aligns with UHM program priorities. Finally, it presents an optimum business model for delivering quality services by consolidating resources and redistributing them through a more efficient organizational structure.

As illustrated below, the proposed reorganization combines a total of 8 offices (5 in UHM and 3 in System) into 4 offices under the OVPA. The newly established offices are organized by shared responsibilities and common operational mission.
Current structure for the UHM Office of Planning and Facilities:

**Asst. Vice Chancellor for Planning & Facilities**
(4 positions)

- **Planning**
  (4 positions)

- **Building and Grounds**
  (220 positions)

- **Shops**
  (61 positions)

- **Facilities Management Office (FMO)**
  (35 positions)

- **Support Services**
  (20 positions)

**Responsibilities:**
- Responsible for overall campus planning, repair and maintenance, design and construction of the grounds, buildings and infrastructure of UHM; works to preserve the integrity of the campus and ensures projects and plans align with campus mission and vision.

- Responsible for long range development plans, space management, analytical studies, capital planning, sustainable planning and campus building and landscape design; establishing comprehensive energy policy; and developing campus strategic sustainability goals.

- Responsible for the day-to-day custodial and groundskeeping services for UHM's main campus; serves as the frontline to reporting any facility issues to be addressed by either the Shops or FMO.

- Responsible for the day-to-day report and maintenance of UHM’s main campus; respond to work orders and small repair projects, as appropriate; workforce is primarily trades personnel like plumbers, electricians, and carpenters.

- Responsible for the design and construction management of all capital projects; provide mechanical and electrical technical support for the respective Shops units; and manage the key program.

- Responsible for the fiscal, personnel, and IT support for all units of OPF; manages the warehouse and inventory program; responsible for coordinating all work orders; and includes the safety program.

Current structure for System Office of Capital Improvements:

**Director of Capital Projects**
(2 positions)

- **Project Management - Design & Construction**
  (5 positions)

- **Administration & Support Services**
  (5 positions)

**Responsibilities:**
- Responsible for planning, development, implementation and integration of major CIP projects across the system; develop the CIP budget request, systemwide.

- Responsible for planning, design and construction of major CIP projects across the system; work with the campuses to develop long range development plans.

- Responsible for budget, fiscal, contracts and other administrative support of the Project Management section; responsible for managing systemwide lump sum appropriations like CRDM and HSCR.
Current structure for the System Office of Sustainability:

**Vice President for Administration**

**Office of Sustainability**
(2 positions)

Responsible for assisting campuses with developing energy management plans to reach net-zero by 2025; work with faculty and staff to develop curriculum that will advance the principles of sustainability through cross-campus collaboration; and provide supervisory and technical oversight of campus sustainability plans.

Proposed structure for the VPA – Offices of Planning & Sustainability; Campus Operations and Facilities; Project Delivery; Facilities Business Office:

**Vice President for Administration**

**Planning and Sustainability**
(6 positions)

**Campus Operations and Facilities**
(306 positions)

**Project Delivery**
(26 positions)

**Facilities Business Office**
(16 positions)

Responsible for planning and development of comprehensive capital program that addresses all facility needs on UHM campus in alignment with campus priorities and future needs; development of a strategic facilities plan for the system; development and management of systemwide sustainability office with emphasis on energy management at UHM.

Responsible for the ongoing care, repair and maintenance of UHM campus facilities, infrastructure and landscape; includes operations from buildings and grounds maintenance, shops, warehouse and inventory, coordination of work orders, safety program and keys.

Responsible for design and construction of capital and major R&M projects across the system, with an emphasis on UHM facilities, through all methods of delivery including design-build and IDIQ.

Responsible for providing all personnel, budget, fiscal, procurement and contract administration support for Planning and Sustainability, Campus Operations and Facilities, and Project Delivery units.

The proposed organization better aligns skillsets and resources with operational missions such that inefficiencies are minimized and communication channels are direct and linear. By having all units reporting to the same administrator, a more strategic program can be developed around both operational and capital project priorities. An overall comprehensive
capital strategy requires well-developed sub-programs in the planning, repair and maintenance, and capital projects disciplines. This does not happen automatically. It requires the coordinated effort of all branches to share timely, reliable and relevant information on both a daily and long-term basis. An integrated organizational and communications structure focused on these outcomes will ensure the greatest chance of success.

In summary, three hundred forty four (344) permanent, full-time, general funded positions (FTE) will be transferred to the OVPA.

III. OFFICE OF SYSTEMS INTEGRATION

Currently, there are many information technology solutions within the Office of the Vice President for Administration and UHM-OPF that do not share information with other programs. This results in (1) redundant and manual data entry, (2) inefficient and wasteful utilization of resources, and (3) data integrity issues. These systems include enterprise-wide and home-grown systems that exist in functional silos. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making. Thus, the proposed reorganization seeks to establish an Office of Systems Integration ("OSI") under the OVPA.

OSI will consolidate information technology functions and positions currently existing within the OVPA, specifically in OCI and the System Office of Human Resources, with existing technology functions and positions existing within UHM-OPF under one unit, providing strategic direction for information technology programs that align with overarching University goals and objectives. OSI will lead the effort to ensure that the complex, data intense, compliance-rich information needed to be collected and reported by the various reporting divisions under the OVPA is coordinated, accurate, and timely.

The OVPA is tasked with the responsibility for leadership and the direction of diverse, wide-ranging offices and functions including planning and sustainability, project delivery, Mānoa operations and facilities, facilities business support, procurement, land development and real property, human resources, communications, institutional equity (Title IX), and risk management. To effectively and efficiently manage these areas, it is critical that integrated, robust information technology databases and workflow processes are implemented, established, and advanced with the goal of continuous improvement. As illustrated below, OSI will take a total of twelve (12) permanent, full-time, general funded positions and one (1) special funded, authorized position (for a total of thirteen (13) positions) and organize them into 3 operating units under the Director of OSI. The establishment of OSI will be funded through the re-allocation of existing general and special fund allotments within the OVPA and UHM-OPF.
Proposed structure for the System Office of Systems Integration:

**Director of Systems Integration**

- Responsible for all systems development, implementation, administration, data security, reporting and integration with other internal applications under the purview of the OVPA with the objective of aligning with the university’s strategic direction to advance efficiencies, transparency and accountability with sound risk management.

**Business Process Transformation**

- Responsible for collaboration with key stakeholders to assess current processes and leverage technology to re-engineer these processes across the organization to gain efficiencies and move away from pushing paper, manual approvals, hardcopy documents, spot solutions and legacy systems.

**PeopleSoft Development and Support**

- Responsible for administrative support, business analysis, integration and development capabilities for the PeopleSoft application to establish, track, monitor and report on all employees system-wide by leveraging delivered functionality that includes workflow, self-service and more timely reporting capabilities.

- Responsible for supporting the existing technologies and datamarts with the objective of moving away from siloed solutions by replacing them with more current technologies that have more robust workflow, reporting, data analysis and integration capabilities supported by newer technologies, browsers and infrastructure.

**STAKEHOLDER CONSULTATION**

The consultation process with United Public Workers (UPW), Hawai‘i Government Employees Association (HGEA), University of Hawai‘i Professional Assembly (UHPA) and the Mānoa Faculty Senate have all been completed on this matter and appropriately reflected in the proposed reorganization.

**ACTION RECOMMENDED**

In conclusion, this proposal advances the principles of a high performing mission-driven organization that leverages the power of being a system. This centralized model ensures the highest and broadest impact on the institution when developing streamlined work processes and incorporating best practices.

Based on the foregoing, it is recommended that the Board approve the proposed reorganization as set forth above.
Attachment A

CURRENT ORGANIZATIONAL CHARTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
POSITION ORGANIZATION CHART

CHART I

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

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
Vice President for Administration 89446
Private Secretary II SR-22 900114
Director of Land Development 89002

OFFICE OF HUMAN RESOURCES
(See Chart II)

OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS
(See Chart III)

OFFICE OF CAPITAL IMPROVEMENTS
(See Chart IV)

OFFICE OF ADMINISTRATION, PROCUREMENT AND REAL PROPERTY MANAGEMENT
(See Chart V)

OFFICE OF RISK MANAGEMENT
(See Chart VI)

OFFICE OF INSTITUTIONAL EQUITY
(See Chart VII)

OFFICE OF SUSTAINABILITY
(See Chart VIII)

1 Excluded from position count

Perm
General Fund 3.00
CURRENT

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Vice President for Administration 89448

OFFICE OF HUMAN RESOURCES

System Director of Human Resources 89310
Secretary III SR-16 15266
Admin & Fiscal Support Sp PBA 80093

HUMAN RESOURCES
TECHNOLOGY AND DATA

HR Manager PBB 80094
HR Specialist, Sr PBB 81323
HR Specialist PBB 81322
HR Specialist, Sr PBB 78587
Web Developer PBB 80394
IT Specialist, Senior PBB 77026

CIVIL SERVICE EMPLOYEE RELATIONS

HR Manager PBC 80092
HR Specialist PBA 81367
Personnel Tech VII SR-17 03395
Personnel Tech VI SR-15 42423
Personnel Clerk V SR-13 12860
Personnel Clerk V SR-13 12894

CLASSIFICATION AND BENEFITS

HR Manager PBC 80540
HR Specialist PBB 81834
HR Specialist PBB 81866
HR Specialist PBB 80394
HR Specialist PBB 77959
Personnel Tech VI SR-15 33088

COLLECTIVE BARGAINING AND
EMPLOYEE RELATIONS

Director of Collective Bargaining and Employee Relations 80173
HR Specialist, Sr PBB 81834

SYSTEM SUPPORT AND
ADMINISTRATION

Director of System Support and Administration 89425
HR Specialist PBB 78393

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART

1 Excluded from position count

3092chartstable shi vez

Perm

General Fund 24.00
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

POSITION ORGANIZATION CHART

CHART III

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Vice President for Administration 89446

PUBLIC RELATIONS AND SPECIAL EVENTS

Public Information Sp PBB 79632

MEDIA PRODUCTION

Univ and Comm Relations Prog Off 89350
Secretary II SR-14 06345
Graphic Designer PBB 80251
Graphic Designer PBB 81264
Graphic Designer PBB 81780
Videographer PBB 80988
Publications Sp PBB 81373
Public Information Sp PBB 80124

MARKETING AND BRANDING

Proc/Prop Mgt Sp PBB 80429(W)

1 Excluded from position count

Perm
General Fund 12.00
Revolving Fund (W) 1.00
### OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

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### OFFICE OF UNIVERSITY RISK MANAGEMENT

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<td>Risk Management Sp</td>
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<td>Human Resources Sp</td>
<td>PBB</td>
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<td>Risk Management Sp</td>
<td>PBB</td>
</tr>
</tbody>
</table>

1 Excluded from position count

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF UNIVERSITY RISK MANAGEMENT

POSITION ORGANIZATION CHART

CHART VI
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF SUSTAINABILITY

POSITION ORGANIZATION CHART

CHART VII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Vice President for Administration 89446

OFFICE OF SUSTAINABILITY

Director of Energy Management 89524
Sustainability Coordinator PBB 78394

1 Excluded from position count

Perm
General Fund 2.00
Office of the Chancellor
University of Hawaii at Manoa
Org Code: MACHNC

Chancellor, #89261 1.00
Private Secretary II, SR-22, #100053 1.00
Administrative Assistant, #89385 1.00
Assistant to Senior Executive, #89469 1.00
Administrative Officer, PBB, #78138 1.00
Executive Assistant
Admin & Fiscal Support Spec, PBA, #77552 1.00
Secretary I, SR-12, #15584 1.00
Administrative Officer, PBC, #81283 1.00
Title IX Coordinator, #89555 1.00
Academic Support, #77252 1.00
Special Advisor for Hawaiian Affairs
Faculty Athletic Representative (0.50)†

Office of Communications
Org Code: MACOM

Director of Public Affairs, #89145 1.00
Secretary I, SR-12
Public Information Sp, PBC, #78673, #81372 2.00
Public Information Sp, PBB, #77451, #78574 2.00
Public Information Sp, PBB, #81787 1.00
Public Information Sp, PBB, #81239, #80951 2.00

Office of the Ombudsperson
Org Code: MAOMBD

Specialist
Specialist Type Faculty, #70149, #88099 2.00

State of Hawaii
University of Hawaii
University of Hawaii at Manoa
Office of the Chancellor
Organization Chart
Chart I-A

Manoa Faculty Senate
Org Code: MAFS

Chair, Manoa Faculty Senate††
Administrative Officer, PBB, #79192 1.00
Office Assistant III, SR-08, #41556 1.00

Note: Special Advisor for Hawaiian Affairs in Off of the Chancellor, Secretary in Off of Communications, and Specialist in Off of the Ombudsperson are new pending approval.

Position annually elected by the Manoa Faculty Senate.

Dotted lines denote advisory relationships.
1: Assist Vice Chancellor #89506 and Admin Ofcr. #81505 in Office of Planning and Facilities to be re-described
2: Director and Registered Architect positions in Planning Office are new pending approval
STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

OFFICE OF SUPPORT SERVICES
ORGANIZATION CHART
CHART II

FISCAL SERVICES
Org Code: MAASFG

Administrative Svs Mgr: PBC, #80678 1.00
Fiscal Specialist, PBB #77857 1.00
Fiscal Specialist, PBB #81040, #81817 2.00
Fiscal Specialist, PBB #84925, #81049 2.00
Proc & Prop Mgmt Sp, PBA, #80247 1.00

CUSTOMER SERVICE & INFORMATION MANAGEMENT
Org Code: MACSFM

Auxil & Fac Svs Off, PBB, #80487 1.00
Auxil & Fac Svs Off, PBB, #78973 1.00
Auxil & Fac Svs Off, PBA #78986, #78974 2.00
IT Specialist, PBA, #80327 1.00
Network Specialist, PBA, #80535 1.00
IT Developer
Development Officer
Environmental Safety Officer, PBB, #78121 1.00
Energy and Resource Officer

HUMAN RESOURCES
Org Code: MAHRFM

Senior Human Resources Sp, PBB, #81200 1.00
Human Resources Sp, PBB, #78683 1.00

WAREHOUSE/INVENTORY
Org Code: MAWIFM

Auxil & Fac Svs Off, PBB, #81774 1.00
Auxil & Fac Svs Off, PBA #79556 #80501 2.00

CHART TOTAL:

General Funds 20.00

New pending approval:
- IT Developer, Development Officer, and Energy and Resource Officer positions in Customer Service & Information Management
- Senior Human Resources Spec position in Human Resources

15
STATE OF HAWAII
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

FACILITIES MANAGEMENT OFFICE
ORGANIZATION CHART
CHART III

OFFICE OF PLANNING AND FACILITIES

FACILITIES MANAGEMENT OFFICE
Org Code MAFACM
Director, PBC, #78685 1.00
Secretary III, SR-16, #40446 1.00

PROJECT MANAGEMENT
Org Code MAPFM
Project Manager, PBC, #81050 1.00
Admin & Fiscal Support Spec, PBB, #79251 1.00
Registered Architect, PBB, #81995 1.00
Registered Engineer, PBB, #81138 1.00
Architect, PBB, #78975, #81897 2.00

MECHANICAL ENGINEERING
Org Code MAMEFM
Mechanical Engineer, PBC, #81270 1.00
Secretary I, SR-12, #43782 1.00
Mechanical Engineer, PBB #80532, #81053, #81482 3.00
Engineer, PBB #78685, #80360 2.00
A&P & Fac Svcs Off PBB, #81453 1.00
Mechanical Engineer, PBB, #79399 1.00

ARCHITECTURAL DESIGN
Org Code MAAFM
Architect, PBC, #80789 1.00
Secretary I, SR-12, #81365 1.00
Registered Architect, PBB #77224, #77992, #78552, #78887, #79460 7.00
Architect, PBB, #80558, #81269 2.00
Architecture Production Sp, PBB, #77338 1.00
Registered Architect, PBB, #77005 (B) 1.00
Registered Architect, PBB, #81800 1.00
Proc & Proj Mgt Sp, PBB, #77285 1.00

RESEARCH REVOLVING FUND
Org Code MARSFM
Non-Appropriated Funds

ELECTRICAL ENGINEERING
Org Code MAEEFM
Engineer, PBC, #81699 1.00
Registered Engineer, PBB #77675, #81097 1.00
Engineer, PBB #80441, #79115 2.00

1/ Registered Architect, #77055 in Architectural Design not included in our position count, position belongs to and funded by Student Housing
2/ Registered Architect, #81800 in Architectural Design not included in our position count, position belongs to and funded by EEO/AA
3/ Director, #78685 in Facilities Management Office to be re-described

CHART TOTAL: PERM TEMP
General Funds 35 00

14
Attachment B

PROPOSED ORGANIZATIONAL CHARTS
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF COMMUNICATIONS

POSITION ORGANIZATION CHART

CHART III

Perm
General Fund 15.00

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Vice President for Administration 89446

OFFICE OF COMMUNICATIONS

Director of Communications 89350
Public Information Specialist 81372
Secretary II SR-14 06345

MULTIMEDIA

Graphic Designer PBB 80251
Graphic Designer PBB 81264
Graphic Designer PBB 81780
Videographer PBB 80968
Public Information Sp PBB 80124
Public Information Sp PBB 78574

INTERNAL & EXTERNAL COMMUNICATIONS

Publications Sp PBB 81373
Public Information Sp PBB 79632
Public Information Sp PBB 81787
Public Information Sp PBB 81239
Public Information Sp PBB 80951
Public Information Sp PBB 77451

Excluded from position count

2018-19 Personnel Salary and Veh
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PROCUREMENT AND REAL
PROPERTY MANAGEMENT

POSITION ORGANIZATION CHART

CHART IV

PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
Vice President for Administration 89446

OFFICE OF PROCUREMENT AND REAL PROPERTY MANAGEMENT (OPRPM)

Proc/Prop Mgr PBD 77251
Secretary II SR-14 00489

Proc/Prop Mgmt Sp, Sr PBC 80088

Office Assistant IV SR-10 15272
Office Assistant IV SR-10 30959
Office Assistant III SR06 18947

PROCUREMENT SECTION

Proc/Prop Mgmt Sp PBB 80509
Proc/Prop Mgmt Sp PBB 80565
Proc/Prop Mgmt Sp PBB 80579
Proc/Prop Mgmt Sp PBB 80564
Proc/Prop Mgmt Sp PBB 80568
Proc/Prop Mgmt Sp PBA 78603

REAL PROPERTY SECTION

Proc/Prop Mgmt Sp PBB 80471

1 Excluded from position count

20.Wipchartupdate woprpm.wod
### Office of the Vice President for Administration

<table>
<thead>
<tr>
<th>Position</th>
<th>Code</th>
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<tr>
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<td>89446</td>
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### Office of University Risk Management

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<tbody>
<tr>
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<tr>
<td>Secretary III</td>
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</table>

1 Excluded from position count

Perm
General Fund 5.00
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF SYSTEMS INTEGRATION

POSITION ORGANIZATION CHART

CHART VI

Perm
General Fund 12.00
Special Fund 1.00

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Vice President for Administration 89446¹

OFFICE OF SYSTEMS INTEGRATION

Director Systems Integration PBC 80143

Business Process Transformation

<table>
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<tr>
<th>Role</th>
<th>Fund</th>
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<tbody>
<tr>
<td>IT Specialist</td>
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<tr>
<td>IT Specialist</td>
<td>PBB</td>
</tr>
<tr>
<td>Database Administrator</td>
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<td>IT Specialist</td>
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<tr>
<td>Network Specialist</td>
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<tr>
<td>Admin &amp; Fiscal Support Specialist</td>
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PeopleSoft Development and Support

<table>
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<tr>
<th>Role</th>
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<tbody>
<tr>
<td>HR Manager</td>
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</tr>
<tr>
<td>HR Specialist, Sr</td>
<td>PBB</td>
</tr>
<tr>
<td>HR Specialist, Sr</td>
<td>PBB</td>
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Technology Integration

<table>
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<tr>
<td>HR Specialist</td>
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<tr>
<td>Web Developer</td>
<td>PBB</td>
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¹ Excluded from position count

2019 org.charts update walkmaid
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND SUSTAINABILITY
POSITION ORGANIZATION CHART
CHART VII
General Fund 6.00
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAMPUS OPERATIONS &
FACILITIES
POSITION ORGANIZATION CHART

CHART IX
General Fund: 25.00 FTE

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

Vice President for Administration 894461

OFFICE OF CAMPUS OPERATIONS & FACILITIES

Director PBD 78777
Director PBC 81250
Secretary III SR-16 40446

FACILITIES SAFETY OFFICE

Environmental Safety Officer PBB 78121

WAREHOUSE/INVENTORY

Auxil & Fac Svc Off PBB 81774
Auxil & Fac Svc Off PBA 79056
Auxil & Fac Svc Off PBA 80501

WORK COORDINATION CENTER

Auxil & Fac Svcs Off PBB 80487
Auxil & Fac Svcs Off PBB 78973
Auxil & Fac Svcs Off PBA 77986
Auxil & Fac Svcs Off PBA 78974

PROFESSIONAL SUPPORT

Mechanical Engineer PBC 81270
Secretary I SR-12 43782
Mechanical Engineer PBB #80532, #81053, #81482
Engineer PBB 79557
Engineer PBB 80360
Auxil & Fac Svcs Off PBB 81453
Mechanical Engineer PBA 79399
Engineer PBC 81699
Registered Engineer PBB 77675
Registered Engineer PBB 81097
Engineer PBB 80441
Engineer PBB 78915

BUILDINGS AND GROUNDS MANAGEMENT

CHART IX-A

SHOPS

CHART IX-B
## BUILDING AND GROUNDS MANAGEMENT
### BUILDING SERVICES

### POSITION ORGANIZATION CHART

#### MAKAI
**Org Code: MAC1BG**
- **Janitor Supervisor II** F2-02 22325
- **Janitor III** WS-02 46220
- Janitor II BC-02 #13689, #36758, #46222, #51275, #110441, #900048
- **Janitor III** WS-02 40100
  - Janitor II BC-02 #00449, #00060, #00053, #13523, #17480, #21629, #900049
- **Janitor III** WS-02 27233
  - Janitor II BC-02 #11987, #12912, #18575, #21212, #12142, #27238, #91278, #11164
- **Janitor III** WS-02 00457
  - Janitor II BC-02 #00459, #12914, #13998, #22331, #35666
- **Janitor III** WS-02 51274
  - Janitor II BC-02 #08445, #11076, #12907, #21213, #26224, #35867, #35669, #51270
- **Janitor III** WS-02 13515
  - Janitor II BC-02 #05843, #08444, #12491, #12903, #12908, #13688, #21633, #27234, #46245

#### EWA
**Org Code: MAC2BG**
- **Janitor Supervisor II** F2-02 008053
- **Janitor III** WS-02 13517
  - Janitor II BC-02 #06442, #11984, #12489, #12492, #21210, #22334, #32925, #36226, #46294
- **Janitor III** WS-02 13518
  - Janitor II BC-02 #13525, #22330, #32026, #44090, #110568
- **Janitor III** WS-02 40097
  - Janitor II BC-02 #08501, #10105, #13524, #13696, #36757, #38688, #46249, #900046
- **Janitor III** WS-02 35613
  - Janitor II BC-02 #00449, #13528, #21211, #21630, #36228, #40096, #51277
- **Janitor III** WS-02 13516
  - Janitor II BC-02 #03004, #05844, #11080, #11990, #15460, #21634, #46223
- **Janitor III** WS-02 11078
  - Janitor II BC-02 #11077, #13697, #18573, #21627, #21631, #36759, #51279, #110439, #900047

#### MAUKA
**Org Code: MAC3BG**
- **Janitor Supervisor II** F2-02 10099
- **Janitor III** WS-02 12910
  - Janitor II BC-02 #04862, #12905, #22333, #32623, #47533, #110442
- **Janitor III** WS-02 47536
  - Janitor II BC-02 #00450, #00451, #12904, #13527, #13690, #17467
- **Janitor III** WS-02 21215
  - Janitor II BC-02 #00455, #08059, #08062, #08090, #10104, #11988, #12909, #13521, #21632, #22328, #36227
- **Janitor III** WS-02 40099
  - Janitor II BC-02 #08445, #10105, #11984, #12489, #12492, #21210, #22334, #32925, #36226, #46294
- **Janitor III** WS-02 14001
  - Janitor II BC-02 #11079, #11084, #13020, #13699, #18572, #22946, #47532
- **Janitor III** WS-02 14600
  - Janitor II BC-02 #03452, #00462, #00060, #11988, #11991
STATE OF HAWAI'ʻI
UNIVERSITY OF HAWAI'ʻI
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES
BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART
LANDSCAPING

CHART IX-A.2
General Funds: 24.00 FTE

PESTICIDE CONTROL
Chemical Treatment Worker II BC-07 32833

IRRIGATION
Sprinkler System Repairer BC-05 111862
Sprinkler System Repairer BC-05 900065

LABOR SUPPORT
General Labor I BC-02 900084

MASON
Mason I BC-10 900552

BUILDING AND GROUNDS MANAGEMENT
LANDSCAPING
Maintenance & Repair Supv I F1-09 45703

TREE TRIMMER
Tree Trimmer/Truck Driver BC-05 #08071, #47593
Tree Trimmer BC-07 #900078, #900079

REFUSE
Heavy Truck Driver BC-07 #11074, #49236
Refuse Collector BC-05 #08058, #11075

NURSERY
Nursery Worker II WS-05 49951
Nursery Worker I BC-05 #07475, #46193, #47571

EQUIPMENT SUPPORT
Street Sweeper Operator BC-06 21333
Equipment Operator III BC-06 #08039, #05845, #46218
Mechanical Repair Worker BC-09 46219
Mechanic Repair Helper BC-02 08055
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES
BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART

GROUNDS MAINTENANCE

CHART IX-A.3
General Funds: 23.00 FTE

BUILDINGS AND GROUNDS MANAGEMENT

GROUNDS MAINTENANCE
Audit & Fac Svs Off PBA 79055

MAKAI CREW
Groundskeeper II WS-02 14782
Groundskeeper I BC-02
#00827, #00828, #05849, #08070, #11069, #40150, #900024, #900027

POWER MOWER OPERATORS
Power Mower Oper BC-03 13706
Power Mower Oper BC-03 13876

MALIKA CREW
Groundskeeper II WS-02 00826
Groundskeeper I BC-02
#00822, #00825, #05849, #11070, #14780, #31722, #32631, #40123, #900025
Nursery Worker I BC-05 15407

GRNDNR Crew
Grnndskeeper II WS-02 14782
Grnndskeeper I BC-02
#00827, #00828, #05849, #08070, #11069, #40150, #900024, #900027

GRNDNR I Crew
Grndskeeper II WS-02 14782
Grnndskeeper I BC-02
#00827, #00828, #05849, #08070, #11069, #40150, #900024, #900027

GRNDNR II Crew
Grndskeeper II WS-02 14782
Grnndskeeper I BC-02
#00827, #00828, #05849, #08070, #11069, #40150, #900024, #900027

GRNDNR III Crew
Grndskeeper II WS-02 14782
Grnndskeeper I BC-02
#00827, #00828, #05849, #08070, #11069, #40150, #900024, #900027

GRNDNR IV Crew
Grndskeeper II WS-02 14782
Grnndskeeper I BC-02
#00827, #00828, #05849, #08070, #11069, #40150, #900024, #900027
PROPOSED

OFFICE OF CAMPUS OPERATIONS & FACILITIES

SHOPS

Avail & Fac Svcs Mgr PBC 81857
Office Assistant III SR 08 900565

ELECTRIC SHOP
Electrician Supervisor II F2-07 00456
Electrician II WS-10 026812
Electrician I BC-07
#14754, #18955, #18957, #33980, #900052

CARPENTER SHOP
Carpenter Supervisor I F1-09 26678
Carpenter II WS-09 06573
Carpenter I BC-09
#17623, #17830, #18058, #21355, #900081, #900082
University Locksmith I BC-09
#00483, #45059

AIR CONDITIONING REPAIR AND MAINTENANCE SHOP
Air Conditioning Mech Supvr F1-10 40660
Air Conditioning Mechanic II WS-10
#25688, #47358
Air Conditioning Mechanic I BC-10
#27476, #25690, #23983,
#40020, #40021, #900053, #900054,
#900736, #900789
Maintenance Mech II WS-09 900612
Maintenance Mechanic II BC-09
#24573, #34053
Building Maintenance Worker I BC-09
#38902, #40633, #40634, #47300,
#900790, #900791

PLUMBING SHOP
Plumber Supervisor F1-10 12513
Plumber II WS-10 17624
Plumber I BC-10
#21010, #18960, #47272,
#900072, #900073
Steam Plant Operator-Repairer BC-07
#90066, #18951, #23763

TRUCKING
Heavy Truck Driver BC-07 00456
Truck Driver-Laborer BC-06 24572

PAINT SHOP
Painter Supervisor F2-09 14753
Painter II WS-09 17819
Painter I BC-09
#00475, #16953, #21355, #34599,
#34051

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAMPUS OPERATIONS & FACILITIES
POSITION ORGANIZATION CHART
SHOPS
CHART IX-B

General Funds: 61.00 FTE
PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
Vice President for Administration 894461

OFFICE OF PROJECT DELIVERY
Director PBC 78686
Secretary IV SR-18 100033

DESIGN
Architect PBC 80789
Secretary I PBC 17365
Registered Architect PBB #77724, #77992, #78552, #79887, #70450,
#80728, #80790
Architect PBB 80558
Architect PBB 81200
Architecture Production Sp PBB 77308
Registered Architect PBB 77005 (B)
Registered Architect PBB 77096
Registered Architect PBB 77235

DESIGN-BUILD
Project Manager PBC 81716
Project Manager PBB 80339

MAJOR CIP CONSTRUCTION
Project Manager PBC 79091
Project Manager PBB 79011
Project Manager PBC 81050
Project Manager PBB 79291
Registered Architect PBB 81905
Registered Engineer PBB 81138
Architect PBB 78975
Architect PBB 81867

STATE OF HAWAII
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PROJECT DELIVERY
POSITION ORGANIZATION CHART
CHART X
General Fund: 26.00 FTE

(B) Special Funds
*Not included in FTE count, position belongs to Student Housing

1 Excluded from position count
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF FACILITIES BUSINESS OFFICE

POSITION ORGANIZATION CHART

CHART XI
General Fund: 16.00 FTE

1 Excluded from position count
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
Organization Chart
Chart V

OFFICE OF THE VICE CHANCELLOR

Vice Chancellor: #89354 1.00
Secretary IV: SR-18, #18549 1.00
Assistant Vice Chancellor: #89271 1.00
Administrative Officer, PB: #80811 1.00
IT Manager, PB: #78219 1.00

OFFICE OF FINANCIAL RESOURCES MANAGEMENT
Org Code: MAFRMA
(CHART V-A)

OFFICE OF HUMAN RESOURCES
Org Code: MAHRMA
(CHART V-B)

OFFICE OF CAMPUS SERVICES
Org Code: MACPMA

CHART TOTAL:
General Funds: 21.00  --

1/ Assistant Vice Chancellor, #89271 to be redefined

DEPARTMENT TOTAL: PERM TEMP
General Funds: 21.00  --
MANOA FACULTY SENATE
Org Code: MAFS
Chair, Manoa Faculty Senate††
Administrative Officer, PBB, #79192 1.00
Office Assistant III, SR-08, #41556** 1.00

OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII AT MANOA
Org Code: MACHNC
Chancellor, #89261 1.00
Private Secretary II, SR-22, #100053 1.00
Administrative Assistant, #89365 1.00
Assistant to Senior Executive, #89459 1.00
Administrative Officer, PBB, #78138 1.00
Executive Assistant ***
Admin & Fiscal Support Spec, PBA, #77952 1.00
Secretary I, SR-12, #15584 1.00
Administrative Officer, PBC, #81280 1.00
Title IX Coordinator, #89555 1.00
Academic Support, #77262 1.00
Public Information Sp, PBC, #78873 1.00
Special Advisor for Hawaiian Affairs
Faculty Athletic Representative (0.50)†

OFFICE OF THE OMBUDSPERSON
Org Code: MAOMBD
Specialist*
Specialist Type Faculty: #79149, #88099 2.00

1/ Special Advisor for Hawaiian Affairs in the Ofc of the Chancellor and Specialist in Ofc of the Ombudsperson are new pending approval.
2/ Exec Asst in Ofc of the Chancellor to be established.
††Position annually elected by the Manoa Faculty Senate
†Position annually elected by the Manoa Chancellor
∗∗Dotted lines denote advisory relationships
Attachment C

CURRENT FUNCTIONAL STATEMENTS
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STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

FUNCTIONAL STATEMENT

The Office of the Vice President for Administration provides Systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai‘i’s (University) programs relating to university/community relations; capital improvements; human resources; procurement and real property management; and risk management.

Systemwide programmatic areas of responsibility include directing through subordinate managers the external affairs and university relations program in the areas of marketing, brand management, and collegiate licensing; public relations, news, and media relations; print, broadcast, and electronic communications and design; and event planning and execution; capital improvements program in the areas of physical planning and project management and administrative support services; human resource management program as it relates to technology and data; administration of the civil service, classification systems, and benefits management for Excluded and Managerial (EM); Administrative, Technical, and Professional (APT); and civil service personnel; collective bargaining and employee relations for academic and nonacademic areas; and employees’ information system support and administration; Systemwide administration in the areas of management of System policies and procedures and the procurement and real property management programs; risk management program relating to control of the University’s Systemwide risk management functions; sustainability program to assist campuses with creating a sustainable living and learning environment that honors the University’s cultural foundation and addresses the challenges and opportunities of its unique geographical location; and the Office of Institutional Equity to provide technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs that address sex discrimination and gender-based violence, including intimate partner violence, domestic violence, sexual assault, stalking, sexual exploitation, sexual and gender-based harassment, and retaliation.

OFFICE OF HUMAN RESOURCES (OHR)

The OHR is responsible for the following major functional areas: human resources, collective bargaining, and employee relations administration and management. These functions span the academic and nonacademic areas. More specifically, the OHR provides Systemwide leadership in developing, implementing, and maintaining personnel policies and procedures to ensure compliance with BOR Policies, Executive policies, State statutes, federal laws and regulations, administrative procedures, and applicable collective bargaining agreements; administering the University’s classification and compensation system for APT and EM personnel; administering the State’s classification and compensation plans for civil service employees; reviewing EM appointments and other personnel actions; directing special projects and studies; providing counsel and advice to senior level executives; maintaining effective relations with unions and stakeholders; negotiating collective bargaining agreements; conducting hearings and rendering decisions on grievances; and administering the University’s employee benefits and staff development and training programs.

This office also provides campus and program support as part of its service-oriented philosophy by convening a Systemwide human resources council that fosters communication, collaboration, and shared learning; coordinating Systemwide training and awareness programs that promote standardization of
business processes and consistent interpretation of human resources, collective bargaining, and employee relations requirements; and setting and driving a Systemwide agenda that assists campuses in meeting their needs and goals.

**Human Resources Technology and Data**

- Provides leadership in analyzing, developing, and implementing functional components of new electronic human resources systems
- Serves as liaison between the OHR and State agencies on technological matters
- Provides support to human resources representatives in the processing of personnel transactions
- Serves as the central source of Systemwide human resources information
- Provides leadership in overseeing and implementing the University’s automated leave accounting system
- Develops and conducts studies and analyses to provide data to management for program development
- Undertakes special projects and conducts special studies as required
- Implements BOR collective bargaining provisions as they relate to electronic data processing
- Supports internal (OHR) computer requirements

**Civil Service Employee Relations**

- Oversees and coordinates the employee relations program for civil service employees
- Interprets State personnel rules, policies, and collective bargaining agreements relative to the management and direction of civil service employees
- Administers and oversees, on a Systemwide basis, the civil service recruitment, examination, and personnel transaction programs
- Reviews and recommends the compensation, pricing, and repricing of civil service classes
- Administers and coordinates the civil service job performance evaluation program
- Oversees and administers the State’s Return-to-Work priority program for the University System
- Coordinates and implements the State’s Reduction in Force and Separation Incentive Program for the University System
- Implements and oversees the State’s Commercial Driver’s License Alcohol and Drug Testing Program
- Serves as custodian of official personnel files for all civil service employees

**Classification and Benefits**

- Maintains the Human Resources section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing specific tasks
- Recommends revisions to Human Resources sections of the BOR and Executive policies as appropriate
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training on federal and State laws, Department of Human Resources Development (DHRD) policies and procedures, BOR and Executive policies, and OHR administrative procedures
- Coordinating training programs to assist employees in performing existing tasks and to prepare them for future advancement
• Implements formal compliance review programs to identify violations of federal and State laws, collective bargaining requirements, DHRD policies and procedures, BOR and Executive policies, and OHR administrative procedures
• Coordinates and administers the job performance review program for BOR appointees
• Develops standardized evaluative criteria for the classification of APT positions so as to ensure objectivity and equity
• Develops class specifications for new EM positions
• Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria
• Takes final classification actions on civil service positions and represents the University before appellate boards and commissions
• Compiles and analyzes EM, APT, and faculty salary survey data, e.g., College and University Professional Association for Human Resources
• Develops EM and APT compensation plans to ensure salary equity
• Monitors EM and APT salaries to ensure compliance with approved compensation plans and collective bargaining agreements
• Coordinates with the Equal Employment Opportunity and Affirmative Action Office in the review of EM and APT salaries so as to avoid charges of unlawful discrimination
• Coordinates the State’s benefits programs, i.e., Employer-Union Health Benefits Trust Fund, Employees’ Retirement System, Deferred Compensation, tax sheltered annuities, etc., for University employees on a Systemwide basis and serves as liaison with State agencies

Collective Bargaining and Employee Relations

• Interprets and advises campuses on collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies in a manner responsive to campus operating practices and needs, e.g., Systemwide tenure and promotion
• Provides consultative assistance to Chancellors, senior executives, and personnel administrators in the interpretation and application of collective bargaining agreements and BOR and University personnel policies and procedures
• Provides research, analytical data, and support and assists in drafting testimony on collective bargaining matters to legislative bodies for University executives
• Assists in the drafting of memorandum of agreements, memorandum of understandings, and supplemental agreements involving personnel administration
• Serves as the President’s designee to adjudicate APT and civil service grievances and supports the President’s designee in faculty grievances
• Develops and conducts training on employee relations involving the terms, conditions, and interpretations of collective bargaining agreements with the University of Hawai‘i Professional Assembly, the Hawai‘i Government Employees Association, and the United Public Workers
• Develops executive policies and administrative procedures regarding employee relations issues as appropriate
• Assists the University’s General Counsel in the preparation of cases for mediation and arbitration
• Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement
• Serves as the University’s representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units.
• Develops and conducts training on negotiated changes and on the application and interpretation of provisions in negotiated collective bargaining agreements with UHPA, HGEA, and UPW.
System Support and Administration

- Reviews, evaluates, audits, and recommends changes to existing policies, guidelines and procedures, and practices to improve and enhance Systemwide service and staff support
- Provides operational support services for University System employees, including but not limited to, personnel transactions, recruitment, and promotions
- Ensures that unit operations are executed effectively, efficiently, and in conformity and compliance with applicable human resources laws, rules and regulations, collective bargaining agreements, and University policies and procedures
- Assesses human resources functions, such as EM, APT, and civil service evaluation procedures and practices
- Develops and conducts training plans and activities relating to functional responsibilities for System office staff
- Collaborates with other System human resources staff in the development of campus service support initiatives

OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the University’s internal and external affairs and relations relating to marketing, brand management, and collegiate licensing; governmental liaison and coordinating activities; public relations, news, and media relations; print, broadcast, and electronic communications and design; and event planning and execution. Program areas of responsibility include print, broadcast, and electronic communications and design; governmental liaison and coordinating activities; marketing, brand management, and collegiate licensing; public relations, news, and media relations; and event planning and execution.

Media Production produces Systemwide print and electronic publications and provides direct editorial and design services. Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University’s advertising package. External Affairs and University Relations supports the University and primarily the Office of the President with all matters relating to national and international media audiences; public affairs and events related to building support for the University and its activities; manages the University’s national/international media relations program and public affairs broadcast programming projects; and plans, coordinates, and executes events in support of the University’s strategic objectives related to public relations, marketing, and support building.

Media Production

Media Production produces Systemwide print and electronic publications and provides direct editorial and design services. Services include but are not limited to:

- Coordinating, scheduling, filming, editing, designing, photographing, and producing a variety of videos and print materials for distribution within and outside the University.
- Working with State and national news organizations and program outlets to provide raw video footage and edited stories promoting University activities and programs to a broader audience.
- Managing the University’s corporate identity program through education and application of its use in the University stationery program and other publications and materials.
• Reviewing marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals.
• Collaborating with information technology personnel in developing the look, content, and usability of and application of University graphics standards to University web pages.
• Designing, coordinating, and monitoring the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
• Providing content for social media and internet outlets regarding University programs and events.
• Documenting University events for archival purposes through still photography and video.
• Developing strategies for appropriate publication of stories on University web pages.

Marketing and Branding

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

• Developing the University’s marketing strategy and preparing related marketing materials.
• Overseeing the University’s collegiate licensing and University branding (logo/trademark) and marketing program.
• Ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements.
• Maximizing revenues for the University’s collegiate licensing programs.
• Investigating possible violations of licensing agreements.
• Reviewing usage of the University’s name/logo/trademark on products for appropriateness, quality, and accuracy.
• Developing and interpreting the University’s collegiate licensing policies and procedures.

External Affairs and University Relations

This section supports the University and primarily the Office of the President with all matters related to national and international media audiences, public affairs, and events related to building support for the University and its activities.

This unit also manages the University’s national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

• Advising University officials, Board of Regents (BOR), and others on public and media relations.
• Developing strategies for appropriate placement of stories through print, broadcast, and/or web media.
• Developing and maintaining relationships with local media outlets to ensure appropriate coverage of University news and effectively responding to inquiries from the media.
• Maintaining relationships Systemwide to ensure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
• Coordinating University and external resources for the production of radio, television, and other broadcast programming featuring University expertise, programs, successes, and services.
• Monitoring and evaluating University public and media relations activities to ensure consistency with University goals and objectives.
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- Producing news releases, articles, commentaries, and other communication materials for dissemination to the media.
- Monitoring local media for coverage on the University.
- Detecting and remaining knowledgeable on issues to which University faculty may contribute insight and expertise.

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

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

OFFICE OF CAPITAL IMPROVEMENTS

Capital Improvements Program (CIP) projects provide University campuses with physical environments that support teaching, research, and public service in keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise.

Office of the Director of Capital Projects

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

Physical Planning and Project Management - Design and Construction

This section provides CIP implementation services from the conceptual planning stage to construction completion. This includes the coordination of long-range development plans, facility project development reports, campus and facility design, and construction of major CIP developments.

The planning stage includes early and conceptual plans to ensure that the physical infrastructure of campuses meets instructional, research, recreational, and public service needs while reflecting campus and community values. The focus during the planning stage is on facilities, infrastructure, environmental management, recreation, and open spaces that are undertaken within the framework of the BOR’s approved strategic plan and campus long-range development plans. The planning stage provides project definition, space requirements, preliminary cost, preliminary schedule, and phasing scenarios.

Design and construction management stages include the implementation and execution of CIP projects to meet objectives of the plans and to develop projects within budget and on schedule. Physical Planning and Project Management - Design and Construction serves as the primary liaison among campus committees, user groups, consultants, and contractors in all project phases from planning, programming, design, and construction through occupancy. The function also includes development of project budgets
and schedules and manages the services of professional consultants, i.e., architects, engineers, etc., and contractors.

**Administration and Support Services**

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

This section also provides leadership by facilitating and assisting campuses in the planning, development, implementation, and integration of a multicampus repair and maintenance program.

**OFFICE OF ADMINISTRATION, PROCUREMENT AND REAL PROPERTY MANAGEMENT**

This office is responsible for providing executive leadership in planning, organizing, directing, evaluating, redesigning, and coordinating the University’s procurement and sourcing of goods and services; construction contracting and real property management; and planning, organizing, managing, and maintaining system policies, procedures, and other Systemwide administrative functions.

**Systemwide Administrative Functions**

- Creates and maintains a structure and process for the creation, consistent administration, and maintenance of BOR and Executive policies, Administrative Procedures, and other administrative guidelines
- Plans, directs, and manages the administration of adopted System policies, delegations of authority, operating procedures, and other guidance/reference documents
- Plans, develops, manages, and executes a program designed to maintain the currency of BOR and Executive policies, delegations of authority, and System Administrative Procedures through regularly scheduled reviews
- Collaborates with other System offices in the development of new programs and initiatives relating to Systemwide operations and administrations
- Plans and conducts regularly scheduled training of executives, administrators, and staff on changes, updates, and revisions made to Systemwide policies, procedures, and delegations of authority
- Leads, plans, manages, and coordinates on a Systemwide basis the preplanning for responses to all-hazards, crisis management, business continuity, and disaster recovery

**Office of Procurement and Real Property Management (OPRPM)**

The OPRPM provides overall direction and leadership in the Systemwide development of procurement and real property management policies and procedures. It plans, organizes, directs, and controls Systemwide procurement, real property, and records management activities.
This office also provides overall leadership and direction in the acquisition of goods, services, and construction in all transactions involving the acquisition or conveyance of interests in real property; development and administration of the University's Records Management Program; planning, development, and implementation of fiscal administrator training programs and the auditing of fiscal administrator transactions; and development of legislation involving procurement and real property management issues. It also ensures compliance with applicable laws and procedural requirements pertaining to public records.

**Associate Director**

- Assists the Director in planning, organizing, directing, and controlling the OPRPM section
- Acts as the Director and signs contractual and real property documents, as authorized, during the Director's absence
- Assists the Director in resolving unique procurement problems and contract disputes and rendering complex procurement decisions
- Prepares studies on subjects pertaining to procurement and real property management for the University and assists in the presentation of testimony before boards, committees, and other entities
- Oversees the University's Small Business Utilization Program as required by federal law; develops policies and procedures, contract clauses, and reports concerning small business utilization; and advises small businesses on how to do business with the University
- Oversees the University's Records Management Program and provides guidance to University personnel on records management issues
- Performs special tasks in complex acquisitions and performs contract administration duties as assigned
- Provides assistance on electronic systems utilized for procurement operations

**Procurement Section**

- Evaluates departmental requirements for the acquisition of goods, services, and construction
- Prepares invitations for bids and requests for proposals or quotations consisting of technical specifications, general provisions, and special provisions for the acquisition of goods, services, and construction in accordance with applicable laws and University Administrative Procedures
- Processes competitive solicitations in accordance with applicable laws, grants, or contract terms and University Administrative Procedures
- Awards contracts pursuant to competitive solicitations
- Effects contracts for professional and other specialized services in accordance with University Administrative Procedures
- Processes sole source procurements in accordance with applicable laws and University Administrative Procedures
- Processes emergency procurements in accordance with applicable laws and University Administrative Procedures
- Processes small purchases and purchases exempt from competitive solicitation and/or standard procurement requirements which exceed delegated purchasing authority of fiscal administrators in accordance with applicable laws and University Administrative Procedures
- Develops contract terms and provisions
- Provides contract administration services
- Processes financial management accounting forms relating to procurement actions
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• Monitors decentralized procurement activities administered by fiscal administrators at the campus and departmental levels
• Provides advice and assistance to departments in the administration of purchase orders and contracts issued by fiscal administrators
• Provides training to fiscal administrators
• Prepares purchasing forms for use by fiscal administrators
• Develops University administrative procedures relating to the procurement of goods, services, and construction
• Provides assistance to vendors regarding University procurement operations and procedures
• Prepares reports on procurement activities within the University
• Administers a purchasing card program for the procurement of goods and services
• Administers the University’s Small Business Utilization Program in accordance with applicable laws

Real Property Section

• Advises and participates in the acquisition, disposition, and exchange of interests in real property necessary to the physical development and operations of University campuses, research centers, and other programs
• Assists in the preparation of land use and zoning studies, appraisal reports, and research and evaluation studies relating to the acquisition and disposition of real property
• Assists in maintaining an inventory of University interests in real property for planning and reporting purposes
• Assists in the preparation of environmental assessments and impact statements for new campuses, master plans, and all University projects
• Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations
• Coordinates the University’s representation on matters relating to University lands and other interests in real property
• Drafts conveyance documents, such as deeds, leases, easements, rights-of-way, and licenses, relating to University interests in real property
• Coordinates with University departments involved in or affected by real property transactions
• Processes conveyance documents for execution by parties
• Records/registers conveyance documents, as necessary
• Maintains official files for all University interests in real property
• Monitors official files to process necessary changes to terms and conditions of conveyance documents, such as extensions of lease, adjustments to rent, and insurance renewals
• Processes short-term lease requests from University departments
• Processes financial management accounting forms for payments relating to University interests in real property
• Prepares reports on University interests in real property

OFFICE OF RISK MANAGEMENT

This office provides leadership, direction, planning, organization, and control of the University’s Systemwide risk management functions and specifically formulates long- and short-range risk management plans, policies, and procedures; develops, implements, and oversees programs that minimize the University’s exposure to potential losses or damages; assesses the University’s risk exposure and
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insurance requirements and recommends appropriate levels of insurance coverage; ensures compliance with legal requirements, rules and regulations, and policies and procedures; and provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance.

- Provides leadership, direction, planning, organization, and control of the University’s risk management functions, including tort claims, workers’ compensation, safety, loss control, and insurance administration
- Formulates Systemwide long- and short-range risk management plans and objectives
- Develops and oversees Systemwide risk management policies and procedures
- Collaborates with other University offices in the development, procedures, and administrative implementation of an Enterprise Risk Management program and a Whistleblower program
- Collaborates with other offices in investigations regarding risks, potential liability, and/or losses and/or damages arising from whistleblower claims
- Develops, implements, and oversees programs that minimize the University’s exposure to potential losses or damages involving physical assets, fidelity losses, liability claims, and workers’ compensation
- Collaborates with other offices in the planning and coordination efforts to mitigate risks arising from or associated with security and all-hazards, crisis management, business continuity, and disaster recovery
- Assesses the University’s risk exposure and insurance requirements
- Determines and recommends appropriate levels of insurance coverage
- Ensures compliance with legal requirements, rules and regulations, and policies and procedures
- Directs the negotiation, execution, and administration of agreements relating to risk management
- Periodically assesses the University’s Risk Management Program and prepares appropriate reports on risk management activities within the University
- Investigates and gathers information regarding loss and/or damage claims involving University property and tort claims associated with University operations
- Serves as the University liaison with the State Department of Accounting and General Services, Risk Management Division
- Provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance
- Develops risk management forms
- Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program

OFFICE OF INSTITUTIONAL EQUITY

This office provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs that address sex discrimination and gender-based violence, including intimate partner violence, domestic violence, sexual assault, stalking, sexual exploitation, sexual and gender-based harassment, and retaliation.

Its primary purpose is to build a Systemwide, centralized infrastructure that assists all ten campuses in providing prompt, effective, comprehensive, consistent, and equitable responses to reports of gender-based violence and sexual misconduct; transform the University’s climate to one that embraces and ensures nonviolent and nondiscriminatory standards of interpersonal behavior through evidence-based, effective, and culturally competent training programs and initiatives; and ensure the University’s compliance with the Title IX and VAWA laws.
• Ensure all Systemwide policies and procedures related to sex discrimination, gender-based violence, and stalking are current and ensure all campuses are consistently implementing best practices and standards.

• Oversee the University’s Title IX and VAWA compliance efforts by leading centralized initiatives and collaborating with University stakeholders, including Title IX Coordinators, to ensure policies, procedures, programs, and services are compliant, consistent, equitable, accessible, culturally competent, and effective.

• Develop and implement Systemwide case management and data collection systems to track trends, efficiency, equity, and consistency in the handling of reported cases of gender-based violence and sexual misconduct.

• Support Title IX teams on all campuses to ensure the University’s responses to incidents of sexual misconduct, gender-based violence, and sex discrimination are timely and appropriate and complainants and respondents receive timely and equitable consideration through case review and consultation, training, and technical assistance.

• Strengthen the University’s capacity to provide, assess, and evaluate services, programs, and interventions to support the needs of students, faculty, and staff affected by gender-based violence, sexual misconduct, and sex discrimination, including advocacy and confidential services.

• Work collaboratively and consult with all University and community partners, including law enforcement, to assess the effectiveness of System and campus efforts to prevent sex discrimination, sexual harassment, sexual violence, and other forms of gender violence in University programs and recommend strategies and solutions to campuses, Chancellors, senior administrators, and executives.

• Develop training programs and assist in the facilitation and implementation of training for all campuses, their Title IX Coordinators and staff, and other University employees and students involved in implementing related policies and procedures and those involved in handling, investigating, and resolving sex discrimination, harassment, gender violence, and retaliation complaints and issues.

• Conduct periodic campus climate surveys to assess student, staff, and faculty attitudes toward and perceptions of gender-based violence, sexual misconduct, and sex discrimination, including the University’s response to gender-based violence, sexual misconduct, and sex discrimination.

OFFICE OF SUSTAINABILITY

This office provides leadership, direction, planning, organization, and support Systemwide to attain the goals set forth in Regents Policy 4.208 and Executive Policy 4.202. More specifically, this section will assist with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and assist campuses with creating a sustainable living and learning environment that honors the University’s cultural foundation and addresses the challenges and opportunities of its unique geographical location.

• Support the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes.
• Provide expertise in resource management to ensure identification, life cycle cost analysis, design, implementation, and/or construction of resource conservation and gas reduction initiatives to meet goals for sustainability and carbon neutrality.

• Provide supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans.

• Coordinate and manage the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals.

• Plan and execute campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit.

• Provide oversight of energy planning, management, and administration Systemwide by developing and executing an overall vision and comprehensive strategic energy plan that is aligned with the University’s strategic sustainability goals.

• Oversee the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking.

• Deploy energy-related training programs and develop internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices.

• Represent the University in building and maintaining effective relationships with all constituency groups, including senior administration, campus managers, federal and State officials, State legislature, the Public Utilities Commission, county sustainability councils, and other local, national, and international organizations.
The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai‘i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State’s sole research institution; champions higher education for the people of Hawai‘i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai‘i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai‘i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai‘i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai‘i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai‘i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

Major Functions of the Office of the Chancellor

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai‘i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai‘i and the University of Hawai‘i at Mānoa. The Chancellor’s Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa’s faculty, staff, students, and constituencies.

The Chancellor’s Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai‘i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai‘i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai‘i at Mānoa.
• Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
• Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in ensuring the continuing excellence of the University of Hawai‘i at Mānoa programs.
• Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai‘i at Mānoa with a strong commitment to equal opportunity and affirmative action.
• Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
• Oversees the University of Hawai‘i at Mānoa’s faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
• Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
• Provides executive leadership in the University’s research, training, and graduate education programs.
• Determines direction and priorities in response to new research and training goals.
• Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
• Allocates and reallocates resources.
• Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai‘i at Mānoa’s programs.
• Prepares and presents both oral and written testimony on University of Hawai‘i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
• Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai‘i at Mānoa.
• Plans, directs, and coordinates internal and external fund-raising activities.
• Develops and maintains effective relations with the community, Legislature, other University of Hawai‘i campuses, internal and external organizations.
• Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai‘i at Mānoa’s representative.

Advisory Groups to the Chancellor:

Mānoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate — Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai‘i at Manoa, providing input on all issues affecting University of Hawai‘i graduate students and the University of Hawai‘i at Manoa.
CURRENT

campus. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai‘i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali‘i Council: This group is composed of faculty and staff of Native Hawai‘ian serving programs, and Native Hawai‘ian faculty and staff in other UH Mānoa departments and programs. The Council advises the Chancellor on matters important to Native Hawai‘ians.

The units that report directly to the Office of the Chancellor include:
- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics

ADVISORY GROUP TO THE CHANCELLOR

Mānoa Faculty Senate – Org Code: MAFS:

This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai‘i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai‘i at Mānoa and other units of the University System.

OFFICE OF COMMUNICATIONS – ORG CODE: MAOCOM

The Office of Communications provides leadership and direction for the planning, development, coordination, and management of the overall public and alumni relations, governmental relations, advancement, and special events strategy that brings greater visibility, recognition, and support to the University of Hawai‘i at Mānoa as a leader in higher education. Specific responsibilities include developing and maintaining productive and mutually beneficial relations and effectuating regular interaction and communication with the University’s multiple publics such as alumni, students and
prospective students, parents, friends of the University, donors, businesses and corporations, and community groups; coordinating and monitoring legislative and governmental actions that impact the campus; and providing support and serving as the liaison to the University of Hawai‘i Foundation. The Office is responsible for the management and coordination of the University of Hawai‘i at Mānoa’s interaction with the University of Hawai‘i at Mānoa System and the news media.

OFFICE OF THE OMBUDSPERSON – ORG CODE: MAOMBD

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai‘i at Mānoa.
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS (OVCAFO) – ORG CODE: MAVCAF

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai‘i at Mānoa. The following units report to the Vice Chancellor:

- Office of Human Resources – Org Code: MAHRMA
- Office of Planning and Facilities – Org Code: MAAVFG
- Office of Campus Services – Org Code: MACPMA

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus physical planning and management of space resources.
- Sustainable resource management.
- Facilities renovations and capital improvements.
- Building and grounds maintenance.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai‘i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, auxiliary services, and facilities management. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Senior Management Team on administrative and financial matters as appropriate.

OFFICE OF PLANNING AND FACILITIES – ORG CODE: MAAVFG

The Office of Planning and Facilities (OPF) plans, organizes, directs and executes activities relating to overall campus planning, repair and maintenance of facilities, as well as provides services for design, construction and the overall management of the grounds, buildings and infrastructure of the University of
CURRENT

Hawai‘i at Mānoa. This Office provides leadership, strategic direction and guidance in the planning, design, construction, maintenance, and operations of physical facilities and grounds to create a safe environment conducive to learning and research. This unit works to preserve the integrity of the campus and ensures projects and plans fit within a larger framework and long-term campus vision.

OPF is comprised of the following five (5) functional areas:
- Office of Support Services
- Planning Office
- Facilities Management Office
- Buildings & Grounds Management
- Campus Operations

Planning Office – Org Code: MAELP

The Planning Office has campus-wide responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscape design. Major functions of the Office are as follows:
- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility.
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting UH Mānoa programs.
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long-term physical facility requirements for the University of Hawai‘i at Mānoa.
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Campus’ strategic sustainability goals.
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution.
- Engages students, faculty, and staff in gaining understanding of our current patterns of facilities use and consequent impacts and opportunities.
- Manages the allocation and reallocation of space on campus to operating units.
- Maintains a database of institutional information supporting the space and physical planning functions of the campus.
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

OFFICE OF SUPPORT SERVICES – ORG CODE: MAASPF

The Office of Support Services provides a range of administrative services to support the overall integration and efficiency of the Office of Planning and Facilities and to ensure a high level of customer service through the operations of the below four (4) functional areas. This Office conducts analysis and provides reports as required, and to measure the effectiveness of the OPF operation to meet its goals and to support the campus.

Fiscal Services – Org Code: MAASFG

- Administers budget preparation, analysis, reports and execution, fiscal, procurement (including campus-wide contracts) and property management under the purview of the OPF.
• Responsible for the financial planning, management, and control of OPF funds and accounts.
• Advises and assists OPF units in budgetary planning, preparation, and execution.
• Provide reliable financial data and analysis for quality management decisions.
• Procurement services including the purchase of materials and supplies for the efficient operation of OPF projects and functions.

Customer Service & Information Management – Org Code: MACSFM

• Manages and maintains the campus work order system.
• Communicates university customer requests and needs to appropriate OPF units.
• Improves communication with and between internal and external constituents on OPF actions and projects.
• Provides support to improve and expand customer service to internal and external constituents of OPF.
• Provide and share accurate data/information to assist OPF and campus units improve workflow and make informed decisions.
• Ensures the direction of campus projects is in alignment with energy conservation and efficiency efforts.
• Provides IT support services to the OPF operation including hardware and software management, web services, support to ensure the most effective work order processing and communication among the various OPF units.
• Serves as information management hub to collect data, provide analysis, and develop reports for the various OPF units and campus constituents.
• Schedules and coordinates support services for special events.

Human Resources – Org Code: MAHRFM

• Central coordination of human resource administration for OPF.
• Provides personnel services to all OPF units, including recruitments, appointments, classification and compensation, promotions, and leave and benefits.
• Provides staff training and development.
• Provides guidance, consultation, analysis, reporting and staff assistance to OPF units to meet immediate or long-range goals.
• Ensures personnel actions are in compliance with federal, state, and university laws and policies.

Warehouse/Inventory – Org Code: MAWIFM

• This support unit provides warehouse and inventory services for OPF operations including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

FACILITIES MANAGEMENT OFFICE – ORG CODE: MAFACM

The Facilities Management Office (FMO) conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities in accordance with approved long-range development plans and applicable federal, state, and county building codes and standards. This Office collaborates closely with the Planning Office and helps to ensure all planning for, and actions on, the physical plant are in support of the campus strategic plan and its educational, research and student life
missions. The FMO provides analysis and reports on repair, maintenance, design and construction projects to measure the compliance with campus and OPF goals. The FMO is comprised of the following five (5) functional areas:

**Project Management – Org Code: MAPFM**

- Participates in architectural/mechanical/electrical design documents and reviews for UHM construction projects.
- Provides construction management services for UHM construction projects.
- Maintains communications with the UHM campus community.
- Prepares and maintains project warranty information.
- Establishes, maintains, and improves UHM construction procedures and guidelines.
- Works with architectural design team from start of projects to ensure effective management of consultants and contractors for the purpose of providing the highest level of services from consultants and contractors and an excellent final product for the campus.

**Architectural Design – Org Code: MAADF**

- Prepares and/or reviews and directs the architectural plans and specifications and coordinates the preparation of mechanical, electrical, and utility distribution system designs for new/renovation projects performed either internally or by private consultants and contractors. Prepares and/or reviews the specifications and bidding requirements for projects to be performed by private consultants and contractors.
- Coordinates with the Shops director and/or Shops superintendent and director of Buildings and Grounds and schedules repairs and maintenance, preventive maintenance programs for all relevant buildings, building subsystems, infrastructure and grounds.
- Coordinates with the Planning Office, CM team, Shops, Buildings and Grounds Offices on larger repairs, building renovations and new construction projects.
- Provides 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 the trade shops.
- Maintains an inventory of campus buildings with regard to CRDM, HSCR, CIP, construction schedules, facilities conditions keying systems, and utility distribution systems.
- Maintains facilities information database.
- Provides oversight responsibility for the integration of all relevant architectural, mechanical, electrical, Shops and Grounds projects to ensure the overarching campus goals and integrative opportunities are captured for all projects.

**Mechanical Engineering – Org Code: MAME**

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for UHM projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private consultants and contractors.
- Maintains facilities equipment audit and inventory; coordinates with all repair and maintenance and preventive maintenance programs for mechanical, plumbing and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria.
CURRENT

- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates.
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to mechanical engineering functions on the campus.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops.
- Develops and maintains a comprehensive building audit program.
- Supports the planning, development and implementation of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with the Planning Office, Electrical Engineering, and other key campus units.

Electrical Engineering – Org Code: MAEEFM

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for UHM projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private contractors.
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria.
- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates.
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to electrical engineering functions on the campus.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops.
- Supports the planning, development and, implementation, of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with the Planning Office, Electrical Engineering and other key campus units.
- Develops and maintains a comprehensive building audit and electrical grid program.

Research Revolving Fund – Org Code: MARSFM

- Provides support and management of projects and initiatives related to physical plant improvements in support of the campus research enterprise.
- Ensures research-related projects are integrated with campus-based planning and design and is consistent with the long-range development plan and sustainability efforts of the University.

BUILDINGS & GROUNDS MANAGEMENT – ORG CODE: MABDGM

The Buildings & Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings and grounds. This unit works in partnership with campus units to meet and implement the energy and sustainability needs and priorities of the University and to efficiently complete projects and day-to-day operations and maintenance services.
Building Services – Org Code: MABDBG

This unit supervises building support services including custodial care, carpet cleaning and administers registration class applications for entry-level janitors for the UH System.

Housekeeper – Org Code: MAHKBG:
This unit is responsible for all household cleaning of the University President’s residence including the main house and guest cottage.

Carpet Cleaners – Org Code: MACCBG:
This team provides carpet cleaning and floor polishing services for on-campus facilities.

Crew 1 (Makai) – Org Code: MAC1BG:
This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 1 thru 7) – see Chart IV-A.

Crew 2 (Ewa) – Org Code: MAC2BG:
This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 8 thru 14) – see Chart IV-A.

Crew 3 (Mauka) – Org Code: MAC3BG:
This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 15 thru 20) – see Chart IV-A.

Grounds – Org Code: MAGDBG

This unit is responsible for the supervision of grounds maintenance services and refuse collection, administers registration class applications for entry-level groundskeepers for the UH System, and coordinates recycling operations for UH Mānoa. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.

Landscaping – Org Code: MALSBG – see Chart IV-B
This unit supervises, assigns, coordinates, and account for work of landscaping employees.

Pesticide Control – Org Code: MAPCBG
This team controls weeds, insects, and diseases in campus landscapes.

Irrigation – Org Code: MAIRBG
This team repairs, installs, and maintains irrigation system at UH Mānoa.

Labor Support – Org Code: MALABG
This team provides labor support to tree trimmer, sprinkler repairer and recycling.

Mason – Org Code: MA4MSBG
This team lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.
CURRENT

Tree Trimmer – Org Code: MATTBG
This team maintains campus trees.

Nursery – Org Code: MASRBG
This team provides maintenance and care to trees, plants, and foliage.

Refuse – Org Code: MARFBG
This team provides refuse collection as well as special and bulk disposal services for UH Mānoa.

Equipment Support – Org Code: MAESBG
This team operates and maintains heavy equipment to service campus facilities.

Grounds Maintenance – Org Code: MAGMBG – See Chart IV-C
This unit supervises and performs a variety of manual tasks in cleaning, caring and the maintenance of landscaped areas.

Makai Crew – Org Code: MAMKBG
This team is responsible for the care and maintenance of campus landscape on the Makai side of the UH Campus.

Power Mower Operators – Org Code: MAPMBG
This group is responsible for the care and maintenance of campus lawn.

Mauka Crew – Org Code: MAMUBG
This team is responsible for the care and maintenance of campus landscape on the Mauka side of the UH Campus.

CAMPUS OPERATIONS – ORG CODE: MACLSS

Campus Operations (CO) provides leadership and supervision over trade shop services for the UH Mānoa Campus. This unit coordinates closely with the Work Coordination Center, BGM and the mechanical, electrical and architectural departments in FMO. It develops the preventive maintenance program for the shops and the shop’s zone management program. It supports the energy and resource conservation and management efforts for the campus.

Electric Shop – Org Code: MAESFM
This unit works closely with other CO groups and maintains, repairs, and installs all facility electrical systems and equipment, including primary and secondary voltage transformer, cabling/wiring, switch gear, load centers, fixtures and other related appurtenances at UH Mānoa.

Carpenter Shop – Org Code: MACAFM
This unit works closely with other CO groups and repairs, constructs and installs rough and finished carpentry work and building hardware at UH Mānoa.

Air Conditioning Repair and Maintenance Shop – Org Code: MAAMFM
This unit works closely with other CO groups and repairs and maintains campus structures, building hardware, equipment and utility distribution systems at UH Mānoa.

**Plumbing Shop – Org Code: MAPLFM**

This unit works closely with other CO groups and repairs, maintains and installs plumbing systems, fixtures and equipment at UH Mānoa.

**Paint Shop – Org Code: MAPAFM**

This unit works closely with other CO groups and refinishes, repaints and maintains all existing painted and newly constructed surfaces at UH Mānoa.

**Trucking – Org Code: MATRFM**

This unit works closely with other CO groups and provides trucking, moving and disposal services to the campus community.
Attachment D

PROPOSED FUNCTIONAL STATEMENTS
The Office of the Vice President for Administration (OVPA) provides systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai‘i’s (University) programs relating to human resources; communications; procurement and real property management; risk management; systems integration; institutional equity; planning and sustainability; Mānoa campus operations and facilities; project delivery; and facilities business administration.

In addition, the OVPA is responsible for land development, update and dissemination of University wide policies and procedures, and collegiate licensing. Collegiate licensing oversees the University’s branding (logo/trademark) program and ensures collection of royalties in compliance with licensing agreements.

Programmatic areas of responsibility include, directing through subordinate managers, a human resources program that is responsible for administration of the classification, compensation and employee benefits systems for Excluded and Managerial (EM), Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a communications program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a procurement and real property program that provides direction in the acquisition of goods and services, the acquisition or conveyance of interests in real property, and the administration of the University’s record management program; a risk management program that is responsible for the University’s systemwide risk management functions; a systems integration program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an institutional equity program that provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs; a planning and sustainability program that assists in developing planning and space guidelines, long-range project priorities, and sustainability programs and goals; a Mānoa campus operations and facilities program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a project delivery program that is responsible for the planning, design, and construction of capital improvement projects; and a facilities business administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities;

OFFICE OF HUMAN RESOURCES (OHR)

OHR provides systemwide leadership in:

- Developing, implementing, and maintaining personnel policies and procedures to ensure compliance with Board and Executive policies, State statutes, federal laws and regulations, administrative procedures, and applicable collective bargaining agreements;
- Administering the University’s classification and compensation system for APT and EM personnel and the State’s classification and compensation plans for civil service employees;
- Reviewing EM appointments and other personnel actions;
- Directing special projects and studies;
- Providing counsel and advice to senior level executives;
- Maintaining effective relations with unions and stakeholders;
- Negotiating collective bargaining agreements;
PROPOSED

- Conducting hearings and rendering decisions on grievances; and
- Administering the University’s employee benefits and staff development and training programs.

OHR provides these services through its various functional units as described below.

Civil Service Employee Relations

- Oversees and coordinates the employee relations program for civil service employees;
- Interprets State personnel rules, policies, and collective bargaining agreements relative to the management and direction of civil service employees;
- Administers and oversees, on a systemwide basis, the civil service recruitment, examination, and personnel transaction programs;
- Reviews and recommends the compensation, pricing, and repricing of civil service classes;
- Administers and coordinates the civil service job performance evaluation program;
- Oversees and administers the State’s Return-to-Work priority program for the University System;
- Coordinates and implements the State’s Reduction in Force and Separation Incentive Program for the University System;
- Implements and oversees the State’s Commercial Driver’s License Alcohol and Drug Testing Program; and
- Serves as custodian of official personnel files for all civil service employees.

Classification and Benefits

- Maintains the Human Resources section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing specific tasks;
- Recommends revisions to Human Resources sections of the Board and Executive policies as appropriate;
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training on federal and State laws, Department of Human Resources Development (DHRD) policies and procedures, Board and Executive policies, and OHR administrative procedures and implements formal compliance review programs to identify and correct any violations of the above;
- Coordinates training programs to assist employees in performing existing tasks and to prepare them for future advancement;
- Coordinates and administers the job performance review program for Board appointees;
- Develops standardized evaluative criteria for the classification of APT positions to ensure objectivity and equity;
- Develops class specifications for new EM positions;
- Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria;
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions;
- Compiles and analyzes EM, APT, and faculty salary survey data, e.g., College and University Professional Association for Human Resources;
- Develops and monitors EM and APT compensation plans to ensure compliance with approved plans, salary equity, applicable collective bargaining agreements, and alignment with any Equal Employment Opportunity and Affirmative Action concerns; and
- Coordinates the State’s benefits programs, i.e., Employer-Union Health Benefits Trust Fund, Employees’ Retirement System, Deferred Compensation, tax sheltered annuities, etc., for University employees on a systemwide basis and serves as liaison with State agencies.
PROPOSED

Collective Bargaining and Employee Relations

- Interprets and advises senior executives and personnel administrators on the interpretation and application of collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies;
- Provides research, analytical data, and assists in drafting testimony on collective bargaining matters to legislative bodies for University executives;
- Assists in the drafting of memorandum of agreements, memorandum of understandings, and supplemental agreements involving personnel administration;
- Serves as the President’s designee to adjudicate APT and civil service grievances and supports the President’s designee in faculty grievances;
- Develops and conducts training on employee relations involving the terms, conditions, and interpretations of collective bargaining agreements with the University of Hawai‘i Professional Assembly (UHPA), the Hawai‘i Government Employees Association (HGEA), and the United Public Workers (UPW);
- Develops executive policies and administrative procedures regarding employee relations issues as appropriate;
- Assists the University’s General Counsel in the preparation of cases for mediation and arbitration;
- Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement;
- Serves as the University’s representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units; and
- Develops and conducts training on negotiated changes and on the application and interpretation of provisions in negotiated collective bargaining agreements with UHPA, HGEA, and UPW.

System Support and Administration

- Reviews, evaluates, audits, and recommends changes to existing policies, guidelines and procedures, and practices to improve and enhance systemwide service and staff support;
- Provides operational support services for University system employees, including but not limited to, personnel transactions, recruitment, and promotions; and
- Assesses human resources functions, such as EM, APT, and civil service evaluation procedures and practices.

OFFICE OF COMMUNICATIONS (COMM)

COMM provides leadership in planning, organizing, directing, evaluating, and coordinating the University’s internal and external communications relating to marketing and brand management, public relations, news, and media relations through print, broadcast, and electronic mediums.

COMM provides these services through its various functional units as described below.

Multimedia

- Coordinates the production of a variety of video and print materials for distribution within and outside the University;
- Reviews marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals;
- Develops and implements strategy and content for hawaii.edu websites by working with stakeholders across the system and collaborating with information technology regarding the latest online
PROPOSED

communication tools;
• Ensures that all copy, images, resources, and links are updated and current;
• Trains communicators in all facets of multimedia including WordPress, social media, emergency systems, still images, and video;
• Documents University events for archival purposes through still photography and video;
• Oversees the strategic application of content across all available platforms; and
• Keeps current with latest trends, technologies, and best practices in the communications media area and makes relevant recommendations.

Internal and External Communications

• Serves as the primary unit responsible for the external and internal dissemination of information;
• Responsible to strengthen lines of communications amongst all campuses and communicators systemwide;
• Assists in the development of communication strategies to further the University’s mission and vision;
• Assists campus and unit communicators in identifying and disseminating newsworthy stories;
• Responsible for posting stories to the UH news website, issuing press releases, and broadcasting weekly UH news emails;
• Monitors and responds to social media, the UH news comment section, and other online forums; and
• Produces content for multiple platforms including FAQs, public presentations, talking points, testimonies, and other announcements/messages for email, web, or social media dissemination.
• Responsible for emergency communications, including coordination and support between campuses;
• Provides support for crisis communications;
• Manages and develops internal communications strategies and announcements;
• Manages and develops media response strategies and answers media inquiries;
• Provides media and presentation training for communicators;
• Manages and produces content for video news releases and web videos;
• Responsible for the advancement and marketing strategy, special events, and other related public relations matters for the Office of the Mānoa Chancellor.

PROCUREMENT AND REAL PROPERTY MANAGEMENT (OPRPM)

OPRPM provides overall direction and leadership in the systemwide development of procurement of goods and services and real property management policies and procedures. It plans, organizes, and directs systemwide procurement of goods and services, real property, and records management activities.

OPRPM provides these services through its functional units as described below.

Procurement Section

• Evaluates departmental requirements for the acquisition of goods and services;
• Prepares invitations for bids and requests for proposals or quotations consisting of technical specifications, general provisions, and special provisions for the acquisition of goods and services in accordance with applicable laws and University Administrative Procedures;
• Processes competitive solicitations in accordance with applicable laws, grants, or contract terms and University Administrative Procedures;
• Awards contracts pursuant to competitive solicitations;
• Processes sole source procurements in accordance with applicable laws and University Administrative Procedures;
• Processes emergency procurements in accordance with applicable laws and University Administrative Procedures;
• Processes small purchases and purchases exempt from competitive solicitation and/or standard procurement requirements which exceed delegated purchasing authority of fiscal administrators in accordance with applicable laws and University Administrative Procedures;
• Develops contract terms and provisions;
• Provides contract administration services;
• Processes financial management accounting forms relating to procurement actions;
• Monitors decentralized procurement activities administered by fiscal administrators at the campus and departmental levels;
• Provides advice, assistance, forms, and training to fiscal administrators for procurements and contracts issued by fiscal administrators;
• Develops University administrative procedures relating to the procurement of goods and services;
• Provides assistance to vendors regarding University procurement operations and procedures;
• Prepares reports or procurement activities within the University;
• Administers a purchasing card program for the procurement of goods and services; and
• Administers the University’s Small Business Utilization Program in accordance with applicable laws.

Real Property Section

• Advises and participates in the acquisition, disposition, and exchange of interests in real property necessary for the operations of University campuses, research centers, and other programs;
• Assists in the preparation of land use and zoning studies, appraisal reports, and research and evaluation studies relating to the acquisition and disposition of real property;
• Drafts conveyance documents, such as deeds, leases, easements, rights-of-way, and licenses, relating to University interests in real property;
• Coordinates with University departments involved in or affected by real property transactions;
• Processes conveyance documents for execution by parties;
• Records/registers conveyance documents, as necessary;
• Maintains official files and an inventory of all University interests in real property;
• Monitors official files to process necessary changes to terms and conditions of conveyance documents, such as extensions of lease, adjustments to rent, and insurance renewals;
• Processes short-term lease requests from University departments;
• Processes financial management accounting forms for payments relating to University interests in real property; and
• Prepares reports, as required, on University interests in real property.

OFFICE OF SYSTEMS INTEGRATION (OSI)

OSI provides leadership and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA. These systems include enterprise-wide and home-grown systems that exist in functional silos and require manual manipulation and redundant data entry. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making.

OSI provides these services through its functional units as described below.

Business Process Transformation
PROPOSED

- Leads the implementation and optimization of eBuilder (project management tracking system), which will serve as the centralized database and workflow tool for all construction project information including budgets, schedules, and status;
- Directs the strategic utilization and integration of technology capabilities for operations under the OVPA to maximize functionality, reporting accuracy, and data-driven decision making and leverage technology to support re-engineering and streamlining of processes;
- Maintains a geospatial and physical assets database of institutional information supporting the space and physical planning functions of the campus; and
- Manages and oversees, specifically for the Mānoa Campus Operations and Facilities area, data intensive and critical information technology systems including AIM (work order and asset management system), Lokahi (electronic workflow and reporting system), and Sightlines (building facilities condition report and deferred maintenance database).

PeopleSoft Development and Support

- Provides administrative support, business analysis, integration, and development capabilities for the enterprise-wide Peoplesoft program, which is used by OHR to establish, track, monitor, and report on all employees within the University systemwide;
- Conduct analysis to re-engineer the system to capitalize on delivered features and functionality to include user friendly interfaces, workflow, self-service and timely reporting;
- Collaborates with OHR and other system offices to lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity; and
- Optimize integration touchpoints with other applications and datamarts.

Technology Integration

- Lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity;
- Revisit unsupported legacy solutions and develop roadmap to replace them with current technologies; and
- Support the implementation of new technologies such as NeoGov for online recruitment, onboarding and performance evaluations.

OFFICE OF PLANNING AND SUSTAINABILITY (OPS)

OPS provides vision and direction for long and short-range planning, space management and analysis, capital planning, and design standards, at the Mānoa campus, and for sustainability goals, initiatives, and projects systemwide.

Planning

Planning has Mānoa campus responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscape design. Major functions are as follows:

- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility;
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting UH Mānoa programs;
PROPOSED

- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long-term physical facility requirements for Mānoa;
- Assists in the preparation of environmental assessments and impact statements and master plans;
- Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations;
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Mānoa’s strategic sustainability goals;
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution;
- Engages students, faculty, and staff in gaining understanding of our current patterns of facilities use and consequent impacts and opportunities;
- Manages the allocation and reallocation of space on campus to operating units; and
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

Sustainability

The systemwide sustainability unit is charged with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and assist campuses with creating a sustainable living and learning environment that honors the University’s cultural foundation and addresses the challenges and opportunities of its unique geographical location. Major functions are as follows:

- Supports the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes;
- Provides expertise in resource management to ensure identification, life cycle cost analysis, design, implementation, and/or construction of resource conservation and gas reduction initiatives to meet goals for sustainability and carbon neutrality;
- Provides supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans;
- Coordinates and manages the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals;
- Plans and executes campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit;
- Provides oversight of energy planning, management, and administration Systemwide by developing and executing an overall vision and comprehensive strategic energy plan that is aligned with the University’s strategic sustainability goals;
- Oversees the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking;
- Deploys energy-related training programs and develops internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices; and
- Represents the University in building and maintaining effective relationships with all constituency groups, including senior administration, campus managers, federal and State officials, State legislature, the Public Utilities Commission, county sustainability councils, and other local, national, and international organizations.
CAMPUS OPERATIONS & FACILITIES (COF)

COF provides leadership and oversight for Mānoa campus operations and repair and maintenance programs and projects. COF is responsible for developing a comprehensive program that incorporates preventive maintenance best practices and strategically addresses work orders, minor facility upgrades and other campus improvements on an on-going basis.

COF provides these services through its various functional units as described below.

Campus Operations/Shops

Campus Operations provides leadership and supervision over trade shop services for the Mānoa campus. This unit coordinates closely with the Work Coordination Center, Warehouse, Buildings and Grounds Maintenance, and professional support units. Campus Operations implements preventive maintenance programs and supports the energy and resource conservation and management efforts for the campus.

- Electric Shop
  Maintains, repairs, and installs electrical systems and equipment, including load centers, primary and secondary voltage transformers, cabling/wiring, switchgears, and fixtures.

- Carpenter Shop
  Repairs, constructs and installs rough and finished carpentry work and building hardware.

- Air Conditioning Repair & Maintenance Shop
  Repairs, maintains and replaces building and facilities HVAC and cooling systems.

- Plumbing Shop
  Repairs, maintains and installs plumbing systems, fixtures and equipment.

- Paint Shop
  Refinishes, repaints and maintains all existing painted and newly constructed surfaces.

- Trucking Shop
  Provides trucking, moving and disposal services to the campus community.

Buildings & Grounds Management

The Buildings & Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings, grounds and plant collections. Works to meet and implement the energy and sustainability needs and priorities of the University and to develop a plant collection for educational and research purposes.
• **Building Services**
  Provides custodial care, carpet cleaning, and other maintenance services for all buildings and facilities for the campus.

  - Crew 1 – Makaizone
  - Crew 2 – Ewa zone
  - Crew 3 – Mauka zone
  - Housekeeper
    Provides household cleaning of the University President’s residence including the main house and guest cottage.
  - Carpet Cleaner
    Provides carpet cleaning and floor polishing services for on-campus facilities.

• **Landscaping Services**
  Provides grounds maintenance services and refuse collection, and coordinates recycling operations for the campus. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.

  - Landscaping
    - Pesticide Control
      Controls weeds, insects, and diseases affecting campus landscapes.
    - Irrigation
      Repairs, installs, and maintains irrigation systems.
    - Labor Support
      Provides labor support for tree trimmer, sprinkler repairer and recycling.
    - Mason
      Lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.
    - Tree Trimmer
      Maintains campus trees.
    - Nursery
      Provides maintenance and care to trees, plants, and foliage.
    - Refuse
      Provides refuse collection as well as special and bulk disposal services.
    - Equipment Support
      Operates and maintains heavy equipment to service campus facilities.

  - Grounds Maintenance
    Performs a variety of manual tasks in cleaning, caring and maintaining landscaped areas.
    - Makai Crew – Makai zone
    - Power Mower – Campus lawn
    - Mauka Crew– Mauka zone

• **Campus Arboretum**
  Develops the landscape potential of unique woody flora of the tropics on the campus by serving as a living laboratory for education and research, encouraging use by the broader community and supporting service activities of the University.

**Work Coordination Center**

- Manages and maintains the campus work order system;
- Communicates Mānoa customer requests and needs to appropriate unit;
• Provides data/information to assist maintenance units respond to customer requests and supports communication and improved customer service to campus constituency; and
• Schedules and coordinates support services for special events.

Warehouse/Inventory

Provides warehouse and inventory services for COF including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

Facilities Safety

Provides advice and develops policies and procedures regarding environmental and occupational safety issues affecting the Mānoa campus and especially COF. Ensures compliance with Federal, State, and local laws, rules and regulations relating to safe operating practices in alignment with the Occupational Health and Safety Administration (OSHA).

Professional Support

Coordinates with the Shops director and/or Shops superintendent and director of Buildings and Grounds and schedules repairs and maintenance, preventive maintenance programs for all relevant buildings, building subsystems, infrastructure and grounds. Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.

Mechanical Engineering & Electrical Engineering

• Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private consultants and contractors;
• Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria;
• Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates;
• Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to mechanical and electrical engineering functions on the campus;
• Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
• Provides technical support to trade shops;
• Develops and maintains a comprehensive building audit program; and
• Supports the planning, development and implementation of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with OPS and other key campus units.

OFFICE OF PROJECT DELIVERY (OPD)

OPD provides high quality planning, development, design, and construction services for the successful completion of CIP projects. OPD ensures that all University campuses, especially the flagship Mānoa campus, enjoy and operate in physical environments that support teaching, research, and public service in
PROPOSED

keeping with the University’s mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise.

In collaboration with OPS, this office provides CIP implementation services from the conceptual planning stage through construction completion. OPD coordinates closely with OPS to ensure that all planning for, and actions on, the physical facilities, grounds, and infrastructure are in accordance with long-range development plans, the campus strategic plan, and supports the campus educational, research and student life missions. The FMO is comprised of the following three (3) functional areas:

**Design**

- Performs project management responsibilities to ensure the end-to-end successful completion of construction projects affecting campus facilities, grounds, infrastructure and other physical assets;
- Prepares and/or reviews and directs the preparation of plans and specifications for new and renovation projects including the preparation of bid documents, as required;
- Coordinates design requirements, construction methods and schedules with OPS, COF, and the construction team;
- Provides renovation design assistance to departments, including closely working with the end-users to determine project scope and requirements, potential maintenance and service issues, alternative approaches, and time and cost estimates; and
- Assists in maintaining an inventory and information database of campus buildings with regard to facilities conditions assessments and potential projects that need to be queued for construction due to capital renewal, deferred maintenance, health and safety, and/or code requirements.

**Design/Build**

- Performs project management responsibilities for all projects utilizing the design/build project delivery method to ensure the end-to-end successful completion;
- Prepares or directs the preparation of Request for Proposals (RFPs) to solicit design/build submittals;
- Oversees all components of the design/build process including programming requirements, establishment of design criteria within budget parameters, project design review, construction oversight, and overall contract administration;
- Develops policies, procedures, templates, and forms to ensure a consistent process so that: (1) solicitations are in accordance with applicable procurement statutes; and (2) resultant design/build projects achieve high quality and high end-user satisfaction;
- Negotiates design/build contract terms and deliverables; and
- Leads in the recommendation and implementation of other innovative and alternative project delivery mechanisms and strategies to improve the quality, timeliness, and cost effectiveness of capital projects for the University.

**Major CIP Construction**

- Directs and manages construction activities and delivery of projects for OPD;
- Develops and implements policies, procedures, and processes for construction activities;
- Reviews design plans and specifications to ensure feasibility of construction and maintenance;
- Confirms that construction cost-estimates and schedules are realistic and considers all aspects of a project;
- Develops reporting and monitoring mechanisms that provide timely, reliable information on the status of construction;
- Reviews and interprets all construction and contract documents including working drawings, specifications, post contract documents, schedule of values, and detailed cost breakdowns;
PROPOSED

• Makes sound, justifiable field and project decisions that advance the best interests of the University while keeping within deadlines and budgets;
• Processes change orders in a timely fashion, while documenting and holding the appropriate entity responsible and liable, to avoid costly delays;
• Manages projects from bid award to project acceptance and close-out, including verification that all operating manuals, training, project warranties, and other applicable documents are received prior to project acceptance; and
• Ensures that effective and consistent communications with all involved parties is on-going, including the campus community and other external stakeholders, and that construction processes follow industry best practices.

FACILITIES BUSINESS OFFICE (FBO)

FBO provides administrative and fiscal support to Office of Planning and Sustainability, Campus Operations and Facilities, and the Office of Project Delivery. FBO is responsible for the development and implementation of policies, processes, and standard operating procedures that provide a framework for the consistent application of administrative and fiscal services and that ensures compliance with legal requirements, accounting principles, and generally accepted business practices. Support services include human resources, fiscal, accounting, business analysis, procurement, contract award and administration, capital budget preparation, legislative participation, budget implementation, information/data systems, management reporting, and asset management.

FBO is comprised of the following three (3) functional areas:

Facilities Human Resources

• Provides human resource services, focusing on the Campus Operations and Facilities (COF) area, including recruitment and selection, classification and compensation, leave accounting and administration, employee benefits, labor relations and staff development and training;
• Recommends internal personnel procedures and practices that comply with applicable University Board and Executive policies and Administrative Procedures;
• Advises units on all matters pertaining to human resource issues;
• Reviews and audits personnel transactions for accuracy, completeness, and conformance with University and State policies and procedures;
• Investigates formal and informal complaints and grievances relating to personnel matters;
• Administers the Peoplesoft Information System, specifically for COF, and prepares/maintains organizational charts;
• Identifies and recommends personnel training needs and coordinates or conducts in-house training workshops; and
• Compiles and analyzes personnel data to prepare reports and conducts staffing pattern and workload studies to develop resource recommendations to management.

Facilities and Contracts Office

• Administers and manages all facets of facilities and construction project procurement including invitation for bids, request for proposals, design/build solicitations, request for quotations, and other methods of source selection;
• Directs all facets of the contracting cycle including award of contracts, contract administration, monitoring vendor performance, and the modification, termination, and closing of contracts;
• Ensures that the selection process and contracts for professional services are done in accordance with
applicable State statutes, Hawaii Administrative Rules, and University Administrative Procedures;
• Provides advice on the interpretation and implementation of procurement statutes, policies,
procedures, and requirements and ensures that processes and documents comply with applicable laws;
• Develops and amends contract terms and provisions to ensure that the University is protected;
• Develops standard forms and templates to ensure that the procurement of facilities and construction is
executed in accordance with applicable laws and contract provisions.

Facilities Fiscal Office

• Administers and manages all financial and budget functions and services for OPS, COF, and OPD
relating to operating and capital programs;
• Reviews and processes construction change orders, certifies availability of funds, and ensures
compliance university, state, and federal rules, regulations, policies, and procedures;
• Prepares and issues purchase orders, requisitions, contract encumbrance forms, and other allotments
to maintain control over operational and CIP budgets;
• Establishes required accounting system for maintaining expenditures in conformance with
management requirements;
• Prepares reports in response to requests from internal and external agencies including State
departments and the legislature; and
• Develops policies and procedures that ensures compliance with applicable laws and ensures effective
operations and resource allocations.
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR

FUNCTIONAL STATEMENT

OFFICE OF THE CHANCELLOR – ORG CODE: MACHNC

The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai‘i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State’s sole research institution; champions higher education for the people of Hawai‘i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai‘i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai‘i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai‘i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai‘i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai‘i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

Major Functions of the Office of the Chancellor

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai‘i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai‘i and the University of Hawai‘i at Mānoa. The Chancellor’s Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa’s faculty, staff, students, and constituencies.

The Chancellor’s Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai‘i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai‘i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai‘i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
PROPOSED

- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in ensuring the continuing excellence of the University of Hawai‘i at Mānoa programs.
- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai‘i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai‘i at Mānoa’s faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University’s research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai‘i at Mānoa’s programs.
- Prepares and presents both oral and written testimony on University of Hawai‘i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai‘i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai‘i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai‘i at Mānoa’s representative.

Advisory Groups to the Chancellor:

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai‘i at Manoa, providing input on all issues affecting University of Hawai‘i graduate students and the University of Hawai‘i at Manoa campus. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates
PROPOSED

on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai‘i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali‘i Council: This group is composed of faculty and staff of Native Hawai‘ian serving programs, and Native Hawai‘ian faculty and staff in other UH Mānoa departments and programs. The Council advises the Chancellor on matters important to Native Hawaiians.

The units that report directly to the Office of the Chancellor include:
- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics

ADVISORY GROUP TO THE CHANCELLOR

Mānoa Faculty Senate – Org Code: MAFS:

This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai‘i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai‘i at Mānoa and other units of the University System.

OFFICE OF THE OMBUDSPERSON – ORG CODE: MAOMBD

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai‘i at Mānoa.
The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai‘i at Mānoa. The following units report to the Vice Chancellor:

- Office of Human Resources – Org Code: MAHRMA
- Office of Campus Services – Org Code: MACPMA

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai‘i at Mānoa as they pertain to campus financial management, human resources, and auxiliary services. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Senior Management Team on administrative and financial matters as appropriate.
Communications and Facilities
System and Mānoa Reorganization
February 23, 2017
Background

- **January 2015**: Board sought to explore and analyze the current structure of the University of Hawai‘i System and Mānoa campus

- **May 2015**: WICHE Report recommended to
  1. maintain current structure where President and Mānoa Chancellor are distinct and separate, but
  2. consider whether any existing system and Mānoa functions could be consolidated to achieve greater efficiency and effectiveness

- Leadership team of Mānoa Chancellor and President agreed to consolidate the areas of facilities/capital projects, human resources, communications and research compliance within the system

- **January 2016**: Board presented with conceptual recommendation to consolidate these areas

- **August 2016 – January 2017**: Consultation with all stakeholders

- **February 2017** (today): Recommendation to approve reorganization that
  - Consolidates the communications and facilities offices of UHM and System within the OVPA and
  - Establishes an Office of Systems Integration within OVPA
Historically, UHM served by
- UHM Office of Facilities and Grounds for day-to-day facility needs and small repair and maintenance contracts
- DAGS for all major renovation and new building construction

2002 – OCI established to replace DAGS
2006 APPA Report
2011 APPA Report

Objectives of the reorganization
- Align planning, repair & maintenance, and capital program resources around common mission
- Optimize delivery of services by expanding on improvements already made to work processes
- Institutionalize best practices and leverage technology
# Reorganization – OCI & UHM-OPF

## Current

<table>
<thead>
<tr>
<th>Mānoa</th>
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<tbody>
<tr>
<td><strong>Asst. Vice Chancellor for Planning &amp; Facilities</strong></td>
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<tr>
<td>(4 positions)</td>
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<tr>
<td><strong>Planning</strong></td>
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<tr>
<td>(4 positions)</td>
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<tr>
<td><strong>Building and Grounds</strong></td>
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<tr>
<td>(220 positions)</td>
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<tr>
<td><strong>Shops</strong></td>
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<td>(61 positions)</td>
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<tr>
<td><strong>Facilities Management Office (FMO)</strong></td>
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<tr>
<td>(35 positions)</td>
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<tr>
<td><strong>Support Services</strong></td>
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<tr>
<td>(20 positions)</td>
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## System

| **Director of Capital Projects**                                     |
| (2 positions)                                                        |
| **Project Management - Design & Construction**                       |
| (5 positions)                                                        |
| **Administration & Support Services**                                |
| (5 positions)                                                        |
| **Office of Sustainability**                                         |
| (2 positions)                                                        |

## Proposed

<table>
<thead>
<tr>
<th><strong>Vice President for Administration</strong></th>
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<tbody>
<tr>
<td><strong>Planning and Sustainability</strong></td>
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<tr>
<td>(6 positions)</td>
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<tr>
<td><strong>Campus Operations and Facilities</strong></td>
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<tr>
<td>(306 positions)</td>
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<tr>
<td><strong>Project Delivery</strong></td>
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<tr>
<td>(26 positions)</td>
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<tr>
<td><strong>Facilities Business Office</strong></td>
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<tr>
<td>(16 positions)</td>
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Systems Integration

- Objectives of the reorganization:
  - Consolidate existing information technology related positions within the reorganized OVPA into one functional unit
  - Leverage technology to improve work processes
  - Ensure data generated and utilized in various systems within OVPA are integrated and dynamic to support strategic planning and decision making
Communications

• Objectives of the reorganization
  • Shift to a more centralized media strategy that channels all communications for all campuses through the System Communications Office
  • Consistent messaging and marketing strategies for System and UHM that leverage each other
  • Efficient use of limited resources that aligns with a unified communications strategy
Reorganization - Communications

**Current**

- Mānoa Chancellor
  - Office of Communications (7 positions)

**System**

- Vice President for Administration
  - Public Relations and Special Events (1 position)
  - Media Production (8 positions)
  - Marketing and Branding (1 position)

**Proposed**

- Director of Communications (3 positions)
  - Multimedia (6 positions)
  - Internal and External Communications (6 positions)
Item VI.A.2.

Approval of a Reorganization Proposal to consolidate the UHM Office of Planning and Facilities and Communications Office with the UH System Office of the Vice President for Administration and to Establish New Offices under the Vice President for Administration

Strategic Vision for UH Communications
Rethink Communications

- Public relations
- Community relations
- Media relations
Modern Communications

- Communications manager/management
- Content producer
- Content
Modern Communications

Twitter
Facebook
Flickr
YouTube
MyUH
UH News
Emergency text alerts

Email newsletter
Traditional news releases
Video news releases
Local and national print /TV media
Mission

Strengthen and improve the reputation of the university by:

1. Communicating consistently with internal and external audiences in a timely manner
2. Minimizing negative stories
3. Maximizing positive stories that highlight UH’s strategic directions, excellence, affordability, responsible management and importance to the state of Hawai‘i and the world
Internal Communications

- The golden rule
- UH from UH first
- Actions taken
Next steps as Mānoa chancellor search concludes

February 19, 2017 | UH News | Comments

The search for a new chancellor for the University of Hawai’i at Mānoa has concluded without an appointment. Rather than reopen the search, University of Hawai’i President David Lassner is recommending that he continue to serve as interim UH Mānoa chancellor for two more years during which he will work collaboratively with the campus to advance Hawai’i’s flagship research university and ensure continuity.

8 am: Email to UH Mānoa students, faculty and staff
9 am: Post UH News story and social media
10 am: News release
12 pm: News conference
2:30 pm: News conference video posted/more social media

Internal Communications
External Communications—Minimizing the negative

- Commitment to responsiveness and transparency
- 482 media inquiries in 2016
- Run at stories, not away from them
External Communications—Maximizing the positive stories

- Awareness
- Coordinating
- Taking advantage of every opportunity
Saving the ‘ōhi‘a

Kalena Silva
Professor, UH Hilo Hawaiian Studies Department

MARIAN CHAU
LYON ARBORETUM SEED LAB MANAGER

Hawai'i News Now

‘Ohia Lehua: It is believed that a fungal infection called ‘Rapid ‘Ohia Death’ is threatening the future of the ‘ōhi‘a. Lyon Arboretum launched a GoFundMe campaign to collect and bank ‘ōhi‘a seeds in order to preserve them for future forest restoration. Photo courtesy UH.

To save the ‘ōhi‘a lehua (Metrosideros polymorpha), the University of Hawai‘i at Manoa’s Lyon Arboretum launched a GoFundMe campaign last month.

It is to raise $35,000 to help scientists collect and bank ‘ōhi‘a seeds for the UH’s Seed Conservation Laboratory. As of this week, roughly three-fourths of the goal has been reached.
2016 Successful Efforts
- 23 Star-Advertiser stories
2016 Successful Efforts

- 63 video news releases
- 344 stories
- 10M estimated audience
- $702K publicity value

- ABC, CBS, NBC, FOX, BBC, National Geographic, Discovery Channel, NHK, Al Jazeera, Australian Broadcast Corp.
2016 Successful Efforts

- UH News—hawaii.edu/news
- Paying off
  2012: 417,000 hits
  2016: 886,000 hits
- UH News weekly email
  65,000 recipients
Maximizing Video Content

- KFVE
- OC Sports videos
- Other video projects
Social Media by the Numbers

- **YouTube**
  - 2015: 168,000 views
  - 2016: 314,000 views

- **Twitter**
  - 2015: 4,600 followers
  - 2016: 26,000 followers

- **Live streaming**
Facebook

- **Notes**
  Undocumented students – 9.8K reach

- **Videos**
  45,353 views

- **Crossposting**
UH News Icon
System Website
Emergency Communications
The Future—2017

- Reorganization
- Build on foundation
- Center of communications/UH News platform
- Enrollment and retention
- UH Mānoa marketing
Short Term Goals

- Complete hawaii.edu, begin manoa.hawaii.edu upgrades
- UH News/weekly email
- Modify content
- Communication channels
- National and international media/ local community meetings
Three-year Strategic Communications Plan

- Set priorities and goals
- Articulate clear mission statement
- Ten campuses, endless possibilities
Reality Check

- Systemwide conversation
- Branding campaign
- Social media and internet
Reality Check

▪ hawaii.edu
▪ Calendar
▪ Emergency communications
Mahalo
Item VI.A.3.
Appointment of Permitted Action Group for Board Participation in the Community Colleges Accreditation Institutional Self-Evaluation Report

Verbal Report
Item VII. Executive Session

Item to be Discussed in Executive Session
Resolution in Support of the University President Extending his Dual Capacity as President and Interim Chancellor of UH Mānoa

WHEREAS, in Spring of 2016, the President appointed a search advisory committee for the position of Chancellor of UH Mānoa;

WHEREAS, in August 2016, the board approved the appointment of the president to serve as interim UHM Chancellor, without additional compensation, from September 1, 2016, to August 30, 2017, unless sooner relieved;

WHEREAS, over the ensuing months the search committee diligently executed their duties conducting interviews, reviews, and ultimately site visits with the three finalists for the UH Mānoa Chancellor position. The committee provided a final recommendation to the President in January 2017;

WHEREAS, the President confirmed that the recommended finalist withdrew from consideration of appointment and the President is therefore unable to recommend a new Chancellor at this time;

WHEREAS, President Lassner is willing to extend his dual capacity as President and Interim Chancellor to continue to facilitate progress in critical areas and to provide leadership and forward momentum on strategic initiatives; and

NOW THEREFORE, BE IT RESOLVED, that the Board of Regents approves the recommendation of the President to extend his dual capacity as President and Interim Chancellor of UH Mānoa, and to revisit the question of how to fill the chancellor position in two years.

Approved and adopted by the Board of Regents
University of Hawai‘i System

__________, 2017