

UNIVERSITY OF HAWAII

Vice President for University Relations

November 19, 1986

MEMORANDUM TO: Aileen Osaki
Legislative Auditor

FROM: Joshua Agsalud

SUBJECT: REQUEST FOR INFORMATION REGARDING ORGANIZATION OF
THE UNIVERSITY

Please find attached the memoranda transmitting the proposed reorganization of the respective Vice President offices to the President for his approval. The memoranda present a general discussion of each proposal, union consultation and cost of the proposed reorganization. Also attached is a copy of the Vice President for Administration's organization chart and functional statement prior to reorganization. The information for UH at Hilo and the Community Colleges will be forwarded under separate cover.

Feel free to contact Kenji Sumida or Stan Taba if there are any questions regarding the attached material.

Attachments

RECEIVED

'86 APR 22 PM 2 37


UNIVERSITY OF HAWAII

Office of Planning, Policy and Budget

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

April 21, 1986

MEMORANDUM TO: President Albert Simone

FROM: Kenji Sumida 

SUBJECT: PROPOSED REORGANIZATION OF THE UNIVERSITY OF
HAWAII RELATIONS AND DEVELOPMENT FUNCTIONS


Please find attached a proposed reorganization plan described in the above-mentioned subject for your approval. The proposal will establish the Office of Vice President for University Relations and involves the reclassification of six currently authorized positions, the details of which are explained in the attached proposal.

The Hawaii Government Employees Association has been notified of this proposal and has no objections. The Personnel Office has no objections to the reclassification of the positions. The budgetary impact of the reclassifications is minimal.

It is therefore recommended that this proposal be approved.

Attachment

APPROVED/~~DISAPPROVED~~:


Albert Simone
President

APR 28 1986
Date

RECEIVED

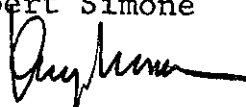
'86 JUL 16 PM 3 21

UNIVERSITY OF HAWAII

Office of Planning, Policy and Budget

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

July 16, 1986

MEMORANDUM TO: President Albert Simone
FROM: Kenji Sumida 
SUBJECT: PROPOSED REORGANIZATION OF THE OFFICE OF THE
VICE PRESIDENT FOR FINANCE AND OPERATIONS


Please find attached a proposed reorganization plan described in the above-mentioned subject for your approval. The proposal will establish the Office of the Vice President for Finance and Operations and involves the reclassification of various currently authorized positions. The details of the reorganization are explained in the attached.

The HGEA, UPW and Personnel Management Office have been apprised of the proposal and their concerns have been taken into consideration in this final version of this document. The reclassification of the various positions will cost approximately \$136,000 over present salary requirements and will be funded from within the current service budget. I suggest that we meet with Vice President Horii if you have any questions regarding this proposal.

It is recommended that this proposal be approved.

Attachment

APPROVED/DISAPPROVED:



Albert Simone
President

JUL 25 1986

Date

JUL 29 6 34 AM '86
UNIV OF HAWAII
UH BUDGET OFFICE

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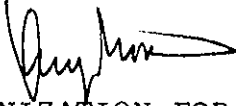
UNIVERSITY OF HAWAII

Office of Planning, Policy and Budget

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

September 4, 1986

MEMORANDUM TO: President Albert Simone

FROM: Kenji Sumida 

SUBJECT: PROPOSED ORGANIZATION FOR THE OFFICE OF THE
VICE PRESIDENT FOR RESEARCH AND GRADUATE
EDUCATION, MANOA

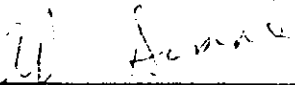
Attached is a proposed organization plan to establish the Office of the Vice President for Research and Graduate Education, Manoa. The details of the plan are explained in the attachment.

The HGEA, UHPA and University Personnel Office have been notified of this proposal and have no objections at this time. The reclassification of the various positions will cost approximately \$40,500 over budgeted salary requirements and will be funded from within the current service budget.

It is recommended that this proposal be approved.

Attachment

APPROVED/DISAPPROVED:



Albert Simone
President

SEP 11 1986

Date

UNIVERSITY OF HAWAII

Vice-President for Administration

January 14, 1986

MEMORANDUM

TO: President Albert J. Simone

FROM: Harold S. Masumoto
Vice President for Administration

SUBJECT: Proposal to Reorganize the Office of
the Vice President for Administration

Attached is a proposal to reorganize those units under my purview. The proposal is pursuant to the larger Universitywide reorganization plan approved by the Board of Regents wherein functions previously assigned to me have been reassigned. The proposed reorganization also reflects the concept of delegation of authority to Chancellors, Deans and Directors for selected personnel matters.

As the larger reorganization does not directly impact the office of the Internal Auditor with respect to staffing and areas of responsibility, no changes to the position organization chart and functional statements for that office are proposed herein. In contrast, the Personnel management Office, due to delegation of designated personnel matters, is significantly affected and commensurate changes in functional responsibilities and attendant staffing are herein proposed. Also taken into consideration is the anticipated transfer from the Department of Personnel Services of responsibility for administering the civil service personnel system.

The proposed major changes are:

1. Elimination of the Budget Office and Finance Office from the table of organization for the Vice President for Administration.
2. Abolishment of the BOR Employment Section, Personnel Management Office. This unit audited all actions relative to personnel appointments and changes in appointments for compliance with BOR and Executive Policies and with established Administrative Procedures. Under the concept of delegation, there will be no further review of personnel transactions (i.e., SF-5B actions) beyond the Dean's or Director's approval.
3. Abolishment of the Employee Benefits Section, Personnel Management Office, and incorporation of those functions with those of

President Albert J. Simone
January 14, 1986
Page 2

the proposed Employee Welfare Section. The administration of various aspects of the employee benefits program (leave accounting, health fund, workers compensation payments, etc.) are subject to immediate delegation.

4. Establishment of the Assistant to the Director functional unit, Personnel Management Office, to be responsible for the myriad legal implications of personnel administration. The proposed specific functions of this staff unit are described in the attached proposed functional statements.

The effect on staffing is considerable, as the proposal involves a reduction of personnel from the presently authorized 27 FTE to 20 FTE. The seven affected positions and their proposed placements are as follows:

1. Position No. 80093, Personnel Officer III, Pl1, encumbered, to Office of the Chancellor for Community Colleges.
2. Position No. 18085, Personnel Technician VI, SR15, encumbered, to the Office of the Chancellor for Community Colleges.
3. Position No. 19018, Personnel Clerk V, SR13, encumbered, to the Humanities, College of Arts and Sciences.
4. Position No. 89076, Personnel Administrator, M05-NM, vacant, Position No. 10431, Personnel Clerk V, SR13, vacant, and Position No. 15646, Personnel Clerk IV, SR11, encumbered, will become available for reassignment outside the Personnel Management Office. The incumbent of Position No. 15646 shall either be placed in another suitable position in accordance with appropriate guidelines for a reduction in force situation or be transferred with the position.
5. Position No. 22688, Personnel Clerk V, SR13, vacant, to be reassigned to the Office of the Chancellor, UH Hilo.

Additionally, the incumbent of Position No. 25137, Clerk-Stenographer III, which is proposed for reclassification within the Personnel Management Office to serve as Assistant to the Director (APT), shall be placed in another suitable position in accordance with appropriate guidelines for a reduction in force situation.

The alternative courses of action are to a) maintain the organization as presently approved and b) abolish the Personnel Management Office in its entirety. The delegation of authority for personnel management preclude the adequate justification for retention of the present staff size. The abolishment of the Personnel Management Office would ill behoove the University as central staff support is necessary for Universitywide

President Albert J. Simone
January 14, 1986
Page 3

policy-making and problem solving as well as for performance of those functions best kept on a central administration level such as collective bargaining, non-academic classification and compensation, data base management for executive decision-making, employee and organizational development.

The alternatives are the two extremes; the subject proposal is the most feasible both with respect to effectiveness of cost and efficiency of service. I therefore recommend your approval.

Attachment

cc: Secretary to the Board T. Shiramizu

UH AT MANA
BUDGET AND FINANCE
UNIVERSITY OF HAWAII

OFFICE OF PLANNING, POLICY AND BUDGET

'86 FEB 10 P3:41

February 10, 1986

MEMORANDUM

TO: President Albert Simone

SUBJECT: Organization of the Office of the Associate Vice President for Planning, Policy and Budget

Transmitted herewith for your approval is the detailed organization of the office of the Associate Vice President for Planning, Policy and Budget. You may indicate your approval by affixing your signature to the proposed organization charts in Appendix A.

The organization conforms to the proposal you presented to the Board of Regents. The charts submitted here extend the structure presented earlier to the Board to the lowest organizational entity.

The proposed reorganization will result in the establishment of a new entity called the Office of the Associate Vice President for Planning, Policy and Budget. The new office consolidates and will perform functions previously under:

- the Vice President for Academic Affairs (policy analysis; systemwide student affairs; long-range planning; institutional research and analysis);
- the Vice President for Administration (systemwide budget preparation and execution; management information systems and administrative data processing; systemwide variance review; personnel inventory files; evaluation of reorganization proposals and maintenance of tables of organization);
- the UHM Office of the Chancellor (Vice Chancellor for Administration; UHM budget preparation and execution; Survey Research Office).

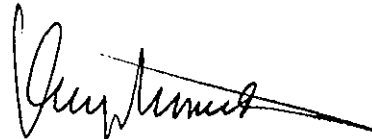
The current organization charts and functional statements are found in Appendix B.

President Albert Simone
February 10, 1986
Page 2

In summary, the organization reflects three functional groups directly under me, each headed by a manager. They are (1) the Planning/Policy, and Institutional Research offices which will be headed by a director (Colleen Sathre); (2) the Management Systems Office which will be headed by a director (Roger Angell); and (3) the University Budget Office which also will be headed by a director (Rodney Sakaguchi). Much of the rationale for the establishment of the Office of Planning, Policy and Budget has been discussed and documented extensively already, and therefore little would be accomplished by repeating it here.

Upon your approval, we will proceed to recruit to fill vacancies and to reclassify positions as appropriate.

Also, upon your approval of the organization charts for the VP Administration, VP Finance and Operations, VP Academic Affairs, VP Research and Graduate Education, VP Student Affairs, and VP University Relations, my office will proceed to amend the University's organization charts at the President's level.



Kenji Sumida
Associate Vice President

Attach.

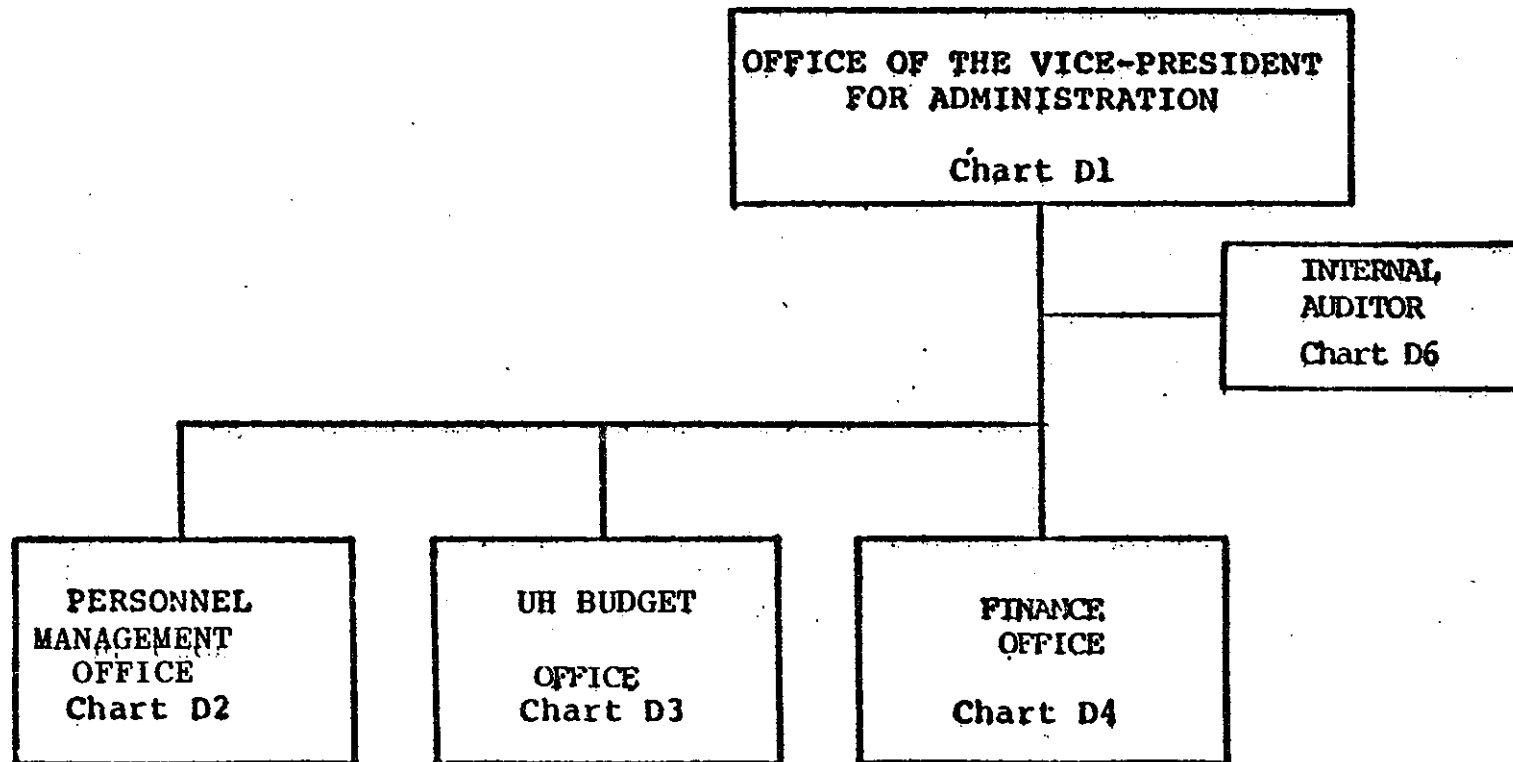
bc: ☒ R. Sakaguchi

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE-PRESIDENT FOR ADMINISTRATION

Organization Chart

Chart D

Current



STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE-PRESIDENT FOR ADMINISTRATION

Office of the Vice-President

Position Organization Chart

Chart D1

Current

OFFICE OF THE VICE-PRESIDENT FOR ADMINISTRATION
Vice-President, M13-NE, 89056
Private Secretary I, SR-18, 11413

CHART UPDATED

DATE JUL 1984 -

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEM-WIDE ADMINISTRATION
VICE-PRESIDENT FOR ADMINISTRATION

MAJOR FUNCTIONS

Exercises general direction control and coordination over all aspects of the University's administrative and support functions, including fiscal personnel, collective bargaining, budgeting, physical plant, management information and auxiliary services.

- Directs and coordinates the fiscal services of this University including accounting, treasury, and disbursing services of the University.
- Directs and coordinates all University contracting, procurement, and property management activities.
- Directs and coordinates all personnel transaction matters for classified and Board of Regents' personnel; directs and coordinates University employee safety, benefits, and non-academic personnel training activities.
- Oversees negotiation and administration of the collective bargaining contracts; consults with the respective employee representatives on major or significant matters affecting employee relations; resolves conflicts through informal meetings, grievance and arbitration procedures and as necessary through the Hawaii Public Employment Relations Board and the courts.
- Directs and coordinates the implementation of all EEOC affirmative action programs through the Advisor on Equal Employment Opportunity/Affirmative Action.
- Directs and coordinates the preparation, analysis and administration of the systemwide operating budget involving allocation of resources and manpower controls.
- Directs and coordinates the review of proposed changes in organizations and the maintenance of the central master organization file for all permanent University operations.
- Directs the preparation, issuance and maintenance of systemwide administrative and fiscal policies and procedures.
- Directs and coordinates land utilization and physical development matters; directs the preparation and administration of the capital improvement budget, directs and coordinates the planning, design and construction of capital improvement projects for the University System.


- Supervises and coordinates University management information systems operations.
- Supervises all University auditing activities.
- Acts as liaison with the Office of the Attorney General on legal matters.

UNIVERSITY OF HAWAII

Vice President for University Relations

March 4, 1986

TO: Albert J. Simone
President

FROM: Joshua Aagsalud 
Vice President for University Relations

SUBJECT: Office of the Vice President for University Relations
Reorganization Proposal

In conjunction with the Board of Regents approved Universitywide reorganization, the Office of the Vice President for University Relations was established and assumed the responsibility for those functions formerly assigned to the Office of University Relations and Development, which reported to the Chancellor, UHM. The Office of University Relations and Development was responsible for planning and providing information, publication and public relations program support for the University.

In accordance with this reorganization proposal, the Office of the Vice President for University Relations will report directly to the President and subsume and expand the functions formerly assigned to the Office of University Relations and Development. It is proposed that the Office of Vice President for University Relations be organized into three functional areas, Public Affairs, Alumni Affairs and Media Relations and Publications. Public Affairs shall be the responsibility of the Director for Public Affairs and shall include the establishment and maintenance of effective working relations with a variety of external constituencies such as the legislature, federal and state agencies. Alumni affairs involves the development and enhancement of alumni organizations and activities and their support of the University to include fundraising. Media Relations and Publication will be responsible for providing staff support in the production of information materials about the University and its programs and activities for dissemination to the media and for other educational purposes.

Principle assumptions are that the major responsibilities, media and public relations, legislative coordination, alumni affairs, and publications, assigned to Office of the Vice President for University are consistent with the intended concept, purpose and functions envisioned for the Office. It is further assumed that staffing allocations described in the proposed organization chart are consistent with intended staffing

Albert J. Simone
March 4, 1986
Page 2

allocation and will be authorized upon approval of the proposed reorganization.

The rationale for this reorganization proposal lies in the fact that with the establishment of the new Office of the Vice President for University Relations it is necessary to restructure the organization to make the most effective use of the limited staffing resources and yet insure the ability to fulfill new and expanded office responsibilities and functions efficiently. The current organization of the Office of University Relations and Publications does not provide for providing programmatic and operational support for Alumni Affairs and Legislative Coordination.

The proposed reorganization entails the subordination of the Office of University Relations and Publications and its functions to the Vice President for University Relations. Concurrent with the subordination and consolidation of the Office University Relations and Publications into the the Office of the Vice President for University Relations, the scope of responsibility of the Office of the Vice President for University Relations is being expanded with a) the transfer to the Office the responsibility as well as the staffing association with the administration of the University Alumni Affairs program and b) the expansion of the University's public affairs programs activities to now include responsibility for legislative coordination. The proposed organization chart reflects the consolidation and integration of those functions being transferred to the Office of the Vice President for University Relations and clarifies the supervisory relationships and functional areas of responsibility.

In accordance with the reorganization proposal, the position of Chancellor, West Oahu College, M11-AE, position No. 89062, has been transferred to the Office of the Vice President for University Relations and will be redescribed as the Director Public Affairs, M07-NM. This redescription will result in a new classification assigned to a lower salary range and therefore reflects a budget savings.

It is being proposed that two existing positions, Position No. 07977, Executive Secretary, Alumni Affairs, SR21 and position No. 80124, UH Public Information Officer III, Pl2 be redescribed as the new APT positions, UH Alumni Affairs Specialist VI, Pl3 and UH Public Information Officer VI, Pl3 and that they be established to administer the Alumni Affairs Program and Media Relations and Publications programs respectively. A request has been submitted to approve the position variance of the civil service position, Executive Secretary, Alumni Affairs, SR 21 to the new APT classification of UH Alumni Affairs Specialist VI, Pl3. The reclassification to UH Alumni Affairs Specialist VI,

Albert J. Simone
March 4, 1986
Page 3

Pl3 and UH Public Information Officer VI, Pl3 will result in classifications assigned to higher salary ranges; however, it is anticipated that any additional salary costs may be accommodated within existing budgetary limits and allocations. Furthermore, it should be noted that the current incumbent of position No. 80124 will be retiring and as a consequence a salary saving will likely be realized even though the position is reallocated to a higher salary range.

With the consolidation of the UHH and WOC Chancellors positions, the position of Chancellor WOC has become surplus. Therefore, the proposal to redescribe the position in conjunction with the transfer of the position from the University of Hawaii at Hilo as the Director of Public Affairs is appropriate economically and operationally. As the result of the transfer of the position of Chancellor WOC to the Office of the Vice President for University Relations, the organization chart of the Office of the Chancellor WOC reflecting the position of Chancellor will be superseded and abolished with the approval of this reorganization proposal.

The Executive Secretary, Alumni Affairs position is currently vacant and assigned to the Alumni Office which reports to the Director of Non-Academic Personnel in the Office of Personnel and Special Services, Office of the Vice Chancellor for Administration. In accordance with the Board approved Universitywide reorganization, the Office of the Chancellor (UHM) and in turn the Office of the Vice Chancellor for Administration (UHM) have been abolished. Accordingly, the Alumni Office has been abolished and the functions of the Alumni Office and the single position, Position No. 07977, assigned to that office are in accordance with this reorganization proposal being transferred to the Office of the Vice President for University Relations. A position variance and reclassification request are being submitted and will have not impact on any current employee and the reclassification will resolve a classification inconsistency; i.e. it has been the University practice to establish professional positions as APT rather than civil service positions.

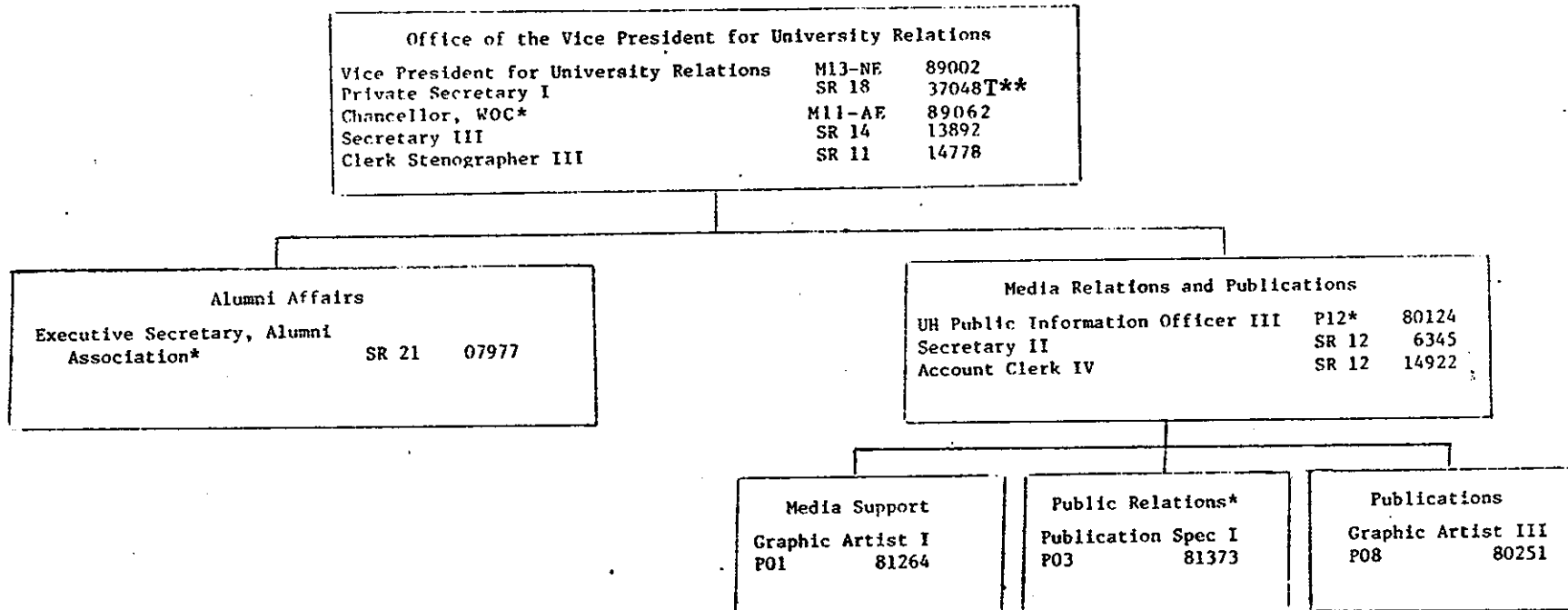
The abolishment of the Office of the Chancellor (UHM) and consequent transfer of the Office of University Relations and Publications and its associated positions to the Office of the Vice President for University Relations means that the organization charts reflecting the Office of University Relations and Publications as a subunit of the Chancellor's Office are abolished. In conjunction with the functional and organizational reassignment of the former Office University Relations and Publications and with the retirement of the current position incumbent of Position No. 80124, UH Public Information Officer III, Pl2, the redescription and reclassification will not impact

Albert J. Simone
March 4, 1986
Page 4

on any employee and is being done at a very opportune time. In accordance with the revised position description of Position No. 80124, the scope of responsibility for media activities and media relations program administration has been significantly expanded. It is anticipated that all other positions assigned to the former Office of University Relations and Publications, which is to be renamed Media Relations and Publications, will be reviewed.

There are no other viable alternatives. The proposed reorganization is necessary to document the organization location of positions that have been transferred and functional relationships with positions in the Office of the Vice President for University Relations.

State of Hawaii
University of Hawaii
Office of the Vice President for
University Relations



*to be redescribed and reclassified
**temporary position

APPROVED: Albert J. Simone APR 28 1986
Albert J. Simone Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR UNIVERSITY RELATIONS

MAJOR FUNCTIONS

This office serves to establish an appropriate interface and strategy for significant activities involving the media, legislature, alumni and the public-at-large. Internally, this office will promote understanding and mutual respect.

Public Affairs

- . Exercises general direction and control over media relations, public relations, alumni affairs, and legislative coordination.
- . Establishes and maintains effective lines of communication with a variety of external University constituencies, e.g. the media, legislators, foundations, state and federal agencies, etc.
- . Coordinates the legislative program of the University to insure appropriate submission of legislative proposals; preparation of appropriate testimony and responses to bills and resolution.
- . Apprises executive team members, Regents, and other administrators of hearing, meetings and other legislative activities.
- . Plans, prepares, coordinates and provides administrative support to Manoa Campus Events, e.g. commencements, convocations, etc.
- . Designs, coordinates, and monitors dissemination within the University of information relating to programs and activities.
- . Administers and directs the University's public and media relations programs.

Alumni Affairs

- . Designs, plans, develops, organizes and coordinates the Universitywide alumni programs and activities.
- . Monitor the operations and provides administrative support to alumni groups and organizations.

- . Reviews and evaluates program operations and develops, revises or drafts revisions of applicable policies, procedures and rules and regulations.
- . Advises University executives on alumni programs, policies, and activities.
- . Coordinates with the UH Foundation the design and development of an on-going alumni and general fundraising program and activities.
- . Direct and compilation and evaluation of alumni data for the purpose of program development and enhancing alumni participation of programs and support activities.

Media Relations and Publication

- . Administers and directs the University's public and media relations and information dissemination programs.
- . Prepares media releases, speeches, scripts and other written and verbal information releases for distribution to the electronic and print media or for presentation by University Executives.
- . Advises University executives on public and media relations.
- . Reviews public and media relations programs for the purpose of developing or revising policies, procedures, and program goals and objectives.
- . Develops and maintains effective working relations within and outside the University with a variety of individual and groups, formal and informal, interested in or associated with the University.
- . Directs staff in the preparation, editing and production of a variety of publications for distribution within and outside the University.

State of Hawaii
University of Hawaii
West Oahu College
Office of the Chancellor

Position Organization Chart
Chart II

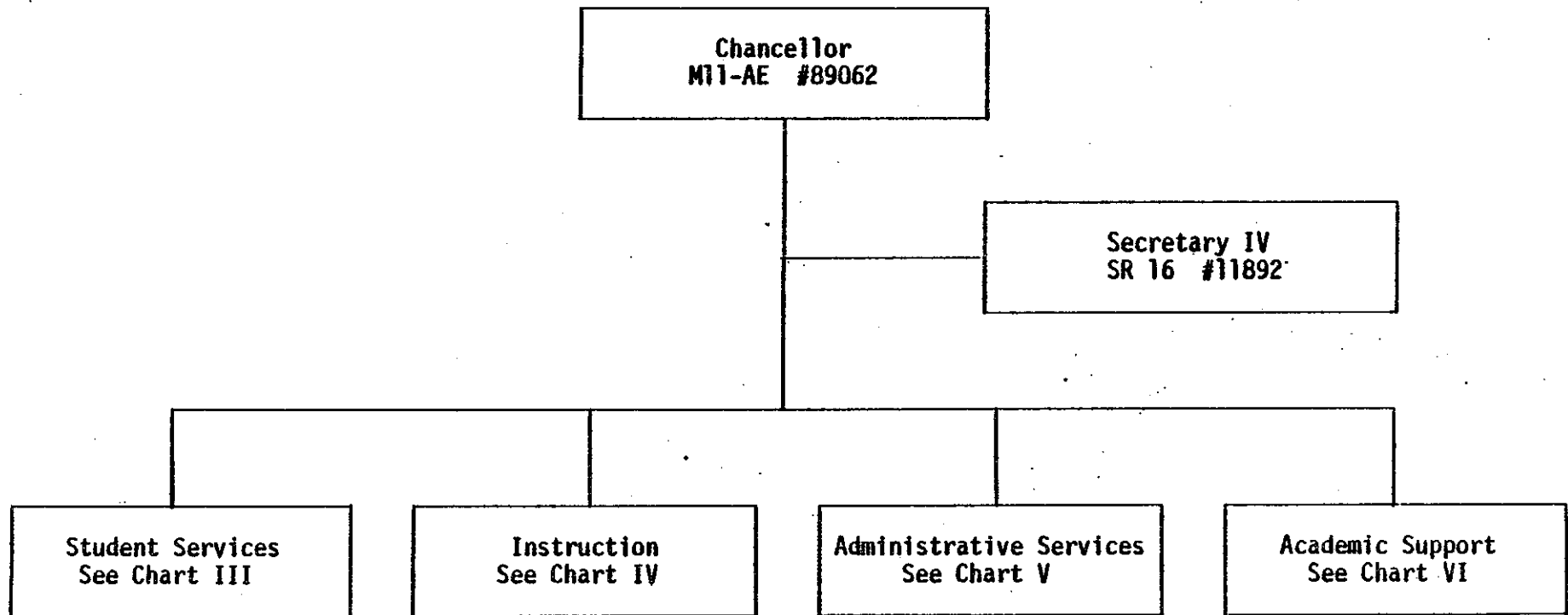


CHART UPDATED

DATE * JUL 1984

STATE OF HAWAII
UNIVERSITY OF HAWAII

WEST OAHU COLLEGE

MAJOR FUNCTIONS

OFFICE OF THE CHANCELLOR

Provides leadership in developing academic programs and plans for the West Oahu College.

- . Establishes close relationships with and solicits the participation and support of the community in which West Oahu College will be located.
- . Actively participates in the planning and design of physical facilities at the earliest stage.
- . Develops educational plans for an arts-and-science college.
- . Recruits instructional and administrative staff for the new College.
- . Represents the college in all matters involving system-wide applicability such as in the areas of long-range program development and personnel practices and procedures.
- . Coordinates all presentations before various state legislative bodies.
- . Directs and coordinates the activities of the instructional program together with the non-instructional resources personnel, including the librarian and audio visual services to back up the quality of the educational program.

STUDENT SERVICES

Plans, develops and administers the activities of the entire student services program.

- . Provides guidance and counseling in all areas to assist students to become more aware of their potential.

STATE OF HAWAII
University of Hawaii
University of Hawaii at Manoa
Office of University Relations
and Publications

Chart III

CURRENT

Office of the
Chancellor

Director
M3, #89088

Secretary II
SR12, #06345

Clerical Pool

Clerk-Steno II
SR9, #00494

Account Clerk IV
SR12, #14922

CHART UPDATED

DATE JUL 1982

Press and
Public Relations

Public Info Officer III
PO12, #80124

Public Info Officer II
PO8, #80122

Publications

Publications Sp III
PO7, #80112

Publications Editor III
SR18, #11098

Publications Sp I

State of Hawaii
University of Hawaii
University of Hawaii at Manoa
Office of University Relations
and Development

Major Functions

OCT 1979

Director

Plans and directs information, publications and public relations programs for the University and its multiple campuses. Advises president, chancellors and other University personnel on general public relations policy and recommends specific programs and actions to affect and improve public knowledge about the institution. Coordinates public relations and information programs with other operational units in the university. Prepares special material and carries out specific assignments for the president and chancellors. Develops, writes and edits publications, publicity and information and public relations materials and assigns staff of professional writers and editors to various production tasks. Supervises reception of campus visitors and staging of special events. Works with University and community groups to promote understanding and support for the University, its campuses and its programs. Budgets staff time and finances.

Press and Public Relations Division

Responsible for preparation and distribution of news and feature material to public media, and general information to on- and off-campus publics; provision of campus guide service; handling special events and assignments; maintaining open relations with the news media; providing photography services.

Publications Division

Responsible for consultation about and preparation of all official public information materials about the University, including catalogs, academic bulletins, flyers, directories and the like.

Clerical Pool

Responsible for clerical services for the office.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA

ALUMNI OFFICE

III-A

CURRENT

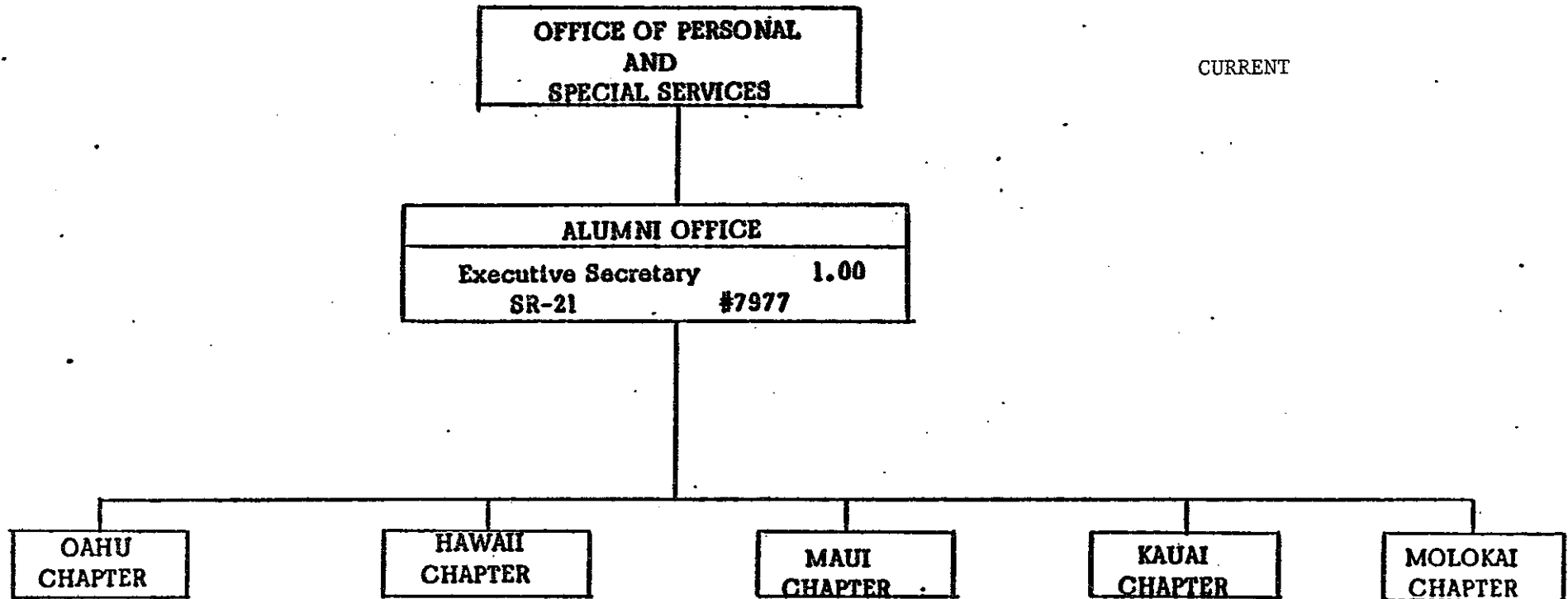


CHART UPDATED

DATE AUG 1990

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
MANOA CHANCELLOR

30T 1979

MAJOR FUNCTIONS

Alumni Office

I. Summary of Overall Responsibilities

The goal of this program is to have a large, active and affluent University of Hawaii Alumni Association which is dedicated to the further development of the University of Hawaii in the academic, cultural, athletic and other sectors.

II. Major Functions For Which Responsible

1. Actively participates with members of the University of Hawaii Alumni Association Board of Governors in the formulation of policies and serves as the advisor to the Board of Governors
2. Executes policies and interprets these policies, goals and program to community groups and students
3. Initiates and promotes such activities as: fund raising, educational, cultural, ceremonial, membership drive, and group co-hesion projects
4. Coordinates Alumni activities with other University activities
5. Recruit a corp of volunteers to provide additional services on a non-pay basis
6. Establishes active chapters on all islands

F

A-15 Reorganization of the University of Hawaii

On September 20, 1985, the Board of Regents directed the President to propose a plan for the restructuring of the University with the following essential features:

1. The President will be directly responsible for the operation of the University of Hawaii at Manoa.
2. All other baccalaureate campuses will retain their current administrative configurations under a single Chancellor reporting to the President.
3. The Community Colleges will continue to be headed by a Chancellor reporting to the President.
4. The President will continue as the head of the University of Hawaii System. The proposed plan should provide appropriate system guidance and support for all units.

Following the Board's directive, the organizational chart attached hereto is recommended for Board approval.

In addition to the

- Chancellor for the Community Colleges and the
- Chancellor for Hilo/West Oahu,

the following Vice Presidents will report directly to the President:

- Vice President for Academic Affairs,
- Vice President for Student Affairs,
- Vice President for Research and Graduate Education,
- Vice President for University Relations,
- Vice President for Administration, and
- Vice President for Finance and Operations.

Three of the Vice Presidents (Research and Graduate Education, Academic Affairs, and Student Affairs) have primarily Manoa responsibilities, but will also participate fully in needed coordination across all campuses.

Two of the Vice Presidents reflect an added emphasis on two important areas of the University. The Vice President for Student Affairs will be concerned in a major way with student advocacy. The Vice President for University Relations will establish an appropriate interface and strategy for significant activities involving the media, Legislature, alumni, and the public at-large.

The Vice President for Administration will be responsible for all personnel services other than those already delegated to the line academic officers directly responsible for operating decisions. The Vice President for Administration will also supervise the University's internal audit operations, as well as serve as principal liaison on legal matters.

The Vice President for Finance and Operations will be responsible for all financial support functions including accounting, procurement of goods and services, payroll services, cashing, cash management, and systemwide Bookstore operations, Manoa's physical plant and related operations, as well as certain income-producing auxiliary enterprises at Manoa.

The Vice President for Finance and Operations and the Vice President for Administration will have significant responsibilities for implementing the transfer of responsibility and authority from the State Departments of Budget and Finance and of Accounting and General Services to the University.

Also reporting to the President will be the Associate Vice President for Planning, Policy, and Budget. The Associate Vice President for Planning, Policy, and Budget will be responsible for system strategic planning and policy development and for Manoa and system capital and operating budget, institutional studies, and management information.

The President will have one general assistant and two other temporary special assistants. These two special assistants will focus on major issues currently requiring leadership and review for purposes of determining appropriate long-term management solutions. The two major areas falling into this realm are international programs and telecommunications/computing/information systems.

The objectives of the proposed reorganization are:

1. Reduce multiple levels of review by delegating responsibility and authority, wherever possible, to the level in the organization at which the decision is made.
2. Hold every decision-maker fully accountable for the decisions made.

3. Provide University-wide direction, coordination, and support as appropriate.
4. Provide a special focus and thrust for University-wide missions involving:
 - a. student affairs
 - b. research
 - c. international programs
 - d. telecommunication, computers, and information systems
 - e. University relations

It is important to note that there is no unique, perfect, or even commonly-accepted solution to the problem of university governance. What is proposed here is therefore not the solution but a solution to the particular problem at hand. It has been said that good administrators can make any system work and bad ones cannot. What we hope to achieve is a structure that will make our many good administrators even better.

The specific actions recommended are as follows:

1. Approval of the attached organizational chart.
2. Approval of the amendments to the Board of Regents' Bylaws and Policies, Chapter 2, Section 2-1a, Officers of the University of Hawaii, to read as follows:
 - "a. Officers shall include the following:
 - (1) President
 - [(2) Vice President for Academic Affairs
 - (3) Vice President for Administration
 - (4) Secretary of the Board of Regents
 - (5) Chancellor, University of Hawaii at Manoa
 - (6) Chancellor, University of Hawaii at Hilo
 - (7) Chancellor, West Oahu College
 - (8) Chancellor, Community Colleges]

- (2) Secretary of the Board of Regents
- (3) Vice President for Academic Affairs (Manoa)
- (4) Vice President for Research and Graduate Education (Manoa)
- (5) Vice President for Student Affairs (Manoa)
- (6) Vice President for University Relations
- (7) Vice President for Administration
- (8) Vice President for Finance and Operations
- (9) Chancellor, Community Colleges
- (10) Chancellor, University of Hawaii at Hilo and West Oahu College

3. Approval of the amendments to the Board of Regents' Bylaws and Policies, Chapter 3, Section 3-4a, b, and c, to read as follows:

"Section 3-4 Organization of the University of Hawaii.

- a. Organizations of the University of Hawaii shall include:

- (1) University of Hawaii Systemwide and Manoa Administration
- [(2) University of Hawaii at Manoa]
- [(3)] (2) University of Hawaii at Hilo and West Oahu College
- [(4) West Oahu College]
- [(5)] (3) Community College System
 - (a) Honolulu Community College
 - (b) Kapiolani Community College
 - (c) Leeward Community College
 - (d) Windward Community College
 - (e) Kauai Community College
 - (f) Maui Community College

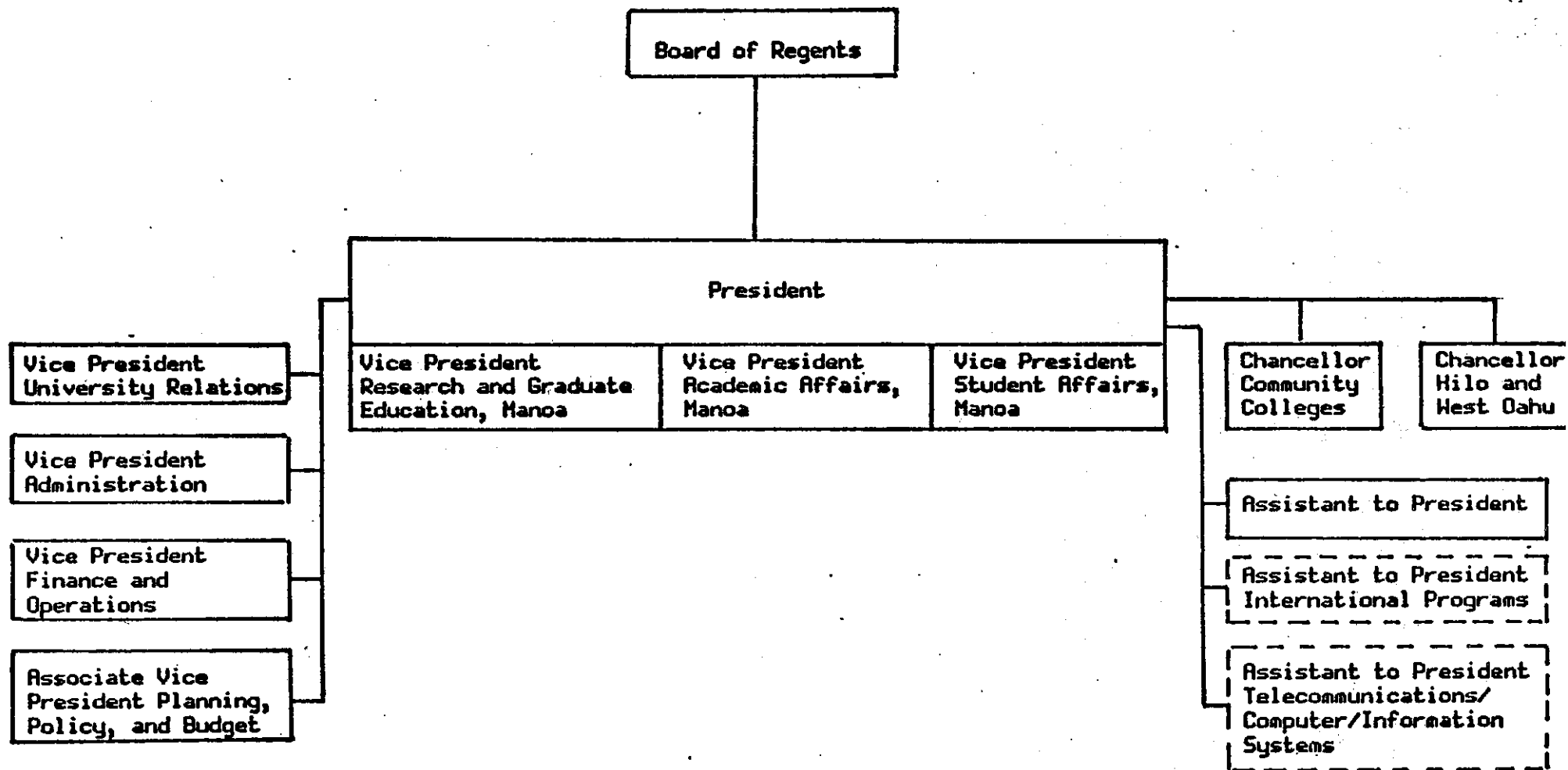
[b. Organization Chart]

[c. Suborganizations below the organizations indicated in Section 3-4a are listed in Appendix 3-4b.]"

(New material underscored; deletions in brackets)

The Regents' Committee on Personnel Relations has reviewed this proposed plan and recommends approval.

RECOMMENDATION: That the Board approve the reorganization of the University of Hawaii as noted in the attached chart and approve the amendments to the Board of Regents' Bylaws and Policies, as noted above.



November 17, 1985

MEMORANDUM

TO: Deans
Directors
Provosts
Faculty Senate Chairpersons

FROM: Albert J. Simone *aps*
President

SUBJECT: Reorganization Proposal (11/12/85)

The attached is the University reorganization that was approved by the Board of Regents on November 15, 1985, and which we shall attempt to implement on January 1, 1986.

AJS:mh

cc: Board Secretary Shiramizu
Acting Vice President Wade
Vice President Masumoto
Acting Chancellor Kosaki
Chancellor Miwa
Chancellor Tsunoda

PROPOSED
REORGANIZATION
OF THE
UNIVERSITY OF HAWAII

Albert J. Simone
President
University of Hawaii

November 12, 1985

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REORGANIZATION OF THE UNIVERSITY OF HAWAII

INTRODUCTION

The Board of Regents has directed the President to propose a plan for the restructuring of the University with the following essential features:

1. The President will be directly responsible for the operation of the University of Hawaii at Manoa.
2. All other baccalaureate campuses will retain their current administrative configurations under a single Chancellor reporting to the President.
3. The Community Colleges will continue to be headed by a Chancellor reporting to the President.
4. The President will continue as the head of the University of Hawaii System. The proposed plan should provide appropriate system guidance and support for all units.

The main objective of the reorganization is to combine the Manoa campus-wide functions with those of the President's Office thereby reducing the number of levels of review. At the same time, there is a continuing need for both systemwide coordination and a delegation of the day-to-day decision making.

The University of Hawaii is an enormous and complex enterprise involving more than 40,000 students and 6,000 employees. Clearly the leadership of such an enterprise is a massive undertaking — a sensitive, demanding, and important activity that can be greatly facilitated by an appropriate system of governance.

In the next section, we review the background, concepts, and principles that are involved. We then begin our discussion of the new organization per se by describing the positions and functions of the first level, that is, the level consisting of the President and his immediate team of Vice Presidents and Chancellors. The next section carries the analysis to the second level, which consists, for example, of Deans and directors; and the final section states the actions requested. As reference materials, Appendix 1 is the Report of the Regent's Ad Hoc Committee on Reorganization, and Appendix 2 gives the functional statements for the existing Offices of Vice President for Academic Affairs, Vice President for Administration, Vice Chancellor for Academic Affairs, Vice Chancellor for Research and Graduate Education, and Vice Chancellor for Administration.

An outline approach is used in this proposal for clarity and also to allow for maximum flexibility. Both the process and the structure of the reorganization are value-driven, and we are prepared to make whatever midcourse corrections may be required to promote and enhance the mission of the University.

BACKGROUND, CONCEPTS, AND PRINCIPLES

Optimism and Shared Values

It is important to note at the outset that there is no unique, perfect, or even commonly-accepted solution to the problem of university governance. What is proposed here is therefore not the solution but a solution to the particular problem at hand. It has been said that good administrators can make any system work and bad ones cannot. What we hope to achieve is a structure that will make our many good administrators even better.

If the last sentence seems too optimistic, we hasten to defend it by stating explicitly that optimism is part of our plan. It is one of our underlying principles. Thus we view reorganization not merely as a problem, but more importantly, as an opportunity. The source of this optimism is our faith in the values we all share. A second underlying principle, therefore, is that we are all acting in good faith to promote

our common values and our common interest in the future of the University of Hawaii.

Setting, Climate, and Autonomy

The University of Hawaii does not exist in isolation. We are surrounded by a community even larger than our own. It consists not only of the people of Hawaii but also of our friends and colleagues throughout the nation and the world. We are dependent upon this larger community for resources and support, and the larger community looks to us for the services, teaching, and research that it is our mission to provide.

While most of the University's environment must be regarded as given or immutable, at least during the brief period that will be required to implement the proposed reorganization, there are two aspects closely related to reorganization that can be significantly improved. In fact, the reorganization per se can be regarded both as a response to changes already underway and as a vehicle for promoting further change.

The first area undergoing rapid metamorphosis is climate. Internally, we have an opportunity to reduce red tape and frustration, delegate authority, increase efficiency and productivity, and raise morale. Externally, we can improve community relations, participate more fully in economic development and intellectual enrichment, and better serve the people of Hawaii. Reorganization is both a generator of these changes and a result of changes in climate and setting that are already taking place.

The second area experiencing rapid change is autonomy and proper delegation of authority. The only way to have an excellent university is to provide the necessary resources and then trust and hold accountable those responsible for governing the academic community. The University has recently been assured that it will have more flexibility in determining its own priorities and in managing its own internal affairs. This is also part of an on-going process that is closely related to the setting and climate of the University, and reorganization is again both a means and a result of that process.

Philosophy

As already noted, the purpose of the University is to provide teaching, research, and educational services. Faculty perform these direct functions. Academic Department Heads, Deans, Provosts, and Directors are, therefore, the key administrators in the University.

The job of the President, Vice Presidents, and Chancellors is to provide leadership and vision, externally and internally, in support of these activities, and to evaluate the performance of these activities. The job of administrative staff (personnel, finance, etc.) is to support and facilitate the decisions made by the academic line.

This means that administrative management is expected to: (1) consult with academic management on the best ways to implement academic decisions that have been made and (2) carry forward academic management decisions, raising major questions only when there appears to be a legal or policy violation. Academic management will be judged on the academic merit of its decisions after the fact. Administrative management will be judged on the degree to which its decisions facilitate the implementation of the academic decisions.

The business of the University is education. It is the direct action of the academic personnel which carries forward the University's mission. In this sense, there must be an attitude that the administrative staff works for the academic staff, with both sides working together for the University.

Present Structure

The current administrative structure of the University of Hawaii is shown in its most rudimentary form in Fig. 1. It consists of one Board of Regents, one President, and three Chancellors. On paper, it is a model of symmetry and balance, worthy of a great multi-campus university.

Unfortunately, there is a gross discrepancy between this administrative chart and the functional realities. Regarding balance, it can be noted that Manoa has 71% of the faculty payroll, while the Community Colleges have 24%, and Hilo and West Oahu combined have less than 5%. Regarding symmetry, it can be pointed out that the three Chancellor units differ in mission and function, as well as in complexity and size. Manoa is the center for research and graduate education as well as providing the majority of baccalaureate degrees; the Community College system represents six campuses offering the first two years of a liberal arts education, providing vocational education, and implementing our open-door policy; Hilo consists of a four-year liberal arts college, a college of agriculture, and a community college; and West Oahu is a small upper-division college. It can be argued that ours is not so much a multi-campus university or a system of universities; rather, it is a State system of higher education.

To the extent that administrative function has been patterned after the organizational chart, rather than reality, it has resulted in confusion, redundancy, delay, and unrealistic assessments and expectations. Manoa has been in an almost constant state of administrative unrest since the present structure was established in 1971. This is the primary reason why reorganization is necessary, and it is the fundamental problem which the new administrative structure must be designed to solve.

Redundancy Versus Division of Labor

The present organization of the central administration is depicted in Fig. 2. The major elements are the President, the Vice President for Academic Affairs, and the Vice President for Administration. These offices are mirrored on the Manoa Campus by the Chancellor, the Vice Chancellor for Academic Affairs, and the Vice Chancellor for Administration, as illustrated in Fig. 3. In most respects, the two administrations are unique and carry out separate functions that would have to be performed regardless of the structure. In other respects, however, there is a duplication of effort. The improved efficiency that can result from the elimination of one level of review, where that occurs, may free up some

positions for other purposes. The primary objective, however, is not to eliminate positions but to use the positions we have more effectively.

We must strive to identify the administrative functions that need to be performed and then assign the responsibility for these functions in such a way that the teaching, research, and service missions of the University are facilitated. There are now some important jobs that simply are not being done. The University of Hawaii has no public-relations officer, no information-technology officer, no economic-development officer, and no officer whose specific charge is international programs. There is activity and movement in all of these areas, but there is little coordination or focus. By using our administrators more wisely, we should be able to cover a number of these heretofore unmanaged assignments. Instead of redundancy where one administrator checks on the work of another, we will follow the principle of division of labor and ask the two administrators to work side by side. Operating in parallel rather than in series, they will be able to handle a wider stream of information and solve a wider range of problems.

Facilitating Transactions

The central purpose of any administration is to facilitate the mission of the organization it governs. Among other things, this involves facilitating transactions. It has often been said that the easy part of administration at the University of Hawaii is figuring out what should be done; the hard part is making it happen. Proposals and ideas all too often are defeated, not because they lack merit, but because of the complexity and difficulty of making changes. Within the limits set by Federal and State laws and by Board of Regents' policies, reorganization should move the University in the direction of facilitating transactions, rather than merely controlling them.

Delegating Authority

One of the principal methods for facilitating transactions is to delegate authority. There are a number of guidelines which apply to this process. First, the delegation of authority and responsibility should go hand in hand. Whoever signs off on a particular transaction should be held

accountable for the results. Second, authority and responsibility should be delegated downward as much as possible, so that decisions and approvals for decisions are made as close as possible to the point of impact. A third rule of thumb is that double-checking and monitoring before the fact should be minimized. In most cases, it is sufficient to have only one level of review. The usual results of appropriate delegation of authority and responsibility are greater efficiency, lower unit costs, improved morale, and increased accountability.

Institutional Priorities

The delegation of authority just described is particularly applicable to routine transactions and the day-to-day operations of the University. There is another type of administrative activity, however, which should not be delegated, although it must be shared with the entire University community. This activity is the setting of institutional priorities, which includes such tasks as: the formulation of the University's mission; articulation of policies governing personnel and program development; preparation, review, and confirmation of long-range plans; coordination of budgets for presentation to the Legislature; allocation of funds to the major units of the University; facilitation of communications between the University and the larger community; and the securing of funds.

As is usual in a milieu as complex as a major university, there are many competing objectives, all of which are probably valid to some degree. In fact, there are many more worthwhile objectives than can ever be achieved and many more needs than can ever be met. Under these circumstances, the setting of institutional priorities must be recognized as the paramount need and the central issue for any administration, regardless of its structure. Ultimately, the institution's chief executive officers are held accountable for these activities.

The President's Time

A salient example of a limited resource that must be used wisely is the President's time. One dictum states that a President should be accessible,

and certainly it would be nice if every member of the University family and the larger community could go directly to him whenever the need arises. Other dictums state that one appointment precludes another, that a person can't be in two places at the same time, and that choices must be made.

The usual way of coping with these unlimited demands is to set up a hierarchy of people, called an administration, to deal with a hierarchy of competing needs. At the highest level is the President, who can work effectively with perhaps a dozen people reporting directly or having direct access to him. Included in the President's "span of control" are the Vice Presidents, the Chancellors, his special assistants, and certain Directors. Deans, Provosts, and Institute Directors should normally report to their respective Vice Presidents and Chancellors, and Chairpersons and Heads of disciplines should normally report to their respective Deans and Provosts. "End runs" in which an individual bypasses the regular chain of command should be scrupulously avoided by those below and strongly discouraged by those above. At the same time, there will be situations and issues for which the President will necessarily be dealing directly with Deans, Directors, Provosts, and Faculty. An effective balance, reflecting the President's individual leadership style, must be attained.

Centralization Versus Decentralization

On the face of it, the consolidation of the Manoa Chancellor's Office and the President's Office is a move toward greater centralization. In some respects, this is an appropriate means of achieving greater coordination and focus. Examples are planning, public relations, economic development, outreach, and telecommunications. In other respects, such as the day-to-day operation of the Manoa Campus, centralization could be a step in the wrong direction. To minimize any harmful effects that might result from consolidation, it will be important to apply as vigorously as possible the various remedies already described. Among these are the setting of priorities, autonomy, flexibility, delegation of authority, facilitation of transactions, and division of labor.

The Bottom Line

Regardless of how one chooses to visualize the structure of a university administration, what it amounts to in practice is a group of people working together to solve a large number of problems. The goal of the organization per se is to match the people with the problems in an optimal way. In practice, some problems are best solved by a single office or administrator, while others yield more readily to a team effort in which a larger range of expertise can be brought to bear. In certain cases, an administrator must speak for a particular constituency, and in others, he or she must take a larger view and consider the needs of the University as a whole.

The processes described in this section are dynamic, rather than static. New problems are arising all of the time, and the administrative structure must be flexible and adaptable enough to accommodate them. In the case of a new organization or a reorganization, there are bound to be many corrections and adjustments. This is part of the process and not something we have to avoid or fear. On the contrary, we must be willing to take some risks and learn from our mistakes as we work out the implications and details of this massive endeavor. The University has been given an opportunity to move in a new direction; we should respond with all of the vigor, courage, and wisdom we can muster.

THE FIRST LEVEL AND THE TEAM APPROACH

This proposed organization is built around the concept of a team approach to management. A team of senior executives reports to the President. Each of these officers has major functional and/or geographic responsibilities. At the same time, these officers will be expected to work through and with one another to achieve the overall goals and objectives of the President.

Using this team approach, systemwide issues will be discussed by the University Executive Council composed of ten members: the President, six Vice Presidents, two Chancellors, and an Associate Vice President. The President will serve as Chairman of the University Executive Council.

Issues relating to the Manoa Campus as a whole will be discussed and treated by the Office of the President for the Manoa Campus. This Office is composed of the President and the three Vice Presidents assigned to Manoa. It will also include as appropriate other executive officers responsible for major Manoa functions and operations. Specifically, the Vice President for Finance and Operations and the Associate Vice President for Planning, Policy and Budget serve as Manoa's chief officers for their respective areas and will be included as part of the Manoa administrative team for issues and topics relating to their areas of responsibility.

The organizational chart for the first level is shown in Fig. 4, and additional information on the functional assignments is provided in the next section. The core Manoa team is depicted by the single box in the center, which is partitioned four ways, with the President over the three Vice Presidents, but with all four of them working within the same office.

In addition to the

- o Chancellor for the Community Colleges and the
- o Chancellor for Hilo/West Oahu,

the following Vice Presidents will report directly to the President:

- o Vice President for Academic Affairs,
- o Vice President for Student Affairs,
- o Vice President for Research and Graduate Education,
- o Vice President for University Relations,
- o Vice President for Administration,
- o Vice President for Finance and Operations.

Three of these Vice Presidents (Research and Graduate Education, Academic Affairs, and Student Affairs) have primarily Manoa responsibilities, but will also participate fully in needed coordination across all campuses. The other three (University Relations, Administration, and Finance/Operations) will be involved in functions that are University-wide in nature.

Two of these Vice Presidents reflect an added emphasis on two important areas of the University. The Vice President for Student Affairs will be concerned in a major way with student advocacy. The Vice President for University Relations will establish an appropriate interface and strategy for significant activities involving the media, Legislature, alumni, and the public at-large.

The Vice President for Administration will be responsible for all personnel services other than those already delegated to the line academic officers directly responsible for operating decisions. Included are the functions to be transferred from the State for all Civil Service personnel, and for collective bargaining, and for environmental health and safety. The Vice President for Administration will supervise the University's internal audit operations, as well as serve as principal liaison on legal matters.

The Vice President for Finance and Operations will be responsible for both Manoa and University-wide functions. The support functions at the Manoa and University-wide levels include accounting, procurement and property management, investments and cash management, disbursing and payroll, bookstores and various other fiscal activities. The Vice President for Finance and Operations is also specifically responsible for Manoa Campus support operations including Manoa's physical plant and grounds and various auxiliary enterprises. For the first year, the Vice President for Finance and Operations will also have significant responsibilities for implementing the transfer of responsibility and authority from the State Departments of Budget and Finance and of Accounting and General Services to the University.

Also reporting to the President will be a Planning, Policy, and Budget Office. The Associate Vice President for Planning, Policy, and Budget will be responsible for both Manoa and University-wide functions. These include University strategic planning, policy development, and planning support. Support functions at both the Manoa and University-wide levels include capital and operating budget development and execution, institutional studies, and management information.

The President will have one general assistant and two other temporary special assistants. These two special assistants will focus on major issues currently requiring leadership and review for purposes of

determining appropriate long-term management solutions. The two major areas falling into this realm are respectively, international programs and telecommunications/computing/information systems.

The proposed organization has a total of 12 officers reporting to the President. Not all of these individuals will require significant amounts of the President's time on a regular basis. The President would expect from time to time, as circumstances warrant, to have direct contact with other University administrators, for example, the Manoa Deans, Research Directors, and Director for Intercollegiate Athletics.

The President will also meet biweekly with the following Manoa groups: Council of Deans, Research Directors, and Manoa Senate Executive Committee. He will also meet two or three times a semester with the Manoa Faculty Senate, the Associated Students of the University of Hawaii, and the Graduate Student Organization. These regularly scheduled meetings reflect his direct responsibility for administration at Manoa and the philosophy of the President that direct dialogue between the President and major University constituent groups is imperative.

THE SECOND LEVEL AND THE FLUID APPROACH

As mentioned in the introduction, we are using an outline format in this proposal for clarity and to allow for maximum flexibility. This is a time of rapid change, both in the University itself and in the larger community which surrounds it. More and more, we are being called upon to interact with that larger community in new ways that call for new ideas, a new administrative structure, and new commitments. Part of our response to these changes in climate and environment is to come out of our trenches and begin to move forward. The concepts of motion, mobility, flexibility, and adaptability are all incorporated in our new fluid approach.

The major functional and geographic responsibilities for those system and Manoa executive offices undergoing substantial reorganization are shown in Tables 1-3. Further details can be inferred in most cases from the current functional statements given in Appendix 2. The geographical

responsibilities of the two Chancellors are included in the Tables, but since these units are not undergoing significant change, additional functional details are not provided.

It is expected that the assignments shown in these charts will change from time to time, especially during the early stages of implementation. That is, some specific areas of responsibility may shift from one box to another until we find a commonly agreed upon "best home" for the activity. In other cases, it may be appropriate to divide the responsibility among two or more executive offices. In short, these tables are intended to give an overview of the second level with the understanding that adjustments will be made as necessary.

ACTION STATEMENT

The specific actions recommended in this proposal are as follows:

1. Approve the first-level organizational chart shown in Fig. 4.
2. Consult on the major functional and geographic responsibilities given in Tables 1-3.
3. Amend Board of Regents Policy Chapter 2, Section 1(a), Officers of the University of Hawaii to read as follows:

"a. Officers shall include the following:

- (1) President
- [(2) Vice President for Academic Affairs
- (3) Vice President for Administration
- (4) Secretary of the Board of Regents
- (5) Chancellor, University of Hawaii at Manoa
- (6) Chancellor, University of Hawaii at Hilo
- (7) Chancellor, West Oahu College
- (8) Chancellor, Community Colleges]

- (2) Secretary of the Board of Regents
- (3) Vice President for Academic Affairs (Manoa)
- (4) Vice President for Research and Graduate Education (Manoa)
- (5) Vice President for Student Affairs (Manoa)
- (6) Vice President for University Relations
- (7) Vice President for Administration
- (8) Vice President for Finance and Operations
- (9) Chancellor, Community Colleges
- (10) Chancellor, University of Hawaii at Hilo and West Oahu College"

4. Amend Board of Regents Policy Chapter 3, Section 3-4 (a, b, and c) to read as follows:

"Section 3-4 Organization of the University of Hawaii.

a. Organization of the University of Hawaii shall include:

- (1) University of Hawaii Systemwide and Manoa Administration
- [(2) University of Hawaii at Manoa]
- [(3)] (2) University of Hawaii at Hilo and West Oahu College
- [(4) West Oahu College]
- [(5)] (3) Community College System
 - (a) Honolulu Community College
 - (b) Kapiolani Community College
 - (c) Leeward Community College
 - (d) Windward Community College
 - (e) Kauai Community College
 - (f) Maui Community College

[b Organization Chart]

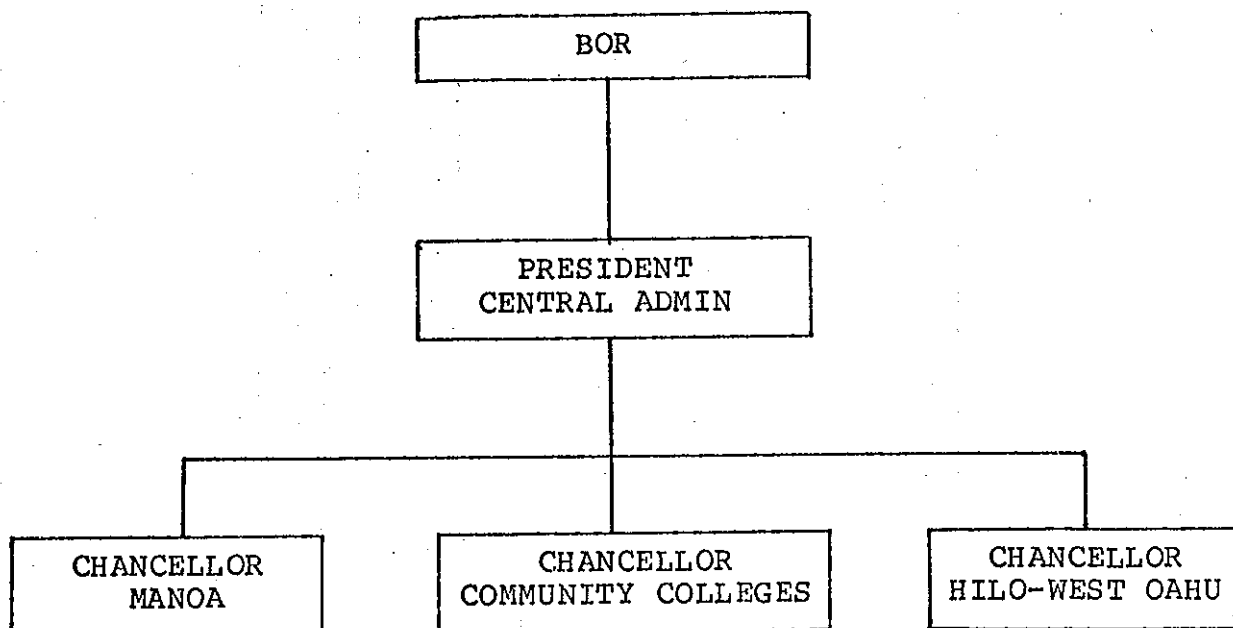
[c. Suborganizations below the organizations indicated in Section 3-4
(a) are listed in Appendix 3-4b.]"

5. Consult on the revised executive titles and salary range assignments given below:

<u>Executive Class Title</u>	<u>Salary Range Assignment</u>
Vice President for Academic Affairs (Manoa)	AE-14
Vice President for Research and Graduate Education (Manoa)	AE-14
Vice President for Student Affairs (Manoa)	AE-14
Vice President for Administration	NE-13
Vice President for University Relations	NE-13
Vice President for Finance and Operations	NE-13
Associate Vice President for Planning, Policy & Budget	AE-12

The proposed executive classes are based on the class concepts and functional areas of responsibility described in this reorganization proposal.

Figure 1



Current Organization

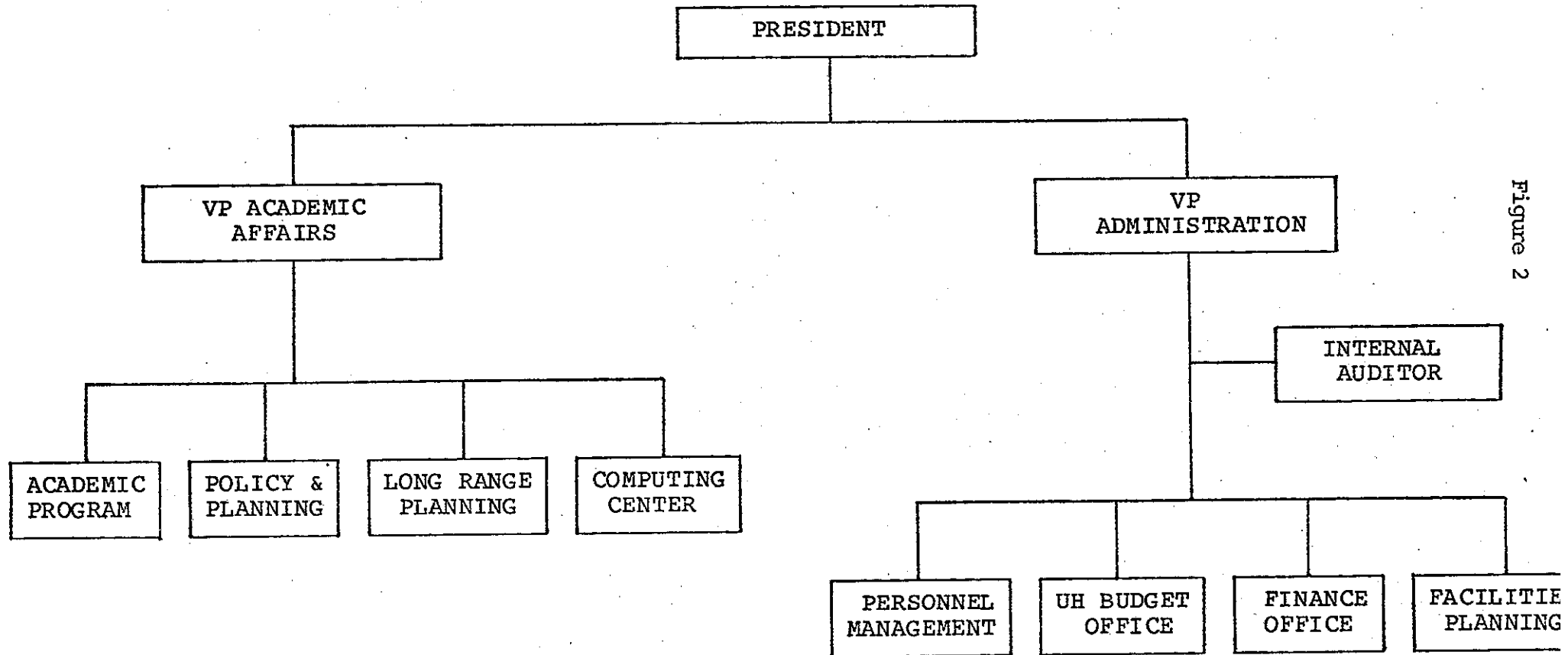


Figure 2

Current Organization

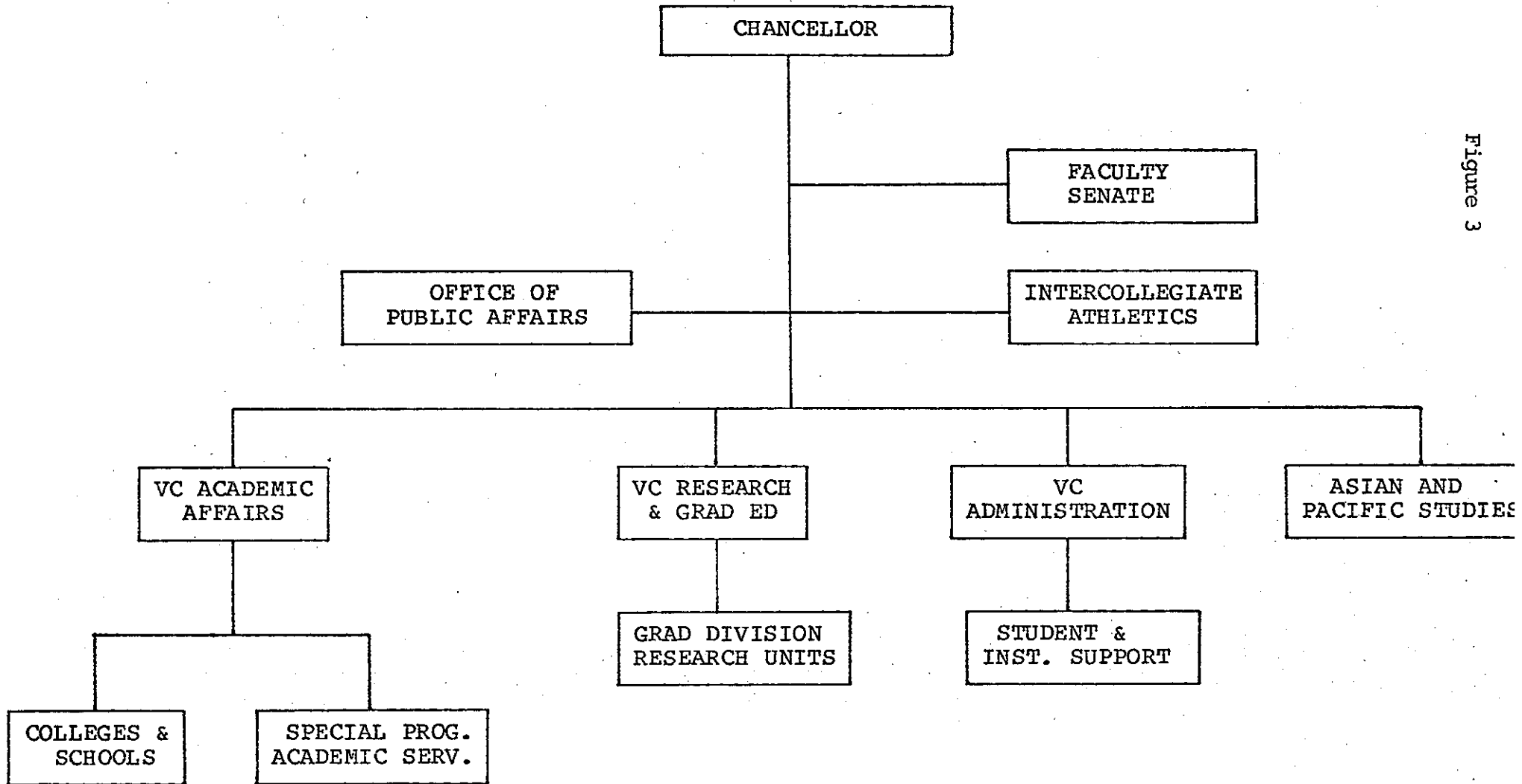
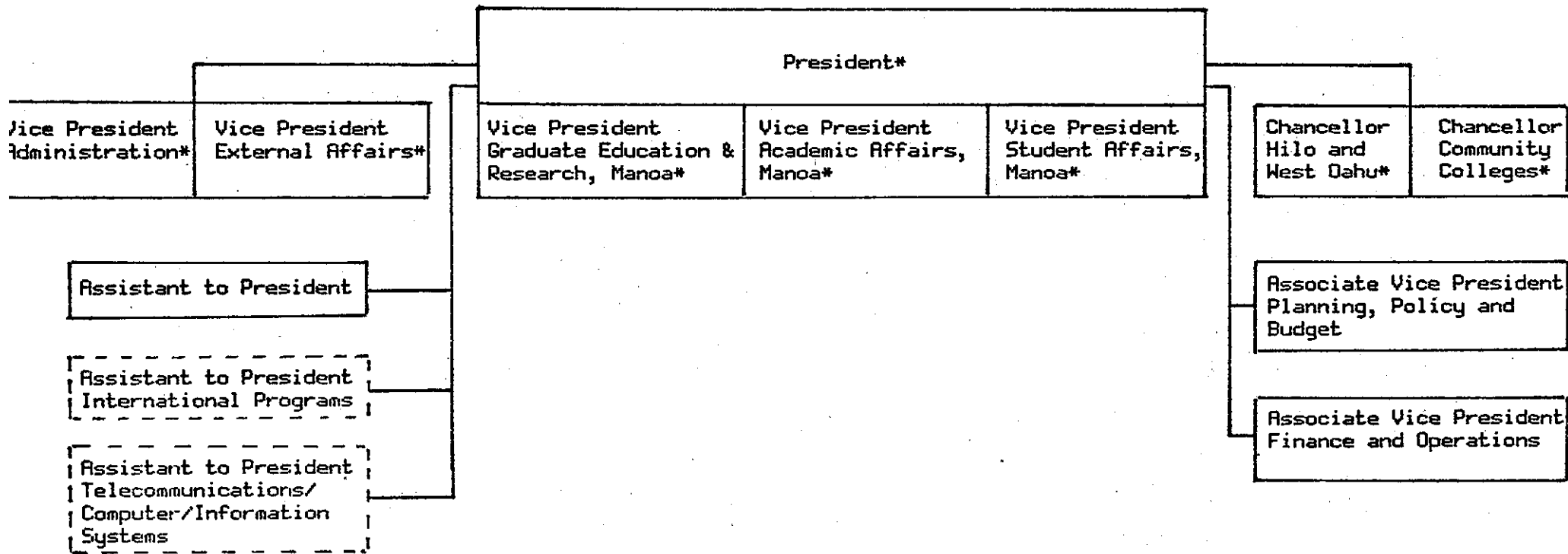


Figure 3

Figure 4

FIRST-LEVEL ORGANIZATIONAL CHART



*Members of University Executive Council

Table 1

Vice President Graduate Education & Research	Vice President Academic Affairs, Manoa	Vice President Student Affairs, Manoa
<ul style="list-style-type: none"> o Graduate Division o Institute Directors <ul style="list-style-type: none"> HIG HIMB IFA PBRC Lyon Arboretum Social Sci Res Inst Water Resources Ctr Environmental Ctr Industrial Rel Ctr Cancer Center Hawaii Nat Energy Inst Sea Grant <ul style="list-style-type: none"> Marine Option Maikiki Aquarium o Office of Research Adm o Animal Services 	<ul style="list-style-type: none"> o Deans <ul style="list-style-type: none"> Arts & Humanities Lang, Ling, & Lit Natural Sciences Social Sciences Agriculture & HR Architecture Business Adm Education Engineering Law Library Studies Medicine Nursing Public Health Social Work TIM o Other Programs <ul style="list-style-type: none"> CCECS Summer Session CAPS Library ROTC o Academic Personnel o Computing Center o General Academic Support: <ul style="list-style-type: none"> Scheduling Catalog Course Approvals Academic Procedures o New Program Approval o Program Review and Reporting 	<ul style="list-style-type: none"> o Enrollment Services <ul style="list-style-type: none"> Admissions Financial Aid Records ISIS International Student Office VA Certification Senior Citizens Program National Student Exchange Special Recruitment o Student Life <ul style="list-style-type: none"> Bureau of Student Activities Student Housing Center for Student Dev. Career Planning & Placement Student Employment Student Judicial & Grievance Boards Student Health Food Service o Academic Advising o Teaching Evaluation & Development o Intercollegiate Athletics

Table 2

Vice President Administration	Vice President External Affairs	Chancellor Hilo and West Oahu	Chancellor Community Colleges
<ul style="list-style-type: none"> o Legal Affairs o Human Resources (Personnel) o Collective Bargaining o Internal Auditor 	<ul style="list-style-type: none"> o Legislative Coordination o Public Relations & Media o Alumni Affairs 	<ul style="list-style-type: none"> o Arts & Sciences o Agriculture o Hawaii CC o West Oahu 	<ul style="list-style-type: none"> o Honolulu CC o Kapiolani CC o Kauai CC o Leeward CC o Maui CC o Windward CC o ETO

Table 3

Associate Vice President Planning, Policy & Budget	Associate Vice President Finance and Operations	Assistant to President	Assistant to President International Programs	Assistant to President Telecommunications, Computer, Information Systems
<ul style="list-style-type: none"> o System Planning SHEP Strategic Planning Agenda for Action ADP Planning Support o System Policy Development Monitoring Coordination Studies o System & Manoa Budget Budget Preparation: Instructions, analysis, presentation, etc. Budget Execution: Allocations, and expenditure control, etc. o System & Manoa Institutional Analysis and Decision Support Unit (OIRA & SRO): Analytical Studies Financial Analysis Planning & Review Data Ad Hoc Queries o System & Manoa Management Information Unit (MSO): Adm. Data Bases (redesign, programming & processing) Systems Support User Training & Support o System Oversight of Student Affairs: Publications CAPIS Reporting 	<p>System and Manoa</p> <ul style="list-style-type: none"> o Contracts & Grants Compliance Cost Studies Accounting o Fiscal Services Central Accounting Disbursing Payroll Treasury Office Investments o Procurement & Property Management Contracting Inventory Purchasing o Auxiliary Services Transportation Communications Faculty Housing Parking Security o Bookstores o Manoa Cashier o Environmental Health & Safety o Facilities Management: Planning Space Repair & Maintenance Custodial 	EEO		

APPENDIX 1

Report of the Board of Regents' Ad Hoc Committee
on Reorganization

UNIVERSITY OF HAWAII

Board of Regents

REPORT OF THE BOARD OF REGENTS' AD HOC COMMITTEE ON REORGANIZATION

September 20, 1985

The current organizational structure of the University of Hawaii has been in place since 1971. The organization came into being out of concerns expressed by President Harlan Cleveland that the then current organization was not adequate to meet the managerial requirements of the University.

President Cleveland's discussions with the Board at that time on the organizational deficiencies led to the establishment of the system's office and the separation of the Manoa Campus from the operational responsibilities of the President's Office.

As the University began to review the academic and institutional support programs throughout the system, the Regents felt that it was necessary to also review and assess the University's current organizational structure in order to provide them with an honest appraisal as to the vitality of the organization and its ability to meet current and future demands in higher education. The Board of Regents' Ad Hoc Committee on Reorganization was established to carry out this task. Comments, suggestions, and analyses were solicited from all segments of the University community. In addition, faculty governance organizations, operating units, and individuals also contributed their advice on the University's basic structure. The Committee also conducted a number of in-depth interviews with key University personnel.

As a result of its study and deliberations on the matter, the Committee feels that changes to the organization are in order if the University is to deal effectively with the challenges of the next several years. These changes are necessary after more than a decade of experience with the current organization and from an intensive period of self-examination.

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With these findings, the Committee recommends that the President propose a plan for the reorganization of the University which should be responsive to the following:

1. That the President be directly responsible for the operation of the University of Hawaii at Manoa. The Committee recognizes the need for operational assistance in the day-to-day affairs of the Campus but prefers to leave this judgment to the President.
2. That all other baccalaureate campuses retain their current administrative structures but under a single Chancellor reporting to the President.
3. That the Community Colleges continue to be headed by a Chancellor reporting to the President. The Chancellor's Office would serve as the primary support unit for the Community College campuses and insure that the curriculum offered and services provided are coordinated to maximize benefits to its students.
4. That the President continue as the head of the University of Hawaii system. The proposed plan should, therefore, provide for appropriate system guidance and support for all units.

While the Committee recognizes the need for continued systemwide coordination, it feels that campus and system's offices and functions be combined to the fullest practical extent with the objective of reducing multiple reviews. Furthermore, unless otherwise specified by Board of Regents' policy, day-to-day decision making is presumed delegated to the various units.

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Respectfully submitted,

BOARD OF REGENTS' AD HOC COMMITTEE
ON REORGANIZATION

/s/ Robert M. Fujimoto
Robert M. Fujimoto, Chairman

/s/ Stephen G. Bess
Stephen G. Bess, Member

/s/ Julia A. Frohlich
Julia A. Frohlich, Member

/s/ James F. Gary
James F. Gary, Member

APPENDIX 2: FUNCTIONAL STATEMENTS

Vice President for Academic Affairs

The principal functions of the Office of the Vice President for Academic Affairs are as follows:

Academic programs. Lead responsibility for University academic program policy. Develop, with broad campus consultation and input, the executive policy that sets the guidelines for new program development and the minimum requirements for program review. Develop and coordinate with the campuses revisions to Board program approval and review policy.

Specific operational activities include:

- o Maintain a master list of curricula offered at the University of Hawaii and a master schedule of program reviews. (Campus schedules are set entirely by the respective campuses.)
- o Review for conformance to policy and advise the President on new program initiatives presented by the campuses for Board approval.
- o Design and provide to the campuses summary data on quantitative indicators for program review.
- o Review and accept campus reports on the outcomes of their program review activities.
- o Prepare summary reports on new program developments and program reviews for the Board and the Legislature.
- o Answer queries from other institutions and agencies about all matters relating to UH academic programs.
- o Review legislative testimony to assure that, on matters relating to academic programs, it conforms to current University policy and

practice.

Policy and planning. Lead responsibility for University policy -- coordinate systemwide policy development and revision on the full range of academic issues. Examples include:

- o Institutional planning policies integrating academic, fiscal, and personnel planning
- o Policies relating to small classes
- o Tuition
- o Honorary degrees
- o Patents and copyrights
- o Financial aids (waivers of the differential, tuition waivers)
- o Outreach policy
- o Student affairs systemwide policies
- o Academic personnel policies

Specific operational activities include:

- o Anticipate the need for policies and follow up as appropriate.
- o Update and maintain executive academic policies.
- o Consult with the campuses and provide guidance on policy interpretation.
- o Prepare the background issue papers that set forth the rationale for new policy development or changes to existing policies.

- o Conduct management studies on the effectiveness of policies.
- o Gather comparative data from other institutions and research the literature.

Long range planning. Lead responsibility for developing systemwide long-range planning policy for the University.

Specific operational activities include:

- o Strategic Plan Advisory Council. Advise the President on monitoring of strategic plan implementation, develop an evaluation process, and establish a strategic plan revision process for 1987-89. Collaborate with Vice President for Administration on the need for a physical facilities strategy.
- o Hawaii State Plan Policy Council. Represent the University and serve as the functional manager for the State Higher Education Functional Plan. Liaison to SHEP Advisory Committee.
- o Hawaii State Occupational Information Coordinating Committee Member.
- o Employment Conference Plan Group Member.
- o System Liaison Officer with the National Center for Higher Education Management Systems in Boulder. Follow through on high tech supply/demand analysis involving partnerships among UH, DPED, PITCHR, HTDC, and Counties.
- o Presidential Liaison with the working Committee on High Tech Development Corporation and UH, and with various community groups such as the Maui Economic Development Board and the Hilo County Mayor's Office.
- o President's Liaison with the Governor's Office to work on matters such

as the 1986 Governor's Report.

- o Work with the campuses on their 6-year Academic Plans.
- o Undertake review of Controlled Growth Policy and BOR Budget Policy.

Institutional research. Prepare on annual or semester basis reports on:

- o Enrollments
- o Course registrations
- o Academic crossover
- o Grade distribution
- o High school background
- o Transfer patterns
- o Degrees awarded
- o Faculty and staff reports
- o Professional-clerical ratios
- o Space inventory
- o Space utilization
- o Current fund revenues and expenditures

Prepare analytical studies on:

- o Enrollment projections

- o Departmental activity and workload measures
- o Course analyses
- o Environmental context
- o Analysis of student applications, acceptance, and registrations
- o UEM graduates with OC backgrounds
- o Evening students
- o VEDS (Vocational Education Data)
- o Others

Also responsible for:

- o The University Fact Sheet
- o Quantitative indicators for program review
- o The financial planning model
- o Tenure statistics
- o Responding to national surveys or questionnaires, including HEGIS
- o Preparing the data for assessing the impact of tuition on enrollments and the projection of tuition revenues
- o Preparing the data for special studies, e.g., on foreign students, on admissions, etc.
- o Answering numerous ad hoc queries

New projects include:

- o Data element dictionary production
- o Retooling to microcomputers
- o Preparing an economic impact study
- o Environmental scanning project
- o Considering an alumni study

Student affairs. Lead responsibility in three areas: systemwide student services policy development, systemwide monitoring of student services programs, and the direct administration of student services programs and activities which by policy are determined to be University-wide in scope. Additional activities and functions are determined by the overall workload, emphasis, and priorities of the Office of the Vice President for Academic Affairs.

Specific operational activities include:

- o Systemwide consultation and policy/procedural development in all student service areas: admissions; financial aid; student activities; foreign students; counseling and advising services; student health; student housing; student employment; career development and student discipline.
- o Provide continuing guidance and policy interpretation to campus officials.
- o Monitor campus efforts related to administration of Federal and State laws related to non-discrimination and educational equity, privacy of student records, and student consumer disclosures.
- o Data collection and research on student services issues.

- o Preparation of reports, papers, and background studies in response to both internal and external requests.
- o Preparation of legislative testimony related to student services topics.
- o Answering inquiries from other institutions and agencies about student services programs and policies.
- o Preparation of reviews and action recommendations for those student services actions requiring Presidential or Regential approval.
- o Administration of the systemwide student services appropriation including monitoring of neighbor island outreach counseling services.
- o Management of the coordinated admissions system including its related data bank.
- o Coordination of high school relations activity including publication of various information brochures and admissions forms.
- o Administration of regulatory procedures related to the determination of residency for tuition purposes.
- o Administration of student health insurance plans.
- o Coordination of senior citizen programs.
- o Coordination and administration of State financial aid programs including various tuition waiver programs and the State Higher Education Loan Program.

Computing Center.

The UH Computing Center is a systemwide academic support unit that provides

a broad range of services to meet the instruction and research needs of divisions, departments, faculty, staff, and students.

There are four branches under the management of the Center. The Administrative Services Branch provides reception and clerical services; the Fiscal and Accounting Branch performs budget planning and expenditure control in addition to accounting and generation of computer utilization reporting; the Technical Services Branch provides a variety of end-user services including consultation and education to help users make the best use of the facilities; and the Systems and Operations Branch performs operating systems development and maintenance, operation of equipment, job processing, and data preparation services. A data communications officer reports directly to the Director of the Center.

Specific operational activities include:

- o Provide modern computing facilities with sufficient capacity to meet the computing needs of the University. UHCC provides batch processing and time-share services via Statewide data communication facilities to users at all University locations.
- o Operate systemwide computing and data communications facilities for the processing of computer service requests.
- o Provide assistance to all University programs in planning, developing, and implementing hardware and software solutions for a variety of instructional and research problems.
- o Provide computer consultation services to users on facilities, program design and analysis, programming, and correction of program errors.
- o Maintain a library of statistical, scientific, educational, and other application programs for the solution of a variety of problems and the delivery of education.
- o Offer informal courses and seminars on computer programming, computer

hardware, data communications, center facilities, and use of application software.

- o Provide ancillary data processing equipment, terminals, and microprocessor to support computer applications.
- o Provide operational support services for the University's administrative data processing effort.
- o Provide consultation to the President and University executive offices in the full range of University computing needs.

Vice President for Administration

The principal functions of the Office of the Vice President for Administration are as follows:

Personnel management. Lead responsibility for all personnel management concerns of the University. Provide advice on the direction, control, and support of personnel management, labor relations, EEO/AA administration, personnel systems and procedures development, and employee development and safety.

Specific operational activities include:

- o Provide advisory service relative to appointments, changes in appointments, and other personnel actions.
- o Audit personnel actions and documents for accuracy and conformance with applicable laws, policies, and regulations.
- o Maintain individual files on all employees.
- o Verify employment information.
- o Prepare BOR agenda on personnel actions.

- o Develop, coordinate, and implement civil service recruitment program.
- o Establish, classify, and reclassify APT and E/M positions.
- o Review and recommend pricing and repricing of classes.
- o Assist University administrators in resolving personnel problems.
- o Coordinate fringe benefits and welfare programs for BOR and civil service employees.
- o Provide information on health fund, retirement, tax sheltered annuities, vacation and sick leave, etc.
- o Maintain master organization file for all permanent University operations.
- o Coordinate and support the development of staffing plans.
- o Maintain a system for review of requests to establish or fill positions.
- o Develop and recommend new personnel policies.
- o Manage special projects.
- o Provide management data for program development which depicts personnel trends, practices, and costs.
- o Coordinate the use of computer technology in processing personnel transactions and records.
- o Monitor the effectiveness of personnel policies.
- o Provide support in all labor negotiations.

- o Provide advice relative to contract administration and interpretation.
- o Disseminate collective bargaining information.
- o Hear grievances and issue decisions.
- o Provide legal advice on regulatory aspects of personnel management.
- o Develop and monitor systemwide EEO/AA policies.
- o Coordinate University response to all EEO/AA complaints.
- o Coordinate human resources development program.
- o Coordinate University safety program.
- o Monitor Legislative matters affecting University personnel policy.
- o Review workers' compensation benefits claims.

UH Budget Office. Provide centralized budget and financial analysis to the University. Administer and provide direction, support, assistance, and advice to the University on all budget matters. Conduct complex and intensive financial and cost analyses. Forecast for budget and financial planning.

Specific operational activities include:

- o Organize, direct, and coordinate the development of long-range financial plans.
- o Review, analyze, and evaluate program/campus/system budgetary needs and problems.
- o Recommend the establishment, expansion, reduction, or current

maintenance of services, of campus programs, and of activities.

- o Conduct budget hearings held with campuses, and justify budget recommendations.
- o Develop, establish, and apply workload measurement devices.
- o Execute approved budgets and exercise management control over the expenditure of funds.
- o Develop fiscal policies based upon analysis of authorized appropriations, allocations, and estimated revenues.
- o Coordinate and prepare financial analysis and make recommendations based on such analysis. Financial analysis may include fee studies, studies of tuition and housing rates, studies of inflation and turnover rates, projection of resources and revenues, etc.
- o Provide support, training, and assistance to campuses in financial planning and analysis.
- o Plan, organize, direct, coordinate, and prepare comprehensive analysis of University programs, problems, and issues to provide the administration with a rational basis for decision making.
- o Provide fiscal management services to systemwide support programs.

Finance Office. Plan, direct, and coordinate all aspects of the University's finance, property management, and related support functions. Specific offices are Contracts and Grants, Fiscal Services, Central Accounting, Disbursing, Treasury, Management Systems, and Procurement and Property Management.

Specific operational activities include:

- o Provide advice and assistance to the Board of Regents, the President,

and others on fiscal and business matters.

- o Develop and administrate comprehensive systemwide financial and business policies, including fiscal affairs, administrative computer services, and other institutional support services.
- o Provide guidance and direction for the design and implementation of the University's computerized operating and management information systems.
- o Provide fiscal services, such as accounting, purchasing, property management, disbursing, and treasury functions.
- o Carry out accounting and other fiscal activities related to various Federal contracts and grants.
- o Represent the University in dealing with various external State and Federal agencies on fiscal affairs.
- o Negotiate contracts and grants with Federal and other external agencies and resolve problems and issues resulting from contractual relationships with such agencies.
- o Provide staff assistance and undertake special projects for the Vice President for Administration.
- o Coordinate financial accounting and reporting activities for the University system.
- o Organize and coordinate the fiscal year-end closing for the University.
- o Maintain an Administrative Procedures Manual setting forth systemwide accounting policies and procedures.
- o Maintain general ledgers for all fund groups of the University.
- o Prepare the University's annual financial reports.

- o Assure that University transactions are properly reflected in DAGS records.
- o Review requests for account codes.
- o Ascertain cash and allotment balances of the various State funds.
- o Record loan repayments, cancellations, and deferment documents.
- o Maintain accounts receivable.
- o Assure prompt and accurate payment, reimbursement, or transfer of all University obligations.
- o Encumber appropriate funds in the University system.
- o Respond to State and University vendor inquiries and complaints.
- o Coordinate preparation and distribution of income tax information forms 1099 and W-2.
- o Distribute all payroll checks.
- o Provide administrative information to systemwide and campus administrators.
- o Provide data processing services that include administrative systems design and programming, operational systems and procedures, data processing, system support, and user training and support services.
- o Plan, organize, direct, and control procurement and property management activities for the University system.
- o Operate the University's centralized-decentralized procurement system.

- o Formulate the University's procurement and property management policy.
- o Sign contractual and property administration documents.
- o Assist the Attorney General in legal matters involving University contracts.
- o Plan and supervise the training of University fiscal and clerical personnel.
- o Handle documents pertaining to real property actions, such as leases, sales, and acquisitions.

Facilities Planning and Construction Office. Provide planning support services to the central and campus administrations in matters pertaining to University lands, environmental reports, physical planning standards, and architectural and engineering design.

Specific operational activities include:

- o Advise and participate in the acquisition, disposition, and exchange of University lands.
- o Advise and participate in the preparation of land use and zoning studies, appraisal reports, and evaluation studies on site selections.
- o Maintain an inventory of University properties for planning purposes.
- o Advise, prepare, and review environmental assessments and impact statements for new campuses, master plans, and all University projects.
- o Take responsibility for University environmental policy and all related documents needed to comply with rules and regulations of the Environmental Control Commission.
- o Represent the University in matters relating to University lands and

environmental concerns.

- o Develop University physical planning standards.
- o Confer with State Government to insure that University and State standards are consistent.
- o Guide architects and engineers involved in the design of University facilities.
- o Review plans and specifications for all University projects relative to mechanical, electrical, and architectural design.
- o Review for Campus Planners requests for substitutions of materials and equipment for mechanical, electrical, and building systems, as well as for scientific equipment, furniture, and office equipment.
- o Coordinate specific projects for Campus Planners that require highly specialized skills.
- o Propose projects to upgrade existing physical plant.
- o Advise operating personnel on the repair and maintenance of mechanical, electrical, and building systems.
- o Periodically inspect all physical plants to insure adequacy of repair and maintenance programs.
- o Recommend timely refurbishing or replacement of obsolete or damaged equipment.
- o Review new developments in design, construction, and equipping of University facilities.
- o Investigate and test new products before approval for use by the University.

- o Exchange information and assistance with other governmental agencies on the design, construction, and equipping of physical facilities.
- o Propose and review legislation affecting the design and construction of University facilities.
- o Maintain overall fiscal and fund control of Capital Improvements Programs systemwide.
- o Prepare all accounting, financial, and progress reports dealing with CIP.
- o Check all financial data, contract documents, budgets, and personnel and business forms for conformance with relevant laws and policies.

Vice Chancellor for Academic Affairs

The principal functions of the Office of the Vice Chancellor for Academic Affairs are as follows:

Academic Programs. The Vice Chancellor for Academic Affairs is the chief academic officer of the Manoa campus, responsible for the quality of the academic programs and of the faculty.

Specific operational duties include:

- o With the academic deans undertake academic planning at UHM.
- o Develop and implement academic staffing plans based on long-range projections of program needs.
- o Review major programs at school and college level.
- o Develop policies and procedures for the improvement of instruction.

- o Appoint (with the advice and consent of the Faculty Senate and Chairs) the Undergraduate Council which undertakes the problems of undergraduate education such as the review of the core curriculum, the proposals of the Writing Committee, the organization of undergraduate education, and the administration of the Educational Improvement Fund.
- o Develop policies and procedures for the allocation and reallocation of resources according to programmatic needs and student demand. Reallocate positions vacated by retirement and resignation; discuss reallocation of positions within colleges with the appropriate Dean and be involved with requests to the Legislature for new positions; interact with the Budget Office in determining resource allocations and the development of criteria for allocations.
- o Review with the Academic Deans new hires in the faculty classifications.
- o Evaluate workload of faculty and interpret the terms of the faculty Union/University contract with respect to the provisions for workload and overload.
- o Approve out-of-State travel requests, vacation cards, consultative travel, etc. for the Academic Deans.
- o Respond to a daily round of ad hoc requests and problems: direct inquiries to appropriate sources of information, answer questions about funding sources, vacation time, channels of communication, and inquiries and requests from Legislators, Regents, and the public.
- o Act as the Chancellor in the Chancellor's absence and represent the Chancellor at public functions when the Chancellor is unable to attend.

Administrative interactions. Interact with the Vice Chancellor for Research and Graduate Education, the Vice Chancellor for Administration, the Dean of the Graduate Division, the Office of Admissions and Records, the Survey Research Office, E.E.O. officer, Director of Student Affairs,

Instructional Resources Service Center, and the Director of Personnel Transactions.

Specific interactions include those with:

- o The Vice Chancellor for Research and Graduate Education and Dean of the Graduate Division on graduate program planning, staffing, and review.
- o The Vice Chancellor for Administration on budgetary matters and space allocation.
- o The Office of Student Admissions and Records, which reports to the Vice Chancellor for Academic Affairs but with responsibility delegated to the Assistant Vice Chancellor for Academic Programs.
- o The Instructional Resources Service Center, which is headed by a Director who reports directly to the Vice Chancellor.
- o The Survey Research Office, which is headed by a Director who reports directly to the Vice Chancellor. Work with the office in developing computerized personnel systems and in other areas in which data analysis and manipulation are needed.
- o The Vice President for Academic Affairs, the Chancellor, the Faculty Senate Executive Committee, the Council of Academic Deans, the Research Advisory Council, and the Marine Council.

The Office of Vice Chancellor for Academic Affairs. The Assistant Vice Chancellor for Academic Programs, the Assistant Vice Chancellor for Faculty Affairs, and the Academic Assistant report to the Vice Chancellor for Academic Affairs.

The specific responsibilities of these officers are:

Assistant Vice Chancellor for Academic Programs:

- o Oversee the ISIS project, serving as the project director, recommending policy and procedural changes, and maintaining communication with the campus.
- o Serve as Chancellor's Office contact point for Directors of Student Academic Services, the Academic Policy Committee, and the Associate Deans for curriculum.
- o Allocate tuition waivers, distribute and select Pacific Asian Scholars.
- o Recommend proposals for new academic certificates and degrees.
- o Prepare academic calendars.
- o Act as liaison to the Western Association of Schools and Colleges, prepare WASC report and arrange for visiting team, update WASC on substantive organizational and academic changes at UHM.
- o Update UHM Academic Development Plan.
- o Handle ad hoc requests and problems that appear daily.

Assistant Vice Chancellor for Faculty Affairs:

- o Oversee all UHM faculty personnel actions; handle exceptions to BOR policy as appropriate.
- o Implement and interpret Unit 7 Agreement.
- o Represent UHM on management negotiating team and work with system staff on contract proposals and negotiating strategy.
- o Annually plan and implement promotion and tenure review. Supervise election of Faculty Personnel Panel, appoint Tenure and Promotion Review Committees and assign cases; oversee entire process,

including reconsideration.

- o Issue evaluation guidelines and implement procedures for merit awards, special salary adjustments, etc.
- o Prepare studies, evaluate, and make recommendations on salary equity cases.
- o Undertake all faculty grievance and other problem cases; work with Attorney General's office on arbitrations and litigation, and with President's staff on matters before HPERB.
- o Serve as resource person on faculty matters for the UHM and other campuses within the system.

Academic Assistant:

- o Plan and implement program assessment each semester.
- o Plan and implement instructional support activities such as the Educational Improvement Fund.
- o Coordinate the various elements involving international education at UHM such as Study Abroad.
- o Plan and produce the official academic publications at UHM including catalogs, course master inventory, schedule of classes.
- o Coordinate academic policy and procedural matters such as course approvals, common agreement on format, and monitoring for duplication and problems.

Vice Chancellor for Research and Graduate Education

The Vice Chancellor for Research and Graduate Education is the Chancellor's chief line academic and executive officer for the overall leadership,

planning, administration, and management of research institutes and facilities, and graduate programs.

Specific operational duties include:

- o Conduct a continuing evaluation of the quality of each of the major efforts relative to an international standard of excellence.
- o Maintain an awareness of contemporary opportunities of particular relevance to UHM for new initiatives in research.
- o Provide a favorable environment for faculty research by maintaining a continuing awareness of the problems facing research faculty at UHM and recommending needed action.
- o Supervise the Office of Research Administration through a Director and of the Graduate Division through a Dean.
- o Identify areas which are unproductive or otherwise of inadequate quality.
- o Represent research at UHM to appropriate outside bodies.
- o Increase administrative accountability by identifying research opportunities which have potential for resulting in unwise commitment of State resources, or for which followup resources would not exist, and by continuing reviews of research and graduate institutes and programs.
- o Establish approved new research programs and restructure within approved policy of existing programs.
- o Select with the Chancellor, within approved guidelines, directors of organized research units and of the Dean of the Graduate Division.
- o Initiate and prepare long-range planning studies for research and

graduate education at UHM.

- o Select UHM representation to external boards and committees associated with UHM programs.

In carrying out these functions, the Vice Chancellor for Research and Graduate Education:

- o Oversees the administration of the Hawaii Institute of Geophysics, Hawaii Institute of Marine Biology, Institute for Astronomy, Pacific Biomedical Research Center, Cancer Center of Hawaii, Social Science Research Institute, Water Resources Research Center, Population Genetics Laboratory, Lyon Arboretum, Environmental Center, Industrial Relations Center, Hawaii Natural Energy Institute, and the Sea Grant College Program.
- o Coordinates activities of the above listed research units through directors of the units, meeting regularly with said directors.
- o Approves all appointments to research units whether faculty, administrative-professional-technical, or civil service personnel.
- o Reviews and makes recommendations on all other personnel actions in research units including salary increases, promotions, tenure, grievances, etc.
- o Is responsible for formal review of research units.
- o Chairs the Research Council, composed of 15 faculty members, charged in turn with administering various intramural funds for faculty research, and which is advisory to the Vice Chancellor.
- o Reviews and approves service order requests for transferring fiscal management of extramurally-funded projects to the Research Corporation of the University of Hawaii.

- o Supervises the implementation of Federal security regulations related to research and training.
- o Coordinates, carries out, and administers all other activities relative to sponsored research of the University system and the organized research units.

The Office of Vice Chancellor for Administration

The principal functions of the Office of the Vice Chancellor for Administration are as follows:

Non-academic administrative affairs. Assumes direct responsibility for non-academic administration affairs of the University of Hawaii at Manoa.

Specific operational activities include:

- o Organizes and directs the campus budget.
- o Establishes priorities, develops, implements and coordinates an integrated program to provide essential institutional and auxiliary services in support of campus programs and operations along with a variety of other campus support services.
- o Maintains liaison with the President's Office in business areas.
- o Serves as the reporting locus for all UHM fiscal and administrative officers.

Policy and planning. Recommends and implements administrative policies and procedures for business-related and non-academic functions of UHM. Examples include:

- o Budget and program evaluation
- o Personnel (non-academic)

- o Campus operations
- o Bookstore
- o Space management
- o Manoa fiscal officers
- o Manoa cashier's office
- o Capital planning and implementation
- o University bond system
- o Manoa Student Services
- o Environmental health and safety

Offices within the Office of the Vice Chancellor for Administration

- o Director, Budget and Program evaluation
- o Director, Campus Operations
- o Director, Personnel (non-academic)
- o Director, Auxiliary services
- o General Manager, Bookstore
- o Director, Campus security
- o Director, Facilities management
- o Space Management Coordinator

- o Environmental Health and Safety Officer
- o Director, Student Services
- o Manoa Cashier
- o Capital Planning & Implementation Coordinator
- o Manoa Fiscal Officers