

RECEIVED

VPAA
VPA-CFO
OHR
Budget

'04 MAY 24 A10:49

UNIVERSITY OF HAWAII
BOARD OF REGENTS
PRESIDENT'S OFFICE
UNIVERSITY OF HAWAII

Chief of Staff
Office of the President

'04 MAY 21 A10:20

May 20, 2004

MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

FROM: Sam Callejo *Sam Callejo*
Chief of Staff

SUBJECT: Reorganization of the Office of Human Resources

At the April 16, 2004 Board of Regents' monthly meeting, the Board approved the reorganization of the Office of Human Resources to incorporate the position of Director of Collective Bargaining & Affiliated Faculty Affairs. As indicated in the proposal, the Director of Collective Bargaining & Affiliated Faculty Affairs position will be reclassified as the System Director of Human Resources. The Office of Human Resources is in the process of taking the necessary action to implement this redescription.

In addition, we have a request pending Board approval for a salary adjustment for Edward Yuen as the System Director of Human Resources effective April 30, 2004. Although the Board approved the reorganization on April 16, 2004 we are requesting a later effective date to ensure a smooth transition due to the recent resignation of the Interim System Director of Human Resources, Sharen Tokura effective April 29, 2004.

Therefore, consistent with the Board's approval of the reorganization, we are requesting your approval to officially recognize Edward Yuen as the System Director of Human Resources effective April 30, 2004.

Approved/Not Approved

Patricia Y. Lee
Patricia Y. Lee
Chairperson, Board of Regents

c: Executive Administrator and Secretary of the Board Iha

A-10 Proposed Reorganization of the Office of Human Resources

It is requested that the Board of Regents approve a proposed reorganization of the Office of Human Resources.

The Director of Collective Bargaining and Affiliated Faculty Affairs (CBAFA) is currently a one-position functional unit located in the Office of the Vice President for Administration and Chief Financial Officer and is charged principally with collective bargaining and faculty contract administration. The Office of Human Resources is charged, among other systemwide functions, with contract implementation of all collective bargaining agreements, inclusive of the faculty agreement, staffing the collective bargaining process and contract administration activities, as well as serving as significant resource to the Director of CBAFA. It is more effective and efficient to combine the two functional entities to provide a comprehensive human resources management service to the University.

In accordance with Board policies, the President, in consultation with the Board, has the authority to reorganize, reassign or relocate established organizational units where such actions do not impact on Board policy and/or laws, incur additional expenses, and/or significantly affect students and other clientele of the University and to establish administrative support units under the Vice Presidents and Chancellors provided additional resources are not required. The proposed reorganization does not change or delete functions for which the affected units and the Vice President are responsible. While it does not directly impact Board policy and/or laws, the organizational structure and respective directorships do affect the Board's relationships with these two entities relative to policy implementation.

There is some impact to clientele of the University. The impact would be positive within the University, as there would be one authoritative source of counsel whereas administrators currently must work with two offices to ascertain the totality of certain complex issues. There is no adverse impact to affected external clients, who are primarily the State Office of Collective Bargaining and the respective unions who will continue to deal with the Director of CBAFA and the staff of OHR on a business as usual and improved one-stop basis. The HGEA and UHPA, which negotiate with the Director of CBAFA and work with OHR on implementation of negotiated agreements, have been consulted and have expressed no objections to the proposed reorganization. The United Public Workers, which does not normally interact with the Director of CBAFA will continue to work with the staff of OHR and will not be affected by this reorganization.

A committee was convened in 2003 to assess the level of human resources service delivery on a systemwide basis. The Human Resources Service Analysis Committee recommended that the two offices be integrated in order to provide a comprehensive one-stop shop. This proposal implements the recommended action.

Recommendation: That the Board approve the reorganization of the Office of Human Resources to incorporate the position of Director of Collective Bargaining and Affiliated Faculty Affairs as reflected in the attached organizational charts.



UNIVERSITY OF HAWAII

VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

February 20, 2004

MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

VIA: Evan S. Doherty
President, University of Hawai'i

VIA: David McClain
Vice President for Academic Affairs

VIA: Sam Callejo
Chief of Staff

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

SUBJECT: Reorganization of the Office of Human Resources

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the proposed reorganization of the Office of Human Resources to be effective upon Board approval.

RECOMMENDED EFFECTIVE DATE:

Upon Board approval.

ADDITIONAL COST:

No additional cost.

PURPOSE

The Director of Collective Bargaining and Affiliated Faculty Affairs (CBAFA) is currently a one-position functional unit located in the Office of the Vice President for Administration and Chief Financial Officer and is charged principally with collective bargaining and faculty

contract administration. The Office of Human Resources is charged, among other systemwide functions, with contract implementation of all collective bargaining agreements, inclusive of the faculty agreement, staffing the collective bargaining process and contract administration activities, as well as serving as significant resource to the Director of CBAFA. It is more effective and efficient to combine the two functional entities to provide a comprehensive human resources management service to the University.

BACKGROUND:

In accordance with Chapter 3, Board of Regents' Policies, the President, in consultation with the Board, has the authority to "reorganize, reassign or relocate established organizational units where such actions do not impact on Board policy and/or laws, incur additional expenses, and/or significantly affect students and other clientele of the University and to establish administrative support units under the Vice Presidents and Chancellors provided additional resources are not required."

The proposed reorganization does not change or delete functions for which the affected units and the Vice President are responsible. While it does not directly impact Board policy and/or laws, the organizational structure and respective directorships do affect the Board's relationships with these two entities relative to policy implementation.

There is some impact to clientele of the University. The impact would be positive within the University, as there would be one authoritative source of counsel whereas administrators currently must work with two offices to ascertain the totality of certain complex issues. There is no adverse impact to affected external clients, who are primarily the State Office of Collective Bargaining and the respective unions who will continue to deal with the Director of CBAFA and the staff of OHR on a business as usual and improved one-stop basis. The HGEA and UHPA, which negotiate with the Director of CAFA and work with OHR on implementation of negotiated agreements, have been consulted and have expressed no objections to the proposed reorganization. The United Public Workers, which does not normally interact with the Director of CBAFA will continue to work with the staff of OHR and will not be affected by this reorganization.

A committee was convened in 2003 to assess the level of human resources service delivery on a systemwide basis. The Human Resources Service Analysis Committee recommended that the two offices be integrated in order to provide a comprehensive one-stop shop. This proposal implements the recommended action.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the reorganization of the Office of Human Resources to incorporate the position of Director of Collective Bargaining and Affiliated Faculty Affairs therein, effective upon Board approval. The current and proposed tables of organization and functional statements are enclosed for the Board's review and approval.

Enclosures

c: Executive Administrator and Secretary of the Board Iha

EXECUTIVE SUMMARY

It is proposed that the Director of Collective Bargaining and Affiliated Faculty Affairs be moved from the Office of the Vice President for Administration and Chief Financial Officer to the Office of Human Resources, which is an organizational entity under the Vice President for Administration and Chief Financial Officer.

The proposed consolidation of two units will enhance the University's ability to provide comprehensive human resources management services. Currently, collective bargaining negotiations and affiliated faculty affairs are the functions of a one-position office staffed solely by the Director of Collective Bargaining and Affiliated Faculty Affairs.

Additional staffing is provided on an as-needed basis by the Office of Human Resources which is responsible for participating in the negotiations and for implementation of the faculty, APT, and civil service collective bargaining agreements. OHR also staffs the collective bargaining process for the faculty unit.

The consolidation of these two units does not add, delete or modify any of the current functions performed by each unit. While the functional statement of the Office of Human Resources has been amended, the amendments are editorial in nature to reduce the current redundancy and detail. There is no change to program services. Each unit will retain the functions it has now, but in a more cohesive, consolidated manner.

It is further proposed that the Director of Collective Bargaining and Affiliated Faculty Affairs position be reclassified as System Director of Human Resources and that the current System Director of Human Resources position be reclassified as Associate Director of Human Resources. There will be no net additional cost as a result of the proposed reorganization and reclassification actions.

UNIVERSITY OF HAWAII
PROPOSAL TO REORGANIZE THE
OFFICE OF HUMAN RESOURCES
VICE PRESIDENT FOR ADMINISTRATION AND CHIEF FINANCIAL OFFICER

I. PRESENT ORGANIZATION

The Office of Human Resources (OHR) is responsible for the system wide administration of the human resources programs for all University employees, to include faculty, Administrative/Professional and Technical (APT) employees, Executive/Managerial (E/M) personnel, and State civil service employees. The scope of functions include human resource information system, classification and compensation, labor relations, collective bargaining, employee benefits administration, staff development and training, deferred compensation and tax deferred annuity administration, and other human resources management functions.

The Director of Collective Bargaining and Affiliated Faculty Affairs serves as the chief spokesperson for the University of Hawai'i in negotiating collective bargaining matters with exclusive representatives of Units 07 and 08, and is responsible for contract interpretation, leadership in faculty human resource management issues, and serving as the President's designee in faculty grievances.

II. PROPOSED REORGANIZATION

The proposed reorganization seeks to integrate the functions of the Office of Collective Bargaining with the Office of Human Resources. The Director of Collective Bargaining and Affiliated Faculty Affairs (position no. 89425) will be redescribed as System Director of Human Resources. The current System Director of Human Resources (position no. 89053) will be redescribed to Associate Director of Human Resources.

III. BACKGROUND / NATURE OF THE PROPOSED REORGANIZATION

Integrating the functions of the Office of Collective Bargaining with the OHR will efficiently and effectively utilize staff to assist all categories of employees, inclusive of faculty.

The Office of Collective Bargaining and Affiliated Faculty Affairs is currently a one-position office. The previously allocated Associate Director of Human Resources position was transferred to the Office of the Vice President for Academic Affairs. The System Director of Human Resources position is currently filled on a temporary basis via an interim appointment of the most senior level staff in this office. The interim appointee, therefore, is carrying out the work of the

Director, Associate Director and senior-most staff (operations manager).

IV. IMPACT ON STAFFING AND RESOURCES

The Director of Collective Bargaining and Affiliated Faculty Affairs (position no. 89425) will be redescribed as the System Director of Human Resources. Position number 89053, System Director of Human Resources (presently filled on an interim basis) will be redescribed as the Associate Director of Human Resources. The proposed reorganization will not affect any APT or Civil Service personnel in either office, who are all excluded from collective bargaining.

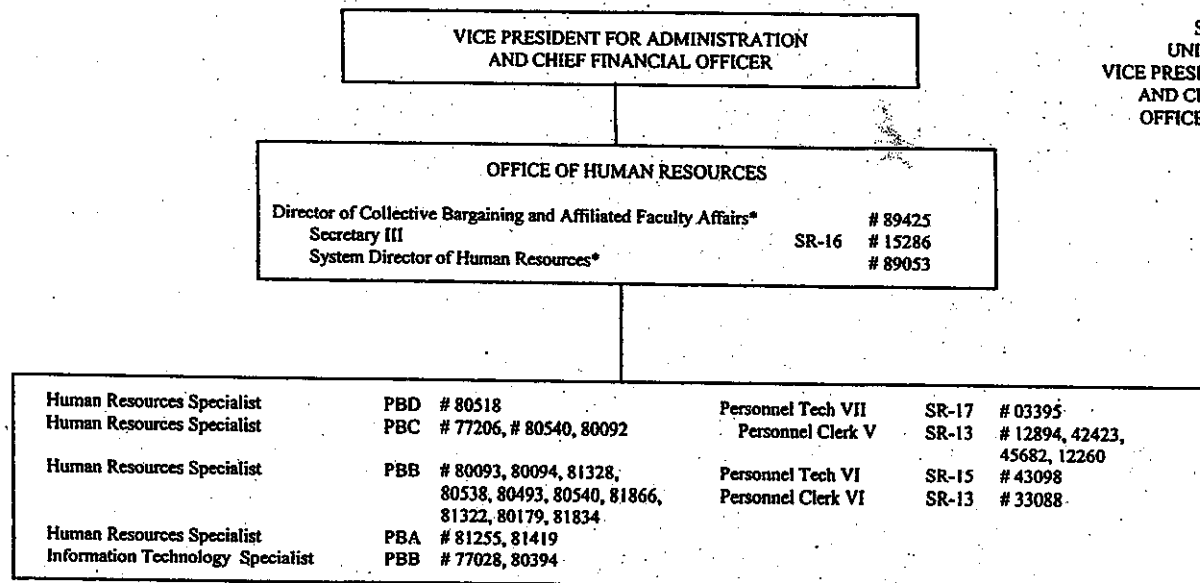
There may be additional cost incurred in compensating the incumbent of the designated Director position for the increase in scope of responsibility. This additional cost will be offset by the difference in the salary rate of the current Interim Director appointee and the new Associate Director appointee. Thus, there will be no net increase in cost as a result of this reorganization.

V. ALTERNATIVES CONSIDERED

* The Office of Collective Bargaining and the Office of Human Resources could continue to operate as two separate entities. However, maintaining the organizational status quo will not effectively utilize diminishing University resources. The Director of Collective Bargaining can continue to consult and work collaboratively with the Office of Human Resources, as needed. The Office of Human Resources can continue to work closely with the Director of Collective Bargaining and staff the bargaining activities (inclusive of faculty issues). However, as the two offices are so closely interrelated, it would be more economical, efficient and effective to combine resources under one entity.

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER
OFFICE OF HUMAN RESOURCES
CHART III



* To be redescribed.

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APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

APR 16 2004

Date

4/16/04

**STATE of HAWAII
UNIVERSITY of HAWAII
OFFICE OF HUMAN RESOURCES
VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER**

MAJOR FUNCTIONS

The Office of Human Resources has systemwide responsibility for human resources management, including policy and procedure development, maintenance, and implementation; advisory services to units and staff services for executive decision-making. The System Director of Human Resources advises the Vice President for Administration and Chief Financial Officer and other senior executives on all human resources management matters.

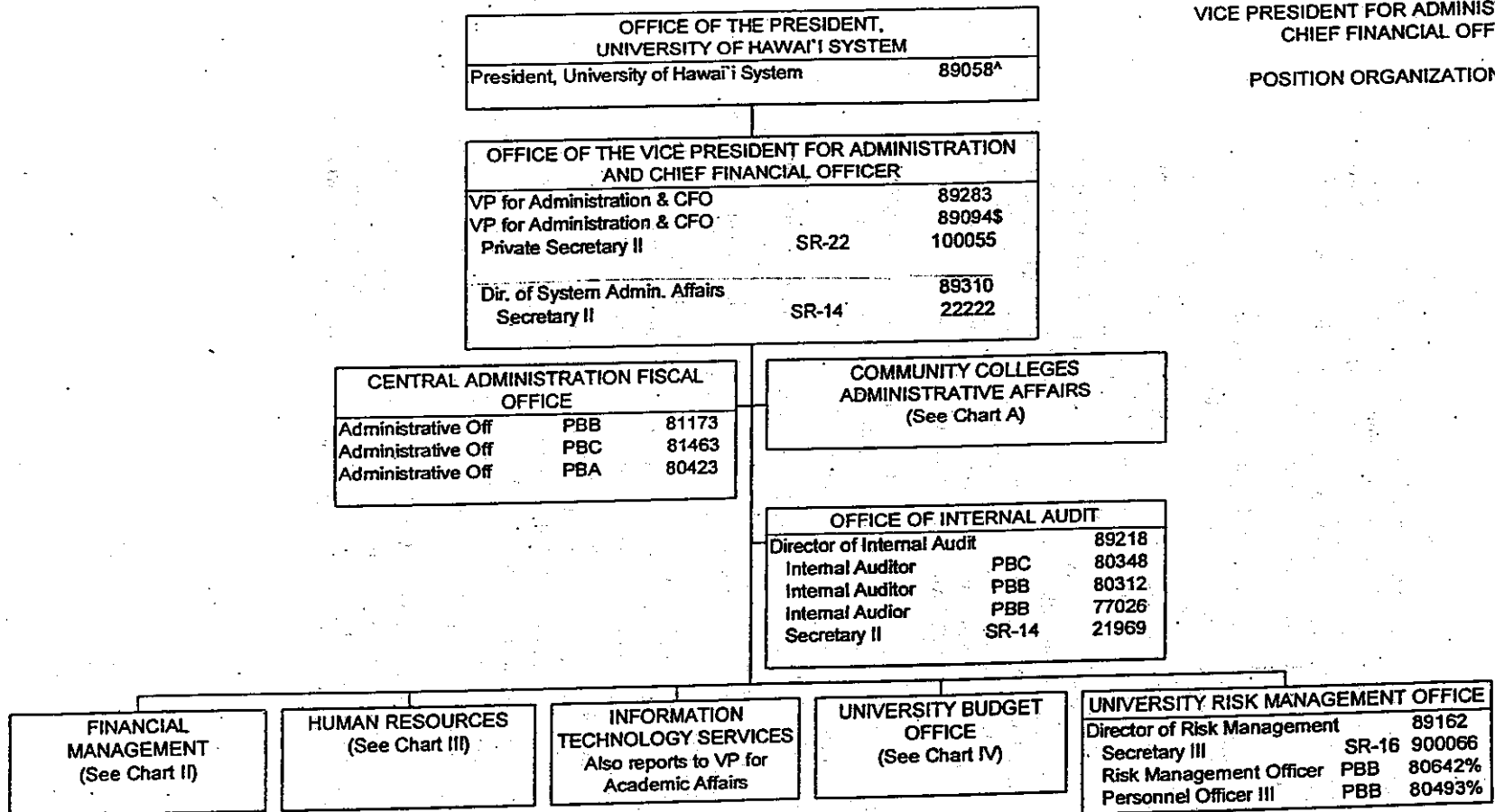
The Director's Office has responsibility for planning, organizing, and managing the University's human resources program as it relates to Board of Regents appointees and Civil Service employees, employee benefits, and other related programs. This responsibility includes the development, implementation, and maintenance of personnel policies and procedures to ensure compliance with Board of Regents' Bylaws and Policies, Executive policies, State statutes, Federal laws and regulations, administrative procedures, and applicable collective bargaining agreements; the administration of the University's classification and compensation plan for APT and E/M personnel and of the State's classification and compensation plans for civil service employees; directing special projects and studies; providing leadership and advice to senior level executives on matters relevant to human resources issues; negotiating collective bargaining agreements; conducting hearings and rendering decisions on grievances; and administering the University's employee benefits, and staff development and training programs.

- Directs, administers, and coordinates the employee relations program for all employees including serving as the President's designee as hearings officer for grievances
- Develops and issues interpretive guidelines, policies, and procedures, including Executive Policies and Administrative Procedures
- Provides advisory services relative to rules, regulations, policies, and collective bargaining agreements relating to the management and direction of the University's employees
- Directs and administers on a systemwide basis, the civil service recruitment, examination, and personnel transaction programs
- Develops and implements classification and compensation systems, including classification actions on positions, reviewing compensation adjustment recommendations, and representing the University before appellate boards and commissions, as applicable
- Develops, directs, administers, and coordinates the job performance evaluation program
- Directs, administers, and coordinates the State return to work priority program
- Custodian of official personnel files for all civil service and Executive and Managerial employees and employees of undelegated system offices
- Directs, administers, and coordinates the labor relations program, including advisory services relative to investigation, discipline, problem resolution, contract interpretation, and policy interpretation
- Reviews E/M appointment and recommendation issues
- Coordinates the State's and University's benefit programs (Employer-Union Trust Fund, Retirement System, Part-Time, Seasonal Deferred Compensation, Tax Deferred Annuity Programs, etc.) for University employees on a systemwide basis. Serves as liaison with other State agencies

PROPOSED

**STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER**

POSITION ORGANIZATION CHART



\$ Position to be redescribed upon employee's completion of leave
 % Position to be redescribed
 Reserve Positions: OTED 80528, 81535; Aux Svs 89293
 Appropriated but not established: 96850F(W), 96851F(W), 96852F(W), 96853F(W)

**APPROVED BY THE UNIVERSITY
BOARD OF REGENTS**

APR 16 2004

Date

General Fund	<u>Perm</u> 21.00
(W) Revolving Fund	4.00

PROPOSED

**STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER**

FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

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

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

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

CURRENT
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER
OFFICE OF HUMAN RESOURCES
POSITION ORGANIZATION CHART

CHART III

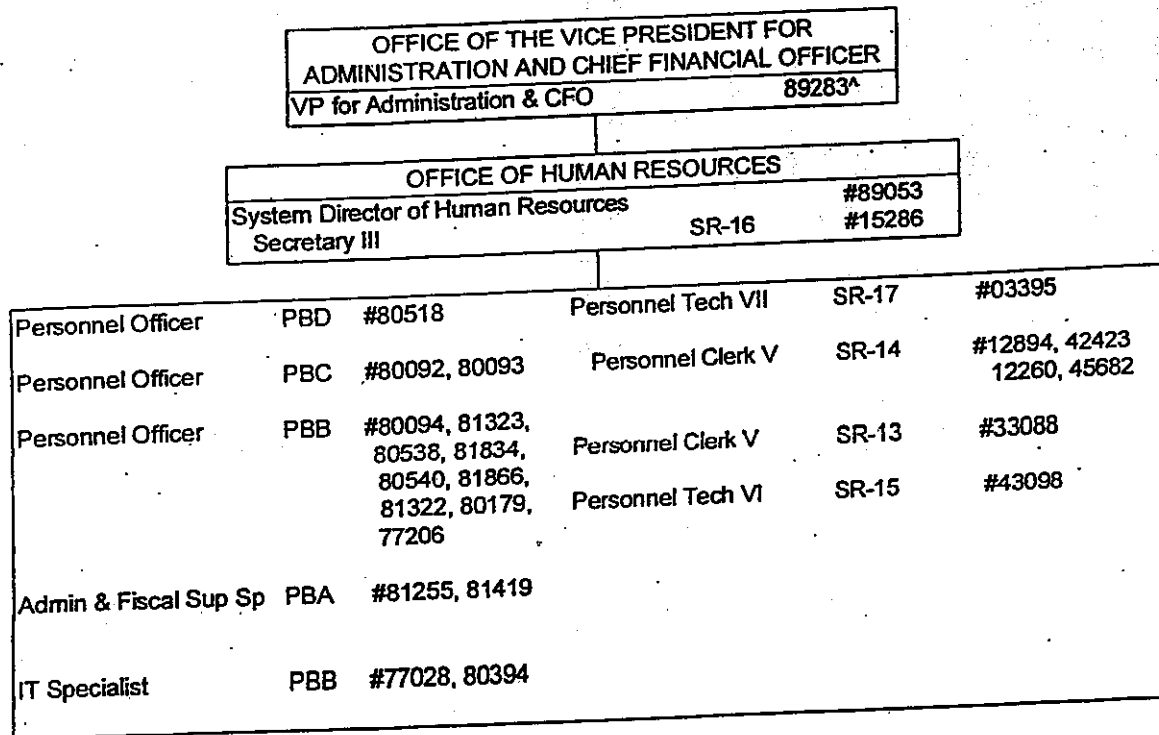


CHART UPDATED
DATE JUL 01 2003

General Fund Perm
 25.00

^A Excluded from position count, this chart

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER

OFFICE OF THE PRESIDENT,
UNIVERSITY OF HAWAII SYSTEM
President, University of Hawai'i System 89058^A

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND CHIEF FINANCIAL OFFICER		
VP for Administration & CFO		89283
VP for Administration & CFO		89094\$
Private Secretary II	SR-22	100055
Dir. Coll. Bargain/Aff. Fac. Affr.		89425
Dir. of System Admin. Affairs		89310
Secretary II	SR-14	22222

CENTRAL ADMINISTRATION FISCAL OFFICE		
Administrative Off	PBB	81173
Administrative Off	PBC	81463
Administrative Off	PBA	80423

**COMMUNITY COLLEGES
ADMINISTRATIVE AFFAIRS
(See Chart A)**

OFFICE OF INTERNAL AUDIT		
Director of Internal Audit		89218
Internal Auditor	PBC	80348
Internal Auditor	PBB	80312
Internal Auditor	PBB	77026
Secretary II	SR-14	21969

CHART UPDATED
JUL 01 2003
DATE _____

FINANCIAL MANAGEMENT (See Chart II)	HUMAN RESOURCES (See Chart III)	INFORMATION TECHNOLOGY SERVICES Also reports to VP for Academic Affairs	UNIVERSITY BUDGET OFFICE (See Chart IV)	UNIVERSITY RISK MANAGEMENT OFFICE Director of Risk Management 89162 Secretary III SR-16 900066 Risk Management Officer PBB 80642% Personnel Officer III PBB 80493%
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General Fund	<u>Perm</u> 21.00
(W) Revolving Fund	4.00

Position to be redescrbed upon employee's completion of leave
6 Position to be redescrbed
Reserve Positions: OTTD 80528, 81535; Aux Svs 89293

C U R R E N T
STATE of HAWAII
UNIVERSITY of HAWAII
VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER
OFFICE OF HUMAN RESOURCES

MAJOR FUNCTIONS

The Office of Human Resources has systemwide responsibility for human resources relating to Board of Regents and Civil Service employees of the University of Hawaii'i with respect to policy and procedure development, maintenance, and implementation; advisory services to units and staff services for executive decision-making. The System Director of Human Resources advises the Vice President for Administration and Chief Financial Officer on human resources management matters, including faculty affairs.

The Director's Office has responsibility for planning, organizing, and managing the University's human resources program as it relates to Board of Regents and Civil Service employees, employee benefits, and other related programs. This responsibility includes the development, implementation, and maintenance of personnel policies and procedures to ensure compliance with Board of Regents' Bylaws and Policies, Executive policies, State statutes, Federal laws and regulations, administrative procedures, and applicable collective bargaining agreements; the administration of the University's classification and compensation system for APT and E/M personnel, and the State's civil service classification and compensation plans for civil service employees; directing special projects and studies; providing leadership and advice to senior level executives on matters relating to relevant human resources issues; conducting hearings and rendering decisions on applicable grievances; and administering the University's employee benefits and staff development and training programs.

- Directs, administers, and coordinates the labor relations program for civil service employees
- Provides interpretation on State personnel rules, regulations, policies, and collective bargaining agreements relative to the management and direction of civil service employees
- Directs and administers on a systemwide basis, the civil service recruitment, examination, and personnel transaction programs
- Takes final classification actions on civil service positions, represents the University before appellate boards and commissions
- Reviews and recommends the compensation, pricing, and repricing of classes of positions
- Directs, administers, and coordinates the job performance evaluation program
- Directs, administers, and coordinates the State return to work priority program
- Custodian of official personnel files for all civil service employees
- Directs, administers, and coordinates the labor relations program for APT and E/M employees, including serving as the President's designee as hearings officer for APT grievances
- Develops and issues interpretive guidelines, policies, and procedures, including Administrative Procedures
- Provides advisory services relative to rules, regulations, policies, and collective bargaining agreements relating to the management and direction of APT and E/M employees
- Provides support services such as reviewing and finalizing the agenda for Board of Regents' action; serves as the personnel manager for selected system offices; reviews proposed actions on behalf of the Vice President for Administration and Chief Financial Officer
- Reviews requests for classification action on APT and E/M positions and takes final action; represents the University before appellate boards and commissions regarding the classification of APT positions and advises the Vice President for Administration and Chief Financial Officer on appeals of E/M classification actions
- Conducts pricing and salary studies of APT and E/M classes. Assigns and reassigns classes to appropriate salary ranges
- Provides staff support on E/M classification and appointment issues, and personnel transaction processing
- Coordinates the State's benefit programs (Health Fund, Retirement System, Part-Time, Seasonal Deferred Compensation, etc.) for University employees on a systemwide basis. Serves as liaison with other State agencies

- Oversees the University's leave accounting system, including providing guidance and interpretive services on statutory provisions, State rules and regulations, and collective bargaining agreements; administers the leave sharing and family leave programs
- Coordinates the 457 Deferred Compensation, and Flexible Spending Accounts programs; temporary disability benefits program; service incentive and awards programs; Drug-Free Workplace Program; and other employee benefit programs
- Administers the University's 403(b) Tax Deferred Annuity (TDA) program, ensures compliance with applicable federal and state rules and regulations governing 403(b) TDA and may oversee a third party administrator
- Plans, develops, coordinates, and implements staff development and training programs; serves as liaison with the State of Hawai'i Department of Human Resources Development Employee Assistance Branch relative to employee assistance programs available to University employees
- Oversees the authorized third party administrator(s) activities and administers related University policies (supplemental pay, maintenance of benefits, return to work and placement)
- Develops and recommends new or revised personnel policies, procedures, and systems
- Manages special projects and conducts special studies which may cut across organizational levels and functional areas
- Develops and conducts studies and analyses to provide management data for program development which reflect personnel trends, practices, costs, etc.
- Manages and coordinates the implementation of Human Resources Information Systems
- Takes leadership in analyzing, developing, and implementing functional components of new electronic human resource systems
- Assists in systemwide technological direction for personnel officers
- Central source of all systemwide University human resources information
- Supports internal OHR computer requirements
- Provides procedural direction to University personnel officers for processing personnel transactions
- Serves as liaison between OHR and State of Hawai'i agencies on technological issues

C U R R E N T

STATE OF HAWAII UNIVERSITY OF HAWAII OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND CHIEF FINANCIAL OFFICER

FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

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

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

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



UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

January 7, 2004

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

SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF
HAWAII SYSTEMWIDE ADMINISTRATION - COMMUNITY COLLEGES

Attached for your files is a copy of the reorganization of the University of Hawai'i Systemwide Administration - Community Colleges, which was approved on November 21, 2003 by the University of Hawai'i Board of Regents. The purpose of the reorganization is explained in the attached documents.

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

A handwritten signature in black ink, appearing to read "M.T. Unebasami", with a long horizontal stroke extending to the right.

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

Attachments

- c The Honorable Georgina K. Kawamura
Director, Department of Budget and Finance
- The Honorable Kathy Watanabe
Director, Department of Human Resources
- VP for Administration & CFO James Sloane
- VP for Academic Affairs David McClain
- Chief of Staff Sam Callejo
- ✓ University Budget Office
- University Office of Human Resources
- Assoc VP Michael Rota
- Assoc VP Dan Ishii
- UHCC Chancellors
- UHCC Budget Office
- UHCC Human Resources Office

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Reorganization of the John A. Burns School of Medicine, University of Hawai'i at Mānoa to Merge the Basic Science Departments

Regent Tanaka moved to approve the merging of Anatomy and Reproductive Biology, Biochemistry and Biophysics, Cell and Molecular Biology, Pharmacology, Physiology, and Tropical Medicine and Medical Microbiology of the John A. Burns School of Medicine into the departments of Anatomy, Biochemistry, Physiology and Reproductive Biology; Cell and Molecular Biology; and Tropical Medicine, Medical Microbiology and Pharmacology with the understanding that implementation details are subject to applicable Board policies, as presented in President's Memorandum No. 24 (Agenda), Item A-11, dated November 21, 2003. Regent Tatibouet seconded the motion which was unanimously carried.

Regent Kawakami moved to amend the agenda to include the approval of the Community Colleges Midterm Reports and the approval of the reorganization of community colleges. Regent Tatibouet seconded the motion which was unanimously carried.

Approval of the Community Colleges Midterm Reports

Regent Kawakami reported that the Committee on Community Colleges met with Dr. Barbara Beno and Joel Ritchie of the Accrediting Commission for Community Colleges and Junior Colleges (ACCJC) to discuss the midterm report. The Committee engaged in the discussion with the ACCJC representatives on the separate and unique mission of the community colleges as well as the baccalaureate campuses. All of the chancellors of the community colleges were present to comment on their portion of their reports.

Regent Kawakami moved to approve the midterm reports dated October 2003 and as presented to the Board. Regent Tatibouet seconded the motion which was unanimously carried.

Approval of the Reorganization of Community Colleges

Regent Kawakami moved to approve the proposed reorganization of the community colleges to relocate the Offices of the Vice President for Academic Affairs; Vice President for International Education; and Vice President for Administration and Chief Financial Officer; and transfer eight positions to the community colleges' campuses. Regent Tatibouet seconded the motion which was unanimously carried.



UNIV OF HAWAII
UH BUDGET OFFICE

UNIVERSITY OF HAWAII

03 OCT 22 A11:04

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

October 16, 2003

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

SUBJECT: REORGANIZATION PROPOSAL OF THE UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION—COMMUNITY COLLEGES

Attached is the reorganization proposal that reallocates five positions from the Office of the Vice President for International Education, two positions from the Vice President for Academic Affairs—Community College Academic Affairs unit, and one position from the Office of the Vice President for Administration and Chief Financial Officer—Community Colleges Administrative Affairs unit to various Community College Campuses. Please review the attachments and forward the reorganization proposal to the Board of Regents via President Dobelle for approval. Also attached is a memo from the Hawaii'i Government Employees Association (HGEA), documenting their concurrence with the reorganization proposal. A memo transmitting the reorganization proposal to the Board of Regents has been attached for your use.

Should you have any questions, please call me at 956-6280 or call Director Michael Yoshimura at 956-5148.

A handwritten signature in black ink, appearing to read "M. T. Unebasami".

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

Attachments

- C Sr VP/Chancellor Joyce Tsunoda
- VP for Academic Affairs David McClain
- Chief of Staff Sam Callejo
- Chancellor Ramsey Pedersen
- Chancellor John Morton
- Chancellor Mark Silliman
- Chancellor Angela Meixell
- Chancellor Peggy Cha
- Assoc VP Michael Rota
- Assoc VP Dan Ishii
- Director Michael Yoshimura
- Acting Director Jan Doi

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UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

MEMORANDUM

October 16, 2003

TO: Patricia Y. Lee
Chairperson, Board of RegentsVIA: Evan S. Dobelle
President, University of HawaiiVIA: David McClain
Vice Pres for Academic AffairsFROM: James R.W. Sloane
Vice President for Administration and
Chief Financial OfficerVIA: Sam Calleja
Chief of StaffSUBJECT: REORGANIZATION PROPOSAL OF THE UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION—COMMUNITY COLLEGESSPECIFIC ACTION REQUESTED:

Approval of the Board of Regents is requested for a reorganization proposal of the University of Hawaii Systemwide Administration—Community Colleges. This reorganization reallocates five positions from the Office of the Vice President for International Education, two positions from the Vice President for Academic Affairs—Community College Academic Affairs unit, and one position from the Office of the Vice President for Administration and Chief Financial Officer—Community Colleges Administrative Affairs unit to various Community College Campuses.

RECOMMENDED EFFECTIVE DATE:

It is requested that the reorganization be effective upon approval by the Board of Regents.

PURPOSE/NATURE OF THE PROPOSAL:

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002 to realign responsibilities and reporting relationships, relating to Community College units, Systemwide Programs, and other University of Hawaii units. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including a newly created Office of the Vice President for International Education (OVPIE). During the approval process for this reorganization, a Letter of Understanding was signed between the University of Hawaii and the Hawaii Government Employees Association (HGEA), to clarify the status of positions that were identified for temporary relocation to the newly created Office of the Vice President for International Education. These positions and other positions previously assigned to Community College Systemwide Support programs need

to be transferred to various Community College campuses to meet critical staff support requirements.

The proposed reorganization reallocates five positions (5.00 FTE) from the Office of the Vice President for International Education to:

- Windward Community College for expanded marketing due to the urgent need for consistent and quality marketing, coupled with enrollment management to achieve enrollment potential.
- Leeward Community College for expanded marketing due to the urgent need for coordinated, consistent, and quality marketing to promote relevant educational and workforce development programs/services.
- Kauai Community College for focused staff development which is vital to increase productivity, improve student learning outcomes, improve community relationships, and progress toward the accomplishment of the campus and system strategic plan goals and objectives.
- Kapiolani Community College for augmented administrative support due to the increasing demands associated with expanding programs and activities. Kapiolani CC is the second largest campus in the University of Hawaii system, after UH Manoa, and the demands upon the Office of the Chancellor are commensurate with its position in the system. The support afforded by these positions is vital to successfully meeting the responsibilities of the college to the students, private industry, and the community.

The proposed reorganization reallocates two positions (2.00 FTE) from the Vice President for Academic Affairs—Community College Academic Affairs unit to:

- Honolulu Community College for Statewide UHCC/K-12 Partnerships to coordinate programs and services which will be made available throughout the State and delivered through the Community Colleges. Honolulu CC will serve as the lead campus for the statewide UHCC/K-12 Partnership effort due to the strength of its Early Childhood Education program.

The proposed reorganization reallocates one position (1.00 FTE) from the Office of the Vice President for Administration and Chief Financial Officer, within the Community Colleges Administrative Affairs, Human Resources unit to:

- Windward Community College for augmented support for human resources due to a staffing deficiency in a campus with growing programs and enrollment. Windward CC is the only Community College campus without a personnel clerk to support the Human Resources unit.

The Letter of Understanding between the University of Hawaii and the HGEA was executed to clarify the situation with regard to the temporary relocation of positions to the Office of the Vice President for International Education. The transfer of these positions and other positions previously assigned to Community College Systemwide Support programs to individual Community College campuses is a critical requirement to ensure appropriate support and commitment to the mission of the Community Colleges. Consistent with the strategic plan which emphasizes increased marketing (Goal 5) and staff development (Goal 4), this reorganization will move the Community Colleges toward increased campus capability, enhancing the quality of programs and services to the benefit of students, private industry, and the community. It is vital that the Community Colleges have the resources necessary to achieve its mission, goals and objectives.

IMPACT ON STAFFING AND RESOURCES:

No additional expenditures for personal services are anticipated as a result of this reorganization. However, required position description updates and classification reviews may increase personnel cost marginally. Each unit receiving positions is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES:

Consultation with the Hawai'i Government Employees' Association (HGEA) has been completed and the union concurs with the reorganization proposal (memo attached).

RECOMMENDED ACTION:

Approval of the Board of Regents is requested for this reorganization of the University of Hawai'i Systemwide Administration—Community Colleges.

Attachments

C Board Secretary David Iha
 Sr VP/Chancellor Joyce Tsunoda
 VP for Academic Affairs David McClain
 Chief of Staff Sam Callejo
 Chancellor Ramsey Pedersen
 Chancellor John Morton
 Chancellor Mark Silliman
 Chancellor Angela Meixell
 Chancellor Peggy Cha
 Assoc VP Michael Rota
 Assoc VP Dan Ishii
 Director Michael Yoshimura
 Acting Director Jan Doi

**EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL REQUEST
UNIVERSITY OF HAWAII SYSTEMWIDE ADMINISTRATION—
COMMUNITY COLLEGES**

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002 to realign responsibilities and reporting relationships, relating to Community College units, Systemwide Programs, and other University of Hawaii units. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including a newly created Office of the Vice President for International Education (OVPIE). During the approval process for this reorganization, a Letter of Understanding was signed between the University of Hawaii and the Hawaii Government Employees Association (HGEA), to clarify the status of positions that were identified for temporary relocation to the newly created Office of the Vice President for International Education. These positions and other positions previously assigned to Community College Systemwide Support programs need to be transferred to various Community College campuses to meet critical staff support requirements.

The proposed reorganization reallocates five positions (5.00 FTE) from the Office of the Vice President for International Education to:

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- Kauai Community College for focused staff development which is vital to increase productivity, improve student learning outcomes, improve community relationships, and progress toward the accomplishment of the campus and system strategic plan goals and objectives.
- Kapiolani Community College for augmented administrative support due to the increasing demands associated with expanding programs and activities. Kapiolani CC is the second largest campus in the University of Hawaii system, after UH Manoa, and the demands upon the Office of the Chancellor are commensurate with its position in the system. The support afforded by these positions is vital to successfully meeting the responsibilities of the college to the students, private industry, and the community.

The proposed reorganization reallocates two positions (2.00 FTE) from the Vice President for Academic Affairs—Community College Academic Affairs unit to:

- Honolulu Community College for Statewide UHCC/K-12 Partnerships to coordinate programs and services which will be made available throughout the State and delivered through the Community Colleges. Honolulu CC will serve as

the lead campus for the statewide UHCC/K-12 Partnership effort due to the strength of its Early Childhood Education program.

The proposed reorganization reallocates one position (1.00 FTE) from the Office of the Vice President for Administration and Chief Financial Officer, within the Community Colleges Administrative Affairs, Human Resources unit to:

- Windward Community College for augmented support for human resources due to a staffing deficiency in a campus with growing programs and enrollment. Windward CC is the only Community College campus without a personnel clerk to support the Human Resources unit.

The Letter of Understanding between the University of Hawaii and the HGEA was executed to clarify the situation with regard to the temporary relocation of positions to the Office of the Vice President for International Education. The transfer of these positions and other positions previously assigned to Community College Systemwide Support programs to individual Community College campuses is a critical requirement to ensure appropriate support and commitment to the mission of the Community Colleges. Consistent with the strategic plan which emphasizes increased marketing (Goal 5) and staff development (Goal 4), this reorganization will move the Community Colleges toward increased campus capability, enhancing the quality of programs and services to the benefit of students, private industry, and the community. It is vital that the Community Colleges have the resources necessary to achieve its mission, goals and objectives.

No additional expenditures for personal services are anticipated as a result of this reorganization. However, required position description updates and classification reviews may increase personnel cost marginally. Each unit receiving positions is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

**REORGANIZATION PROPOSAL REQUEST
UNIVERSITY OF HAWAII SYSTEMWIDE ADMINISTRATION—
COMMUNITY COLLEGES**

A. Present Organization

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including the establishment of a new Office of the Vice President for International Education (OVPIE).

Office of the Vice President for International Education

The newly created Office of the Vice President for International Education directs and coordinates international education efforts on a systemwide basis. The major areas of international education initially included in the scope of operations are:

- International Education Programs and Exchange including;
International Visitors and Protocol Functions
- Visiting Scholars and International Faculty Services
- International Partnerships and Entrepreneurship including;
International Marketing, Recruitment, and Outreach

There are 14.00 FTE general fund positions to support the functions of the Office of Vice President for International Education.

Community College Academic Affairs, Statewide UHCC/K-12 Partnerships

Under the Office of the Vice President for Academic Affairs, within the Community College Academic Affairs unit, the Statewide UHCC/K-12 Partnerships unit coordinates curriculum articulation, Adult Basic Education and remediation services, teacher certification and in-service education programs, and other related activities involving the Department of Education, independent schools, and the University of Hawaii Community Colleges. There are 2.00 FTE general fund positions to support the Statewide UHCC/K-12 Partnerships functions.

Community Colleges Administrative Affairs, Human Resources

Under the Office of the Vice President for Administration and Chief Financial Officer, within the Community Colleges Administrative Affairs, Human Resources unit develops and directs the human resources system for the Community Colleges and systemwide programs, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action. There are 6.00 FTE general fund positions to support the Human Resources unit.

Community College Campus Organizations

Positions are being transferred from these Systemwide programs to various UH Community Colleges to meet critical staffing requirements. The applicable present organizational charts and functional statements are attached.

B. Proposed Organization – Background/Nature of the Proposed Reorganization –Reasons for Proposing the Reorganization

The University of Hawaii, Systemwide Administration reorganization was approved on December 12, 2002 to realign responsibilities and reporting relationships, relating to Community College units, Systemwide Programs, and other University of Hawaii units. One of the major changes of the reorganization is the restructuring of the Office of the Chancellor for Community Colleges and the distribution of support positions and functions to various systemwide operations, including a newly created Office of the Vice President for International Education (OVPIE). During the approval process for this reorganization, a Letter of Understanding was signed between the University of Hawaii and the Hawaii Government Employees Association (HGEA), to clarify the status of positions that were identified for temporary relocation to the newly created Office of the Vice President for International Education. These positions and other positions previously assigned to Community College Systemwide Support programs need to be transferred to various Community College campuses to meet critical staff support requirements.

The proposed reorganization reallocates positions from the Office of the Vice President for International Education (OVPIE) and the Vice President for Academic Affairs - Community College Academic Affairs unit, to Windward Community College, Leeward Community College, Kauai Community College, Kapiolani Community College, and Honolulu Community College.

1. Office of the Vice President for International Education

Positions from the former Office of the Chancellor for Community Colleges have been temporarily assigned to this unit until December 31, 2003 as part of a transitional team to establish structure, focus and direction for the international education effort. As was agreed in the development of this transition plan, 5.00 FTE general fund positions will be permanently reallocated from the OVPIE to Community College campuses as follows:

- a) Marketing Officer (#77248) to Windward CC
- b) Public Information Officer (#80122) to Leeward CC
- c) Education Specialist (#80447) to Kauai CC
- d) Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) and Secretary (#47688) to Kapiolani CC

a) Windward Community College

The transfer of the Marketing Officer (#77248) from the Office of the Vice President for International Education to the Office of the Chancellor, Windward CC addresses the critical need of the campus to expand marketing and community awareness efforts. The Marketing Officer (#77248) will report directly to the Chancellor (#89044). The position will be redescribed to meet

the specific requirements of the college and submitted for classification review.

Windward CC has turned around a historic trend of declining enrollment by providing faculty assigned time to support enrollment management and marketing initiatives. Operating funds have been reallocated internally to support increased marketing and outreach costs. However, the college requires appropriate staff support to oversee and develop these marketing efforts that are, at times, inconsistent and sporadic. The Marketing Officer (#77248) will provide the needed leadership and direction to properly sustain this critical marketing effort. This will support the implementation of Goal 5 of the UH Strategic Plan to "Improve support for the marketing efforts undertaken by individual UH system campuses and programs, including both financial and human resource considerations." Competition from private institutions of higher education that employ professional marketing personnel and strategies makes it imperative that the college coordinate its marketing efforts to attract students.

The transfer of this position is essential to the campus due to the importance of this function for Windward CC and the limited staffing available at the campus. Consistent and quality marketing, coupled with enrollment management are necessary to achieve campus enrollment potential.

b) Leeward Community College

The transfer of the Public Information Officer (#80122) from the Office of the Vice President for International Education to the Office of the Chancellor, Leeward CC addresses the critical need of the campus to expand marketing and community awareness efforts. The Public Information Officer (#80122) will report directly to the Chancellor (#89110). The position will be redescribed to meet the specific requirements of the college and submitted for classification review.

Currently, the College does not have any staffing required to handle the variety of writing requirements to promote activities and programs. This results in a lack of a positive presence in local, regional and UH system media, as well as serious delays in the publication of important informational documents. The current Marketing Officer (#77203) has primary responsibility for advertising and publication production. This includes the design and publication of the College catalog, Schedules of Courses, print and radio advertisements and various promotional brochures, in addition to content management of the College's website and supervision of the graphic arts staff.

The quantity of material required necessitates additional expertise in writing and editing, which is not currently available at the College. Because of this

staffing deficiency, publication deadlines are often delayed and many opportunities are not pursued due to lack of resources and time. Several projects that have been approved by the campus in the College's Strategic Plan cannot be completed without additional staffing. Examples of projects requiring additional support include the student viewbook and website content re-design.

Leeward CC continually strives to work with private industry and the community in providing relevant educational and workforce development programs/services. The college needs to properly coordinate these efforts and publicize the educational services that are being offered at the campus. The Public Information Officer will provide the leadership and direction necessary to promote these efforts. Through the various media available, this position will provide visibility and awareness of Leeward CC and the University of Hawaii System. This will support the implementation of Goal 5 of the UH Strategic Plan to "Improve support for the marketing efforts undertaken by individual UH system campuses and programs, including both financial and human resource considerations."

The transfer of this position is essential to the campus due to the importance of this function for Leeward CC and the limited staffing available at the campus. It is vital that the campus has the resources necessary to achieve its potential in addressing the needs of private industry and the community to promote workforce and economic development.

c) Kauai Community College

The transfer of the Education Specialist (#80447) from the Office of the Vice President for International Education to Academic Support, Kauai CC addresses the critical need of the campus to develop and sustain staff development efforts. The Education Specialist (#80447) will report directly to the head of the Academic Support unit, the Director of University Hawaii Center (#89278). With the transfer of this position, a Staff Development Office will be established within the Academic Support Division at Kauai Community College. Currently three separate positions, on a part-time basis, are providing very limited and fragmented services in this area as "other related duties," coordinating the Fall Convocation, Staff Fund Raising, and two Workshops each year. The Education Specialist (#80447) will assume responsibility for these activities, permitting the current staff to focus on their primary responsibilities. More critically, this position will expand the staff development program and provide a coordinated focus and direction to these efforts. Expansion efforts will include required professional development activities for the campus with a focus on professional development as an investment on the part of the campus in its most important resource, personnel. This will support the implementation of Goal 4 of the UH Strategic

Plan to “Support faculty and staff excellence by facilitating professional and career development opportunities.”

The transfer of this position is essential to the campus because of the importance of this function for Kauai CC and the limited staffing available at the campus. Staff Development is vital to increase productivity, improve student learning outcomes, improve community relationships, and progress toward the accomplishment of the campus and system strategic plan goals and objectives.

d) Kapiolani Community College

The transfer of the Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) and Secretary (#47688) from the Office of the Vice President for International Education to the Office of the Chancellor, Kapiolani CC addresses the critical need of the campus to appropriately support the Office of the Chancellor. The position of Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) will be redescribed to an Executive Assistant and report directly to the Chancellor (#89100). The Secretary (#47688) will continue to report to the Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341).

The Assistant to the Senior Vice President-Chancellor for Community Colleges (#89341) will provide essential administrative staff work of a broad scope and considerable complexity that is not adequately addressed under the current organization. Examples of duties include:

- Preparing for meetings and presentations with UH executives, administrators, regents, faculty, staff as well as Legislators and state/federal and foreign officials.
- Coordinating communications and arrange for public relations activities on behalf of the Chancellor, including the preparation of speeches and press releases.
- Speaking on behalf of the Chancellor on matters which require the exercise of independent, high level decision-making, initiative, and discretion.
- Leading and directing projects with cross-program implications.
- Coordinating special events on or off campus such as those related to cultivating donors.

The transfer of these positions is essential to the campus due to the increasing demands associated with expanding programs and activities. Kapiolani CC is the second largest campus in the University of Hawaii system, after UH Manoa, and the demands upon the Office of the Chancellor are commensurate with its position in the system. The support afforded by these positions is vital to successfully meeting the responsibilities of the college to the students, private industry, and the community.

As indicated previously, the above cited positions will be temporarily assigned to the Office of the Vice President for International Education to create transitional capacity for that office. On January 1, 2004 the positions will be returned to the appropriate campus to fulfill the stated needs for the Community College campuses.

2. Vice President for Academic Affairs—Community College Academic Affairs Unit Statewide UHCC/K-12 Partnerships

The proposed reorganization transfers the functions and positions of the Statewide UHCC/K-12 Partnerships from the Vice President for Academic Affairs—Community College Academic Affairs Unit to Honolulu Community College. This includes 2.00 FTE general fund positions, Academic Affairs Program Officer (#89160) and Secretary II (#13374). Honolulu CC will serve as the lead campus for the statewide UHCC/K-12 Partnership effort due to the strength of its Early Childhood Education program.

Honolulu Community College

The position of , Academic Affairs Program Officer (#89160) will be redescribed and will report directly to the Chancellor (#89106). The position of Secretary (#13374) will be redescribed and assigned to the Public Affairs and Resource Development unit and report to the Director of Continuing Education and Training (#89149). The Secretary (#13374) will provide secretarial support for the Public Affairs and Resource Development unit and the International Affairs and Development unit as well as continue to provide secretarial support for the UHCC/K-12 Partnerships Office. Neither the Public Affairs and Resource Development unit nor the International Affairs and Development unit currently have any direct secretarial support. The Director of Continuing Education and Training (#89149) is best suited to provide supervision for this shared position due to anticipated workload distribution and campus priorities.

The Statewide UHCC/K-12 Partnerships Office will continue to develop and sustain a curriculum articulation process between the Department of Education (DOE), independent schools, and the University of Hawaii Community Colleges. In addition the office will facilitate coordinated undertakings between DOE, UHCC, and other agencies; and will promote community awareness of, and support for, this coordination.

The transfer of this office is essential to coordinate programs and services which will be made available throughout the state and delivered through the Community Colleges. The office will, in essence, be a consortium of all the Community Colleges in the state. The office will be housed at Honolulu Community College and specific programs identified as essential for development will be assigned to those colleges that are best prepared to

develop and offer such programs. The office will provide a single contact point for Department of Education (DOE), independent schools, and the University of Hawaii Community Colleges, but programs and services would be offered at the college that is best suited to meet the particular need.

3. Vice President for Administration And Chief Financial Officer—Community Colleges Administrative Affairs, Human Resources unit

The proposed reorganization transfers the position of Personnel Clerk IV (#39272) from the Vice President for Administration and Chief Financial Officer—Community Colleges Administrative Affairs, Human Resources unit to Windward Community College to address the critical staffing requirements of the Human Resources unit.

Windward Community College

The transfer of the Personnel Clerk IV (#39272) from the Vice President for Administration And Chief Financial Officer—Community Colleges Administrative Affairs, Human Resources unit to the Human Resources unit, Windward CC is essential to address the urgent needs of a growing institution that is currently inadequately staffed in its Human Resources unit. It is the only Community College campus currently without a personnel clerk to support the Human Resources unit.

In recent years, program and enrollment growth have steadily increased human resource requirements. The number of personnel transactions processed by the Human Resources Office have increased, and the rules and regulations under which they are administered have become more complex with increased delegation of authority.

The Personnel Clerk IV (#39272) will report directly to the Personnel Officer, (#80479). The position will be redescribed to meet the specific requirements of the college and submitted for classification review.

The Letter of Understanding between the University of Hawaii and the HGEA was executed to clarify the situation with regard to the temporary relocation of positions to the Office of the Vice President for International Education. The transfer of these positions and other positions previously assigned to Community College Systemwide Support programs to individual Community College campuses is a critical requirement to ensure appropriate support and commitment to the mission of the Community Colleges. Consistent with the strategic plan which emphasizes increased marketing (Goal 5) and staff development (Goal 4), this reorganization will move the Community Colleges toward increased campus capability, enhancing the quality of programs and services to the benefit of students, private industry, and the community. It is vital that the Community Colleges have the resources necessary to achieve its mission, goals and objectives.

No additional expenditures for personal services are anticipated as a result of this reorganization. However, required position description updates and classification reviews may increase personnel cost marginally. Each unit receiving positions is prepared to fund any additional cost with internal reallocation of funds; no additional funding will be requested as a result of this reorganization.

Other Alternatives Considered

The alternative would be to leave the organization structure as is, rather than reorganize. However, with the changes in operational requirements and general funding limitations, these organizational changes are essential in maximizing operational efficiency. In addition, it has been agreed that the positions from the Office of the Vice President for International Education have only been assigned on a temporary basis as part of the transitional team. These positions must be appropriately placed under Community College campuses to continue to support the specific needs of the Community Colleges.

PREVIOUS

**ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

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

PRESIDENT UNIVERSITY OF HAWAII SYSTEM		
OFFICE OF THE VICE PRESIDENT FOR INTERNATIONAL EDUCATION		
Vice President for International Education **		89001
Private Secretary II*	SR-22	100041
Assistant to the SR Vice President/Chancellor*+		89341
Secretary II*+	SR-14	47688
Director of International Affairs*		89380
Secretary II*	SR-14	51355
Educational Specialist*	PBB	81158
Educational Specialist*	PBB	81015
Associate Vice President for International Education- Partnerships and Entrepreneurship**+		89266
Secretary IV*+	SR-18	39274
Program Development Director**+		89031
Marketing Officer *+	PBB	77248
Public Information Officer *+	PBB	80122
Educational Specialist*+	PBB	80447

* To be redescribed

** Proposed position classification

+ Temporary assignment from Office of the Chancellor
for Community Colleges to create transitional capacity
for the Office of International Education until 12/31/03

General Fund Perm
14.00

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

The Office of International Education is responsible for providing leadership for, facilitating, and coordinating international education systemwide in order to accomplish Goal 3 of the newly adopted University of Hawai'i strategic plan. The goal aims to "transform the international profile of the University of Hawai'i system as a distinguished resource in Hawaiian, Asian-Pacific affairs, positioning it as one of the world's foremost multicultural centers for global and indigenous studies."

Integral to meeting this goal are:

Establishing and implementing systemwide policies and procedures to ensure effective coordination of international student recruitment, marketing, admissions, immigration, study abroad, exchanges, academic and co-curricular support, visiting international delegations and scholar services.

Integrating teaching, learning, curricular development, research and service to enable the University to become a model multicultural center and international education resource.

Maintaining and developing contact with key international agencies, alumni, funding agencies and partner institutions in order to extend the University of Hawai'i's profile globally.

The following three major areas of international education initially to be included in this office include:

International Education Programs and Exchange

Provides students on a systemwide basis with a wide range of education abroad opportunities to engage in study, research, service or internships by identifying appropriate international partners.

Facilitates global networking and intercultural exchanges involving students, faculty, visiting scholars, administrative staff through institutional linkages, partnerships and consortia arrangements.

Enables faculty and students to engage in multi-disciplinary international projects and programs.

Provides faculty with opportunities to be international and comparative in their teaching and research.

Maintain relations with funding agencies and foundations that enable UH faculty expertise to be utilized in technical assistance or international training projects.

Visiting Scholars and International Faculty Services

Liaises with hosting academic unit to coordinate appointments of all UH-sponsored visiting scholars and international faculty.

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

Provides on-going staff training to UH units in order to meet all federal requirements for bringing visiting scholars and international faculty to UH campuses.

Coordinates scholar immigration matters and serves as the University's primary point of contact for the U.S. Department of State and Immigration and Naturalization Services in implementation of federally-mandated electronic tracking systems.

International Partnerships and Entrepreneurship

Facilitates business development opportunities for research and training partnerships, including international capacity building contracts, enhancing the University's external revenues.

Facilitates private-public partnerships with businesses and local, state, federal agencies and international governments in order to advance the University's role in international training and economic development.

Identifies and develops, in cooperation with the University of Hawai'i Foundation, international donor prospects.

Works with the Office of the Vice President for External Affairs and University Relations, to facilitate communications and marketing for international education and special projects in support of individual campus missions.

Coordinates special projects in conjunction with individual campus initiatives, focusing on the University's international business and resource development efforts.

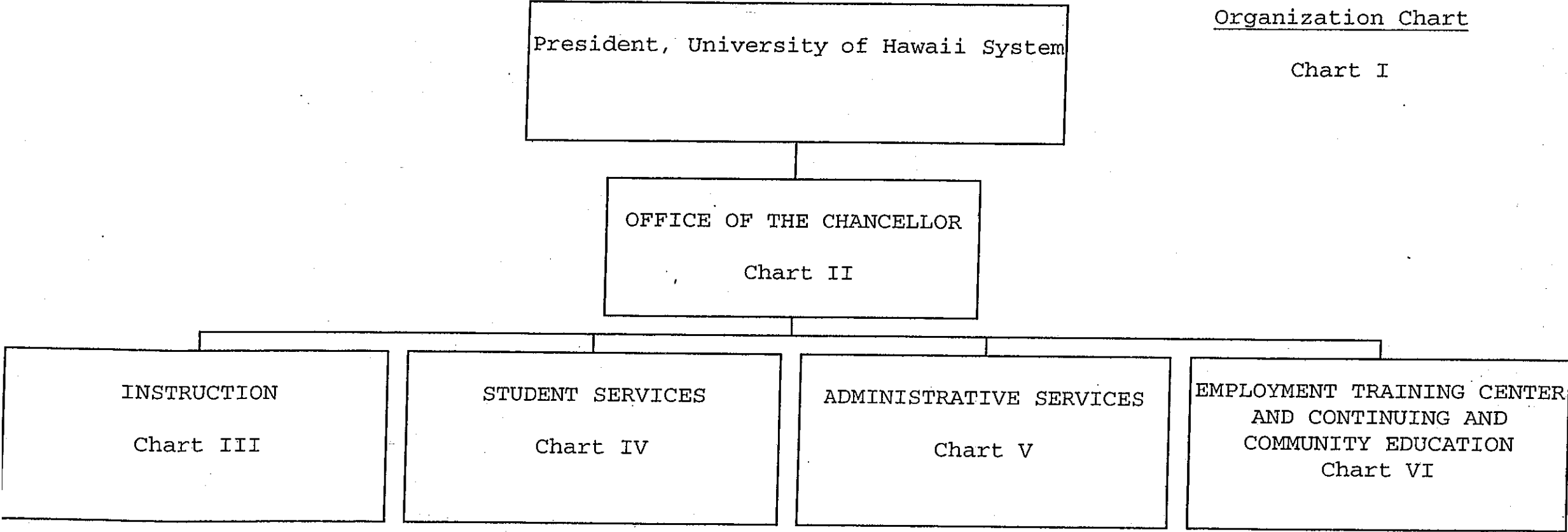
Transition Team

In order to begin implementation of Goal 3 and the associated action strategies outlined in the strategic plan, a transition team has been formed through reassignment of personnel from various UH units. They shall work with internal and external committees and constituencies in order to identify benchmarks and measurable targets for achieving the outlined international goals for the university. This may include reviewing existing international education-related policies and procedures, recommending changes, initiating new partnerships and programs, and extending UH's global outreach. A critical component of the transition team will be pursuing opportunities to create revenues which can be used to fund various student, faculty and programmatic activities.

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE

Organization Chart

Chart I

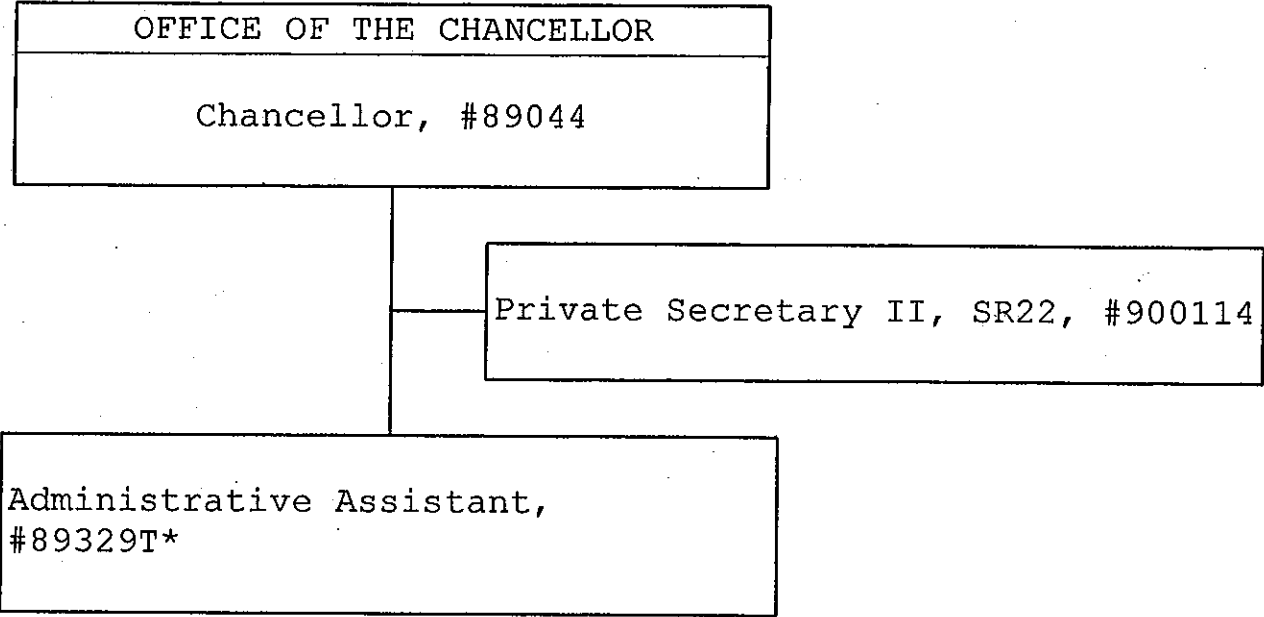


	<u>Perm</u>	<u>Temp</u>
General Fund	118.50	8.00
(B) Special Funds	8.00	

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE
OFFICE OF THE CHANCELLOR

Position Organization Chart

Chart II



* Temporary Position

	Perm	Temp
General Fund	2.00	1.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a post-secondary education program in liberal arts, vocational/technical, and occupational education.

- ◊ Offers liberal arts course work, which leads to the Associate in Arts degree and lower division preparation for baccalaureate degrees.
- ◊ Offers vocational/technical course work which leads to certificates.
- ◊ Offers continuing education and community service programs of both the non-credit and credit variety.
- ◊ Provides basic skills and vocational instruction to "at risk" populations via the Employment Training Center

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the orderly and proper functioning of Windward Community College. The Office is responsible for directing all aspects of the administration and development of the College in order that the College fulfills its mission.

Within the established policies and procedural guidelines of the University of Hawaii and applicable Federal and State statutes, the Office of the Chancellor oversees the management and operations of the College in the following functional areas:

- ◊ Curriculum and Instruction
- ◊ Library and Media services
- ◊ Student services including admissions and records, academic and career counseling, student activities, financial aid, and job placement
- ◊ Finance, accounting, budgeting, word processing, and copying services
- ◊ Personnel transactions and records
- ◊ Physical plant and grounds, including parking and security
- ◊ Employment Training Center
- ◊ Continuing Education and Training
- ◊ Community services

Additionally, the Office of the Chancellor is responsible for the following functions:

- ◊ Issues campus policies and guidelines governing the activities of the College.
- ◊ Recommends the hiring, tenure, promotion, leave-taking, and termination of personnel.
- ◊ Submits the recommended biennial and supplemental budgets.

- ◊ Maintains liaison with other campuses of the University, post-secondary education institutions within the service area of the College, agencies such as secondary and trade schools, community groups, and State and County officials or representatives.
- ◊ Facilitates the staff development program of the College.

INSTRUCTION

The Office of the Dean of Instruction is directly responsible for all of the functions concerned with credit instruction, academic support services, and extramural grants. This includes the following:

- ◊ Evaluates instructional programs consistent with the Educational Development Plan of the College.
- ◊ Develops and coordinates all new instructional program proposals and reviews on-going instructional programs.
- ◊ Evaluates outcome of instructional programs.
- ◊ Coordinates personnel action that relates to hiring, tenure leaves, promotion, and termination of faculty and staff within above program areas.
- ◊ Prepares the instructional and academic support budget and allocations, and controls expenditures.
- ◊ Coordinates the development and periodic review of the Educational Development Plan, Vocational Education State Plan, and all accreditation reports.
- ◊ Coordinates with other University units on faculty personnel matters that may have system-wide implications.
- ◊ Develops curriculum and innovations in learning and teaching.
- ◊ Publishes the College catalog, class schedules, and the regulation of course offerings.
- ◊ Coordinates extramural grant proposal development.
- ◊ Coordinates all learning assistance center activities.
- ◊ Administers academic computing.
- ◊ Administers regular credit summer session.

Instructional Divisions (I and II)

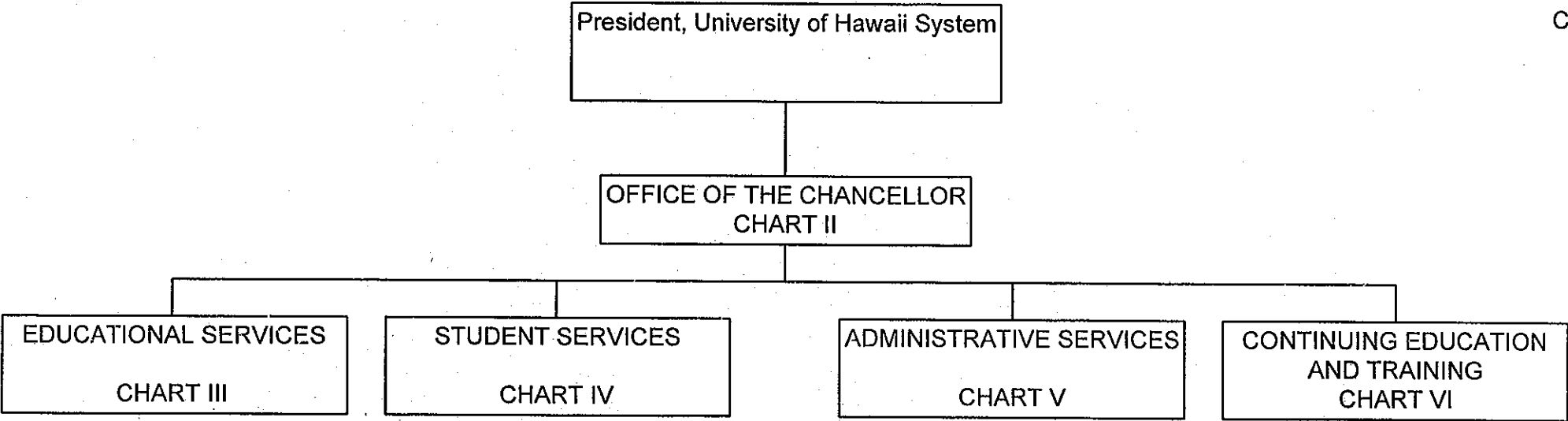
Each instructional division is responsible for the development, supervision, and improvement of instruction and curricula of selected disciplines, which comprise that division. This includes the following:

- ◊ Supervises the division curriculum and instruction.
- ◊ Coordinates the preliminary scheduling, classroom assignments, and development of the catalog descriptions for courses and programs.

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY
COLLEGE

ORGANIZATION CHART

CHART I

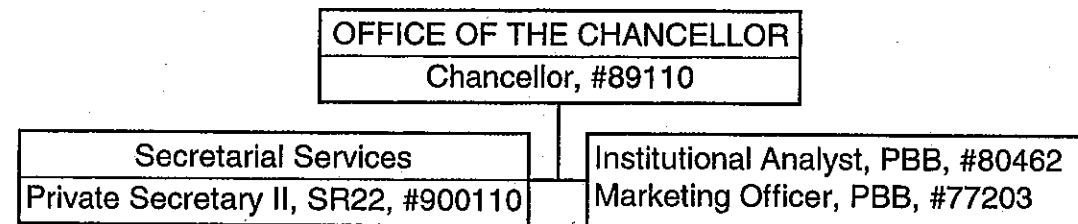


	<u>PERM</u>	<u>TEMP</u>
GENERAL FUND	292.00	1.00
(B) SPECIAL FUNDS	16.00	

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
OFFICE OF THE CHANCELLOR

POSITION ORGANIZATION CHART

CHART II



STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a comprehensive, postsecondary program in the liberal arts and a broad spectrum of program offerings in the vocational-technical areas.

- Offers liberal arts programs which lead to the Associate in Arts degree and lower-division preparation for baccalaureate degrees;
- Offers occupational programs which lead to Certificates of Achievement and Associate in Science degrees;
- Offers vocational-technical programs which lead to Certificates of Achievement and Associate in Science degrees;
- Offers continuing education and community services programs of both the credit and non-credit variety;

OFFICE OF THE CHANCELLOR

This office is charged with responsibility for overseeing the operations of the College as a whole, and insuring that all programs and services provided are in accord with approved educational plans, University and governmental regulations and provisions of employee contracts.

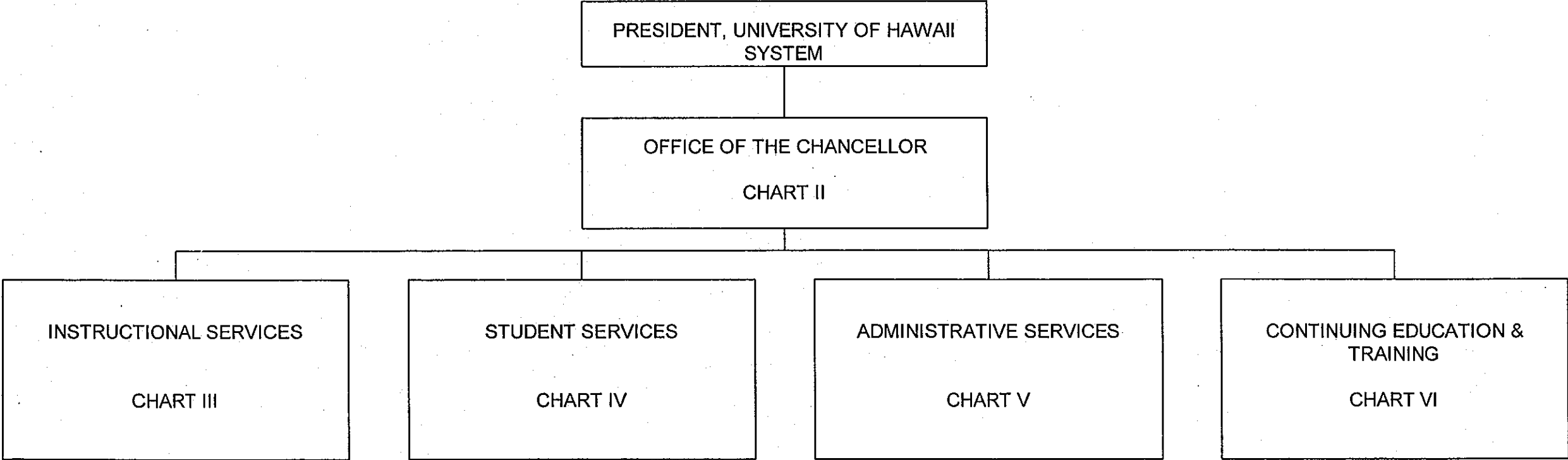
The unit is headed by a Chancellor who serves as the executive head of the College. The Chancellor supervises the Dean of Instruction, the Dean of Student Services, the Director of Continuing Education and Training, the Director of Administrative Services, and staff assigned to this office.

Specific functions assigned include the following:

- serves as a liaison between the College and other units within the University, City/State/Federal governments, and as representative of the College before the community at large;
- establishes planning parameters for the development of program plans, budgets and expenditure plans, capital improvement plans for all program units; approves these plans and incorporates them into institutional plans;
- oversees the scheduled evaluation of all programs and services offered;
- reviews and approves all personnel transactions involving all College staff (hiring, renewing contracts, terminations, promotions, leave requests, etc.);
- receives and resolves grievances and disputes involving faculty, staff and students at the College, within established guidelines;
- directs extramural fund solicitations.

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAUA'I COMMUNITY COLLEGE

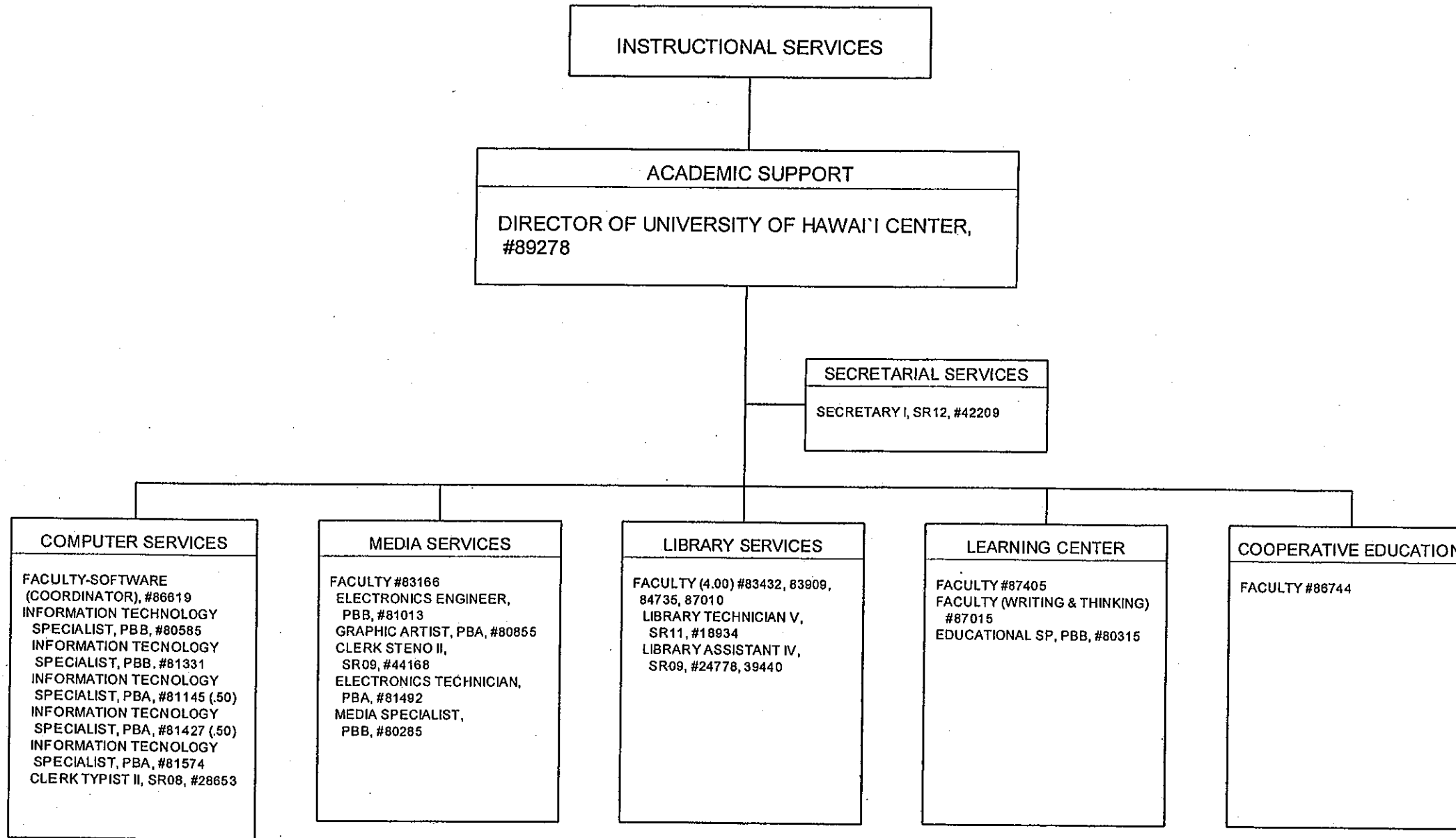
Organization Chart
Chart I



	<u>Perm</u>
GENERAL FUND	141.50
(B) SPECIAL FUNDS	2.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAUA'I COMMUNITY COLLEGE
ACADEMIC SUPPORT

Position Organization Chart
Chart III-B



- Supervises development of the campus Academic Development Plan and program and budget reviews.

COORDINATION

- Establishes and maintains liaison with higher administration officials, secondary schools, County and State agencies, and community agencies, including trade unions, advisory groups, and community groups.

INSTRUCTION (Divisions)

Language, Arts and Humanities;
Mathematics/Science/Social Science; Trade and
Technology; Health Education; and Business
Education

The purpose of the instructional divisions is to group disciplines to facilitate coordination and supervision of instructors and activities. The divisions function to maintain administrative practices that meet the objectives of the college. Each division is served by a division chairperson who assists the Office of the Dean of Instruction in the following functions:

- Participates in personnel matters relating to teaching assignments, recruiting, continued employment, re-appointment, or separation.
- Prepares educational plans, including program reviews.
- Assists in the development of courses, schedules, and catalog materials.
- Assists faculty members to better serve students.
- Assists in the development of the biennial budget for both operating and capital improvements requirements.

ACADEMIC SUPPORT

The Office of the Director of the University Center and Assistant Dean of Instruction for Academic Support provides non-instructional assistance to faculty and students. These services include: computer support; media, library, and learning assistance services; and cooperative education. In addition, this office manages and staffs the University of Hawai'i Center, Kaua'i which provides access to programs offered elsewhere in the University system.

Computer Services

- Coordinates computer services for the college, including hardware and software data base management and campus-wide networking, as well as management and maintenance of the network system and the microcomputers serving faculty, staff, and instructional labs.
- Develops and maintains major systems, including systems analysis, systems design, application programming, systems testing, and systems installation.
- Supports access to and use of UH systemwide applications.
- Operates and supervises scheduling and control, equipment operation, production support, and data entry.
- Provides technical support for data processing standards and training on basic software applications and basic hardware functions.
- Provides technical advice and coordination to all functional areas.

Media Services

- Plans, coordinates, and administers the college's media program, assisting in the selection of materials and equipment, acquisition of media resources, and scheduling and maintaining media resources.
- Provides support to college faculty and staff, as well as faculty providing instructional services to Kaua'i residents through HITS and through other institutions.

Library Services

- Provides all library services which include books, magazines, pamphlets, tapes, compact discs, video materials, films, slides, and other related materials.
- Administers the total operations of the library by establishing library policies, preparing the operating and capital improvements budget, maintaining an internal organizational structure, evaluating and selecting library materials, and assisting faculty and students in the use of the library.
- Provides services to support on-campus, off-campus, and cable TV offerings provided by the college as well as those HITS courses received by the college and those programs provided by other institutions and negotiated by the college.
- Provides user services to the community.

Learning Center

- Provides a variety of learning assistance services including assessment of learning strengths, styles, and problems; individualized text and computer-assisted instruction; tutorial assistance and collaborative learning activities; learning skills instruction; and individualized and small-group instruction on word processing software.
- Offers workshops for students in various success-building skills.

Cooperative Education

- Offers students opportunities to explore or test out various off-campus work experience in industry and business so that individual potential and career grounding can be developed.
- Supervises and evaluates student performance and progress on the job in cooperation with each student's employer.
- Locates jobs, places students, evaluates students, and approves the experience as acceptable for college credit.

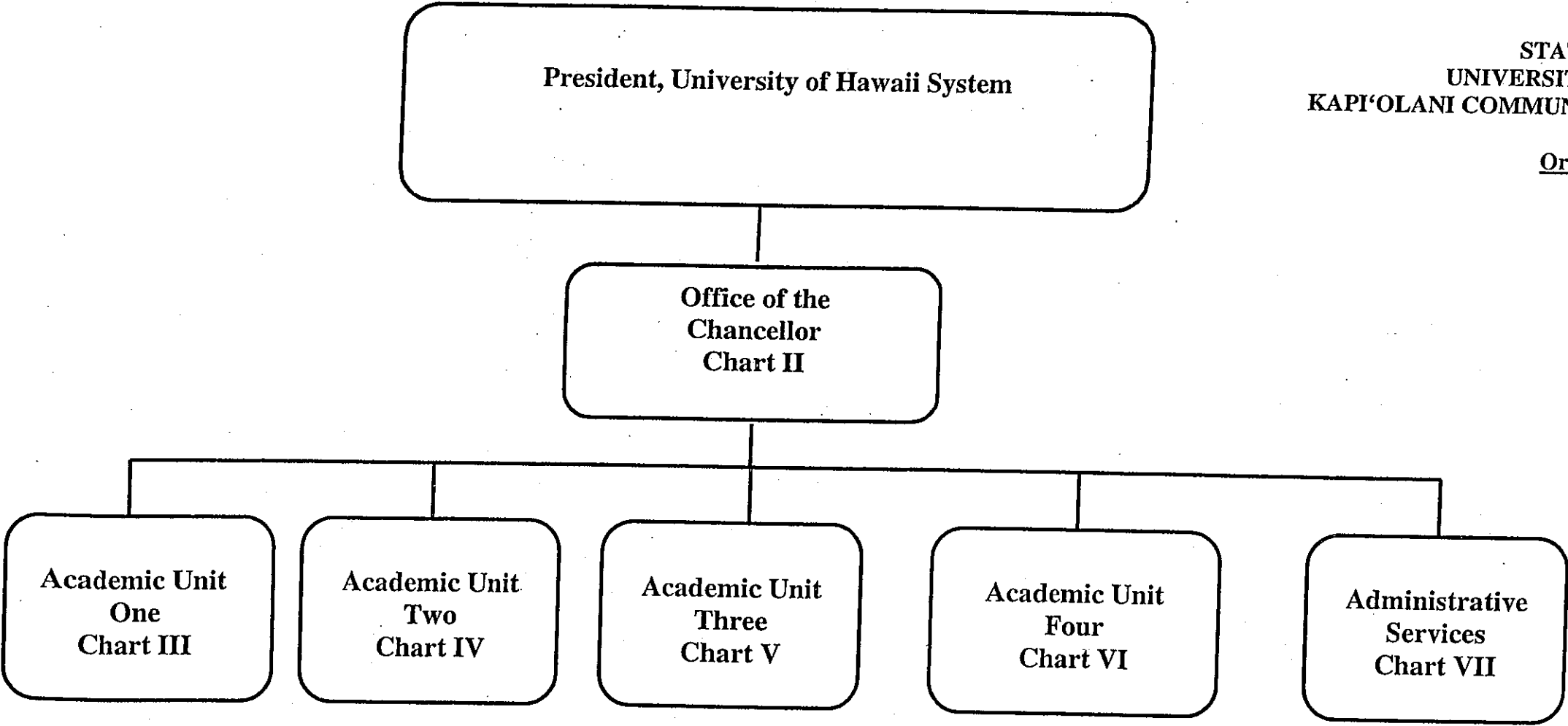
University Of Hawai'i Center, Kaua'i

- Directs and coordinates instructional, research and/or public service activities to enable students living on the island of Kaua'i to enroll in courses and credential programs offered by one or more of the University of Hawai'i's accredited programs.
- Determines community educational needs, develops course schedules, and coordinates registration, counseling, financial aid, library, computer and support services.

STATE OF HAWAII
UNIVERSITY OF HAWAII
KAPI'OLANI COMMUNITY COLLEGE

Organization Chart

Chart I

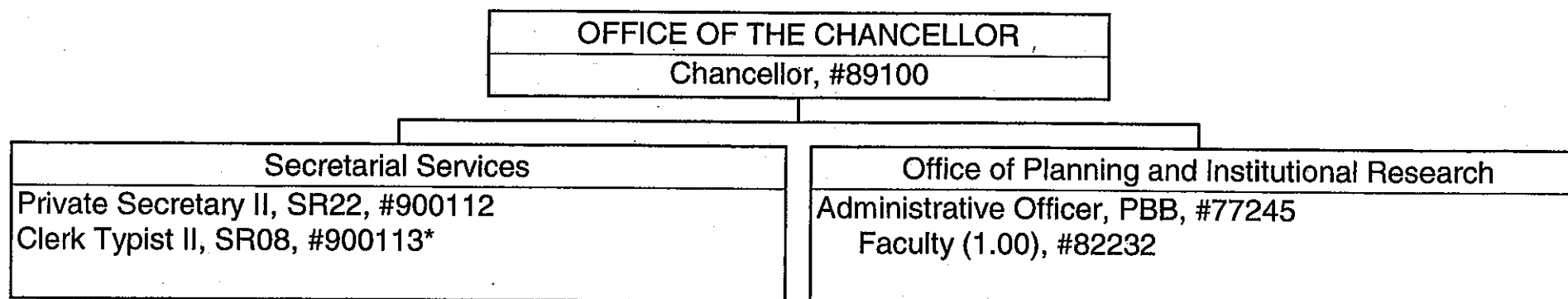


	<u>Perm</u>	<u>Temp</u>
General Fund	340.00	27.50
(B) Special Funds	24.00	

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 COMMUNITY COLLEGES
 KAPIOLANI COMMUNITY COLLEGE
 OFFICE OF THE CHANCELLOR

Organization Chart

Chart II



* Temporary Position
 + Position to be redescribed

	<u>Perm</u>	<u>Temp</u>
General Fund	4.00	1.00

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for maintaining a successful learning environment for all students, an institution that is responsive to the needs of the community, and an environment that provides for professional growth and development of all staff. The Office of the Chancellor plans, organizes, directs, and controls the institution's academic and support programs at the campus level in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Campus planning and research
- Institutional Research, administrative data and pricing
- Academic program development and delivery, including credit and degree programs and non-credit training programs and related support services
- Management of curricula, programs, and articulation with external colleges and organizations
- International Affairs
- Student Services
- Library and Learning Resources
- Information and Media Technology Services
- Community affairs, marketing, and public information
- Fund raising
- Finance, accounting, and budgeting
- Human resource management
- Auxiliary services

Office of Planning and Institutional Research

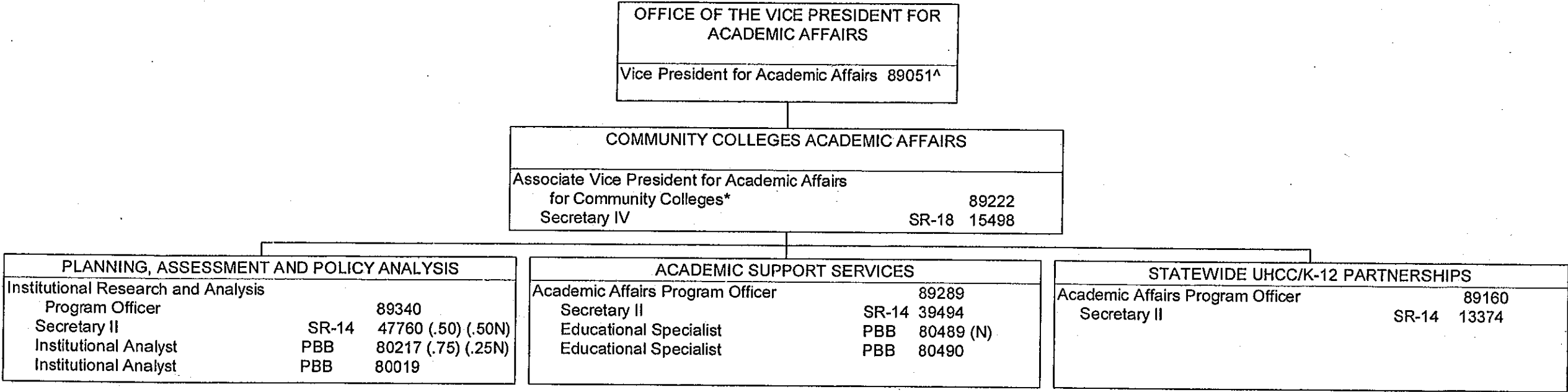
The Office of Planning and Institutional Research is responsible for ensuring all college units have access to objective and current information. The Office of Planning and Institutional Research:

- Develops, in consultation with the campus community, the Colleges;
 - Strategic Plan
 - Educational development plan
 - Other long range planning documents
- Establishes process and procedures for annual program plans and provides support to the program units in creation of those plans.
- Manages and directs the collection and analysis of institutional research data and its use in management decisions
- Develops methodologies and procedures for gathering internal and external data
- Prepares management information reports and other institutional research
- Establishes policies and direction for proper evaluation and accountability

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR
ACADEMIC AFFAIRS
COMMUNITY COLLEGES ACADEMIC AFFAIRS

ORGANIZATIONAL CHART

CHART (B)



NOTE: All positions in Community Colleges Academic Affairs to be redescribed, also Pos. No. 89051.

* Proposed position classification
^ Excluded from position count, this chart

	<u>Perm</u>
General Fund	10.25
Federal Funds	1.75

Academic Planning, Assessment and Policy Analysis

Coordinates the development of the academic program planning process.

Facilitates the completion of selected planning and evaluation activities including: the State Higher Education Functional Plan, strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.

Prepares selected reports to facilitate the management of academic programs.

Supports program planning and evaluation by developing and maintaining an academic program database.

Conducts selected policy analysis studies.

Student Affairs

Develops and prepares community college policy regarding student services.

Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.

Serves as expert in interpreting and applying community college policies and procedures in exceptional or unique student affair cases.

Statewide UHCC/K-12 Partnerships

Establishes a curriculum articulation process between the DOE, independent schools and the UHCC.

Facilitates coordination of Adult Basic Education and remediation services among the DOE, UHCC and other agencies.

Develops a curriculum articulation process and effectiveness measures with independent secondary schools in Hawai'i.

Initiates development of teacher certification and in-service education programs involving the DOE, independent schools, UHCC and post-secondary teacher education institutions.

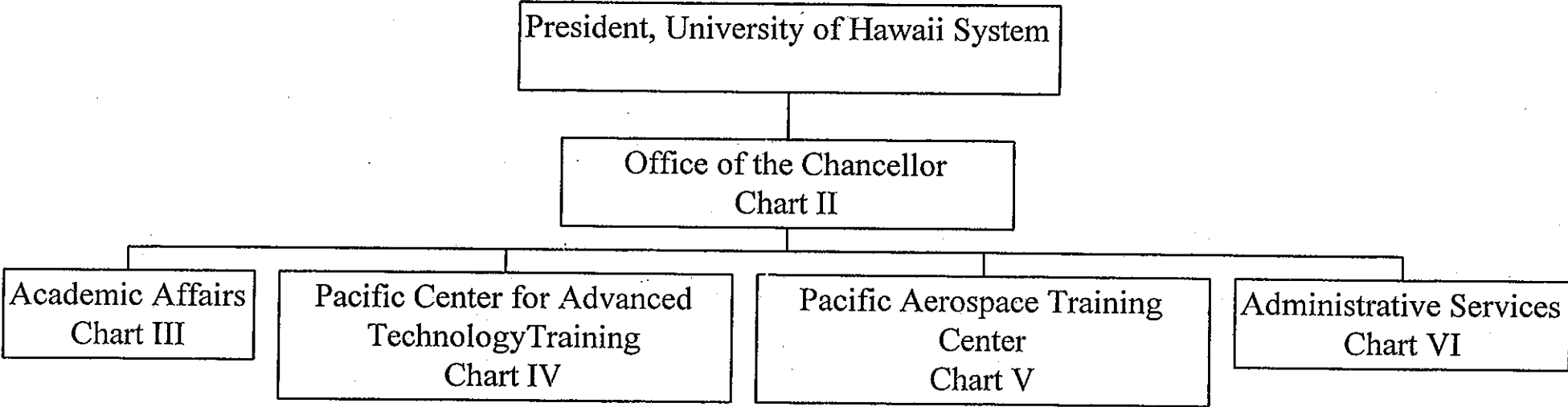
Develop a set of measures to evaluate the effectiveness and efficiency of these collaborative processes and programs.

Promote community awareness of and support for these coordinated undertakings.

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
HONOLULU COMMUNITY COLLEGE

Organization Chart

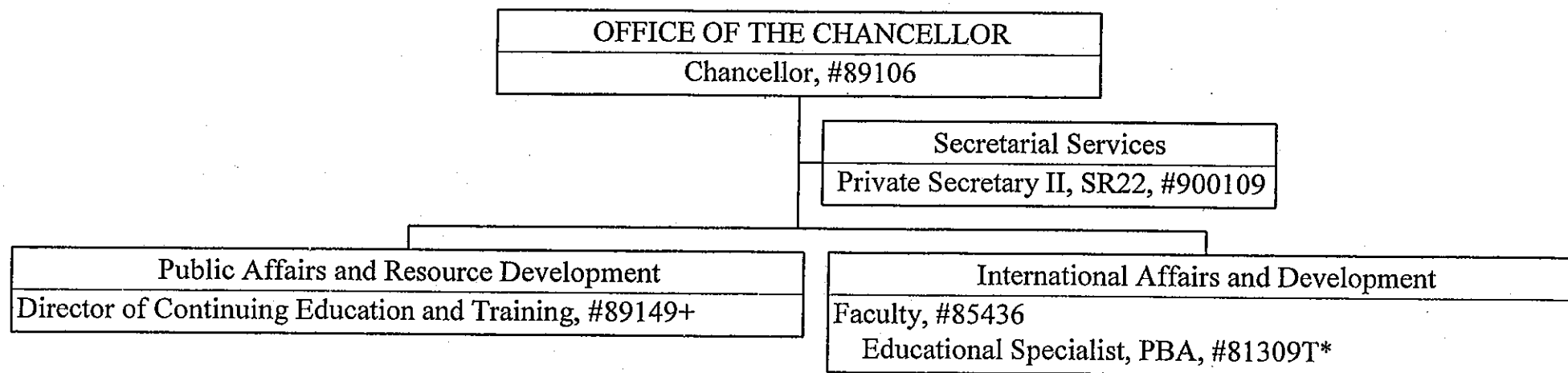
Chart I



	<u>Perm</u>	<u>Temp</u>
General Fund	277.00	7.00
(B) Special Funds	19.00	
(W) Revolving Funds	2.50	

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 COMMUNITY COLLEGES
 HONOLULU COMMUNITY COLLEGE
 OFFICE OF THE CHANCELLOR

Chart II



* Temporary Position

+ Position to be redescribed

	<u>Perm</u>	<u>Temp</u>
General Fund	4.00	1.00

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for encouraging and maintaining a successful learning environment for all students. The Office of the Chancellor responds to the needs of the community and ensures an environment that provides professional growth and development of the faculty and staff. Furthermore, the Office of the Chancellor provides general direction for all college administration and development; plans, organizes, and directs the institution's academic and support programs in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Campus planning and research
- Academic program development and delivery, including credit and degree programs and non-credit training programs and related support services
- Management of curricula, programs, and articulation with external colleges and organizations
- International Affairs
- Student Services
- Library and Learning Resources, and other learning assistance services
- Information and Media Technology Services
- Public affairs, marketing, and public information
- Resource Development, including fund raising
- Finance, accounting, and budgeting
- Human resource management
- Physical plant management, including parking and security
- Institutional Research
- Accreditation Process

Public Affairs and Resource Development

The Public Affairs and Resource Development Office is responsible for public affairs, institutional advancement, and public relations related to the College as a whole and for assistance to individual programs as requested. The Public Affairs and Resource Development Office:

- Establishes and maintains community relationships through executive advisory committees, community boards, business constituents, and legislative and executive branches of government
- Coordinates activities associated with marketing and image development
- Develops and executes strategies to supplement the state-funded budget
- Promotes partnerships and other collaborative efforts to maximize College resources
- Administers the College's University of Hawai'i Foundation accounts

- Develops and promotes a consistent organizational image to target groups, community clients, supporters, and other beneficiary groups
- Assesses the educational needs of people in the College's immediate geographic area and assists other units to meet the needs.
- Provides protocol and serves as liaison in Community College initiatives
- Develops materials, provides public contact, and coordinates special events that support the College and its units in attracting, servicing, and maintaining relations with target groups
- Promotes private fund development and donor relationships
- Develops and implements applicable policies and procedures for distribution of private gifts to the College
- Coordinates extramural grant proposals

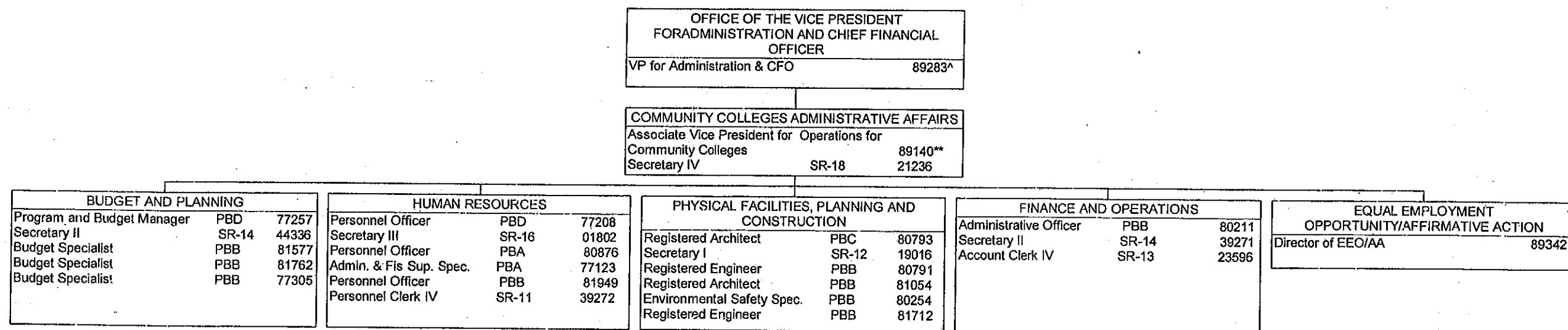
International Affairs and Development

The International Affairs and Development Office is responsible for the coordination and development of international programs at Honolulu Community College and for assisting in the advancement of the role of the University of Hawai'i in international education.

The International Affairs and Development Office:

- Develops and implements customized contract training for international institutions, businesses and governmental organizations
- Develops educational partnerships, bilateral agreements and alliances with foreign governments, educational institutions, colleges, universities, and agencies
- Coordinates recruitment and student support activities for international students
- Coordinates international education initiatives, including curriculum development, international workforce development, and other programs supporting international education
- Ensures compliance with applicable federal and state laws, and university/college policies, rules, and regulations

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS
ORGANIZATIONAL CHART (A)



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

* Position to be redescribed upon employee's completion of leave

** Proposed position classification

^ Excluded from position count, this chart

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE PRESIDENT FOR
ADMINISTRATION AND CHIEF FINANCIAL OFFICER
SYSTEMWIDE ADMINISTRATION
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS

FUNCTIONAL STATEMENTS

ADMINISTRATIVE AFFAIRS

This office is responsible for facilitation and coordination in all aspects of administrative affairs for community colleges including budget, human resources, facilities planning and management, and equal opportunity employment/affirmative action.

Coordinates planning and management systems to promote policy coordination among the Community Colleges.

Provides centralized support services in budgeting, human resources, facilities planning and management and equal opportunity employment/affirmative action.

Participates at the policy level on collective bargaining contract negotiations and contract interpretation including the handling of grievances.

Coordinates activities involving relationships with senior system-wide and campus administrators, BOR and its committees, legislative committees and their staffs and with City, State and Federal agencies and community groups.

Reviews, approves, if delegated, and processes administrative matters; conducts management and other studies; and issues required reports. Resolves problems and issues that have systemwide or inter-campus impact.

Coordinates all activities relating to the Capital Improvements Program (CIP), and repairs and maintenance projects of the Community Colleges.

Provides messenger and mail services to the various campuses.

Physical Facilities, Planning and Construction

Coordinates long- and short-range physical facilities plans between community college chancellors and the Director of Capital Improvements.

Coordinates activities with private contractors, Director of Capital Improvements, and governmental inspectors, and acts as liaison between chancellors and the Director of Capital Improvements in the preparation of plans for new construction projects and building alterations.

Coordinates preparation of capital improvements budget for community colleges in consultation with the chancellors and Director of Capital Improvements.

Provides occupational and environmental health and safety support for the Community Colleges in coordination with the University of Hawaii Environmental Health and Safety Office (EHSO) and the Director of Capital Improvements. The EHSO maintains systemwide responsibility for most of these health and safety functions.

Budget and Planning

Coordinates, reviews, and prepares operating and CIP budgets and expenditure plans and reports required by the University, State and Federal governments.

Develops Community Colleges and systemwide program budget and allocation plans.

Develops budgetary and control systems and procedures.

Provides staff support in the review and analysis of organizational charts and functional statements. Coordinates the flow and approval of reorganization requests for the Community Colleges.

Conducts special studies and analysis affecting the budget.

Finance and Operations

Develops, reviews, and revises policies and operational fiscal affairs procedures in coordination with Chancellors from community colleges.

Supervises the compliance of existing University and governmental policies and regulations on fiscal matters.

Coordinates, reviews, and administers extramural contracts and grants.

Provides messenger and mail services to the various campuses.

Human Resources

Develops and directs the personnel system for the Community Colleges and systemwide programs, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action.

Provides overall systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensures appropriate implementation.

Serves as the Community College chancellors' and systemwide program directors' principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serves as grievance hearings officer.

Serves as principal liaison with the University System Office of Human Resources.

Develops, plans, and coordinates staff development activities for the Community Colleges with community college Chancellors. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledge and abilities. Identifies Community College faculty and staff goals, objectives, and directions to respond to these needs.

Equal Employment Opportunities/Affirmative Action

Develops, coordinates and implements the equal employment opportunity and affirmative action program for the Community Colleges System.

Ensures compliance with Federal, State and University policies and procedures.

Investigates grievances and complaints.

Develops proactive programs and activities to address underutilization and to ensure the rights of protected individuals.

- ◊ Administers the peer tutorial program, including the selection, training, and supervision of tutors.
- ◊ Extends special assistance to the handicapped, including those who are learning disabled, for whom testing services are coordinated with cooperating agencies.
- ◊ Provides assistance to the Learning Assistance Center (LAC) by providing for and conducting study skills and personal development workshops for the LAC participants.
- ◊ Administers the Return-to-Academics program (RAP) for students on academic probation by providing assistance in designing an individual educational and support program with the intention of returning to good academic standing.
- ◊ Recruits economically and culturally disadvantaged students and provides information on the College and its resources, including financial aid, career counseling, and special programs.

ADMINISTRATIVE SERVICES

The Office of the Director for Administrative Services administers, coordinates, and supervises various administrative support services and activities of the College. This includes the following:

- ◊ Coordinates CIP planning and maintains liaison between the College, contractors, State Department of Accounting and General Services, and the University of Hawaii Facilities Planning Office.
- ◊ Develops the biennial and annual budget.
- ◊ Develops the expenditure plan and maintains fund control.
- ◊ Provides for cashiering and disbursement of funds, certifies availability of resources and propriety of expenditures.
- ◊ Administers human resource management
- ◊ Administers administrative computing.
- ◊ Maintains facilities and grounds for preservation, safety, and health.
- ◊ Provides other auxiliary services such as the Bookstore\1, vending machines, lunch wagon, mail, and telephone services.

\1 NOTE: The Bookstore is a branch of and under the operational control of the UH Manoa Bookstore.

Business Office

This office is directly responsible for cashiering, purchasing, disbursing, and mail for the College. This includes the following:

- ◊ Collects and records payment for tuition, fees and fines; issues receipts; and credits proper account.
- ◊ Procures goods and services.
- ◊ Prepares contract specifications for acquisition of goods and services that require formal bidding.
- ◊ Prepares reimbursements in accordance with University policy for the payment of goods and services using the imprest checking and petty cash accounts.
- ◊ Coordinates U.S. and campus mailing services.

Human Resources

This section is responsible for the human resource management, record-keeping and personnel transactions for the College. This includes the following:

- ◊ Monitors the recruitment process to ensure compliance with established procedures and the Equal Employment Opportunity/Affirmative Action (EEO/AA) policy.
- ◊ Assists with position classification, pay administration, and contract interpretations.
- ◊ Administers workers' compensation, temporary disability insurance, and other employee benefit programs.
- ◊ Updates organizational charts.
- ◊ Provides on-campus student employment services.

Computing and Data Processing

This section is responsible for the management and maintenance of the central computing and data processing equipment and software for the College's administrative programs. This includes the following:

- ◊ Develops and maintains the information system which includes systems analysis, systems design, application programming, systems testing, and systems installation.
- ◊ Oversees scheduling and control, equipment operation, production support, and data entry.
- ◊ Develops standards and provides technical support for data processing, technical assistance, and training.

Operations and Maintenance

This section is responsible for the maintenance of all facilities and grounds on campus. This includes the following:

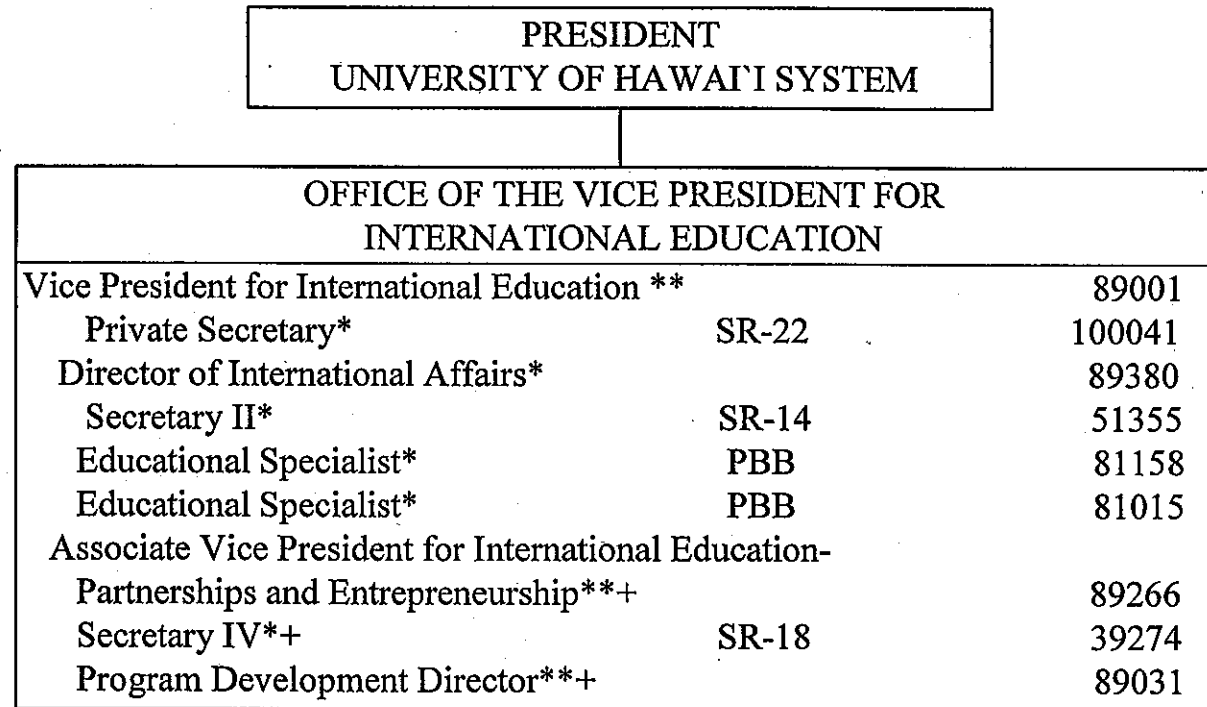
- ◊ Performs custodial and groundskeeping services.

APPROVED

**ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

PROPOSED ORGANIZATIONAL CHART

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



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003

Date

* To be redescribed

** Proposed position classification

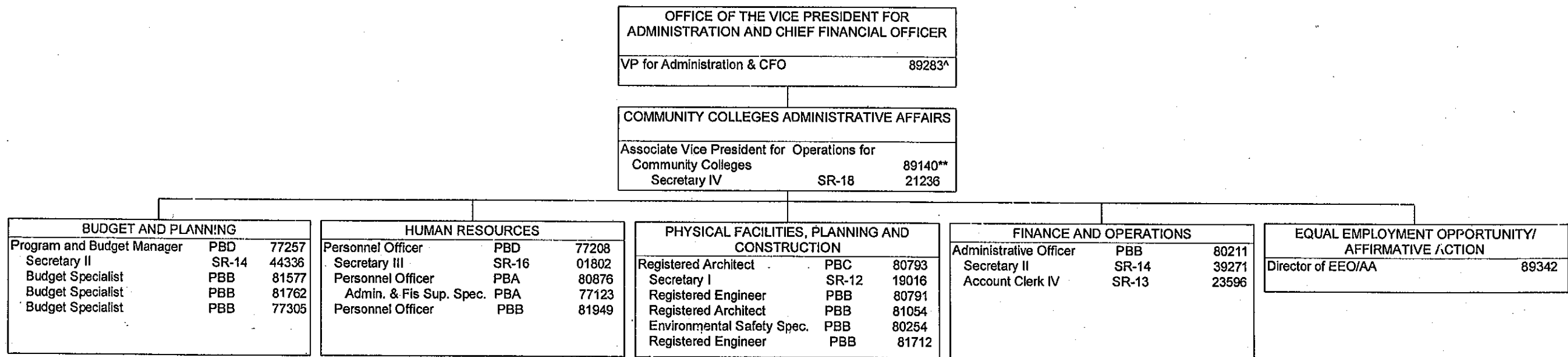
+ Temporary assignment from Office of the Chancellor
for Community Colleges to create transitional capacity
for the Office of International Education until 12/31/03

General Fund Perm
9.00

NO CHANGES TO OFFICE OF THE VICE PRESIDENT FOR INTERNATIONAL
EDUCATION FUNCTIONAL STATEMENTS.

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION AND
CHIEF FINANCIAL OFFICER
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS
ORGANIZATIONAL CHART (A)



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003

Date

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

* Position to be redescribed upon employee's completion of leave

** Proposed position classification

^ Excluded from position count, this chart

General Fund Perm
22.00

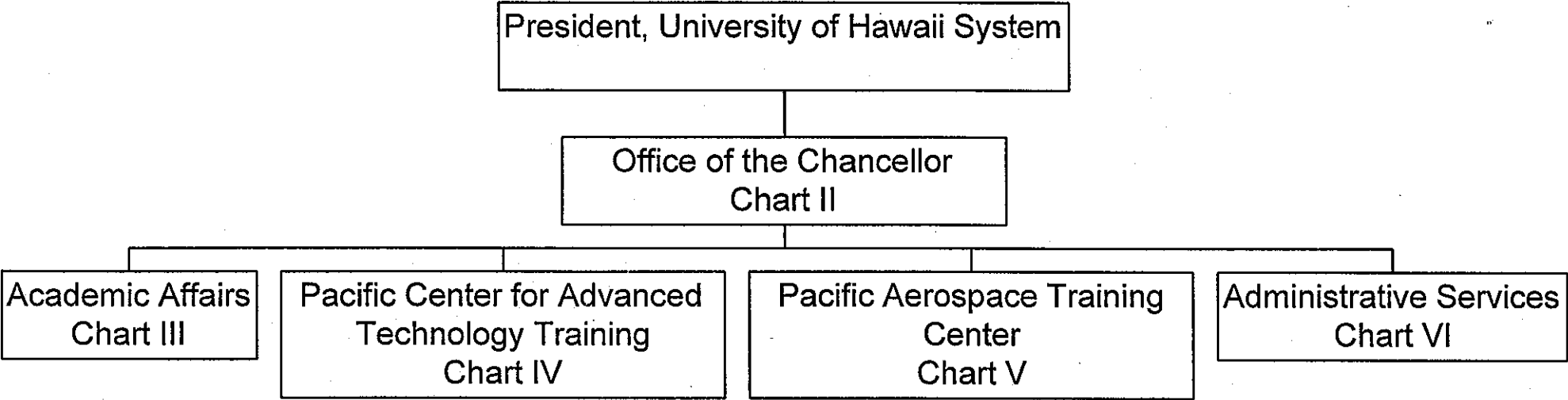
NO CHANGES TO OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND CHIEF
FINANCIAL OFFICER FUNCTIONAL STATEMENTS

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
HONOLULU COMMUNITY COLLEGE

Organization
Chart

Chart I



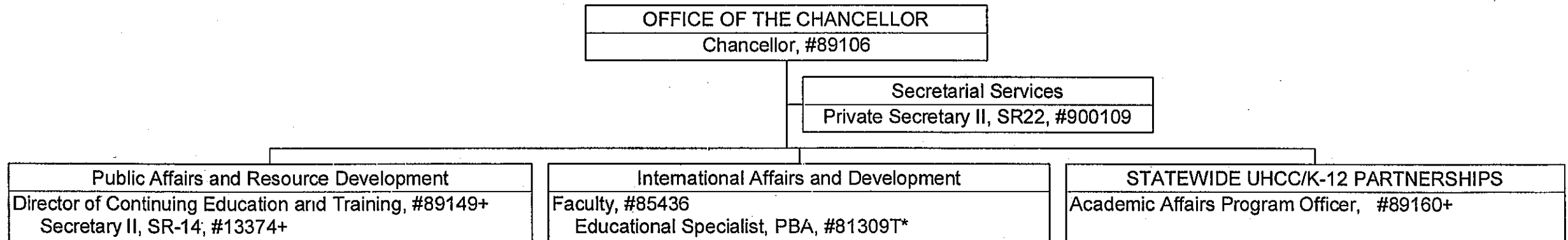
	<u>Perm</u>	<u>Temp</u>
General Fund	279.00	7.00
(B) Special Funds	19.00	
(W) Revolving Funds	2.50	

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
HONOLULU COMMUNITY COLLEGE
OFFICE OF THE CHANCELLOR

Organization Chart

Chart II



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003

Date

- * Temporary Position
- + Position to be redescribed

	<u>Perm</u>	<u>Temp</u>
General Fund	6.00	1.00

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for encouraging and maintaining a successful learning environment for all students. The Office of the Chancellor responds to the needs of the community and ensures an environment that provides professional growth and development of the faculty and staff. Furthermore, the Office of the Chancellor provides general direction for all college administration and development; plans, organizes, and directs the institution's academic and support programs in accordance with established policy and procedural guidelines and applicable statutes, and oversees the management and operations of the College in the following functional areas:

- Campus planning and research
- Academic program development and delivery, including credit and degree programs and non-credit training programs and related support services
- Management of curricula, programs, and articulation with external colleges and organizations
- International Affairs
- Student Services
- Library and Learning Resources, and other learning assistance services
- Information and Media Technology Services
- Public affairs, marketing, and public information
- Resource Development, including fund raising
- Finance, accounting, and budgeting
- Human resource management
- Physical plant management, including parking and security
- Institutional Research
- Accreditation Process

Public Affairs and Resource Development

The Public Affairs and Resource Development Office is responsible for public affairs, institutional advancement, and public relations related to the College as a whole and for assistance to individual programs as requested. The Public Affairs and Resource Development Office:

- Establishes and maintains community relationships through executive advisory committees, community boards, business constituents, and legislative and executive branches of government
- Coordinates activities associated with marketing and image development
- Develops and executes strategies to supplement the state-funded budget
- Promotes partnerships and other collaborative efforts to maximize College resources
- Administers the College's University of Hawaii Foundation accounts

- Develops and promotes a consistent organizational image to target groups, community clients, supporters, and other beneficiary groups
- Assesses the educational needs of people in the College's immediate geographic area and assists other units to meet the needs.
- Provides protocol and serves as liaison in CC system-wide initiatives
- Develops materials, provides public contact, and coordinates special events that support the College and its units in attracting, servicing, and maintaining relations with target groups
- Promotes private fund development and donor relationships
- Develops and implements applicable policies and procedures for distribution of private gifts to the College
- Coordinates extramural grant proposals

International Affairs and Development

The International Affairs and Development Office is responsible for the coordination and development of international programs at Honolulu Community College and for assisting in the advancement of the role of the University of Hawaii in international education.

The International Affairs and Development Office:

- Develops and implements customized contract training for international institutions, businesses and governmental organizations
- Develops educational partnerships, bilateral agreements and alliances with foreign governments, educational institutions, colleges, universities, and agencies
- Coordinates recruitment and student support activities for international students
- Coordinates international education initiatives, including curriculum development, international workforce development, and other programs supporting international education
- Ensures compliance with applicable federal and state laws, and university/college policies, rules, and regulations

Statewide UHCC/K-12 Partnerships

The Statewide UHCC/K-12 Partnerships Office serves as a unit of the College and as an Office with statewide responsibilities. The Statewide UHCC/K-12 Partnerships Office:

- Establishes a curriculum articulation process between the DOE, independent schools, and the UHCC
- Facilitates coordination of Adult Basic Education and remediation services among the DOE, UHCC, and other agencies.
- Develops a curriculum articulation process and effectiveness measures with independent secondary schools in Hawaii.
- Initiates development of teacher certification and in-service education programs involving the DOE, independent schools, UHCC and post-secondary teacher education institutions.
- Develop a set of measures to evaluate the effectiveness and efficiency of

these collaborative processes and programs.

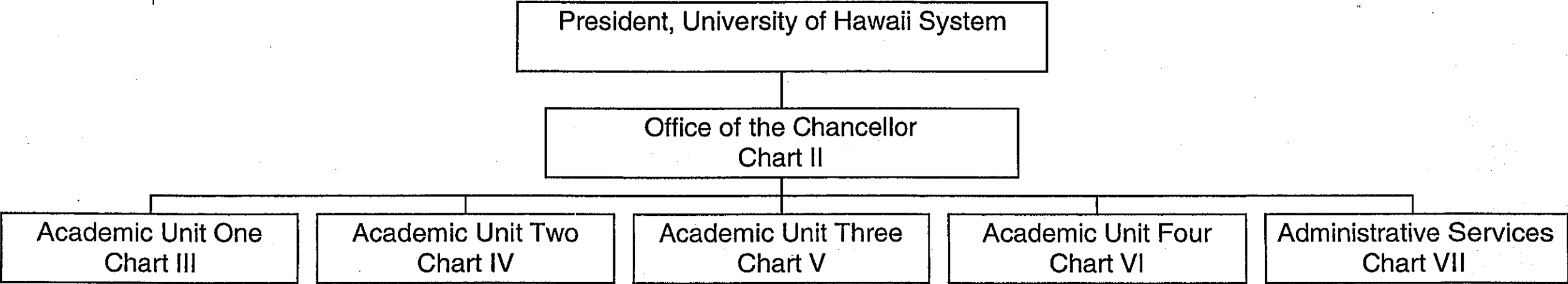
- Promote community awareness of and support for these coordinated undertakings.

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAPIOLANI COMMUNITY COLLEGE

Organization Chart

Chart I



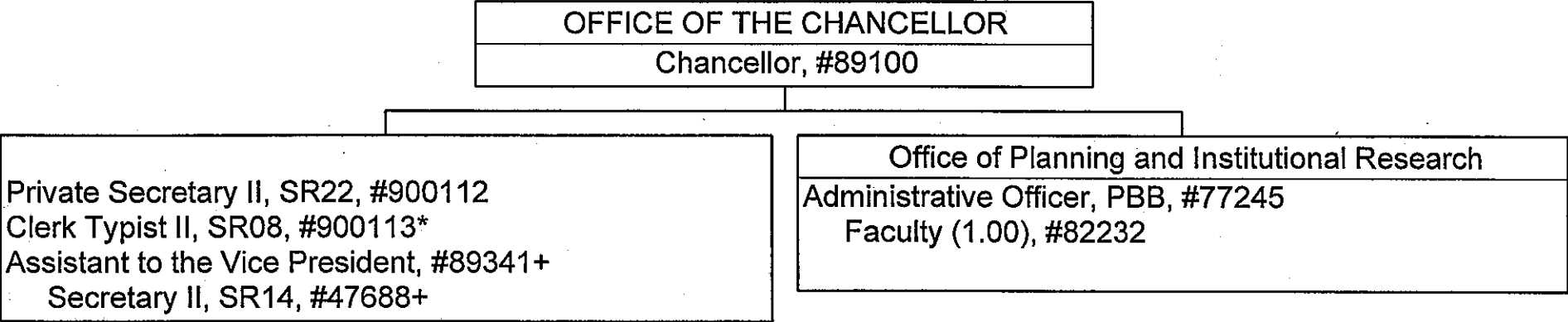
	<u>Perm</u>	<u>Temp</u>
General Fund	342.00	27.50
(B) Special Funds	24.00	

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAPIOLANI COMMUNITY COLLEGE
OFFICE OF THE CHANCELLOR

Organization Chart

Chart II



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003

Date

* Temporary Position
+ Position to be redescribed

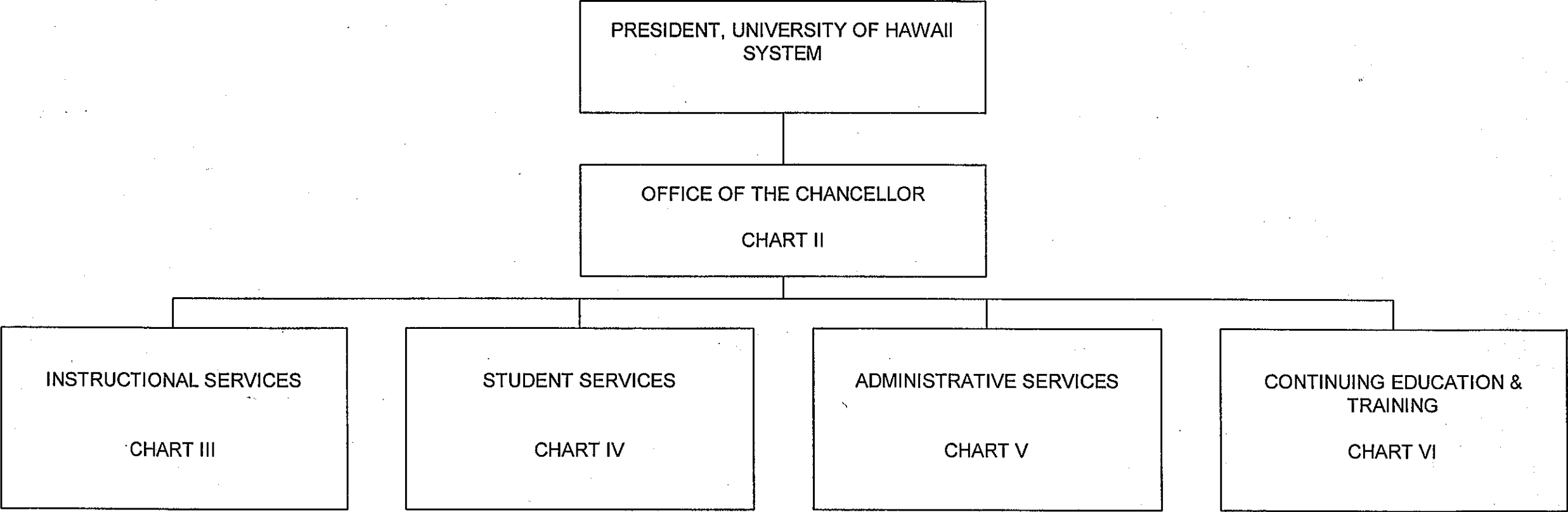
	<u>Perm</u>	<u>Temp</u>
General Fund	6.00	1.00

NO CHANGES TO KAPI'OLANI COMMUNITY COLLEGE'S FUNCTIONAL STATEMENTS

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
KAUAI COMMUNITY COLLEGE

Organization Chart
Chart I

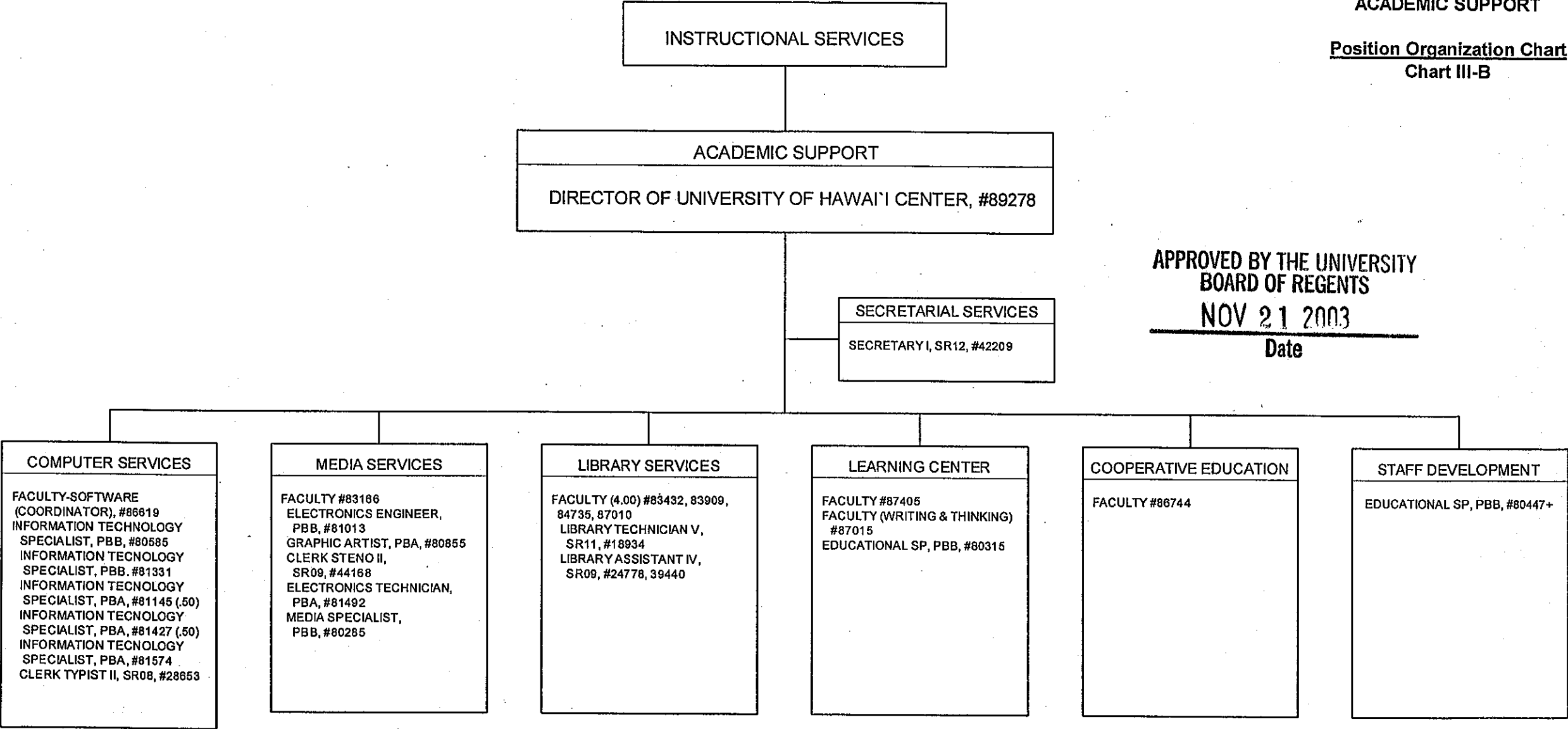


	<u>Perm</u>
GENERAL FUND	142.50
(B) SPECIAL FUNDS	2.00

Proposed Organizational Chart

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
COMMUNITY COLLEGES
KAUA'I COMMUNITY COLLEGE
ACADEMIC SUPPORT

Position Organization Chart
Chart III-B



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003
Date

+ Position to be redescribed

ACADEMIC SUPPORT

The Office of Academic Support provides non-instructional assistance to faculty and students. These services include: computer support; media, library, and learning assistance services; and cooperative education. In addition, this office manages and staffs the University of Hawai'i Center, Kaua'i which provides access to programs offered elsewhere in the University system.

COMPUTER SERVICES

- Coordinates computer services for the college, including hardware and software data base management and campus-wide networking, as well as management and maintenance of the VAX system and the microcomputers serving faculty, staff, and instructional labs.
- Develops and maintains major systems, including systems analysis, systems design, application programming, systems testing, and systems installation.
- Operates and supervises scheduling and control, equipment operation, production support, and data entry.
- Provides technical support for data processing standards and training on software applications and basic hardware functions.

MEDIA SERVICES

- Plans, coordinates, and administers the college's media program, assisting in the selection of materials and equipment, acquisition of media resources, and scheduling and maintaining media resources.
- Provides support to college faculty and staff, as well as faculty providing instructional services to Kaua'i residents through HITS and through other institutions.

LIBRARY SERVICES

- Provides all library services which include books, magazines, pamphlets, tapes, compact discs, video materials, films, slides, and other related materials.
- Administers the total operations of the library by establishing library policies, preparing the operating and capital improvements budget, maintaining an internal organizational structure, evaluating and selecting library materials, and assisting faculty and students in the use of the library.
- Provides services to support on-campus, off-campus, and cable TV offerings provided by the college as well as those HITS courses received by the college and those programs provided by other institutions and negotiated by the college.
- Provides user services to the community.

LEARNING CENTER

- Provides a variety of learning assistance services including assessment of learning strengths, styles, and problems; individualized text and computer-assisted instruction; tutorial assistance and collaborative learning activities; learning skills instruction; and individualized and small-group instruction on word processing software.
- Offers workshops for students in various success-building skills.

COOPERATIVE EDUCATION

- Offers students opportunities to explore or test out various off-campus work experience in industry and business so that individual potential and career grounding can be developed.
- Supervises and evaluates student performance and progress on the job in cooperation with each student's employer.
- Locates jobs, places students, evaluates students, and approves the experience as acceptable for college credit.

STAFF DEVELOPMENT

- Develops, plans and coordinates staff development activities for Kauai CC. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledge and abilities.
- Identifies College faculty and staff goals, objectives, and directions to respond to these needs.
- Develops and plans general criteria and guidelines for individual and class career pathing.

UNIVERSITY OF HAWAII CENTER, KAUA'I

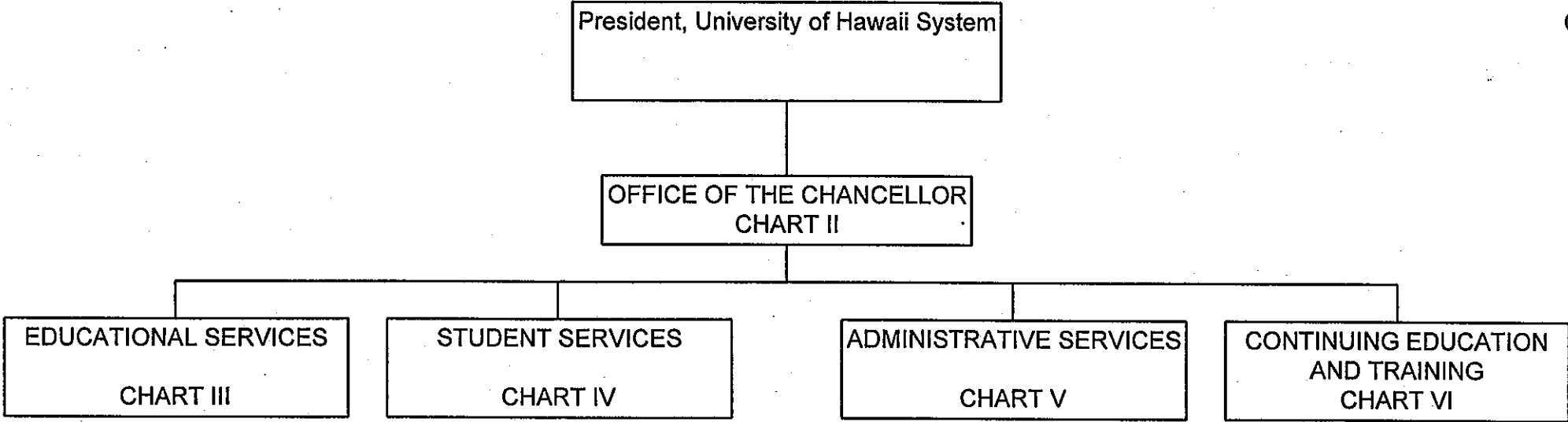
- Directs and coordinates instructional, research and/or public service activities to enable students living on the island of Kaua'i to enroll in courses and credential programs offered by one or more of the University of Hawai'i's accredited programs.
- Determines community educational needs, develops course schedules, and coordinates registration, counseling, financial aid, library, computer and support services.

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY
COLLEGE

ORGANIZATION CHART

CHART I



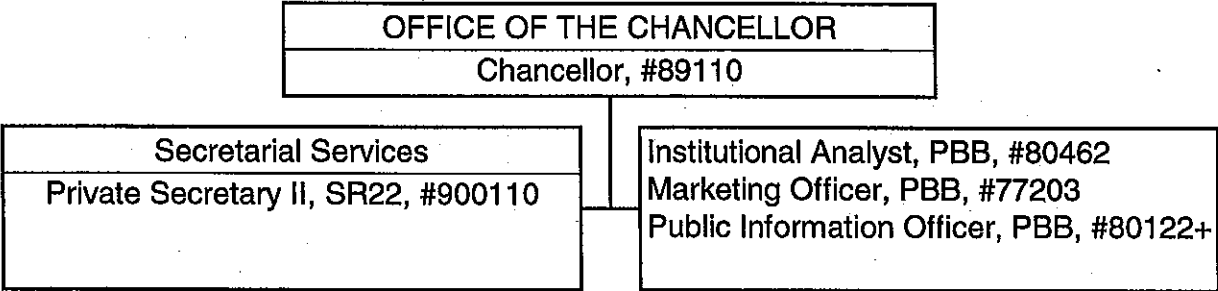
	<u>PERM</u>	<u>TEMP</u>
GENERAL FUND	293.00	1.00
(B) SPECIAL FUNDS	16.00	

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE
OFFICE OF THE CHANCELLOR

POSITION ORGANIZATION CHART

CHART II



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003

Date

+ Position to be redescribed

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
LEEWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a comprehensive, postsecondary program in the liberal arts and a broad spectrum of program offerings in the vocational-technical areas.

- Offers liberal arts programs which lead to the Associate in Arts degree and lower-division preparation for baccalaureate degrees;
- Offers occupational programs which lead to Certificates of Achievement and Associate in Science degrees;
- Offers vocational-technical programs which lead to Certificates of Achievement and Associate in Science degrees;
- Offers continuing education and community services programs of both the credit and non-credit variety;

OFFICE OF THE CHANCELLOR

This office is charged with responsibility for overseeing the operations of the College as a whole, and insuring that all programs and services provided are in accord with approved educational plans, University and governmental regulations and provisions of employee contracts.

The unit is headed by a Chancellor who serves as the executive head of the College. The Chancellor supervises the Dean of Instruction, the Dean of Student Services, the Director of Continuing Education and Training, the Director of Administrative Services, and staff assigned to this office.

Specific functions assigned include the following:

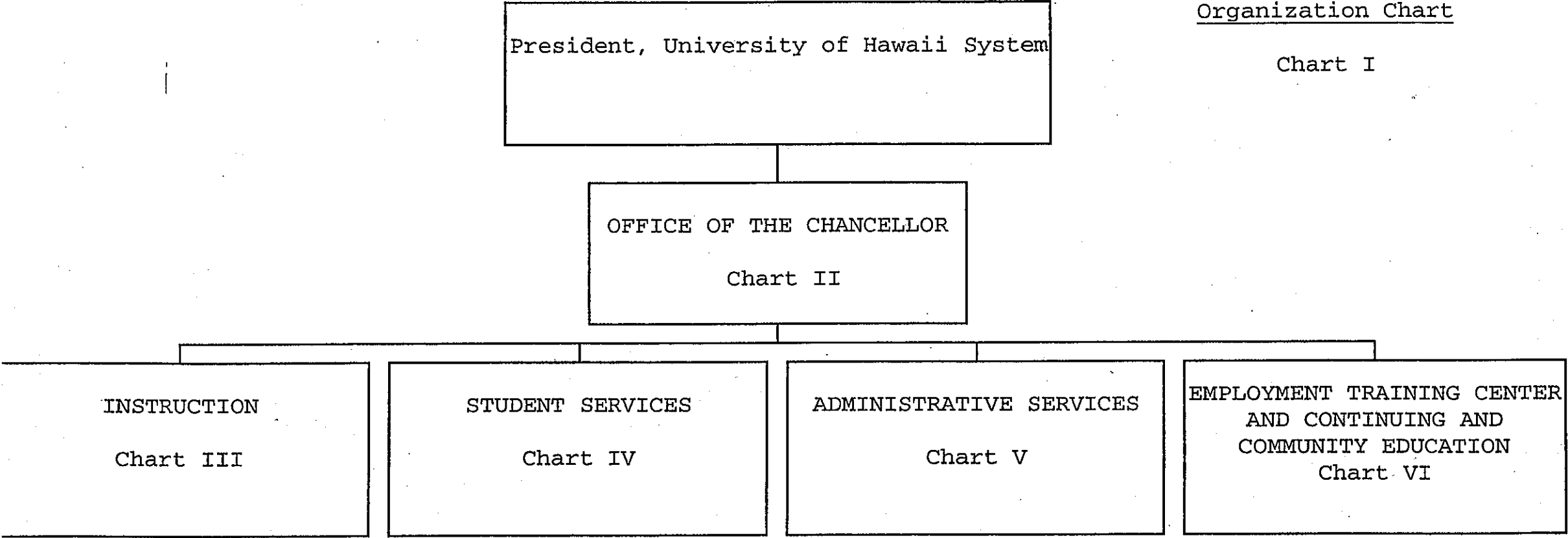
- serves as a liaison between the College and other units within the University, City/State/Federal governments, and as representative of the College before the community at large;
- establishes planning parameters for the development of program plans, budgets and expenditure plans, capital improvement plans for all program units; approves these plans and incorporates them into institutional plans;
- oversees the scheduled evaluation of all programs and services offered;
- reviews and approves all personnel transactions involving all College staff (hiring, renewing contracts, terminations, promotions, leave requests, etc.);
- receives and resolves grievances and disputes involving faculty, staff and students at the College, within established guidelines;
- directs extramural fund solicitations;
- develops and coordinates effective public information program for Leeward CC;
- works with all facets of media, including the newspapers, television, radio, etc;
- coordinates the campus marketing plan with the UH Systemwide marketing plan.

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE

Organization Chart

Chart I



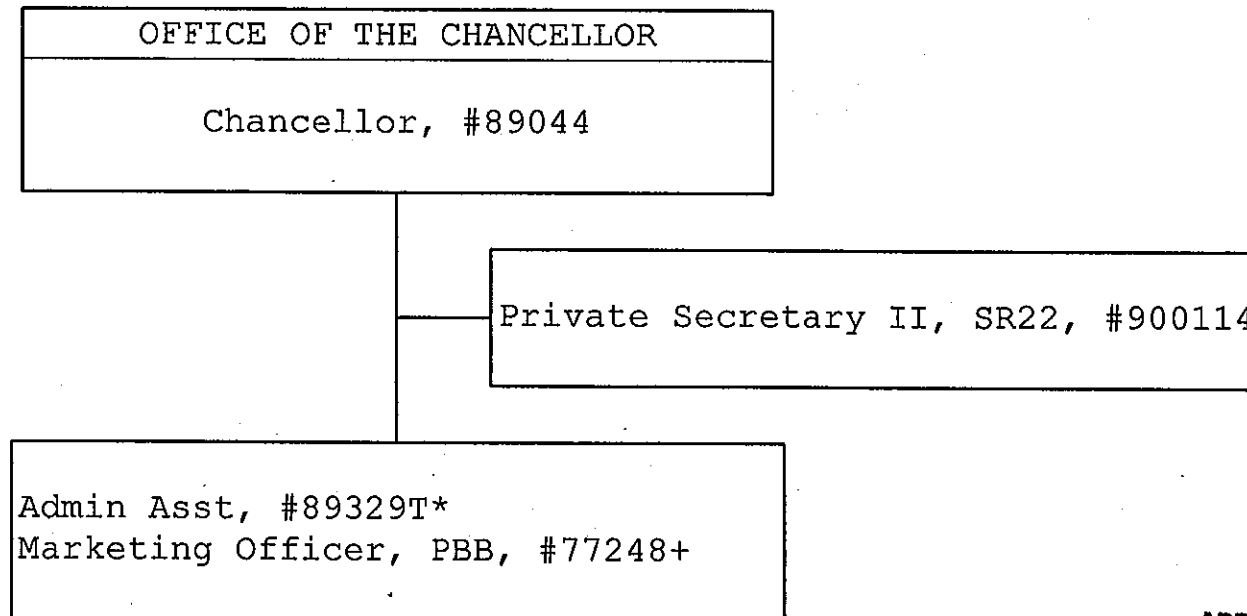
	<u>Perm</u>	<u>Temp</u>
General Fund	120.50	8.00
(B) Special Funds	8.00	

Proposed Organizational Chart

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE
OFFICE OF THE CHANCELLOR

Position Organization Chart

Chart II



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003
Date

- * Temporary Position
- + Position to be redescribed

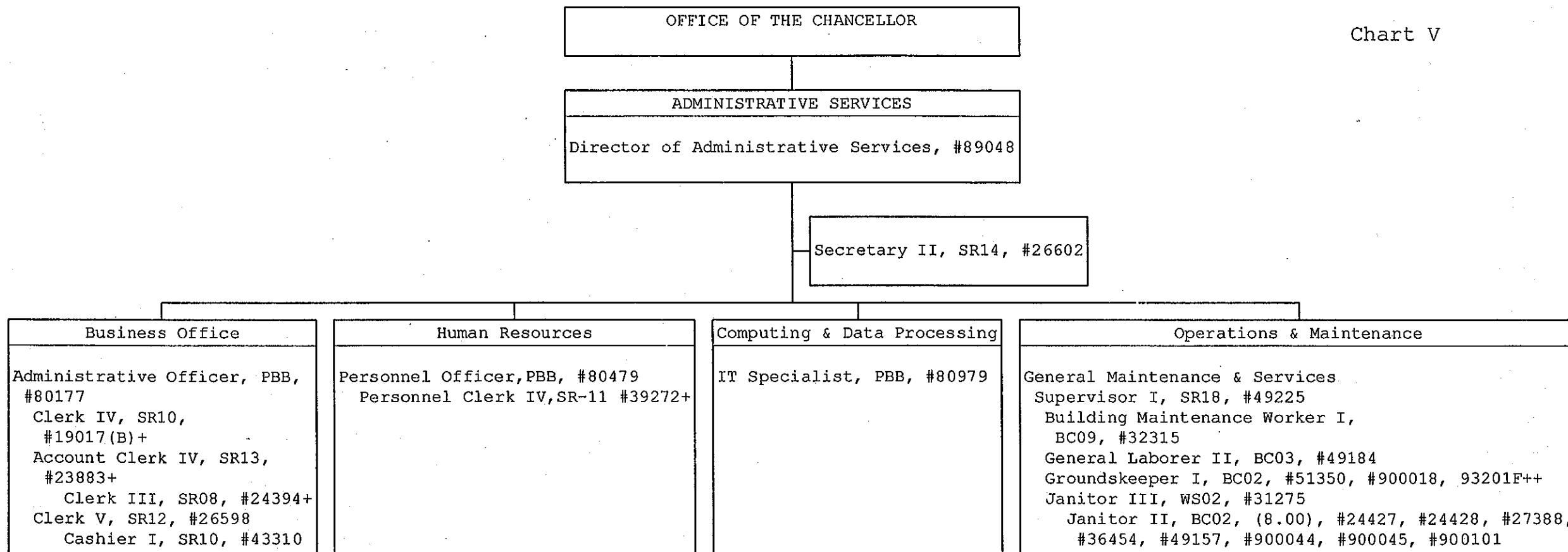
	<u>Perm</u>	<u>Temp</u>
General Fund	3.00	1.00

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE
ADMINISTRATIVE SERVICES

Position Organization Chart

Chart V



APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003

Date

+ Position description to be redescribed
++Positions pending establishment

General Fund	Perm
(B) Special Funds	25.00
	1.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
COMMUNITY COLLEGES
WINDWARD COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Provides a post-secondary education program in liberal arts, vocational/technical, and occupational education.

- ◊ Offers liberal arts course work, which leads to the Associate in Arts degree and lower division preparation for baccalaureate degrees.
- ◊ Offers vocational/technical course work which leads to certificates.
- ◊ Offers continuing education and community service programs of both the non-credit and credit variety.
- ◊ Provides basic skills and vocational instruction to "at risk" populations via the Employment Training Center

OFFICE OF THE CHANCELLOR

The Office of the Chancellor is responsible for the orderly and proper functioning of Windward Community College. The Office is responsible for directing all aspects of the administration and development of the College in order that the College fulfills its mission.

Within the established policies and procedural guidelines of the University of Hawaii and applicable Federal and State statutes, the Office of the Chancellor oversees the management and operations of the College in the following functional areas:

- ◊ Curriculum and Instruction
- ◊ Library and Media services
- ◊ Student services including admissions and records, academic and career counseling, student activities, financial aid, and job placement
- ◊ Finance, accounting, budgeting, word processing, and copying services
- ◊ Personnel transactions and records
- ◊ Physical plant and grounds, including parking and security
- ◊ Employment Training Center
- ◊ Continuing Education and Training
- ◊ Community services

Additionally, the Office of the Chancellor is responsible for the following functions:

- ◊ Issues campus policies and guidelines governing the activities of the College.
- ◊ Recommends the hiring, tenure, promotion, leave-taking, and termination of personnel.
- ◊ Submits the recommended biennial and supplemental budgets.

- ◊ Maintains liaison with other campuses of the University, post-secondary education institutions within the service area of the College, agencies such as secondary and trade schools, community groups, and State and County officials or representatives.
- ◊ Facilitates the staff development program of the College.
- ◊ Develops and coordinates effective marketing plan for the College.
- ◊ Coordinates the campus marketing plan with the UH Systemwide marketing plan.

INSTRUCTION

The Office of the Dean of Instruction is directly responsible for all of the functions concerned with credit instruction, academic support services, and extramural grants. This includes the following:

- ◊ Evaluates instructional programs consistent with the Educational Development Plan of the College.
- ◊ Develops and coordinates all new instructional program proposals and reviews on-going instructional programs.
- ◊ Evaluates outcome of instructional programs.
- ◊ Coordinates personnel action that relates to hiring, tenure leaves, promotion, and termination of faculty and staff within above program areas.
- ◊ Prepares the instructional and academic support budget and allocations, and controls expenditures.
- ◊ Coordinates the development and periodic review of the Educational Development Plan, Vocational Education State Plan, and all accreditation reports.
- ◊ Coordinates with other University units on faculty personnel matters that may have system-wide implications.
- ◊ Develops curriculum and innovations in learning and teaching.
- ◊ Publishes the College catalog, class schedules, and the regulation of course offerings.
- ◊ Coordinates extramural grant proposal development.
- ◊ Coordinates all learning assistance center activities.
- ◊ Administers academic computing.
- ◊ Administers regular credit summer session.

Instructional Divisions (I and II)

Each instructional division is responsible for the development, supervision, and improvement of instruction and curricula of selected disciplines, which comprise that division. This includes the following:

- ◊ Supervises the division curriculum and instruction.

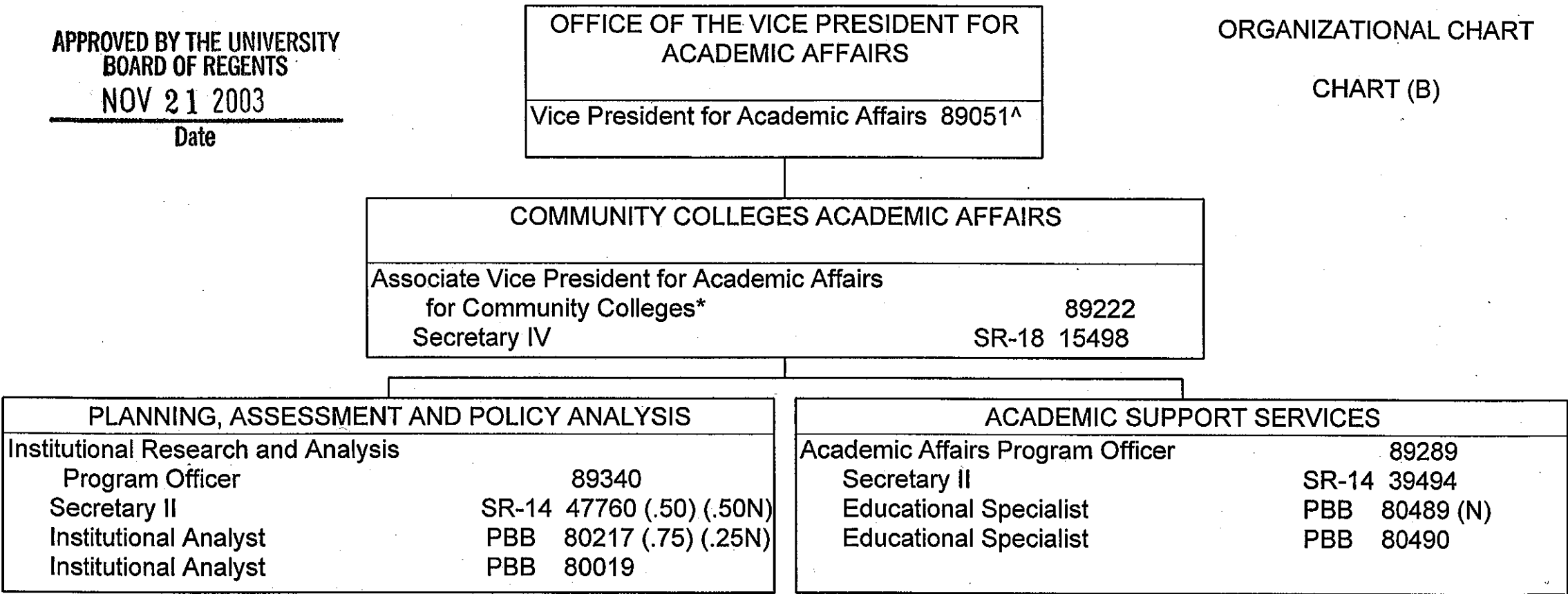
**NO CHANGES TO WINDWARD COMMUNITY COLLEGE, ADMINISTRATIVE
SERVICES UNIT FUNCTIONAL STATEMENTS**

PROPOSED ORGANIZATIONAL CHART

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR
ACADEMIC AFFAIRS
COMMUNITY COLLEGES ACADEMIC AFFAIRS

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
NOV 21 2003
Date

ORGANIZATIONAL CHART
CHART (B)



NOTE: All positions in Community Colleges Academic Affairs to be redescribed, also Pos. No. 89051.

* Proposed position classification
^ Excluded from position count, this chart

	Perm
General Fund	8.25
Federal Funds	1.75

Academic Planning, Assessment and Policy Analysis

Coordinates the development of the academic program planning process.

Facilitates the completion of selected planning and evaluation activities including: the State Higher Education Functional Plan, strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.

Prepares selected reports to facilitate the management of academic programs.

Supports program planning and evaluation by developing and maintaining an academic program database.

Conducts selected policy analysis studies.

Student Affairs

Develops and prepares community college policy regarding student services.

Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.

Serves as expert in interpreting and applying community college policies and procedures in exceptional or unique student affair cases.



UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

October 29, 2003

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

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

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

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

A handwritten signature in black ink, appearing to read "M. T. Unebasami".

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

Attachments

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

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UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

October 15, 2003

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

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

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

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

A handwritten signature in black ink, appearing to read "M.T. Unebasami".

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

Attachments

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

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UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER

October 15, 2003

TO: Evan S. Dobelle
President, University of Hawaii

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

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

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

A handwritten signature in dark ink, appearing to read "James R.W. Sloane".

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

Attachments

APPROVED/DISAPPROVED:

A handwritten signature in dark ink, appearing to read "Evan S. Dobelle".

Evan S. Dobelle, President
University of Hawaii

10/24/03

Date

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

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Mike Unebasami - CC Operations

**EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL REQUEST
UNIVERSITY OF HAWAII
CASHIER'S OFFICE**

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

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

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

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

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

**REORGANIZATION PROPOSAL REQUEST
UNIVERSITY OF HAWAII
CASHIER'S OFFICE**

I. Present Organization

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

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

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

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

II. Proposed Organization

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

Office of the Vice Chancellor for Administration, Finance and Operations

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

Bursar Office

- As proposed, this reorganization will return the Cashier's Office with the 7.00 FTE general funded positions to the Bursar Office in the systemwide Financial Management Office.
- The Cashier's Office supervisor, Fiscal Accounting Specialist (#81626) will report directly to the Fiscal Accounting Specialist (#77243) that oversees the bursar function. Position descriptions for these positions will be updated to reflect appropriate duties and responsibilities and submitted for classification review.
- Internal reporting relationships and functions of the Cashier's Office will not be affected by this proposal:
 - IT Specialist (#80787) and Fiscal Accounting Specialist (#81468) will continue to report to the supervisory Fiscal Accounting Specialist (#81626). Position descriptions for these positions will be updated to reflect appropriate duties and responsibilities and submitted for classification review.
 - 4.00 FTE Clerk IV positions (#13713, #35076, #35137, and #41986) will continue to report directly to the Fiscal Accounting Specialist (#81468).

III. Background/Reasons for the Proposal

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

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

The basic concept upon which the new SIS was built requires an expanded systemwide role for cashiering. For example, a key feature of the new SIS is integrated support for students who attend multiple campuses of the UH system over their academic careers. This includes the growing number of students who concurrently enroll in courses from multiple campuses using distributed learning technologies. Other relevant features include the ability of students to register for classes at multiple campuses via the web, receive a single bill for tuition and fees, and receive refunds from all campuses centrally. These features are enabled by a single account architecture, which means that each student is represented by only one account across the entire ten-campus system.

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

IV. Impact on Staffing and Resources

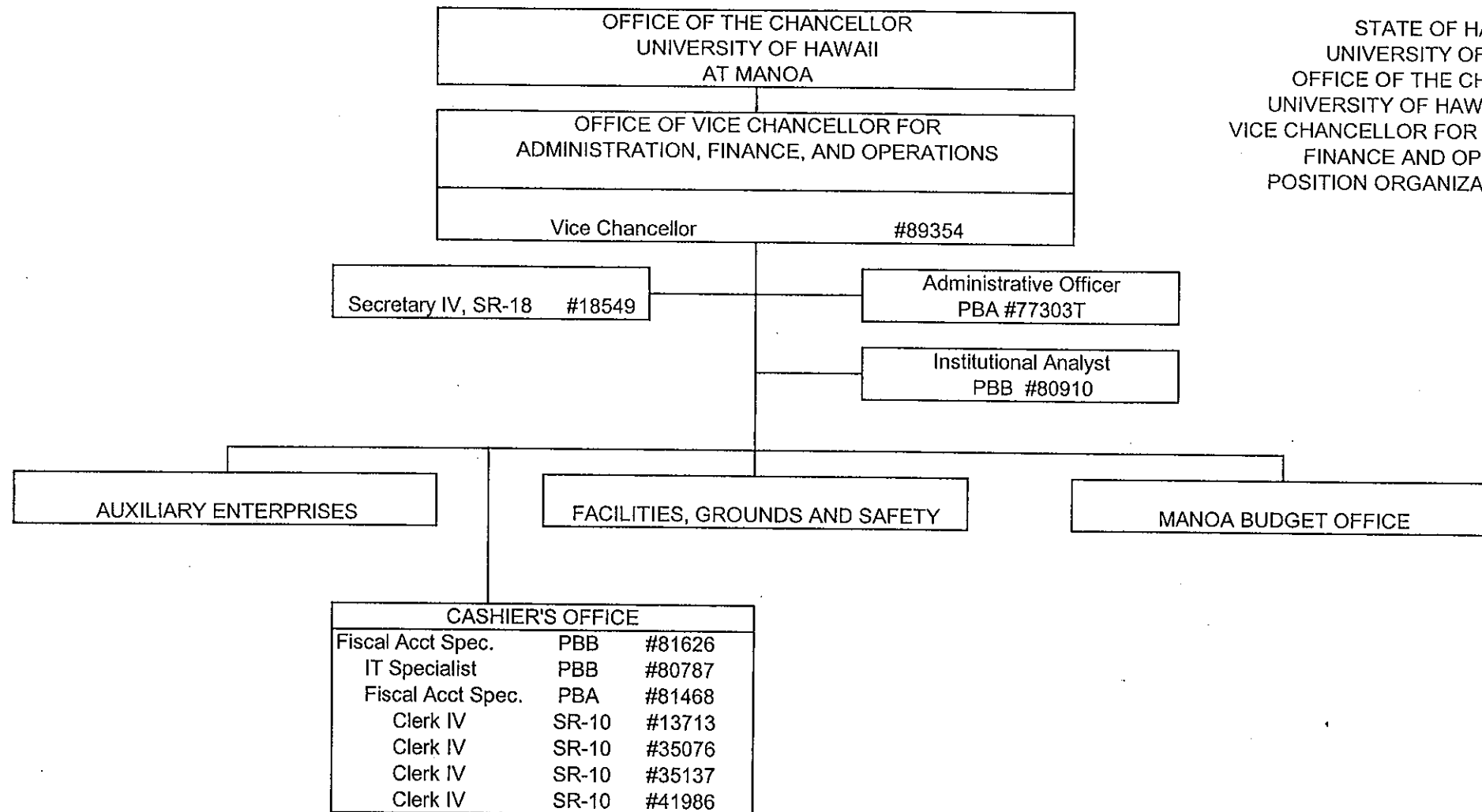
The increased scope and magnitude of systemwide duties and responsibility may result in position reclassifications that could increase personnel costs by approximately \$5,200. These costs would be funded through internal reallocations; no additional funding will be requested as a result of this reorganization.

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

V. Alternatives Considered

The cashiering function under the Office of the Vice Chancellor for Administration, Finance and Operations at UH Mānoa, could continue to provide both Mānoa and systemwide services. However, maintaining the status quo will leave the Office without the appropriate level of management support, technical expertise, and organizational structure that is needed to successfully support the new systemwide Banner Student Information System.

**PREVIOUS ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**



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

General Funds: 11.00

CHART UPDATED
DATE JUL - 1 2003

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII AT MĀNOA
VICE CHANCELLOR FOR ADMINISTRATION,
FINANCE AND OPERATIONS

FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

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

- Develops innovative plans and initiatives with respect to financial management, administrative operations and support services within a resource development framework; long and short-range planning; and provides program direction to ensure infrastructure support to the Mānoa campus and its satellite off-campus programs.
- Develops and implements policies, procedures, reporting requirements, and compliance reviews.
- Creates processes that insure the broad inclusion of campus constituencies in the collaborative development of plans, policies, and procedures for financial management, administrative, and support services programs.
- Advises the Chancellor and other senior executives on UH Mānoa administrative, finance, and operations issues and programs.
- Administers long-range plans for the development of facilities to ensure that campus growth is consistent with the University's Master Plan.

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
OFFICE OF THE CHANCELLOR, UH MĀNOA
VICE CHANCELLOR FOR ADMINISTRATION, FINANCE
AND OPERATIONS
CASHIER'S OFFICE

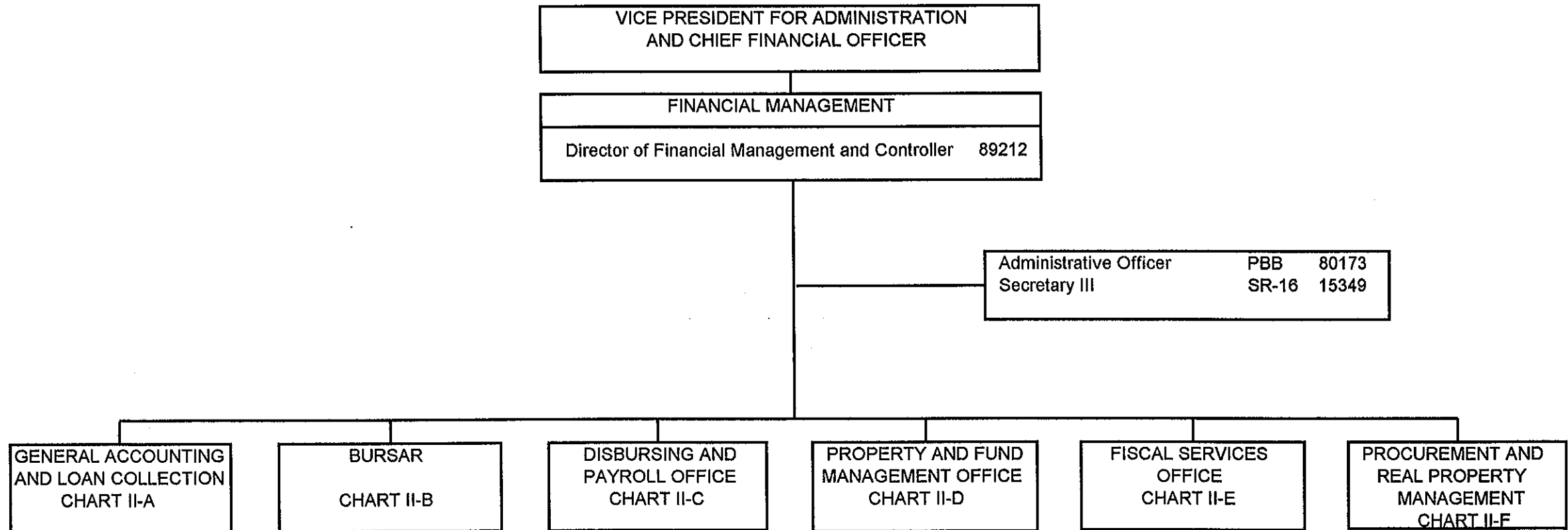
FUNCTIONAL STATEMENT

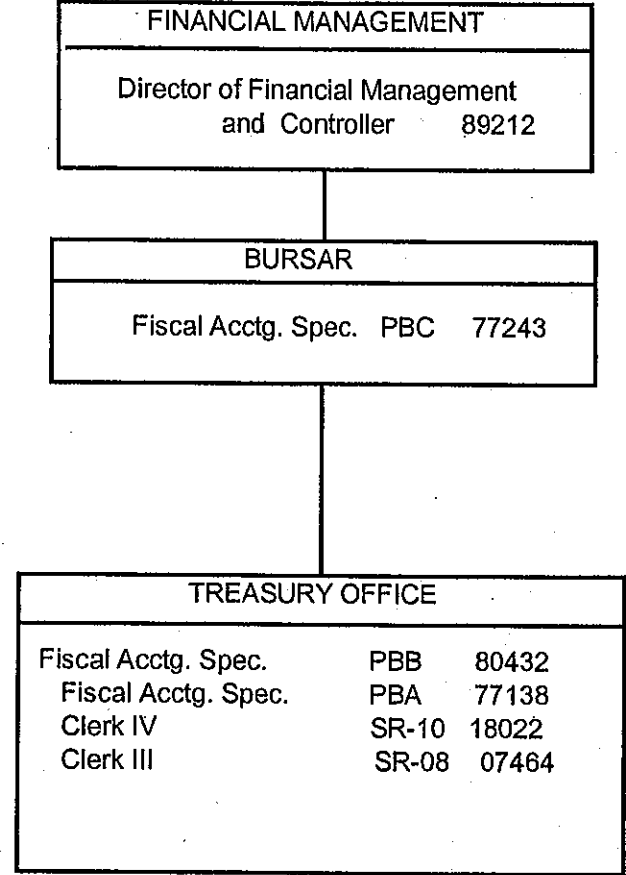
Collects, receives, and receipts University departmental collections for deposit and recordation into the financial management information system. Collects and deposits tuition and fees for the Mānoa Campus. Disburses financial aid and refund checks to students.

1. Receives departmental collections. Pre-audits, deposits and transships collection via armored car to bank. Controls departmental receipt data input into the financial management information system.
2. Coordinates daily campus security and armored car pick-up and deliveries with various departments and organizations. Coordinates special pick-up requests for armored car service.
3. Assists departments and organizations on cash collections and charge card program. Disseminates internal policies and procedures on collections, deposits, refunds and reimbursements.
4. Responsible for maintenance of the system-wide financial obligation database and financial obligations file in the student information system to ensure that individuals who have unpaid financial obligations are denied further access to university services.
5. Responsible for the maintenance of the Cashier's Office suspense accounts.
6. Responsible for the control and coordination of the cashiering and related fiscal functions of the student information system as it relates to the student registration process. Including but not limited to:
 - a. Dissemination of payment information and policies for student registration.
 - b. Controls the assessment, collection, cashiering, billing deposit and refund of funds for tuition and fee revenue.
7. Disburses financial aid to students and parents.
8. Operates departmental checking account for tuition and fee refunds.
9. Monitors the reconciliation of revenues deposited into the tuition and fees special fund.

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER
FINANCIAL MANAGEMENT

CHART II





STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION
AND CHIEF FINANCIAL OFFICER
FINANCIAL MANAGEMENT
BURSAR
CHART II-B

General Funds: 5.00
(89212 excluded from total)

STATE OF HAWAII
UNIVERSITY OF HAWAII
VICE PRESIDENT FOR ADMINISTRATION AND CHIEF FINANCIAL OFFICER
FINANCIAL MANAGEMENT
FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

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

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

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

Plans, directs, and controls Systemwide fiscal services activities.

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

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

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

OCT 10 2002

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
VICE PRESIDENT FOR ADMINISTRATION AND CHIEF FINANCIAL OFFICER
FINANCIAL MANAGEMENT
BURSAR
FUNCTIONAL STATEMENT

Treasury Office

1. Receives, pre-audits, and records all cash collection data of the University System and coordinates the quarter and year-end closing to ensure proper recording of cash receipts.
2. Reconciles cash collections with deposits appearing in daily UHGA bank statements and follows up on unrecorded deposits for all campuses. Also follows up on wire transfers and UHGA debit and credit memos.
3. Prepares State of Hawai'i Treasury Deposit Receipt forms for state collections and transmit funds to State via UHGA checks.
4. Deposits State of Hawai'i reimbursements to the University of Hawai'i into the UHGA to assure immediate interest earnings.
5. Develops and disseminates internal policies/procedures on collections and deposits.
6. Responsible for the approval/disapproval of requests, which include establishment, decrease/close, permanent/temporary increases, change in custodian and or alternate custodian of change funds. Reviews and authorizes all action requests and reviews all incidents of change fund overages and shortages.
7. Administrates and controls all temporary cash advances for registration purposes.
8. Manages the short-term investment program of the University of Hawai'i by monitoring current market conditions and the University's cash flow and invests funds determined to be in excess of current obligations. Monitors collateral assigned to the University by financial institutions for the security of UH funds.
9. Responsible for the charge card program of the University of Hawai'i. Includes the review and change, if necessary, of technical specifications of new contract for charge card and lockbox transactions.
10. Inputs UHGA returned checks into the University system.
11. Record on line departmental deposits to FMIS.

APPROVED

**ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
VICE PRESIDENT FOR ADMINISTRATION AND CHIEF FINANCIAL OFFICER
FINANCIAL MANAGEMENT
BURSAR
FUNCTIONAL STATEMENT

Cashier's Office

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