

UNIVERSITY OF HAWAII

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UNIVERSITY BUDGET OFFICE

February 23, 2007

MEMORANDUM

TO: Presley Pang  
Interim Executive Administrator and Secretary of the Board of Regents

FROM: Glenn K. Nakamura  
Interim Director



SUBJECT: NOTIFICATION OF APPROVED REORGANIZATION FOR THE OFFICE  
OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on December 22, 2006 that establishes the Office of the Hawai'i P-20 Partnership Initiative within the Office of the Vice President for Academic Planning and Policy. The purpose of this reorganization is explained in the accompanying executive summary and proposal narrative.

If there are any questions regarding this matter, please contact Vice President Linda Johnsrud at 956-7075.

Attachment

c: Vice President Johnsrud (w/o attachment)

No other  
Comments



RECEIVED

'06 DEC -5 P4:01

**UNIVERSITY OF HAWAII**

Linda K. Johnsrud  
Vice President for Academic Planning and Policy

UNIVERSITY OF HAWAII  
PRESIDENT'S OFFICE

December 4, 2006

**MEMORANDUM**

**TO:** David McClain  
President

**FROM:** Linda Johnsrud *Linda Johnsrud*  
Vice President for Academic Planning and Policy

**SUBJECT: DELEGATED REORGANIZATION TO ESTABLISH THE OFFICE OF  
HAWAII P-20 PARTNERSHIP INITIATIVE IN THE OFFICE OF THE  
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY**

**SPECIFIC ACTION REQUESTED:**

Your approval is requested to establish the Office of the Hawaii P-20 Partnership Initiative in the Office of the Vice President for Academic Planning and Policy.

**ADDITIONAL COST:**

As previously approved, additional salary costs of \$37,200 will be reallocated from existing budgeted funds to make up the salary difference of the Academic Program Officer, Position No. 89160 being transferred along with \$75,000 to support the new Office of Hawaii P-20 Partnership Initiative from Honolulu Community College to the Office of the Vice President for Academic Planning and Policy.

**RECOMMENDED EFFECTIVE DATE:**

Upon your approval.

**PURPOSE:**

To establish the Office of the Hawaii P-20 Partnership Initiative.

BACKGROUND:

The Hawai'i P-20 Partnership Initiative is a joint public-private venture which has as its goal improving academic achievement of learners at all levels, closing the gap between those who have traditionally been well-served by educational institutions and those who have not, and – ultimately – improving the quality of life of all people of the state by enhancing the quality of our workforce and engendering greater civic engagement.

To date, resources to support this initiative have come not only from the University, but also from the Hawai'i Department of Education (DOE), the Good Beginnings Alliance, the Hawai'i Business Roundtable, the Kellogg Foundation, and the Samuel and Mary Castle Foundation. A strategic plan for this initiative over the next five years indicates that support will continue to be sought from multiple public and private partners. Funds from the Castle and Kellogg Foundation provided support for community-based P-20 efforts which, in turn, help guide the development of the P-20 Strategic Plan for 2006-2010. The funds from the Hawai'i DOE provided support for professional development, for supplies and for personnel support, all of which contributed to development of this same strategic plan. The plan itself call for activities and staff support over the next five years which total more than \$20 million – most of which is expected to come from private sources.

Currently, the Executive Director of the P-20 Initiative is funded by the University. In response to a University request, the 2006 Legislature appropriated \$149,250 to support the P-20 Initiative and authorized three (3) permanent position counts tentatively described as a P-20 Liaison to Business Community to serve as a point of contact between the education and business communities, P-20 Data Analyst to gather and analyze data relating to student persistence, and P-20 Administrative Assistant to provide general administrative support for the program.

It is being requested that the Office of Hawai'i P-20 Partnership Initiative be established and report to the Vice President for Academic Planning and Policy. Position No. 89160, Academic Program Office, which was transferred from the Office of the Chancellor, Honolulu Community College, will be assigned to the Office of P-20 Partnership Initiative along with the three (3) legislatively authorized position counts that are yet to be established and classified. Requests will be submitted to establish one of the three legislatively authorized positions as an Academic Program Officer (liaison to business and education communities) and the other two positions (data analyst and administrative assistant) as Administrative, Professional, and Technical positions with classifications of the positions to be in accordance with established administrative procedures. The proposed reorganization will have no impact on students and the new Office of Hawai'i P-20 Partnership Initiative will coordinate with other related University programs, e.g., GEAR UP.


By mutual agreement of the Chancellor, Honolulu Community College, and the Vice President for Academic Planning and Policy, the Academic Program Officer, Position No. 89160, was transferred from the Office of the Chancellor to the Office of the Vice President for Academic Planning and Policy. Position No. 89160 was the only position supporting the Statewide UHCC/K-12 Partnerships and responsible for liaison/coordination between the Department of Education and Community Colleges. The liaison/coordination between the Department of Education and the University will be incorporated into the Office of the P-20 Partnership Initiative and the Statewide UHCC/K-12 Partnership function is to be deleted from the Office of the Chancellor, Honolulu Community College. Chancellor Ramsey Pedersen concurs with the proposed reorganization.

Prior to his retirement, Executive Administrator and Secretary of the Board Iha concurred that the establishment of the Office of Hawai'i P-20 Partnership Initiative was a delegated reorganization subject to the approval of the President. The Office of the Vice President for Community Colleges, Office of the Chancellor Honolulu Community College, Council of Chief Academic Officers, Office of Human Resources, System Budget Office, the Hawai'i Government Employees Association, and the University of Hawai'i Professional Assembly were consulted regarding the proposed reorganization and all questions and concerns expressed addressed. The All Campus Council of Faculty Senate Chairs, Pūko'a Council, and the Student Caucus were given copies of the proposed reorganization and provided the opportunity to submit comments with none received as of the date of this memorandum.

ACTION RECOMMENDED:

Approve the establishment of the Office of the Hawai'i P-20 Partnership Initiative in the Office of the Vice President for Academic Planning and Policy.

APPROVED / ~~DISAPPROVED~~

  
\_\_\_\_\_  
David McClain  
President

12/22/06  
\_\_\_\_\_  
Date

Attachment

- c: Interim Executive Administrator and Secretary of the Board Pang  
Interim Vice President for Community Colleges Morton  
Chancellor Pedersen w/attachment  
✓ System Budget Director Nakamura w/attachment  
System Director of Human Resources Yuen w/attachment

EXECUTIVE SUMMARY  
REORGANIZATION PROPOSAL  
UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY  
OFFICE OF HAWAII P-20 PARTNERSHIP INITIATIVE

The purpose of this reorganization is to establish the Office of Hawai'i P-20 Partnership Initiative in the Office of the Vice President for Academic Planning and Policy. The new Office of Hawai'i P-20 Partnership Initiative will report to the Vice President for Academic Planning and Policy and be responsible for developing policies, plans, and coordinating the implementation of joint public-private ventures which have as their goals improving academic achievement of learners at all levels, closing the gap between those who have traditionally been well-served by educational institutions and those who have not, and – ultimately – improving the quality of life of all people of the state by enhancing the quality of our workforce and engendering greater civic engagement.

By mutual agreement of the Chancellor, Honolulu Community College and the Vice President for Academic Planning and Policy Academic Program Officer, Position No. 89160 was transferred from the Office of the Chancellor to the Office of the Vice President for Academic Planning and Policy and the transferred position is to be assigned to the Office of Hawai'i P-20 Partnership Initiative along with the three (3) legislatively authorized position counts that are yet to be established, classified and filled. The liaison/coordinator functions formerly assigned to the Statewide UHCC/K-12 Partnership function will be deleted from the Office of the Chancellor, Honolulu Community College and incorporated into the functions of the new Office of Hawai'i P-20 Partnership Initiative, which will have no direct impact on students but will coordinate with other related University programs, e.g., Gear-up.

Prior to his retirement, Executive Administrator and Secretary of the Board Iha stated that the establishment of the Office of Hawai'i P-20 Partnership Initiative was a delegated reorganization subject to the approval by the President. The Office of Human Resources, System Budget Office, the Hawai'i Government Employees Association, and the University of Hawai'i Professional Assembly were consulted regarding the proposed reorganization and questions and concerns expressed addressed. Copies of the proposed reorganization were shared with the All Campus Council of Faculty Senate Chairs, Pūko'a Council and Student Caucus.

Additional salary costs of \$37,200 will be reallocated from existing budgeted funds to make up the salary difference of the Academic Affairs Office, Position No. 89160 being transferred along with \$75,000 to support the new Office of Hawai'i P-20 Partnership Initiative from Honolulu Community College to the Office of the Vice President for Academic Planning and Policy. To support the new program the 2006 Legislature appropriated \$149,250 and three (3) permanent positions. Office space will be identified within existing resources.

REORGANIZATION PROPOSAL  
UNIVERSITY OF HAWAII  
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY  
OFFICE OF HAWAII P-20 PARTNERSHIP INITIATIVE

I. PRESENT ORGANIZATION

The Office of the Vice President for Academic Planning and Policy provides executive leadership in collaboratively setting forth the system wide academic vision and goals for the University of Hawai'i. Reporting to the Vice President for Academic Planning and Policy are the Office of Planning and Policy and Office of International Education. The Office of the UH System Vice President for Academic Planning and Policy works closely and collaboratively with the Office of the UH System Vice President for Student Affairs in matters relating to enrollment management, admissions, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials.

The major functions of the Office of the Vice President for Academic Planning and Policy include: Advises the President and University executives on academic matters; develops academic plans, policies and procedures; develops and implements system wide tuition policies and procedures; ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawai'i; translates plans into phased implementation strategies and timelines; promotes, encourages, and develops new instructional and major research efforts and serves as academic liaison with State and federal academic educational boards and system wide University offices.

Honolulu Community College is one of seven community colleges, each having a Chancellor as its chief executive offices. Within the Office of the Chancellor, Honolulu Community College, there are three units reporting to the Chancellor: Public Affairs and Resource Development Unit, International Affairs and Development Unit, and Statewide UHCC/K-12 Partnerships Unit. The Statewide UHCC/K-12 Partnership had one position no. 89160, Academic Affairs Program Officer assigned.

The Statewide UHCC/K-12 Partnerships Office serves as a unit of the College and as a Office with statewide responsibilities that included: establishment of curriculum articulation process between the DOE, independent schools, and the UHCC; facilitation coordination of Adult Basic Education and remediation services among the DOE, UHCC, and other agencies; development of curriculum articulation processes and effectiveness measures with independent secondary schools in Hawai'i; development of measures to evaluate the effectiveness and efficiency of these collaborative processes and programs and promote community awareness of and support of these coordinated undertakings.

## II. PROPOSED REORGANIZATION

The purpose of this reorganization proposes the establishment of an Office of Hawai'i P-20 Partnership Initiative in the Office of the Vice President for Academic Planning and Policy. The new Office of Hawai'i P-20 Partnership Initiative will report to the Vice President for Academic Planning and Policy and be responsible for developing policies, plans, and coordinating the implementation of joint public-private ventures which have as their goals improving academic achievement of learners at all levels, closing the gap between those who have traditionally been well-served by educational institutions and those who have not, and – ultimately – improving the quality of life of all people of the state by enhancing the quality of our workforce and engendering greater civic engagement.

To support the Hawai'i P-20 Partnership Initiative, the Chancellor of Honolulu Community College with the mutual agreement of the Vice President for Academic Planning and Policy transferred Position No. 89160, Academic Program Officer from the Office of the Chancellor, Honolulu Community College to the Office of the Vice President for Academic Planning and Policy. Position No. 89160 was the only position supporting the Statewide UHCC/K-12 Partnership and responsible for liaison/coordination functions. It is being proposed that the liaison/coordination responsibilities and other associated functions performed by Position No. 89160 will be incorporated with appropriate adaptation into the functions of Office of the Hawai'i P-20 Partnership Initiative. The Statewide UHCC/K-12 Partnership function is to be deleted from the Office of the Chancellor, Honolulu Community College.

The 2006 Legislature appropriated \$149,250 and three (3) permanent position counts to support the P-20 Initiative. The three (3) legislatively authorized position counts that are yet to be established, classified and filled (97326F, Secretary; 97826F, Policy and Program Officer; and 97827F, Information Technology Specialist). Requests will be submitted to establish one of the three legislatively authorized positions in accordance with established administrative procedures. The new Office of Hawai'i P-20 Partnership Initiative will be lead by the yet to be established Policy and Program Officer. Position No. 89160, and the yet to be established Information Technology Specialist and Secretary will report to the liaison to the Policy and Program Officer. With the establishment of the new unit, there will be no direct impact on University students and the new Office of Hawai'i P-20 Partnership Initiatives will coordinate with other related University programs, e.g., Gear-up.

Prior to his retirement, Executive Administrator and Secretary of the Board Iha concurred that the establishment of the Office of Hawai'i P-20 Partnership Initiative was a delegated reorganization subject to the approval of the President.

The Office of Human Resources, System Budget Office, the Hawai'i Government Employees Association, and the University of Hawai'i Professional Assembly were consulted regarding the proposed reorganization and their questions and concerns addressed. Copies of the proposed reorganization were shared with the All Campus Council of Faculty Senate Chairs, Pūko'a Council and Student Caucus.

Within the Office of the Vice President for Academic Planning and Policy, other than for the creation of the new Office of Hawai'i P-20 Partnership Initiative that will report to the Vice President for Academic Planning and Policy there will be no organizational or functional changes to the Office of Planning and Policy or Office of International Education. Within the Office of the Chancellor, Honolulu Community College, the Statewide UHCC/K-12 Partnerships will be deleted and its associated functions incorporated with appropriate adaptation into the functions of the Office of Hawai'i P-20 Partnership Initiative and there will be no organizational and functional changes to the Public Affairs and Resource Development Unit and International Affairs and Development Unit.

### III. BACKGROUND AND REASONS FOR THE REORGANIZATION

The Hawai'i P-20 Partnership Initiative is a joint public-private venture which has as its goal improving academic achievement of learners at all levels, closing the gap between those who have traditionally been well-served by educational institutions and those who have not, and – ultimately – improving the quality of life of all people of the state by enhancing the quality of our workforce and engendering greater civic engagement.

To date, resources to support this initiative have come not only from the University, but also from the Hawai'i Department of Education, the Good Beginnings Alliance, the Hawai'i Business Roundtable, the Kellogg Foundation and the Samuel and Mary Castle Foundation. A strategic plan for this initiative over the next five years indicates that support will continue to be sought from multiple public and private partners. Funds from the Castle and Kellogg Foundation provided support for community-based P-20 efforts which, in turn, help guide the development of the P-20 Strategic Plan for 2006-2010. The funds from the Hawai'i DOE provided support for professional development, for supplies and for personnel support, all of which contributed to development of this same strategic plan. The plan itself call for activities and staff support over the next five years which total more than \$20 million – most of which is expected to come from private sources.

The University is committed to helping the Hawai'i P-20 Partnership to further develop as evidenced from the University's commitment of personnel, resources, and efforts to secure additional extramural funding. Similarly the State has gained an appreciation for the Hawai'i P-20 Partnership as evidenced from the 2006 Legislative appropriation of \$149,250 and three (3) permanent position



counts. The Hawai'i Department of Education, the Good Beginnings Alliance, the Hawai'i Business Roundtable, the Kellogg Foundation and the Samuel and Mary Castle Foundation continue to express their support and are active partners in P-20 initiatives.

#### IV. IMPACT ON STAFFING AND RESOURCES

Additional salary costs of \$37,200 will be reallocated from existing budgeted funds to make up the salary difference of the Academic Affairs Office, Position No. 89160 being transferred along with \$75,000 to support the new Office of Hawai'i P-20 Partnership Initiative from Honolulu Community College to the Office of the Vice President for Academic Planning and Policy. The 2006 Legislature appropriated \$149,250 and three (3) permanent positions to support the P-20 Initiative. Existing office space and equipment will be identified and provided. The three (3) legislatively authorized position counts will be established, classified, and filled in accordance with established procedures. The proposal will not adversely impact the services to programs and students.

#### V. CONSULTATIONS

Consultations with the University of Hawai'i Professional Assembly (UHPA) and the Hawai'i Government Employees Association (HGEA) have been completed with responses to concerns, questions, and recommendations provided. Faculty and students have also been formally apprised on the reorganization through the All Campus Council of Faculty Senate Chairs (ACCFSC), Pūko'a Council, and the Student Caucus.

The proposal was also forwarded to the United Public Workers (UPW) union for informational purposes since there are no bargaining unit 01 or 10 members directly affected by the reorganization.

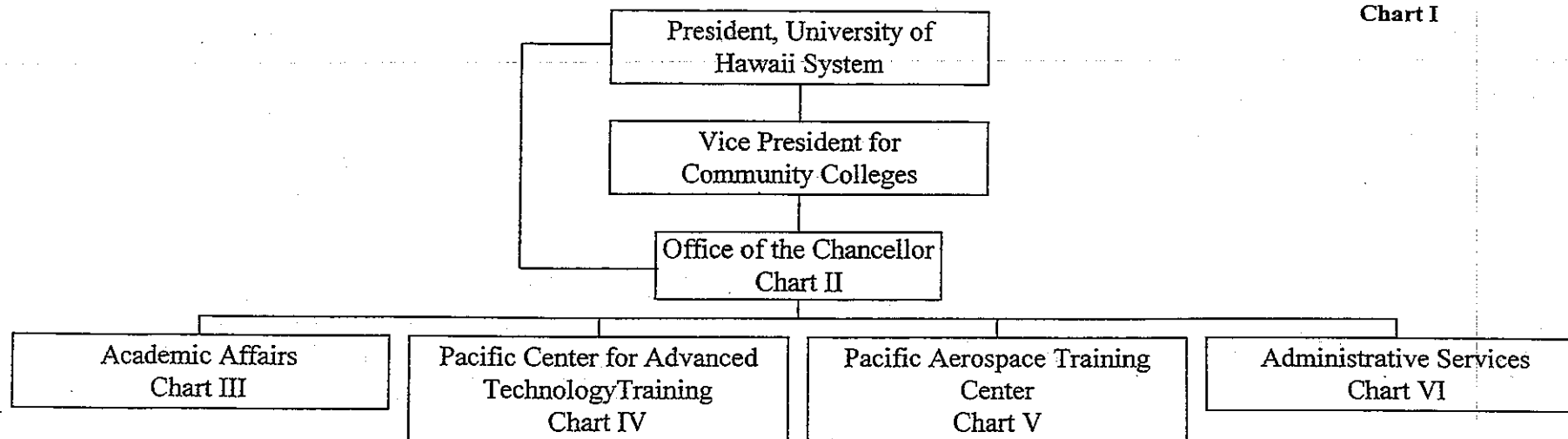
#### VI. ALTERNATIVES CONSIDERED

Maintaining the organization status quo was considered, but the status quo would not address system wide policy development and coordination of P-20 initiatives within the University and with other state agencies.

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

Organization Chart

Chart I



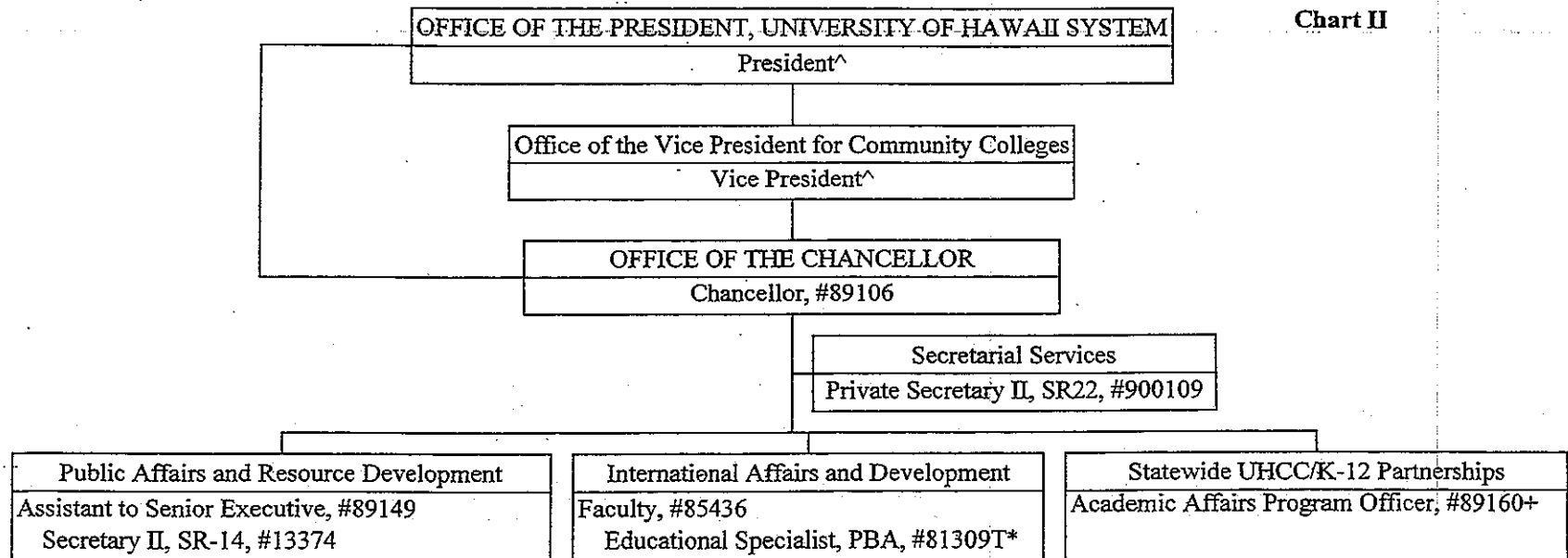
	<u>Perm</u>	<u>Temp</u>
General Fund	313.00	7.00
( B) Special Funds	19.00	

CHART UPDATED  
DATE JUL - 1 2006

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

Organization Chart

**Chart II**



^ Excluded from position count this chart

\* Temporary Position

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

**CHART UPDATE**

JUL - 1 2006

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

FUNCTIONAL STATEMENTS

Honolulu Community College is committed to a comprehensive offering of technical-occupational and liberal arts programs and continuing education courses. The College offers open-door admissions and equal opportunity for all students regardless of their prior educational experience, quality teaching, affirmative action for non-traditional students, and responsiveness to the community's needs for up-to-date technical training. The College's philosophy is based in a belief in:

- Education as a lifelong process
- Universal access to quality higher education
- A learning-centered environment
- Promotion of citizenship and individual community involvement
- Continuous evolution to ensure that students are prepared for the realities of participation in an ever-changing society.

The mission of Honolulu Community College is to:

- Serve the community as an affordable, flexible, learning-centered, open-door comprehensive community college that meets the post-secondary educational needs of individuals, businesses, and the community.
- Serve the Pacific Rim as the primary technical training center in areas such as transportation, information technology, education, communications, construction, and public and personal services.

The College offers credit and non-credit programs in a variety of liberal arts and occupational-technical areas. The College currently offers or is authorized to offer the Associate in Arts degree, Associate in Science degree, Associate in Applied Science degree, Associate in Technical Studies degree, Certificates of Achievement, and Certificates of Completion, Academic Subject Certificates, and Certificates of Attendance. The College also provides a variety of short term credit and non-credit education and training programs. Non-credit offerings include apprenticeship and journeyworker training, certificated training in advanced technologies, and other general interest and occupational classes. The College's program areas include the University College (liberal arts), Transportation and Trades, Communication and Services, and the College Skills Center (remedial and developmental education). Some of the specific degree and certificate offerings, such as those in Aeronautics Maintenance Technology; Boat Maintenance and Repair; Commercial Aviation; Computing, Electronics, and Networking Technology; Cosmetology; and Occupational and Environmental Safety Management are available only through Honolulu Community College.

## 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, collèges, 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

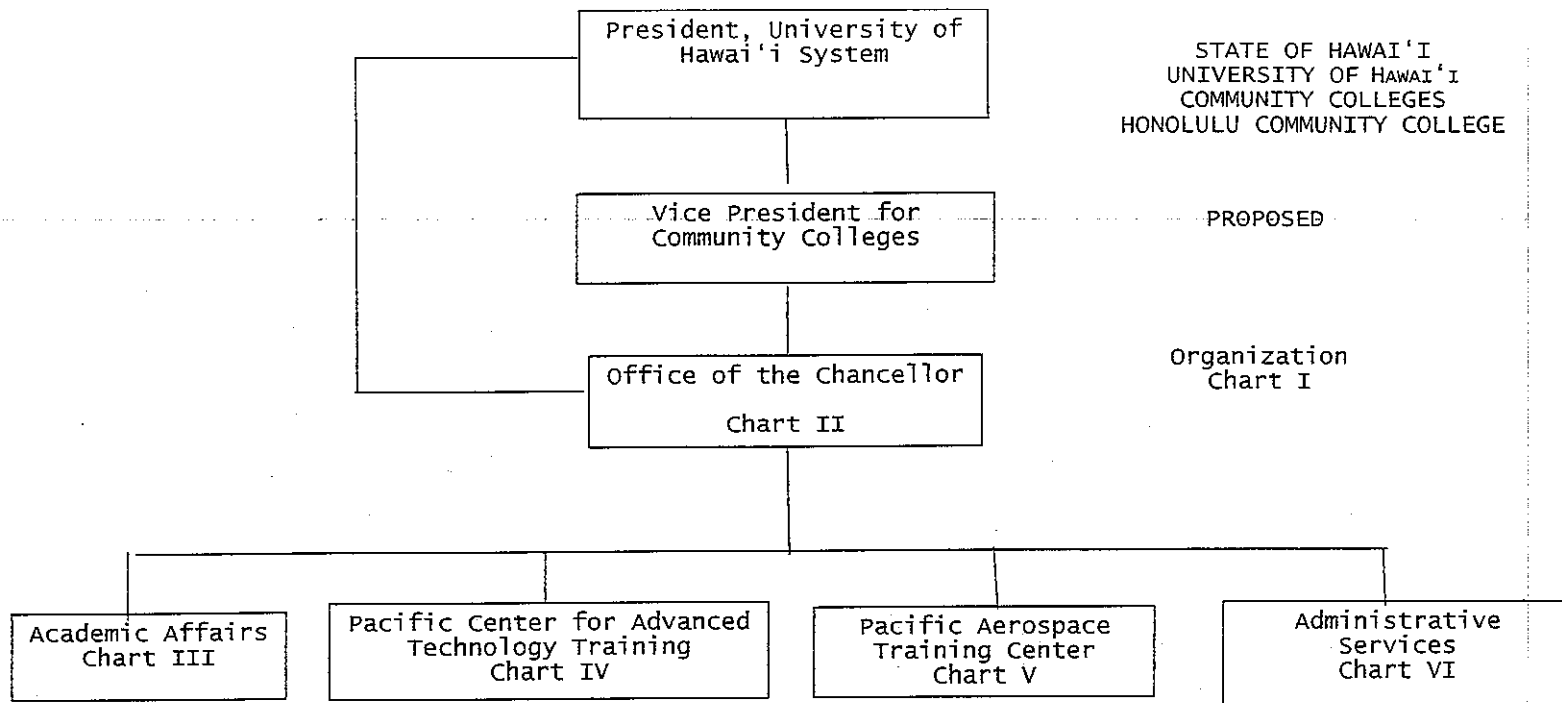
#### **Statewide UHCC/K-12 Partnerships**

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 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.



APPROVED:

David McClain  
David McClain, President  
University of Hawai'i System

DATE: 12/22/2006

General Fund	Perm 312.00	Temp 7.00
(B) Special Funds	19.00	



STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
COMMUNITY COLLEGES  
HONOLULU COMMUNITY COLLEGE

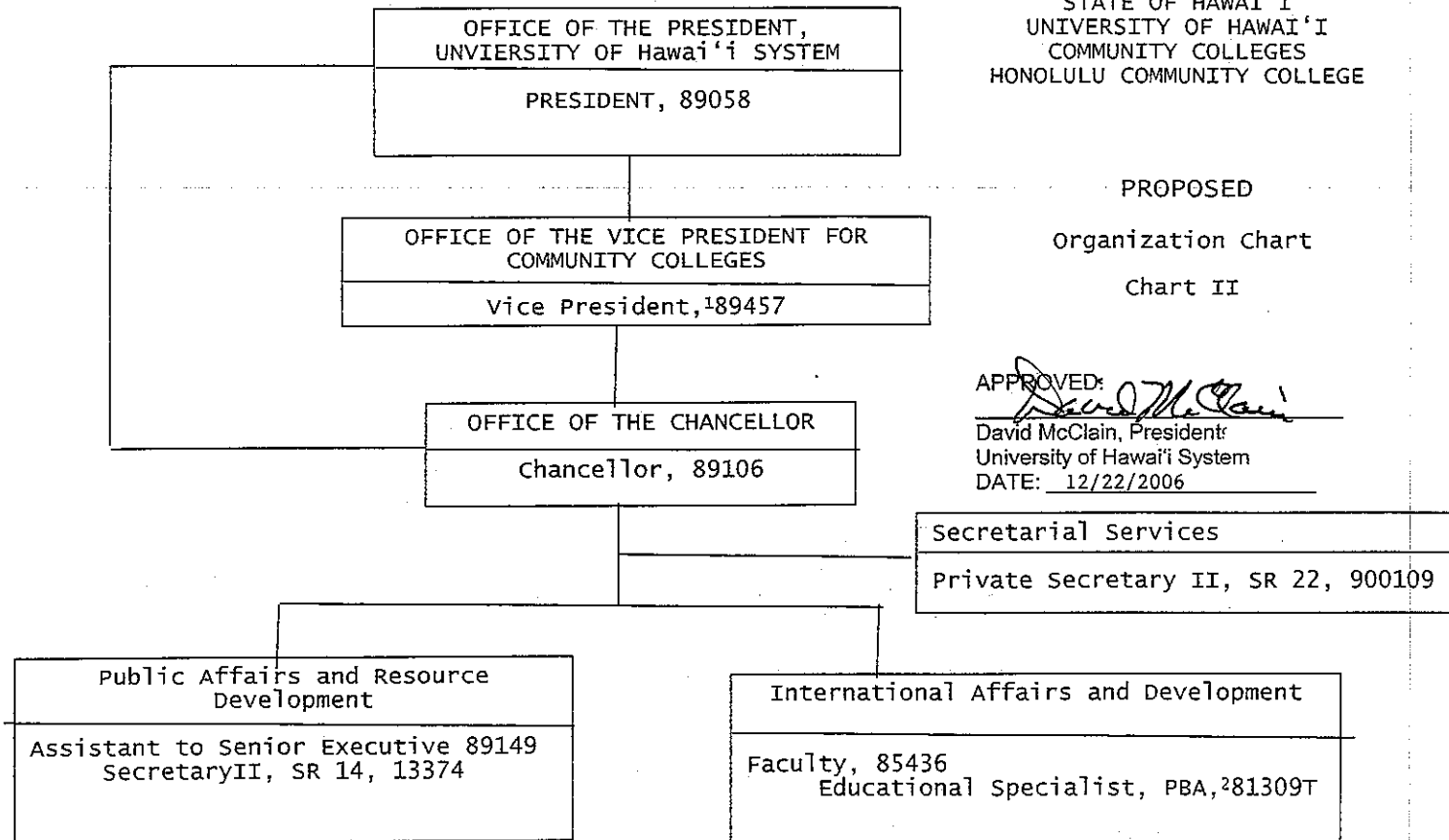
PROPOSED

Organization Chart

Chart II

APPROVED:

*David McClain*  
David McClain, President  
University of Hawai'i System  
DATE: 12/22/2006



1 Excluded from Position Count  
2 Temporary position

	Perm	Temp
General Fund	5.00	1.00

## PROPOSED

### STATE OF HAWAII UNIVERSITY OF HAWAII COMMUNITY COLLEGES HONOLULU COMMUNITY COLLEGE

#### FUNCTIONAL STATEMENTS

Honolulu Community College is committed to a comprehensive offering of technical-occupational and liberal arts programs and continuing education courses. The College offers open-door admissions and equal opportunity for all students regardless of their prior educational experience, quality teaching, affirmative action for non-traditional students, and responsiveness to the community's needs for up-to-date technical training. The College's philosophy is based in a belief in:

- Education as a lifelong process
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- A learning-centered environment
- Promotion of citizenship and individual community involvement
- Continuous evolution to ensure that students are prepared for the realities of participation in an ever-changing society.

The mission of Honolulu Community College is to:

- Serve the community as an affordable, flexible, learning-centered, open-door comprehensive community college that meets the post-secondary educational needs of individuals, businesses, and the community.
- Serve the Pacific Rim as the primary technical training center in areas such as transportation, information technology, education, communications, construction, and public and personal services.

The College offers credit and non-credit programs in a variety of liberal arts and occupational-technical areas. The College currently offers or is authorized to offer the Associate in Arts degree, Associate in Science degree, Associate in Applied Science degree, Associate in Technical Studies degree, Certificates of Achievement, and Certificates of Completion, Academic Subject Certificates, and Certificates of Attendance. The College also provides a variety of short term credit and non-credit education and training programs. Non-credit offerings include apprenticeship and journeyworker training, certificated training in advanced technologies, and other general interest and occupational classes. The College's program areas include the University College (liberal arts), Transportation and Trades, Communication and Services, and the College Skills Center (remedial and developmental education). Some of the specific degree and certificate offerings, such as those in Aeronautics Maintenance Technology; Boat Maintenance and Repair; Commercial Aviation; Computing, Electronics, and Networking Technology; Cosmetology; and Occupational and Environmental Safety Management are available only through Honolulu Community College.

## PROPOSED

### 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

## PROPOSED

- 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.

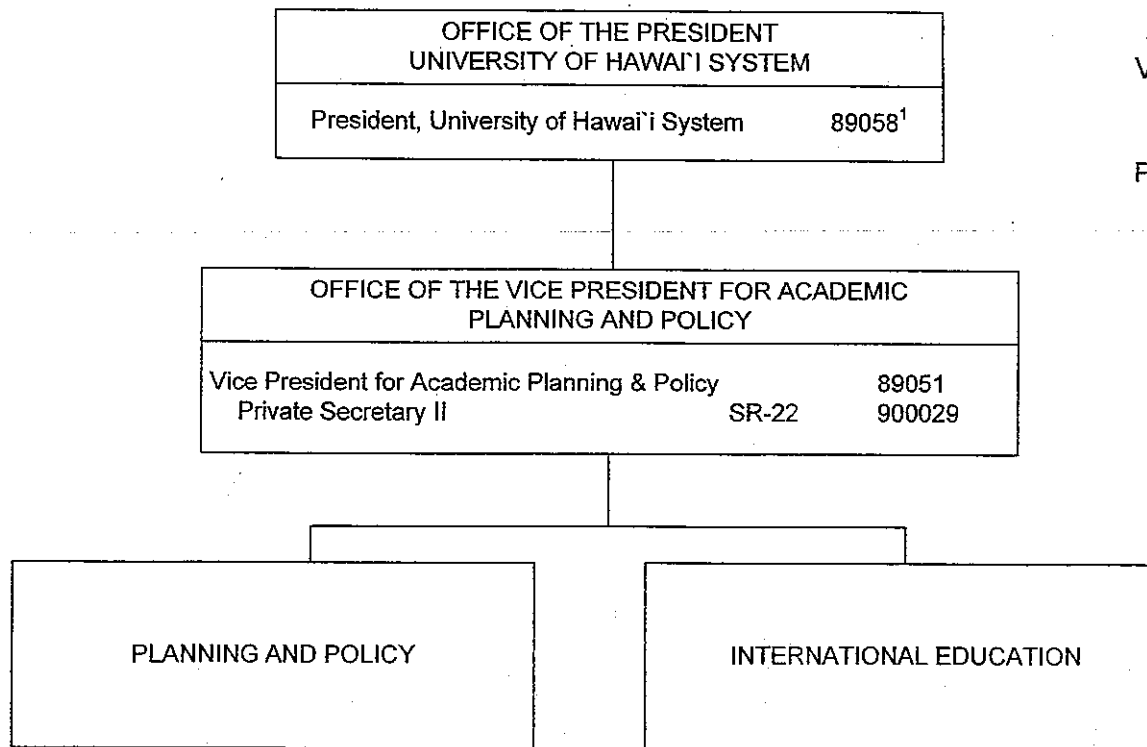
The International Affairs and Development Office:

- 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

CURRENT

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ACADEMIC  
PLANNING AND POLICY

POSITION ORGANIZATION CHART



<sup>1</sup> Excluded from position count  
Appropriated but not established: 97826F, 97326F, 97827F

2006orgchrtupdate vpapp.vsd

Perm  
General Funds 5.00

CHART UPDATED  
DATE JUL - 2006

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION**  

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**OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY**  
**FUNCTIONAL STATEMENT**

**INTRODUCTION**

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

**MAJOR FUNCTIONS**

- Advises the President and University executives on academic matters.
- Develops academic plans, policies and procedures. Reviews all academic policies and programs prior to action by the President.
- Oversees a council of campus chief academic officers.
- Develops and implements system wide tuition policies and procedures.
- Ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawaii.
- Translates plans into phased implementation strategies and timelines.
- Develops effective and innovative academic strategies, e.g. articulation, to meet the identified needs of the University and its students.
- Promotes, encourages, and develops new instructional and major research efforts.
- Evaluates University academic programs for appropriateness, consistency, and effectiveness.
- Serves as academic liaison with State and federal academic educational boards and system wide University offices.
- In consultation with campus academic and student affairs offices, initiates and develops policies and procedures that require coordination among UH campuses, including but not limited to residency, admissions, enrollment management, recruitment, records and registration, financial aid, tuition waivers, scholarships, and tuition differentials.
- Coordinates system wide student assessment, research and surveys with Institutional Research Office.

**PLANNING AND POLICY**

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

**INTERNATIONAL EDUCATION**

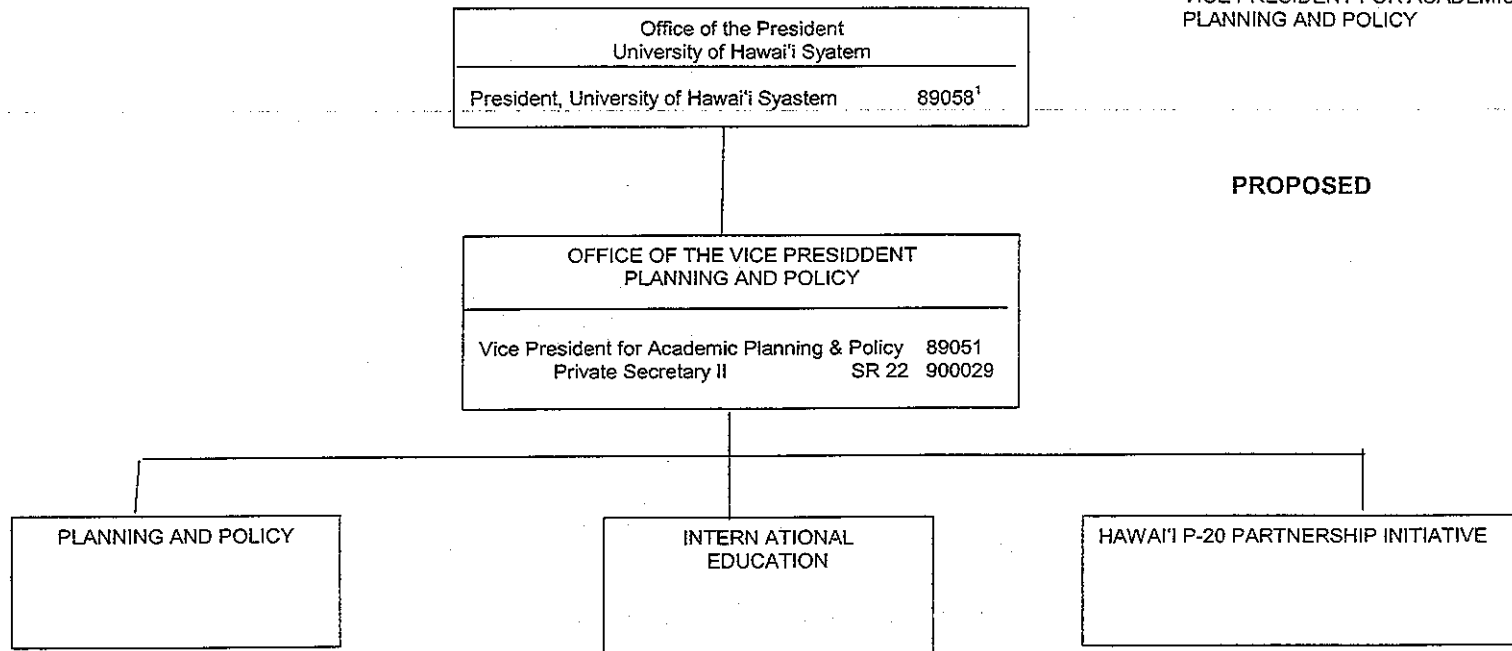
- Oversees system wide international education planning, policies, procedures and coordination (International Education Programs and Exchange, Visiting Scholars and International Faculty Services, and International Partnerships and Entrepreneurship).

CURRENT

**ACADEMIC PLANNING AND POLICY AND STUDENT AFFAIRS COLLABORATION**

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


STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ACADEMIC  
PLANNING AND POLICY



PROPOSED

1 Excluded from Position Count

APPROVED:

  
David McClain, President  
University of Hawai'i System

DATE: 12/22/2006

General Funds: 2.00



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ACADEMIC  
PLANNING AND POLICY,  
OFFICE OF HAWAII P-20 PARTNERSHIP  
INITIATIVE

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
Vice President for Academic Planning & Policy <sup>1</sup> 89051


**PROPOSED**

OFFICE OF HAWAII P-20 PARTNERSHIP INITIATIVE	
Policy and Program Officer	97826F*
Academic Program Officer	89160
Information Technology Specialist	97827F*
Secretary	97326F*

\* To be established

General Funds: 4.00

APPROVED:

  
David McClain, President  
University of Hawaii System

DATE: 12/22/2006

<sup>1</sup> Excluded from position count

**PROPOSED**

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION**  
**OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

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

**MAJOR FUNCTIONS**

- Advises the President and University executives on academic matters.
- Develops academic plans, policies and procedures. Reviews all academic policies and programs prior to action by the President.
- Oversees a council of campus chief academic officers.
- Develops and implements system wide tuition policies and procedures.
- Ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawai'i.
- Translates plans into phased implementation strategies and timelines.
- Develops effective and innovative academic strategies, e.g. articulation, to meet the identified needs of the University and its students.
- Promotes, encourages, and develops new instructional and major research efforts.
- Evaluates University academic programs for appropriateness, consistency, and effectiveness.
- Serves as academic liaison with State and federal academic educational boards and system wide University offices.
- In consultation with campus academic and student affairs offices, initiates and develops policies and procedures that require coordination among UH campuses, including but not limited to residency, admissions, enrollment management, recruitment, records and registration, financial aid, tuition waivers, scholarships, and tuition differentials.
- Coordinates system wide student assessment, research and surveys with Institutional Research Office.

**PLANNING AND POLICY**

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

## PROPOSED

### INTERNATIONAL EDUCATION

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

### P-20 PARTNERSHIP INITIATIVE

- Develops systemwide policies, programs, and initiatives designed to promote attainment of the P-20 mission to assure that more of Hawai'i's people persist through this pipeline, and especially to close the achievement gap between those who historically have been well-served by educational institutions and those who have not, so that the people of our state can be globally competitive in the twenty-first century.
- Serves as liaison to local, State and federal educational entities, stakeholder groups and system wide University offices.
- Support and promote the P-20 Council's efforts to develop a seamless system of educational delivery which will prepare Hawai'i's learners for success in a society

### ACADEMIC PLANNING AND POLICY AND STUDENT AFFAIRS COLLABORATION

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

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY  
OFFICE OF P-20 PARTNERSHIP INITIATIVE

FUNCTIONAL STATEMENT

The Office of P-20 Partnership Initiative is responsible for developing policies, plans, and coordinating the implementation joint public-private ventures which have as their goals improving academic achievement of learners at all levels, closing the gap between those who have traditionally been well-served by educational institutions and those who have not, and -- ultimately -- improving the quality of life of all people of the state by enhancing the quality of our workforce and engendering greater civic engagement.

- Develops systemwide policies, programs, and initiatives designed to promote attainment of the P-20 mission to assure that more of Hawai'i people persist through this pipeline, and especially to close the achievement gap between those who historically have been well-served by educational institutions and those who have not, so that the people of our state can be globally competitive in the twenty-first century.
- Partners with the Hawai'i Department of Education, the Good Beginnings Alliance and the University of Hawai'i to work with the P-20 Council to develop a seamless system of educational delivery to prepare Hawai'i's learners for success.
- Advises the Vice President for Academic Planning and Policy and other University executives on P-20 plans and initiatives.
- Coordinate, facilitate and partners in program development and administration efforts with the University of Hawai'i system and with participating state agencies and community stakeholder groups, e.g., the Hawai'i Department of Education, the Good Beginnings Alliance.
- Serves as liaison to local, State and federal academic educational entities, system-wide University offices, the State Department of Education, the legislature, and community stakeholder groups.