



UNIVERSITY
of HAWAII
SYSTEM

UNIV OF HAWAII
UH BUDGET OFFICE

Linda K. Johnsrud
Vice President for Academic Planning and Policy

08 SEP -9 A8:50

September 5, 2008

The Honorable James R. Aiona, Jr.
Lieutenant Governor, State of Hawaii
Hawaii State Capitol, Executive Chambers
Honolulu, HI 96813

Dear Lieutenant Governor Aiona:

Enclosed for your appropriate attention is a copy of the recently approved reorganization of the University of Hawai'i, Office of the Vice President for Academic Planning and Policy.

Sincerely,

A handwritten signature in black ink, appearing to read "Linda K. Johnsrud".

Linda K. Johnsrud
Vice President for Academic Planning and Policy

Enclosure

- c: Hawai'i Government Employees Association (with copy of enclosure)
 University of Hawai'i Professional Assembly (with copy of enclosure)
 United Public Workers (with copy of enclosure)
 ✓ University Budget Office (with copy of enclosure)
 UH System Office of Human Resource (with copy of enclosure)

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University of Hawai'i
System wide Administration
Office of the Vice President for Academic Planning and Policy

Proposed Reorganization

Introduction

The Office of the Vice President for Academic Planning and Policy (OVPAPP) is responsible for providing executive leadership in setting forth the system wide academic vision and goals for the University of Hawai'i in collaboration with internal and external stakeholders. Currently, the Vice President for Academic Planning and Policy (VPAPP) leads the OVPAPP, which is comprised of three offices, the Office of Planning and Policy, Office of International Education, and Office of the Hawai'i P-20 Partnership Initiative. The Office of Planning and Policy is led by an Associate Vice President and supervises four sub-units: the Office of Planning and Academic Affairs, Institutional Assessment and Policy Office, Institutional Research Office, and Distance Learning.

The proposed reorganization implements the following changes: 1) the abolishment of two offices: the Office of Planning and Policy and the Office of International Education; 2) the abolishment of the existing sub-unit, Distance Learning; 3) the deletion of the supervisory level formerly exercised by the "to be abolished" Office of Planning and Policy and the concurrent re-description of the office's Associate Vice President position to the Director of Academic Personnel Administration; 4) the creation of direct reporting relationships between the VPAPP and all subordinate offices in the OVPAPP – the new Academic Affairs and Personnel Administration Office, the to-be-re-titled Planning, Policy, and Accountability Office, the Institutional Research Office, and the to-be-re-titled Hawai'i P-20 Partnerships for Education Office; 5) the transfer of academic personnel administration function from the Office of Human Resources (OHR) to the OVPAPP, Academic Affairs and Personnel Administration Office; 6) the re-description and/or reassignment of four (4) positions among units within the OVPAPP; and 7) the assignment of descriptive unit titles unique within the system for the Office of Planning and Academic Affairs to be re-titled Academic Affairs and Personnel Administration Office, for the Institutional Assessment and Policy unit to be re-titled the Planning, Policy, and Accountability Office, and for the Hawai'i P-20 Partnership Initiative to be re-titled Hawai'i P-20 Partnerships for Education Office.

Intended outcomes of the proposed reorganization include: (a) streamlining reporting lines of existing offices by eliminating an intermediate level of supervision provided by the (to-be-abolished) Office of Planning and Policy; (b) documenting the reassignment of positions to meeting priority operating needs within the OVPAPP and subsequent re-description of positions to reflect changes arising from the reorganization and reassignment; (c) displaying all OVPAPP offices on one organization chart; and (d) updating functional statements.

The following reorganization proposal has been prepared in accordance with Administrative Procedure A3.101, Organizational and Functional Change dated March 2008.

Rationale for Reorganization

Description of conditions or factors prompting the proposed reorganization.

The proposed reorganization is necessitated by five conditions or factors: first, the implementation of the March 2008 agreement between the VPAPP and UHM Chancellor to devolve six positions from the OVPAPP Office of International Education to the UHM Office of the Vice Chancellor for Academic Affairs; second, the reassignment of three positions to address OVPAPP priority operating needs: position no. 78182, Institutional Support Specialist (Administrative and Fiscal Support Specialist, PBA) from the Office of Planning and Policy to the Academic Affairs and Personnel Administration Office; position no. 80216, Institutional Support Specialist (Institutional Analyst, PBC), from the Institutional Research Office to the Planning, Policy, and Accountability Office; and position no. 89059, Academic Program Officer (Special Assistant for Planning and Policy) from the Distance Learning Office to the Planning, Policy, and Accountability Office; third, the implementation of the policy decision to reassign functional responsibility for academic personnel administration function from OHR to the OVPAPP; fourth, the incorporation of the functional responsibilities for academic personnel administration reassigned from OHR to the OVPAPP with the redefinition and re-description of vacant position no. 89173 from Associate Vice President to Director of Academic Personnel Administration with specific responsibility for academic personnel administration; and fifth, the re-titling of units in the OVPAPP to appropriately align unique unit titles with unit functions.

International Education. As noted, effective March 2008, six positions (Position No. 89380, Director of International Affairs; Position No. 81158, Academic Support Specialist, PBB; Position no. 78092T, Institutional Support Specialist, PBA; a graduate assistant position; and two part-time student assistant positions) were reassigned from the OVPAPP Office of International Education to the UHM Office of the Vice Chancellor for Academic Affairs. The reasons and purposes of the position reassignments were to: devolve system office resources to UHM, provide additional staff support to UHM's international education program, and implement the agreement between the VPAPP and UHM Chancellor to support UHM's international education program. The proposed reorganization reflects the deletion of reassigned International Education positions and its unit from the OVPAPP. In conjunction with the reassignment of International Education positions, the OVPAPP's functional statement is being redefined to that of monitoring system wide international education planning and policies.

Reassignment of Positions. In conjunction with the abolishment of the Office of Planning and Policy, position no. 78182, Institutional Support Specialist, PBA, is being reassigned from the Office of Planning and Policy to the Academic Affairs and Personnel Administration Office. Position no. 78182 will be redescribed to provide staff support to position no. 89262, Academic Program Officer, which is responsible for articulation and transfer, reviewing academic program proposals, monitoring the status of academic programs, and convening system wide meetings on academic issues.

In recognition of the increasing demand for data driven decision making, position no. 80216, PBC, Institutional Support Specialist, is being reassigned from the

Institutional Research Office to the re-titled Planning, Policy and Accountability Office. Upon reassignment, position no. 80216 will continue to be responsible for providing expert research and data analysis in support of system wide academic planning and policy initiatives. Position no. 80216 has recently been reallocated from Band B to Band C and will be redescribed to appropriately reflect changes in reporting relationships.

The Office of Distance Learning within the OVPAPP provided oversight on policy issues and coordinated the now defunct Master Scheduling Group. A dedicated position to support Distance Learning within the OVPAPP is no longer required, as the Distributed Learning Advisory Council provides systemwide leadership on a variety of distributed learning issues. To reflect the shift in workload and priorities within OVPAPP, the Office of Distance Learning is being abolished, position no. 89059 is being redescribed as an Academic Program Officer to assist the VPAPP as a Special Assistant for Planning and Policy, and the position is being reassigned to the re-titled Planning, Policy and Accountability Office. Upon reassignment, position no. 89059 responsibilities will include, but is not limited to, monitoring policy-related issues for distributed learning, taking a leadership role in a variety of senior level academic planning and policy initiatives, and serving as the VPAPP's representative and liaison to such external groups such as the legislature and those devoted to P-3 early learning initiatives.

Academic Personnel Administration. For organizational efficiency and in recognition of the need for system wide leadership in academic personnel administration, the Office of Planning and Policy is being abolished and position no. 89173 is being redefined and re-described from Associate Vice President to Director of Academic Personnel Administration. Currently, system level academic personnel administration services, e.g., academic grievance administration, interpretation of the faculty collective bargaining agreement, are being provided by the former System Director of Human Resources hired on an Incentive Early Retirement (IER) basis. With the approval of the proposed reorganization, responsibility for academic personnel administration will be reassigned from OHR to the OVPAPP and responsibility for academic personnel administration will be assigned to the Academic Affairs and Personnel Administration Office and specifically to position no. 89173.

The OVPAPP will reassume a leadership role for academic personnel administration that was formerly assigned to the office of the senior executive responsible for academic affairs during President Matsuda's era. Recently, the VPAPP has been designated by the President to serve as co-leader in master agreement negotiations with representatives of the University of Hawai'i Professional Assembly (UHPA), increasing the VPAPP's involvement in academic personnel administration matters. The proposed redefinition of the position Associate Vice President to Director of Academic Personnel Administration will serve to clarify the OVPAPP's system wide leadership role and responsibility for academic personnel administration, a function to be reassigned from OHR and incorporated into the functions of the OVPAPP. Moreover, as the lead for academic personnel administration, the OVPAPP will be able to more effectively integrate academic personnel administration considerations into academic policies and planning initiatives. For these reasons, position no. 89173 is being redescribed to take a leadership role at the system level for academic personnel administration, e.g., interpret academic personnel collective bargaining agreement,

conduct investigations into academic personnel matters, and otherwise serve as a consultant to campuses on academic personnel administrative matters. The position no. 89173 will be assigned to the Academic Affairs and Personnel Administration Office which will report directly to the VPAPP.

Re-titling of Units. OVPAPP operations will be enhanced by eliminating an intermediate level of supervision of the Office of Planning and Policy and by facilitating more direct lines of communications between the VPAPP and subordinate units. Three offices (Planning and Academic Affairs to be re-titled Academic Affairs and Personnel Administration Office, Institutional Assessment and Policy Office to be re-titled Planning, Policy and Accountability Office, and Institutional Research Office) that formerly reported to position no. 89173, Associate Vice President, will report directly to the VPAPP upon approval of the proposed reorganization. The Office of Planning and Policy is to be abolished. In accordance with the proposed reorganization, the direct supervision of four sub-units by the VPAPP within the OVPAPP creates a more efficient, flat organization. Given that there will only be four sub-units reporting to the VPAPP, the VPAPP's span of control will be within reasonable limits and not overly burdensome.

The revised unit titles are unique and not duplicative of other unit names within the system and reflect unit functions.

Current Unit Titles	Proposed Unit Titles
Office of the Vice President for Academic Planning and Policy	Office of the Vice President for Academic Planning and Policy
Office of Planning and Policy	To be abolished
Planning and Academic Affairs	Academic Affairs and Personnel Administration Office
Institutional Assessment and Policy Office	Planning, Policy, and Accountability Office
Institutional Research Office	Institutional Research Office
Distance Learning	To be abolished
Office of Hawai'i P-20 Partnership Initiative	Hawai'i P-20 Partnerships for Education Office

Explain how the proposed reorganization will address the conditions or factors prompting the reorganization.

The proposed reorganization will address the five identified conditions or factors by: first, confirming the implementation of the agreement between the VPAPP and UHM Chancellor to devolve from the OVPAPP to the Office of the UHM Chancellor for Academic Affairs six positions assigned of the OVPAPP Office of International Education to the UHM Office of the Vice Chancellor for Academic Affairs; second, reassigning of three positions to address priority operating needs within the OVPAPP: position no. 78182, Institutional Support Specialist (Administrative and Fiscal Support Specialist), PBA, from the Office of Planning and Policy to Academic Affairs and Personnel Administration Office; position no. 80216, Institutional Support Specialist (Institutional Analyst), PBC, from the Institutional Research Office to the Planning,

Policy, and Accountability Office; and, position no. 89059, Academic Program Officer (Special Assistant for Planning and Policy) from the Distance Learning Office to the Planning, Policy, and Accountability Office; third, addressing priority operating needs relating to academic personnel administration by redefining and redescribing vacant position no. 89173 from Associate Vice President to a Director of Academic Personnel Administration; fourth, implementing the policy decision to reassign functional responsibility for academic personnel administration from OHR to the OVPAPP; and fifth, retitling of units to more appropriately align unique unit titles with unit functions.

The effects of the proposed reorganization on operational, organization, functional, programmatic relationships and impact on services to students, other target groups and relationship with other segments of the university.

The proposed reorganization will help clarify operational, organizational, functional, and programmatic relationships among offices within the OVPAPP. With direct lines of communications between the VPAPP and directors of subordinate OVPAPP offices, efficiency will be enhanced and communication and decision making facilitated. Campuses and other University entities seeking or receiving support from the OVPAPP will benefit from: enhanced data analysis capabilities associated with the redescribed position no. 80216; added staff support for academic program review and articulation and transfer initiatives to be provided by position no. 78182; the establishment of a senior manager to lead the increasing number of academic planning and policy initiatives through position no. 89059; and the establishment of a system level consultant on academic personnel administration through position no. 89173. Furthermore, the re-titling of units to more appropriately reflect and align with unit functions will help to clarify roles, functions, and organizational relationships. The proposed reorganization will not impact services to students. As noted above, with the approval of the proposed reorganization, academic personnel administration functions currently performed by OHR (e.g., grievance hearing office, interpretation of the faculty collective bargaining agreement) will be reassigned to the OVPAPP along with such operational assignments/tasks as may be associated with academic personnel administration.

Efficiencies, service improvements and other benefits.

Efficiencies, service improvements, and other benefits are noted in preceding sections.

Resource Requirements or Savings

Funding, position, space, equipment, and other resources required by the proposed reorganization.

All resource requirements to include any compensation adjustments will be met through the reallocation of existing resources.

Source of Resources - reallocation or new revenue.

The source of resources will be through the reallocation of existing resources.

Programmatic Impact on the University

It is anticipated that as the result of the implementation of the proposed reorganization, the OVPAPP will be able to more efficiently and effectively provide enhanced support, while maximizing the utilization of existing resources through reallocation and redescription of resources, to meet priority needs of the OVPAPP in fulfillment of assigned functions.

The proposed reorganization has been shared with all staff of the OVPAPP for their review and input, which has been incorporated, as appropriate. Affected employees were consulted. Encumbered positions will be redescribed in accordance with established University procedures to reflect position changes arising from the reorganization. Consultations on the proposed reorganization with public employee unions will be initiated.

Attachments

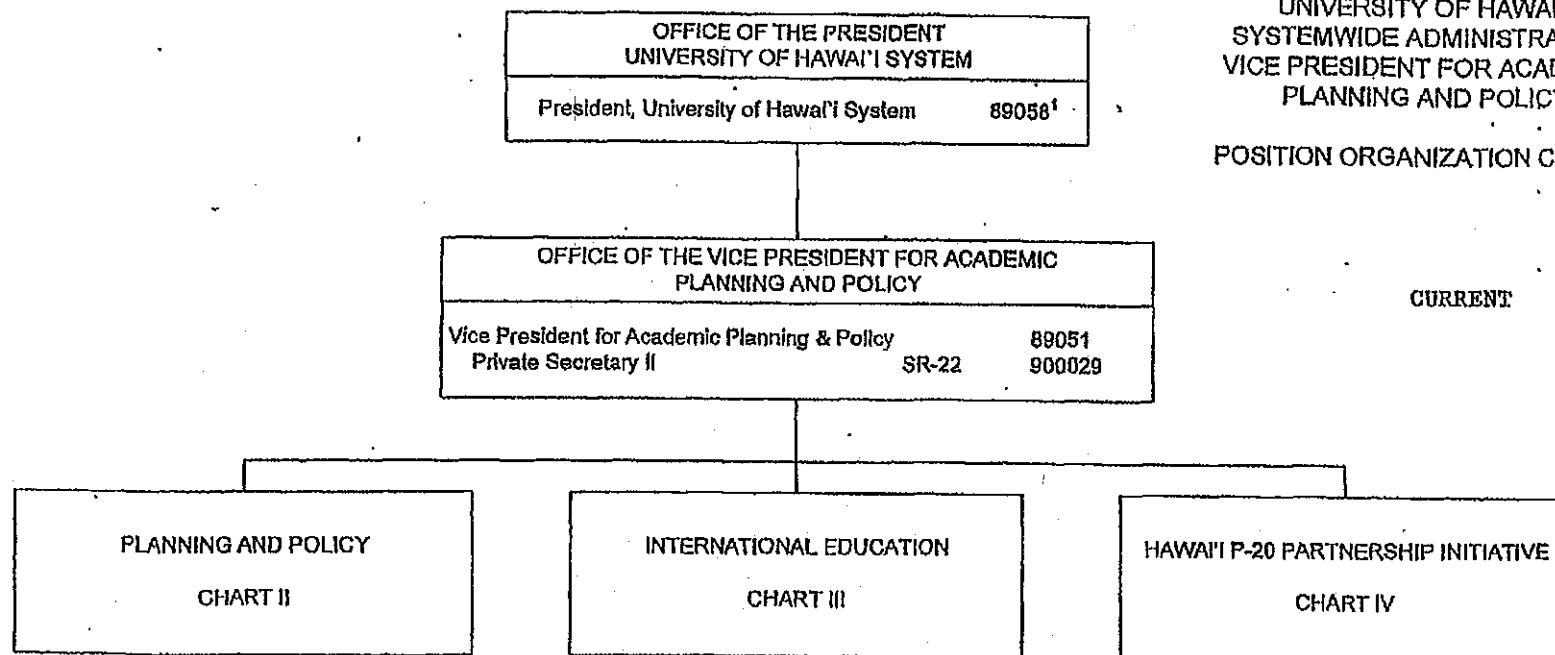
- Current organization charts and functional statements
- Proposed organizational charts and functional statements
- List of all permanent positions affected by the reorganization, position number, vacant or filled, and impact of the reorganization on position

Current Organizational Charts & Functional Statements

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

POSITION ORGANIZATION CHART I

CURRENT



¹ Excluded from position count

2007orgchrtupdate vpapp.vsd

Perm
General Funds 2.00

CHART UPDATED

DATE JUL - 1 2007

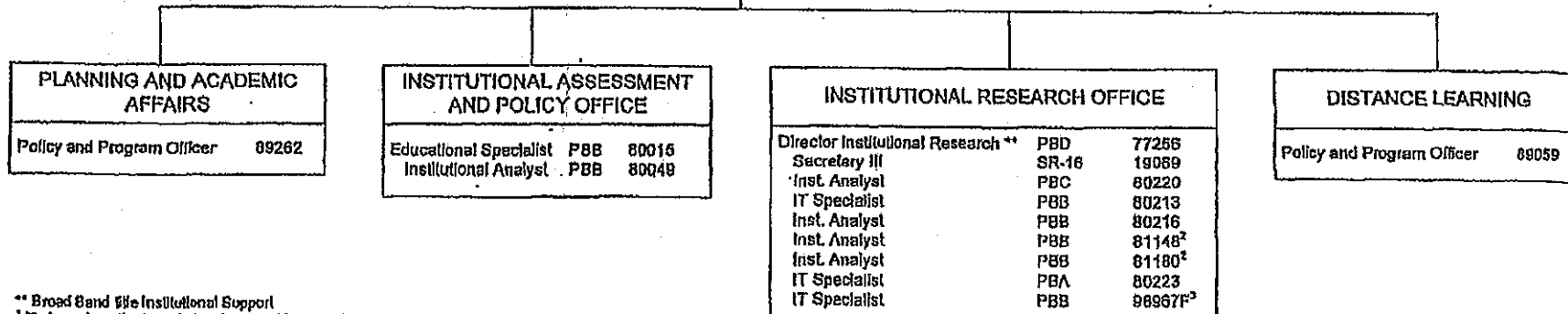
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY		
Vice President for Academic Planning & Policy		89051 ¹

OFFICE OF PLANNING AND POLICY		
Assoc Vice President Admin and Fiscal Support Specialist	PBA	89173 78182

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

POSITION ORGANIZATION CHART II

CURRENT



** Broad Band Title Institutional Support

¹ To be redesignated; excluded from position count

² Part of UOH 902 appropriation reflected organizationally on this chart

³ Position appropriated by 2007 Legislature

2007orgchartupdate vpapp

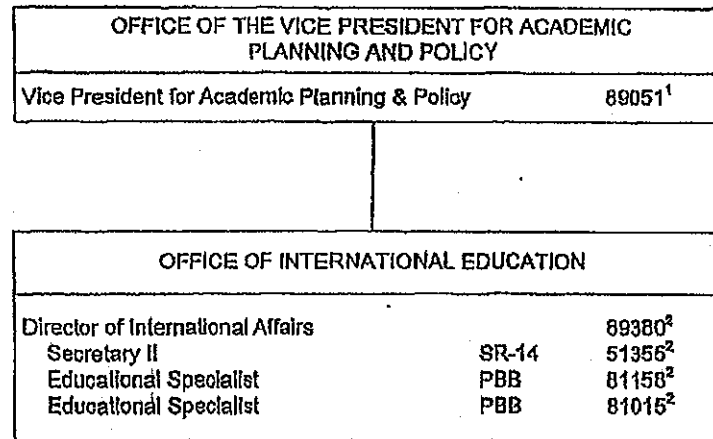
General Funds	Perm 13.00
General Funds (UOH 902)	2.00

CHART UPDATED

DATE JUL - 1 2007

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

POSITION ORGANIZATION CHART III



CURRENT

¹ Excluded from position count
² To be redescribed

2007orgchrtupdate vpapp

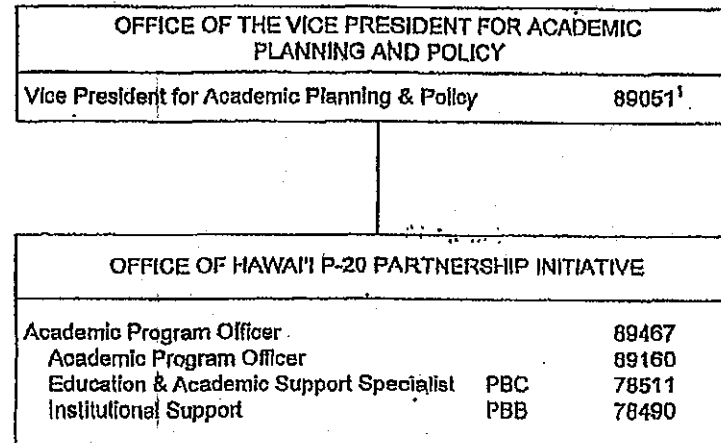
Perm
General Funds 4.00

CHART UPDATED

DATE JUL - 1 2007

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

POSITION ORGANIZATION CHART IV



CURRENT

¹ Excluded from position count
² To be redescribed

2007orgchrtupdate ypapp

Perm
General Funds 4.00

CHART UPDATED
DATE JUL - 1 2007

CURRENT

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 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

P-20 PARTNERSHIP INITIATIVE

- Develops Systemwide policies, programs, and initiatives designed to promote attainment of the P-20 mission to assure that more of Hawaii'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 Hawaii'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.

CURRENT

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

OFFICE OF PLANNING AND POLICY FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

Reports to the University of Hawaii System Vice President for Academic Planning and Policy and provides executive leadership with responsibility for:

- Managing University-wide institutional long range planning efforts and providing planning support;
- Coordinating policy development/analysis and institutional assessment; and
- Providing institutional research services and managing selected student assessment and service programs and information systems.

Supports the work of the Office of the Vice President for Academic Planning and Policy, the Office of the President, and other senior administrative officers through provision of timely and accurate information for planning and management purposes and plays a major role in supporting Board information and policy needs.

Serves as a lead senior executive responsible for developing and updating system-wide academic affairs policies and related matters and as a chief provider of executive management information and analyses.

PLANNING AND ACADEMIC AFFAIRS SUPPORT

- System-wide institutional planning, including planning assumptions, mission statement updates, and long-range planning documents.
- System-wide executive staff support for academic affairs through the Council of Chief Academic Officers (CCAO) (e.g. new program proposals, academic policies that affect all campuses, faculty and student policy issues affecting all campuses).
- Liaison with state and county planning efforts.
- University Board and Executive planning policies.
- System liaison with All Campus Council of Faculty Senate Chairs (ACCFSC).
- System-wide articulation and transfer.
- System-wide distance learning.
- Policy and plan monitoring and reports to the Board.
- Liaison with regional and national higher education organizations.

System-wide Planning and Academic Support

- Formulates mission and planning documents, policy statements, recommendations for action, and guidelines for implementation.
- Serves as a resource person to campuses, provides training guidance on planning to University personnel; provides planning policy interpretation and guidance, monitors system-wide planning initiatives, and through the provision of updating planning documents assists the effort to link the planning and budgeting processes and facilitate priority-setting at system and campus levels.
- Provides support for program development and evaluation at the campus level, such as unit and sub-unit plans ensures that campus program

CURRENT

proposals are consistent with University guidelines; works with CCAO to review and recommend action on new program proposals; reviews established programs requiring Board approval; and prepares required reports to the Board of Regents.

- Researches and consults with University-wide constituents on emerging issues in higher education at the national, state, and local levels; assists with the identification, analysis, and development of responses to planning and policy issues facing the University; prepares background and issue papers; conducts research and institutional comparisons; and prepares studies, reports, and briefing papers.
- Serves as the administration's liaison with the All Campus Council of Faculty Senate Chairs and related academic affairs system-wide committees; provides coordination and support for system-wide academic initiatives.
- Serves as liaison with other state agencies to ensure that University plans are consistent with state priorities; and provides support for monitoring, reporting, and revision processes associated with state and county planning efforts.
- Prepares responses to international, national, and local inquiries and ad hoc requests to the Board of Regents, State Postsecondary Education Commission, and the President of the University of Hawai'i on University and state educational policies and practices.
- Provides leadership and support for system-wide course articulation and student transfer policy and procedures, including policy and procedure development and staffing articulation committees. Manages other major system-wide projects for academic improvements, including drafting Board and executive academic policies.
- Performs analysis and development of system-wide policies that impact distance learning.
- Gathers system-wide data and prepares system-wide reports on distance learning as required.
- Provides research, analytical, and staff support for system-wide distance learning initiatives.
- Prepares legislative reports, studies, and testimony.

INSTITUTIONAL ASSESSMENT AND POLICY OFFICE

- System-wide institutional assessment and accountability requirements, including student surveys and UH benchmarks/institutional effectiveness reports.
- Analysis, development, update, and interpretation of UH Executive and Board policies; monitors policy and prepares reports for executives.
- Update and maintenance of data element definitions and master codes for system-wide student-related information systems.
- Coordination of the participation of UH campuses in major national assessment and data exchange programs.
- System-wide support, infrastructure, and expertise for executive presentations to the BOR and groups internal and external to UH, including the state legislature and general public.
- Budget, personnel, and administrative support for the Office of Planning & Policy.
- Planning support to the Associate Vice President for Planning and Policy and other senior executives by providing data, analyses, evaluations, and reports.

Institutional Assessment, Accountability, and Policy

- Serves as the University-wide source of expertise and chief spokesperson on issues relating to institutional assessment and accountability.

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- Coordinates the development and maintenance of University-wide benchmarks/institutional effectiveness indicators, and prepares required institutional reports.
- Oversees assessment programs, such as those for exiting undergraduate students and alumni, and supports campus assessment programs.
- Handles state and University assessment and accountability reporting requirements for the Office of Planning and Policy.
- Assists senior executives with the formulation of Board and executive policies across the full array of University activities.
- Monitors, evaluates, and handles policy interpretation and guidance across University campuses; and provides management information for University-wide planning, policy analysis, research, and information sharing.
- Administers and coordinates updates to and accuracy of data element definitions and master codes for system-wide student-related information systems.
- Administers student- and assessment-related budget for the Office of Planning and Policy.

INSTITUTIONAL RESEARCH OFFICE

- Manage, modify the Operational Data Store (ODS)
- Data management, ODS
- Develop, maintain student data warehouse and management information system (SIMSV2)
- Data administration.
- Systemized series of MAPS reports.
- Data analyses support for administrators.
- Manoa & Hilo Student Tracking Systems.
- Ad hoc requests and special studies.
- Financial planning model.
- Special reports and studies.
- Coordinate and respond to selected surveys sent to the University.
- IPEDS coordination for the University.
- Coordinate applicable federal mandates.
- Develop a student data warehouse capability.
- Training (data warehouse, IPEDS, etc.)

Information Services

- Designs systematic reports, develops formats, defines terms, and summarizes and analyzes data to be distributed to University administrators and campus personnel as part of Management and Planning Support Studies (MAPS), and other special studies.
- Researches key changes in programs, course offerings, and other required information, and updates master code and lookup tables used in the generation of system-wide reports from data housed in administrative databases.
- Develops and coordinates on-line database structures and warehouses, including system design, systematic data, definition, installation, and training, e.g., the ODS and the Student Information Management System v.2 (SIMSV2), the University's student data warehouse and management information reporting system.
- Designs and develops automated reports or new administrative computer systems by using the latest computer technology (including the World Wide Web); and works with the Information Technology Services Office to streamline data retrieval, access, and reporting.

Administers system-wide data administration

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- Develops, administers, coordinates, and monitors data management information a system-wide basis for ODS and SIMSV2. Administers and manages ODS and SIMSV2 master code and data element definitions to ensure data integrity and consistency.
- Coordinates, monitors, and responds to information needs as required by University administrators, planners, staff, and external agencies such as other state departments and federal agencies; requirements include IPEDS, Student Right-to-Know, requests from the private sector, and special legislative requests.
- Researches the latest in computer hardware/software technology and their capability to increase productivity of institutional researchers; acquires, installs, and trains the staff in the use of updated equipment and/or software.
- Coordinates and conducts workshops, training sessions, and committees to facilitate the dissemination of information and information analysis to UH administrators and campus/program directors and their staff as part of the University's overall management program.
- Develops, coordinates, and maintains a Local Area Network (LAN) for the Office of Planning and Policy to facilitate and enhance organizational data sharing/exchange requirements.

Analytical Services

- Provides system-wide direction for institutional research.
- Researches and prepares analyses supported by charts and graphs for management and planning support reports, assessment reports, and special reports as required.
- Researches, identifies and defines key data elements required for University-wide data use and analysis; develops policies and procedures required to systemize data across campuses; and disseminates information on definitions, scope, and use of these data elements.
- Develops and utilizes analytical techniques to support the University's institutional and campus-level planning process, including simulated models, enrollment projection models, quantitative unit activity and resources indicators analyses; workload measures; program efficiency measures; quantitative program review indicators; historical enrollment patterns; institutional comparisons; and student progress and outcomes analyses.
- Researches system-wide indicators and develops analytical data and studies on the factors affecting University programs, and researches and summarizes the external benefits directly or indirectly attributable to University programs.
- Provides analytical support, training, and consultation to campuses in academic and financial planning and analysis and the utilization of analytical techniques and systems.
- Provides technical support and consultation in the training and dissemination of computer model and statistical techniques as required for operations and strategic planning.

CURRENT

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

OFFICE OF INTERNATIONAL EDUCATION
FUNCTIONAL STATEMENT

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.

CURRENT

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 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.

CURRENT

**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**

INTRODUCTION

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.

MAJOR FUNCTIONS

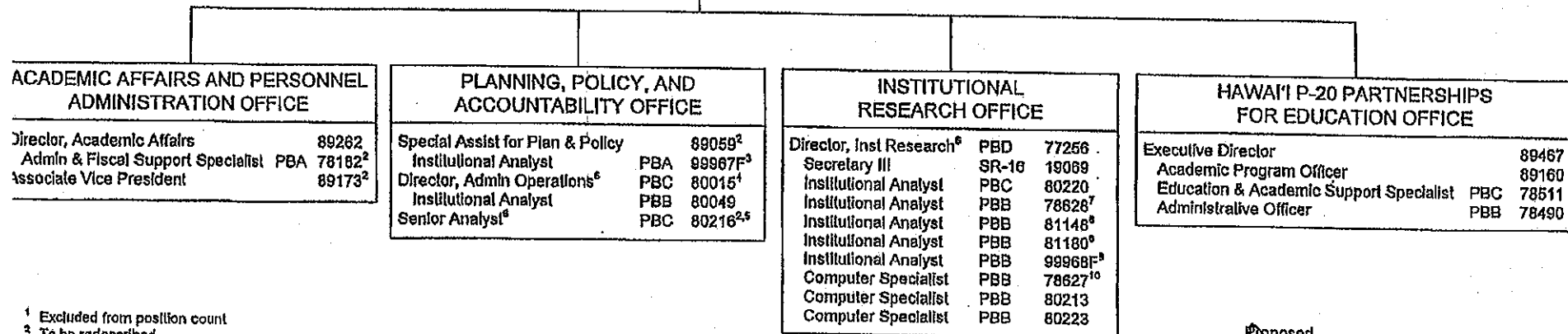
- Develops Systemwide policies, programs, and initiatives designed to promote attainment of the P-20 mission to assure that more of Hawaii's people persist through this pipeline, and especially to close the achievement gap between those who historically have been well-served by educational institutions and those who have not, so that the people of our state can be globally competitive in the twenty-first century.
- Partners with the Hawaii Department of Education, the Good Beginnings Alliance and the University of Hawaii to work with the P-20 Council to develop a seamless system of educational delivery to prepare Hawaii'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 Hawaii system and with participating state agencies and community stakeholder groups, e.g., the Hawaii 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.

Proposed Organizational Chart & Functional Statements

OFFICE OF THE PRESIDENT UNIVERSITY OF HAWAII SYSTEM	
President, University of Hawai'i System	89058 ¹

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY	
Vice President for Academic Planning & Policy	89051
Private Secretary II	SR-22 900029

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



¹ Excluded from position count

² To be redescribed

³ Position appropriated by 2008 Legislature

⁴ Position rebanded effective 8/1/07

⁵ Position rebanded effective 5/1/08

⁶ Broad Band title Institutional Support

⁷ Formerly abolished OIE SR-14 position 51355

⁸ Part of UOH 802 appropriation reflected organizationally on this chart; classification being reviewed

⁹ Position appropriated by 2008 Legislature (not funded)

¹⁰ Originally position 98967F appropriated by 2007 Legislature

2008orgchrtupdate vpapp

Proposed

D. M. Cain 9/5/08

Approved

Date

	Perm
General Funds	24.00
General Funds (UOH 802)	2.00

**UNIVERSITY OF HAWAII
SYSTEM WIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY**

PROPOSED

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY
(OVPAPP)**

INTRODUCTION

The OVPAPP provides executive leadership in setting forth the system wide academic vision and goals for the University of Hawai'i in collaboration with internal and external stakeholders and is comprised of four offices: Academic Affairs and Personnel Administration Office; Planning, Policy, and Accountability Office; Institutional Research Office; and the Hawai'i P-20 Partnerships for Education Office.

MAJOR FUNCTIONS

- Advises the President and university executives on academic matters.
- Establishes the higher education agenda for the University of Hawai'i.
- Ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawai'i.
- Facilitates a council of campus chief academic officers for planning and policy purposes.
- Provides leadership and support for system wide articulation and transfer.
- Develops academic plans, policies and procedures. Reviews all academic policies and programs prior to action by the President.
- Serves as academic liaison with State and national academic educational boards and other system wide University offices.
- Formulates mission and planning documents, policy statements, recommendations for action, and guidelines for implementation.
- Develops and implements system wide tuition policies and procedures.
- Serves as academic liaison with state and federal educational boards,

stakeholder groups, system wide University offices, and the All Campus Council of Faculty Senate Chairs.

- 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.
- Manages University wide institutional long range planning efforts and provides planning support.
- Coordinates policy development/analysis and institutional assessment initiatives and serves as chief spokesperson on assessment and accountability issues.
- Provides leadership and direction for institutional research for the ten campuses of the UH system.
- Oversees system wide P-20 policies, programs, and initiatives, including those for GEARUP and P-3.
- Supports and promotes the P-20 Council's efforts to develop a seamless system of educational delivery.
- Monitors system wide distributed learning and international education planning and policies.

ACADEMIC AFFAIRS AND PERSONNEL ADMINISTRATION OFFICE

INTRODUCTION

The Academic Personnel and Administration Office provides system wide executive staff support in two major functional areas: first, academic affairs through the Council of Chief Academic Officers (CCAO), e.g., new program proposals, and support as it relates to academic policies affecting all campuses, faculty and student policy issues, and liaising to the All Campus Council of Faculty Senate Chairs (ACCFSC); and second, exercising leadership at the system level for academic personnel administration including development of academic personnel administration policies and providing system-wide leadership in academic personnel administration, e.g., interpretation of the academic personnel collective bargaining agreement, conducts investigations into academic personnel matters, and serves as a consultant to campuses on academic personnel administrative matters.

MAJOR FUNCTIONS

ACADEMIC AFFAIRS FUNCTIONS

- Reviews academic plans and develops/revises policies and procedures.
- Initiates, coordinates and supports system-wide academic initiatives.
- Provides staff support to the Council of Chief Academic Officers and other system wide academic committees.
- Provides support for program development and evaluation at the campus level and ensures that campus program proposals are consistent with University guidelines.
- Serves as the Vice President's liaison to the All Campus Council of Faculty Senate Chairs.
- Reviews academic policies and proposals requiring President or Board of Regents action.
- Prepares required reports for the Board of Regents.
- Researches and consults with university wide constituents on emerging academic affairs issues in higher education at the national, state, and local levels.
- Prepares responses to international, national, and local inquiries and ad hoc requests to the Board of Regents, State Postsecondary Education Commission, and the President on university and state educational policies and practices.

ACADEMIC PERSONNEL ADMINISTRATION FUNCTIONS

Academic Personnel Administration

- Collaborates with the VPAPP in the development of strategies to provide system-wide coordination relating to academic personnel administration, policies, practices, and compliance with collective bargaining agreements in a manner responsive to campus operating practices and needs, yet consistent with the intent of the collective bargaining agreement and applicable university policies and procedures, e.g., system-wide tenure and promotion.
- Provides consultative assistance to Chancellors, senior executives and academic personnel administrators in the interpretation and application of the

academic collective bargaining agreement, Board of Regent, and university academic personnel policies and procedures.

Academic Personnel Labor Relations

- Conducts fact-finding and other personnel administration related investigations relating to academic personnel prepares and submits to appropriate authority investigatory report and/or conclusions and recommendations may assist in final impasse resolution proceedings, such as arbitration, and may be designated by the President as the President's designee in the academic grievance review process.
- Develops and conducts training on academic personnel labor relations and collective bargaining including the terms, conditions and interpretation of academic collective bargaining agreement with UHPA.

Academic Personnel Collective Bargaining Negotiations

- Provides research and analytic staff support in master agreement negotiations and associated memoranda of agreement.
- Conducts training on negotiated changes and on the application and interpretation of provisions of the negotiated collective bargaining agreement.
- As determined by the President, may be designated as a University negotiations spokesperson for academic personnel negotiations.

Academic Personnel Grievance Adjudication and Resolution

- Assists the university's General Counsel in the preparation of cases for mediation and arbitration.

PLANNING, POLICY, AND ACCOUNTABILITY OFFICE

INTRODUCTION

The Planning, Policy, and Accountability Office plays a central role in system wide institutional planning, including planning assumptions, mission statement and strategic plan updates, and tuition-setting; development of Board of Regents and executive planning policies; establishment of system wide benchmarks and performance measures to meet legislative reporting requirements; special studies and reports that provide key background information on academic planning and policy-related issues; management of the organization's administrative operations.

MAJOR FUNCTIONS

- Serves as resource to campuses in providing planning policy interpretation and guidance, monitors system wide planning initiatives, assists the effort to link the planning and budgeting processes, and facilitates priority-setting at system and campus levels.
- Assists senior executives with the formulation of Board and executive policies across the full array of university activities.
- Consults with university and external constituents on emerging issues in higher education at the local, national, and international levels; and conducts research, institutional comparisons, and analyses.
- Prepares reports, studies, or briefing papers in response to requests from the Board of Regents, President of the University of Hawai'i, and local, national, or international entities.
- Manages state and university assessment and accountability reporting requirements for the OVPAPP.
- Serves as liaison with state agencies and other external stakeholders to ensure that university plans are consistent with state priorities and planning efforts, and the University of Hawai'i's strategic objectives are communicated.
- Supports tuition-setting and analyses.
- Facilitates university initiatives in support of system strategic goals, such as the development of faculty and staff across the system.
- Facilitates university initiatives that have system wide impact and address strategic outcomes such as educational access or workforce development through distance learning efforts.
- Provides legislative support to the Vice President for Academic Planning and Policy by preparing testimony, reports, and studies.
- Serves as the university wide source of expertise on issues relating to institutional assessment and accountability.
- Coordinates the development and maintenance of university wide benchmarks/institutional effectiveness indicators, and prepares required institutional reports.
- Provides expert analysis for university wide planning, policy analysis, research, and executive decision making.

- Handles administrative operations for the OVPAPP, including budget and personnel.
- Coordinates system wide assessment, research, and surveys.
- Produces documents and briefings for accountability purposes to internal and external audiences.

INSTITUTIONAL RESEARCH OFFICE

INTRODUCTION

The Institutional Research Office is responsible for providing analyses and management information for use in planning, decision-making, assessment and policy formulation. The Office manages the Operational Data Store (ODS), and develops and maintains the student data warehouse. It is responsible for data administration; systemized series of MAPS reports; data analyses support for administrators; Student Tracking Systems; responding to requests for information from internal and external agencies and individuals, developing and producing special studies in response to management requirements, special reports and studies; coordinating and responding to selected surveys sent to the university; coordinating the university's IPEDS input; coordinating response to applicable federal mandates; assisting in the development of an integrated UH data warehouse capability; and conducting training (data warehouse, IPEDS, etc.)

MAJOR FUNCTIONS

Information Services Functions

- Designs systematic reports, develops formats, defines terms, and summarizes and analyzes data to be distributed to university administrators and campus personnel as part of Management and Planning Support Studies (MAPS), and other special studies.
- Researches key changes in programs, course offerings, and other required information, and updates master code and lookup tables used in the generation of system-wide reports from data housed in administrative databases.
- Develops and coordinates on-line database structures and warehouses, including system design, systematic data, definition, installation, and training, e.g., the ODS and the university's student data warehouse and management information reporting system.

- Designs and develops automated reports or new administrative computer systems by using the latest computer technology (including the World Wide Web); and works with the Information Technology Services Office to streamline data retrieval, access, and reporting.

System wide Data Administration Functions

- Develops, administers, coordinates, and monitors data management information on a system-wide basis for ODS and the student data warehouse.
- Administers and manages the master code set and data element definitions in ODS and the student data warehouse to ensure data integrity and consistency.
- Coordinates, monitors, and responds to information needs as required by university administrators, planners, staff, and external agencies such as other state departments and federal agencies; requirements include IPEDS, Student Right-to-Know, requests from the private sector, and special legislative requests.
- Coordinates and conducts workshops, training sessions, and committees to facilitate the dissemination of information and information analysis to UH administrators and campus/program directors and their staff as part of the university's overall management program.

Analytical Services Functions

- Provides system wide direction for institutional research.
- Researches and prepares analyses supported by charts and graphs for management and planning support reports, assessment reports, and special reports as required.
- Researches, identifies and defines key data elements required for university wide data use and analysis; develops policies and procedures required to systemize data across campuses; and disseminates information on definitions, scope, and use of these data elements.
- Develops and utilizes analytical techniques to support the university's institutional and campus-level planning process, including simulated models, enrollment projection models, quantitative unit activity and resources indicators analyses; workload measures; program efficiency measures; quantitative program review indicators; historical enrollment patterns; institutional comparisons; and student progress and outcomes analyses.

- Researches system-wide indicators and develops analytical data and studies on the factors affecting university programs, and researches and summarizes the external benefits directly or indirectly attributable to university programs.
- Provides analytical support, training, and consultation to campuses regarding the data and tables in ODS and the student data warehouse, and academic planning and analysis and the utilization of analytical techniques and systems.
- Provides technical support and consultation in the training and dissemination of computer modeling and statistical techniques as required for operations and strategic planning.

HAWAII P-20 PARTNERSHIPS FOR EDUCATION OFFICE

INTRODUCTION

Hawaii P-20 Partnerships for Education Office is a state wide partnership led by the Good Beginnings Alliance, the Hawaii State Department of Education and the University of Hawaii System with the goal of improving educational outcomes for Hawaii. Hawaii P-20 works to strengthen the pipeline so that all students from early childhood through higher education achieve college and career success.

MAJOR FUNCTIONS

- Develops system wide policies, programs, and initiatives designed to promote attainment of the P-20 mission to assure that more of Hawaii's people persist through this pipeline.
- Partners with the Hawaii Department of Education, the Good Beginnings Alliance and the University of Hawaii to work with the P-20 Council to develop a seamless system of educational delivery to prepare Hawaii'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 Hawaii system and with participating state agencies and community stakeholder groups, e.g., the Hawaii 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.

Permanent Positions Affected by the Proposed Reorganization of the
Office of the Vice President for Academic Planning and Policy

Position No.	Position Title	Current and Proposed Organizational Unit	Status –Vacant or Occupied	Reorganization Proposal Impact on the Position
89173	Associate Vice President	Current – Office of Planning and Policy Proposed – Academic Affairs and Personnel Administration Office	Vacant	Position is to be reassigned and redescribed as the Director of Academic Personnel Administration
78182	Institutional Support Specialist, (Administrative and Fiscal Support Specialist), PBA	Current – Office of Planning and Policy Proposed - Academic Affairs and Personnel Administration Office	Occupied (D. Suzi Johnston)	Position is to be reassigned and duties to be redescribed as an Institutional Support Specialist (Administrative and Fiscal Support Specialist), PBA
80216	Institutional Support Specialist (Institutional Analyst) PBB	Current – Institutional Research Office Proposed – Planning, Policy, and Accountability Office	Occupied (David Mongold)	Position to be reassigned and duties to be redescribed as an Institutional Support Specialist (Institutional Analyst – Senior Analyst), PBC
89059	Academic Program Officer	Current – Distance Learning Proposed – Planning, Policy, and Accountability Office	Occupied (Joanne Talra)	Position to be reassigned and re-described as a Special Assistant for Planning and Policy