

**UNIVERSITY OF HAWAII AT MANOA**

Co-curricular Activities, Programs and Services

28 November 2008

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**MEMORANDUM**

**TO:** Virginia Hinshaw  
Chancellor

**VIA:** Francisco Hernandez  
Vice Chancellor for Students

**FROM:** Jan Javinar *Jan Javinar*  
Director

**SUBJECT:** Proposed Reorganization of the Office of Campus Life, Manoa Campus

MANOA CHANCELLOR'S  
OFFICE**SPECIFIC ACTION REQUESTED:**

Your approval is requested for the attached reorganization proposal for the Office of Campus Life.

**RECOMMENDED EFFECTIVE DATE:**

Immediately upon your approval.

**PURPOSE:**

The purpose of this reorganization proposal is to create an administrative structure that is program-oriented and that encourages staff members to employ nimble and fluid approaches to their creative management of resources in responding to changing student needs.

**BACKGROUND:**

Pursuant to Administrative Procedure A3.101 dated March 2008, reorganizations that: a) do not have impact on BOR Policy and/or laws; b) do not create, eliminate or significantly change responsibilities of programs reporting directly to the Board or President; c) do not incur significant additional expenses; or d) do not have significant programmatic impact on the University, may be approved under delegated authority (APM, A3.101, Part 3b).

This reorganization proposal was initiated at the beginning of Fiscal Year 2008 with all department staff impacted by proposed changes. It is supported by the staff members of the department. The details of the reorganization are summarized in the attached Executive Summary and proposal.

**ACTION RECOMMENDED:**

It is recommended that you approve the attached reorganization proposal for the Office of Campus Life. Should you have any questions, I may be reached at ext 64829 or at [javinar@hawaii.edu](mailto:javinar@hawaii.edu).

**Attachments**

c: OSA Administrative Officer Shirley Hamakawa

## **EXECUTIVE SUMMARY**

### **Reorganization Proposal from Office of Campus Life University of Hawaii at Manoa**

The Office of Campus Life has been witness to a growth in services, programs and activities in a number of areas. There has been more campus activities conducted during weekends and late nights. Contracted vendors offering discounted prices for goods and services desired by students have increased. Demand for Campus Center facilities to conduct conferences and meetings has been on the upswing. With the advent of improved technology and computing capabilities, the Office of Campus Life has had to redesign service and program delivery in order to remain responsive to the changing needs and rising expectations of today's students. Increased expectations of students have led to the Office pursuing a major addition to its college union facilities for on-campus recreation and physical fitness activities. Students have called for more spaces for respite, relaxing, and lounging before and after classes. They have demanded more programming venues that are multi-purpose in use.

This proposed reorganization endeavors to create an administrative structure that: 1) is program-oriented in structure, and 2) encourages staff members to employ nimble and fluid approaches to their creative management of resources when accomplishing the department's mission. The proposed structure strives to move staff members toward working in more collaborative ways, sharing responsibility and sharing accountability for accomplishing the department's mission and goals. By concentrating staff members in broad program sections, a "team" approach, mutual interdependence, and cross-functionality will be the department's method of operation in order to encourage staff members to continually re-think their delivery of service when responding to student needs.

The Office of Campus Life proposes to reorganize with the following four overall change goals:

- re-naming the department from the office of Campus Life (CL) to the office of Student Life & Development (SLD);
- reducing the number of sections from five to four;
- abolishing the Clerical Support section and reallocating positions therein to other sections; and
- re-aligning positions with common program goals and objectives.

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS  
**STUDENT LIFE & DEVELOPMENT**

FUNCTIONAL STATEMENT

The Office of Student Life & Development reports to the Vice Chancellor for Students and pursues as its primary mission the provision of a spectrum of involvement and learning opportunities for students through innovative programs and quality services which promote leadership, life skills, and personal development while enhancing campus life. In fulfilling this mission, the Office of Student Life & Development pursues **two basic goals**: 1) to provide co-curricular programs and learning opportunities which contribute to the quality of life for students by meeting their intellectual, social, recreational, physical, emotional and moral development needs; and 2) to promote leadership and self-direction among those students who become involved in managing student life activities on campus or who assume an active partnership role in campus governance. Inherent in pursuing these two goals are a product outcome and a process outcome, both of equal importance. Through the delivery of services and programs (**the product**) that meet the developmental needs of the general student population, the Office of Student Life & Development involves students in organizational governance (**the process**) that fosters the development of personal and organizational leadership.

The mission and goals of the department of Student Leadership & Development are fulfilled through five core functions: program or service administration; organizational advising & support; facility operations; organizational training & development; and staff efficacy & renewal as described below.

***Program or Service Administration*** is a core function that involves the coordination and oversight of programs and services offered by the department. This function includes such tasks as the continuous analysis of service/program operations to improve operational efficiency and effectiveness; the development of scope of service/program changes to respond to assessed needs; supervision of service or program operations; the development of systematic marketing to promote use of program or service; the assessment of service or program for customer use, satisfaction, and cost benefits; the identification and analysis of preventive maintenance and repair of service area or program needs; and the administration of vendor contracts applicable to service area or program.

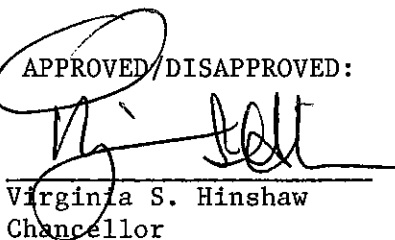
***Organizational Advising & Support*** is a form of counseling and offering educational assistance to students in groups. This form of educational assistance involves assessing student and organizational needs; and instructing and counseling students to develop their interpersonal and leadership skills to work effectively in organizational or team settings. This also involves articulating and advocating the needs and interests of students to the University and conversely, representing, supporting, and communicating the University's mission, institutional needs, and policies to students and student groups. Additionally, this core function involves providing fiscal oversight and program coordination for activities and programs offered by assigned student groups.

**Facility Operations** is a core function that involves the oversight of facility management and maintenance of the Campus Center, Hemenway Hall, and other related student life facilities (e.g. student publications buildings, intramural sports and recreational leisure facilities, etc.). This function includes analyzing facility operations; developing short-range and long-range plans for preventive maintenance and repairs; monitoring and directing the renovation, expansion and repair projects for facilities including replacing equipment and furnishings; and administering maintenance contracts for major mechanical systems including air conditioning, electrical system, gas & water systems, elevators, etc. This also requires that facility operating hours are adhered to, that facilities and services are properly prepared for opening and closing, and that proper controls are in place for facility security, key access, etc. to assure the safety and maintenance of buildings, grounds, and persons.

**Organizational Training & Development** is another core function that is delivered via instruction in both classroom and out-of-classroom settings. This function includes such tasks as researching existing literature, websites, and journals on assigned training topics; formulating learner outcomes; designing instructional methods and materials to achieve learner outcomes; delivering instruction and training; and evaluating instructional methods and materials to refine and improve training.

**Staff Efficacy & Renewal** is a core function that promotes continuous staff development to enhance individuals' effectiveness in serving students with intentionality and efficacy. This function acknowledges the need to develop those professionals who serve and develop students.

APPROVED/DISAPPROVED:

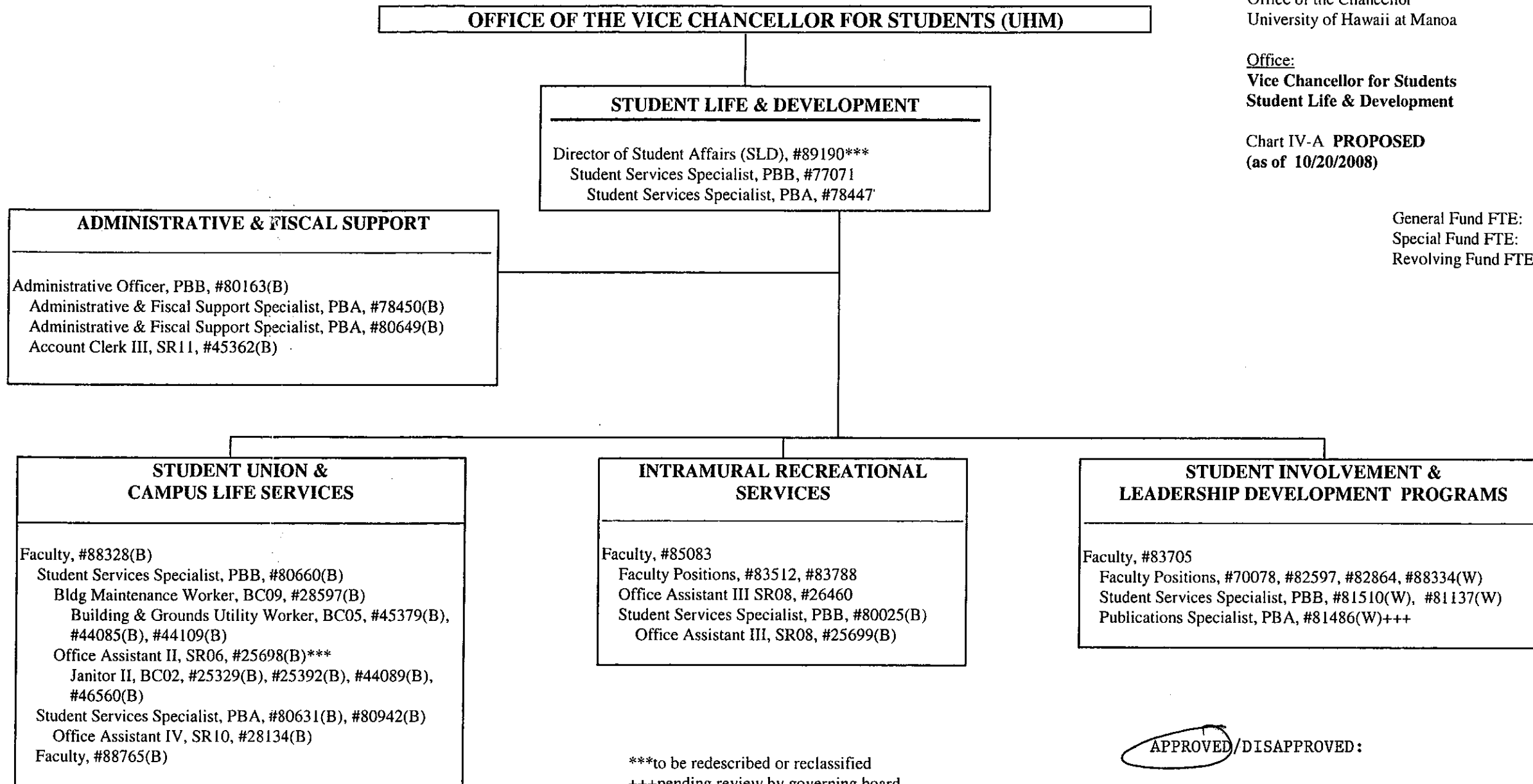
  
Virginia S. Hinshaw  
Chancellor

12-18-08  
Date

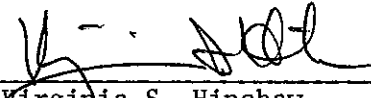
Office:  
**Vice Chancellor for Students  
Student Life & Development**

Chart IV-A **PROPOSED**  
(as of 10/20/2008)

General Fund FTE: 11.00  
Special Fund FTE: 21.00  
Revolving Fund FTE: 07.00++



APPROVED/DISAPPROVED:

  
Virginia S. Hinshaw  
Chancellor

12-21-08  
Date