




UNIVERSITY  
of HAWAII\*  
SYSTEM

Linda K. Johnsrud  
Executive Vice President for Academic Affairs/Provost

April 26, 2012

**MEMORANDUM**

TO: M.R.C. Greenwood  
President

FROM: Linda K. Johnsrud   
Executive Vice President for Academic Affairs/Provost

SUBJECT: Reorganization of the Office of the Executive Vice President for  
Academic Affairs/Provost

SPECIFIC ACTION REQUESTED:

It is requested that you approve the proposed reorganization of the Office of the Executive Vice President for Academic Affairs/Provost (OEVPAAP).

ADDITIONAL COSTS:

All resource requirements will be met through the reallocation of existing UH System resources.

RECOMMENDED EFFECTIVE DATE:

July 1, 2012.

BACKGROUND:

The OEVPAAP is responsible for setting forth the systemwide academic vision and goals for the University of Hawai'i in collaboration with internal and external stakeholders. Currently, the OEVPAAP is comprised of five offices: 1) Academic Affairs and Personnel Administration; 2) Planning, Policy, and Accountability; 3) Institutional Research and Analysis; 4) Hawai'i P-20 Partnerships for Education; and, 5) Human Resources.

The reorganization proposal brings the organization up-to-date on current system initiatives and priority areas and includes a minor restructuring within OEVPAAP to consolidate and streamline its programs. As such, the proposal implements the following changes: 1) the transfer of the academic personnel administration function from the Academic Affairs and Personnel Administration Office to OHR, Collective Bargaining and Employee Relations; 2) the transfer of the administrative operations function and the addition of a new data governance function from the Planning, Policy, and Accountability Office to the OEVPAAP; 3) the redescription and/or reassignments of 12 positions; 4) the establishment of a new sub-unit within OHR entitled System Support and Administration; and, 5) the updating of four unit titles.

Intended outcomes of the proposed reorganization include: 1) documenting the reassignment and redescription of positions to reflect changes in programmatic and operational requirements and foci within the OEVPAAP; 2) consolidating similar programmatic functions to increase organizational efficiency and effectiveness; 3) clarifying OEVPAAP positions, functional roles, decision-making authority, and position scopes relating to internal and external stakeholder groups; 4) updating unit titles and functional statements to reflect the OEVPAAP's strategic initiatives and priorities.

The reorganization proposal was prepared based on input from staff of OEVPAAP and in accordance with Administrative Procedure A3.101, Organizational and Functional Change dated March 2008.


Pursuant to Hawai'i Revised Statutes Chapter 89-9c, requirements relating to consultation with the Hawai'i Government Employees Association, University of Hawai'i Professional Assembly, and the United Public Workers were satisfied and union concerns addressed, as appropriate. The Office of Human Resources and System Budget Office were consulted regarding the proposed reorganization. OEVPAAP personnel affected by the reorganization were also apprised of the impact on their respective positions. No concerns were expressed.

ACTION RECOMMENDED:

It is recommended that you approve the proposed reorganization of the Office of the Executive Vice President for Academic Affairs/Provost.

APPROVED / DISAPPROVED

  
M.R.C. Greenwood

  
Date

M.R.C. Greenwood

April 26, 2012

Page 3 of 3

Attachments

Reorganization Proposal for the Office of the Executive Vice President for Academic Affairs/Provost

Current organizational 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

- c: Howard Todo, Vice President/Chief Financial Officer (with attachments)  
Sandra Furuto, Director of Data Governance and Operations

University of Hawai'i  
Systemwide Administration  
Office of the Executive Vice President for Academic Affairs / Provost

**Proposed Reorganization**

**Introduction**

The Office of the Executive Vice President for Academic Affairs / Provost (OEVPAAP) is responsible for providing executive leadership in setting forth the systemwide academic vision and goals for the University of Hawai'i in collaboration with internal and external stakeholders. Currently, the Executive Vice President for Academic Affairs/Provost (EVPAA/P) leads the OEVPAAP, which is comprised of five offices: 1) Academic Affairs and Personnel Administration; 2) Planning, Policy, and Accountability; 3) Institutional Research and Analysis (IRAO); 4) Hawai'i P-20 Partnerships for Education (Hawai'i P-20); and, 5) Human Resources (OHR) with sub-units System Support and Analysis, Civil Service Employee Relations, Classification and Benefits, and Collective Bargaining and Labor Relations.

The proposed reorganization implements the following changes:

1. The transfer of the academic personnel administration function from the Academic Affairs and Personnel Administration Office to OHR, Collective Bargaining and Employee Relations (re-titled, see item 6);
2. The transfer of the administrative operations function (performed by position no. 80015) and the addition of a new data governance function from the Planning, Policy, and Accountability Office to the OEVPAAP;
3. The following positions are to be redescribed:
  - a) Position no. 89310, Associate Director of Human Resources currently assigned to OHR to be redescribed as System Director of Human Resources;
  - b) Position no. 89262, Director of Academic Affairs in the Academic Affairs and Personnel Administration Office to be redescribed as the Associate Vice President for Academic Affairs;
  - c) Position no. 89059, Special Assistant for Planning and Policy in the Planning, Policy, and Accountability Office to be redescribed as Senior Executive for International and Strategic Initiatives;
  - d) Position no. 78889, Administrative and Fiscal Support Specialist in the Planning, Policy, and Accountability Office to be redescribed as Institutional Support; position description will be updated to reflect higher level duties and responsibilities;
4. The following positions are to be redescribed and/or reassigned as follows:
  - a) Position no. 89425, System Director of Human Resources to be redescribed as Director of System Support and Administration and reassigned to a new System Support and Administration sub-unit within OHR (see item 5);
  - b) Position no. 78393, HR Specialist in the Office of the Vice President for Budget and Finance/CFO, System Administration Services to be reassigned

- to OHR, System Support and Administration (see item 5) with no change in assigned duties and responsibilities, but with a new reporting relationship to position no. 89425, Director of System Support and Administration;
- c) Position no. 89173, Assistant to Senior Executive in the Academic Affairs and Personnel Administration Office to be redescribed as the Director of Collective Bargaining and Employee Relations and reassigned to OHR, Collective Bargaining and Employee Relations (re-titled, see item 6);
  - d) Position no. 81834, HR Specialist in OHR, Collective Bargaining and Employee Relations (re-titled, see item 6) to be redescribed to reflect a new reporting relationship to position no. 89173, Director of Collective Bargaining and Employee Relations, and an update of the position's duties and responsibilities to align with major functions of the unit;
  - e) Position no. 78586, HR Specialist in OHR, System Support and Analysis to be redescribed as Academic Support and reassigned to the Academic Affairs/Planning and Policy Office (re-titled, see item 6);
  - f) Position no. 80015, Director of Administrative Operations in the Planning, Policy, and Accountability Office to be redescribed as the Director of Data Governance and Operations and reassigned to the OEVPAAP;
  - g) Position no. 80049, Institutional Analyst in the Planning, Policy, and Accountability Office to be redescribed as Institutional Support and reassigned to the OEVPAAP;
  - h) Position no. 80216, Senior Analyst in the Planning, Policy, and Accountability Office to be reassigned to the Institutional Research and Analysis Office with no change in assigned duties and responsibilities.
5. The establishment of a new sub-unit within OHR entitled System Support and Administration;
  6. The updating of the following unit titles to reflect functional responsibilities and areas of emphasis within the UH System:
    - a) the Academic Affairs and Personnel Administration Office to be re-titled the Academic Affairs/Planning and Policy Office;
    - b) the Planning, Policy, and Accountability Office to be re-titled the International and Strategic Initiatives Office;
    - c) the Collective Bargaining and Labor Relations sub-unit within OHR to be re-titled Collective Bargaining and Employee Relations;
    - d) the System Support and Analysis sub-unit within OHR to be re-titled Human Resources Technology & Data.

Intended outcomes of the proposed reorganization: a) documenting the reassignment and redescription of positions to reflect changes in programmatic and operational requirements and foci within the OEVPAAP; b) consolidating similar programmatic functions, e.g., collective bargaining and employee relations, to increase organizational efficiency and effectiveness; c) clarifying OEVPAAP positions, functional roles, decision-making authority, and position scopes relating to internal and external stakeholder groups; d) updating unit titles and functional statements to reflect the OEVPAAP's strategic initiatives and priorities.

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 several major conditions or factors:

- 1) The consolidation of the human resources and collective bargaining and employee relations (both academic and non-academic) functions under a newly defined System Director of Human Resources. (Note references to collective bargaining and employee relations functions—both academic and non-academic personnel—are also collectively referred to as personnel administration in this document.)

**Academic Personnel Administration.** Currently, the academic personnel administration function (i.e., collective bargaining and employee relations related to faculty) resides within the Academic Affairs and Personnel Administration Office and is assigned to the Assistant to Senior Executive, position no. 89173. The non-academic personnel administration function (i.e., collective bargaining and employee relations related to APTs and civil service employees) is assigned to a sub-unit within OHR and has one HR Specialist, position no. 81834.

As part of the 2008 reorganization, the OEVPAA/P was assigned responsibility for academic personnel administration. It established an Assistant to Senior Executive position responsible for interpreting academic personnel collective bargaining agreements, conducting academic personnel investigations, and serving as a consultant to campuses on administrative matters related to academic personnel. In the same reorganization, the EVPAAP was designated as co-leader of master agreement negotiations with representatives of the University of Hawai'i Professional Assembly (UHPA). Both actions resulted in the transfer of the academic personnel administration function to system academic affairs.

With the transfer of the Office of Human Resources to the OEVPAA/P in November 2010, two separate units within the same organization were responsible for collective bargaining and employee relations functions, one academic and one non-academic. The recommendations of a human resources and employee relations consultant hired by the EVPAAP were presented in *Assessment and Recommendations: Human Resources Management and Labor Relations at the University of Hawai'i System* by Dr. Daniel J. Julius, August 2011. The consultant's recommendations were considered, and it was determined that the organizational changes described in this reorganization proposal, i.e., to have employee relations and human resource administration reside within the same office, better align with how campuses align their functions and such organization is more consistent with University operations.

Another key factor necessitating this reorganization is the growing number of system (Step 2) level grievances. The increasing workload in this area highlights a critical need for systemwide oversight and training to achieve consistency in policy interpretations and proper handling of academic grievances at the campus (Step 1) level. The ability to coordinate, train, and standardize across the system is not possible with the current staffing of one FTE but is possible with the potential retraining of existing OHR staff to support this critical area.

A consolidation of the academic and non-academic personnel administration functions within OHR, Collective Bargaining and Employee Relations, is therefore proposed. By centralizing similar programmatic functions under OHR's existing infrastructure, the OEVPAA/P will be able to support a coordinated system initiative around academic and non-academic personnel administration more efficiently and effectively.

With the approval of the proposed reorganization, functional responsibility for academic personnel administration will be reassigned from the Academic Affairs and Personnel Administration Office to OHR, Collective Bargaining and Employee Relations. Likewise, the Assistant to Senior Executive, position no. 89173, will be reassigned and redescribed as the Director of Collective Bargaining and Employee Relations to clearly designate the function and role of the position. The director will assume supervision of the HR Specialist position currently occupying the sub-unit, position no. 81834, and manage both the academic and non-academic functions.

- 2) A major redefinition of the underlying philosophy toward a more service oriented support function is being adopted by the Office of Human Resources. In support of this new philosophy, the vacant position of the Associate Director of Human Resources, position no. 89310, is being redesigned and redescribed accordingly.

There is a critical need for enhanced service support, communication, coordination, and standardization across the system, not just in academic personnel administration, but in all major functional areas resulting from years of decentralized operations. The System Director is expected to set the vision and systemwide agenda for the human resources and collective bargaining and employee relations areas and to foster positive working relationships with internal and external stakeholders.

The elevation of the leadership role within OHR is similar to the recent elevation of the director's role within IRAO, with the position setting and driving the systemwide agenda for his or her respective community. The System Director of Human Resources is intended to be a highly visible and involved system presence that will work closely with campuses to standardize the application of human resources and collective bargaining and employee relations activities across the system, strengthen UH System support services to assist campuses in meeting their goals, and provide

increased access to high quality data and standardized reporting to the UH community and public.

With the approval of the proposed reorganization, the Associate Director of Human Resources position will be redescribed to reflect a newly defined System Director's role. The position will be responsible for designing and implementing an aggressive and proactive human resources service support program across the system and will assume responsibility for human resources and collective bargaining and employee relations for both the academic and non-academic areas. The current System Director of Human Resources, position no. 89425 will be redescribed to reflect the duties and responsibilities of a Director of System Support and Administration (refer to the section below on Streamline Operations for details).

- 3) A series of reassignments and/or redescrptions of positions that aligns with the organization's priorities and focus.

**New Initiatives.** Three system initiatives spearheaded by the OEVPAA/P are the President's Hawai'i Graduation Initiative (HGI), the Board of Regents' mandate to establish an international presence at the UH system level, and institutional data governance. The reassignments and/or redescrptions of the OEVPAA/P personnel involved in these initiatives will assist in clarifying roles and responsibilities both internally and externally. Five redescrptions are proposed in this reorganization: 1) position no. 89262, Director of Academic Affairs to Associate Vice President for Academic Affairs; 2) position no. 89059, Special Assistant for Planning and Policy to Senior Executive for International and Strategic Initiatives; 3) position no. 78889, Administrative and Fiscal Support Specialist to Institutional Support with higher level duties and responsibilities assigned; 4) position no. 80015, Director of Administrative Operations to Director of Data Governance and Operations; and, 5) position no. 80049, Institutional Analyst will be re-titled Institutional Support and redescribed to reflect higher level duties and responsibilities. The proposed title changes provide those positions with the appropriate authority and responsibility for their respective areas.

The HGI is a system led effort focused on achieving the University's strategic outcomes goal of increasing the number of UH graduates by 25 percent by the year 2015. The HGI Delivery Team is led by the Director of Academic Affairs, position no. 89262, who plans and coordinates the activities around this initiative. The substantial workload to advance such a comprehensive initiative while maintaining current duties and responsibilities within the newly re-titled Academic Affairs/Planning and Policy Office requires additional resources. An internal reallocation resulting in the reassignment and redescription of position no. 78586, HR Specialist from OHR, System Support and Analysis to Academic Support in the Academic Affairs/Planning and Policy Office is proposed to address the additional workload requirements. The position is currently vacant.



The establishment of a Senior Executive for International and Strategic Initiatives, position no. 89059, and the assignment of new and higher level duties and responsibilities to a subordinate staff member, position no. 78889, reflect the system office's commitment to promoting international engagement throughout the system. Likewise, the establishment of a Director of Data Governance and Operations, position no. 80015, and the reassignments of that position and a subordinate staff position, position no. 80049, to the OEVPAA/P convey executive level support for an institutional data governance program at the University.

**Streamline Operations.** The reassignment of the following six positions (and accompanying redescrptions of four of those positions) will organize the functional responsibilities within the OEVPAA/P units more clearly and efficiently:

- a. Reassignment of position no. 89173, Assistant to Senior Executive, from the Academic Affairs and Personnel Administration Office to OHR, Collective Bargaining and Employee Relations. The position will be redescrbed as Director of Collective Bargaining and Employee Relations. For the background and rationale behind the proposed transfer and redescription, refer to the preceding section on Academic Personnel Administration;
- b. Reassignment and redescription of position no. 89425, System Director of Human Resources to a new OHR sub-unit entitled System Support and Administration. The position will be redescrbed as the Director of System Support and Administration. The director will be responsible for the UH System Office support services function that currently resides in the Office of the Vice President for Budget and Finance/CFO, System Administrative Services and supervise position no. 73893, HR Specialist (see below). The director also will serve as an assessment advisor to the System Director of Human Resources, reviewing, evaluating, auditing, and recommending changes to existing policies, guidelines and procedures, and practices to improve and enhance service and staff support throughout the system.

Reassignment of position no. 78393, HR Specialist from the Vice President for Budget and Finance/CFO, System Administrative Services, to OHR, System Support and Administration. The position provides human resources support services to UH System Office employees. The proposed transfer of functional responsibilities to OHR effectively centralizes the human resource functions for the majority of the UH system offices under one organizational entity, increasing the efficient use of scarce resources and enabling the position to tap OHR's existing support structure. There is currently no backup support within System Administrative Services for the human resources function. The position will reside in OHR, System Support and Administration, and report to the Director of System Support and Administration.

- c. Reassignment of position no. 80015, Director of Administrative Operations, from the Office of Planning, Policy, and Accountability to the OEVPAA/P. The

reassignment of the position provides direct staff support for the EVPAA/P's initiatives and will provide new data governance functionality within the OEVPAAP. The position will be redescribed as Director of Data Governance and Operations to more closely reflect the duties and responsibilities of the position.

Reassignment of position no. 80049, Institutional Analyst, from the Office of Planning, Policy, and Accountability to the OEVPAAP. The position will be redescribed to reflect higher level duties and responsibilities and re-titled Institutional Support to further distinguish its role from IRAO's Institutional Analysts.

- d. Reassignment of position no. 80216, Senior Analyst, to be transferred from the Office of Planning, Policy, and Accountability to IRAO. While the position continues to provide data analysis in support of system requirements, the reassignment centralizes the functional responsibilities of institutional research at the system level within one unit for better alignment and coordination and increases the overall efficiency of the organization, and reduces the number of direct reports to the EVPAA/P.
- 4) The proposed re-titling of four OEVPAAP units/sub-units will clarify their functional responsibilities and more closely align their unit titles with their unit functions. They also reflect the strategic initiatives and priorities of the organization.
- a. The Academic Affairs and Personnel Administration Office will be re-titled the Academic Affairs/Planning and Policy Office and reflects the transfer of the personnel administration function to OHR's Collective Bargaining and Employee Relations sub-unit and the shifting of the planning and policy functions from the Planning, Policy, and Accountability Office to the academic affairs unit;
  - b. The Planning, Policy, and Accountability Office will be re-titled the International and Strategic Initiatives Office and demonstrates the UH System Office's commitment to establishing an international presence and describes the participation of the UH System in a number of strategic initiatives, both internal and external to the University;
  - c. The re-titling of OHR's sub-unit from Collective Bargaining and Labor Relations to Collective Bargaining and Employee Relations provides for a broader and more flexible application of services and possibilities for the future;
  - d. The re-titling of OHR's sub-unit from System Support and Analysis to Human Resources Technology and Data reflects the organization's commitment to providing continued technical support to the field and accessible, high quality human resources data and analyses to internal and external stakeholders.

Promoting the use of administrative data for informed decision-making remains a top priority of the organization.

The revised unit titles are unique and not duplicative of other unit names within the system and reflect unit functions. The organization will continue to have five units reporting to the EVPAA/P, keeping the EVPAA/P's span of control reasonable and efficient.

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

The proposed reorganization will address the identified conditions or factors above by:

- 1) Implementing the policy decision to reassign functional responsibility for academic personnel administration from its own unit within the Academic Affairs and Personnel Administration Office to the OHR, Collective Bargaining and Employee Relations sub-unit, effectively consolidating the academic and non-academic human resource functions. Moving the academic personnel function enables the EVPAA/P to leverage existing infrastructure support to address resource shortfalls while gaining greater efficiencies by merging similar functional areas.
- 2) The redescription of the System Director of Human Resources provides the OEVPAA/P with the ability to expand redesign, refocus, and reprioritize the role of the position toward a more dynamic, proactive, and service support orientation in human resources and collective bargaining and employee relations.
- 3) The reassignments/redescriptions of 12 positions address the priority operating needs of the organization, properly align functional responsibilities, and streamline operations for overall efficiency and effectiveness.
- 4) Finally, the re-titling of units will appropriately align 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 reorganization will not impact existing services provided to students, faculty, staff or other target groups. The proposed reorganization will clarify operational, organizational, functional, and programmatic relationships among offices within the OEVPAA/P. Other University entities seeking or receiving support from the OEVPAA/P will benefit from:

- 1) Increased system level leadership and enhanced services in the human resources and collective bargaining and employee relations areas with: a) redefinition, reorientation and redescription of the System Director of Human Resources, position 89310; b) the reassignment and redescription of a Director of Collective Bargaining and Employee Relations, position no. 89173, and the redescription of a subordinate HR Specialist, position no. 81834; the reassignment and redescription of a Director

of System Support and Administration, position no. 89425; and, d) the reassignment of a HR Specialist from the Office of the Vice President for Budget and Finance/CFO, position no. 78393;

- 2) Advancement of major systemwide initiatives through: a) the redescription of an Associate Vice President for Academic Affairs, position no. 89262, and the reassignment and redescription of a subordinate Academic Support position, position no. 78586; b) the redescrptions of a Senior Executive for International and Strategic Initiatives, position no. 89059, and a subordinate Institutional Support position, position no. 78889; b) the reassignments and redescrptions of a Director of Data Governance and Operations, position no. 80015, and a subordinate Institutional Support position, position no. 80049; and,
- 3) Increased data analysis capacity with the reassignment of one FTE to IRAO, Senior Analyst, position no. 80216.

#### **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, including 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 OEVPAA/P will be able to provide support more efficiently and effectively, while maximizing the utilization of existing resources through reallocation and redescription of resources to meet the priority needs of the OEVPAA/P in fulfillment of assigned functions.

The proposed reorganization has been shared with the OEVPAA/P staff for review and input which has been incorporated in the proposal, as appropriate. Affected employees were consulted. Encumbered positions will be redescrbed in accordance with established University procedures to reflect position changes arising from the reorganization. Upon completion of consultations on the proposed reorganization with public employee unions, the proposal will be updated as appropriate.

#### 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  
OFFICE OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC  
AFFAIRS/PROVOST  
(OEVPAAP)**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The OEVPAAP/Provost provides executive leadership in setting forth the systemwide academic vision and goals for the University of Hawai'i in collaboration with internal and external stakeholders and is comprised of five offices: Academic Affairs and Personnel Administration Office; Planning, Policy, and Accountability Office; Institutional Research and Analysis Office; the Hawai'i P-20 Partnerships for Education Office; and Human Resources.

**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 systemwide 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 systemwide University offices.
- Formulates mission and planning documents, policy statements, recommendations for action, and guidelines for implementation.
- Develops and implements systemwide tuition policies and procedures.
- Serves as academic liaison with state and federal educational boards, stakeholder groups, systemwide University offices, and the All Campus Council of Faculty Senate Chairs.

- 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 systemwide P-20 policies, programs, and initiatives, including those for GEARUP and P-3.
- Support and promote the P-20 Council's efforts to develop a seamless system of educational delivery.
- Monitors systemwide distributed learning and international education planning and policies.
- Provides executive leadership in the management of systemwide non-academic human resources administration.
- Oversees the development and maintenance of personnel policies and procedures to ensure compliance with Board of Regents' Policies, Executive policies, State statutes, federal laws and regulations, administrative procedures, and applicable collective bargaining agreements.
- Monitors the administration of the University's classification and compensation system for APT and E/M personnel and of the State's classification and compensation plans for civil service employees.
- Provides guidance in the negotiation of collective bargaining agreements and oversees the implementation of grievance administration for non-academic personnel.

## **ACADEMIC AFFAIRS AND PERSONNEL ADMINISTRATION OFFICE**

### **INTRODUCTION**

The Academic Personnel and Administration Office provides systemwide 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 systemwide 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 systemwide academic initiatives.
- Provides staff support to the Council of Chief Academic Officers and other systemwide academic committees.
- 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 systemwide 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., systemwide 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 systemwide 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 systemwide 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 systemwide 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 EVPAA/Provost.
- 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 systemwide impact and address strategic outcomes such as educational access or workforce development through distance learning efforts.
- Provides legislative support to the Executive Vice President for Academic Affairs/Provost 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 EVPAA/Provost, including budget and personnel.
- Coordinates systemwide assessment, research, and surveys.
- Produces documents and briefings for accountability purposes to internal and external audiences.

## **INSTITUTIONAL RESEARCH AND ANALYSIS OFFICE**

### **INTRODUCTION**

The Institutional Research and Analysis 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 systemwide 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.

#### Systemwide Data Administration Functions

- Develops, administers, coordinates, and monitors data management information on a systemwide 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 systemwide 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 systemwide 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.

## **HAWAI'I P-20 PARTNERSHIPS FOR EDUCATION OFFICE**

### **INTRODUCTION**

The Office of Hawai'i P-20 Partnerships for Education Office 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 Hawai'i's people persist through this pipeline.
- 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 Executive Vice President for Academic Affairs/Provost 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, systemwide university offices, the State Department of Education, the legislature, and community stakeholder groups.

## **OFFICE OF HUMAN RESOURCES**

### **MAJOR FUNCTIONS**

The Office of Human Resources is responsible for systemwide academic and non-academic human resource, collective bargaining, and employee relations management and administration. The office provides systemwide leadership in developing and implementing human resource policy, strategic planning, goals and objectives, processes and technologies. It also provides services and support to all campuses and programs in such fundamental human resources areas, including but not limited to, collective bargaining, position classification and compensation, recruitment, selection and appointment, leave administration, employee benefits administration, labor relations, academic and non-academic personnel administration, information system support, personnel policy and procedure development, personnel investigations, and professional development and training.

The System Director of Human Resources is responsible for planning, organizing, and managing the University's human resources programs in conjunction with the campus human resources offices. This responsibility includes developing, implementing, and maintaining personnel policies and procedures to ensure compliance with Board of Regents' Policies, Executive policies, State statutes, federal laws and regulations, administrative procedures, and applicable collective bargaining agreements; administering the University's classification and compensation system for APT and E/M personnel and of the State's classification and compensation plans for civil service employees; reviewing E/M appointments and other personnel actions; directing special projects and studies; providing leadership and advice to senior level executives; negotiating collective bargaining agreements; conducting hearings and rendering decisions on grievances; and administering the University's employee benefits, and staff development and training programs.

### **SYSTEM SUPPORT AND ANALYSIS SECTION**

- Provides leadership in analyzing, developing and implementing functional components of new electronic human resources systems
- Serves as liaison between OHR and State agencies on technological matters
- Provides support to personnel officers in the processing of personnel transactions
- Serves as central source of systemwide human resources information
- Oversees the University's automated leave accounting system
- Develops and conducts studies and analyses to provide data to management for program development

- Undertakes special projects and conducts special studies as required
- Implements BOR collective bargaining provisions as they relate to electronic data processing
- Implements civil service collective bargaining provisions as they relate to electronic data processing
- Supports internal (OHR) computer requirements
- Provides leadership in overseeing and implementing the University's leave accounting system

## **CIVIL SERVICE EMPLOYEE RELATIONS SECTION**

- Oversees and coordinates the labor relations program for civil service employees
- Interprets State personnel rules, policies and collective bargaining agreements relative to the management and direction of civil service employees
- Administers and oversees, on a systemwide basis, the civil service recruitment, examination and personnel transaction programs
- Reviews and recommends the compensation, pricing and repricing of civil service classes
- Administers and coordinates the civil service job performance evaluation program
- Oversees and administers the State's return to work priority program for the University system
- Coordinates and implements the State's Reduction in Force (RIF) and Separation Incentive Program for the University system
- Implements and oversees the State's Commercial Driver's License Alcohol and Drug Testing Program
- Serves as custodian of official personnel files for all civil service employees

## **CLASSIFICATION AND BENEFITS SECTION**

- Maintains Human Resources section of Administrative Procedures Manual to provide complete, comprehensive instructions for performing specific tasks
- Recommends revisions to Human Resources sections of Board of Regents and Executive policies as appropriate
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training in federal and State laws, DHRD policies and procedures, BOR and Executive policies, and OHR administrative procedures
- Coordinates training programs to assist employees in performing existing tasks and to prepare them for future advancement
- Implements formal compliance review program to identify violations of federal and State laws, collective bargaining requirements, DHRD policies and procedures, BOR and Executive policies, and OHR administrative procedures
- Develops standardized evaluative criteria for the classification of APT positions so as to insure objectivity and equity

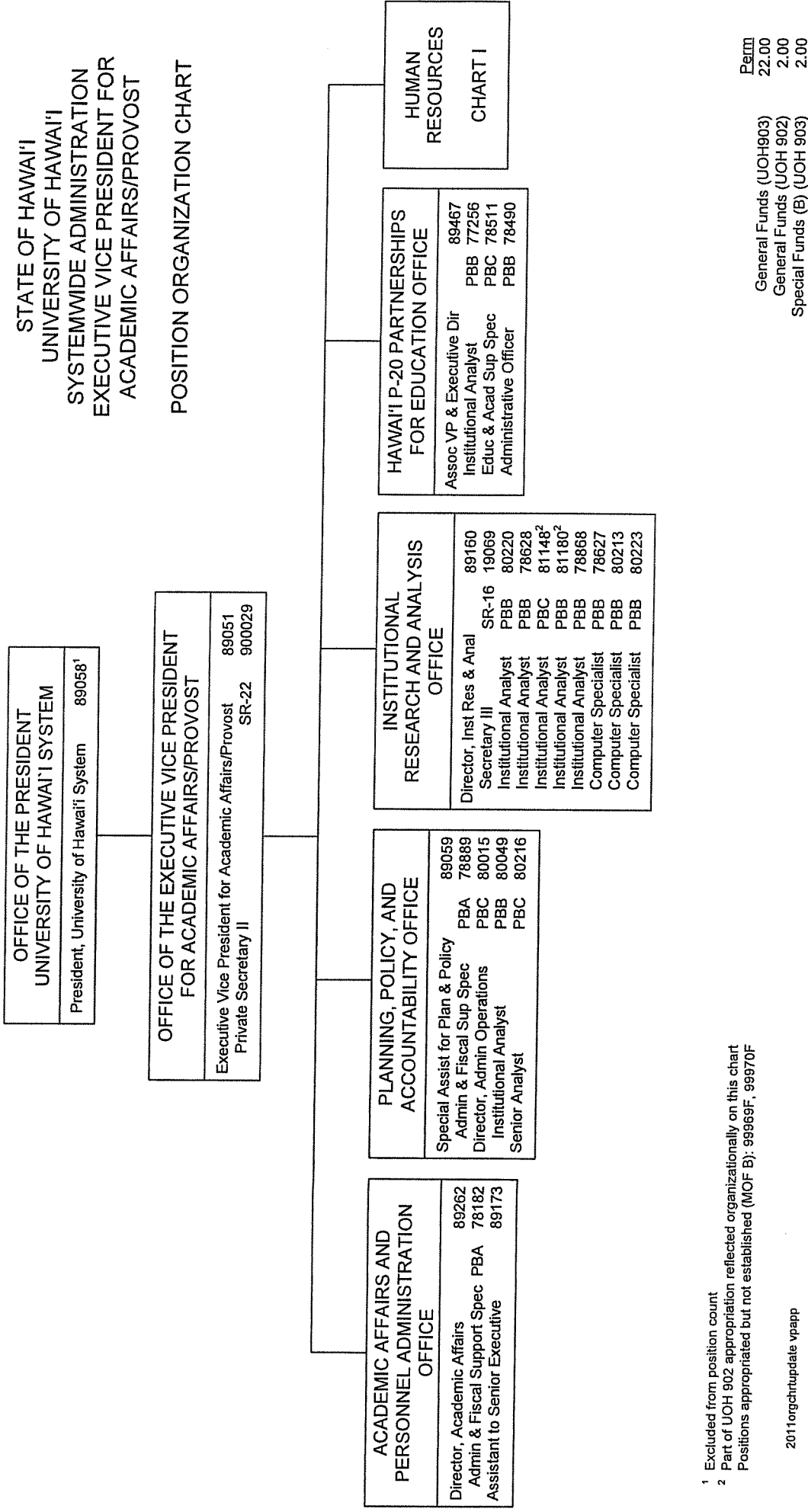


- Develops class specifications for new E/M positions
- Reviews E/M and APT classification and reclassification actions to insure compliance with established criteria
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions
- Compiles and analyzes E/M, APT and faculty salary survey data, e.g., CUPA-HR
- Develops E/M and APT compensation plans to ensure salary equity
- Monitors E/M and APT salaries to insure compliance with approved compensation plans and collective bargaining agreements
- Coordinates with EEO/AA Office in the review of E/M and APT salaries so as to avoid charges of unlawful discrimination
- Coordinates the State's benefits programs (EUTF, ERS, Deferred Compensation, Tax Sheltered Annuities) for University employees on a systemwide basis and serves as liaison with State agencies

## **COLLECTIVE BARGAINING AND LABOR RELATIONS SECTION**

- Provides research and analytical support to State and University negotiators in Unit 07 and Unit 08 negotiations
- Drafts proposals for negotiations as required
- Participates in collective bargaining negotiations as required
- Serves as President's Designee to adjudicate APT and civil service grievances
- Provides support to the President's Designee in faculty grievances
- Advises and interprets collective bargaining agreements, personnel statutes, rules, regulations and policies
- Conducts training on terms and conditions of new collective bargaining agreements
- Coordinates and administers the job performance review program for Board of Regents' appointees
- Develops and conducts training on labor relations issues for supervisors and managers
- Develops Administrative Procedures regarding labor relations issues as appropriate

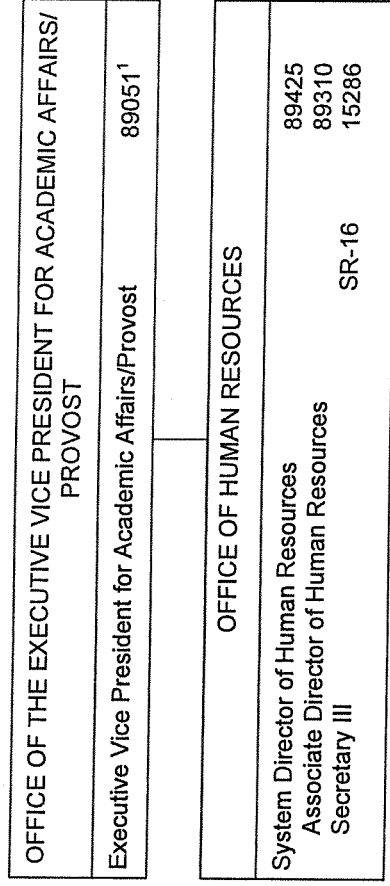
# CURRENT



<sup>1</sup> Excluded from position count  
<sup>2</sup> Part of UOH 902 appropriation reflected organizationally on this chart  
Positions appropriated but not established (MOF B): 99969F, 99970F



# CURRENT



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
EXECUTIVE VICE PRESIDENT FOR  
ACADEMIC AFFAIRS/PROVOST  
OFFICE OF HUMAN RESOURCES  
POSITION ORGANIZATION CHART  
CHART I

SYSTEM SUPPORT AND ANALYSIS	CIVIL SERVICE EMPLOYEE RELATIONS	CLASSIFICATION AND BENEFITS	COLLECTIVE BARGAINING AND LABOR RELATIONS
HR Specialist PBB 80094 HR Specialist PBB 81323 HR Specialist PBB 81322 HR Specialist PBB 78586 HR Specialist PBB 78587 Web Developer PBB 80394 Comp Specialist PBB 77028	HR Specialist PBB 80092 Personnel Tech VII SR-17 03395 Personnel Tech VI SR-15 42423 Personnel Clerk V SR-13 12260 Personnel Clerk IV SR-11 45682 Personnel Clerk V SR-13 12894	HR Specialist PBC 80540 HR Specialist PBB 81866 HR Specialist PBA 80538 HR Specialist PBB 77959 HR Specialist PBB 80093 Personnel Technician VI SR-15 33088	HR Specialist PBB 81834

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



# Proposed Organizational Charts & Functional Statements

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC  
AFFAIRS/PROVOST  
(OEVPAAP)**

**PROPOSED**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The OEVPAAP provides executive leadership in setting forth the systemwide academic vision and goals for the University of Hawaii in collaboration with internal and external stakeholders and is comprised of five offices: 1) Academic Affairs / Planning and Policy; 2) International and Strategic Initiatives; 3) Institutional Research and Analysis (IRAO); 4) Hawaii P-20 Partnerships for Education (Hawaii P-20); and, 5) Human Resources (OHR) with sub-units Human Resources Technology and Data, Civil Service Employee Relations, Classification and Benefits, Collective Bargaining and Employee Relations, and System Support and Administration.

**MAJOR FUNCTIONS**

- Establishes the higher education agenda for the University of Hawaii.
- Ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawaii.
- Advises the President and university executives on academic matters.
- Leads a council of campus chief academic officers.
- Provides leadership and support for systemwide articulation and transfer.
- Establishes and tracks strategic goals and measures to ensure that the University is fulfilling its mission.
- Develops academic plans, policies and procedures.
- Formulates mission and planning documents, and prepares policy statements, recommendations for action, and guidelines for implementation.
- Develops and implements systemwide tuition policies and procedures.

- Supports the University Centers in offering the university's baccalaureate and higher degrees to residents of neighbor islands.
- Serves as academic liaison with state and federal educational boards, stakeholder groups, systemwide University offices, and the All Campus Council of Faculty Senate Chairs.
- Manages systemwide strategic planning efforts and provides planning support.
- Serves as the systemwide source of expertise on issues relating to institutional accountability.
- Serves as liaison with State and national academic educational boards and other systemwide University offices.
- Provides leadership and direction for institutional research for the ten campuses of the UH system and maintains the official System of Record for systemwide student data reporting.
- Oversees Hawai'i P-20's policies, programs, and initiatives and promotes the P-20 Council's efforts to develop a seamless system of educational delivery.
- Coordinates and facilitates systemwide programs and activities around international engagement.
- Provides leadership in the management of systemwide human resources, collective bargaining, and employee relations administration.
- Establishes the institutional data governance system at the University.
- 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.



## **ACADEMIC AFFAIRS / PLANNING AND POLICY OFFICE**

### **INTRODUCTION**

The Academic Affairs / Planning and Policy Office provides executive staff support to the Executive Vice President for Academic Affairs/Provost to achieve the systemwide academic vision and goals for the University of Hawai'i. This office serves as the systemwide lead for academic planning and policy, articulation and transfer, and other academic initiatives that impact campuses across the ten campus university system.

### **MAJOR FUNCTIONS**

- Develops/revises academic policies and procedures.
- Initiates, coordinates and supports systemwide academic initiatives.
- Provides staff support to the Council of Chief Academic Officers and other systemwide academic committees.
- Serves as system lead for articulation and transfer among the ten university campuses.
- Convenes the University Council on Articulation, the Academic Advisors and Transfer Network and other systemwide academic committees.
- Ensures that academic proposals prepared for Board of Regents or President's actions are consistent with University guidelines.
- Serves as the Executive Vice President's liaison to the All Campus Council of Faculty Senate Chairs.
- Supports distance learning activities which focus on educational access and workforce development.
- Convenes the University Center Directors to support the educational needs of students on neighbor islands for baccalaureate and higher degrees.
- Serves as a resource to campuses in providing planning and policy interpretation and guidance, monitors systemwide planning initiatives, and facilitates priority-setting at system and campus levels.
- Researches and consults with university stakeholders and constituents on emerging academic affairs issues in higher education at the national, state, and local levels.

- Prepares required academic reports for the Board of Regents, President, university executives.
- Prepares responses to international, national, and local inquiries and to ad hoc requests to the Board of Regents, State Postsecondary Education Commission, and the President on university and state educational policies and practices.

## **INTERNATIONAL AND STRATEGIC INITIATIVES OFFICE**

### **INTRODUCTION**

The International and Strategic Initiatives Office provides systemwide leadership in the area of international engagement to fulfill the University's international strategic goal to be a preeminent international center of learning, discover, application, and service in the Asia-Pacific region and beyond. The office also is responsible for supporting university-wide, statewide, and national strategic initiatives that enhance the University's abilities to fulfill its strategic goals and outcomes.

### **MAJOR FUNCTIONS**

- Leads the University's efforts around international engagement, including facilitating, collaborating, and assessing engagement among the campuses to improve resource allocation, avoid duplication, and encourage innovation and best practices;
- Promotes activities and programs that connect Hawai'i's citizens with ideas, talent, and economic opportunity from cultures and economies of the Asia-Pacific region and beyond;
- Facilitates, advises, and represents the Office of the President and Office of the Executive Vice President for Academic Affairs/Provost with international delegations and provides liaison with the University of Hawai'i Foundation;
- Leads strategic initiatives related to the higher education needs of the state and emerging higher education trends and issues nationally;
- Develops and implements faculty and staff leadership development program at the University;
- Provides executive staff support for the Board of Regents, President, and Executive Vice President for Academic Affairs/Provost, including producing reports;

- Drafts and provides legislative testimony for the Executive Vice President for Academic Affairs/Provost;
- Represents the President and Executive Vice President for Academic Affairs/Provost on councils and committees, as assigned;
- Serves as liaison with state agencies and other external stakeholders to ensure that the University of Hawai'i's strategic objectives are communicated and that university plans are consistent with state priorities and planning efforts;

## **INSTITUTIONAL RESEARCH AND ANALYSIS OFFICE**

### **INTRODUCTION**

The Institutional Research and Analysis Office (IRAO) 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 overseeing all aspects of data administration; preparing systemized series of research reports; providing data analyses support for administrators; maintaining 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, 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; conducting training (data warehouse, IPEDS, etc.); providing assistance in building and maintaining the statewide longitudinal data system; and managing research access to National Student Clearinghouse data.

### **MAJOR FUNCTIONS**

#### **Information Services Functions**

- Maintains the official System of Record for the reporting of systemwide student data at the University.
- Designs systematic reports, develops formats, defines terms, and summarizes and analyzes data to be made available to university administrators and campus personnel, 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 systemwide 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.
- Prepares and provides access to information to the public regarding costs and student outcomes of the university.

#### Systemwide Data Administration Functions

- Develops, administers, coordinates, and monitors data management information on a systemwide 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 oversees data quality for the student data warehouse.
- 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 systemwide 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 systemwide 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 systemwide 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.
- Supports the university's efforts in creating and maintaining a statewide longitudinal data system consisting of student data from K-12 and post-secondary education, and the workforce.

## **HAWAI'I P-20 PARTNERSHIPS FOR EDUCATION OFFICE**

### **INTRODUCTION**

The Office of Hawai'i P-20 Partnerships for Education (Hawai'i P-20) is 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.

### **MAJOR FUNCTIONS**

- Develops systemwide policies, programs, and initiatives designed to promote attainment of the Hawai'i P-20 mission to assure that more of Hawaii's people persist through this pipeline.

- Partners with the Hawai'i Department of Education (HIDOE), the Early Learning Council, 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 Executive Vice President for Academic Affairs/Provost and other university executives on Hawai'i P-20 plans and initiatives.
- Coordinates, facilitates, 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 HIDOE and the Early Learning Council.
- Serves as liaison to local, state and federal academic educational entities, systemwide university offices, HIDOE, the legislature, and community stakeholder groups.

## **OFFICE OF HUMAN RESOURCES**

### **MAJOR FUNCTIONS**

The Office of Human Resources is responsible for the following major functional areas: human resources, collective bargaining, and employee relations administration and management. These functions span both the academic and non-academic areas. More specifically, the office provides system leadership in: developing, implementing, and maintaining personnel policies and procedures to ensure compliance with Board of Regents' Policies, Executive policies, State statutes, federal laws and regulations, administrative procedures, and applicable collective bargaining agreements; administering the University's classification and compensation system for APT and E/M personnel and of the State's classification and compensation plans for civil service employees; reviewing E/M appointments and other personnel actions; directing special projects and studies; providing counsel and advice to senior level executives; maintaining effective relations with unions and stakeholders; negotiating collective bargaining agreements; conducting hearings and rendering decisions on grievances; and administering the University's employee benefits, and staff development and training programs.

The office also provides campus and program support as part of its service oriented philosophy, convening a systemwide human resource council that fosters communication, collaboration, and shared learning; coordinating systemwide training and awareness programs that promote standardization of business processes and consistent interpretation of human resource, collective bargaining, and employee relations requirements; and, setting and driving a systemwide agenda that assists campuses in meeting their needs and goals.

## **HUMAN RESOURCES TECHNOLOGY AND DATA SECTION**

- Provides leadership in analyzing, developing and implementing functional components of new electronic human resources systems
- Serves as liaison between OHR and State agencies on technological matters
- Provides support to personnel officers in the processing of personnel transactions
- Serves as central source of systemwide human resources information
- Oversees the University's automated leave accounting system
- Develops and conducts studies and analyses to provide data to management for program development
- Undertakes special projects and conducts special studies as required
- Implements BOR collective bargaining provisions as they relate to electronic data processing
- Implements civil service collective bargaining provisions as they relate to electronic data processing
- Supports internal (OHR) computer requirements
- Provides leadership in overseeing and implementing the University's leave accounting system

## **CIVIL SERVICE EMPLOYEE RELATIONS SECTION**

- Oversees and coordinates the employee relations program for civil service employees
- Interprets State personnel rules, policies and collective bargaining agreements relative to the management and direction of civil service employees
- Administers and oversees, on a systemwide basis, the civil service recruitment, examination and personnel transaction programs
- Reviews and recommends the compensation, pricing and repricing of civil service classes
- Administers and coordinates the civil service job performance evaluation program
- Oversees and administers the State's return to work priority program for the University system
- Coordinates and implements the State's Reduction in Force (RIF) and Separation Incentive Program for the University system
- Implements and oversees the State's Commercial Driver's License Alcohol and Drug Testing Program
- Serves as custodian of official personnel files for all civil service employees

## **CLASSIFICATION AND BENEFITS SECTION**

- Maintains Human Resources section of Administrative Procedures Manual to

- provide complete, comprehensive instructions for performing specific tasks
- Recommends revisions to Human Resources sections of Board of Regents and Executive policies as appropriate
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training in federal and State laws, DHRD policies and procedures, BOR and Executive policies, and OHR administrative procedures
- Coordinates training programs to assist employees in performing existing tasks and to prepare them for future advancement
- Implements formal compliance review program to identify violations of federal and State laws, collective bargaining requirements, DHRD policies and procedures, BOR and Executive policies, and OHR administrative procedures
- Coordinates and administers the job performance review program for Board of Regents' appointees
- Develops standardized evaluative criteria for the classification of APT positions so as to insure objectivity and equity
- Develops class specifications for new E/M positions
- Reviews E/M and APT classification and reclassification actions to insure compliance with established criteria
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions
- Compiles and analyzes E/M, APT and faculty salary survey data, e.g., CUPA-HR
- Develops E/M and APT compensation plans to ensure salary equity
- Monitors E/M and APT salaries to insure compliance with approved compensation plans and collective bargaining agreements
- Coordinates with EEO/AA Office in the review of E/M and APT salaries so as to avoid charges of unlawful discrimination
- Coordinates the State's benefits programs (EUTF, ERS, Deferred Compensation, Tax Sheltered Annuities) for University employees on a systemwide basis and serves as liaison with State agencies

## **COLLECTIVE BARGAINING AND EMPLOYEE RELATIONS SECTION**

- Interprets and advises campuses on collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies in a manner responsive to campus operating practices and needs, e.g., systemwide tenure and promotion.
- Provides consultative assistance to Chancellors, senior executives and personnel administrators in the interpretation and application of collective bargaining agreements, Board of Regents, and university personnel policies and procedures.



- Provides research, analytical data and support, and assists in drafting testimony on collective bargaining matters to Legislative bodies for University executives.
- Assists in the drafting of memorandum of agreements, memorandum of understandings, and supplemental agreements involving personnel administration.
- Serves as the President's designee to adjudicate APT and civil service grievances and supports the President's designee in faculty grievances.
- Develops and conducts training on employee relations involving the terms, conditions, and interpretations of collective bargaining agreements with UHPA, HGEA, and UPW.
- Develops executive policies and administrative procedures regarding employee relations issues, as appropriate.
- Assists the university's General Counsel in the preparation of cases for mediation and arbitration.
- Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement.
- Serves as the University's representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units.
- Develops and conducts training on negotiated changes and on the application and interpretation of provisions in negotiated collective bargaining agreements with UHPA, HGEA, and UPW.

## **SYSTEM SUPPORT AND ADMINISTRATION SECTION**

- Reviews, evaluates, audits, and recommends changes to existing policies, guidelines and procedures, and practices to improve and enhance service and staff support throughout the system.
- Provides operational support services for UH System Office employees, including but not limited to, personnel transactions, recruitment, and promotions.
- Ensures that unit operations are executed effectively, efficiently, and in conformity and compliance with applicable human resource laws, rules and regulations, collective bargaining agreements, and University policies and procedures.

- Assesses human resource functions such as E/M, APT and civil service evaluation procedures and practices.
- Develops and conducts training plans and activities relating to functional responsibilities for system office staff.
- Collaborates with other system office human resource staff in the development of campus service support initiatives.

Permanent Positions Affected by the Proposed Reorganization of the  
Office of the Executive Vice President for Academic Affairs / Provost

Position No.	Position Title	Current and Proposed Organizational Unit	Status –Vacant or Occupied	Reorganization Proposal Impact on the Position
89310	Associate Director of Human Resources	Current – Office of Human Resources Proposed – Office of Human Resources	Vacant	Position and duties to be redescribed as the System Director of Human Resources
89425	System Director of Human Resources	Current – Office of Human Resources Proposed – Office of Human Resources, System Support and Administration	Occupied (Brenna Hashimoto)	Position to be reassigned and duties redescribed as the Director of System Support and Administration
78393	HR Specialist	Current – Vice President for Budget and Finance/CFO, System Administrative Services Proposed – Office of Human Resources, System Support and Administration	Occupied (Brenda Shin)	Position to be reassigned

<b>Position No.</b>	<b>Position Title</b>	<b>Current and Proposed Organizational Unit</b>	<b>Status –Vacant or Occupied</b>	<b>Reorganization Proposal Impact on the Position</b>
89173	Assistant to Senior Executive	Current – Academic Affairs and Personnel Administration Office Proposed – Office of Human Resources, Collective Bargaining and Employee Relations	Occupied (Dwight Takeno)	Position to be reassigned and duties redescribed as the Director of Collective Bargaining and Employee Relations
81834	HR Specialist	Current – Office of Human Resources, Collective Bargaining and Labor Relations Proposed – Office of Human Resources, Collective Bargaining and Employee Relations	Occupied (Germaine Ogasawara)	Position remains in the same organizational unit but with a change in supervision and an update in duties and responsibilities
89262	Director of Academic Affairs	Current – Academic Affairs and Personnel Administration Office Proposed – Academic Affairs / Planning and Policy Office	Occupied (Joanne Itano)	Position and duties to be redescribed as the Associate Vice President for Academic Affairs

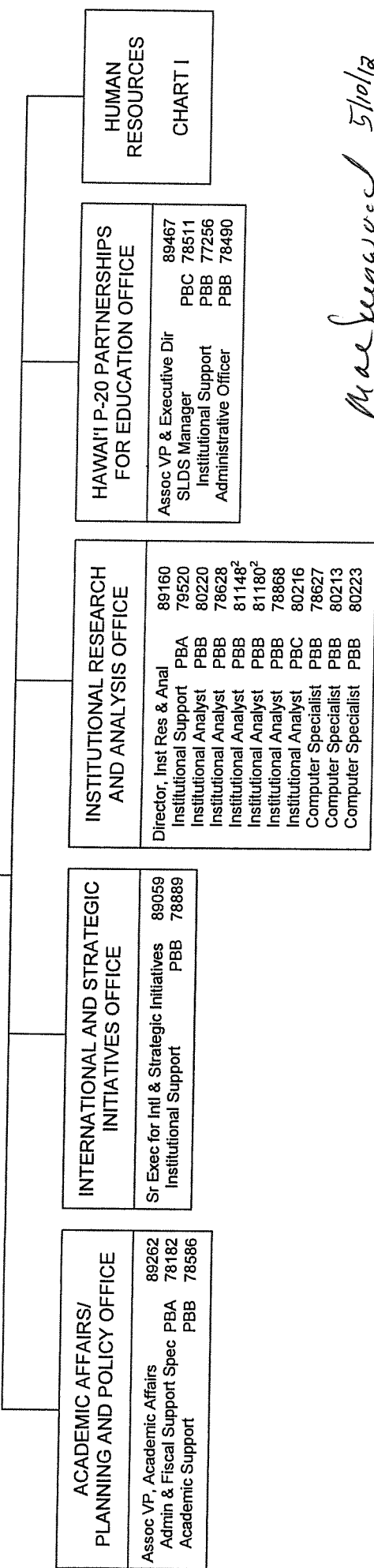
<b>Position No.</b>	<b>Position Title</b>	<b>Current and Proposed Organizational Unit</b>	<b>Status –Vacant or Occupied</b>	<b>Reorganization Proposal Impact on the Position</b>
78586	HR Specialist	Current – Office of Human Resources, System Support and Analysis Proposed – Academic Affairs / Planning and Policy Office	Vacant	Position to be reassigned and duties redescrbed as an Academic Support
89059	Special Assistant for Planning and Policy	Current – Planning, Policy, and Accountability Office Proposed – International and Strategic Initiatives Office	Occupied (Joanne Taira)	Position and duties to be redescrbed as the Senior Executive for International and Strategic Initiatives
78889	Administrative & Fiscal Support Specialist	Current – Planning, Policy, and Accountability Office Proposed –International and Strategic Initiatives Office	Occupied (Jennifer Ontai)	Position and duties to be redescrbed as Institutional Support
80015	Director of Administrative Operations	Current – Planning, Policy, and Accountability Office Proposed – Office of the Executive Vice President for Academic Affairs / Provost	Occupied (Sandra Furuto)	Position to be reassigned and duties redescrbed as the Director of Data Governance and Operations

<b>Position No.</b>	<b>Position Title</b>	<b>Current and Proposed Organizational Unit</b>	<b>Status –Vacant or Occupied</b>	<b>Reorganization Proposal Impact on the Position</b>
80049	Institutional Analyst	Current – Planning, Policy, and Accountability Office Proposed – Office of the Executive Vice President for Academic Affairs / Provost	Occupied (Chatney Graham)	Position to be reassigned and duties redescrbed as Institutional Support
80216	Senior Analyst	Current – Planning, Policy, and Accountability Office Proposed – Institutional Research and Analysis Office	Occupied (David Mongold)	Position to be reassigned



OFFICE OF THE PRESIDENT UNIVERSITY OF HAWAII SYSTEM	
President, University of Hawaii System	89058 <sup>1</sup>

OFFICE OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS/PROVOST	
Executive Vice President for Academic Affairs/Provost	89051
Private Secretary II	900029
Director, Data Gov & Operations	PBD 80015
Institutional Support	PBB 80049



*Maefunawa* 5/10/12  
 Approved \_\_\_\_\_ Date \_\_\_\_\_

<sup>1</sup> Excluded from position count  
<sup>2</sup> Part of UOH 902 appropriation reflected organizationally on this chart  
 Positions appropriated but not established (MOF B): 99969F, 99970F

Perm	
General Funds (UOH903)	22.00
General Funds (UOH 902)	2.00
Special Funds (B) (UOH 903)	2.00



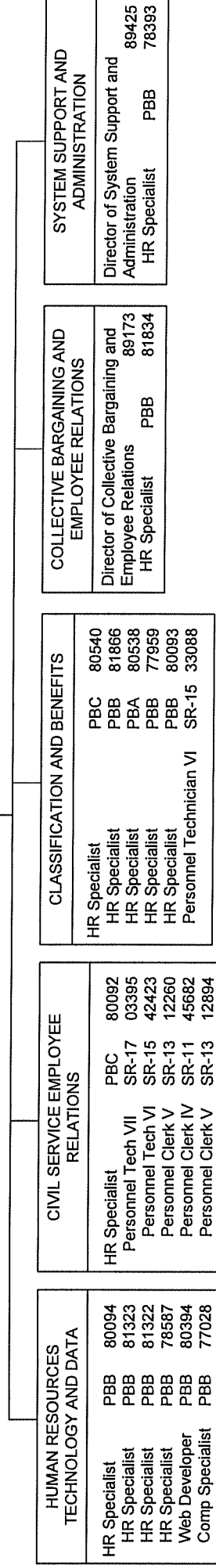


OFFICE OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS/ PROVOST	
Executive Vice President for Academic Affairs/Provost	89051 <sup>1</sup>

OFFICE OF HUMAN RESOURCES	
System Director of Human Resources Secretary III	SR-16 89310 15286

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
EXECUTIVE VICE PRESIDENT FOR  
ACADEMIC AFFAIRS/PROVOST  
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART  
CHART I



*Mark Spawne*  
Approved  
Date 5/1/02

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

