



UNIVERSITY  
of HAWAII  
SYSTEM

January 24, 2014

The Honorable Shan S. Tsutsui  
Lieutenant Governor, State of Hawai'i  
State Capitol  
Honolulu, Hawai'i 96813

Dear Lt. Governor Tsutsui:

Enclosed is a copy of the proposed changes in current functions and reporting relationships of University of Hawai'i System Offices.

The proposed changes were approved by the Board of Regents on January 23, 2014. A copy of the approved revised organizational charts and functional statements are enclosed for your files.

Sincerely,

A handwritten signature in dark ink, appearing to read "James Nishimoto".

James Nishimoto  
Executive Assistant

Enclosures

- c: Hawai'i Government Employees Association, Attn Ms. Lena Fernandes, Field Services Officer with copy of enclosures  
University of Hawai'i Professional Assembly, Attn: Dr. JN Musto, Executive Director with copy of enclosures  
University of Hawai'i System Budget Office, Attn: Ms. Laurel Johnston with copy of enclosures  
University of Hawai'i System Human Resources: Attn: Ms. Debra Ishii with copy of enclosures  
University of Hawai'i System Administrative Services Office: Attn: Ms. Blanche Fountain with copy of enclosures



**MEMORANDUM**

December 30, 2013

TO: John C. Holzman  
Chair, Board of Regents

FROM: David Lassner  
Interim President

A handwritten signature of David Lassner in black ink.

SUBJECT: Implementation of Changes to System Office Organization, Functions and Reporting Relationships Based on the Board of Regents' Advisory Task Group on Operational and Financial (ATG) Controls Improvement Recommendations Relating to the Organization, Functions and Reporting Relationship of System Offices

**SPECIFIC ACTION REQUESTED:**

It is requested that the Board of Regents approve the proposed reorganization for the system offices which implements the organization, functions and reporting relationships of offices as described in the attached proposal which is based on recommendations of the ATG.

**RECOMMENDED EFFECTIVE DATE:**

Upon Board of Regents Approval

**ADDITIONAL COST:**

Funds budgeted for the current position of Vice President for Student Affairs and University/Community Relations will be reallocated to support the appointments to the positions of the Vice President for Administration and the Associate Vice President for Administration, Procurement and Real Property Management. Should additional funds be required, such funding requests will be addressed through the reallocation of existing budgeted funds.

**PURPOSE:**

To comply with Board of Regents Policy Chapter 3, Section 3-2, Reorganizations, requires Board approval for significant change in responsibilities of programs that report directly to the President.

## **BACKGROUND:**

Board of Regents policy Chapter 3, Section 3-2, Reorganizations, requires Board approval of significant changes in responsibilities of programs that report directly to the President.

*Proposed Changes to System Offices' Functions and Reporting Relationships.* Based on its study, the ATG made recommendations regarding system office structure, functions, and reporting relationships in its August 14, 2013 report, "University of Hawaii – Advisory Task Group - Operational Assessment Report on System Level Administration Operating Policies and Practices" (copy attached). In consideration of the ATG's recommendations, the following summary of organizational changes are being proposed and discussed in more detail in the attached reorganization proposal.

### **Office of the Board of Regents**

Proposed Changes – None

### **Office of the President**

Proposed Changes - None

### **Office of the Executive Vice President for Academic Affairs/Provost (EVPAA/P)**

Proposed Changes:

- **Amend Office Title:** Amend title to Office of the Executive Vice President for Academic Affairs (EVPAA)
- **Human Resources:** Reassign the Office of Human Resources from the Office of EVPAA/P to the proposed Office of the Vice President for Administration (VPA)

### **Office of the Vice President for Budget and Finance/Chief Financial Officer (VPB&F/CFO)**

Proposed Changes:

- **Capital Improvements:** Reassign the Office of Capital Improvements from the Office VPB&F/CFO to the proposed Office of the VPA
- **Procurement and Real Property:** Reassign the Office of Procurement and Real Property Management from the Office of the VPB&F/CFO, Office of Financial Management, to report to the VPA through the Associate Vice President for Administration, Procurement and Real Property Management (AVPAPRPM)

### **Office of the Vice President for Community Colleges (VPCC)**

Proposed Changes

- **Reporting Relationship Clarification:** Reflect reporting relationship between Community College Chancellors and the Vice President for Community College as a solid line

**Office of the Vice President for Information Technology/Chief Information Officer (VPIT/CIO)**

Proposed Changes - None

**Office of the Vice President for Legal Affairs/University General Counsel (VPLA/UGC)**

Proposed Changes:

- **Legal services support:** Clarify in functional statements the responsibility to be involved with system level strategic efforts to provide legal advice and support to the President and others
- **Risk Management:** Reassign the Office of Risk Management from the Office of the VPLA/UGC to the proposed Office of the VPA

**Office of the Vice President for Research**

Proposed Changes - None

**Office of the Vice President for Student Affairs and University/Community Relations (VPSA&UCR)**

Proposed Changes:

- **Student Affairs:** Reassign the Office of Student Affairs from the Office of the VPSA&UCR to the re-titled Office of the EVPAA
- **External Affairs and University Relations:** Reassign the Office of External Affairs and University Relations from the Office VPSA&UCR to the proposed Office of the VPA
- **VPSA&UCR Position:** Resdescribe Position No. 89103, VPSA&UCR to be the Associate Vice President for Administration, Procurement and Real Property Management (AVPAPRPM) and assign to the Office of the VPA
- **Private Secretary Position:** Reassign Position no.100003 to the AVPAPRPM and redescrbe as a Secretary
- **Office of VPSA&UCR:** Delete the Office of the VPSA&UCR from organization charts

**Proposed: Office of the Vice President for Administration (VPA)**

Proposed Changes:

- **Position VPA:** Assign existing vacant Position no. 89446, Vice President for Administration

- **Private Secretary Position:** Assign existing vacant Position no. 900114, Private Secretary II
- **Positions AVPAPRPM and Secretary to AVPAPRPM:** From Office of OVPSA&UCR, reassign existing positions and update position description for position no. 89103 as the AVPAPRPM and position no. 100003 as Secretary to the AVPAPRPM
- **External Affairs and University/Community Relations:** Reassign the Office of External Affairs and University Relations from the Office of the VPSA&UCR to the proposed Office of the VPA
- **Capital Improvements:** Reassign the Office of Capital Improvements from the Office of the VPB&F/CFO to the proposed Office of the VPA
- **Human Resources:** Reassign the Office of Human Resources from the Office of EVPAA to the proposed Office of the VPA
- **Procurement and Real Property Management:** Reassign the Office of Procurement and Real Property Management from the Office of the VPB&F/CFO, Office of Financial Management, to report to the VPA through the AVPAPRPM
- **Risk Management:** Reassign the Office of Risk Management from the Office of the VPLA/UGC to the proposed Office of the VPA
- **Policies, Procedures and Security/Emergency Management:** Assign responsibility for the management and coordination of system policies, procedures and security/emergency management to the AVPAPRPM

*Consultations.* In accordance with provision of Chapter 89-9c, Collective Bargaining in Public Employment, the exclusive representatives the Hawai'i Government Employees Association (HGEA), the University of Hawai'i Professional Assembly (UHPA) and the United Public Worker (UPW) unions were consulted regarding the proposed changes in system office functions, reporting relationships, and impact on bargaining unit members. The HGEA responded and expressed support for the proposed changes in system offices functions and reporting relationships. A meeting to discuss the proposal was held with UHPA, which expressed some concerns associated with the implementation of the proposed changes; and it was agreed that an on-going dialogue between the University and UHPA would be continued to facilitate the successful implementation of the proposed changes. The UPW did not express concerns.

Additionally, the statewide Student Caucus and All Campus Council of Faculty Senate Chairs (ACCFSC) were provided copies of the proposed changes and offered the opportunity to provide comments coincident with the initiation of consultation with the unions. As of the date of this

memorandum, the Student Caucus acknowledged receipt of the proposal and indicated that they may submit comments; and no comments were received from the ACCFSC.

Copies of the proposed reorganization were provided Vice Presidents and Chancellors for review and comment, no comments were received. Informational meetings were held with staff members of each of the offices being reassigned respectively to the Offices of the Vice President of Administration and Executive Vice President for Academic Affairs. Staff expressed no concerns, except for the commonly asked question relating to the implementation timeline of the proposed reorganization, staff was apprised that the reorganization proposal was targeted for submission to the Board of Regents at its January meeting.

*Transition.* Upon the Board's approval authorizing the establishment of the office of the VPA, it is envisioned that the university would begin recruitment to fill the position of VPA. However, for transition purposes during the recruitment period and vacancy of the VPA position, units to be reassigned to report to the VPA shall continue to maintain current reporting relationships with respective designated executives as reflected in the organization charts in effect on December 31, 2013. This temporary continuation of current reporting relationships is for temporary operational continuity purposes pending appointment of the VPA.

**ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve the proposed reorganization for the system offices which implements the organization, functions and reporting relationships as described in the attached proposal which is based on recommendations of the ATG.

Attachments

- Reorganization proposal
- University of Hawai'i – Advisory Task Group - Operational Assessment Report on System Level Administration Operating Policies and Practices

c: Executive Administrator and Secretary of the Board Quinn

bcc: Director, University Budget Johnston with attachments  
System Director of Human Resources Ishii with attachments  
Director of System Administrative Services Fountain with attachments  
Executive Assistant Nishimoto with attachments

## **Executive Summary**

### **Impact of Changes In the Organization, Functions and Reporting Relationships of System Offices Arising from the Implementation of the Board of Regents' Advisory Task Group on Operational and Financial (ATG) Controls Improvement, Report on System Level Administration Operating Policies and Practices Recommendations**

#### **Office of the Board of Regents**

Proposed Changes – None

#### **Office of the President**

Proposed Changes - None

#### **Office of the Executive Vice President for Academic Affairs/Provost (EVPAA/P)**

Proposed Changes:

- **Amend Office Title:** Amend title to Office of the Executive Vice President for Academic Affairs (EVPAA)
- **Human Resources:** Reassign the Office of Human Resources from the Office of EVPAA/P to the proposed Office of the Vice President for Administration (VPA)

#### **Office of the Vice President for Budget and Finance/Chief Financial Officer (VPB&F/CFO)**

Proposed Changes:

- **Capital Improvements:** Reassign the Office of Capital Improvements from the Office VPB&F/CFO to the proposed Office of the VPA
- **Procurement and Real Property:** Reassign the Office of Procurement and Real Property Management from the Office of the VPB&F/CFO, Office of Financial Management to report to the VPA through the Associate Vice President for Administration and Procurement and Real Property Management (AVPAPRPM)

#### **Office of the Vice President for Community Colleges (VPCC)**

Proposed Changes

- **Reporting Relationship Clarification:** Reflect reporting relationship between Community College Chancellors and the Vice President for Community College shall be reflected as a solid line

#### **Office of the Vice President for Information Technology/Chief Information Officer (VPIT/CIO)**

Proposed Changes - None

#### **Office of the Vice President for Legal Affairs/University General Counsel (VPLA/UGC)**

Proposed Changes:

- **Legal services support:** Clarify in functional statements the responsibility to be involved with system level strategic efforts to provide legal advice and support to the President and others
- **Risk Management:** Reassign the Office of Risk Management from the Office of the VPLA/UCG to the proposed Office of the VPA

#### **Office of the Vice President for Research**

Proposed Changes - None

#### **Office of the Vice President for Student Affairs and University/Community Relations (VPSA&UCR)**

Proposed Changes:

- **Student Affairs:** Reassign the Office of Student Affairs from the Office of the VPSA&UCR to the re-titled Office of the EVPAA
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- **VPSA&UCR Position:** Resdescribe Position No. 89103, VPSA&UCR to be the Associate Vice President for Administration, Procurement and Real Property Management (AVPAPRPM) and assign to the Office of the VPA
- **Private Secretary Position:** Position no.100003 to be reassigned to the Office of the AVPAPRPM and redescribed as a Secretary. .
- **Office of VPSA&UCR:** Delete the Office of the VPSA&UCR from organization charts

#### **Proposed: Office of the Vice President for Administration (VPA)**

Proposed Changes:

- **Position VPA:** Assign existing vacant Position no. 89446, Vice President for Administration
- **Private Secretary Position:** Assign existing vacant Position no. 900114, Private Secretary II
- **Positions AVPAPRPM and Secretary to AVPAPRPM:** From Office of OVPSA&UCR, reassign existing positions and update position description for position no. 89103 as the AVPAPRPM and position no. 100003 as Secretary to the AVPAPRPM
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- **Capital Improvements:** Reassign the Office of Capital Improvements from the Office of the VPB&F/CFO to the proposed Office of the VPA
- **Human Resources:** Reassign the Office of Human Resources from the Office of EVPAA to the proposed Office of the VPA
- **Procurement and Real Property Management:** Reassign the Office of Procurement and Real Property Management from the Office of the VPB&F/CFO, Office of Financial Management, to report to the VPA through the AVPAPRPM

- **Risk Management:** Reassign the Office of Risk Management from the Office of the VPLA/UGC, to the proposed Office of the VPA
- **Policies, Procedures and Security/Emergency Management:** Assign responsibility for the management and coordination of system policies, procedures and security/emergency management to the AVPAPRPM.

Changes to the Organization, Functions and Reporting Relationships of System Offices  
Arising from the Implementation Board of Regents'  
Advisory Task Group on Operational and Financial (ATG) Controls Improvement,  
Report on System Level Administration Operating  
Policies and Practices Recommendations

In accordance with Administrative Procedure A3.101, University of Hawai'i Organizational and Functional Changes, the following information is provided to implement recommendations relating to the organization and functions of system offices made by the Board of Regents Advisory Task Group (ATG).

**I. Description of the conditions or factors prompting the proposed reorganization, e.g., new program requirements, changes in the environment, new legal or policy considerations.**

Background. "On September 5, 2012, the University of Hawaii System ("University") Board of Regents ("BOR" or "Board") approved the formation of an Advisory Task Group on Operational and Financial Controls Improvement ("ATG") to assist the BOR with its oversight of the University's actions and improvements to policies, internal controls, and practices. The purpose and primary function of the ATG is to oversee, provide input, monitor activities, and guide the scope of an evaluation and improvement initiative specific to operational and financial processes and related internal controls of the University. The ATG reports to the BOR's Committee on Independent Audit, formerly known as the Committee on University Audits ("Committee")."

The ATG is comprised of eight members, four members from the BOR, and four from private industry with expertise in financial processes and organizational structure and internal controls.

The members of the ATG are:

- James H.Q. Lee, Vice Chair, Board of Regents
- Barry Mizuno, Regent
- Randy Moore, Regent
- Saedene Ota, Regent
- Terri Fujii, Retired Managing Partner, Ernst & Young LLP, Hawaii
- Cory Kubota, Assurance Principal, Accuity LLP
- Patrick Oki, Managing Partner, PKF Pacific Hawaii LLP
- Lawrence D. (Larry) Rodriguez, Business Consultant, ATG Chair"

The Final report of the ATG's Operational Assessment of the University's System Level operations. The ATG recommended proposed changes in system office

organization, functions, and reporting relationships to improve University administrative operations as follows:

Associate Vice Presidents for Student Affairs and External Affairs and University Relations. “Reporting lines could be further improved by having the Associate Vice President for Student Affairs to be included within the office of the Executive Vice President for Academic Affairs/Provost to streamline reporting and reflect the relationship between student affairs and academics. Also, we propose transferring the External Affairs and University Relations functions to the Vice President for Administration as part of a recommended consolidation of administrative functions under one administrator.”

Vice President for Administration: Procurement, Human Resources, Capital Improvements and External Communications. “Procurement, human resources, capital improvements and external communications are functions not unique to higher education. Additionally, there may be other administrative functions throughout the System that may be better suited for placement within an office whose responsibility is solely administrative operational matters. The ATG believes that the University would be better served if these administrative functions were placed under one administrator at the System Level, instead of being placed under other financial, technical or academic functions. We understand that the University had a Vice President of Administration position in the past and believe that, or a similarly named position, should be established to oversee procurement, capital improvements, human resources, and external communications activities. The responsibilities for policies and procedures, compliance and risk management should also be placed under this administrative position”.

*Responsibility for Policies, Procedures and Delegations of Authority Policies and Procedures.* “The development and maintenance of the University’s policies and procedures are integral to effective operations of the entire University and the responsibility for policy development and maintenance needs to be clearly established and placed at the System Level. The responsibility should rest with a senior administrative executive with sufficient authority to ensure that all Executive Policies are appropriate and current, and aligned with Board Policies and that Administrative Procedures also meet the same criteria. This position should be at the Executive Vice President or Vice President level, depending on the placement of System Level organizational responsibilities. The responsibility could fall under the System Level position responsible for system-wide administrative matters that the ATG is recommending are established.”

*Delegations of Authority.* “The ATG believes there should be an inventory of active delegations. The responsibility for maintaining this inventory may rest with the same position that would be responsible for the maintenance of Executive Policies, which we have stated should be at an Executive Vice President or Vice President level within Administration. Copies of all delegations should be provided to that office or position as a matter of practice.”

Community College Chancellors. “Having Chancellors reporting directly to two separate positions should be avoided to prevent confusion as to lines of responsibility and accountability. The position descriptions and organization chart should be revised and updated to ensure that the Chancellors report to the appropriate position, in this case, the Vice President for Community Colleges.”

Office of the Vice President for Legal Affairs and University General Counsel. “Currently, the position of Vice President for Legal Affairs and University General Counsel reports directly to the BOR. The ATG, in prior reports has articulated that leading practice is to have this position report directly to the President while still being available to provide advice and support to the BOR as necessary.”

At the October 17, 2013 Board of Regents meeting, the Board approved changing the reporting relationships between the Board of Regent, President and Vice President for Legal Affairs and University General Counsel. A solid line is reflected on the revised organization chart between the President and Vice President for Legal Affairs and University General Counsel and a dotted line between the Board of Regents and Vice President for Legal Affairs and University General Counsel.

Further, the functional statement of the office is being revised to reflect the recommendation of the ATG that the Vice President be involved with system level strategic efforts, as well as, being responsibility for providing legal advice and support to the President and others.

Risk Management. “The ATG believes a System-wide risk management process needs to be designed and implemented. We view this effort as critical to the University and, as such, it needs to be coordinated at the System Level. This will require leadership and commitment from the BOR and management. The effort will also need a commitment of resources with the experience and knowledge necessary to successfully bring it to completion.”

## **II. Explanation of how the proposed reorganization will address these conditions or factors.**

Office of the Associate Vice President for Student Affairs. The function and associated staff of the Office of the Associated Vice President for Student Affairs are being reassigned from the Office of the Vice President for Student Affairs and University/Community Relations to the Office of the Executive Vice President for Academic Affairs/Provost (EVPAA/P), which is being re-titled to Executive Vice President for Academic Affairs (EVPAA). With the reassignment of the Associate Vice President for Student Affairs, the student affairs activities, which are closely related to academic affairs, will be consolidated under the same Vice President promoting a more streamlined and integrated functional relationship between student affairs and academics. In conjunction with the reassignment of the Offices and functions of the Office of Student Affairs and the Office of External Affairs and University/Community Relations,

the Office of the Vice President for Student Affairs and University/Community Relations is to be abolished.

Office of the Associate Vice President for External Affairs and University Relations. The function and associated staff of the Office of the Associate Vice President for External Affairs and University Relations are being reassigned from the Office of the Vice President for Student Affairs and University/Community Relations to the proposed Office of the Vice President for Administration as part of a recommended consolidation of administrative functions under one system level executive. In conjunction with the reassignment of the Office of Student Affairs and the Office of External Affairs and University Relations, the Office of the Vice President for Student Affairs and University/Community Relations is to be abolished.

Office of the Vice President for Administration. As recommended by ATG, to improve the University's operations certain administrative functions, which are currently distributed throughout the system level offices, are being aggregated under the Vice President for Administration. The functions to be aggregated are: procurement, human resources, capital improvements, risk management and external and university relations.

To implement the ATG recommendation that a specific system level office be assigned responsibility for the management and administration of system level policies and procedures and maintenance of an inventory of delegations of authority, it is being proposed that these responsibilities be assigned to the proposed position of Associate Vice President for Administration, Procurement and Real Property Management (AVPAPRPM) that will report to the VPA. Additionally, the AVPAPRPM will also be responsible for the systemwide coordinating the planning for and management for the system and systemwide security and emergency management preparations, operations and recovery programs.

Community College Chancellors. A direct reporting relationship represented by a solid line has been established between community college chancellors and the Vice President for Community Colleges. Associated position descriptions will be updated to reflect this new reporting relationship.

Vice President for Legal Affairs and University General Counsel. A direct reporting line has been established between the Office of the President and Office of the Vice President for Legal Affairs and University General Counsel. The function of the Office of the Vice President for Legal Affairs and University General Counsel is being revised to reflect the ATG recommendation that the office's functions include being responsible for collaborating in System Level strategic efforts as well as the responsibility of this position as General Counsel to provide legal advice and support to the President and others.

**III. Description of how the organization's operational, organizational, functional and programmatic relationships will be affected, including**

**impact on services to students, other target groups and relationships with other segments of the university.**

While some system level functions, e.g., student affairs and university/community relations are being reassigned respectively to the Office of the EVPAA and Office of the VPA, existing functions and services will continue. In fact the proposed reorganization will enhance the collaboration and coordination between the closely related fields of academic and student affairs and the aggregation of administrative functions under a single vice president.

To ensure continuity of operations during the transition process to implement the proposed reorganization, interim operating guidelines will be provided to maintain operations until new or revised policies, procedures and practices are promulgated, vetted and adopted. Furthermore, there should be no change in operations, functions and programmatic relationships and therefore no impact on services to students, other target groups and relationships with other segments of the university.

Once the proposed reorganization is approved, position descriptions will be appropriately revised. Additionally, as noted by the ATG, the impact of the implementation of the organizational and functional changes will be evaluated with respect to the resources required. As appropriate, a plan for additional positions and funding resources may be developed with such resources to be provided from existing resource capabilities, to the extent possible, or by legislative supplementation, as may be necessary.

**IV. Discussion of the efficiencies, service improvements or other benefits that will be achieved as a result of the organization.**

Associate Vice Presidents for Student Affairs. Because the functions of academic is closely related to student services, the reassignment of the Associate Vice President for Student Affairs to report to the Vice President responsible for academic affairs will facilitate collaboration between related functions and enhance the opportunities to ensure the coordination and integration of student and academic affairs initiatives, e.g., articulation.

External Affairs and University Relations. Reassignment of the Associate Vice President for External Affairs and University/Community Relations under the Vice President for Administration will result in administrative functions under a single Vice President whose focus will be on administrative functions and service support.

Vice President for Administration will be the singular position and office for directing and managing systemwide administrative functions of procurement, human resources, capital improvements, risk management, and external affairs and University relations. As noted by the ATG, administrative functions throughout the system may be better suited for placement within an office whose

responsibility is solely administrative operational matters rather than placing these functions under other financial, technical or academic functions.

Additionally, assignment of specific responsibility for the oversight of policies, procedures, and delegations to the AVPAPRPM will make explicit the office and position responsible for organizing and maintaining the currency of policies, procedures and delegation, as many are currently outdated and sorely in need of revision, updates and possibly abolishment.

Community College Chancellors. It is anticipated that proposed changes in reporting relationships and functions will clarify and enhance operations and administration. For example the dual reporting lines (to the President and Vice President for Community Colleges) will be exchanged for a direct reporting line (solid line) to the Vice President for Community Colleges and with continuation of the Council of Chancellors; all chancellors will have access to the President for systemwide coordination and communications.

Office of the Vice President for Legal Affairs and University General Counsel. With the establishment of a solid line on the revised organization chart between the President and Vice President for Legal Affairs and University General Counsel and highlighting of the function of the Office to become more responsible for collaborating in system level strategic efforts and providing services to other units, it is anticipated that enhanced operating relationships and service support will be realized by the closer direct working relationship between the President and Vice President and the associated involvement of the Office in designing and supporting improvement in provision of legal services. Because of the dotted line between the Board of Regents and Vice President for Legal Affairs and University General Counsel, the Board will continue to have access to legal services as may be required.

Additionally, with the reassignment of the Office of Risk Management from the Office of the Vice President for Legal Affairs and University General Counsel to the Office of the VPA, the systemwide risk management program may be continued while facilitating the development of new initiatives in response to systemwide administrative functions and needs.

**V. Complete description of the resource requirements or savings associated with the reorganization, including funding, positions, space, equipment and other resources.**

No additional resources, e.g., funding, positions, space, equipment or other resources, are being anticipated as being needed to implement the proposed organizational and functional changes. Some existing positions are being redescribed, e.g., position no. 89103, Vice President for Student Affairs and University/Community Relations to be redescribed as the Associate Vice President for Administration and Procurement and Property. Affected offices and their associated staff will remain in place and continue to use existing equipment,

space and facilities. Existing reserve positions will be used: reserve position no. 89446 will be used for the proposed VPA; reserve position no. 900114 to be used for the proposed Private Secretary to the VPA; and position no. 89103, Vice President for Student Affairs and University/Community Relations will be re-described as the AVPAPRPM; position no. 100003 will be resdescribed as the proposed Secretary to the proposed AVPAPRPM. Existing funds associated with the position of Vice President for Student Affairs and University/Community Relations will be reallocated to support, as needed, the positions of Vice President for Administration and Associate Vice President for Administration, Procurement and Real Property Management, upon appointments to the positions, with any additional funding needed to support activation of reserve or re-described positions to be provided through the reallocation of existing budgeted funds.

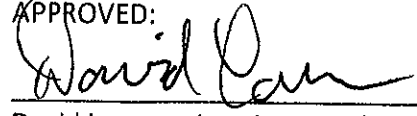
For purposes of this reorganization proposal, all positions and associated personnel with system units being reassigned, e.g., Office of Human Resources, Office of Capital Improvement, Office of Procurement and Real Property Management, Office of External Affairs and University Relations, and Office of Risk Management are being transferred *in Toto* with no change in the position incumbent's base compensation, benefits, seniority, employment status, or bargaining unit designations. In the course of updating position descriptions to reflect organizational changes, should a position's classifications be affected, current policies and procedures relating to the compensation adjustments shall apply.

**VI. Explanation of the source of resources needed to implement the reorganization, e.g., reallocation from within the program or major unit, or new revenue.**

The proposed reorganization involves the creation of a new Office of the VPA through the realignment of existing offices and does not require new revenues. Similarly, the reassignment of the existing Office of the Student Affairs to the Office of the EVPA does not require new revenues. The shifting of the reporting lines and updates to reflect additional position responsibilities for system offices may cause a change in workload and assignments. Therefore, as recommended by the ATG an assessment will be made to determine the nature and extent of additional resources that may be needed to more fully and effectively support implementation efforts following the approval of the reorganization. As appropriate, revisions to position description will be initiated to reflect the reorganization changes, e.g., changes in reporting relationships.

**VII. Discussion of the programmatic impacts of the proposed reorganization on the University.**

See Section I above.

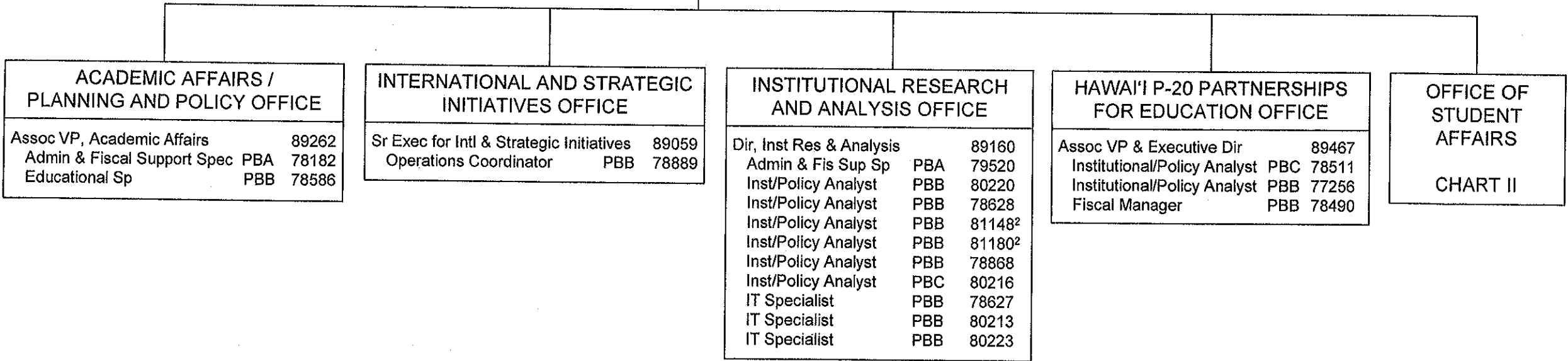
APPROVED:  
  
David Lassner, Interim President  
Date: 24 Jan 2014

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

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE EXECUTIVE  
VICE PRESIDENT FOR ACADEMIC AFFAIRS  
  
POSITION ORGANIZATION CHART

CHART I

OFFICE OF THE EXECUTIVE VICE PRESIDENT  
FOR ACADEMIC AFFAIRS  
Executive Vice President for Academic Affairs 89051  
Private Secretary II SR-22 900029  
Institutional/Policy Analyst PBD 80015  
Institutional/Policy Analyst PBB 80049



<sup>1</sup> Excluded from position count  
<sup>2</sup> Part of UOH 902 appropriation reflected organizationally on this chart  
<sup>3</sup> Positions appropriated but not established (MOF B): 99969F, 99970F

|                             |                   |
|-----------------------------|-------------------|
|                             | <u>Perm</u>       |
| General Funds (UOH903)      | 22.00             |
| General Funds (UOH 902)     | 2.00              |
| Special Funds (B) (UOH 903) | 2.00 <sup>3</sup> |

APPROVED:

*David Lassner*

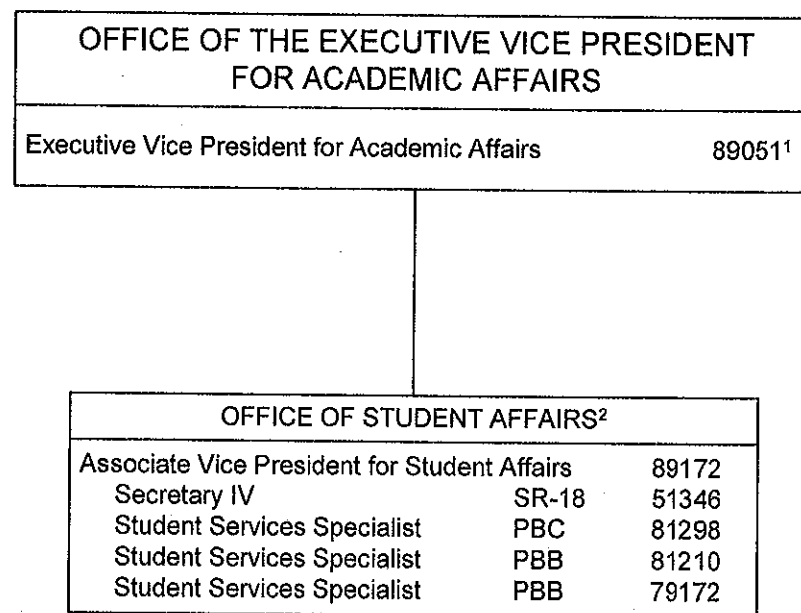
David Lassner, Interim President

Date: 24 Jan 2014

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE EXECUTIVE  
VICE PRESIDENT FOR ACADEMIC AFFAIRS  
OFFICE OF STUDENT AFFAIRS

POSITION ORGANIZATION CHART

CHART II



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

<sup>2</sup> Serves as administrative liaison for the Hawaii Commission for National and Community Service and the National Corporation for Community Service

<sup>3</sup> Appropriated but not established, 2 Special Fund (B) positions: 93901F – 93902F

|                  |                   |
|------------------|-------------------|
| General Fund     | Perm              |
| Special Fund (B) | 5.00              |
|                  | 2.00 <sup>3</sup> |

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE EXECUTIVE VICE PRESIDENT  
FOR ACADEMIC AFFAIRS**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The OEVPAA 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: 1) Academic Affairs / Planning and Policy; 2) International and Strategic Initiatives; 3) Institutional Research and Analysis (IRAO); 4) Hawai'i P-20 Partnerships for Education (Hawai'i P-20); and, 5) Student Affairs.

**MAJOR FUNCTIONS**

- 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.
- 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 Hawai'i 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 student affairs.
- Implements a systemwide institutional data governance program to protect the privacy and security of data and information under the stewardship of 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, discovery, application, and service in the Asia-Pacific region and beyond. The office also is responsible for supporting strategic initiatives tied to University, statewide, or national needs or issues that enhance the University's abilities to fulfill its strategic goals and outcomes, and supports strategic planning through policy development and analysis. As designated, the office serves as liaison, representation, or support with state agencies and other external stakeholders for the University, President, or Executive Vice President for Academic Affairs/Provost (EVPAA/P).

### **MAJOR FUNCTIONS**

- Leads the University system's efforts around international engagement;
- Convenes systemwide international committee to facilitate collaboration among campuses and develop strategies to achieve UH's international goals;
- Promotes activities and programs that connect Hawai'i and the University with ideas, talent, and economic opportunity from cultures and economies of the Asia-Pacific region and beyond;
- Advises, and represents the Office of the President and Office of the Executive Vice President for Academic Affairs/Provost with international delegations and Hawai'i-based international organizations at local, state, national, and international venues to extend the University's profile globally; Provides analytical support for planning and policy development;
- Leads strategic initiatives related to the higher education needs of the state and emerging higher education trends and issues nationally;
- Develops and implements leadership development program at the University;
- Provides executive staff support for the Board of Regents, President, and Executive Vice President for Academic Affairs/Provost;
- Provides legislative coordination 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, as appropriate, to communicate the University of Hawai'i's strategic objectives 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; coordinating and overseeing data quality and consistency; 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**

enrollment management, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials.

- In consultation with campus student affairs and student services offices, develops and facilitates Student Affairs programs that require coordination among UH campuses, including but not limited to financial aid; counseling; student employment and cooperative education; career services; internships; service learning; judicial affairs; residence halls; students with disabilities; child care; student health insurance; student health services; student equity and diversity; and international student services.
- Convenes/facilitates meetings of the UH Council of Senior Student Affairs Officers (CSSAO).
- Works with UH System Student Caucus.
- Monitors campuses' compliance with federal and state statutes, acts, and administrative procedures related to Student Affairs programs and jurisdictions.
- Works with other appropriate UH schools, colleges, and campuses to collaborate, develop, and facilitate partnerships with pre-K through 20 educational institutions on projects that are mutually beneficial to students and the community.
- Serves as Certifying Officer for the Western Interstate Commission for Higher Education – Hawaii.
- The Offices of Academic Affairs/Planning and Policy and Office of Student Affairs work closely and collaboratively in matters related to enrollment management, admissions, recruitment, records, and registration, financial aid, tuition waivers, scholarships and tuition differentials.
- The Associate Vice President for Academic Planning and Policy will have jurisdiction and responsibility for providing leadership for the initiation and development of academic policies; the Associate Vice President for Student Affairs will have jurisdiction and responsibility for providing leadership for coordinating among campuses the implementation of system wide student affairs policies.