



UNIVERSITY
of HAWAII®
SYSTEM

Kalbert K. Young
Vice President for Budget and Finance
Chief Financial Officer

DTS 17886

October 24, 2016

MEMORANDUM

TO: David Lassner
President

FROM: Kalbert K. Young
Vice President for B&F/CFO

SUBJECT: REORGANIZATION OF THE OFFICE OF GOVERNMENT RELATIONS
(OGR)

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

16 OCT 25 08:51

RECEIVED

SPECIFIC ACTION REQUESTED:

It is requested that the President approve the reorganization of the Office of Government Relations from the Office of the Vice President for Administration (OVPA) to the Office of the Vice President for Budget and Finance/Chief Financial Officer (OVPBF/CFO).

RECOMMENDED EFFECTIVE DATE:

Upon President's approval.

ADDITIONAL COST:

No new funds or space will be required to implement this reorganization.

PURPOSE:

To comply with Board of Regents Policy Chapter 3, Section 3-2, Reorganizations, approval under delegated authority.

BACKGROUND:

This reorganization will transfer, in-tact, OGR to OVPBF/CFO, which ensures better alignment of an operating unit with the functions of the OVPBF/CFO.

In accordance with provision of Chapter 89-9c, Collective Bargaining in Public Employment, the Hawai'i Government Employees Association (HGEA) was consulted regarding the proposed changes in system office functions, reporting relationships, and impact on bargaining unit members. The HGEA responded by expressing support for the proposed changes in system offices functions and reporting relationships.

ACTION RECOMMENDED:

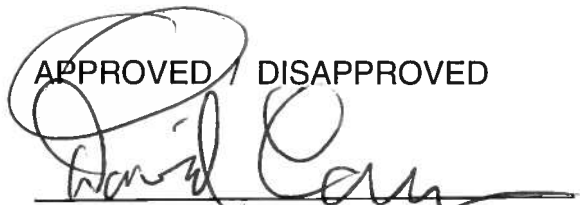
It is recommended that the President approve the implementation of the organization, functions and reporting relationships as described in the attached proposal.

Attachments

c: Vice President for Administration Gouveia

bc: Director of University Budget Ng (with attachments)
System Director of Human Resources Ishii (with attachments)
Director of System Administrative Services Fountain (with attachments)

APPROVED / DISAPPROVED


David Lassner, President

10/26/16
Date



A F S C M E
LOCAL 152, AFL-CIO

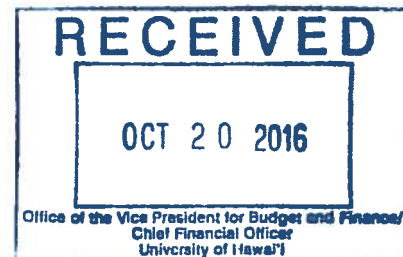
888 Mililani Street, Suite 401
Honolulu, Hawaii 96813-2991

Telephone: 808.543.0000
Facsimile: 808.528.4059

www.hgea.org

October 17, 2016

Mr. Kalbert K. Young, Vice President
Budget and Finance/ Chief Financial Officer
University of Hawai'i System
2444 Dole Street, Bachman 201
Honolulu, HI 96822



Re: Proposed Reorganization of the Office of Government Relations (OGR)

Dear Mr. Young

This in response to your letter dated September 23, 2016 regarding a proposed reorganization of the Office of Government Relations from the Office of the Vice President for Administration (OVPA) to the Office of the Vice President for Budget and Finance/ Chief Financial Officer (OVPBF/CFO).

We have reviewed your response, and solicited input from the affected members. Based on the responses that we have received, we do not have concerns about the proposed reorganization at this time. However, we will reserve the opportunity to bring forward questions and concerns that may arise in the future.

Thank you for the opportunity to provide input.

Sincerely,

Chad Ngai
Union Agent

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

FUNCTIONAL STATEMENT

The Office of the Vice President for Administration provides Systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai'i's (University) programs relating to university/community relations; capital improvements; human resources; procurement and real property management; and risk management.

Systemwide programmatic areas of responsibility include directing through subordinate managers the external affairs and university relations program in the areas of marketing, brand management, and collegiate licensing; governmental liaison and coordinating activities; public relations, news, and media relations; print, broadcast, and electronic communications and design; and event planning and execution; capital improvements program in the areas of physical planning and project management and administrative support services; human resource management program as it relates to technology and data; administration of the civil service, classification systems, and benefits management for Excluded and Managerial (EM); Administrative, Technical, and Professional (APT); and civil service personnel; collective bargaining and employee relations for academic and nonacademic areas; and employees' information system support and administration; Systemwide administration in the areas of management of System policies and procedures and the procurement and real property management programs; risk management program relating to control of the University's Systemwide risk management functions; sustainability program to assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location; and the Office of Institutional Equity to provide technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs that address sex discrimination and gender-based violence, including intimate partner violence, domestic violence, sexual assault, stalking, sexual exploitation, sexual and gender-based harassment, and retaliation.

OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the University's internal and external affairs and relations relating to marketing, brand management, and collegiate licensing; governmental liaison and coordinating activities; public relations, news, and media relations; print, broadcast, and electronic communications and design; and event planning and execution. Program areas of responsibility include print, broadcast, and electronic communications and design; governmental liaison and coordinating activities; marketing, brand management, and collegiate licensing; public relations, news, and media relations; and event planning and execution.

Media Production produces Systemwide print and electronic publications and provides direct editorial and design services. **Governmental Relations** seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University and members of the federal, State, and county executive and legislative branches of government. **Marketing and Branding** provides leadership in the development and implementation of an integrated identity and branding strategy for the University to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University's advertising package. **External Affairs and University Relations** supports the University and primarily the Office of the President with all matters relating to national and international media audiences; public affairs and events related to building support for the University and its activities; manages the University's national/international media relations program and public

affairs broadcast programming projects; and plans, coordinates, and executes events in support of the University's strategic objectives related to public relations, marketing, and support building.

Media Production

Media Production produces Systemwide print and electronic publications and provides direct editorial and design services. Services include but are not limited to:

- Coordinating, scheduling, filming, editing, designing, photographing, and producing a variety of videos and print materials for distribution within and outside the University.
- Working with State and national news organizations and program outlets to provide raw video footage and edited stories promoting University activities and programs to a broader audience.
- Managing the University's corporate identity program through education and application of its use in the University stationery program and other publications and materials.
- Reviewing marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals.
- Collaborating with information technology personnel in developing the look, content, and usability of and application of University graphics standards to University web pages.
- Designing, coordinating, and monitoring the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Providing content for social media and internet outlets regarding University programs and events.
- Documenting University events for archival purposes through still photography and video.
- Developing strategies for appropriate publication of stories on University web pages.

Governmental Relations

The Governmental Relations unit seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University and county, State, and federal executive and legislative branches of government. This office ensures that the University's goals receive State and federal recognition and support; apprises the University community of county, State, and federal government matters by monitoring legislation that has a potential impact upon the University; responds to constituent inquiries; and collaborates with other University campuses and the community to build support for the University. This office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Developing and maintaining effective working relationships with the executive and legislative branches of county, State, and federal governments.
- Coordinating the University's efforts in communicating with government officers.
- Developing University policies for addressing governmental issues.
- Consolidating, editing, and finalizing administrative proposals for insertion into the annual administrative legislation package.
- Tracking all legislative initiatives as they proceed through the State legislative session.
- Providing an official contact point for county, State, and federal governmental issues.
- Developing an effective advocacy plan that includes the University's constituency, alumni, and friends.

Marketing and Branding

Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University to serve as a resource to campuses in the area of marketing education, developing complementary campus marketing strategies, and developing and implementing the University's advertising package. Responsibilities include but are not limited to:

- Developing the University's marketing strategy and preparing related marketing materials.
- Overseeing the University's collegiate licensing and University branding (logo/trademark) and marketing program.
- Ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements.
- Maximizing revenues for the University's collegiate licensing programs.
- Investigating possible violations of licensing agreements.
- Reviewing usage of the University's name/logo/trademark on products for appropriateness, quality, and accuracy.
- Developing and interpreting the University's collegiate licensing policies and procedures.

External Affairs and University Relations

This section supports the University and primarily the Office of the President with all matters related to national and international media audiences, public affairs, and events related to building support for the University and its activities.

This unit also manages the University's national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

- Advising University officials, Board of Regents (BOR), and others on public and media relations.
- Developing strategies for appropriate placement of stories through print, broadcast, and/or web media.
- Developing and maintaining relationships with local media outlets to ensure appropriate coverage of University news and effectively responding to inquiries from the media.
- Maintaining relationships Systemwide to ensure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
- Coordinating University and external resources for the production of radio, television, and other broadcast programming featuring University expertise, programs, successes, and services.
- Monitoring and evaluating University public and media relations activities to ensure consistency with University goals and objectives.
- Producing news releases, articles, commentaries, and other communication materials for dissemination to the media.
- Monitoring local media for coverage on the University.
- Detecting and remaining knowledgeable on issues to which University faculty may contribute insight and expertise.

This section also plans, coordinates, and executes events in support of the University's strategic objectives related to public relations, marketing, and support building. Responsibilities include but are not limited to:

- Developing events for the University's System administration, University units, and related organizations. Sample events include receptions, dinners, groundbreaking ceremonies, etc.
- Coordinating all phases of event planning, which may include invitation and program design, event logistics, speech and script writings, etc.
- Maintaining a positive working relationship with internal and external departments and vendors.
- Providing protocol services, information, and logistics.
- Coordinating special projects as required.

OFFICE OF CAPITAL IMPROVEMENTS

Capital Improvements Program (CIP) projects provide University campuses with physical environments that support teaching, research, and public service in keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise.

Office of the Director of Capital Projects

Provides Systemwide executive leadership, direction, and control over the planning, development, implementation, and integration of multicampus CIP projects, long-range physical development plans, and associated CIP budget requirements.

Physical Planning and Project Management - Design and Construction

This section provides CIP implementation services from the conceptual planning stage to construction completion. This includes the coordination of long-range development plans, facility project development reports, campus and facility design, and construction of major CIP developments.

The planning stage includes early and conceptual plans to ensure that the physical infrastructure of campuses meets instructional, research, recreational, and public service needs while reflecting campus and community values. The focus during the planning stage is on facilities, infrastructure, environmental management, recreation, and open spaces that are undertaken within the framework of the BOR's approved strategic plan and campus long-range development plans. The planning stage provides project definition, space requirements, preliminary cost, preliminary schedule, and phasing scenarios.

Design and construction management stages include the implementation and execution of CIP projects to meet objectives of the plans and to develop projects within budget and on schedule. Physical Planning and Project Management - Design and Construction serves as the primary liaison among campus committees, user groups, consultants, and contractors in all project phases from planning, programming, design, and construction through occupancy. The function also includes development of project budgets and schedules and manages the services of professional consultants, i.e., architects, engineers, etc., and contractors.

Administration and Support Services

The Administration and Support Services section provides administrative support to the Director of Capital Projects and the Physical Planning and Project Management - Design and Construction functions. Support services include fiscal, accounting, procurement, contract award and administration, capital budget preparation, legislative participation, budget implementation, information/data systems, management reporting, asset management, and warranties. This section directs, supports, and coordinates with campuses on the development of policies and standard operating procedures for means and methods to improve delivery, quality, and accountability in the allocation and expenditures of resources for physical facilities.

This section also provides leadership by facilitating and assisting campuses in the planning, development, implementation, and integration of a multicampus repair and maintenance program.

OFFICE OF HUMAN RESOURCES (OHR)

The OHR is responsible for the following major functional areas: human resources, collective bargaining, and employee relations administration and management. These functions span the academic and nonacademic areas. More specifically, the OHR provides Systemwide leadership in developing, implementing, and maintaining personnel policies and procedures to ensure compliance with BOR 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 EM personnel; administering the State's classification and compensation plans for civil service employees; reviewing EM 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.

This office also provides campus and program support as part of its service-oriented philosophy by convening a Systemwide human resources 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 resources, 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

- Provides leadership in analyzing, developing, and implementing functional components of new electronic human resources systems
- Serves as liaison between the OHR and State agencies on technological matters
- Provides support to human resources representatives in the processing of personnel transactions
- Serves as the central source of Systemwide human resources information
- Provides leadership in overseeing and implementing 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

Civil Service Employee Relations

- 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 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

- Maintains the Human Resources section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing specific tasks
- Recommends revisions to Human Resources sections of the BOR and Executive policies as appropriate
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training on federal and State laws, Department of Human Resources Development (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 programs 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 BOR appointees
- Develops standardized evaluative criteria for the classification of APT positions so as to ensure objectivity and equity
- Develops class specifications for new EM positions
- Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions
- Compiles and analyzes EM, APT, and faculty salary survey data, e.g., College and University Professional Association for Human Resources
- Develops EM and APT compensation plans to ensure salary equity
- Monitors EM and APT salaries to ensure compliance with approved compensation plans and collective bargaining agreements
- Coordinates with the Equal Employment Opportunity and Affirmative Action Office in the review of EM and APT salaries so as to avoid charges of unlawful discrimination
- Coordinates the State's benefits programs, i.e., Employer-Union Health Benefits Trust Fund, Employees' Retirement System, Deferred Compensation, tax sheltered annuities, etc., for University employees on a Systemwide basis and serves as liaison with State agencies

Collective Bargaining and Employee Relations

- 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 and BOR 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 the University of Hawai'i Professional Assembly, the Hawai'i Government Employees Association, and the United Public Workers
- 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

- Reviews, evaluates, audits, and recommends changes to existing policies, guidelines and procedures, and practices to improve and enhance Systemwide service and staff support
- Provides operational support services for University System 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 resources laws, rules and regulations, collective bargaining agreements, and University policies and procedures
- Assesses human resources functions, such as EM, 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 human resources staff in the development of campus service support initiatives

OFFICE OF ADMINISTRATION, PROCUREMENT AND REAL PROPERTY MANAGEMENT

This office is responsible for providing executive leadership in planning, organizing, directing, evaluating, redesigning, and coordinating the University's procurement and sourcing of goods and services; construction contracting and real property management; and planning, organizing, managing, and maintaining system policies, procedures, and other Systemwide administrative functions.

Systemwide Administrative Functions

- Creates and maintains a structure and process for the creation, consistent administration, and maintenance of BOR and Executive policies, Administrative Procedures, and other administrative guidelines
- Plans, directs, and manages the administration of adopted System policies, delegations of authority, operating procedures, and other guidance/reference documents
- Plans, develops, manages, and executes a program designed to maintain the currency of BOR and Executive policies, delegations of authority, and System Administrative Procedures through regularly scheduled reviews

- Collaborates with other System offices in the development of new programs and initiatives relating to Systemwide operations and administrations
- Plans and conducts regularly scheduled training of executives, administrators, and staff on changes, updates, and revisions made to Systemwide policies, procedures, and delegations of authority
- Leads, plans, manages, and coordinates on a Systemwide basis the preplanning for responses to all-hazards, crisis management, business continuity, and disaster recovery

Office of Procurement and Real Property Management (OPRPM)

The OPRPM provides overall direction and leadership in the Systemwide development of procurement and real property management policies and procedures. It plans, organizes, directs, and controls Systemwide procurement, real property, and records management activities.

This office also provides overall leadership and direction in the acquisition of goods, services, and construction in all transactions involving the acquisition or conveyance of interests in real property; development and administration of the University's Records Management Program; planning, development, and implementation of fiscal administrator training programs and the auditing of fiscal administrator transactions; and development of legislation involving procurement and real property management issues. It also ensures compliance with applicable laws and procedural requirements pertaining to public records.

Associate Director

- Assists the Director in planning, organizing, directing, and controlling the OPRPM section
- Acts as the Director and signs contractual and real property documents, as authorized, during the Director's absence
- Assists the Director in resolving unique procurement problems and contract disputes and rendering complex procurement decisions
- Prepares studies on subjects pertaining to procurement and real property management for the University and assists in the presentation of testimony before boards, committees, and other entities
- Oversees the University's Small Business Utilization Program as required by federal law; develops policies and procedures, contract clauses, and reports concerning small business utilization; and advises small businesses on how to do business with the University
- Oversees the University's Records Management Program and provides guidance to University personnel on records management issues
- Performs special tasks in complex acquisitions and performs contract administration duties as assigned
- Provides assistance on electronic systems utilized for procurement operations

Procurement Section

- Evaluates departmental requirements for the acquisition of goods, services, and construction
- Prepares invitations for bids and requests for proposals or quotations consisting of technical specifications, general provisions, and special provisions for the acquisition of goods, services, and construction in accordance with applicable laws and University Administrative Procedures
- Processes competitive solicitations in accordance with applicable laws, grants, or contract terms and University Administrative Procedures
- Awards contracts pursuant to competitive solicitations
- Effects contracts for professional and other specialized services in accordance with University Administrative Procedures

- Processes sole source procurements in accordance with applicable laws and University Administrative Procedures
- Processes emergency procurements in accordance with applicable laws and University Administrative Procedures
- Processes small purchases and purchases exempt from competitive solicitation and/or standard procurement requirements which exceed delegated purchasing authority of fiscal administrators in accordance with applicable laws and University Administrative Procedures
- Develops contract terms and provisions
- Provides contract administration services
- Processes financial management accounting forms relating to procurement actions
- Monitors decentralized procurement activities administered by fiscal administrators at the campus and departmental levels
- Provides advice and assistance to departments in the administration of purchase orders and contracts issued by fiscal administrators
- Provides training to fiscal administrators
- Prepares purchasing forms for use by fiscal administrators
- Develops University administrative procedures relating to the procurement of goods, services, and construction
- Provides assistance to vendors regarding University procurement operations and procedures
- Prepares reports on procurement activities within the University
- Administers a purchasing card program for the procurement of goods and services
- Administers the University's Small Business Utilization Program in accordance with applicable laws

Real Property Section

- Advises and participates in the acquisition, disposition, and exchange of interests in real property necessary to the physical development and operations of University campuses, research centers, and other programs
- Assists in the preparation of land use and zoning studies, appraisal reports, and research and evaluation studies relating to the acquisition and disposition of real property
- Assists in maintaining an inventory of University interests in real property for planning and reporting purposes
- Assists in the preparation of environmental assessments and impact statements for new campuses, master plans, and all University projects
- Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations
- Coordinates the University's representation on matters relating to University lands and other interests in real property
- Drafts conveyance documents, such as deeds, leases, easements, rights-of-way, and licenses, relating to University interests in real property
- Coordinates with University departments involved in or affected by real property transactions
- Processes conveyance documents for execution by parties
- Records/registers conveyance documents, as necessary
- Maintains official files for all University interests in real property
- Monitors official files to process necessary changes to terms and conditions of conveyance documents, such as extensions of lease, adjustments to rent, and insurance renewals
- Processes short-term lease requests from University departments
- Processes financial management accounting forms for payments relating to University interests in real property
- Prepares reports on University interests in real property

OFFICE OF RISK MANAGEMENT

This office provides leadership, direction, planning, organization, and control of the University's Systemwide risk management functions and specifically formulates long- and short-range risk management plans, policies, and procedures; develops, implements, and oversees programs that minimize the University's exposure to potential losses or damages; assesses the University's risk exposure and insurance requirements and recommends appropriate levels of insurance coverage; ensures compliance with legal requirements, rules and regulations, and policies and procedures; and provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance.

- Provides leadership, direction, planning, organization, and control of the University's risk management functions, including tort claims, workers' compensation, safety, loss control, and insurance administration
- Formulates Systemwide long- and short-range risk management plans and objectives
- Develops and oversees Systemwide risk management policies and procedures
- Collaborates with other University offices in the development, procedures, and administrative implementation of an Enterprise Risk Management program and a Whistleblower program
- Collaborates with other offices in investigations regarding risks, potential liability, and/or losses and/or damages arising from whistleblower claims
- Develops, implements, and oversees programs that minimize the University's exposure to potential losses or damages involving physical assets, fidelity losses, liability claims, and workers' compensation
- Collaborates with other offices in the planning and coordination efforts to mitigate risks arising from or associated with security and all-hazards, crisis management, business continuity, and disaster recovery
- Assesses the University's risk exposure and insurance requirements
- Determines and recommends appropriate levels of insurance coverage
- Ensures compliance with legal requirements, rules and regulations, and policies and procedures
- Directs the negotiation, execution, and administration of agreements relating to risk management
- Periodically assesses the University's Risk Management Program and prepares appropriate reports on risk management activities within the University
- Investigates and gathers information regarding loss and/or damage claims involving University property and tort claims associated with University operations
- Serves as the University liaison with the State Department of Accounting and General Services, Risk Management Division
- Provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance
- Develops risk management forms
- Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program

OFFICE OF SUSTAINABILITY

This office provides leadership, direction, planning, organization, and support Systemwide to attain the goals set forth in Regents Policy 4.208 and Executive Policy 4.202. More specifically, this section will assist with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and

assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location.

- Support the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes.
- Provide expertise in resource management to ensure identification, life cycle cost analysis, design, implementation, and/or construction of resource conservation and gas reduction initiatives to meet goals for sustainability and carbon neutrality.
- Provide supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans.
- Coordinate and manage the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals.
- Plan and execute campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit.
- Provide oversight of energy planning, management, and administration Systemwide by developing and executing an overall vision and comprehensive strategic energy plan that is aligned with the University's strategic sustainability goals.
- Oversee the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking.
- Deploy energy-related training programs and develop internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices.
- Represent the University in building and maintaining effective relationships with all constituency groups, including senior administration, campus managers, federal and State officials, State legislature, the Public Utilities Commission, county sustainability councils, and other local, national, and international organizations.

OFFICE OF INSTITUTIONAL EQUITY

This office provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs that address sex discrimination and gender-based violence, including intimate partner violence, domestic violence, sexual assault, stalking, sexual exploitation, sexual and gender-based harassment, and retaliation.

Its primary purpose is to build a Systemwide, centralized infrastructure that assists all ten campuses in providing prompt, effective, comprehensive, consistent, and equitable responses to reports of gender-based violence and sexual misconduct; transform the University's climate to one that embraces and ensures nonviolent and nondiscriminatory standards of interpersonal behavior through evidence-based, effective, and culturally competent training programs and initiatives; and ensure the University's compliance with the Title IX and VAWA laws.

- Ensure all Systemwide policies and procedures related to sex discrimination, gender-based violence, and stalking are current and ensure all campuses are consistently implementing best practices and standards.
- Oversee the University's Title IX and VAWA compliance efforts by leading centralized initiatives and collaborating with University stakeholders, including Title IX Coordinators, to ensure policies, procedures, programs, and services are compliant, consistent, equitable, accessible, culturally competent, and effective.

- Develop and implement Systemwide case management and data collection systems to track trends, efficiency, equity, and consistency in the handling of reported cases of gender-based violence and sexual misconduct.
- Support Title IX teams on all campuses to ensure the University's responses to incidents of sexual misconduct, gender-based violence, and sex discrimination are timely and appropriate and complainants and respondents receive timely and equitable consideration through case review and consultation, training, and technical assistance.
- Strengthen the University's capacity to provide, assess, and evaluate services, programs, and interventions to support the needs of students, faculty, and staff affected by gender-based violence, sexual misconduct, and sex discrimination, including advocacy and confidential services.
- Work collaboratively and consult with all University and community partners, including law enforcement, to assess the effectiveness of System and campus efforts to prevent sex discrimination, sexual harassment, sexual violence, and other forms of gender violence in University programs and recommend strategies and solutions to campuses, Chancellors, senior administrators, and executives.
- Develop training programs and assist in the facilitation and implementation of training for all campuses, their Title IX Coordinators and staff, and other University employees and students involved in implementing related policies and procedures and those involved in handling, investigating, and resolving sex discrimination, harassment, gender violence, and retaliation complaints and issues.
- Conduct periodic campus climate surveys to assess student, staff, and faculty attitudes toward and perceptions of gender-based violence, sexual misconduct, and sex discrimination, including the University's response to gender-based violence, sexual misconduct, and sex discrimination.

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER
FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the following aspects of UH Systemwide budget and financial management functions.

MAJOR FUNCTIONS

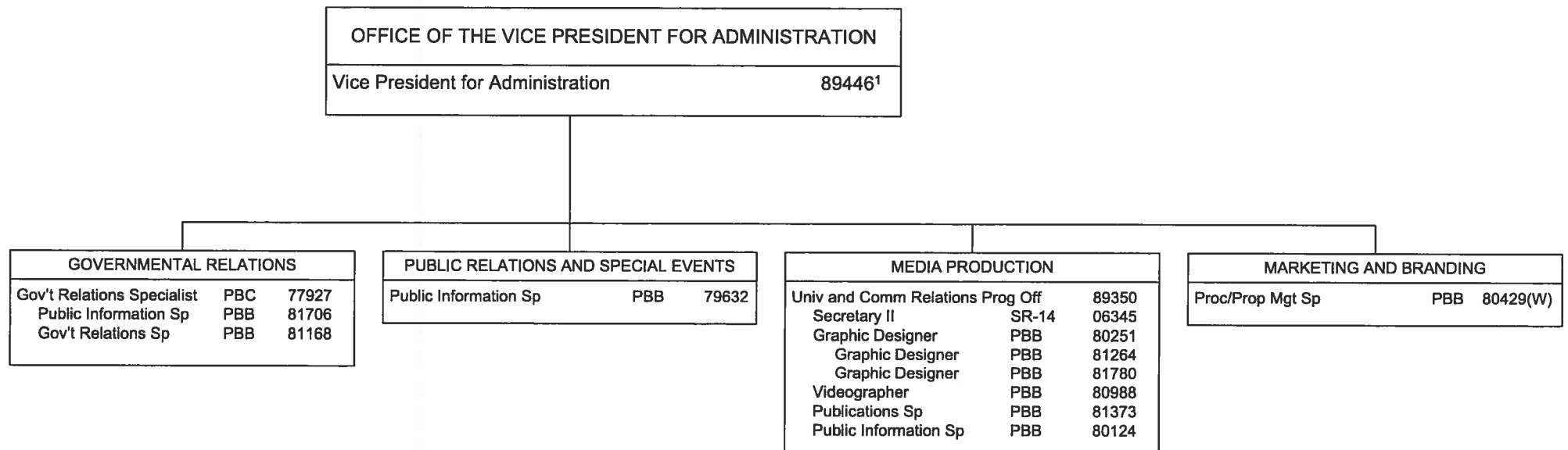
- Accounting
- Assets management
- Bond system operations
- Disbursing and payroll
- Treasury
- Budgeting

CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

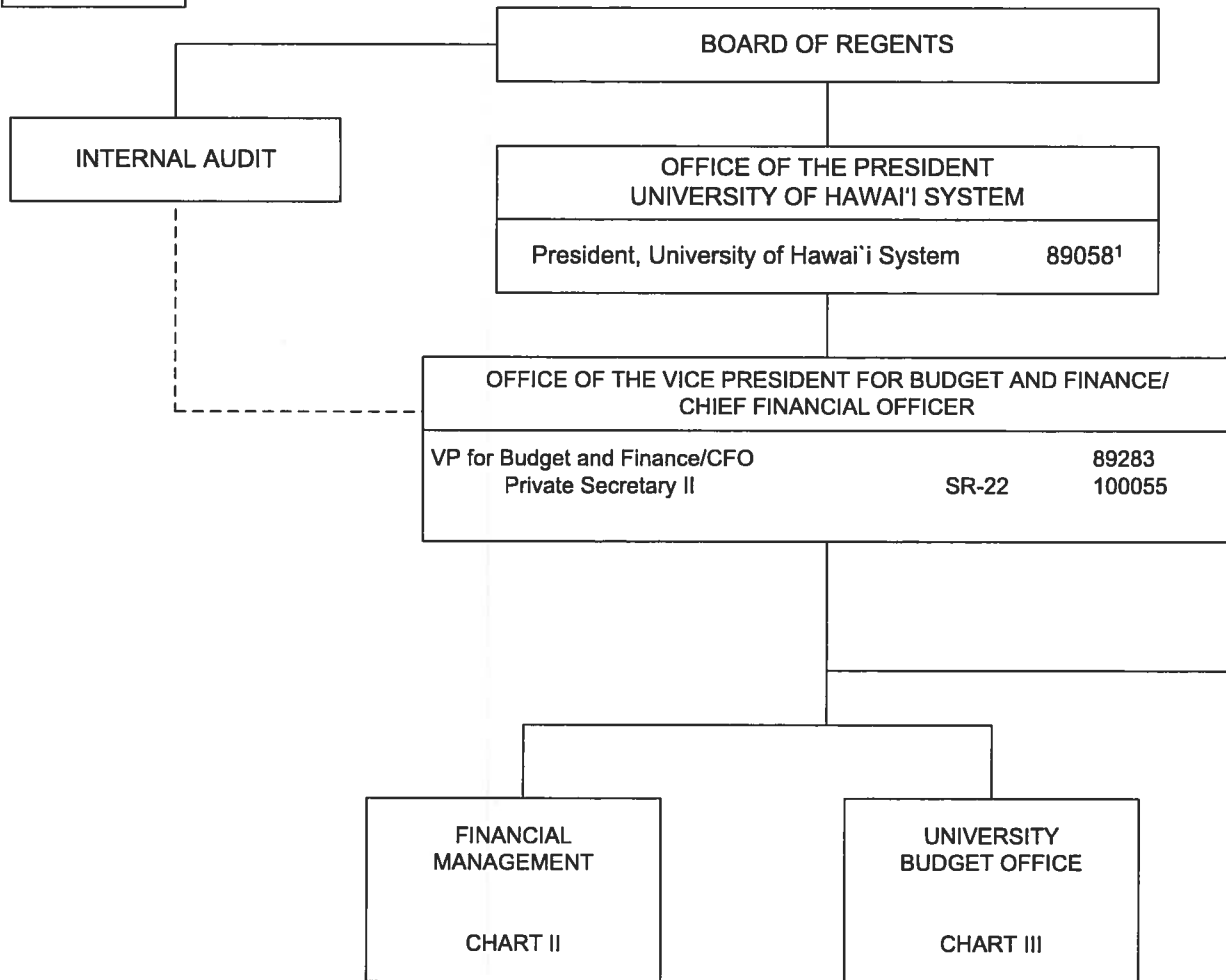
POSITION ORGANIZATION CHART

CHART III



¹ Excluded from position count

CURRENT



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR
BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

POSITION ORGANIZATION CHART

CHART I

SYSTEM ADMINISTRATIVE SERVICES		
Administrative Svc Manager	PBC	81463
Fiscal Specialist	PBB	77247
Fiscal Specialist	PBB	78515
Budget Analyst	PBB	80905

¹ Excluded from position count

² Position established, pending reorganization: 1 General Fund position: 10867, Secretary IV

General Fund Perm 7.00²

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

FUNCTIONAL STATEMENT

The Office of the Vice President for Administration provides Systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai'i's (University) programs relating to university/community relations; capital improvements; human resources; procurement and real property management; and risk management.

Systemwide programmatic areas of responsibility include directing through subordinate managers the **external affairs and university relations** program in the areas of marketing, brand management, and collegiate licensing; governmental liaison and coordinating activities; public relations, news, and media relations; print, broadcast, and electronic communications and design; and event planning and execution; **capital improvements** program in the areas of physical planning and project management and administrative support services; **human resource management** program as it relates to technology and data; administration of the civil service, classification systems, and benefits management for Excluded and Managerial (EM); Administrative, Technical, and Professional (APT); and civil service personnel; collective bargaining and employee relations for academic and nonacademic areas; and employees' information system support and administration; **Systemwide administration** in the areas of management of System policies and procedures and the procurement and real property management programs; **risk management** program relating to control of the University's Systemwide risk management functions; **sustainability** program to assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location; and the **Office of Institutional Equity** to provide technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs that address sex discrimination and gender-based violence, including intimate partner violence, domestic violence, sexual assault, stalking, sexual exploitation, sexual and gender-based harassment, and retaliation.

OFFICE OF EXTERNAL AFFAIRS AND UNIVERSITY RELATIONS

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the University's internal and external affairs and relations relating to marketing, brand management, and collegiate licensing; governmental liaison and coordinating activities; public relations, news, and media relations; print, broadcast, and electronic communications and design; and event planning and execution. Program areas of responsibility include print, broadcast, and electronic communications and design; governmental liaison and coordinating activities; marketing, brand management, and collegiate licensing; public relations, news, and media relations; and event planning and execution.

Media Production produces Systemwide print and electronic publications and provides direct editorial and design services. **Marketing and Branding** provides leadership in the development and implementation of an integrated identity and branding strategy for the University to serve as a resource to campuses in the area of marketing education, development of complementary campus marketing strategies, and development and implementation of the University's advertising package. **External Affairs and University Relations** supports the University and primarily the Office of the President with all matters relating to national and international media audiences; public affairs and events related to building support for the University and its activities; manages the University's national/international media relations program and public affairs broadcast programming projects; and plans, coordinates, and executes events in support of the University's strategic objectives related to public relations, marketing, and support building.

Media Production

Media Production produces Systemwide print and electronic publications and provides direct editorial and design services. Services include but are not limited to:

- Coordinating, scheduling, filming, editing, designing, photographing, and producing a variety of videos and print materials for distribution within and outside the University.
- Working with State and national news organizations and program outlets to provide raw video footage and edited stories promoting University activities and programs to a broader audience.
- Managing the University's corporate identity program through education and application of its use in the University stationery program and other publications and materials.
- Reviewing marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals.
- Collaborating with information technology personnel in developing the look, content, and usability of and application of University graphics standards to University web pages.
- Designing, coordinating, and monitoring the dissemination of information relating to programs and activities within the University in compliance with University policies and procedures.
- Providing content for social media and internet outlets regarding University programs and events.
- Documenting University events for archival purposes through still photography and video.
- Developing strategies for appropriate publication of stories on University web pages.

Marketing and Branding

Marketing and Branding provides leadership in the development and implementation of an integrated identity and branding strategy for the University to serve as a resource to campuses in the area of marketing education, developing complementary campus marketing strategies, and developing and implementing the University's advertising package. Responsibilities include but are not limited to:

- Developing the University's marketing strategy and preparing related marketing materials.
- Overseeing the University's collegiate licensing and University branding (logo/trademark) and marketing program.
- Ensuring proper collection of royalties and compliance of existing and proposed licensing agreements with appropriate legal and policy requirements.
- Maximizing revenues for the University's collegiate licensing programs.
- Investigating possible violations of licensing agreements.
- Reviewing usage of the University's name/logo/trademark on products for appropriateness, quality, and accuracy.
- Developing and interpreting the University's collegiate licensing policies and procedures.

External Affairs and University Relations

This section supports the University and primarily the Office of the President with all matters related to national and international media audiences, public affairs, and events related to building support for the University and its activities.

This unit also manages the University's national/international media relations program and public affairs broadcast programming projects. Responsibilities include but are not limited to:

- Advising University officials, Board of Regents (BOR), and others on public and media relations.
- Developing strategies for appropriate placement of stories through print, broadcast, and/or web media.
- Developing and maintaining relationships with local media outlets to ensure appropriate coverage of University news and effectively responding to inquiries from the media.
- Maintaining relationships Systemwide to ensure thorough familiarity with program operations and areas of expertise and the accomplishments of faculty and students so that their successes may be communicated to internal and external offices.
- Coordinating University and external resources for the production of radio, television, and other broadcast programming featuring University expertise, programs, successes, and services.
- Monitoring and evaluating University public and media relations activities to ensure consistency with University goals and objectives.
- Producing news releases, articles, commentaries, and other communication materials for dissemination to the media.
- Monitoring local media for coverage on the University.
- Detecting and remaining knowledgeable on issues to which University faculty may contribute insight and expertise.

This section also plans, coordinates, and executes events in support of the University's strategic objectives related to public relations, marketing, and support building. Responsibilities include but are not limited to:

- Developing events for the University's System administration, University units, and related organizations. Sample events include receptions, dinners, groundbreaking ceremonies, etc.
- Coordinating all phases of event planning, which may include invitation and program design, event logistics, speech and script writings, etc.
- Maintaining a positive working relationship with internal and external departments and vendors.
- Providing protocol services, information, and logistics.
- Coordinating special projects as required.

OFFICE OF CAPITAL IMPROVEMENTS

Capital Improvements Program (CIP) projects provide University campuses with physical environments that support teaching, research, and public service in keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise.

Office of the Director of Capital Projects

Provides Systemwide executive leadership, direction, and control over the planning, development, implementation, and integration of multicampus CIP projects, long-range physical development plans, and associated CIP budget requirements.

Physical Planning and Project Management - Design and Construction

This section provides CIP implementation services from the conceptual planning stage to construction completion. This includes the coordination of long-range development plans, facility project development reports, campus and facility design, and construction of major CIP developments.

The planning stage includes early and conceptual plans to ensure that the physical infrastructure of campuses meets instructional, research, recreational, and public service needs while reflecting campus and community values. The focus during the

planning stage is on facilities, infrastructure, environmental management, recreation, and open spaces that are undertaken within the framework of the BOR's approved strategic plan and campus long-range development plans. The planning stage provides project definition, space requirements, preliminary cost, preliminary schedule, and phasing scenarios.

Design and construction management stages include the implementation and execution of CIP projects to meet objectives of the plans and to develop projects within budget and on schedule. Physical Planning and Project Management - Design and Construction serves as the primary liaison among campus committees, user groups, consultants, and contractors in all project phases from planning, programming, design, and construction through occupancy. The function also includes development of project budgets and schedules and manages the services of professional consultants, i.e., architects, engineers, etc., and contractors.

Administration and Support Services

The Administration and Support Services section provides administrative support to the Director of Capital Projects and the Physical Planning and Project Management - Design and Construction functions. Support services include fiscal, accounting, procurement, contract award and administration, capital budget preparation, legislative participation, budget implementation, information/data systems, management reporting, asset management, and warranties. This section directs, supports, and coordinates with campuses on the development of policies and standard operating procedures for means and methods to improve delivery, quality, and accountability in the allocation and expenditures of resources for physical facilities.

This section also provides leadership by facilitating and assisting campuses in the planning, development, implementation, and integration of a multicampus repair and maintenance program.

OFFICE OF HUMAN RESOURCES (OHR)

The OHR is responsible for the following major functional areas: human resources, collective bargaining, and employee relations administration and management. These functions span the academic and nonacademic areas. More specifically, the OHR provides Systemwide leadership in developing, implementing, and maintaining personnel policies and procedures to ensure compliance with BOR 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 EM personnel; administering the State's classification and compensation plans for civil service employees; reviewing EM 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.

This office also provides campus and program support as part of its service-oriented philosophy by convening a Systemwide human resources 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 resources, 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

- Provides leadership in analyzing, developing, and implementing functional components of new electronic human resources systems

- Serves as liaison between the OHR and State agencies on technological matters
- Provides support to human resources representatives in the processing of personnel transactions
- Serves as the central source of Systemwide human resources information
- Provides leadership in overseeing and implementing 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

Civil Service Employee Relations

- 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 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

- Maintains the Human Resources section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing specific tasks
- Recommends revisions to Human Resources sections of the BOR and Executive policies as appropriate
- Conducts comprehensive and ongoing training of employees responsible for performing human resources management functions, including training on federal and State laws, Department of Human Resources Development (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 programs 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 BOR appointees
- Develops standardized evaluative criteria for the classification of APT positions so as to ensure objectivity and equity
- Develops class specifications for new EM positions
- Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria

- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions
- Compiles and analyzes EM, APT, and faculty salary survey data, e.g., College and University Professional Association for Human Resources
- Develops EM and APT compensation plans to ensure salary equity
- Monitors EM and APT salaries to ensure compliance with approved compensation plans and collective bargaining agreements
- Coordinates with the Equal Employment Opportunity and Affirmative Action Office in the review of EM and APT salaries so as to avoid charges of unlawful discrimination
- Coordinates the State's benefits programs, i.e., Employer-Union Health Benefits Trust Fund, Employees' Retirement System, Deferred Compensation, tax sheltered annuities, etc., for University employees on a Systemwide basis and serves as liaison with State agencies

Collective Bargaining and Employee Relations

- 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 and BOR 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 the University of Hawai'i Professional Assembly, the Hawai'i Government Employees Association, and the United Public Workers
- 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

- Reviews, evaluates, audits, and recommends changes to existing policies, guidelines and procedures, and practices to improve and enhance Systemwide service and staff support
- Provides operational support services for University System 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 resources laws, rules and regulations, collective bargaining agreements, and University policies and procedures

- Assesses human resources functions, such as EM, 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 human resources staff in the development of campus service support initiatives

OFFICE OF ADMINISTRATION, PROCUREMENT AND REAL PROPERTY MANAGEMENT

This office is responsible for providing executive leadership in planning, organizing, directing, evaluating, redesigning, and coordinating the University's procurement and sourcing of goods and services; construction contracting and real property management; and planning, organizing, managing, and maintaining system policies, procedures, and other Systemwide administrative functions.

Systemwide Administrative Functions

- Creates and maintains a structure and process for the creation, consistent administration, and maintenance of BOR and Executive policies, Administrative Procedures, and other administrative guidelines
- Plans, directs, and manages the administration of adopted System policies, delegations of authority, operating procedures, and other guidance/reference documents
- Plans, develops, manages, and executes a program designed to maintain the currency of BOR and Executive policies, delegations of authority, and System Administrative Procedures through regularly scheduled reviews
- Collaborates with other System offices in the development of new programs and initiatives relating to Systemwide operations and administrations
- Plans and conducts regularly scheduled training of executives, administrators, and staff on changes, updates, and revisions made to Systemwide policies, procedures, and delegations of authority
- Leads, plans, manages, and coordinates on a Systemwide basis the preplanning for responses to all-hazards, crisis management, business continuity, and disaster recovery

Office of Procurement and Real Property Management (OPRPM)

The OPRPM provides overall direction and leadership in the Systemwide development of procurement and real property management policies and procedures. It plans, organizes, directs, and controls Systemwide procurement, real property, and records management activities.

This office also provides overall leadership and direction in the acquisition of goods, services, and construction in all transactions involving the acquisition or conveyance of interests in real property; development and administration of the University's Records Management Program; planning, development, and implementation of fiscal administrator training programs and the auditing of fiscal administrator transactions; and development of legislation involving procurement and real property management issues. It also ensures compliance with applicable laws and procedural requirements pertaining to public records.

Associate Director

- Assists the Director in planning, organizing, directing, and controlling the OPRPM section
- Acts as the Director and signs contractual and real property documents, as authorized, during the Director's absence
- Assists the Director in resolving unique procurement problems and contract disputes and rendering complex procurement decisions

- Prepares studies on subjects pertaining to procurement and real property management for the University and assists in the presentation of testimony before boards, committees, and other entities
- Oversees the University's Small Business Utilization Program as required by federal law; develops policies and procedures, contract clauses, and reports concerning small business utilization; and advises small businesses on how to do business with the University
- Oversees the University's Records Management Program and provides guidance to University personnel on records management issues
- Performs special tasks in complex acquisitions and performs contract administration duties as assigned
- Provides assistance on electronic systems utilized for procurement operations

Procurement Section

- Evaluates departmental requirements for the acquisition of goods, services, and construction
- Prepares invitations for bids and requests for proposals or quotations consisting of technical specifications, general provisions, and special provisions for the acquisition of goods, services, and construction in accordance with applicable laws and University Administrative Procedures
- Processes competitive solicitations in accordance with applicable laws, grants, or contract terms and University Administrative Procedures
- Awards contracts pursuant to competitive solicitations
- Effects contracts for professional and other specialized services in accordance with University Administrative Procedures
- Processes sole source procurements in accordance with applicable laws and University Administrative Procedures
- Processes emergency procurements in accordance with applicable laws and University Administrative Procedures
- Processes small purchases and purchases exempt from competitive solicitation and/or standard procurement requirements which exceed delegated purchasing authority of fiscal administrators in accordance with applicable laws and University Administrative Procedures
- Develops contract terms and provisions
- Provides contract administration services
- Processes financial management accounting forms relating to procurement actions
- Monitors decentralized procurement activities administered by fiscal administrators at the campus and departmental levels
- Provides advice and assistance to departments in the administration of purchase orders and contracts issued by fiscal administrators
- Provides training to fiscal administrators
- Prepares purchasing forms for use by fiscal administrators
- Develops University administrative procedures relating to the procurement of goods, services, and construction
- Provides assistance to vendors regarding University procurement operations and procedures
- Prepares reports on procurement activities within the University
- Administers a purchasing card program for the procurement of goods and services
- Administers the University's Small Business Utilization Program in accordance with applicable laws

Real Property Section

- Advises and participates in the acquisition, disposition, and exchange of interests in real property necessary to the physical development and operations of University campuses, research centers, and other programs

- Assists in the preparation of land use and zoning studies, appraisal reports, and research and evaluation studies relating to the acquisition and disposition of real property
- Assists in maintaining an inventory of University interests in real property for planning and reporting purposes
- Assists in the preparation of environmental assessments and impact statements for new campuses, master plans, and all University projects
- Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations
- Coordinates the University's representation on matters relating to University lands and other interests in real property
- Drafts conveyance documents, such as deeds, leases, easements, rights-of-way, and licenses, relating to University interests in real property
- Coordinates with University departments involved in or affected by real property transactions
- Processes conveyance documents for execution by parties
- Records/registers conveyance documents, as necessary
- Maintains official files for all University interests in real property
- Monitors official files to process necessary changes to terms and conditions of conveyance documents, such as extensions of lease, adjustments to rent, and insurance renewals
- Processes short-term lease requests from University departments
- Processes financial management accounting forms for payments relating to University interests in real property
- Prepares reports on University interests in real property

OFFICE OF RISK MANAGEMENT

This office provides leadership, direction, planning, organization, and control of the University's Systemwide risk management functions and specifically formulates long- and short-range risk management plans, policies, and procedures; develops, implements, and oversees programs that minimize the University's exposure to potential losses or damages; assesses the University's risk exposure and insurance requirements and recommends appropriate levels of insurance coverage; ensures compliance with legal requirements, rules and regulations, and policies and procedures; and provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance.

- Provides leadership, direction, planning, organization, and control of the University's risk management functions, including tort claims, workers' compensation, safety, loss control, and insurance administration
- Formulates Systemwide long- and short-range risk management plans and objectives
- Develops and oversees Systemwide risk management policies and procedures
- Collaborates with other University offices in the development, procedures, and administrative implementation of an Enterprise Risk Management program and a Whistleblower program
- Collaborates with other offices in investigations regarding risks, potential liability, and/or losses and/or damages arising from whistleblower claims
- Develops, implements, and oversees programs that minimize the University's exposure to potential losses or damages involving physical assets, fidelity losses, liability claims, and workers' compensation
- Collaborates with other offices in the planning and coordination efforts to mitigate risks arising from or associated with security and all-hazards, crisis management, business continuity, and disaster recovery
- Assesses the University's risk exposure and insurance requirements
- Determines and recommends appropriate levels of insurance coverage
- Ensures compliance with legal requirements, rules and regulations, and policies and procedures

- Directs the negotiation, execution, and administration of agreements relating to risk management
- Periodically assesses the University's Risk Management Program and prepares appropriate reports on risk management activities within the University
- Investigates and gathers information regarding loss and/or damage claims involving University property and tort claims associated with University operations
- Serves as the University liaison with the State Department of Accounting and General Services, Risk Management Division
- Provides training, guidance, and advice Systemwide in all matters relating to risk management and insurance
- Develops risk management forms
- Submits claims on behalf of the University for property losses covered by insurance and/or the State Risk Management Program

OFFICE OF SUSTAINABILITY

This office provides leadership, direction, planning, organization, and support Systemwide to attain the goals set forth in Regents Policy 4.208 and Executive Policy 4.202. More specifically, this section will assist with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location.

- Support the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes.
- Provide expertise in resource management to ensure identification, life cycle cost analysis, design, implementation, and/or construction of resource conservation and gas reduction initiatives to meet goals for sustainability and carbon neutrality.
- Provide supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans.
- Coordinate and manage the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals.
- Plan and execute campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit.
- Provide oversight of energy planning, management, and administration Systemwide by developing and executing an overall vision and comprehensive strategic energy plan that is aligned with the University's strategic sustainability goals.
- Oversee the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking.
- Deploy energy-related training programs and develop internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices.
- Represent the University in building and maintaining effective relationships with all constituency groups, including senior administration, campus managers, federal and State officials, State legislature, the Public Utilities Commission, county sustainability councils, and other local, national, and international organizations.

OFFICE OF INSTITUTIONAL EQUITY

This office provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs that address sex discrimination and gender-based violence, including intimate partner violence, domestic violence, sexual assault, stalking, sexual exploitation, sexual and gender-based harassment, and retaliation.

Its primary purpose is to build a Systemwide, centralized infrastructure that assists all ten campuses in providing prompt, effective, comprehensive, consistent, and equitable responses to reports of gender-based violence and sexual misconduct; transform the University's climate to one that embraces and ensures nonviolent and nondiscriminatory standards of interpersonal behavior through evidence-based, effective, and culturally competent training programs and initiatives; and ensure the University's compliance with the Title IX and VAWA laws.

- Ensure all Systemwide policies and procedures related to sex discrimination, gender-based violence, and stalking are current and ensure all campuses are consistently implementing best practices and standards.
- Oversee the University's Title IX and VAWA compliance efforts by leading centralized initiatives and collaborating with University stakeholders, including Title IX Coordinators, to ensure policies, procedures, programs, and services are compliant, consistent, equitable, accessible, culturally competent, and effective.
- Develop and implement Systemwide case management and data collection systems to track trends, efficiency, equity, and consistency in the handling of reported cases of gender-based violence and sexual misconduct.
- Support Title IX teams on all campuses to ensure the University's responses to incidents of sexual misconduct, gender-based violence, and sex discrimination are timely and appropriate and complainants and respondents receive timely and equitable consideration through case review and consultation, training, and technical assistance.
- Strengthen the University's capacity to provide, assess, and evaluate services, programs, and interventions to support the needs of students, faculty, and staff affected by gender-based violence, sexual misconduct, and sex discrimination, including advocacy and confidential services.
- Work collaboratively and consult with all University and community partners, including law enforcement, to assess the effectiveness of System and campus efforts to prevent sex discrimination, sexual harassment, sexual violence, and other forms of gender violence in University programs and recommend strategies and solutions to campuses, Chancellors, senior administrators, and executives.
- Develop training programs and assist in the facilitation and implementation of training for all campuses, their Title IX Coordinators and staff, and other University employees and students involved in implementing related policies and procedures and those involved in handling, investigating, and resolving sex discrimination, harassment, gender violence, and retaliation complaints and issues.
- Conduct periodic campus climate surveys to assess student, staff, and faculty attitudes toward and perceptions of gender-based violence, sexual misconduct, and sex discrimination, including the University's response to gender-based violence, sexual misconduct, and sex discrimination.

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating the following aspects of UH Systemwide budget and financial management functions.

MAJOR FUNCTIONS

- Accounting
- Assets management
- Bond system operations
- Disbursing and payroll
- Treasury
- Budgeting
- Government Relations

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER
OFFICE OF GOVERNMENT RELATIONS

FUNCTIONAL STATEMENT

MAJOR FUNCTIONS

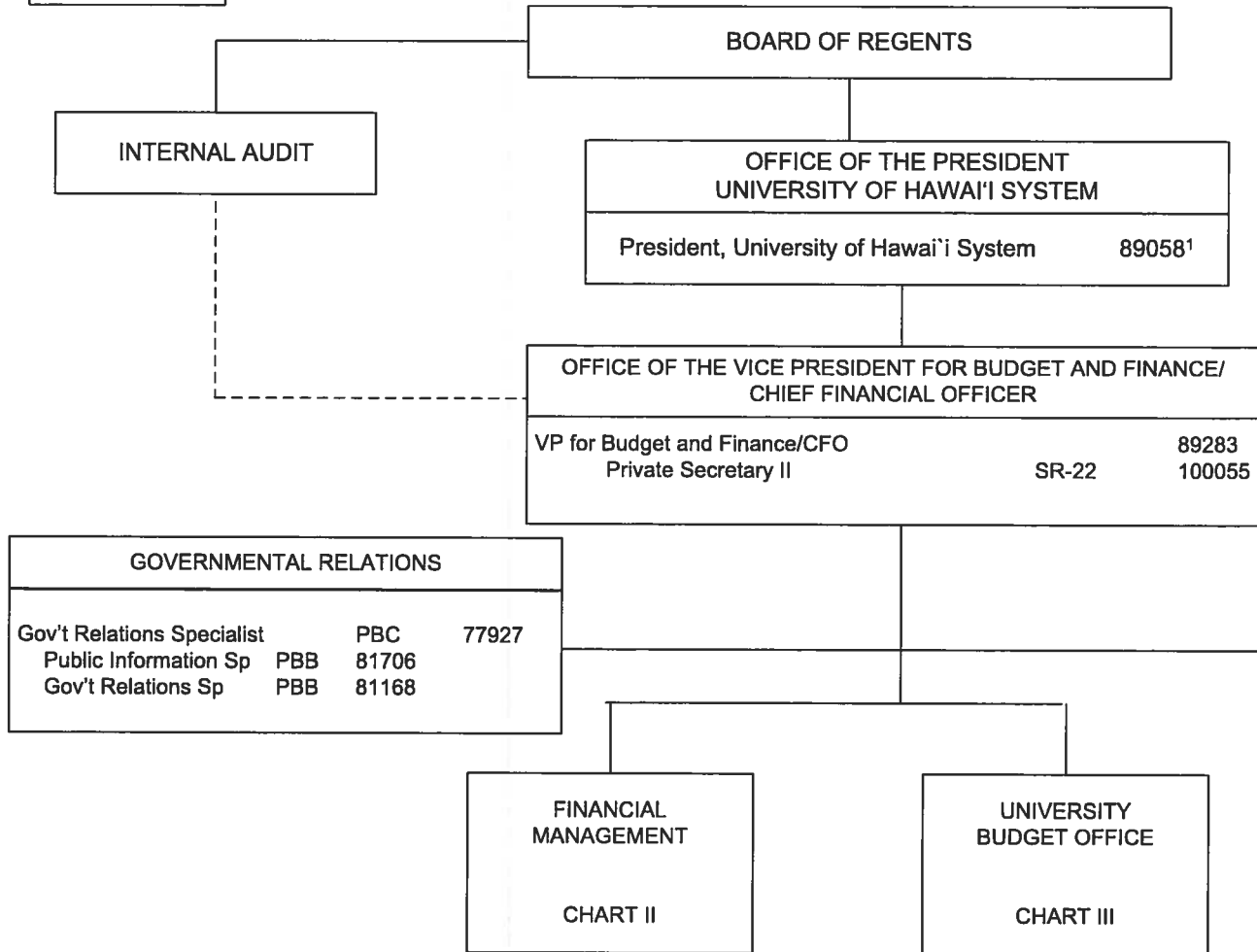
Governmental Relations seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University and members of the federal, State, and county executive and legislative branches of government.

Governmental Relations

The Governmental Relations unit seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University and county, State, and federal executive and legislative branches of government. This office ensures that the University's goals receive State and federal recognition and support; apprises the University community of county, State, and federal government matters by monitoring legislation that has a potential impact upon the University; responds to constituent inquiries; and collaborates with other University campuses and the community to build support for the University. This office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Developing and maintaining effective working relationships with the executive and legislative branches of county, State, and federal governments.
- Coordinating the University's efforts in communicating with government officers.
- Developing University policies for addressing governmental issues.
- Consolidating, editing, and finalizing administrative proposals for insertion into the annual administrative legislation package.
- Tracking all legislative initiatives as they proceed through the State legislative session.
- Providing an official contact point for county, State, and federal governmental issues.
- Developing an effective advocacy plan that includes the University's constituency, alumni, and friends.

PROPOSED



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR
BUDGET AND FINANCE/
CHIEF FINANCIAL OFFICER

POSITION ORGANIZATION CHART

CHART I

Approved
David Lassner

David Lassner, President

Date 10/26/16

¹ Excluded from position count

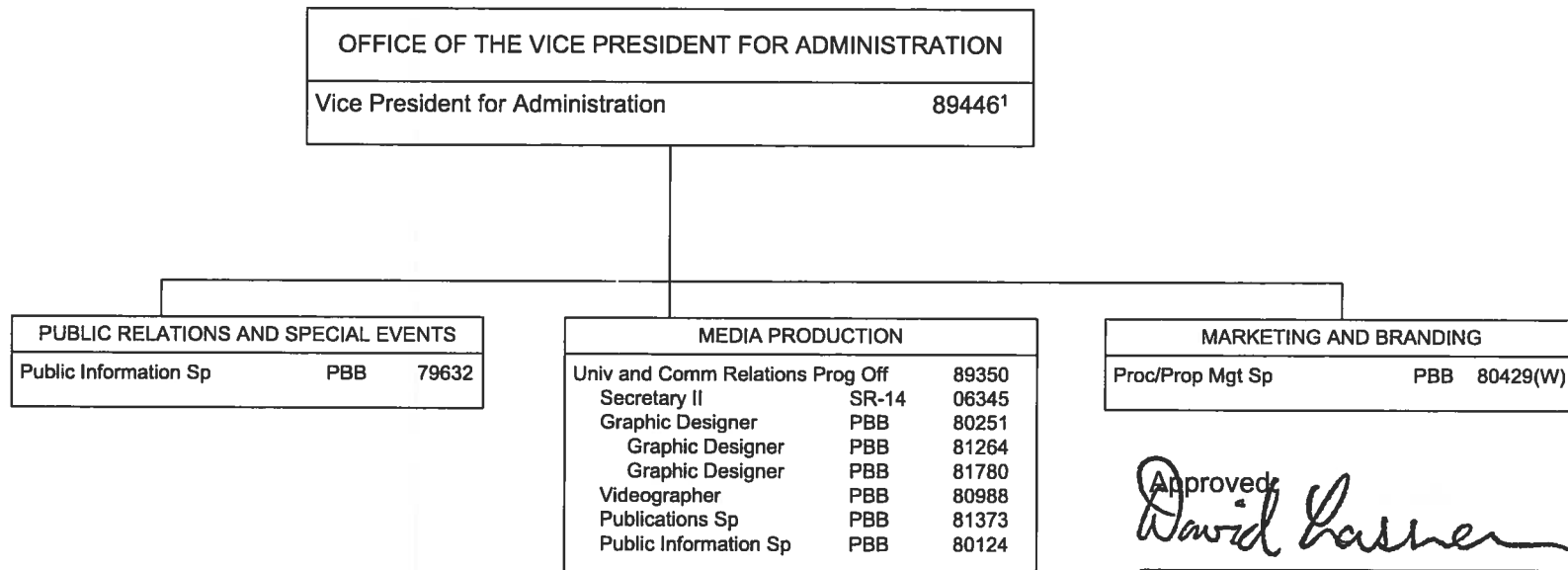
² Position established, pending reorganization: 1 General Fund position: 10867, Secretary IV

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

POSITION ORGANIZATION CHART

CHART III



Approved: 

David Lassner, President

Date 10/26/16

¹ Excluded from position count