



UNIVERSITY
of HAWAII
SYSTEM

UNIVERSITY OF HAWAII
BOARD OF REGENTS

Jan S. Gouveia
Vice President for Administration

17 FEB 17 A9:40

FEBRUARY 16, 2017

TO: JAN NAOE SULLIVAN
Chairperson, Board of Regents

VIA: DAVID LASSNER
President

FROM: JAN GOUVEIA
Vice President for Administration

SUBJECT: APPROVAL OF A REORGANIZATION PROPOSAL TO CONSOLIDATE THE UNIVERSITY OF HAWAII AT MĀNOA OFFICE OF PLANNING AND FACILITIES AND COMMUNICATIONS OFFICE WITH THE UNIVERSITY OF HAWAII SYSTEM OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION AND TO ESTABLISH NEW OFFICES UNDER THE VICE PRESIDENT FOR ADMINISTRATION

SPECIFIC ACTION REQUESTED

As more fully detailed herein, it is recommended that the Board of Regents of the University of Hawaii ("Board") approve the proposed reorganization that:

- Transfers the Communications Office, Office of the Mānoa Chancellor, to the System Communications Office, Office of the Vice President for Administration ("OVPA");
- Transfers the Office of Planning and Facilities, Office of the Vice Chancellor for Administration, Finance, and Operations – Mānoa ("OVCAFO"), to the Office of the Vice President for Administration; and
- Establishes the following new offices under the Office of the Vice President for Administration to effectuate the consolidation of the above transfers into new operating units organized by functional mission:
 - Office of Communications
 - Multimedia Unit
 - Internal and External Communications Unit
 - Office of Planning and Sustainability
 - Sustainability Unit
 - Planning Unit
 - Office of Campus Operations and Facilities
 - Facilities Safety Unit
 - Work Coordination Center Unit
 - Professional Support Unit

RECEIVED

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UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

- Buildings and Ground Management
- Shops
- Warehouse/Inventory Unit
- Office of Project Delivery
 - Design Unit
 - Design-Build Unit
 - Major CIP Construction Unit
 - Facilities Business Office
 - Facilities Human Resources
 - Facilities Contracts
 - Facilities Fiscal
 - Contracts Accounting
 - Operations Accounting
 - Financial Support and Reporting
- Office of Systems Integration
 - Business Process Transformation Unit
 - PeopleSoft Development and Support Unit
 - Technology Integration Unit
- Makes all other necessary changes within the Office of the Vice President for Administration to support this proposal.

This request is made pursuant to Board of Regents Policy 3.202 (RP 3.202), which requires the Board to approve the establishment, abolishment, reorganization, reassignment or renaming of organizational units that:

- (1) Impact board policies and/or bylaws; or
- (2) Create, eliminate or significantly change the responsibilities of programs that report directly to the board or president; or
- (3) Incur significant additional expenses; or
- (4) Have significant programmatic impact on the university.

CURRENT AND PROPOSED ORGANIZATIONAL CHARTS

Current and proposed organizational charts and functional statements for the affected Mānoa and System units, as more specifically described in the narrative below, are attached.

- Attachment A is a complete set of the official current organizational charts,
- Attachment B is a complete set of the official proposed organizational charts,
- Attachment C is a complete set of the official current functional statements, and
- Attachment D is a complete set of the official proposed functional statements.

RECOMMENDED EFFECTIVE DATE

Upon Board approval.

BACKGROUND

In January 2015, the Board sought to explore and analyze the current structure of the University of Hawai'i system. Specifically, it wanted to address whether the Board should reconsider the 2001 separation of roles of the president of the University of Hawai'i system and the chancellor of the University of Hawai'i at Mānoa ("UHM"), or seek other changes in management and leadership structure of the system in order to better serve the state and its citizens. To accomplish this, the Board engaged the services of Dr. David Longanecker, President of the Western Interstate Commission for Higher Education ("WICHE"), and Dr. Demaree Michelau, director of policy analysis for WICHE, to lead a research effort that included reviewing historical documentation, reviewing relevant literature and research, and conducting interviews with past and present stakeholders, national experts on leadership and governance, and leaders in other state higher education systems similar to that of Hawai'i. Their findings and recommendations were submitted in a 2015 Report to the Board of Regents of the University of Hawai'i system ("WICHE Report").

The WICHE Report recommended maintaining the current structure in which the president of the University of Hawai'i system is a distinct and separate position from the chancellor of the UHM. It also, however, recommended that the President consider whether any of the existing system-level units could be reconstituted or consolidated to achieve greater efficiency and effectiveness. More specifically, the WICHE Report recognized that the President, working with senior staff, must manage all those system-level tasks where system-level collaboration and management makes sense given economies of scale. These include IT infrastructure management, human resources, labor relations, budget and finance, legal affairs, sponsored projects, and various administrative services. These are all services that every campus needs access to, but that should be provided at a system level to ensure consistency in the application of policies and processes and high quality administrative support at lower cost.

As a result of the WICHE Report, the President tasked the OVPA and the OVCAFO to evaluate and determine whether the consolidation of functional units in the areas of Facilities/Capital Projects, Human Resources, and Communications, would improve overall efficiency and the level of delivered services than would normally be provided under separate organizations. In light of the declining trend for both financial and human resources that are available to the University of Hawai'i writ large, the OVPA and the OVCAFO have recommended to the president that the areas of facilities/capital projects, human resources,¹ and communications be consolidated under the system organization to provide consistent and reliable services that support both the system and the UHM campus. This approach was reviewed collaboratively by the UHM Chancellor and Vice Chancellors with the UH System President and Vice Presidents and was presented to the BOR conceptually in January 2016 and for information to the Personnel Committee in November 2016.

¹ The reorganization of UH Mānoa and UH System human resource offices are not a part of the current request for action.

I. COMMUNICATIONS REORGANIZATION

Operational efficiency and consistency is the primary reason for recommending the consolidation of the UHM Communications Office with the System Communications Office. In 2014, the University of Hawai'i was experiencing a growing negative perception by the general public and the media in particular. The situation was extreme enough to rise to the level of concern by the Board, who requested a briefing by the administration at its March 2015 meeting.

In response to this escalating situation, the administration shifted to a more centralized media strategy that funneled all incoming and outgoing external communications for all campuses through the System Communications Office. Campuses were skeptical of this approach because of the belief that in order to ensure their objectives were attained, they must *control* their own communications channels by personnel who reported *directly* to them. However, the unified approach confirmed that (1) a system office was able to deliver an external communications program that responsibly advanced the objectives of the campuses, and (2) when done correctly, there was an added value to being portrayed as part of a larger system than a stand-alone campus.

The System Communications Office primarily serves all ten campuses and the President's Office and also provides internal/external communications, marketing and website support. However, under the centralized external communications strategy, the System Communications Office spends a majority of its time and effort (approx. 90%) on UHM-specific matters. This creates a fairly significant overlap with the UHM Communications Office in terms of functions and responsibilities.

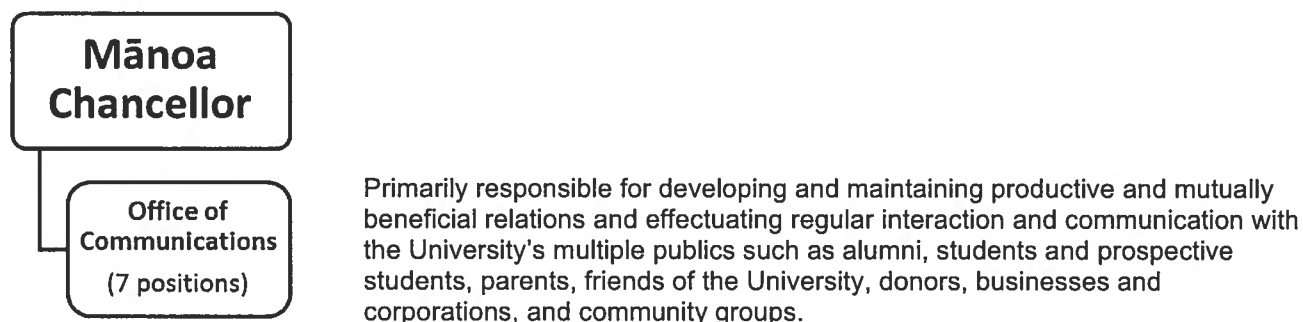
Additionally, from a messaging standpoint, both offices must closely coordinate their efforts to ensure consistency and, more importantly, to develop a thoughtful communications strategy that incorporates timing, content, and context. While these offices have worked together in the past, there have been several instances of disconnection and disengagement presented by the mere fact that both units did not share the same reporting structure.

Within the UH system, the Mānoa campus has the largest and most complex communications infrastructure. Currently, the UHM Communications Office is comprised of 6 permanent positions that primarily service the special needs of the Chancellor by providing internal/external communications, marketing, and website support. Most of the colleges and departments on the UHM campus, however, have their own communications person who reports directly to the dean or director. This decentralized communications structure results in siloed operations that function independent of other communication efforts across the campus and leads to inconsistent messaging.

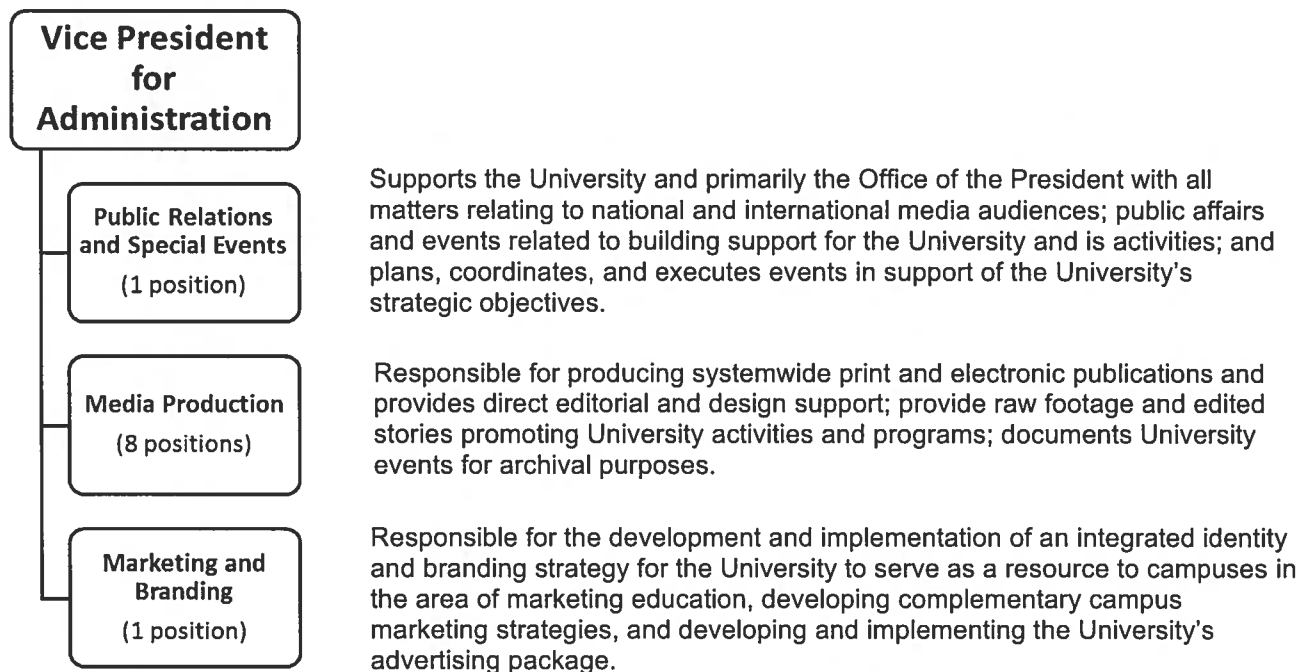
The proposed reorganization does not impact the communications personnel in the individual units, as it only consolidates the UHM Chancellor's Communications Office with the System Communications Office. It is envisioned that the combined Office of Communications under the OVPA will work closely with the personnel in the UHM colleges and departments to provide support and ensure cohesive messaging that promotes the vision of the individual departments, UHM, and the University as a system.

Based on the above, for operational efficiency and communication consistency, both the UHM and System administrations recommend that the UHM Communications Office be consolidated with the System Communications Office. As illustrated below, the consolidation will take a total of 4 current operating units (1 UHM and 3 System) and a total of seventeen (17) positions (7 UHM and 10 System) and reorganize them into two operating units with fifteen (15) positions².

Current structure for the UHM Communications Office:

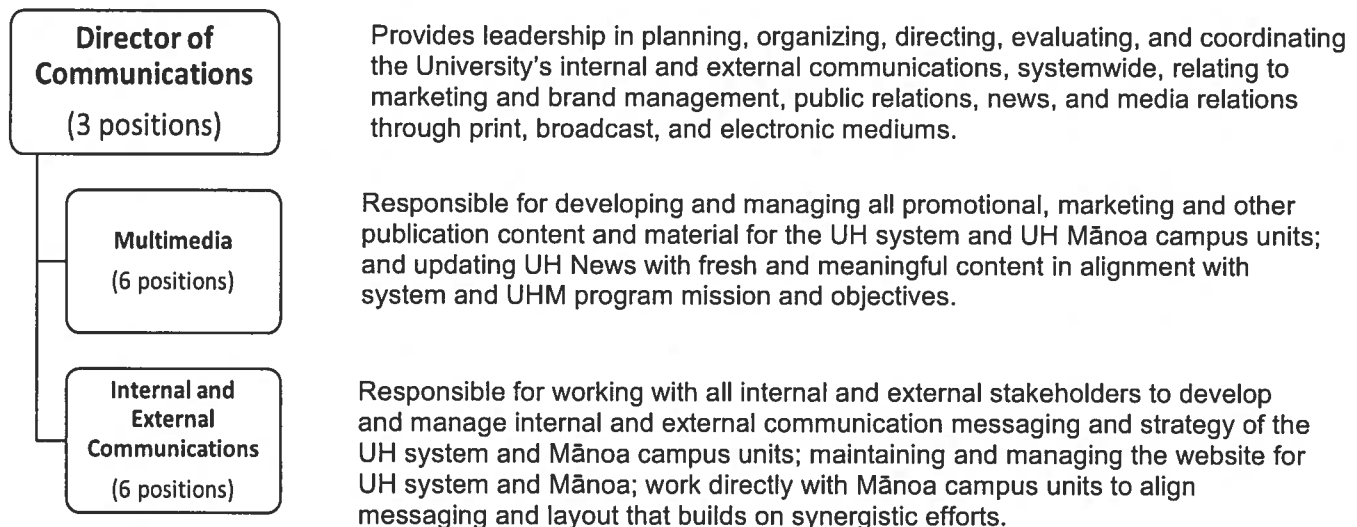


Current structure for the System Communications Office:



² One UHM Communications position will transfer to the UHM Chancellor Office and one System Communications position will transfer to the VPA Office.

Proposed structure for the consolidated Office of Communications:



In summary, 6 permanent, full-time, general funded positions (FTE), all of which are currently filled within the UHM Communications Office, will be transferred to the System under a newly established Office of Communications.

II. CAPITAL PROJECTS AND FACILITIES REORGANIZATION

Strategic development of a comprehensive capital program and the effective deployment of limited financial and human resources to address ongoing repair and maintenance concerns are the primary reasons for recommending the consolidation of the UHM Office of Planning and Facilities ("UHM-OPF") with the System Office of Capital Improvements ("OCI") to form four distinct operating units under the OVPA: (1) Planning and Sustainability, (2) Campus Operations and Facilities, (3) Project Delivery, and (4) Facilities Business Office. Given the evolution of the UHM-OPF and the OCI offices over the last twenty years, this proposal addresses structural gaps and misalignments within these units to deliver a highly efficient capital projects and facilities operation that can seamlessly and cohesively address a wide range of conditions and challenges facing our physical plant.

Historical Background

Up until the early 2000s, the Mānoa campus was served by the UHM Office of Facilities and Grounds ("UHM-OFG"). Their primary function was to address the day-to-day facility needs through shop personnel and small repair and maintenance contracts. All major renovation and new building construction projects were managed and executed by the Department of Accounting and General Services ("DAGS"), State of Hawai'i.

In 2002, OCI was established within the System to manage and execute all major capital projects, eliminating the University's reliance on DAGS for this function. As set forth in the Board's action memo on this matter, the office was anticipated to have a core group of seventeen (17) full-time positions. Since its inception, however, OCI has only had six (6)

funded full-time positions. Understaffed and under-resourced from its origin, OCI has been unable to consistently and reliably deliver a high-performing capital program that meets best practices in the industry.

Meanwhile, UHM–OFG was facing a similar fate of being understaffed and under-resourced. In 2006, an evaluation of the UHM–OFG program was completed by APPA: The Association of Higher Education Facilities Officers. It affirmed a 1999 Western Association of Schools and Colleges ("WASC") accreditation review, which cited "major concerns about the long-term consequences of decreased maintenance of the entire plant." It noted that "[d]uring the last seven years, major reductions have been made in the repairs and maintenance budget line item." The review team "observed physical conditions, maintenance practices, or the absence thereof, and reports from the campus community about service problems that compelled the team to conclude the physical plant is past the early stages of becoming a threat to the institution's ability to accomplish its mission at the same time that the institution is suffering from a rather expansive lack of permanent leadership at multiple levels throughout the UH system and the Mānoa campus."

The review team acknowledged the need for an office like OCI to assume responsibility for the planning, design and construction of capital projects. To that end, however, it noted that the common higher education facility management organization typically is responsible for a triad of functions: campus physical planning, design and construction of capital projects, and operation and maintenance of the physical plant. "Decoupling" the planning, design and construction functions from campus operations was identified as a disadvantage to UHM:

"For today's decoupled arrangement to work well, it will require a concerted effort on the part of system and campus leadership to ensure the distinct organizational entities work together. Collaboration, teamwork, and sharing of information, talent and expertise must become the by-words of the decoupled functional areas. Leaders of all of the departments that have facilities management responsibilities must work together to develop and execute a comprehensive facility strategy for the campus."

As such, the review team believed that the long-term plan should be a "consolidation of common facilities management tasks under a single department head."

In 2011, the APPA review team returned to the Mānoa campus. Although it acknowledged the progress made in pocketed areas throughout the facilities program, it found the overall condition of the physical plant to be in worse condition. In its opening remarks, APPA agreed with UHM–OFG's self-evaluation: "Of all the factors that the UH at Mānoa facilities department struggles against, the lack of alignment is the most significant one derailing the organization's ability to meet the institution's goals." The review team went on to identify the major reasons for the failure to make more progress in improving operations and maintenance services:

1. The UHM-OFG organizational structure.
2. An absence of a sense of urgency for operations and maintenance priority, partially due to a lack of staffing resources.
3. The allocation and deployment of resources.

The review team further found that the organizational alignment of functions within the UHM-OFG was an *atypical* alignment of functions because it included a mix of professional service functions (architects, engineers & construction managers) with traditional O&M functions (work control center, shops, warehouse). It was recommended that this structure be changed.

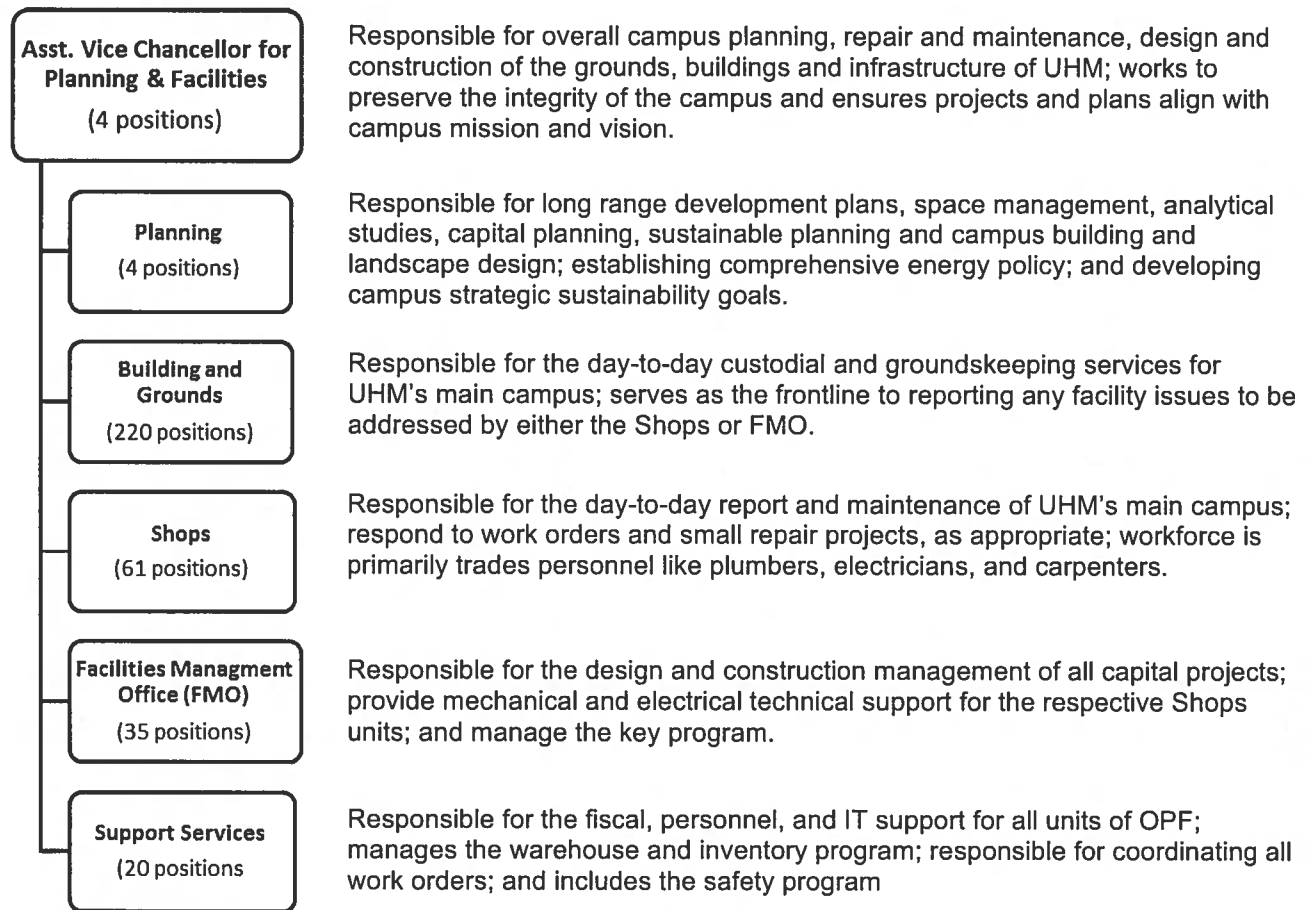
In 2014, a reorganization was approved that combined the Office of Physical, Environmental and Long Range Planning and the Office of Facilities and Grounds to form the Office of Planning and Facilities. As a whole, except for the reorganization and the acquisition of a work order system, the fundamental issues identified in the 2006 and 2011 APPA Reports have not been addressed. In fact, in 2016, the actual staff size of UHM-OPF was at its lowest. Additionally, not including salaries and basic supplies and equipment such as toilet paper and lighting fixtures, UHM budgets approximately \$3 million a year for recurring and regular repair and maintenance matters.

Current Proposal

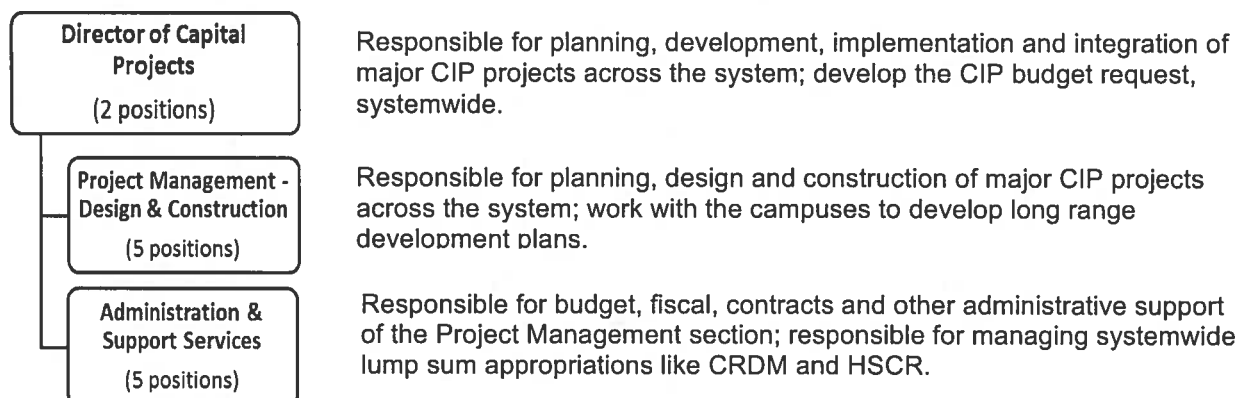
The proposed reorganization seeks to consolidate the resources of OCI and UHM-OPF to optimize the services delivered by the operations, repair, maintenance, and capital projects units. This expands the scope of improvements already made in work processes to a larger base that will institutionalize best practices and the leveraging of technology. Additionally, the reorganization will ensure the development of a coordinated and comprehensive capital strategy for UHM and the System that incorporates the University of Hawai'i's mission and aligns with UHM program priorities. Finally, it presents an optimum business model for delivering quality services by consolidating resources and redistributing them through a more efficient organizational structure.

As illustrated below, the proposed reorganization combines a total of 8 offices (5 in UHM and 3 in System) into 4 offices under the OVPA. The newly established offices are organized by shared responsibilities and common operational mission.

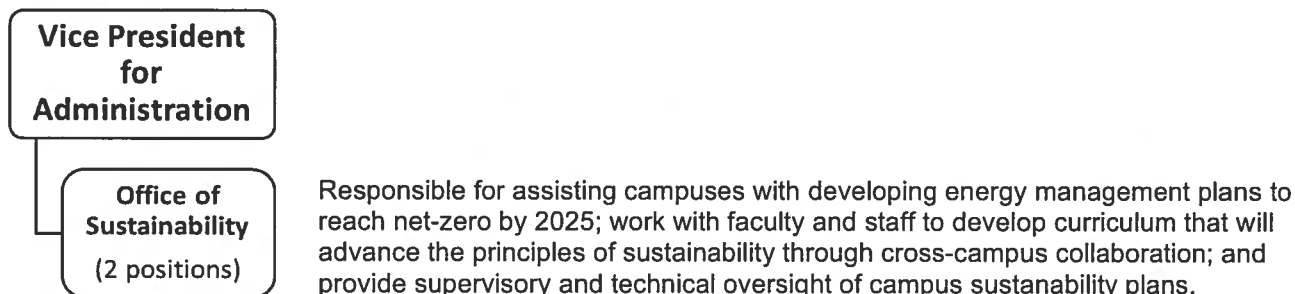
Current structure for the UHM Office of Planning and Facilities:



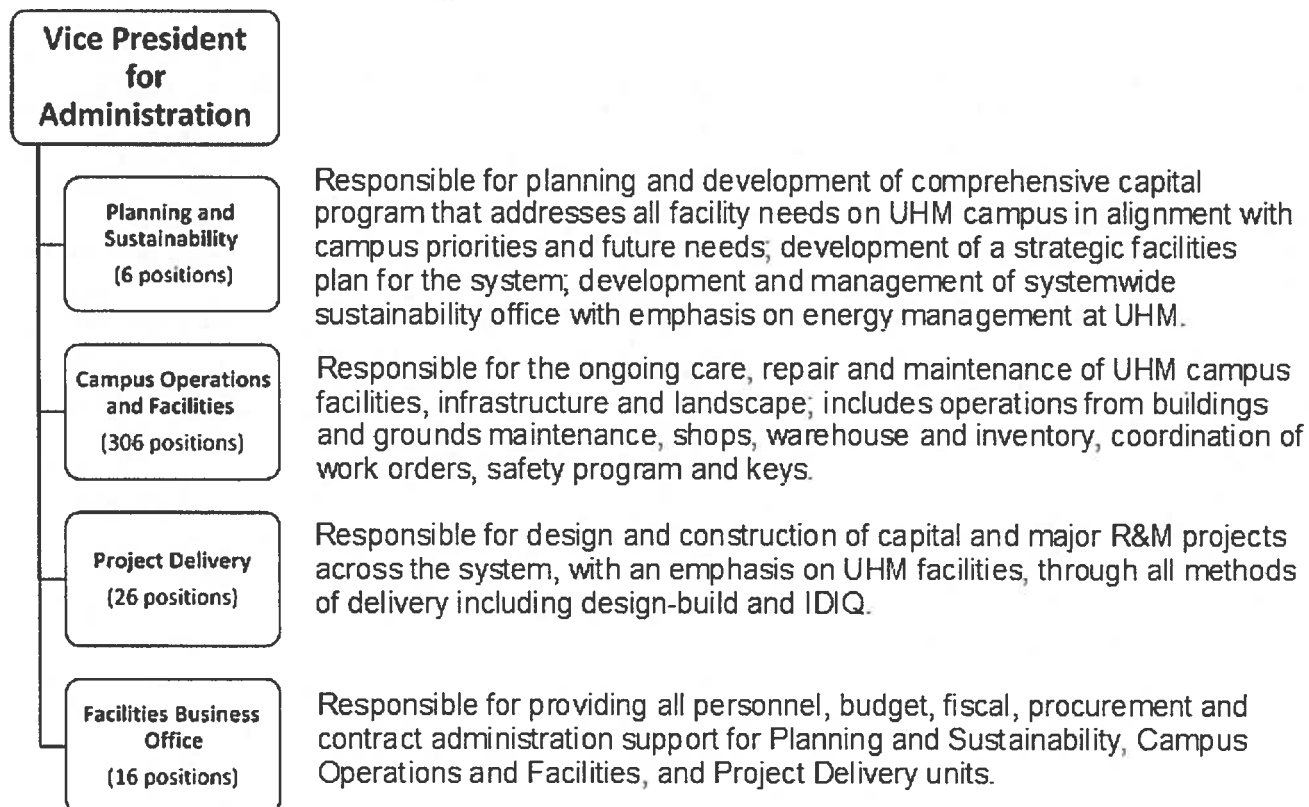
Current structure for System Office of Capital Improvements:



Current structure for the System Office of Sustainability:



Proposed structure for the VPA – Offices of Planning & Sustainability; Campus Operations and Facilities; Project Delivery; Facilities Business Office:



The proposed organization better aligns skillsets and resources with operational missions such that inefficiencies are minimized and communication channels are direct and linear. By having all units reporting to the same administrator, a more strategic program can be developed around both operational and capital project priorities. An overall comprehensive

capital strategy requires well-developed sub-programs in the planning, repair and maintenance, and capital projects disciplines. This does not happen automatically. It requires the coordinated effort of all branches to share timely, reliable and relevant information on both a daily and long-term basis. An integrated organizational and communications structure focused on these outcomes will ensure the greatest chance of success.

In summary, three hundred forty four (344) permanent, full-time, general funded positions (FTE) will be transferred to the OVPA.

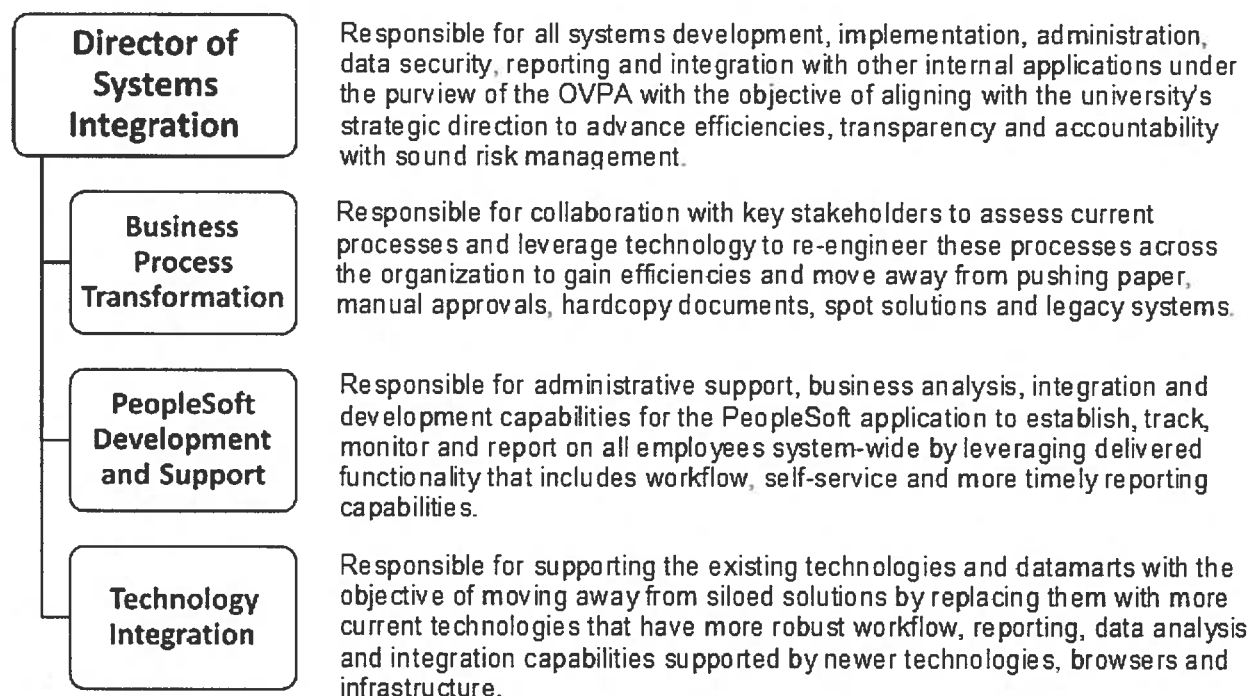
III. OFFICE OF SYSTEMS INTEGRATION

Currently, there are many information technology solutions within the Office of the Vice President for Administration and UHM-OPF that do not share information with other programs. This results in (1) redundant and manual data entry, (2) inefficient and wasteful utilization of resources, and (3) data integrity issues. These systems include enterprise-wide and home-grown systems that exist in functional silos. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making. Thus, the proposed reorganization seeks to establish an Office of Systems Integration ("OSI") under the OVPA.

OSI will consolidate information technology functions and positions currently existing within the OVPA, specifically in OCI and the System Office of Human Resources, with existing technology functions and positions existing within UHM-OPF under one unit, providing strategic direction for information technology programs that align with overarching University goals and objectives. OSI will lead the effort to ensure that the complex, data intense, compliance-rich information needed to be collected and reported by the various reporting divisions under the OVPA is coordinated, accurate, and timely.

The OVPA is tasked with the responsibility for leadership and the direction of diverse, wide-ranging offices and functions including planning and sustainability, project delivery, Mānoa operations and facilities, facilities business support, procurement, land development and real property, human resources, communications, institutional equity (Title IX), and risk management. To effectively and efficiently manage these areas, it is critical that integrated, robust information technology databases and workflow processes are implemented, established, and advanced with the goal of continuous improvement. As illustrated below, OSI will take a total of twelve (12) permanent, full-time, general funded positions and one (1) special funded, authorized position (for a total of thirteen (13) positions) and organize them into 3 operating units under the Director of OSI. The establishment of OSI will be funded through the re-allocation of existing general and special fund allotments within the OVPA and UHM-OPF.

Proposed structure for the System Office of Systems Integration:



STAKEHOLDER CONSULTATION

The consultation process with United Public Workers (UPW), Hawai'i Government Employees Association (HGEA), University of Hawai'i Professional Assembly (UHPA) and the Mānoa Faculty Senate have all been completed on this matter and appropriately reflected in the proposed reorganization.

ACTION RECOMMENDED

In conclusion, this proposal advances the principles of a high performing mission-driven organization that leverages the power of being a system. This centralized model ensures the highest and broadest impact on the institution when developing streamlined work processes and incorporating best practices.

Based on the foregoing, it is recommended that the Board approve the proposed reorganization as set forth above.

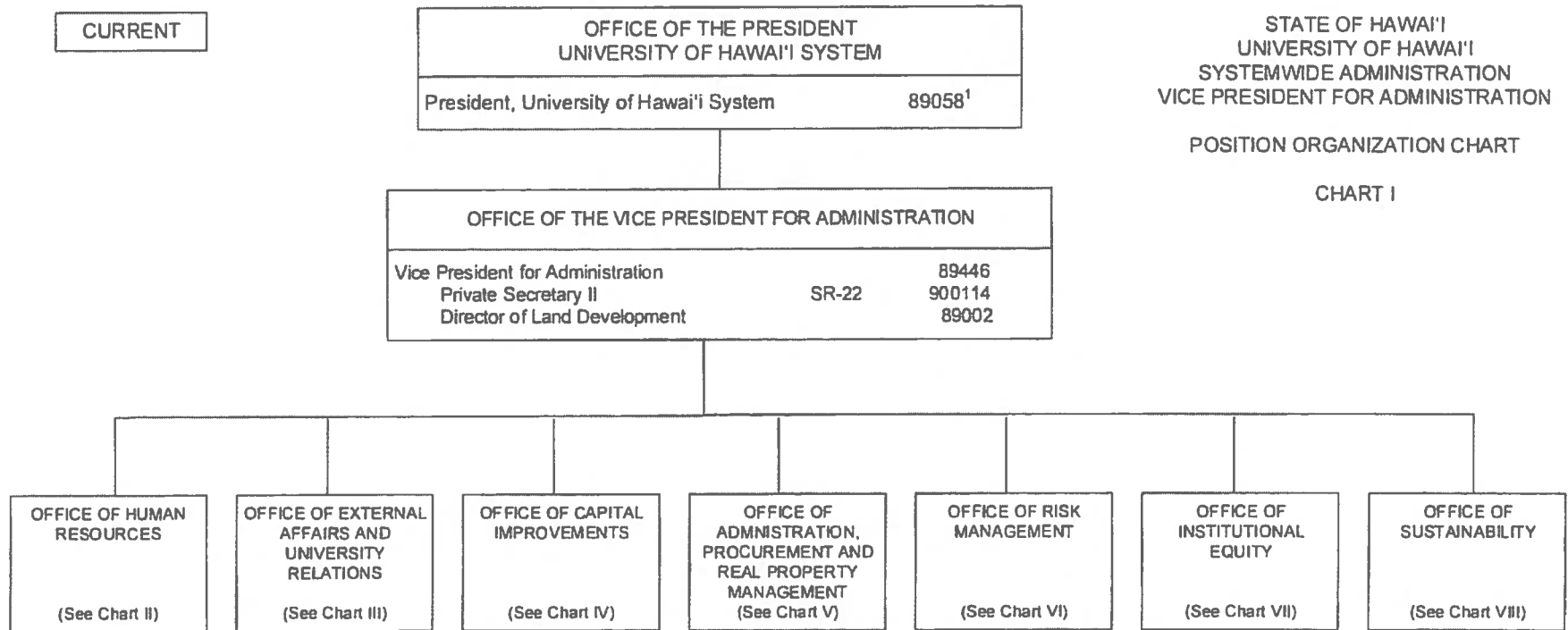
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Attachment A

CURRENT ORGANIZATIONAL CHARTS

CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
POSITION ORGANIZATION CHART
CHART I



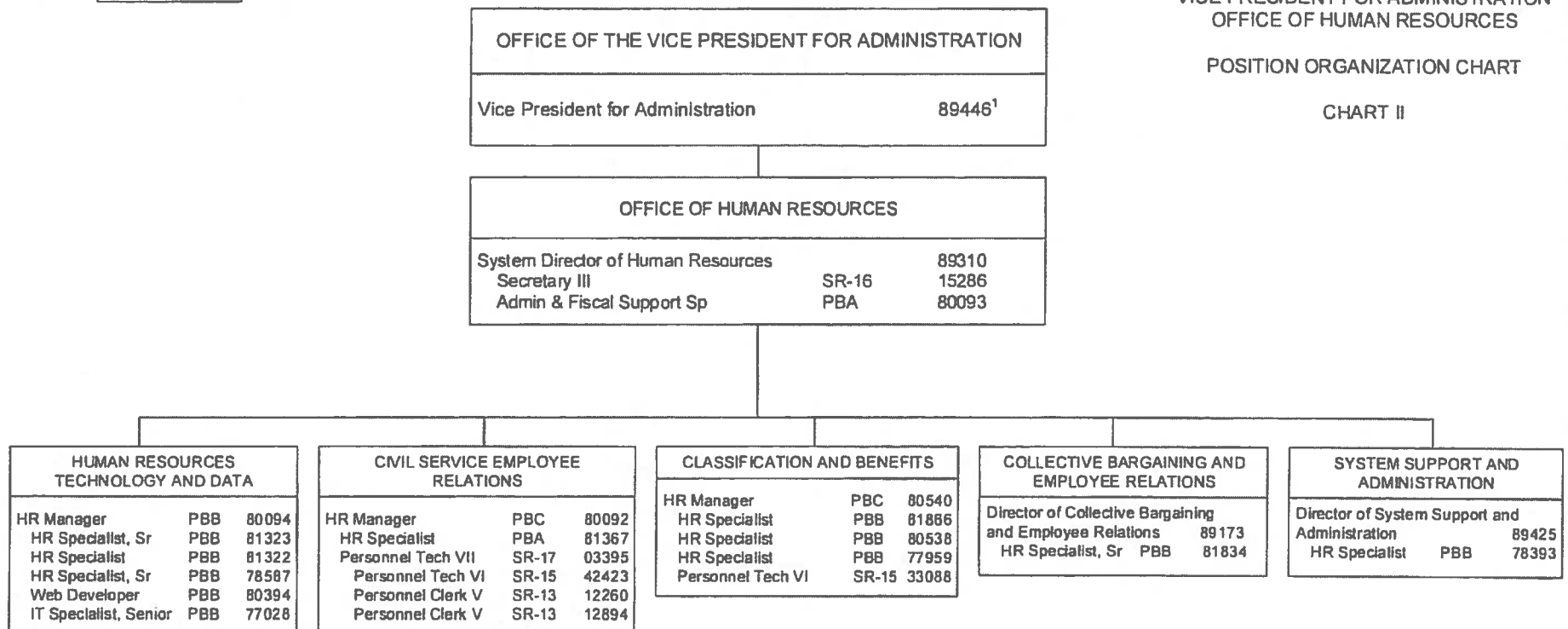
¹ Excluded from position count

CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART

CHART II



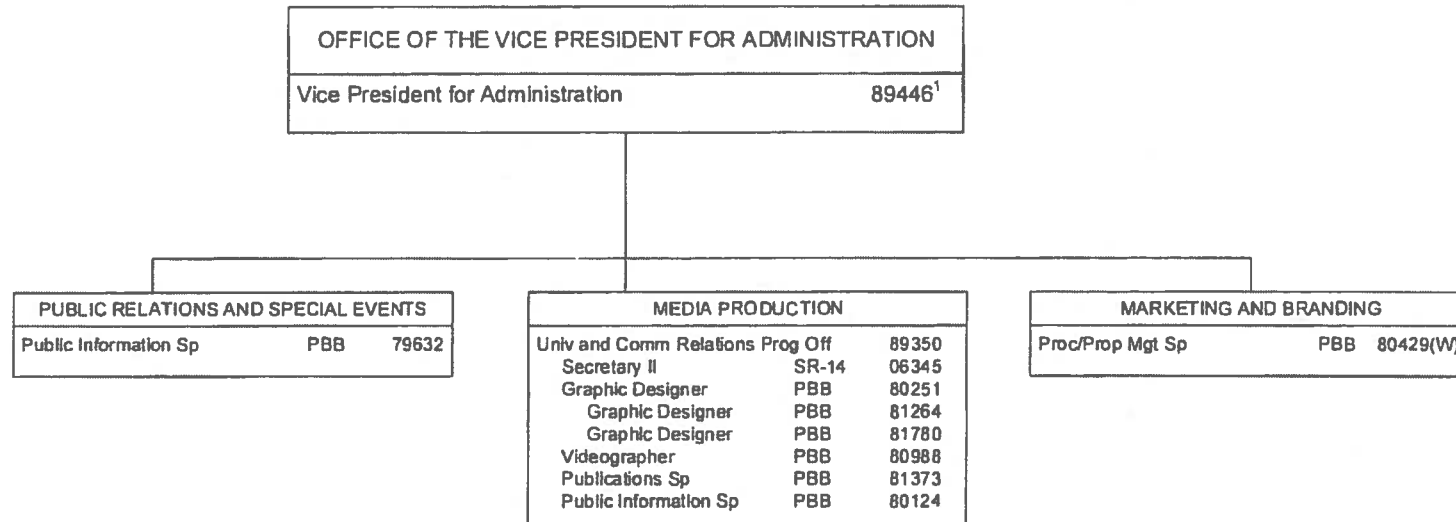
¹ Excluded from position count

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

2019 org chart update as of 1/1/20

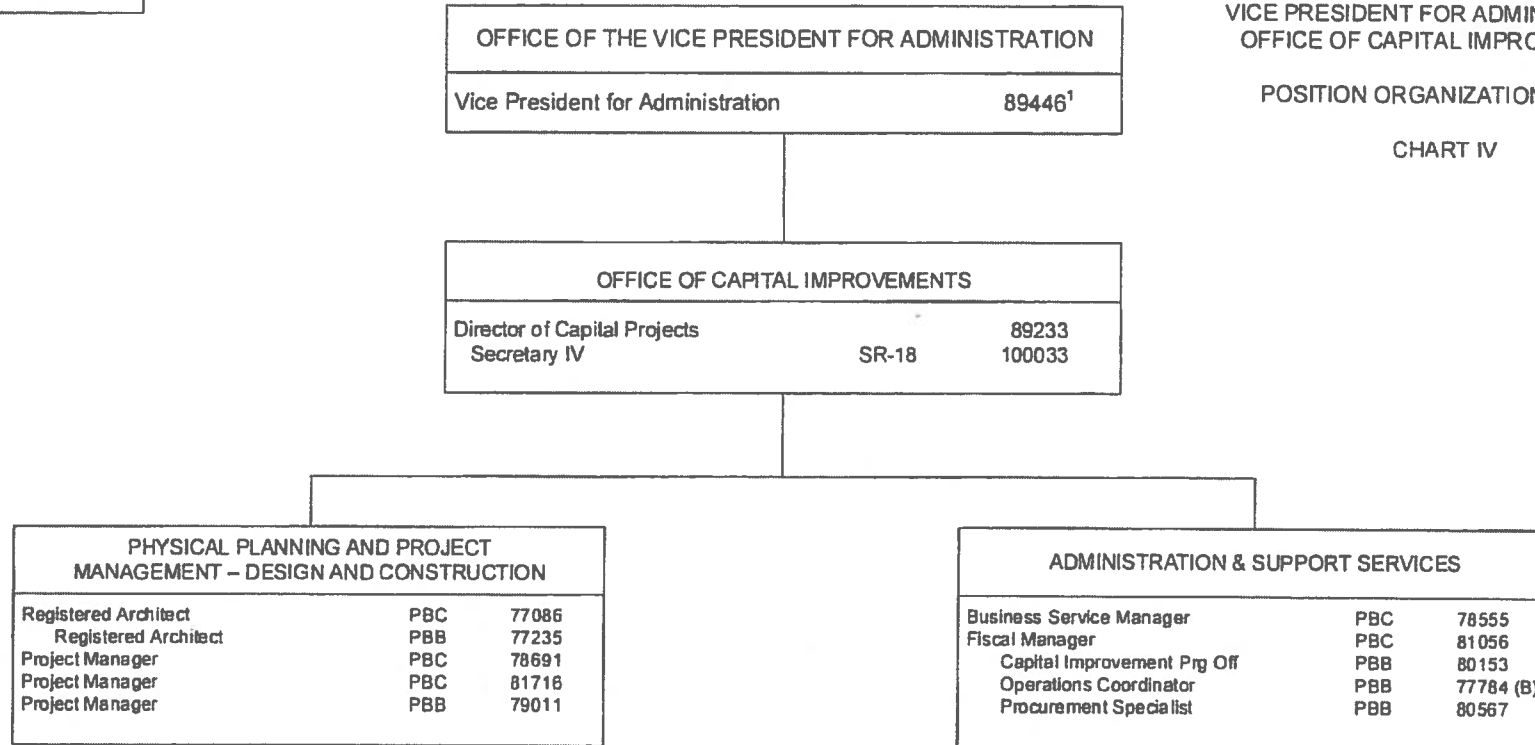
Perm
General Fund 12.00
Revolving Fund (W) 1.00

CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAPITAL IMPROVEMENTS

POSITION ORGANIZATION CHART

CHART IV



¹ Excluded from position count

² Appropriated but not established, 10 Special Fund (B) positions: 93926F – 93935F

CURRENT

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION		
Vice President for Administration		89446 ¹

OFFICE OF ADMINISTRATION, PROCUREMENT AND REAL PROPERTY MANAGEMENT		
Associate Vice President for Administration, Procurement and Real Property Management		89103
IT Business Process Manager	PBC	80143
IT Specialist	PBB	81235
Admin & Fiscal Support Specialist	PBA	77074
Admin & Fiscal Support Specialist	PBA	80392

OFFICE OF PROCUREMENT AND REAL PROPERTY MANAGEMENT (OPRPM)		
Proc/Prop Mgr Secretary II	PBD	77251
	SR-14	00489

Proc/Prop Mgmt Sp, Sr	PBC	80088
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PROCUREMENT SECTION		
Proc/Prop Mgmt Sp	PBB	80509
Proc/Prop Mgmt Sp	PBB	80565
Proc/Prop Mgmt Sp	PBB	80579
Proc/Prop Mgmt Sp	PBB	80584
Proc/Prop Mgmt Sp	PBB	80568
Proc/Prop Mgmt Sp	PBA	78603

Office Assistant IV	SR-10	15272
Office Assistant IV	SR-10	30959
Office Assistant III	SR08	18947

REAL PROPERTY SECTION		
Proc/Prop Mgmt Sp	PBB	80471

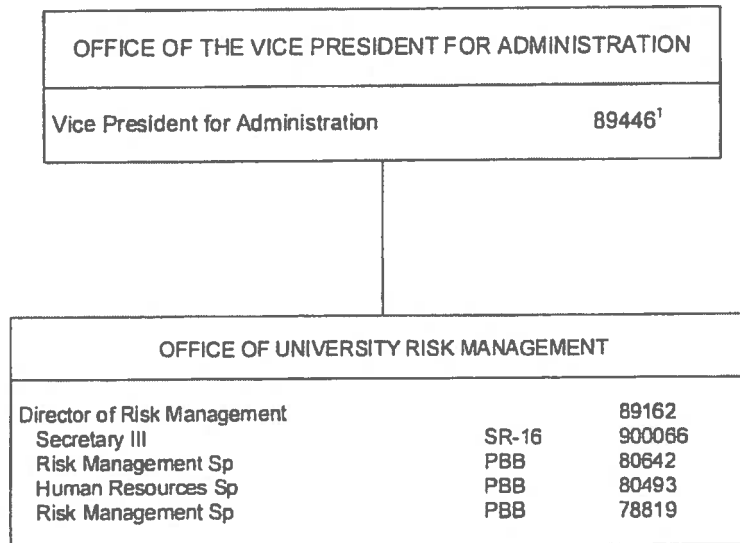
STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF ADMINISTRATION,
PROCUREMENT AND REAL PROPERTY
MANAGEMENT

POSITION ORGANIZATION CHART

CHART V

¹ Excluded from position count

CURRENT



STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF UNIVERSITY RISK
MANAGEMENT
POSITION ORGANIZATION CHART
CHART VI

1 Excluded from position count

CURRENT

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION	
Vice President for Administration	89446 ¹

OFFICE OF INSTITUTIONAL EQUITY		
Director of Institutional Equity		89552
Institutional Equity Officer		89553
Institutional Equity Officer		89554
Specialist		85485
Investigator	PBB	77440
Investigator	PBB	78001

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF INSTITUTIONAL EQUITY

POSITION ORGANIZATION CHART

CHART VII

1 Excluded from position count

CURRENT

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION		
Vice President for Administration		89446 ¹

OFFICE OF SUSTAINABILITY		
Director of Energy Management		89524
Sustainability Coordinator	PBB	78394

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

POSITION ORGANIZATION CHART

CHART VIII

1 Excluded from position count

Return to
2016 Annual Organization Charts

CHART UPDATED

2016

University of Hawai'i
at Mānoa

CURRENT

MANOA FACULTY SENATE Org Code: MAFS

Chair, Manoa Faculty Senate††	
Administrative Officer, PBB, #79192	1.00
Office Assistant III, SR-08, #41556	1.00

2/

OFFICE OF THE CHANCELLOR UNIVERSITY OF HAWAII AT MANOA Org Code: MACHNC

Chancellor, #89261	1.00
Private Secretary II, SR-22, #100053	1.00
Administrative Assistant, #89365	1.00
Assistant to Senior Executive, #89459	1.00
Administrative Officer, PBB, #78138	1.00
Executive Assistant	
Admin & Fiscal Support Spec, PBA, #77952	1.00
Secretary I, SR-12, #15584	1.00
Administrative Officer, PBC #81280	1.00
Title IX Coordinator, #89555	1.00
Academic Support, #77262	1.00

3/

Special Advisor for Hawaiian Affairs

Faculty Athletic Representative (0.50)†

1/

STATE OF HAWAII UNIVERSITY OF HAWAII UNIVERSITY OF HAWAII AT MĀNOA OFFICE OF THE CHANCELLOR ORGANIZATION CHART CHART I-A

DEPARTMENT TOTAL:	PERM	TEMP
General Funds	22.00	--

OFFICE OF COMMUNICATIONS Org Code: MAOCOM

Director of Public Affairs, #89145	1.00
Secretary I, SR-12	
Public Information Sp, PBC	2.00
#78873, #81372	
Public Information Sp, PBB	2.00
#77451, #78574	
Public Information Sp, PBB, #81787	1.00
Public Information Sp, PBB, #81239, #80951	2.00

2/

1/

OFFICE OF THE OMBUDSPERSON Org Code: MAOMBD

Specialist	
Specialist Type Faculty	2.00
#70149, #88099	

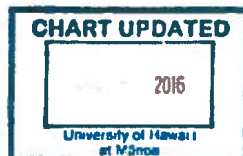
1/

1/ Special Advisor for Hawaiian Affairs in Ofc of the Chancellor, Secretary I in Ofc of Communications, and Specialist in Ofc of the Ombudsperson are new pending approval
2/ Ofc Asst III in Mānoa Faculty Senate and Director of Public Affairs #89145 in Ofc of Communications are abolished, to be re-established
3/ Exec Asst in Ofc of the Chancellor to be established

†Position annually elected by the Manoa Chancellor
††Position annually elected by the Manoa Faculty Senate

Dotted lines denote advisory relationships

CHART TOTAL:	PERM	TEMP
General Funds	22.00	--



CURRENT

OFFICE OF THE CHANCELLOR

**OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS**
Org Code: MAVCAF

Vice Chancellor, #89354	1.00
Secretary IV, SR-18, #18549	1.00
Assistant Vice Chancellor, #89271	1.00
Administrative Officer, PBB, #80811	1.00
IT Manager, PBC, #78219	1.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
**OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS**
Organization Chart
Chart V

DEPARTMENT TOTAL:	PERM	TEMP
General Funds	21 00	- -

**OFFICE OF FINANCIAL
RESOURCES MANAGEMENT**
Org Code: MAFRMA
(CHART V-A)

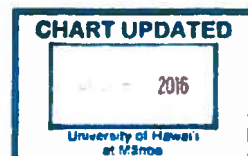
OFFICE OF HUMAN RESOURCES
Org Code: MAHRMA
(CHART V-B)

**OFFICE OF PLANNING AND
FACILITIES**
Org Code: MAAVFG

OFFICE OF CAMPUS SERVICES
Org Code: MACPMA

1/ Assistant Vice Chancellor #88271 to be redescribed

CHART TOTAL:	PERM	TEMP
General Funds	5 00	- -

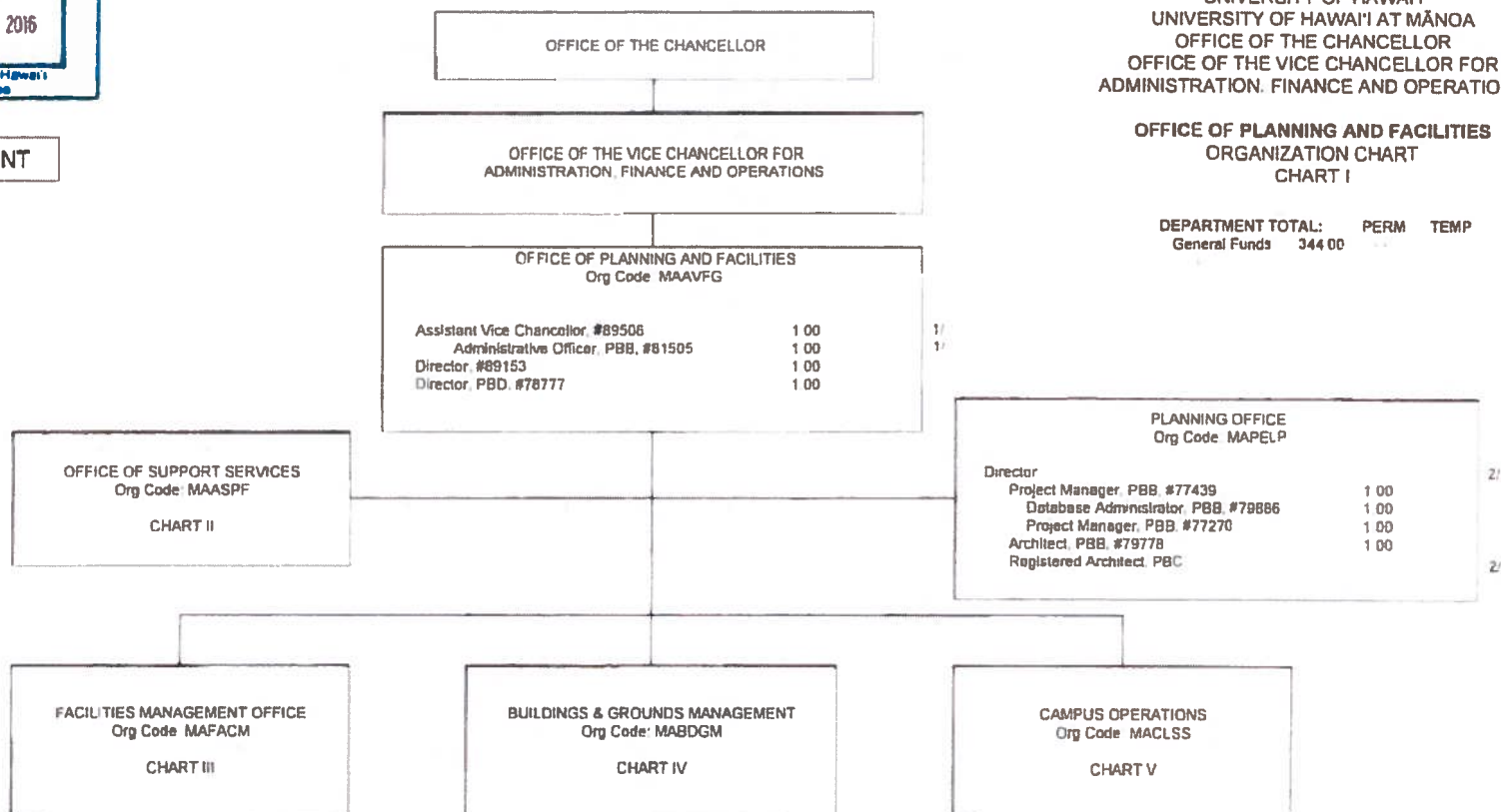


CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS

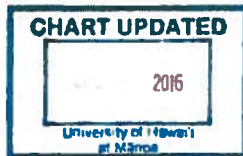
OFFICE OF PLANNING AND FACILITIES
ORGANIZATION CHART
CHART I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds 344 00		



1/ Asst Vice Chancellor, #89506 and Admin Ofcr, #81505 in Office of Planning and Facilities to be re-described
2/ Director and Registered Architect positions in Planning Office are new, pending approval

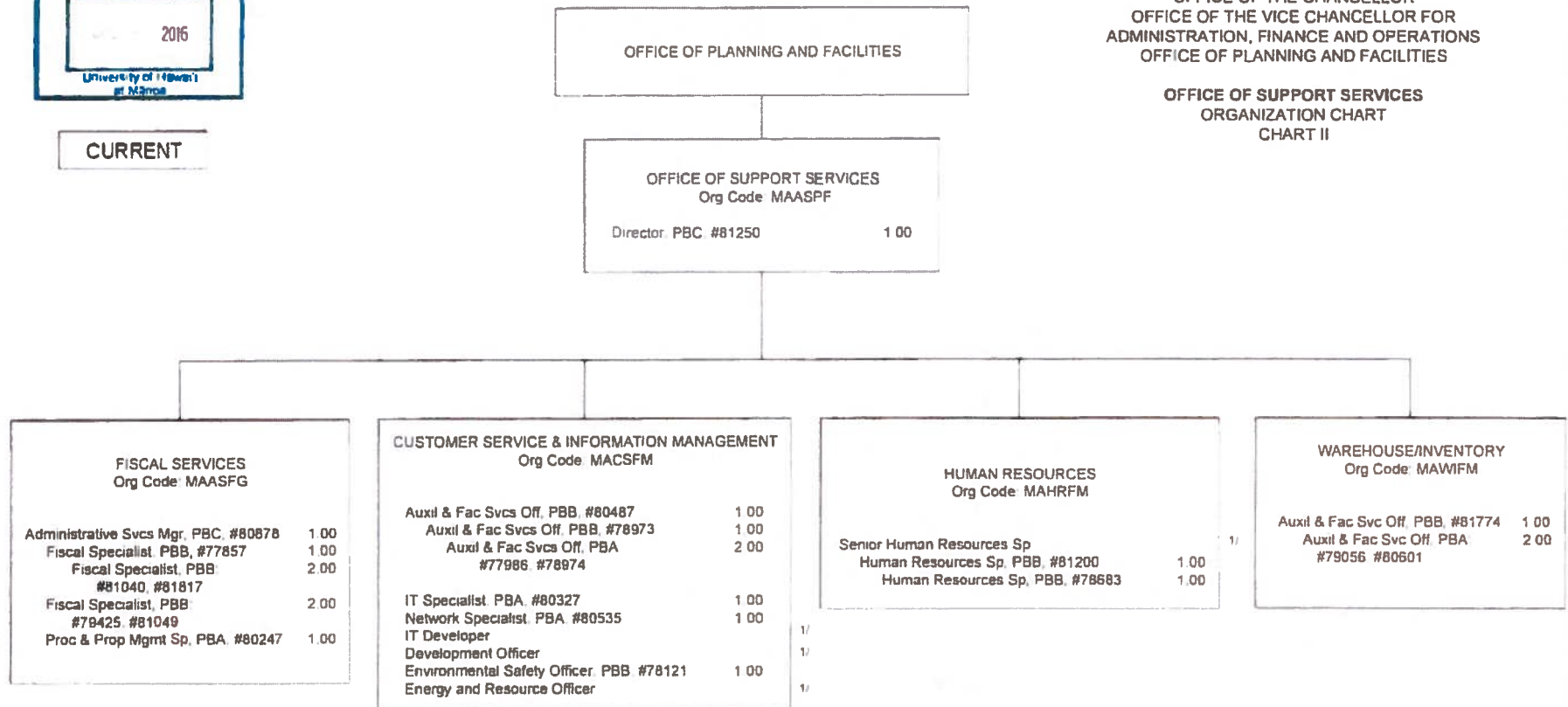
CHART TOTAL	PERM	TEMP
General Funds 8 00		



CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

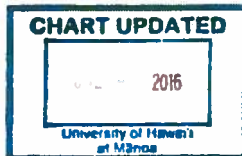
OFFICE OF SUPPORT SERVICES
ORGANIZATION CHART
CHART II



1/ New pending approval
- IT Developer, Development Officer, and Energy and Resource Officer positions in Customer Service & Information Management, and
- Senior Human Resources Spec position in Human Resources

CHART TOTAL:
General Funds

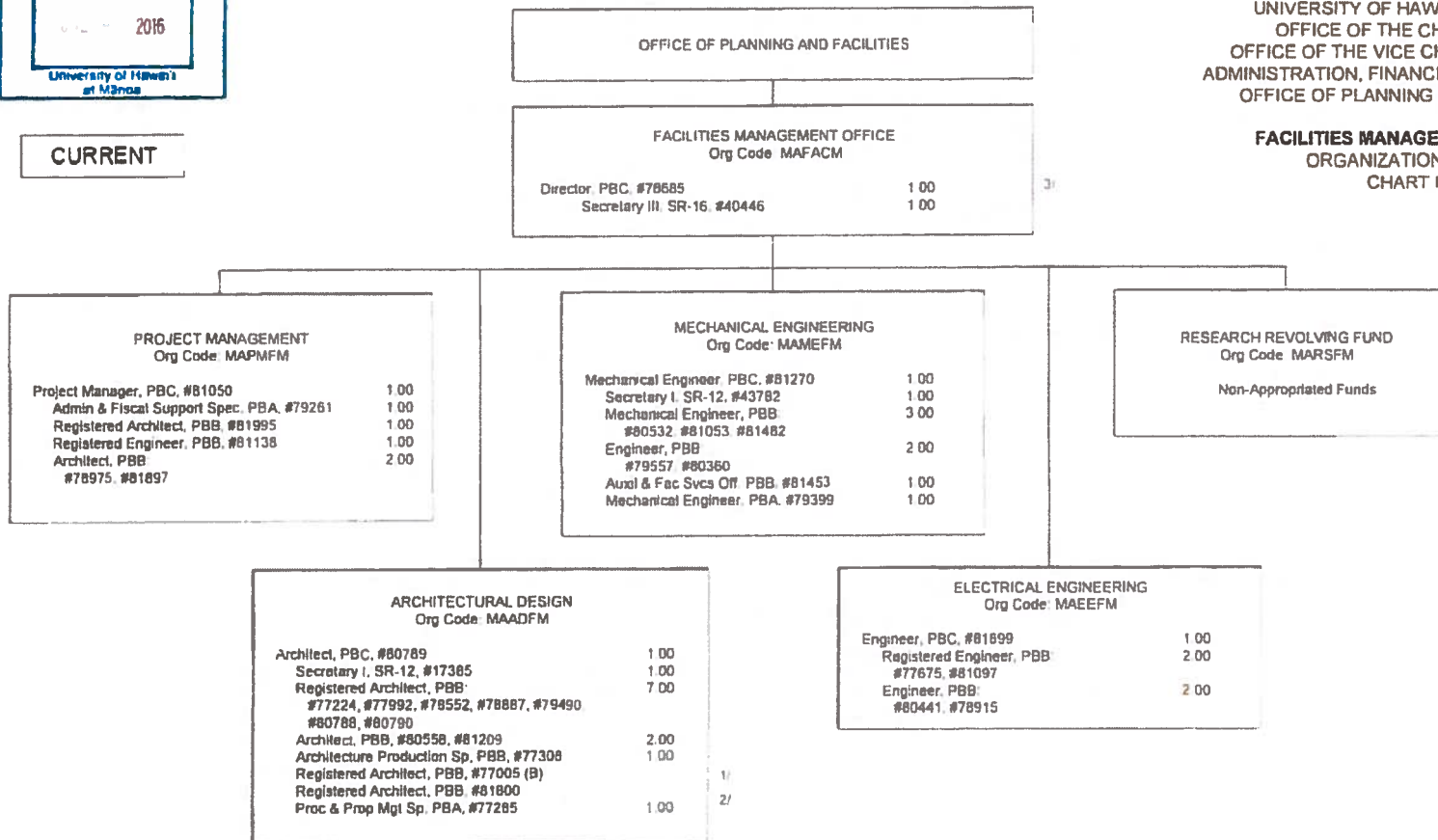
PERM TEMP
20 00



CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

**FACILITIES MANAGEMENT OFFICE
ORGANIZATION CHART
CHART III**



1/ Registered Architect, #77055 in Architectural Design not included in our position count, position belongs to and funded by Student Housing
2/ Registered Architect, #81800 in Architectural Design not included in our position count, position belongs to and funded by EEO/AA
3/ Director, #78685 in Facilities Management Office to be re-described

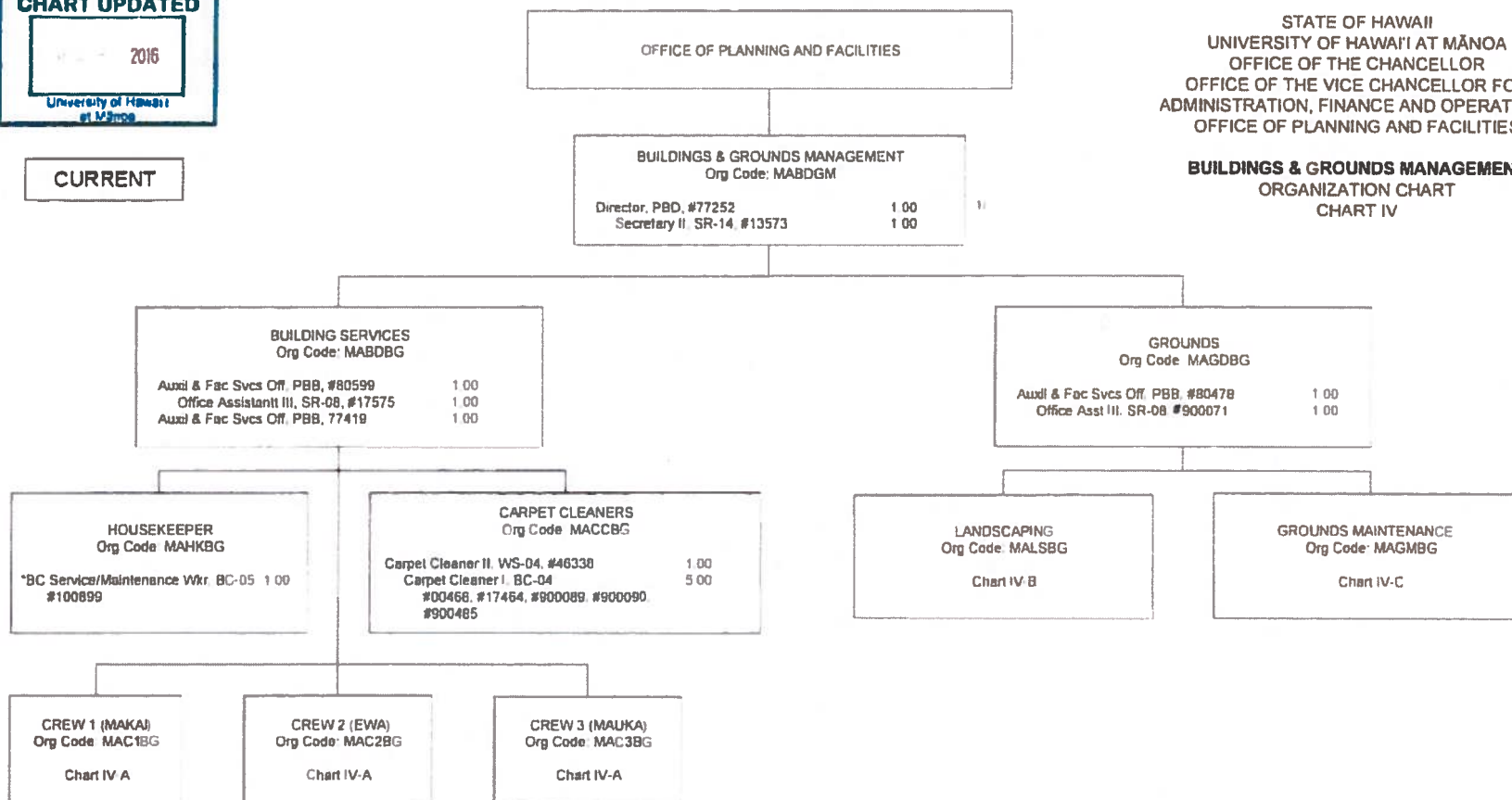
CHART TOTAL:
General Funds

PERM TEMP
35 00



CURRENT

STATE OF HAWAII
 UNIVERSITY OF HAWAII AT MĀNOA
 OFFICE OF THE CHANCELLOR
 OFFICE OF THE VICE CHANCELLOR FOR
 ADMINISTRATION, FINANCE AND OPERATIONS
 OFFICE OF PLANNING AND FACILITIES
BUILDINGS & GROUNDS MANAGEMENT
 ORGANIZATION CHART
 CHART IV



1/ Director, #77252 functional code Auxil & Fac Svcs Mgr

CHART TOTAL:
 General Funds PERM 14.00 TEMP --



CURRENT

BUILDINGS & GROUNDS MANAGEMENT
Org Code MABDGM

BUILDING SERVICES
Org Code MABDBG

STATE OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

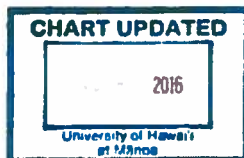
BUILDINGS & GROUNDS MANAGEMENT
BUILDING SERVICES
ORGANIZATION CHART
CHART IV-A

CREW 1 (MAKAI) Org Code: MAC1BG	
Janitor Supervisor II, F2-02, #22325	1 00
Janitor III, WS-02, #46220	1 00
Janitor II, BC-02	6 00
#13689, #36758, #46222, #51275, #110441, #900048	
Janitor III, WS-02, #40100	1 00
Janitor II, BC-02	7 00
#00449, #08060, #9093, #13523, #17465, #21629, #900488	
Janitor III, WS-02, #27233	1 00
Janitor II, BC-02	8 00
#11987, #12912, #18575, #21212, #21214, #27238, #51278, #111641	
Janitor III, WS-02, #09457	1 00
Janitor II, BC-02	5 00
#00459, #12914, #13698, #22331, #35866	
Janitor III, WS-02, #51274	1 00
Janitor II, BC-02	8 00
#09445, #11076, #12907, #21213, #32624, #35867, #35869, #51276	
Janitor III, WS-02, #13515	1 00
Janitor II, BC-02	9 00
#05843, #08444, #12491, #12903, #12908, #13689, #21633, #27234, #46245	

CREW 2 (EWA) Org Code MAC2BG	
Janitor Supervisor II, F2-02, #8053	1 00
Janitor III, WS-02, #13517	1 00
Janitor II, BC-02	9 00
#08442, #11984, #12489, #12492, #21210, #22334, #32625, #38226, #46484	
Janitor III, WS-02, #13518	1 00
Janitor II, BC-02	6 00
#13525, #22330, #32621, #32626, #44090, #110888	
Janitor III, WS-02, #40097	1 00
Janitor II, BC-02	8 00
#08061, #10105, #13524, #13695, #36757, #38808, #46246, #900046	
Janitor III, WS-02, #35813	1 00
Janitor II, BC-02	7 00
#00448, #13528, #21211, #21630, #38228, #40096, #51277	
Janitor III, WS-02, #13516	1 00
Janitor II, BC-02	7 00
#03594, #05844, #11080, #11990, #15460, #21634, #46223	
Janitor III, WS-02, #11078	1 00
Janitor II, BC-02	9 00
#11077, #13697, #18573, #21627, #21631, #36759, #51279, #110439, #900047	

CREW 3 (MAUKA) Org Code MAC3BG	
Janitor Supervisor II, F2-02, #10099	1 00
Janitor III, WS-02, #12910	1 00
Janitor II, BC-02	7 00
#04882, #12905, #22323, #32623, #47533, #110442, #900049	
Janitor III, WS-02, #47536	1 00
Janitor II, BC-02	10 00
#00460, #00461, #12904, #13527, #13690, #17467, #27237, #27239, #31772, #900004	
Janitor III, WS-02, #21215	1 00
Janitor II, BC-02	11 00
#00465, #08059, #08062, #09090, #10104, #11988, #12909, #13521, #21632, #22328, #38227	
Janitor III, WS-02, #40099	1 00
Janitor II, BC-02	9 00
#00453, #00458, #11081, #11083, #12916, #22329, #27235, #27240, #47534	
Janitor III, WS-02, #14601	1 00
Janitor II, BC-02	7 00
#11079, #11084, #13520, #13609, #18572, #22946, #47532	
Janitor III, WS-02, #14600	1 00
Janitor II, BC-02	4 00
#00452, #00462, #09089, #11991	

CHART TOTAL: PERM TEMP
General Funds 158 00 --



CURRENT

STATE OF HAWAII
 UNIVERSITY OF HAWAII AT MĀNOA
 OFFICE OF THE CHANCELLOR
 OFFICE OF THE VICE CHANCELLOR FOR
 ADMINISTRATION, FINANCE AND OPERATIONS
 OFFICE OF PLANNING AND FACILITIES
BUILDINGS & GROUNDS MANAGEMENT
GROUNDS
LANDSCAPING
 ORGANIZATION CHART
 CHART IV-B

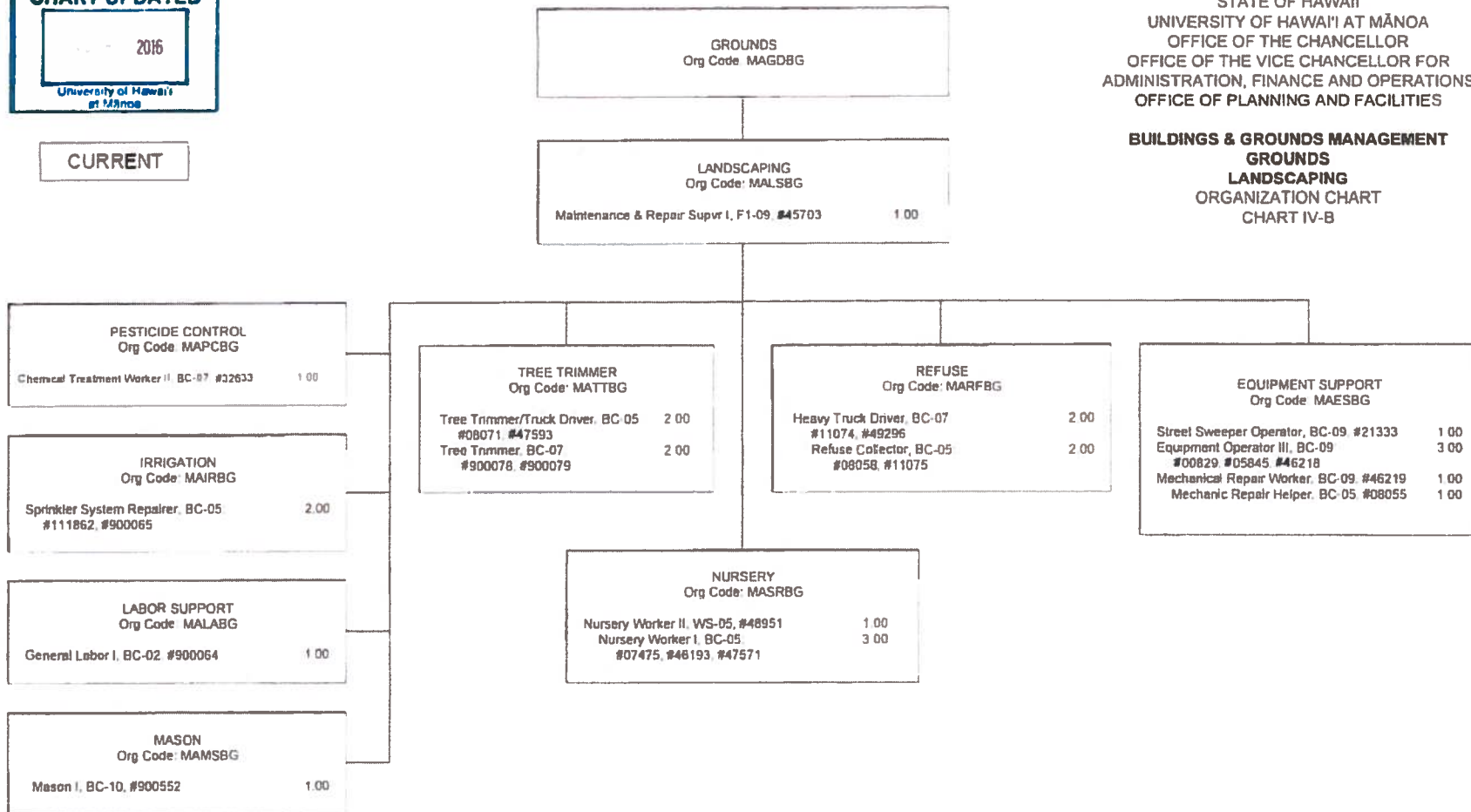
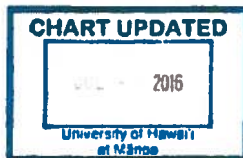


CHART TOTAL: PERM TEMP
 General Funds 24.00 --



CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

**BUILDINGS & GROUNDS MANAGEMENT
GROUNDS
GROUNDS MAINTENANCE
ORGANIZATION CHART
CHART IV-C**

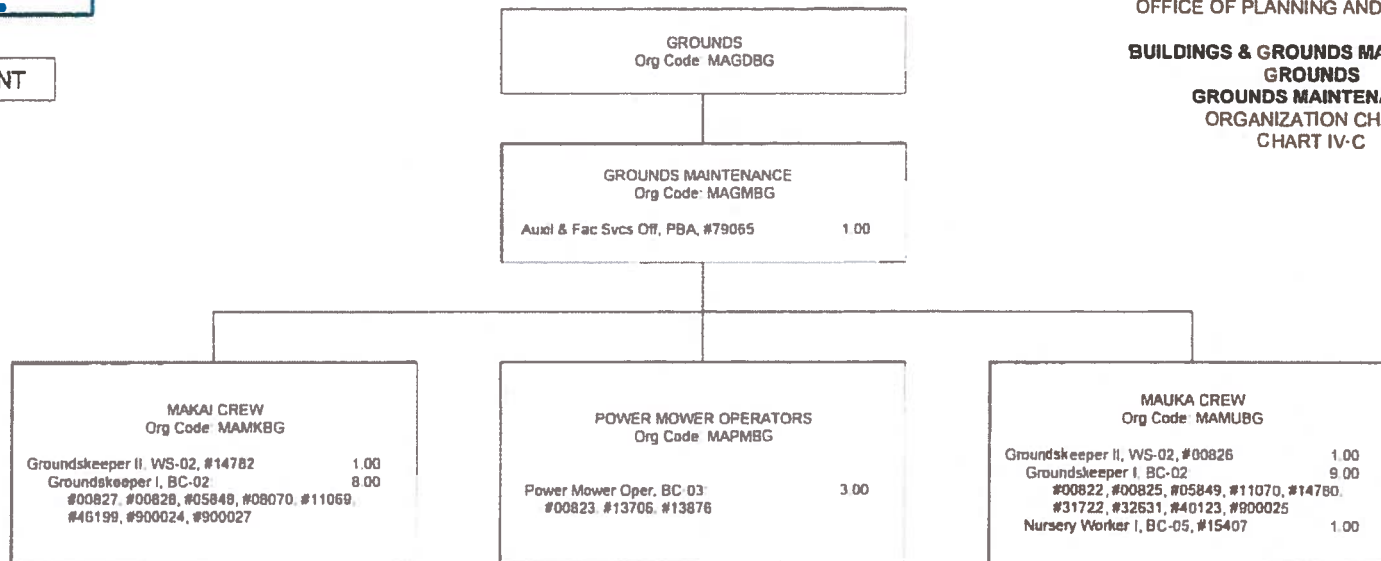
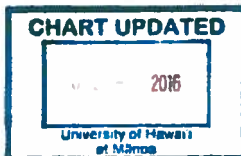


CHART TOTAL:
General Funds

PERM TEMP
24.00 --



CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

CAMPUS OPERATIONS
ORGANIZATION CHART
CHART V

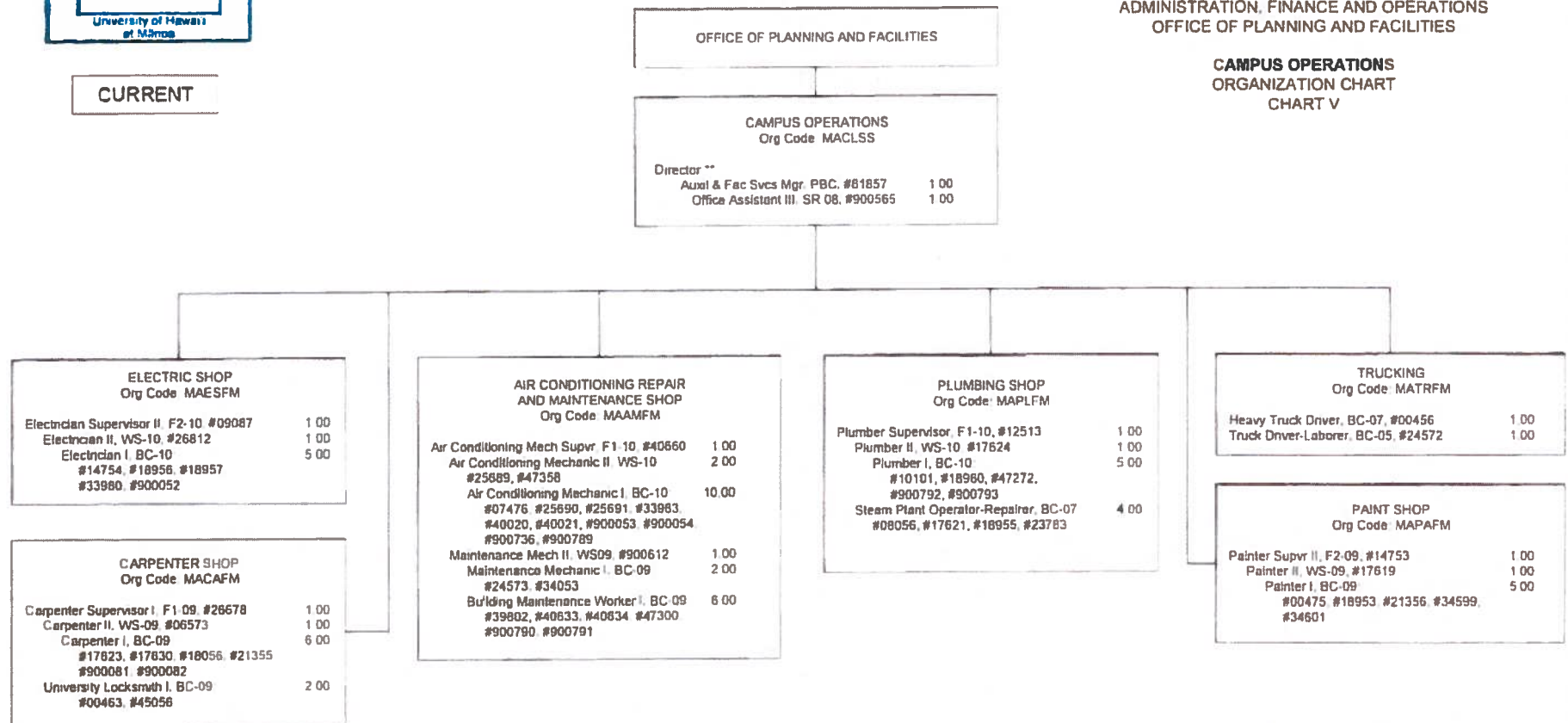


CHART TOTAL: PERM TEMP
General Funds 61 00

Attachment B

PROPOSED ORGANIZATIONAL CHARTS

PROPOSED

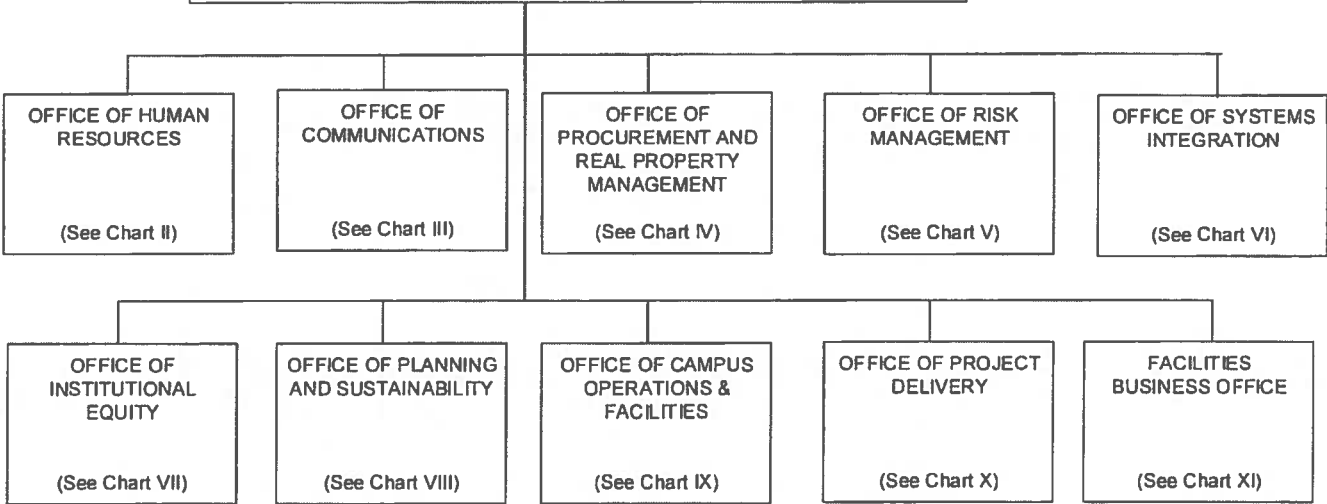
OFFICE OF THE PRESIDENT UNIVERSITY OF HAWAI'I SYSTEM		
President, University of Hawai'i System		89058 ¹

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION		
Vice President for Administration		89446
Associate Vice President for Administration		89103
Private Secretary II	SR-22	900114
Director of Land Development		89002
PPIS Analyst		77074
Director of Capital Projects		89233
Assistant Vice Chancellor		89506
Administrative Officer	PBB	81505
Proc/Prop Mgt Sp	PBB	80429(W)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
POSITION ORGANIZATION CHART

CHART I

	<u>Perm</u>
General Fund	8.00
Revolving Fund	1.00



1 Excluded from position count

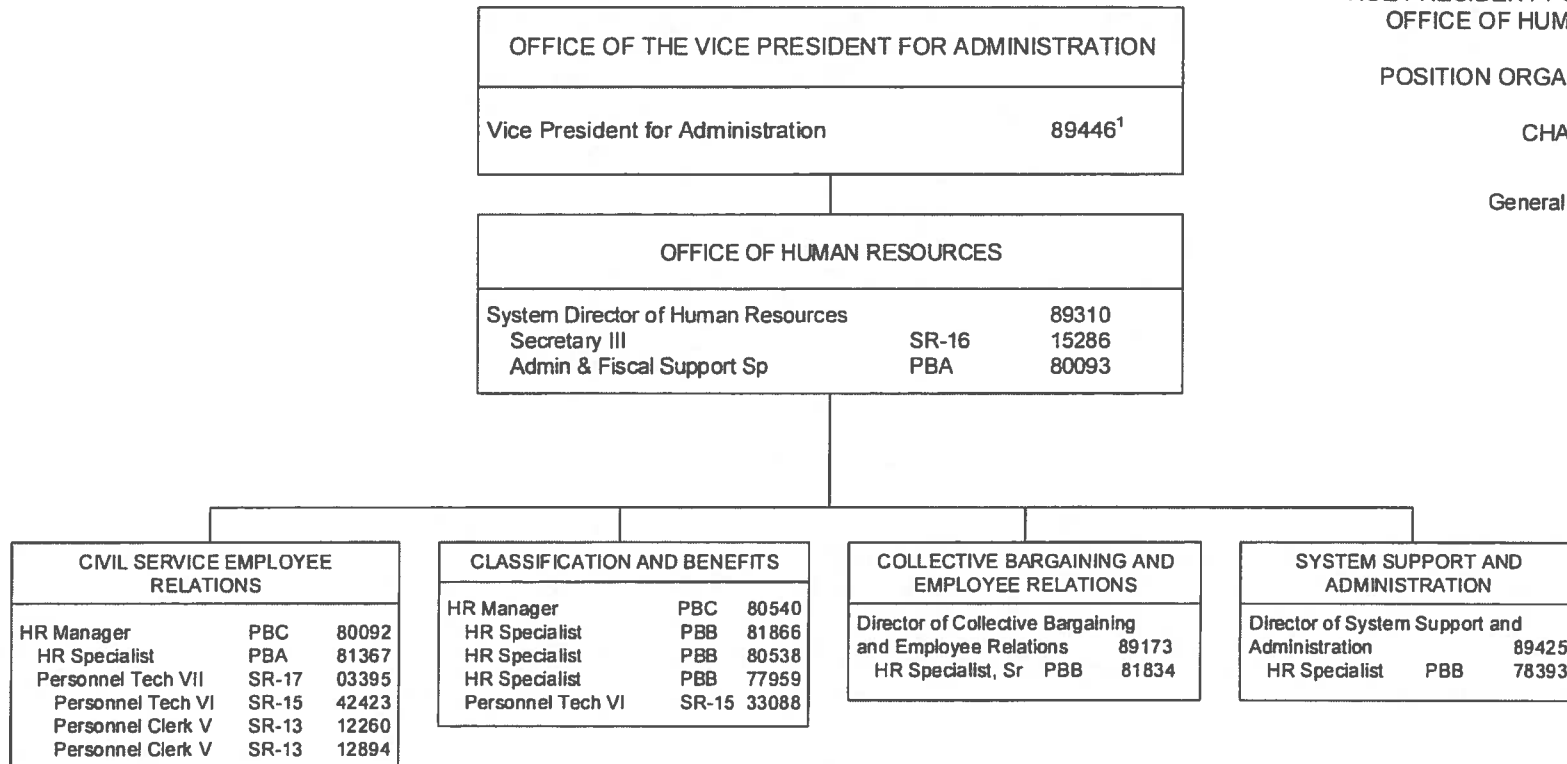
PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART

CHART II

Perm
General Fund 18.00



¹ Excluded from position count

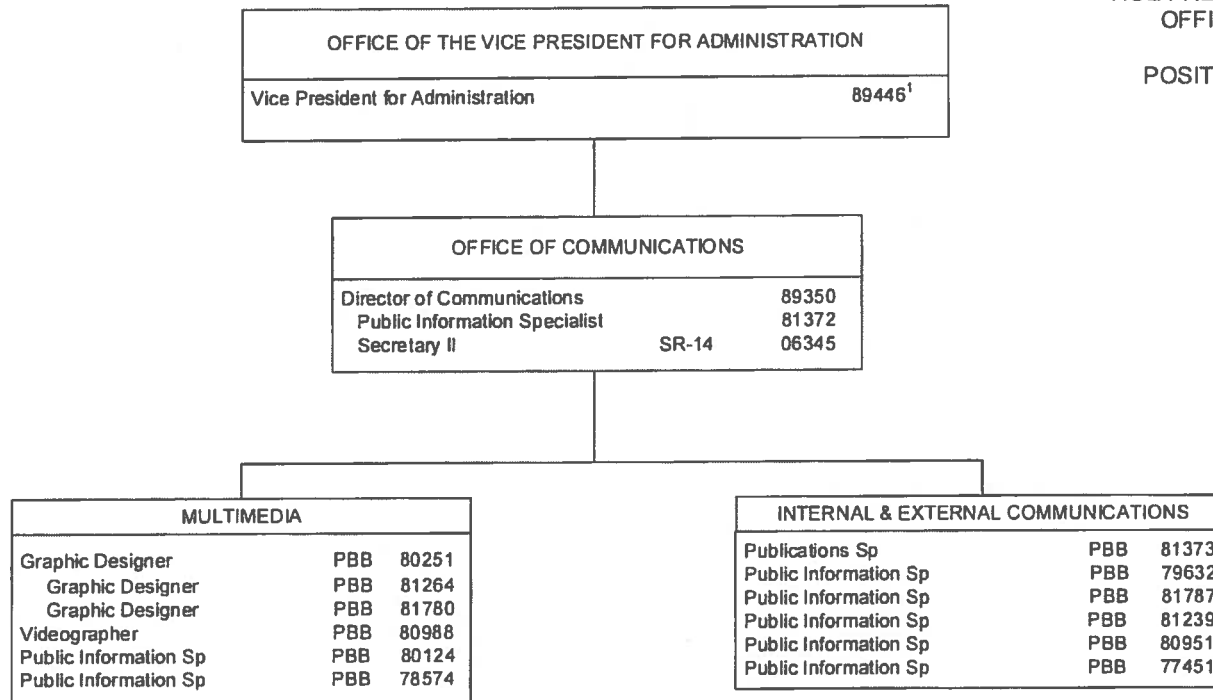
PROPOSED

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

POSITION ORGANIZATION CHART

CHART III

Perm
General Fund 15.00



¹ Excluded from position count

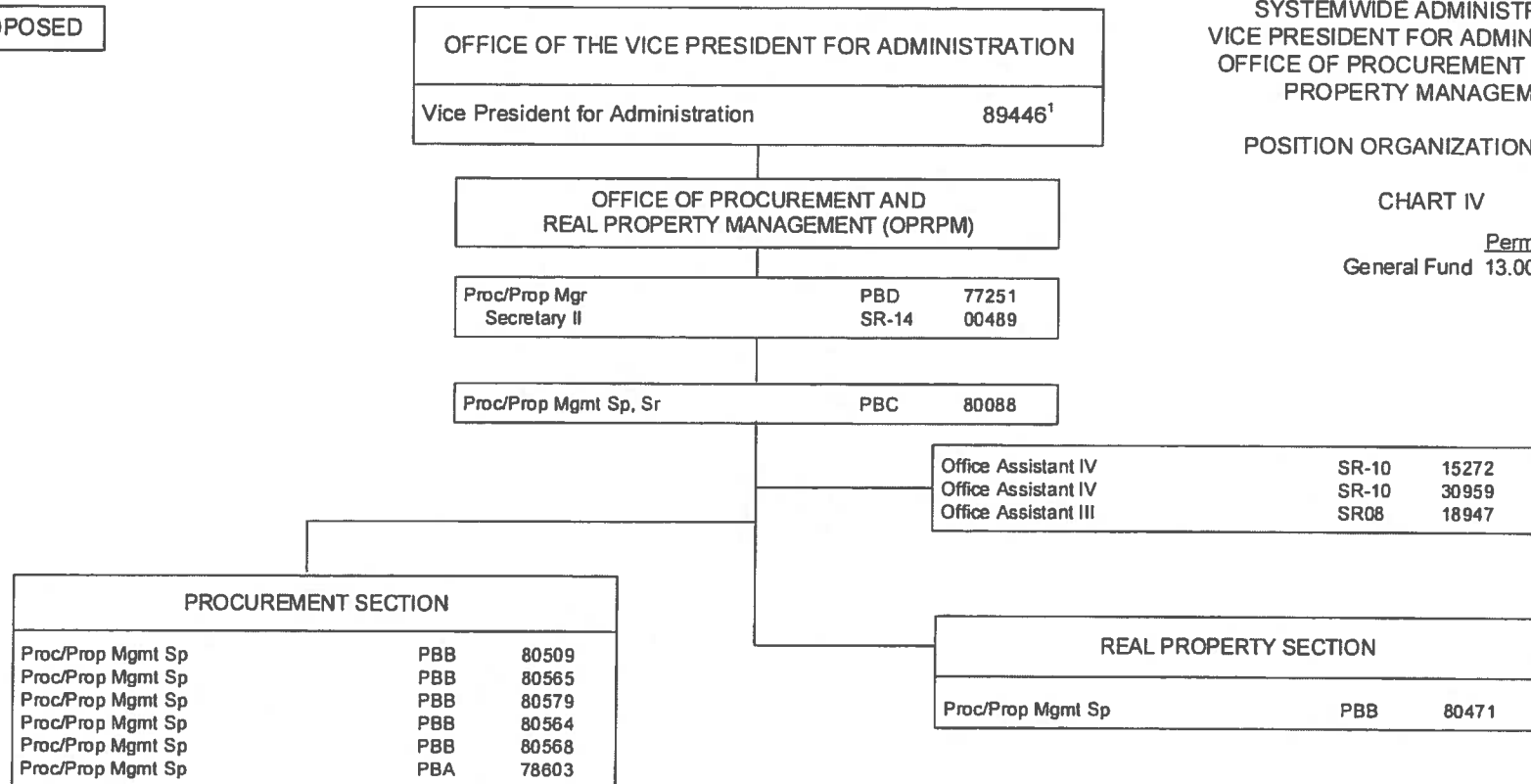
PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PROCUREMENT AND REAL
PROPERTY MANAGEMENT

POSITION ORGANIZATION CHART

CHART IV

Perm
General Fund 13.00



¹ Excluded from position count

PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION	
Vice President for Administration	89446 ¹

OFFICE OF UNIVERSITY RISK MANAGEMENT		
Director of Risk Management		89162
Secretary III	SR-16	900066
Risk Management Sp	PBB	80642
Human Resources Sp	PBB	80493
Risk Management Sp	PBB	78819

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF UNIVERSITY RISK
MANAGEMENT

POSITION ORGANIZATION CHART

CHART V

Perm
General Fund 5.00

1 Excluded from position count

REVISED

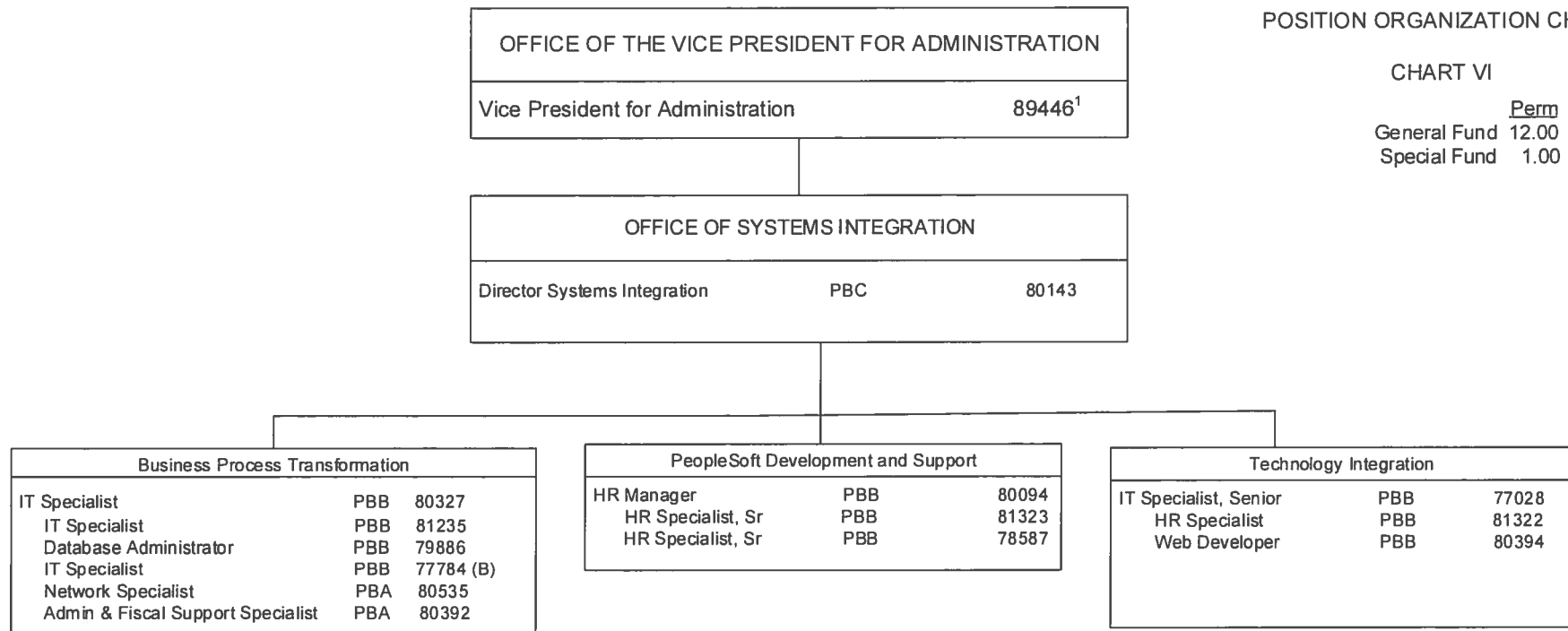
PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF SYSTEMS INTEGRATION

POSITION ORGANIZATION CHART

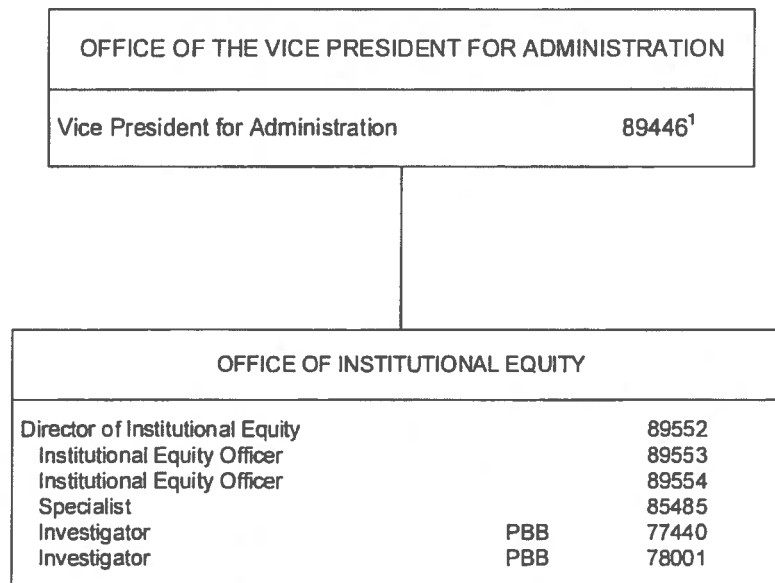
CHART VI

Perm
General Fund 12.00
Special Fund 1.00



¹ Excluded from position count

PROPOSED



STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF INSTITUTIONAL EQUITY

POSITION ORGANIZATION CHART

CHART VII

General Fund ^{Perm} 6.00

¹ Excluded from position count

PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION		
Vice President for Administration		89446 ¹

OFFICE OF PLANNING AND SUSTAINABILITY		
Director of Planning & Sustainability		89153

OFFICE OF SUSTAINABILITY		
Director of Energy Management		89524
Sustainability Coordinator	PBB	78394

PLANNING OFFICE		
Project Manager	PBB	77439
Project Manager	PBB	79778
Project Manager	PBB	77270

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

POSITION ORGANIZATION CHART

CHART VIII
General Fund Perm 6.00

¹ Excluded from position count

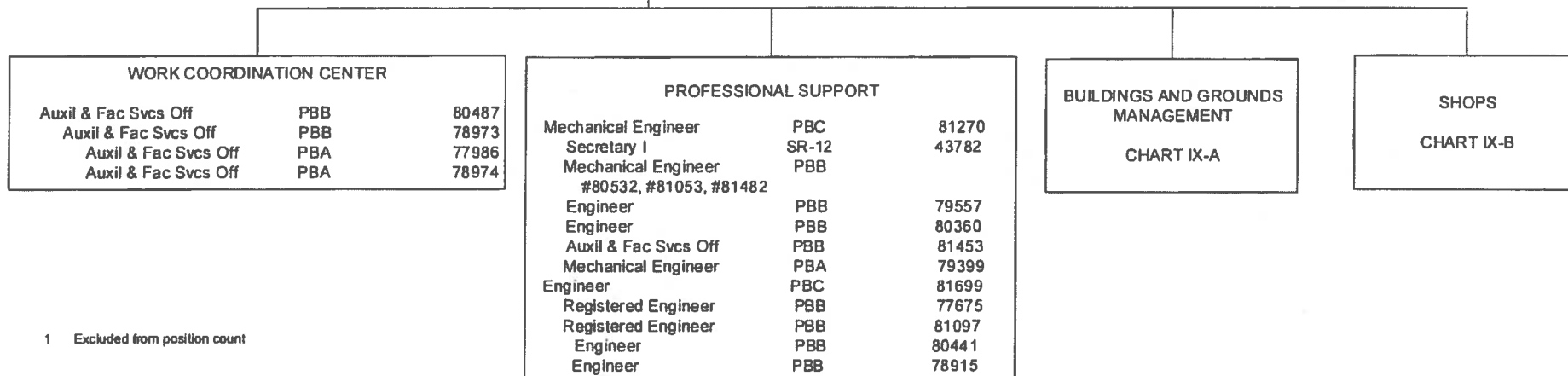
PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION		
Vice President for Administration		89446 ¹

OFFICE OF CAMPUS OPERATIONS & FACILITIES		
Director	PBD	78777
Director	PBC	81250
Secretary III	SR-16	40446

FACILITIES SAFETY OFFICE		
Environmental Safety Officer	PBB	78121

WAREHOUSE/INVENTORY		
Auxil & Fac Svc Off	PBB	81774
Auxil & Fac Svc Off	PBA	79056
Auxil & Fac Svc Off	PBA	80601



STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAMPUS OPERATIONS &
FACILITIES

POSITION ORGANIZATION CHART

CHART IX

General Fund: 25.00 FTE

¹ Excluded from position count

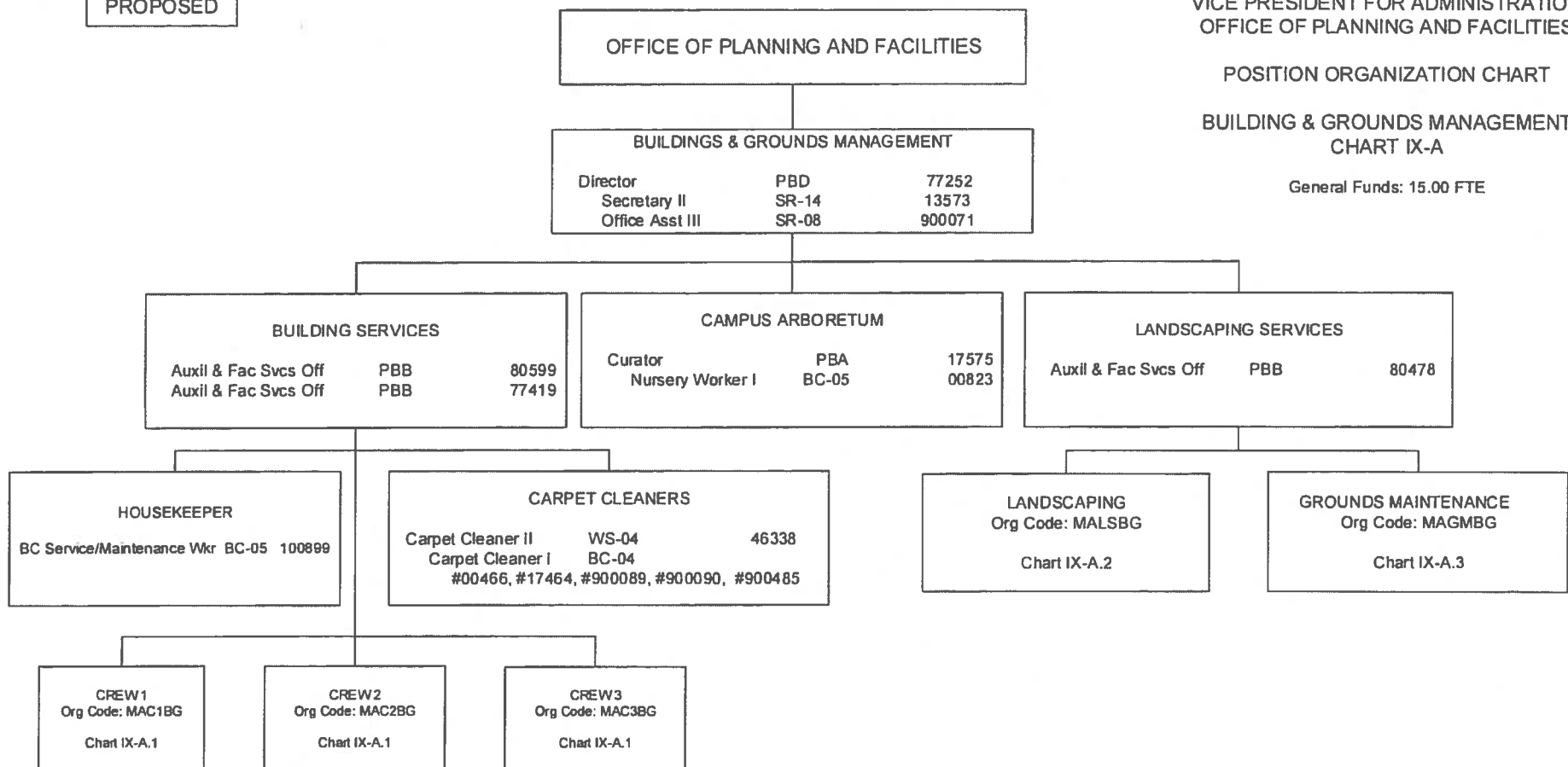
PROPOSED

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

POSITION ORGANIZATION CHART

BUILDING & GROUNDS MANAGEMENT
CHART IX-A

General Funds: 15.00 FTE



PROPOSED

BUILDING AND GROUNDS MANAGEMENT

BUILDING SERVICES

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES
BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART

BUILDING SERVICES
CHART IX-A.1

MAKAI Org Code: MAC1BG		
Janitor Supervisor II	F2-02	22325
Janitor III	WS-02	46220
Janitor II	BC-02	#13689, #36758, #48222, #51275, #110441, #900048
Janitor III	WS-02	40100
Janitor II	BC-02	#00449, #08060, #9093, #13523, #17465, #21629, #9000488
Janitor III	WS-02	27233
Janitor II	BC-02	#11987, #12912, #18575, #21212, #21214, #27238, #51278, #111641
Janitor III	WS-02	00457
Janitor II	BC-02	#00459, #12914, #13696, #22331, #35866
Janitor III	WS-02	51274
Janitor II	BC-02	#08445, #11076, #12907, #21213, #32624, #35867, #35869, #51276
Janitor III	WS-02	13515
Janitor II	BC-02	#05843, #08444, #12491, #12903, #12908, #13688, #21633, #27234, #46245

General Funds 50.00

EWA Org Code: MAC2BG		
Janitor Supervisor II	F2-02	008053
Janitor III	WS-02	13517
Janitor II	BC-02	#08442, #11984, #12489, #12492, #21210, #22334, #32625, #36226, #46484
Janitor III	WS-02	13518
Janitor II	BC-02	#13525, #22330, #32621, #32626, #44090, #110668
Janitor III	WS-02	40097
Janitor II	BC-02	#08061, #10105, #13524, #13696, #36757, #38808, #46248, #900046
Janitor III	WS-02	35813
Janitor II	BC-02	#00448, #13528, #21211, #21630, #36228, #40096, #51277
Janitor III	WS-02	13516
Janitor II	BC-02	#03594, #05844, #11080, #11990, #15480, #21634, #46223
Janitor III	WS-02	11078
Janitor II	BC-02	#11077, #13697, #18573, #21627, #21631, #36759, #51279, #110439, #900047

General Fund: 53.00

MAUKA Org Code: MAC3BG		
Janitor Supervisor II	F2-02	10099
Janitor III	WS-02	12910
Janitor II	BC-02	#04882, #12905, #22323, #32623, #47533, #110442, #900049
Janitor III	WS-02	47536
Janitor II	BC-02	#00480, #00461, #12904, #13527, #13690, #17467, #27237, #27239, #31772, #900004
Janitor III	WS-02	21215
Janitor II	BC-02	#00465, #08059, #08062, #09090, #10104, #11088, #12909, #13521, #21632, #22328, #36227
Janitor III	WS-02	40099
Janitor II	BC-02	#00453, #00458, #11081, #11083, #12916, #22329, #27235, #27240, #47534
Janitor III	WS-02	14601
Janitor II	BC-02	#11079, #11084, #13520, #13699, #18572, #22946, #47532
Janitor III	WS-02	14600
Janitor II	BC-02	#00452, #00462, #09089, #11991

General Fund: 55.00

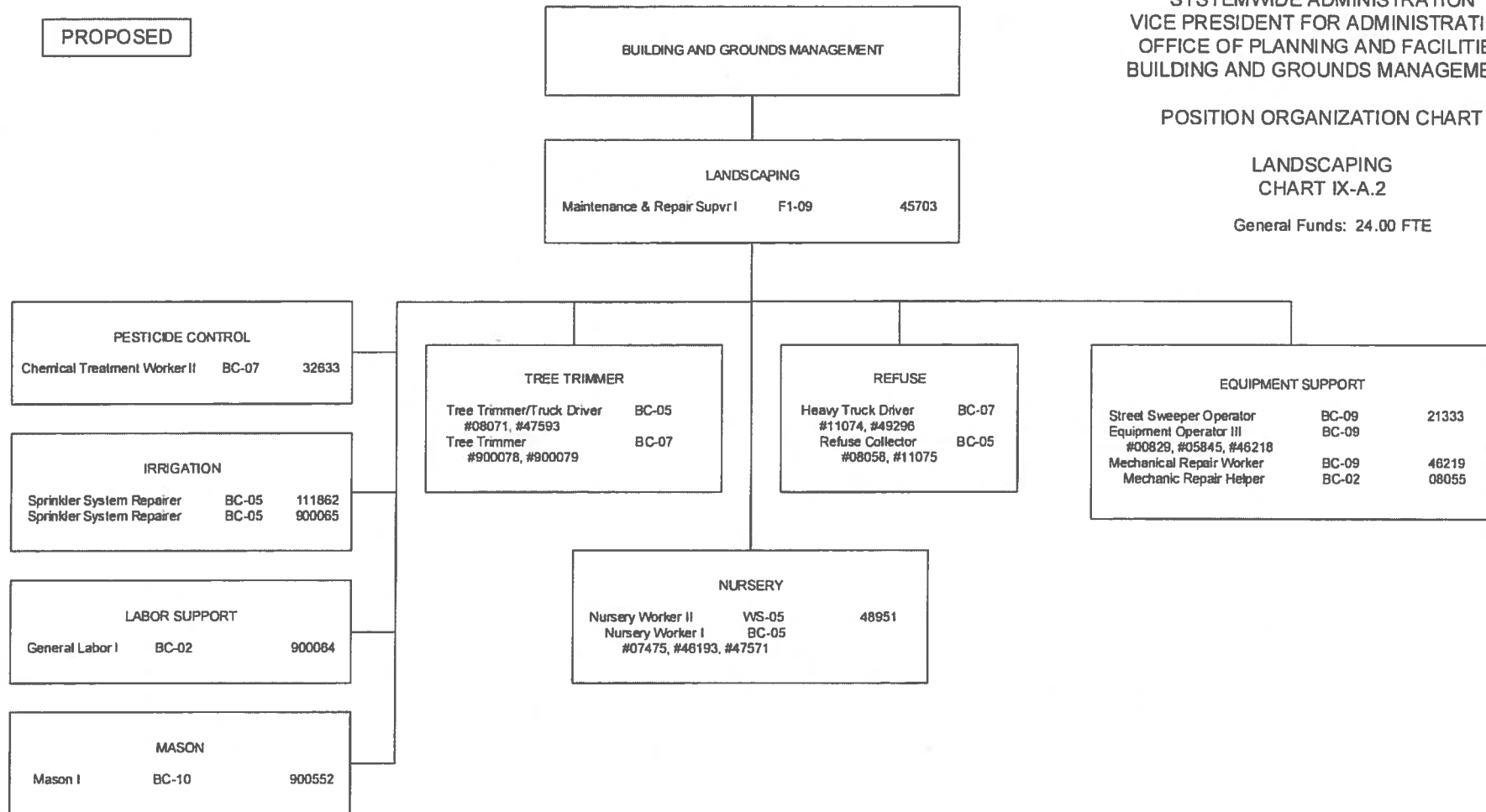
PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES
BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART

LANDSCAPING
CHART IX-A.2

General Funds: 24.00 FTE



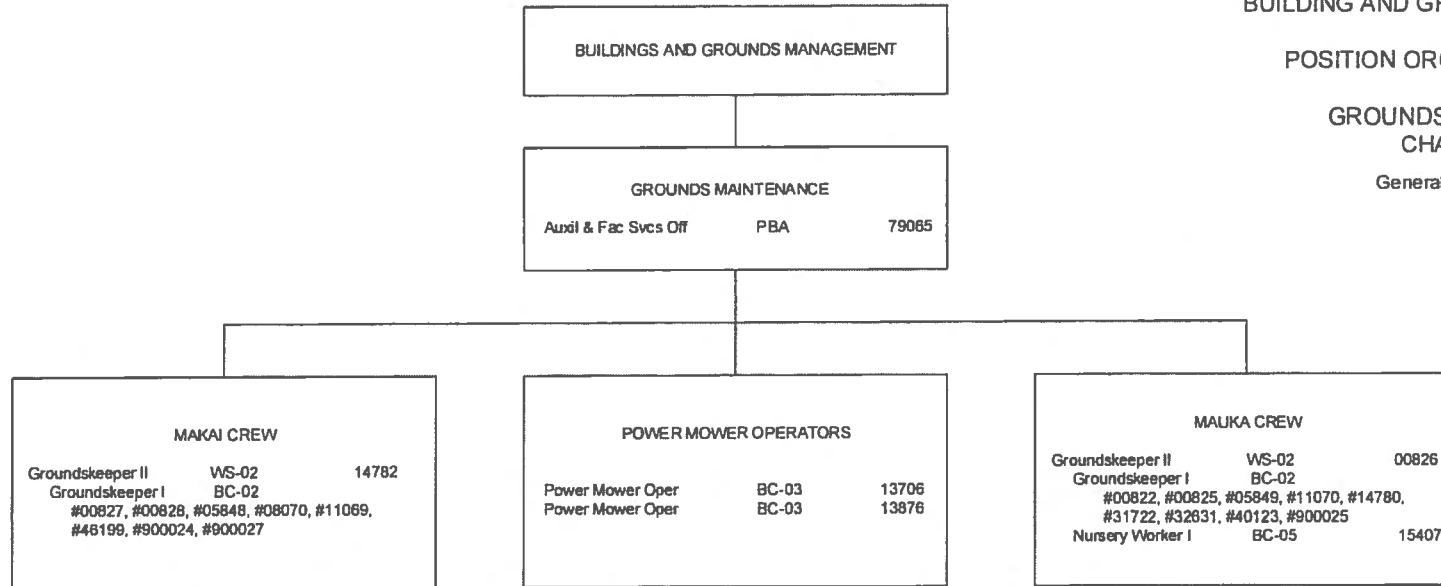
PROPOSED

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 SYSTEMWIDE ADMINISTRATION
 VICE PRESIDENT FOR ADMINISTRATION
 OFFICE OF PLANNING AND FACILITIES
 BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART

GROUNDS MAINTENANCE
 CHART IX-A.3

General Funds: 23.00 FTE



PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAMPUS OPERATIONS &
FACILITIES

POSITION ORGANIZATION CHART

SHOPS
CHART IX-B

General Funds: 61.00 FTE

OFFICE OF CAMPUS OPERATIONS & FACILITIES

SHOPS

Auxil & Fac Svcs Mgr PBC 81857
Office Assistant III SR 08 900565

ELECTRIC SHOP

Electrician Supervisor II F2-1 009087
Electrician II WS-10 028812
Electrician I BC-10
#14754, #18956, #18957, #33980, #900052

CARPENTER SHOP

Carpenter Supervisor I F1-09 26678
Carpenter II WS-09 06573
Carpenter I BC-09
#17623, #17630, #18056, #21355,
#900081, #900082
University Locksmith I BC-09
#00463, #45056

AIR CONDITIONING REPAIR
AND MAINTENANCE SHOP

Air Conditioning Mech Supvr F1-10 40660
Air Conditioning Mechanic II WS-10
#25689, #47358
Air Conditioning Mechanic I BC-10
#07476, #25690, #25691, #33983,
#40020, #40021, #900053, #900054,
#900736, #900789
Maintenance Mech II WS-09 900612
Maintenance Mechanic I BC-09
#24573, #34053
Building Maintenance Worker I BC-09
#39802, #40633, #40634, #47300,
#900790, #900791

PLUMBING SHOP

Plumber Supervisor F1-10 12513
Plumber II WS-10 17624
Plumber I BC-10
#10101, #18960, #47272,
#900792, #900793
Steam Plant Operator-Repairer BC-07
#08056, #17621, #18955, #23783

TRUCKING

Heavy Truck Driver BC-07 00456
Truck Driver-Laborer BC-05 24572

PAINT SHOP

Painter Supvr II F2-09 14753
Painter II WS-09 17619
Painter I BC-09
#00475, #18953, #21356, #34599,
#34601

PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
Vice President for Administration 89446¹

OFFICE OF PROJECT DELIVERY

Director	PBC	78685
Secretary IV	SR-18	100033

DESIGN

Architect	PBC	80789
Secretary I	SR-12	17385
Registered Architect	PBB	
#77224, #77992, #78552, #78887, #79490, #80788, #80790		
Architect	PBB	80558
Architect	PBB	81209
Architecture Production Sp	PBB,	77308
Registered Architect	PBB	77005 (B)*
Registered Architect	PBC	77086
Registered Architect	PBB	77235

DESIGN-BUILD

Project Manager	PBC	81716
Project Manager	PBB	80338

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PROJECT DELIVERY

POSITION ORGANIZATION CHART

CHART X

General Fund: 26.00 FTE

MAJOR CIP CONSTRUCTION

Project Manager	PBC	78691
Project Manager	PBB	79011
Project Manager	PBC	81050
Admin & Fiscal Support Spec	PBA	79261
Registered Architect	PBB	81995
Registered Engineer	PBB	81138
Architect	PBB	78975
Architect	PBB	81897

(B) Special Funds
*Not included in FTE count, position belongs to Student Housing

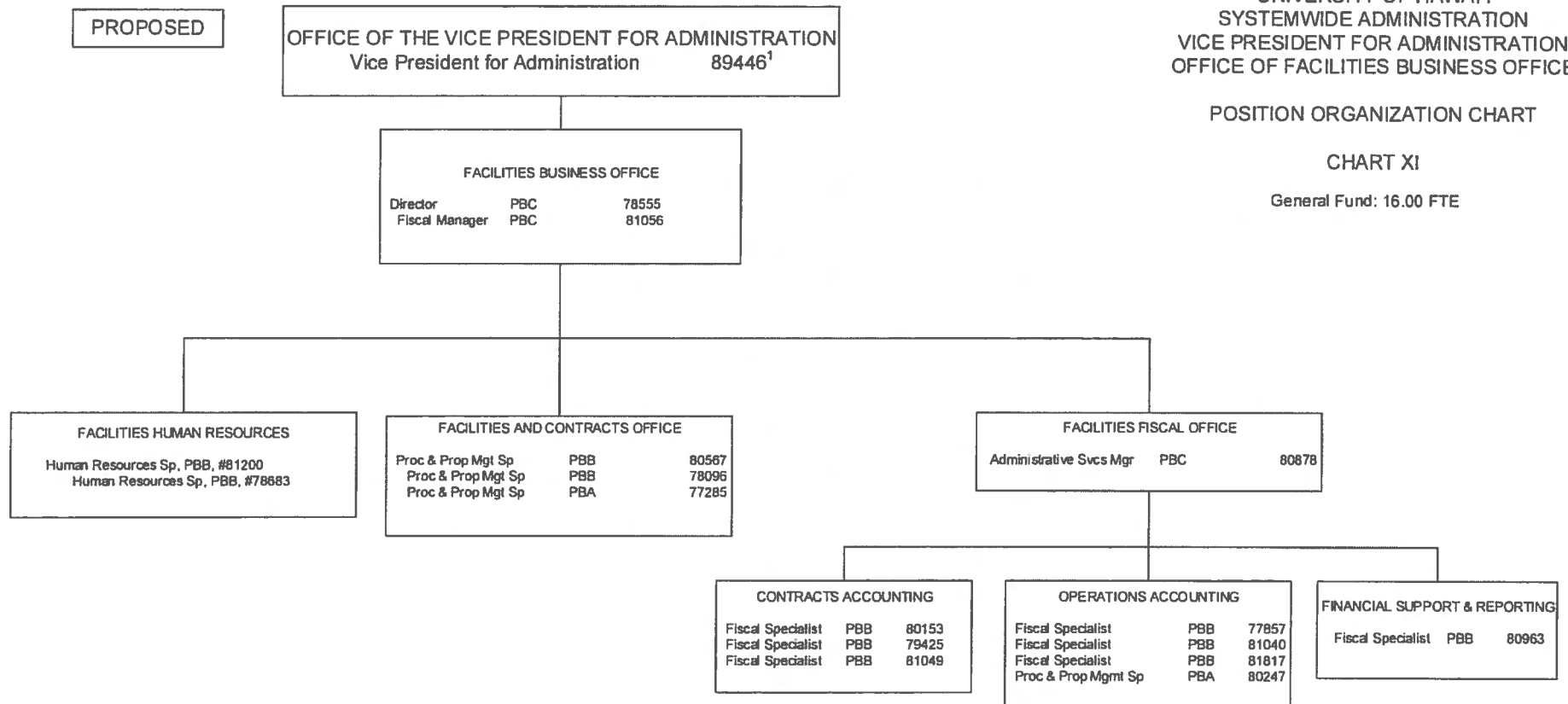
1 Excluded from position count

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 SYSTEMWIDE ADMINISTRATION
 VICE PRESIDENT FOR ADMINISTRATION
 OFFICE OF FACILITIES BUSINESS OFFICE

POSITION ORGANIZATION CHART

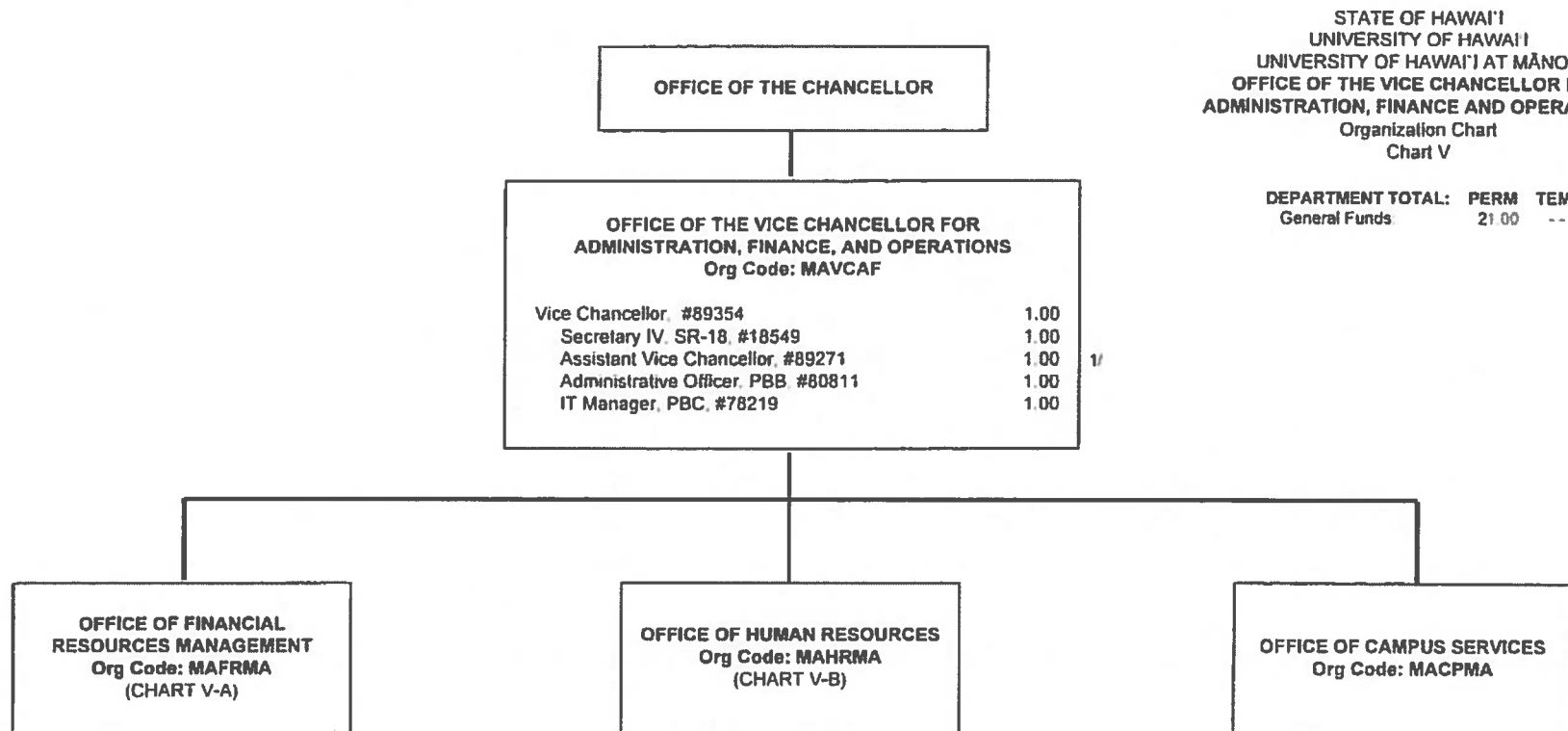
CHART XI

General Fund: 16.00 FTE



¹ Excluded from position count

PROPOSED



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
**OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS**
Organization Chart
Chart V

DEPARTMENT TOTAL:	PERM	TEMP
General Funds	21.00	--

1/ Assistant Vice Chancellor, #89271 to be redescribed

CHART TOTAL:	PERM	TEMP
General Funds	5.00	--

PROPOSED

MANOA FACULTY SENATE
Org Code: MAFS

Chair, Manoa Faculty Senate†† 1.00
Administrative Officer, PBB, #79192 1.00
Office Assistant III, SR-08, #41556** 1.00

OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII AT MANOA
Org Code: MACHNC

Chancellor, #89261 1.00
Private Secretary II, SR-22, #100053 1.00
Administrative Assistant, #89365 1.00
Assistant to Senior Executive, #89459 1.00
Administrative Officer, PBB, #78138 1.00
Executive Assistant *** 1.00
Admin & Fiscal Support Spec, PBA, #77952 1.00
Secretary I, SR-12, #15584 1.00
Administrative Officer, PBC, #81280 1.00
Title IX Coordinator, #89555 1.00
Academic Support, #77262 1.00
Public Information Sp, PBC, #78873 1.00

Special Advisor for Hawaiian Affairs 1/

Faculty Athletic Representative (0.50)†

OFFICE OF THE OMBUDSPERSON
Org Code: MAOMBD

Specialist* 1/
Specialist Type Faculty: 2.00
#70149, #88099

State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE CHANCELLOR
ORGANIZATION CHART
CHART I-A

GENERAL FUND FTE: 15.00

1/ Special Advisor for Hawaiian Affairs in the Ofc of the Chancellor and Specialist in Ofc of the Ombudsperson are new pending approval.
2/ Exec Asst in Ofc of the Chancellor to be established.

†Position annually elected by the Manoa Chancellor
††Position annually elected by the Manoa Faculty Senate

----- Dotted lines denote advisory relationships

Attachment C

CURRENT FUNCTIONAL STATEMENTS

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; 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 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

CURRENT

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

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- 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 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.

CURRENT

- 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.

CURRENT

- 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

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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 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.

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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

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- 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

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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 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.

CURRENT

- 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.

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.

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- 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.

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR

FUNCTIONAL STATEMENT

OFFICE OF THE CHANCELLOR – ORG CODE: MACHNC

The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai'i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State's sole research institution; champions higher education for the people of Hawai'i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai'i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai'i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai'i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai'i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai'i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

Major Functions of the Office of the Chancellor

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai'i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai'i and the University of Hawai'i at Mānoa. The Chancellor's Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa's faculty, staff, students, and constituencies.

The Chancellor's Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai'i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai'i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai'i at Mānoa.

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- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in ensuring the continuing excellence of the University of Hawai‘i at Mānoa programs.
- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai‘i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai‘i at Mānoa’s faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University’s research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai‘i at Mānoa’s programs.
- Prepares and presents both oral and written testimony on University of Hawai‘i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai‘i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai‘i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai‘i at Mānoa’s representative.

Advisory Groups to the Chancellor:

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai‘i at Manoa, providing input on all issues affecting University of Hawai‘i graduate students and the University of Hawai‘i at Manoa

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campus.. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai'i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali'i Council: This group is composed of faculty and staff of Native Hawai'ian serving programs, and Native Hawai'ian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawai'ians.

The units that report directly to the Office of the Chancellor include:

- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics

ADVISORY GROUP TO THE CHANCELLOR

Mānoa Faculty Senate – Org Code: MAFS:

This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai'i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai'i at Mānoa and other units of the University System.

OFFICE OF COMMUNICATIONS – ORG CODE: MAOCOM

The Office of Communications provides leadership and direction for the planning, development, coordination, and management of the overall public and alumni relations, governmental relations, advancement, and special events strategy that brings greater visibility, recognition, and support to the University of Hawai'i at Mānoa as a leader in higher education. Specific responsibilities include developing and maintaining productive and mutually beneficial relations and effectuating regular interaction and communication with the University's multiple publics such as alumni, students and

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prospective students, parents, friends of the University, donors, businesses and corporations, and community groups; coordinating and monitoring legislative and governmental actions that impact the campus; and providing support and serving as the liaison to the University of Hawai‘i Foundation. The Office is responsible for the management and coordination of the University of Hawai‘i at Mānoa’s interaction with the University of Hawai‘i at Mānoa System and the news media.

OFFICE OF THE OMBUDSPERSON – ORG CODE: MAOMBD

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai‘i at Mānoa.

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STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
**OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS**

FUNCTIONAL STATEMENT

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS (OVCAFO) – ORG CODE: MAVCAF

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai'i at Mānoa. The following units report to the Vice Chancellor:

- Office of Financial Resources Management – Org Code: MAFRMA
- Office of Human Resources – Org Code: MAHRMA
- Office of Planning and Facilities – Org Code: MAAVFG
- Office of Campus Services – Org Code: MACPMA

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus physical planning and management of space resources.
- Sustainable resource management.
- Facilities renovations and capital improvements.
- Building and grounds maintenance.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, auxiliary services, and facilities management. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Senior Management Team on administrative and financial matters as appropriate.

OFFICE OF PLANNING AND FACILITIES – ORG CODE: MAAVFG

The Office of Planning and Facilities (OPF) plans, organizes, directs and executes activities relating to overall campus planning, repair and maintenance of facilities, as well as provides services for design, construction and the overall management of the grounds, buildings and infrastructure of the University of

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Hawai'i at Mānoa. This Office provides leadership, strategic direction and guidance in the planning, design, construction, maintenance, and operations of physical facilities and grounds to create a safe environment conducive to learning and research. This unit works to preserve the integrity of the campus and ensures projects and plans fit within a larger framework and long-term campus vision.

OPF is comprised of the following five (5) functional areas:

- Office of Support Services
- Planning Office
- Facilities Management Office
- Buildings & Grounds Management
- Campus Operations

Planning Office – Org Code: MAPELP

The Planning Office has campus-wide responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscape design. Major functions of the Office are as follows:

- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility.
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting UH Mānoa programs.
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long-term physical facility requirements for the University of Hawai'i at Mānoa.
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Campus' strategic sustainability goals.
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution.
- Engages students, faculty, and staff in gaining understanding of our current patterns of facilities use and consequent impacts and opportunities.
- Manages the allocation and reallocation of space on campus to operating units.
- Maintains a database of institutional information supporting the space and physical planning functions of the campus.
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

OFFICE OF SUPPORT SERVICES – ORG CODE: MAASPF

The Office of Support Services provides a range of administrative services to support the overall integration and efficiency of the Office of Planning and Facilities and to ensure a high level of customer service through the operations of the below four (4) functional areas. This Office conducts analysis and provides reports as required, and to measure the effectiveness of the OPF operation to meet its goals and to support the campus.

Fiscal Services – Org Code: MAASFG

- Administers budget preparation, analysis, reports and execution, fiscal, procurement (including campus-wide contracts) and property management under the purview of the OPF.

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- Responsible for the financial planning, management, and control of OPF funds and accounts.
- Advises and assists OPF units in budgetary planning, preparation, and execution.
- Provide reliable financial data and analysis for quality management decisions.
- Procurement services including the purchase of materials and supplies for the efficient operation of OPF projects and functions.

Customer Service & Information Management – Org Code: MACSFM

- Manages and maintains the campus work order system.
- Communicates university customer requests and needs to appropriate OPF units.
- Improves communication with and between internal and external constituents on OPF actions and projects.
- Provides support to improve and expand customer service to internal and external constituents of OPF.
- Provide and share accurate data/information to assist OPF and campus units improve workflow and make informed decisions.
- Ensures the direction of campus projects is in alignment with energy conservation and efficiency efforts.
- Provides IT support services to the OPF operation including hardware and software management, web services, support to ensure the most effective work order processing and communication among the various OPF units.
- Serves as information management hub to collect data, provide analysis, and develop reports for the various OPF units and campus constituents.
- Schedules and coordinates support services for special events.

Human Resources – Org Code: MAHRFM

- Central coordination of human resource administration for OPF.
- Provides personnel services to all OPF units, including recruitments, appointments, classification and compensation, promotions, and leave and benefits.
- Provides staff training and development.
- Provides guidance, consultation, analysis, reporting and staff assistance to OPF units to meet immediate or long-range goals.
- Ensures personnel actions are in compliance with federal, state, and university laws and policies.

Warehouse/Inventory – Org Code: MAWIFM

- This support unit provides warehouse and inventory services for OPF operations including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

FACILITIES MANAGEMENT OFFICE – ORG CODE: MAFACM

The Facilities Management Office (FMO) conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities in accordance with approved long-range development plans and applicable federal, state, and county building codes and standards. This Office collaborates closely with the Planning Office and helps to ensure all planning for, and actions on, the physical plant are in support of the campus strategic plan and its educational, research and student life

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missions. The FMO provides analysis and reports on repair, maintenance, design and construction projects to measure the compliance with campus and OPF goals. The FMO is comprised of the following five (5) functional areas:

Project Management – Org Code: MAPMFM

- Participates in architectural/mechanical/electrical design documents and reviews for UHM construction projects.
- Provides construction management services for UHM construction projects.
- Maintains communications with the UHM campus community.
- Prepares and maintains project warranty information.
- Establishes, maintains, and improves UHM construction procedures and guidelines.
- Works with architectural design team from start of projects to ensure effective management of consultants and contractors for the purpose of providing the highest level of services from consultants and contractors and an excellent final product for the campus.

Architectural Design – Org Code: MAADFM

- Prepares and/or reviews and directs the architectural plans and specifications and coordinates the preparation of mechanical, electrical, and utility distribution system designs for new/renovation projects performed either internally or by private consultants and contractors. Prepares and/or reviews the specifications and bidding requirements for projects to be performed by private consultants and contractors.
- Coordinates with the Shops director and/or Shops superintendent and director of Buildings and Grounds and schedules repairs and maintenance, preventive maintenance programs for all relevant buildings, building subsystems, infrastructure and grounds.
- Coordinates with the Planning Office, CM team, Shops, Buildings and Grounds Offices on larger repairs, building renovations and new construction projects.
- Provides renovation design assistance to departments, including determination of service or maintenance requirements, alternative approaches, and time and cost estimates.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Maintains an inventory of campus buildings with regard to CRDM, HSCR, CIP, construction schedules, facilities conditions keying systems, and utility distribution systems.
- Maintains facilities information database.
- Provides oversight responsibility for the integration of all relevant architectural, mechanical, electrical, Shops and Grounds projects to ensure the overarching campus goals and integrative opportunities are captured for all projects.

Mechanical Engineering – Org Code: MAMEFM

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for UHM projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private consultants and contractors.
- Maintains facilities equipment audit and inventory; coordinates with all repair and maintenance and preventive maintenance programs for mechanical, plumbing and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria.

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- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates.
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to mechanical engineering functions on the campus.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops.
- Develops and maintains a comprehensive building audit program.
- Supports the planning, development and implementation of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with the Planning Office, Electrical Engineering, and other key campus units.

Electrical Engineering – Org Code: MAEEFM

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for UHM projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private contractors.
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria.
- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates.
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to electrical engineering functions on the campus.
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops.
- Supports the planning, development and, implementation, of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with the Planning Office, Electrical Engineering and other key campus units.
- Develops and maintains a comprehensive building audit and electrical grid program.

Research Revolving Fund – Org Code: MARSFM

- Provides support and management of projects and initiatives related to physical plant improvements in support of the campus research enterprise.
- Ensures research-related projects are integrated with campus-based planning and design and is consistent with the long-range development plan and sustainability efforts of the University.

BUILDINGS & GROUNDS MANAGEMENT – ORG CODE: MABDGM

The Buildings & Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings and grounds. This unit works in partnership with campus units to meet and implement the energy and sustainability needs and priorities of the University and to efficiently complete projects and day-to-day operations and maintenance services.

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Building Services – Org Code: MABDBG

This unit supervises building support services including custodial care, carpet cleaning and administers registration class applications for entry-level janitors for the UH System.

Housekeeper – Org Code: MAHKBG:

This unit is responsible for all household cleaning of the University President's residence including the main house and guest cottage.

Carpet Cleaners – Org Code: MACCBG:

This team provides carpet cleaning and floor polishing services for on-campus facilities.

Crew 1 (Makai) – Org Code: MAC1BG:

This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 1 thru 7) – see Chart IV-A.

Crew 2 (Ewa) – Org Code: MAC2BG:

This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 8 thru 14) – see Chart IV-A.

Crew 3 (Mauka) – Org Code: MAC3BG:

This team provides custodial services for UH Mānoa buildings, including classroom, laboratories, auditoriums, offices, restrooms, corridors, and other public or general-use areas (Group 15 thru 20) – see Chart IV-A.

Grounds – Org Code: MAGDBG

This unit is responsible for the supervision of grounds maintenance services and refuse collection, administers registration class applications for entry-level groundskeepers for the UH System, and coordinates recycling operations for UH Mānoa. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.

Landscaping – Org Code: MALSBG – see Chart IV-B

This unit supervises, assigns, coordinates, and account for work of landscaping employees.

Pesticide Control – Org Code: MAPCBG

This team controls weeds, insects, and diseases in campus landscapes.

Irrigation – Org Code: MAIRBG

This team repairs, installs, and maintains irrigation system at UH Mānoa.

Labor Support – Org Code: MALABG

This team provides labor support to tree trimmer, sprinkler repairer and recycling.

Mason – Org Code: MAMSBG

This team lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.

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Tree Trimmer – Org Code: MATTBG
This team maintains campus trees.

Nursery – Org Code: MASRBG
This team provides maintenance and care to trees, plants, and foliage.

Refuse – Org Code: MARFBG
This team provides refuse collection as well as special and bulk disposal services for UH Mānoa.

Equipment Support – Org Code: MAESBG
This team operates and maintains heavy equipment to service campus facilities.

Grounds Maintenance – Org Code: MAGMBG – See Chart IV-C
This unit supervises and performs a variety of manual tasks in cleaning, caring and the maintenance of landscaped areas.

Makai Crew – Org Code: MAMKBG
This team is responsible for the care and maintenance of campus landscape on the Makai side of the UH Campus.

Power Mower Operators – Org Code: MAPMBG
This group is responsible for the care and maintenance of campus lawn.

Mauka Crew – Org Code: MAMUBG
This team is responsible for the care and maintenance of campus landscape on the Mauka side of the UH Campus.

CAMPUS OPERATIONS – ORG CODE: MACLSS

Campus Operations (CO) provides leadership and supervision over trade shop services for the UH Mānoa Campus. This unit coordinates closely with the Work Coordination Center, BGM and the mechanical, electrical and architectural departments in FMO. It develops the preventive maintenance program for the shops and the shop's zone management program. It supports the energy and resource conservation and management efforts for the campus.

Electric Shop – Org Code: MAESFM

This unit works closely with other CO groups and maintains, repairs, and installs all facility electrical systems and equipment, including primary and secondary voltage transformer, cabling/wiring, switch gear, load centers, fixtures and other related appurtenances at UH Mānoa.

Carpenter Shop – Org Code: MACAFM

This unit works closely with other CO groups and repairs, constructs and installs rough and finished carpentry work and building hardware at UH Mānoa.

Air Conditioning Repair and Maintenance Shop – Org Code: MAAMFM

CURRENT

This unit works closely with other CO groups and repairs and maintains campus structures, building hardware, equipment and utility distribution systems at UH Mānoa.

Plumbing Shop – Org Code: MAPLFM

This unit works closely with other CO groups and repairs, maintains and installs plumbing systems, fixtures and equipment at UH Mānoa.

Paint Shop – Org Code: MAPAFM

This unit works closely with other CO groups and refinishes, repaints and maintains all existing painted and newly constructed surfaces at UH Mānoa.

Trucking – Org Code: MATRFM

This unit works closely with other CO groups and provides trucking, moving and disposal services to the campus community.

Attachment D

PROPOSED FUNCTIONAL STATEMENTS

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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 (OVPA) provides systemwide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai'i's (University) programs relating to human resources; communications; procurement and real property management; risk management; systems integration; institutional equity; planning and sustainability; Mānoa campus operations and facilities; project delivery; and facilities business administration.

In addition, the OVPA is responsible for land development, update and dissemination of University wide policies and procedures, and collegiate licensing. Collegiate licensing oversees the University's branding (logo/trademark) program and ensures collection of royalties in compliance with licensing agreements.

Programmatic areas of responsibility include, directing through subordinate managers, a **human resources** program that is responsible for administration of the classification, compensation and employee benefits systems for Excluded and Managerial (EM), Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a **communications** program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a **procurement and real property** program that provides direction in the acquisition of goods and services, the acquisition or conveyance of interests in real property, and the administration of the University's record management program; a **risk management** program that is responsible for the University's systemwide risk management functions; a **systems integration** program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an **institutional equity** program that 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; a **planning and sustainability** program that assists in developing planning and space guidelines, long-range project priorities, and sustainability programs and goals; a **Mānoa campus operations and facilities** program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a **project delivery** program that is responsible for the planning, design, and construction of capital improvement projects; and a **facilities business** administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities;

OFFICE OF HUMAN RESOURCES (OHR)

OHR provides systemwide leadership in:

- Developing, implementing, and maintaining personnel policies and procedures to ensure compliance with Board and 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 and 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;

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- Conducting hearings and rendering decisions on grievances; and
- Administering the University's employee benefits and staff development and training programs.

OHR provides these services through its various functional units as described below.

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; and
- 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 Board 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, Board and Executive policies, and OHR administrative procedures and implements formal compliance review programs to identify and correct any violations of the above;
- Coordinates training programs to assist employees in performing existing tasks and to prepare them for future advancement;
- Coordinates and administers the job performance review program for Board appointees;
- Develops standardized evaluative criteria for the classification of APT positions 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 and monitors EM and APT compensation plans to ensure compliance with approved plans, salary equity, applicable collective bargaining agreements, and alignment with any Equal Employment Opportunity and Affirmative Action concerns; and
- 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.

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Collective Bargaining and Employee Relations

- Interprets and advises senior executives and personnel administrators on the interpretation and application of collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies;
- Provides research, analytical data, 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 (UHPA), the Hawai'i Government Employees Association (HGEA), and the United Public Workers (UPW);
- Develops executive policies and administrative procedures regarding employee relations issues as appropriate;
- Assists the University's General Counsel in the preparation of cases for mediation and arbitration;
- Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement;
- Serves as the University's representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units; and
- 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; and
- Assesses human resources functions, such as EM, APT, and civil service evaluation procedures and practices.

OFFICE OF COMMUNICATIONS (COMM)

COMM provides leadership in planning, organizing, directing, evaluating, and coordinating the University's internal and external communications relating to marketing and brand management, public relations, news, and media relations through print, broadcast, and electronic mediums.

COMM provides these services through its various functional units as described below.

Multimedia

- Coordinates the production of a variety of video and print materials for distribution within and outside the University;
- Reviews marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals;
- Develops and implements strategy and content for hawaii.edu websites by working with stakeholders across the system and collaborating with information technology regarding the latest online

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- communication tools;
- Ensures that all copy, images, resources, and links are updated and current;
- Trains communicators in all facets of multimedia including WordPress, social media, emergency systems, still images, and video;
- Documents University events for archival purposes through still photography and video;
- Oversees the strategic application of content across all available platforms; and
- Keeps current with latest trends, technologies, and best practices in the communications media area and makes relevant recommendations.

Internal and External Communications

- Serves as the primary unit responsible for the external and internal dissemination of information;
- Responsible to strengthen lines of communications amongst all campuses and communicators systemwide;
- Assists in the development of communication strategies to further the University's mission and vision;
- Assists campus and unit communicators in identifying and disseminating newsworthy stories;
- Responsible for posting stories to the UH news website, issuing press releases, and broadcasting weekly UH news emails;
- Monitors and responds to social media, the UH news comment section, and other online forums; and
- Produces content for multiple platforms including FAQs, public presentations, talking points, testimonies, and other announcements/messages for email, web, or social media dissemination.
- Responsible for emergency communications, including coordination and support between campuses;
- Provides support for crisis communications;
- Manages and develops internal communications strategies and announcements;
- Manages and develops media response strategies and answers media inquiries;
- Provides media and presentation training for communicators;
- Manages and produces content for video news releases and web videos;
- Responsible for the advancement and marketing strategy, special events, and other related public relations matters for the Office of the Mānoa Chancellor.

PROCUREMENT AND REAL PROPERTY MANAGEMENT (OPRPM)

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

OPRPM provides these services through its functional units as described below.

Procurement Section

- Evaluates departmental requirements for the acquisition of goods and services;
- Prepares invitations for bids and requests for proposals or quotations consisting of technical specifications, general provisions, and special provisions for the acquisition of goods and services 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;
- Processes sole source procurements in accordance with applicable laws and University Administrative Procedures;

PROPOSED

- 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, assistance, forms, and training to fiscal administrators for procurements and contracts issued by fiscal administrators;
- Develops University administrative procedures relating to the procurement of goods and services;
- 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; and
- 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 for the 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;
- 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 and an inventory of 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; and
- Prepares reports, as required, on University interests in real property.

OFFICE OF SYSTEMS INTEGRATION (OSI)

OSI provides leadership and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA. These systems include enterprise-wide and home-grown systems that exist in functional silos and require manual manipulation and redundant data entry. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making.

OSI provides these services through its functional units as described below.

Business Process Transformation

PROPOSED

- Leads the implementation and optimization of eBuilder (project management tracking system), which will serve as the centralized database and workflow tool for all construction project information including budgets, schedules, and status;
- Directs the strategic utilization and integration of technology capabilities for operations under the OVPA to maximize functionality, reporting accuracy, and data-driven decision making and leverage technology to support re-engineering and streamlining of processes;
- Maintains a geospatial and physical assets database of institutional information supporting the space and physical planning functions of the campus; and
- Manages and oversees, specifically for the Mānoa Campus Operations and Facilities area, data intensive and critical information technology systems including AiM (work order and asset management system), Lokahi (electronic workflow and reporting system), and Sightlines (building facilities condition report and deferred maintenance database).

PeopleSoft Development and Support

- Provides administrative support, business analysis, integration, and development capabilities for the enterprise-wide Peoplesoft program, which is used by OHR to establish, track, monitor, and report on all employees within the University systemwide;
- Conduct analysis to re-engineer the system to capitalize on delivered features and functionality to include user friendly interfaces, workflow, self-service and timely reporting;
- Collaborates with OHR and other system offices to lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity; and
- Optimize integration touchpoints with other applications and datamarts.

Technology Integration

- Lead efforts in updating and integrating individual databases and spreadsheets into an electronic system that is appropriately shared and governed by processes that secure data integrity;
- Revisit unsupported legacy solutions and develop roadmap to replace them with current technologies; and
- Support the implementation of new technologies such as NeoGov for online recruitment, onboarding and performance evaluations.

OFFICE OF PLANNING AND SUSTAINABILITY (OPS)

OPS provides vision and direction for long and short-range planning, space management and analysis, capital planning, and design standards, at the Mānoa campus, and for sustainability goals, initiatives, and projects systemwide.

Planning

Planning has Mānoa campus responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscape design. Major functions are as follows:

- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility;
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting UH Mānoa programs;

PROPOSED

- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long-term physical facility requirements for Mānoa;
- Assists in the preparation of environmental assessments and impact statements and master plans;
- Assists in the development of University environmental policy and all documents to comply with applicable laws, rules, and regulations
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Mānoa's strategic sustainability goals;
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution;
- Engages students, faculty, and staff in gaining understanding of our current patterns of facilities use and consequent impacts and opportunities;
- Manages the allocation and reallocation of space on campus to operating units; and
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

Sustainability

The systemwide sustainability unit is charged 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. Major functions are as follows:

- Supports the implementation of sustainability projects and initiatives, including waste, water and energy reduction, food production, and fostering sustainable behavior changes;
- Provides 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;
- Provides supervisory and technical oversight in strategic planning, coordination, and organizational alignment of Systemwide sustainability strategic goals and development of campus sustainability and resilience plans;
- Coordinates and manages the University Sustainability Council and University Sustainability Curriculum Council to establish sustainability metrics to track, record, and report on progress toward sustainability goals;
- Plans and executes campus and community outreach initiatives, i.e., the Annual Sustainability in Higher Education Summit;
- Provides 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;
- Oversees the development of feasibility studies and business plans as the Systemwide subject matter expert on energy monitoring, analysis, and benchmarking;
- Deploys energy-related training programs and develops internal and external communication strategies that impact behavioral shifts toward sustainability and energy efficient practices; and
- Represents 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.

PROPOSED

CAMPUS OPERATIONS & FACILITIES (COF)

COF provides leadership and oversight for Mānoa campus operations and repair and maintenance programs and projects. COF is responsible for developing a comprehensive program that incorporates preventive maintenance best practices and strategically addresses work orders, minor facility upgrades and other campus improvements on an on-going basis.

COF provides these services through its various functional units as described below.

Campus Operations/Shops

Campus Operations provides leadership and supervision over trade shop services for the Mānoa campus. This unit coordinates closely with the Work Coordination Center, Warehouse, Buildings and Grounds Maintenance, and professional support units. Campus Operations implements preventive maintenance programs and supports the energy and resource conservation and management efforts for the campus.

- Electric Shop
Maintains, repairs, and installs electrical systems and equipment, including load centers, primary and secondary voltage transformers, cabling/wiring, switchgears, and fixtures.
- Carpenter Shop
Repairs, constructs and installs rough and finished carpentry work and building hardware.
- Air Conditioning Repair & Maintenance Shop
Repairs, maintains and replaces building and facilities HVAC and cooling systems.
- Plumbing Shop
Repairs, maintains and installs plumbing systems, fixtures and equipment.
- Paint Shop
Refinishes, repaints and maintains all existing painted and newly constructed surfaces.
- Trucking Shop
Provides trucking, moving and disposal services to the campus community.

Buildings & Grounds Management

The Buildings & Grounds Management (BGM) unit is responsible for overseeing the maintenance and landscape of campus buildings, grounds and plant collections. Works to meet and implement the energy and sustainability needs and priorities of the University and to develop a plant collection for educational and research purposes.

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- **Building Services**

Provides custodial care, carpet cleaning, and other maintenance services for all buildings and facilities for the campus.

- *Crew 1 – Makai zone*
- *Crew 2 – Ewa zone*
- *Crew 3 – Mauka zone*
- *Housekeeper*

Provides household cleaning of the University President's residence including the main house and guest cottage.

- *Carpet Cleaner*

Provides carpet cleaning and floor polishing services for on-campus facilities.

- **Landscaping Services**

Provides grounds maintenance services and refuse collection, and coordinates recycling operations for the campus. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.

- *Landscaping*

- *Pesticide Control*

Controls weeds, insects, and diseases affecting campus landscapes.

- *Irrigation*

Repairs, installs, and maintains irrigation systems.

- *Labor Support*

Provides labor support for tree trimmer, sprinkler repairer and recycling.

- *Mason*

Lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.

- *Tree Trimmer*

Maintains campus trees.

- *Nursery*

Provides maintenance and care to trees, plants, and foliage.

- *Refuse*

Provides refuse collection as well as special and bulk disposal services.

- *Equipment Support*

Operates and maintains heavy equipment to service campus facilities.

- *Grounds Maintenance*

Performs a variety of manual tasks in cleaning, caring and maintaining landscaped areas.

- *Makai Crew – Makai zone*

- *Power Mower – Campus lawn*

- *Mauka Crew- Mauka zone*

- **Campus Arboretum**

Develops the landscape potential of unique woody flora of the tropics on the campus by serving as a living laboratory for education and research, encouraging use by the broader community and supporting service activities of the University.

Work Coordination Center

- Manages and maintains the campus work order system;
- Communicates Mānoa customer requests and needs to appropriate unit;

PROPOSED

- Provides data/information to assist maintenance units respond to customer requests and supports communication and improved customer service to campus constituency; and
- Schedules and coordinates support services for special events.

Warehouse/Inventory

Provides warehouse and inventory services for COF including storage, transfer, and disposal of materials and property and the maintenance of surplus inventory for the campus community.

Facilities Safety

Provides advice and develops policies and procedures regarding environmental and occupational safety issues affecting the Mānoa campus and especially COF. Ensures compliance with Federal, State, and local laws, rules and regulations relating to safe operating practices in alignment with the Occupational Health and Safety Administration (OSHA).

Professional Support

Coordinates with the Shops director and/or Shops superintendent and director of Buildings and Grounds and schedules repairs and maintenance, preventive maintenance programs for all relevant buildings, building subsystems, infrastructure and grounds. Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.

Mechanical Engineering & Electrical Engineering

- Prepares and/or reviews and directs the preparation of mechanical/electrical engineering designs and specifications for projects performed either internally or by private consultants and contractors and prepares and/or reviews specifications and bidding requirements for projects by private consultants and contractors;
- Maintains facilities equipment audit and inventory; manages preventive maintenance programs for mechanical and electrical systems; develops equipment and systems replacement programs in accordance with established industry criteria;
- Provides renovation design assistance to departments, including determination of service and maintenance requirements, alternative approaches, and time and cost estimates;
- Provides planning and design services for setting campus goals regarding the design, repair, management and operations of all components related to mechanical and electrical engineering functions on the campus;
- Reviews departmental service work requests, preparing cost estimates as well as labor and materials requirements for work to be performed by the trade shops.
- Provides technical support to trade shops;
- Develops and maintains a comprehensive building audit program; and
- Supports the planning, development and implementation of campus-wide utility planning, improvements and repairs and energy conservation, energy efficiency and renewable energy programs in concert with OPS and other key campus units.

OFFICE OF PROJECT DELIVERY (OPD)

OPD provides high quality planning, development, design, and construction services for the successful completion of CIP projects. OPD ensures that all University campuses, especially the flagship Mānoa campus, enjoy and operate in physical environments that support teaching, research, and public service in

PROPOSED

keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise.

In collaboration with OPS, this office provides CIP implementation services from the conceptual planning stage through construction completion. OPD coordinates closely with OPS to ensure that all planning for, and actions on, the physical facilities, grounds, and infrastructure are in accordance with long-range development plans, the campus strategic plan, and supports the campus educational, research and student life missions. The FMO is comprised of the following three (3) functional areas:

Design

- Performs project management responsibilities to ensure the end-to-end successful completion of construction projects affecting campus facilities, grounds, infrastructure and other physical assets;
- Prepares and/or reviews and directs the preparation of plans and specifications for new and renovation projects including the preparation of bid documents, as required;
- Coordinates design requirements, construction methods and schedules with OPS, COF, and the construction team;
- Provides renovation design assistance to departments, including closely working with the end-users to determine project scope and requirements, potential maintenance and service issues, alternative approaches, and time and cost estimates; and
- Assists in maintaining an inventory and information database of campus buildings with regard to facilities conditions assessments and potential projects that need to be queued for construction due to capital renewal, deferred maintenance, health and safety, and/ or code requirements.

Design/Build

- Performs project management responsibilities for all projects utilizing the design/build project delivery method to ensure the end-to-end successful completion;
- Prepares or directs the preparation of Request for Proposals (RFPs) to solicit design/build submittals;
- Oversees all components of the design/build process including programming requirements, establishment of design criteria within budget parameters, project design review, construction oversight, and overall contract administration;
- Develops policies, procedures, templates, and forms to ensure a consistent process so that: (1) solicitations are in accordance with applicable procurement statutes; and (2) resultant design/build projects achieve high quality and high end-user satisfaction;
- Negotiates design/build contract terms and deliverables; and
- Leads in the recommendation and implementation of other innovative and alternative project delivery mechanisms and strategies to improve the quality, timeliness, and cost effectiveness of capital projects for the University.

Major CIP Construction

- Directs and manages construction activities and delivery of projects for OPD;
- Develops and implements policies, procedures, and processes for construction activities;
- Reviews design plans and specifications to ensure feasibility of construction and maintenance;
- Confirms that construction cost-estimates and schedules are realistic and considers all aspects of a project;
- Develops reporting and monitoring mechanisms that provide timely, reliable information on the status of construction;
- Reviews and interprets all construction and contract documents including working drawings, specifications, post contract documents, schedule of values, and detailed cost breakdowns;

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- Makes sound, justifiable field and project decisions that advance the best interests of the University while keeping within deadlines and budgets;
- Processes change orders in a timely fashion, while documenting and holding the appropriate entity responsible and liable, to avoid costly delays;
- Manages projects from bid award to project acceptance and close-out, including verification that all operating manuals, training, project warranties, and other applicable documents are received prior to project acceptance; and
- Ensures that effective and consistent communications with all involved parties is on-going, including the campus community and other external stakeholders, and that construction processes follow industry best practices.

FACILITIES BUSINESS OFFICE (FBO)

FBO provides administrative and fiscal support to Office of Planning and Sustainability, Campus Operations and Facilities, and the Office of Project Delivery. FBO is responsible for the development and implementation of policies, processes, and standard operating procedures that provide a framework for the consistent application of administrative and fiscal services and that ensures compliance with legal requirements, accounting principles, and generally accepted business practices. Support services include human resources, fiscal, accounting, business analysis, procurement, contract award and administration, capital budget preparation, legislative participation, budget implementation, information/data systems, management reporting, and asset management.

FBO is comprised of the following three (3) functional areas:

Facilities Human Resources

- Provides human resource services, focusing on the Campus Operations and Facilities (COF) area, including recruitment and selection, classification and compensation, leave accounting and administration, employee benefits, labor relations and staff development and training;
- Recommends internal personnel procedures and practices that comply with applicable University Board and Executive policies and Administrative Procedures;
- Advises units on all matters pertaining to human resource issues;
- Reviews and audits personnel transactions for accuracy, completeness, and conformance with University and State policies and procedures;
- Investigates formal and informal complaints and grievances relating to personnel matters;
- Administers the Peoplesoft Information System, specifically for COF, and prepares/maintains organizational charts;
- Identifies and recommends personnel training needs and coordinates or conducts in-house training workshops; and
- Compiles and analyzes personnel data to prepare reports and conducts staffing pattern and workload studies to develop resource recommendations to management.

Facilities and Contracts Office

- Administers and manages all facets of facilities and construction project procurement including invitation for bids, request for proposals, design/build solicitations, request for quotations, and other methods of source selection;
- Directs all facets of the contracting cycle including award of contracts, contract administration, monitoring vendor performance, and the modification, termination, and closing of contracts;
- Ensures that the selection process and contracts for professional services are done in accordance with

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- applicable State statutes, Hawaii Administrative Rules, and University Administrative Procedures;
- Provides advice on the interpretation and implementation of procurement statutes, policies, procedures, and requirements and ensures that processes and documents comply with applicable laws;
- Develops and amends contract terms and provisions to ensure that the University is protected;
- Develops standard forms and templates to ensure that the procurement of facilities and construction is executed in accordance with applicable laws and contract provisions.

Facilities Fiscal Office

- Administers and manages all financial and budget functions and services for OPS, COF, and OPD relating to operating and capital programs;
- Reviews and processes construction change orders, certifies availability of funds, and ensures compliance university, state, and federal rules, regulations, policies, and procedures;
- Prepares and issues purchase orders, requisitions, contract encumbrance forms, and other allotments to maintain control over operational and CIP budgets;
- Establishes required accounting system for maintaining expenditures in conformance with management requirements;
- Prepares reports in response to requests from internal and external agencies including State departments and the legislature; and
- Develops policies and procedures that ensures compliance with applicable laws and ensures effective operations and resource allocations.

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STATE OF HAWAI'I UNIVERSITY OF HAWAI'I UNIVERSITY OF HAWAI'I AT MĀNOA OFFICE OF THE CHANCELLOR

FUNCTIONAL STATEMENT

OFFICE OF THE CHANCELLOR – ORG CODE: MACHNC

The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai'i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State's sole research institution; champions higher education for the people of Hawai'i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai'i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai'i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai'i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai'i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai'i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

Major Functions of the Office of the Chancellor

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai'i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai'i and the University of Hawai'i at Mānoa. The Chancellor's Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa's faculty, staff, students, and constituencies.

The Chancellor's Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai'i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai'i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.

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- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in ensuring the continuing excellence of the University of Hawai'i at Mānoa programs.
- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai'i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai'i at Mānoa's faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University's research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai'i at Mānoa's programs.
- Prepares and presents both oral and written testimony on University of Hawai'i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai'i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai'i at Mānoa's representative.

Advisory Groups to the Chancellor:

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai'i at Manoa, providing input on all issues affecting University of Hawai'i graduate students and the University of Hawai'i at Manoa campus.. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates

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on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai‘i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali‘i Council: This group is composed of faculty and staff of Native Hawai‘ian serving programs, and Native Hawai‘ian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawai‘ians.

The units that report directly to the Office of the Chancellor include:

- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics

ADVISORY GROUP TO THE CHANCELLOR

Mānoa Faculty Senate – Org Code: MAFS:

This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai‘i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai‘i at Mānoa and other units of the University System.

OFFICE OF THE OMBUDSPERSON – ORG CODE: MAOMBD

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai‘i at Mānoa.

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STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
**OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS**

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND
OPERATIONS (OVCAFO) – ORG CODE: MAVCAF**

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai'i at Mānoa. The following units report to the Vice Chancellor:

- Office of Financial Resources Management – Org Code: MAFRMA
- Office of Human Resources – Org Code: MAHRMA
- Office of Campus Services – Org Code: MACPMA

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus security and emergency management.
- Auxiliary services including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, human resources, and auxiliary services. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the President and Senior Management Team on administrative and financial matters as appropriate.



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Communications and Facilities System and Mānoa Reorganization February 23, 2017



- January 2015: Board sought to explore and analyze the current structure of the University of Hawai'i System and Mānoa campus
- May 2015: WICHE Report recommended to
 1. maintain current structure where President and Mānoa Chancellor are distinct and separate, but
 2. consider whether any existing system and Mānoa functions could be consolidated to achieve greater efficiency and effectiveness
- Leadership team of Mānoa Chancellor and President agreed to consolidate the areas of facilities/capital projects, human resources, communications and research compliance within the system
- January 2016: Board presented with conceptual recommendation to consolidate these areas
- August 2016 – January 2017: Consultation with all stakeholders
- February 2017 (today): Recommendation to approve reorganization that
 - Consolidates the communications and facilities offices of UHM and System within the OVPA and
 - Establishes an Office of Systems Integration within OVPA

- Historically, UHM served by
 - UHM Office of Facilities and Grounds for day-to-day facility needs and small repair and maintenance contracts
 - DAGS for all major renovation and new building construction
- 2002 – OCI established to replace DAGS
- 2006 APPA Report
- 2011 APPA Report
- Objectives of the reorganization
 - Align planning, repair & maintenance, and capital program resources around common mission
 - Optimize delivery of services by expanding on improvements already made to work processes
 - Institutionalize best practices and leverage technology

Current

Mānoa

**Asst. Vice Chancellor for
Planning & Facilities**
(4 positions)

Planning
(4 positions)

**Building and
Grounds**
(220 positions)

Shops
(61 positions)

**Facilities Management
Office (FMO)**
(35 positions)

Support Services
(20 positions)

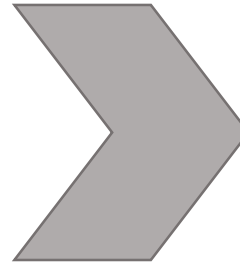
System

**Director of Capital
Projects**
(2 positions)

**Project Management -
Design & Construction**
(5 positions)

**Administration &
Support Services**
(5 positions)

**Office of
Sustainability**
(2 positions)



Proposed

**Vice President for
Administration**

**Planning and
Sustainability**
(6 positions)

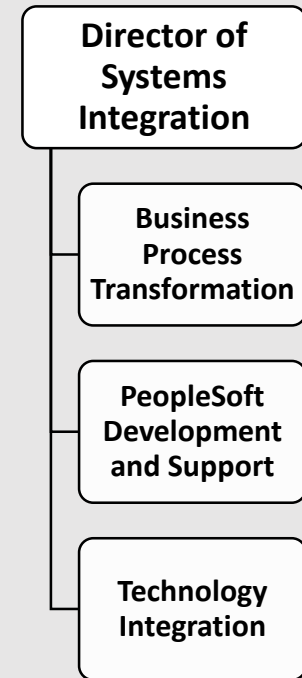
**Campus Operations
and Facilities**
(306 positions)

Project Delivery
(26 positions)

**Facilities Business
Office**
(16 positions)

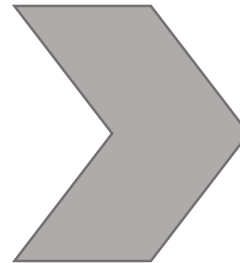
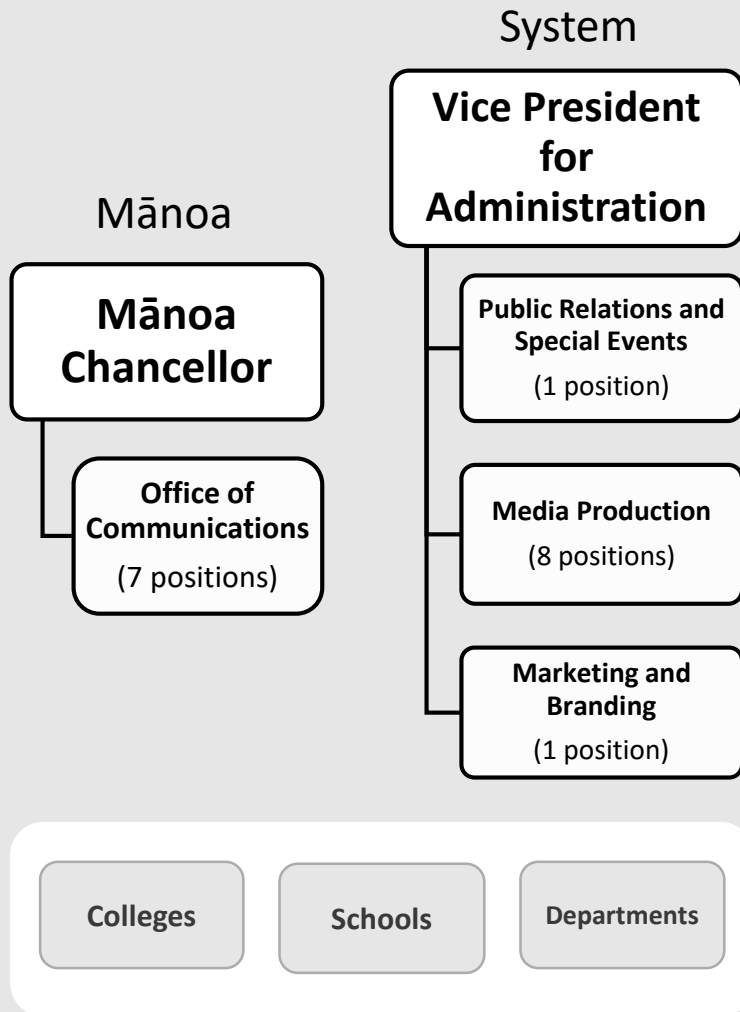
- Objectives of the reorganization:
 - Consolidate existing information technology related positions within the reorganized OVPA into one functional unit
 - Leverage technology to improve work processes
 - Ensure data generated and utilized in various systems within OVPA are integrated and dynamic to support strategic planning and decision making

Proposed

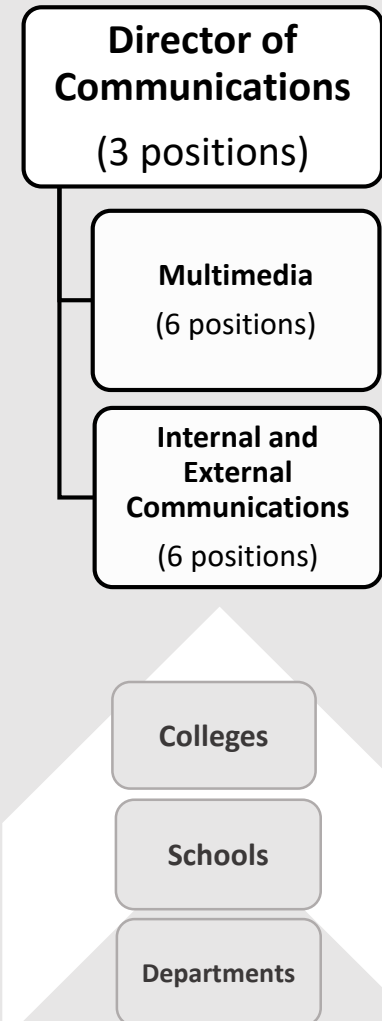


- Objectives of the reorganization
 - Shift to a more centralized media strategy that channels all communications for all campuses through the System Communications Office
 - Consistent messaging and marketing strategies for System and UHM that leverage each other
 - Efficient use of limited resources that aligns with a unified communications strategy

Current



Proposed



Item VI.A.2.

Approval of a Reorganization Proposal to consolidate the UHM Office of Planning and Facilities and Communications Office with the UH System Office of the Vice President for Administration and to Establish New Offices under the Vice President for Administration

Strategic Vision for
UH Communications



UH Communications 2016-2017



Rethink Communications

- Public relations
- Community relations
- Media relations



Modern Communications

- Communications manager/management
- Content producer
- Content



Modern Communications

Twitter

Facebook

Flickr

YouTube

MyUH

UH News

Emergency text alerts

Email newsletter

**Traditional news
releases**

Video news releases

**Local and national
print /TV media**



Mission

Strengthen and improve the reputation of the university by:

- 1. Communicating consistently with internal and external audiences in a timely manner**
- 2. Minimizing negative stories**
- 3. Maximizing positive stories that highlight UH's strategic directions, excellence, affordability, responsible management and importance to the state of Hawai'i and the world**



Internal Communications

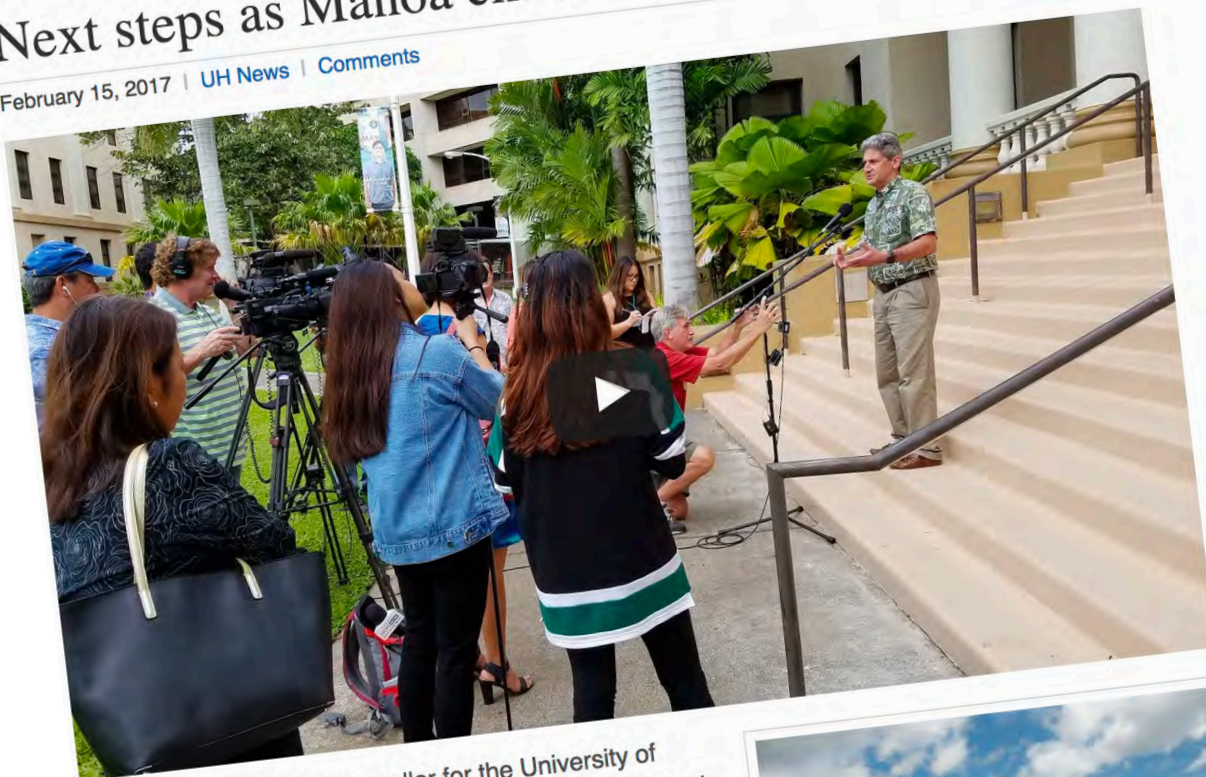
- **The golden rule**
- **UH from UH first**
- **Actions taken**



Next steps as Mānoa chancellor search concludes

Print

February 15, 2017 | UH News | Comments



The search for a new chancellor for the University of Hawai'i at Mānoa has concluded without an appointment. Rather than reopen the search, University of Hawai'i President **David Lassner** is recommending that he continue to serve as interim UH Mānoa chancellor for two more years during which he will work collaboratively with the campus to advance Hawai'i's flagship research and as the interim chancellor



Internal Communications

8 am: Email to UH Mānoa students, faculty and staff

9 am: Post UH News story and social media

10 am: News release

12 pm: News conference

2:30 pm: News conference video posted/more social media

External Communications—Minimizing the negative

- **Commitment to responsiveness and transparency**
- **482 media inquiries in 2016**
- **Run at stories, not away from them**



External Communications—Maximizing the positive stories

- Awareness
- Coordinating
- Taking advantage of every opportunity





'ohi'a lehua is in trouble due to a fungal infestation called "Rapid Ohia Death." UH
Manoa's Lyon Arboretum launched a GoFundMe campaign to collect and bank 'ohi'a
seeds to preserve them for future forest restoration. Photo courtesy UH.

Effort to save the 'ohi'a lehua (*Metrosideros polymorpha*), the University of
Manoa's Lyon Arboretum launched a **GoFundMe campaign** last month.
The goal is to raise \$35,000 to help scientists collect and bank 'ohi'a seeds for the
arboretum's **Seed Conservation Laboratory**. As of this week, roughly three-fourths
of the goal has been reached.



Kalena Silva
Professor, UH Hilo Hawaiian Studies Department



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awai'i
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2016 Successful Efforts

■ 23 Star-Advertiser stories

VISUALIZE BIG DATA

Students at the University of Hawaii turn complicated data into 3-D imagery

By Susan Essoyan
@staradvertiser.com

In the basement of an aging building in Manoa, University of Hawaii students have created a futuristic chamber that is called as the highest-resolution virtual reality environment in the world. To Destiny CyberCANOE, students in each hand, and the display encircling you, allowing you to experience an immersive virtual world with your feet planted on the floor.

With the touch of a button, you can float above the Pacific Ring of Fire and instantly visualize the sites of major earthquakes over thousands of years, with pink dots revealing each one's depth and death toll. The structure acts like a wrap-around lens to help people visualize "big data," or vast stores of information that are otherwise hard to grasp.

Creative Media. "Obviously, we didn't build the flat-panel display, but they figured out exactly how to build this facility. It is the world right now of it.

Unlike virtual reality headsets, this is "hybrid reality," a collaborative space that people can get multiple people in there and you can look at the same data.

New tool library a DIY dream come true

By Susan Essoyan
sessoian@staradvertiser.com

Elia Bruno, a senior at the University of Hawaii at Manoa, is the new HNL Tool Library founder.

Other people had the tools that I needed just sitting in the garage, not used for months if not years," Bruno explained. "I saw the struggle a lot of people go through."

IF YOU GO
>> What: HNL Tool Library
>> Where: 200 Keawe St., inside Re-use Hawaii

that he and other volunteers launched late last month in Kakaako already boasts more than 250 pieces of equipment.

University college students conduct final simulation tests for a payload that will be sent into space as part of a NASA-funded clockwork project. From bottom left are Keith Nakamatsu of Windward Community College; Nick Herrmann of Kapiolani Community College; and Cale Mechler, a Windward Community College student.

NASA to launch UH students' projects into space

community College students. Neutrons, like electrons and protons, are particles that

and pictures. The multicampus project is funded by a two-year \$500,000 grant awarded to the NASA Space

Star Advertiser

The Pulse of Paradise

UH GRADUATION RATES

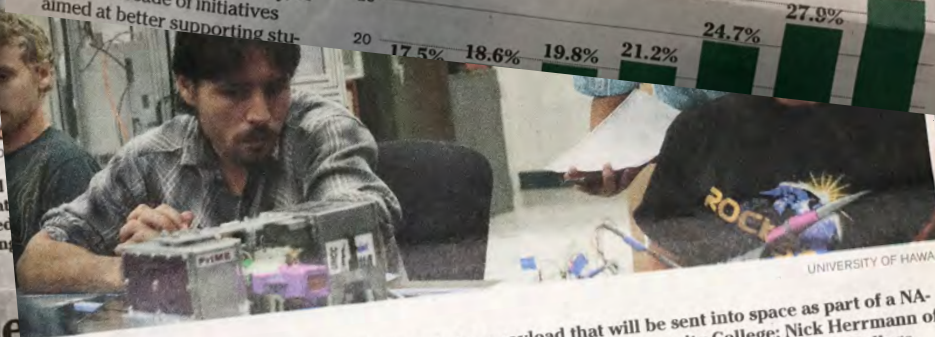
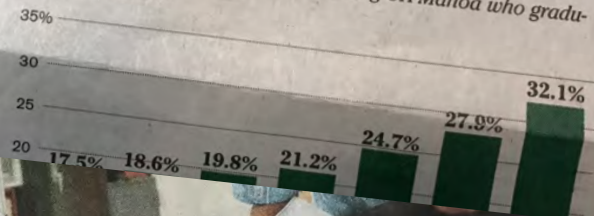
More students finishing on time

By Nanea Kalani
nkalani@staradvertiser.com

A record number of students are earning undergraduate degrees within four years from the University of Hawaii at Manoa — the result, officials say, of nearly a decade of initiatives aimed at better supporting stu-

GRADUATING ON TIME

Percentage of full-time freshmen entering UH-Manoa who graduated in four years:



UNIVERSITY OF HAWAII

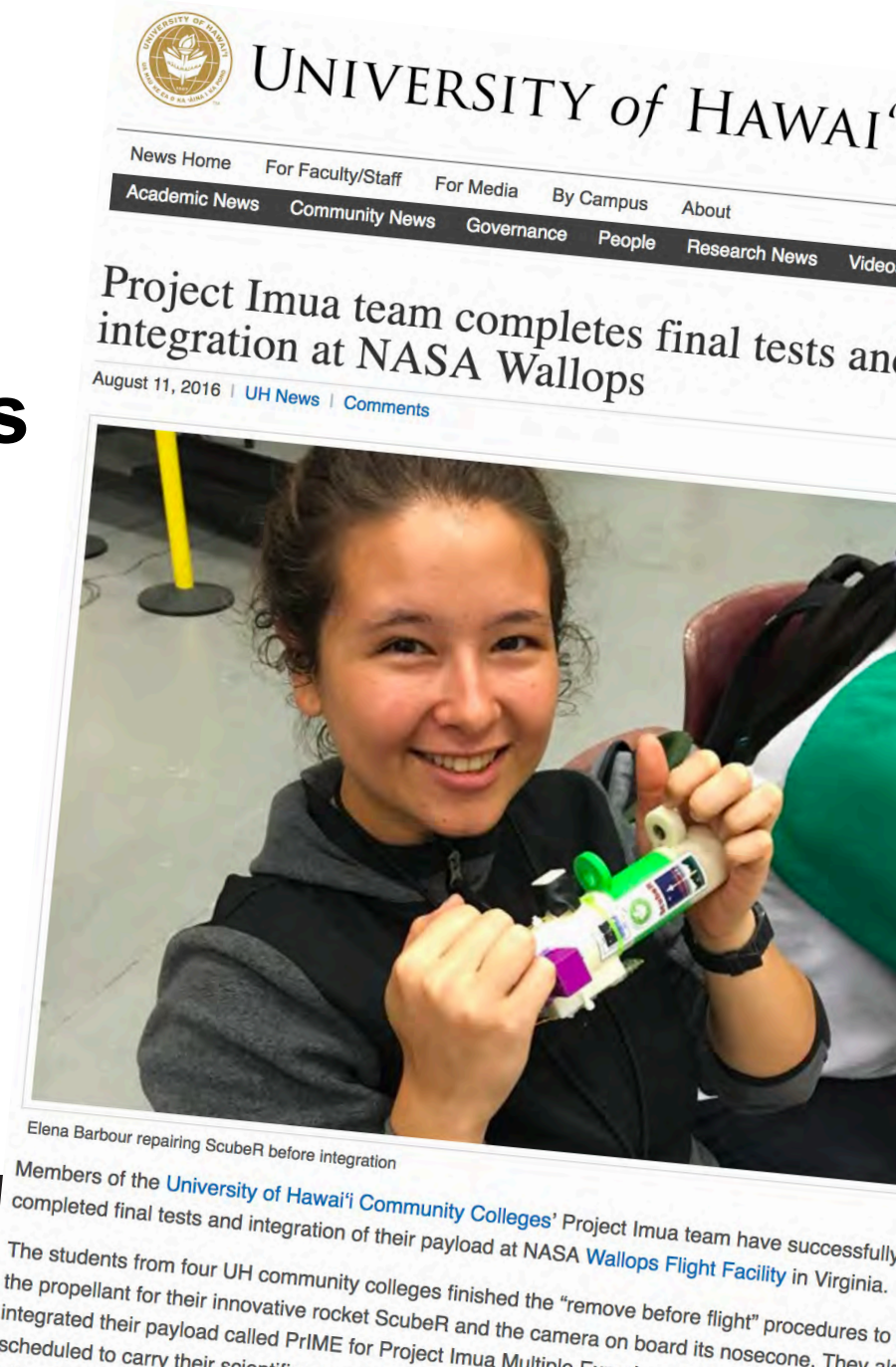
2016 Successful Efforts

- **63 video news releases**
344 stories
10M estimated audience
\$702K publicity value
- ABC, CBS, NBC, FOX, BBC,
National Geographic, Discovery Channel,
NHK, Al Jazeera, Australian Broadcast Corp.



2016 Successful Efforts

- UH News—hawaii.edu/news
- Paying off
 - 2012: 417,000 hits
 - 2016: 886,000 hits
- UH News weekly email
 - 65,000 recipients



Maximizing Video Content

- **KFVE**
- **OC Sports videos**
- **Other video projects**



Social Media by the Numbers

- **YouTube**

2015: 168,000 views

2016: 314,000 views

- **Twitter**

2015: 4,600 followers

2016: 26,000 followers

- **Live streaming**



Facebook

- **Notes**

Undocumented students – 9.8K reach

- **Videos**

45,353 views

- **Crossposting**



UH Seal



UH News Icon



System Website

THE UNIVERSITY of HAWAII SYSTEM

LIKE NO PLACE ELSE ON EARTH

Directory - Calendar

SEARCH

Prospective Students | Current Students | Alumni & Friends | Faculty & Staff | News Media

Aloha

About

Campuses

Admissions


Academics

Research

Technology

Libraries

Arts & Community





Maui College

UNIVERSITY of HAWAII



Kaua'i

O'ahu

Maui

Hawa'i

Our 10 Campuses

Universities

Manoa

Hilo

West O'ahu

Community Colleges

Hawa'i

Honolulu

Kapi'olani

Kaua'i

Leeward

Maui

Windward

Explore

Degrees & Programs

UH Community Colleges

Other Learning Options

Governance

Board of Regents

Office of the President

Connections

Apply to a UH Campus

View Campus Profiles

Visit the Bookstores

Work at UH

Make a Gift

Access MyUH



University president M.R.C. Greenwood facilitated a discussion with a panel of experts on the subject of food security and safety as part of the Asia-Pacific Business Symposium

More photos

Ma luna a'e o na
lahui a pau ke ola
o ke kanaka

UNIVERSITY of HAWAII
INTERNATIONAL
Welcomes
APEC

Events

November 10, Faculty Lecture Series Fall 2011, Manoa

November 10, UH Chamber Music Ensembles, Manoa

November 11, Oedipus Rex by Sophocles, Leeward

November 19, UH Gamelan Ensemble, Manoa

November 20, Leeward Guitar Concert, Leeward

November 30, UH Hawaiian Chorus, Hula & Chant Ensembles, Manoa

UH Calendar | Event Tickets

Headlines

Manoa: Library features exhibit on University of Hawaii Veterans

Manoa: Sustainable UH announces reusable water bottle refill station on campus

Manoa: William S. Richardson School of Law retains ABA accreditation

Manoa: William S. Richardson School of Law retains ABA accreditation

Hilo: NHERC to celebrate blessing and grand opening of Heritage Center

More headlines | Newsroom

Sports News

UH Manoa Athletics

UH Hilo Athletics

UH Magazine



Weather & Surf




Mostly Sunny


79°

[Calendar](#)
[Directory](#)
[MyUH](#)
[Work at UH](#)

[Twitter](#)
[Facebook](#)
[Instagram](#)
[YouTube](#)

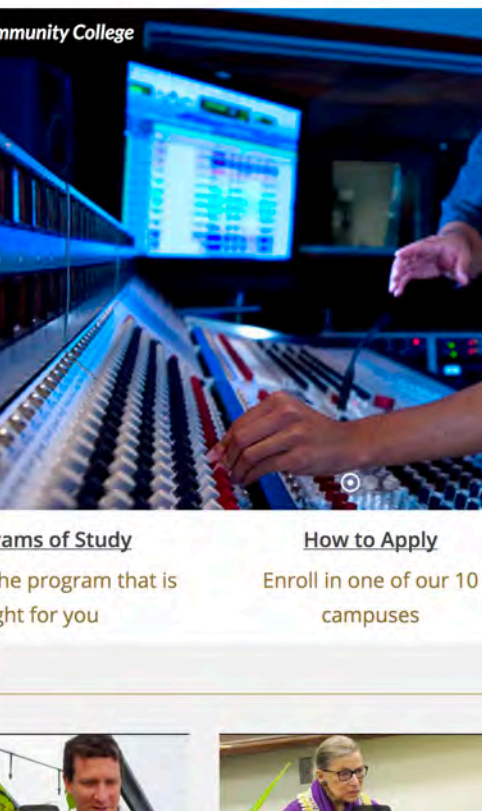




UNIVERSITY of HAWAII®



[Campuses](#)
[Admissions](#)
[UH System](#)

Honolulu Community College



Programs of Study

Discover the program that is right for you



How to Apply



Enroll in one of our 10 campuses

Paying for College

Find financial aid and scholarship opportunities

UH News

More UH News

- › UH Hilo pharmacy college collaborates with Thai university
- › Next steps as Mānoa chancellor search concludes
- › Geek Day features technology and digital lifestyle workshops



Emergency Communications



The Future—2017

- **Reorganization**
- **Build on foundation**
- **Center of communications/UH News platform**
- **Enrollment and retention**
- **UH Mānoa marketing**



Short Term Goals

- **Complete hawaii.edu, begin manoa.hawaii.edu upgrades**
- **UH News/weekly email**
- **Modify content**
- **Communication channels**
- **National and international media/
local community meetings**



Three-year Strategic Communications Plan

- **Set priorities and goals**
- **Articulate clear mission statement**
- **Ten campuses, endless possibilities**



Reality Check

- **Systemwide conversation**
- **Branding campaign**
- **Social media and internet**



Reality Check

- **hawaii.edu**
- **Calendar**
- **Emergency communications**



Mahalo



NOTICE OF BOARD OF REGENTS MEETING

Board business not completed on this day will be taken up on another day and time announced at the conclusion of the meeting.

Date: Thursday, February 23, 2017

Time: 9:15 a.m.

Place: Honolulu Community College
Norman W.H. Loui Conference Center
Building 2, Room 201
874 Dillingham Blvd.
Honolulu, Hawai'i 96817

AGENDA

- I. Call Meeting to Order**
- II. Public Comment Period:** All written testimony on agenda items received after posting of this agenda and up to 24 hours in advance of the meeting will be distributed to the board. Late testimony on agenda items will be distributed to the board within 24 hours of receipt. Registration for oral testimony on agenda items will be provided at the meeting location 15 minutes prior to the meeting and closed once the meeting begins. Written testimony may be submitted via US mail, email at bor@hawaii.edu, or facsimile at 956-5156. Oral testimony is limited to three (3) minutes.
- III. Report of the President**
- IV. Report of the University of Hawai'i Foundation**
- V. Committee Reports**
 - A. Report from the Committee on Budget and Finance
 - B. Report from the Committee on Independent Audit
 - C. Report from the Committee on Intercollegiate Athletics
 - D. Report from the Committee on Personnel Affairs
 - E. Report from the Committee on Planning and Facilities
 - F. Report from the Committee on Research and Innovation
- VI. Items for Discussion and/or Approval**
 - A. For Action
 1. Consent Agenda:
 - a. Minutes of the January 26, 2017 Meeting
 - b. Board of Regents Policy, RP 9.205 Political Activity
 - c. New Regents Policy, RP 2.206 Regent as Employee

2. Approval of a Reorganization Proposal to Consolidate the University of Hawai'i at Mānoa Office of Planning and Facilities and Communications Office with the University of Hawai'i System Office of the Vice President for Administration and to Establish New Offices under the Vice President for Administration
3. Approval Of Permitted Action Group for Board Participation in the Community Colleges Accreditation Institutional Self-Evaluation Report

VII. Executive Session (closed to the public):

A. Personnel: (*To discuss the following personnel matters pursuant to HRS §92-5(a)(2)*)

1. Midyear performance evaluation of President Lassner

B. Collective Bargaining: (*To discuss authority of persons conducting labor negotiations and conducting negotiations pursuant to HRS §92-5(a)(3)*)

1. Status of collective bargaining negotiations

VIII. For Action (continued)

- A. Resolution in Support of the University President Extending his Dual Capacity as President and Interim Chancellor of UH Mānoa

IX. Announcements

- A. Next Meeting: March 23, 2017 at University of Hawai'i West - O'ahu

X. Adjournment

ATTACHMENTS

A – Personnel actions posted for information only

MINUTES

BOARD OF REGENTS MEETING

FEBRUARY 23, 2017

I. CALL TO ORDER

Chair Jan Sullivan called the meeting to order at 9:15 a.m. on Thursday, February 23, 2017, at Honolulu Community College, Norman W.H. Loui Conference Center, Building 2, Room 201, 874 Dillingham Blvd., Honolulu, Hawai'i 96817.

Quorum (14): Chair Jan Sullivan; Vice Chair Benjamin Kudo; Vice Chair Randy Moore; Regent Simeon Acoba; Regent Eugene Bal; Regent Brandon Marc Higa; Regent Wayne Higaki; Regent David Iha; Regent Michael McEnerney; Regent Jeff Portnoy; Regent Lee Putnam; Regent Michelle Tagorda; Regent Ernest Wilson; and Regent Stanford Yuen.

Others in attendance: President/Interim UH-Mānoa (UHM) Chancellor David Lassner; Vice President for Academic Planning & Policy Risa Dickson; Vice President for Administration Jan Gouveia; Vice President for Community Colleges John Morton; Vice President for Legal Affairs/University General Counsel Carrie Okinaga; Vice President for Research & Innovation Vassilis Syrmos; Vice President for Information Technology/Chief Information Officer, Garret Yoshimi; Vice President for Budget & Finance/Chief Financial Officer Kalbert Young; UH-Hilo (UHH) Chancellor Donald Straney; UH-West O'ahu (UHWO) Chancellor Maenette Benham; Honolulu Community College (HonCC) Chancellor Erika Lacro; Executive Assistant to the Board Melissa Matsuura; and others as noted.

II. PUBLIC COMMENT PERIOD

The board received the following testimony:

1. As to Items V.2, regarding Reorganization Proposal to Consolidate and establish new offices affecting the University of Hawai'i at Mānoa Offices and University of Hawai'i System Offices and VIII.A, regarding a resolution in support of the university president extending his dual capacity as president and interim UHM chancellor :
 - a. Marguerite Butler, UHM Faculty Senate (UHMFS) Chair, provided written and oral in opposition to the resolution, urging appointment of a current UHM internal EM employee, and included resolutions approved by the UHMFS in opposition to the proposed reorganization of the UH System and Mānoa Campus Units and reiterating opposition to the UH System "Course Evaluation System";

- b. Bob Cooney, UHM faculty and member of the UHMFS Committee on Administration & Budget, provided oral testimony in support of the UHM FSEC resolutions objecting to the reorganization proposals due to lack of compelling justification for such action;
 - c. Amy McKee, UHM Graduate Student Organization President, provided late written testimony in opposition to the resolution citing concerns regarding workload and focus, and suggesting other persons to consider as an interim appointment;
 - d. David Mihaila, an individual, provided written testimony raising his concerns about administration in conducting the UHM Chancellor search; and
 - e. Sarita Rai, UHM Faculty, provided written testimony in support of the resolution.
2. Amy Quintal-Rudman, UHM Academy of Creative media (ACM) student provided written testimony regarding need for adequate facilities and its impact on the value of the program and reputation of the UHM as a research 1 institution, and support to allow the program to be housed at the facilities vacated by PBS Hawai'i once the safety issues were addressed.
 3. The following students and alumni of the UHM ACM program provided oral testimony in strong support of the UHM ACM program and its location at UHM, appropriateness of use of facility vacated by PBS Hawai'i, recounting their individual opinions about the value of the program, positive experiences, and success in the workforce, and raised grave concerns about lack of proper Administration support and facilities for the program, unfulfilled prior commitments to house the program in a facility vacated by PBS Hawai'i, the possibility of the program being in jeopardy of termination, and the inappropriateness of consolidation with the UHWO ACM program: Cliff Bailey, Dymond Cabildo, John Gilmore, Kelsie Greene, Kyle Kosaki (alumni), Josh Lee, Ty Sanga (alumni), Keith Taylor, and Kirsten Whisenhant.
 3. Joel Moffett, UHM faculty, provided written testimony in opposition as to Items V.2, regarding Reorganization Proposal to Consolidate and establish new offices affecting the University of Hawai'i at Mānoa Offices and University of Hawai'i System Offices and VIII.A, regarding a resolution in support of the university president extending his dual capacity as president and interim UHM chancellor, citing concerns about the negative impact on Western Association of Schools & Colleges (WASC) accreditation and the state of the UHM ACM due to lack of proper leadership. He also provided oral testimony in strong support of the UHM ACM program, and his grave concerns about lack of proper Administration support and facilities for the program, prior commitments to house the program in a facility vacated by PBS Hawai'i not being fulfilled, and the possibility of the

program being in jeopardy of termination or consolidation with the UHWO ACM program.

Some discussion ensued regarding justification for ACM programs on two campuses, absence of funding requests for ACM programs in prior budget proposals to the BOR, legislative support and funding for an ACM program on UHWO campus, historical external support for ACM programs at UH, understanding the distinguishing characteristics of the two programs, encouraging collaboration between the programs, campuses, students, faculty, and administrators, and exploring possibilities and opportunities to working together and share resources.

III. REPORT OF THE PRESIDENT

President Lassner provided a report that highlighted the following:

1. The federal government's recent reversal of the previous guidance provided to colleges and universities regarding the protection of transgender individuals and access to restrooms raised concerns about the possible lessened emphasis by the federal government on other aspects of Title IX compliance. He reconfirmed the university's commitment to provide an equitable, safe, and a discrimination free environment for all members of the university community, and is creating a policy that assures access to restrooms based on gender identity and provides for construction of gender neutral restrooms or identification with new projects and renovations.
2. He recently visited Nānākuli High School as part of the Maunakea Scholars program developed initially by the Canada-France-Hawai'i Telescope, which helps young astronomers by allocating observation time on the telescopes based on competitive proposals for science experiments.
3. He is serving on Advisory Group assisting the Board of Education's Search Committee for the new superintendent of the Hawai'i Department of Education.
4. Following the most recent Council on Revenues report and news from the Employee Retirement System, the Governor subsequently reduced his executive budget request, with the \$5 million for the Cancer Center being the only item remaining of the board's original operational budget request, while the Governor's Capital Improvement Projects (CIP) budget remains the same; administration continues to advocate for the board's budget and the university's bills, the House Finance Committee Chair complimented administration on its work on the Hawai'i Graduation Initiative, with a lot of interest shown for the Hawai'i Promise Scholarship bill.
5. The Integrated Academic & Facilities Plan task group plans to bring a draft plan to the full board for input in March to follow with public consultation across the UH System, and board approval of a final plan targeted for April.

6. The first phase of the Culinary Institute of the Pacific was completed, with celebrations scheduled for next week, and planning for phase two of the facility is underway. Third year advanced professional certificate classes with students from all campuses will move in during Fall 2017; non-credit programs will start moving into the facility in March, and this certificate articulates to the UHWO Bachelor of Applied Science program. He noted that the KapCC team won the gold medal at the American Culinary Federation's (ACF) Regional Competition in Illinois, which qualifies them for the ACF's National Competition in Florida this summer.

Report of the Host Campus

HonCC Chancellor Lacro welcomed everyone to campus and provided a copy of and presentation on their new 2016-2021 Educational and Strategic Plan focused on student success; enrollment; training & workforce development; the campus community; plans for infrastructure, sustainability & technology; and performance measures for 2016. She noted that the measures put in place for student success help all students that include target populations. Enrollment has been struggling because many students enter the workforce when the economy is doing better, target areas have been identified and specific strategies have been implemented to help increase enrollment. Traditionally, HonCC was among the lowest performers on most of the performance measures. With specific action plans and a lot of hard work, HonCC now meets all of the goals except for transfers. She also provided a handout on the Ho'āla Hou Title II Grant, which focuses on making HonCC a culture and place based learning environment that is relevant to students.

HonCC Faculty Senate Chair Mieko Matsumoto further discussed what culture and place based education means in the classroom teaching environment. Highlights included strategies learned, the benefits of utilizing music to teach world history, anticipated obstacles, and moving skills beyond the classroom.

Questions were raised regarding what the percentages in the gap analysis section of the strategic plan related to, and if there was gap analysis available for all community colleges. It was explained that the gap analysis looked at the percentage of the general population compared to the percentage of students enrolling in HonCC and how many students are graduating and closing the gaps. Achievement gaps that need improvement are shown in red. VP Morton indicated he would provide regents a copy of gap analysis from the 2008-2015 UH Community Colleges Strategic Plan.

Additional questions were raised regarding the status of the apprenticeship program at Pearl Harbor regarding funding and projections. Administration explained that the Pearl Harbor apprenticeship program is a highly successful program, and they recently indicated a desire to increase the enrollment number by several hundred due to projected workforce demand.

Discussions were held regarding the geographic analysis of HonCC students in selecting HonCC, and impacts that rail development will have on enrollment, student

life, and opportunities in relation to the Transit-Oriented Development (TOD) Program. Administration explained that geographic analysis is done regularly as part of their outreach plan; HonCC students are island wide, and selection is based on the unique programs, pathways to a four year degree, as well as location. Two rail stops are planned near HonCC, and there is hope access will increase enrollment; Chancellor Lacro sits on the TOD Task Force, and Administration has regular contact with rail consultants regarding implications and challenges once construction begins near campus, and exploring revenue opportunities for the college to support student spaces.

The board congratulated HonCC on their tremendous progress in meeting performance metrics, and requested historical performance metrics to provide context to understand how well progress is being made.

IV. REPORT OF THE UNIVERSITY OF HAWAI'I FOUNDATION

University of Hawai'i Foundation (UHF) President Donna Vuchinich presented the following reports: UHF Development Operations Report of July 1, 2016-December 31, 2016; Financial Overview Report as of December 31, 2016; and Endowment Overview and Institutionally-Related Foundations Benchmarks Survey for Fiscal Years 2013-2016. She explained the reports in detail, and noted that in addition to meeting the fundraising goal, 79 special events were held last year promoting philanthropy across the system, and annual phone & call program giving remained strong and produced \$3.5 million in donations.

Comments and questions raised regarded including four years of trends in the reports and formatting changes for easier reading; reports provided to donors about how donations are spent; including in the operational expense accounting the value of the rent-free office space provided by the university; establishing a specific cash goal for annual payouts to the university; and identifying recurring themes of donor behavior.

Ms. Vuchinich confirmed that trend data are being prepared to be included in the next quarterly report. Regarding fundraising targets, given the varied Institutional funding structures among UH peers, the goals of nine aspirational peers were reviewed to help inform the \$100 million a year/\$1 billion campaign targeted goal. Achieving the aspirational goal will require UHF to grow. However, Hawai'i law limits what UH can pay for UHF services, and thus consideration of possible restructuring and alternatives to supplement funding for such growth is underway. The \$3 million fee paid to UHF comes out of tuition, and demonstrating value for that fee is the first priority for UHF. Specific reports for endowment accounts are provided annually in the fall. UHF provides other donors impact reports on gifts. Analysis shows that donors give regularly and generously. The impact of giving and emotional attachment are the primary motivations as to whether or not an individual donates; in the past, donations were based on obligation; however today, donors' investments are forward looking, outcome driven, and preferred to be leveraged.

V. COMMITTEE REPORTS

- A. Report from the Committee on Budget and Finance**
- B. Report from the Committee on Independent Audit**
- C. Report from the Committee on Intercollegiate Athletics**
- D. Report from the Committee on Personnel Affairs**
- E. Report from the Committee on Planning and Facilities**
- F. Report from the Committee on Research and Innovation**

Each Committee summarized the respective committee report attached. No additional comments or questions from the board were raised.

VI. ITEMS FOR DISCUSSION AND/OR APPROVAL

A. For Action

1. Consent Agenda:

Chair Sullivan indicated that Regent Tagorda and Regent Higa requested item c of the consent agenda be taken up separately so they could recuse themselves.

- a. Minutes of the January 26, 2017 Meeting**
- b. Board of Regents Policy, RP 9.205 Political Activity**

Regent Wilson moved to approve items a and b on the consent agenda, seconded by Vice Chair Moore.

Regent Acoba stated for the record that he concurred with the United Public Workers (UPW) Hawai'i concerns regarding the language in the policies holding someone liable for the appearance of conflict of interest rather than actual conflict of interest, and with the University of Hawai'i Professional Assembly's (UHPA) perspective that these policies restated what was already in other parts of policies and singled out employees for special focus. He felt these comments were helpful and may be a preview to issues that would arise in the future. Chair Sullivan referred to the testimonies from UHPA that were included in the packets and clarified for the record that UHPA had no objections to RP 9.205 and did object to RP 2.206.

There being no further discussion and a motion having been moved and seconded, the motion was put to a vote and the motion carried unanimously.

c. New regents Policy, RP 2.206 Regent as Employee

Regent Tagorda and Regent Higa recused themselves from the meeting before discussion began because the policy applied to them as employees. Vice Chair Kudo moved to approve item c on the consent agenda, seconded by Regent Wilson.

Regent Acoba disclosed that he taught at the law school on a voluntary basis and restated for the record his concurrence with comments from UPW and UHPA that may pertain to this policy as well. There being no further discussion and a motion having been moved and seconded, the motion was put to a vote and carried unanimously. Regent Tagorda and Regent Higa each recused, and did not vote.

2. Approval of A Reorganization Proposal to Consolidate the University Of Hawai'i at Mānoa Office Of Planning And Facilities And Communications Office with the University of Hawai'i System Office of the Vice President for Administration and to Establish New Offices under the Vice President for Administration

Regent Tagorda and Higa returned to the meeting. VP Gouveia presented the reorganization proposal to transfer to the UH System Office of the VP for Administration the UHM Communications Office and the UHM Planning & Facilities Office, and establish new offices to absorb these functional units and reorganize into a more efficient structure organized by shared responsibilities and common operational mission, and invest the necessary support needed for facilities support. The plan does not downsize, and costs remain flat. The plan realigns structures and functions to improve quality of services. The proposal has gone through consultation with the Hawai'i Government Employees Association (HGEA), UPW, UHPA and the UHMFS; there was no objection from the unions; however, the UHMFS recently passed a resolution opposing the reorganization.

Comments and concerns raised regarded the rationale of moving forward with the proposed reorganization given the lack of a permanent, independent UHM Chancellor to articulate a position for the campus; timeliness of materials to adequately review the proposal; and negative impact on chancellor recruitment by removing major functions such as facilities. Administration recounted the background regarding efforts to address board concern about the separation/recombination of the president and UHM chancellor positions, and request to propose a reorganization of administrative support functions structure accordingly. A joint senior level System/UHM administrative group developed the proposed reorganization that represents the consensus viewpoint of that group on how to move forward. Both the board and the Committee on Planning & Facilities were briefed on the direction administration was taking 18 months ago, at which time the UHMFS voiced opposition. There are many models that could be applied, and many campuses across the nation are adopting the notion of shared services and centralized non-academic functions. The System has been running the daily operations of the entire UHM facilities unit for over 18 months, and held off on filling key positions. The conditions of UHM facilities are the most serious long-term structural problem facing the entire university system. The university needs to demonstrate competence and efficiencies or it will never get additional funding from public, private or internal sources.

Chair Sullivan noted the prior board discussions regarding dissatisfaction of delivery of UHM services dating back at least five years, and that improvements were needed. In 2015, the board adopted the Western Interstate Commission for Higher Education

(WICHE) report by David Longanecker, which had a recommendation that the president convene a working group to recommend to him a clear differentiation of roles and responsibilities for the system and for the campuses. Specifically, the charge was to distinguish between the roles and responsibilities that belong primarily at the system level—operational services that operate more cost effectively at a larger scale; operational services that should logically operate more cost effectively at a larger scale but currently are not, thus requiring change; and those operational services that operate more cost effectively at the institutional level—which is exactly what the president has done.

Regent Wilson moved to approve the reorganization proposal to consolidate the UHM Office of Planning & Facilities and Communications Office with the UH System Office of the VP for Administration and to establish new offices under the Vice President for Administration, seconded by Vice Chair Kudo, and the motion carried. Regent Portnoy, Regent Iha and Regent Acoba each voted no.

Chair Sullivan suggested the board break for lunch and executive session, and come back for the remaining agenda items. There were no objections.

VII. EXECUTIVE SESSION

Upon motion by Regent Wilson, seconded by Vice Chair Kudo, the Board unanimously approved convening in executive session, pursuant to HRS §92-5(a)(2) and HRS §92-5(a)(3) to discuss personnel and collective bargaining matters. The Board convened in executive session at 1:05 p.m. Following a motion to come out of executive session by Regent Wilson, seconded by Vice Chair Kudo, and the motion carried unanimously, executive session was adjourned at 2:50 p.m.

The meeting reconvened at 2:51 p.m. It was noted that the board went into executive session to discuss personnel and collective bargaining matters as indicated on the agenda.

Due to concerns regarding maintaining quorum, the action items were taken out of order under no objections.

VIII. FOR ACTION (continued)

A. Resolution in Support of the University President Extending his Dual Capacity as President and Interim Chancellor of UH Mānoa

The board considered the resolution in support of the university president extending his dual capacity as president and interim chancellor of UH Mānoa. Comments and concerns raised regarded the appearance of an inherent conflict with extending the dual capacity and the recommendations of the 2015 WICHE report to separate the two positions; circumstances of the current search and inability to recommend a finalist; consideration of another internal candidate to fill the interim position; ability to

sufficiently meet the needs of both the system and campus with one leader; and the need for UHM to have representation and a strong chancellor in place as soon as possible.

Regent Acoba made a motion to support the dual capacity of the president for a period not to exceed one year and that the process to select a UHM chancellor be instituted by June 1, 2017, with the objective of having a chancellor chosen before January 1, 2018. Regent Portnoy seconded the motion.

President Lassner indicated that the suggested two year period of time was one in which substantial improvements could be made and a situation could be created in which a great new chancellor could come in and succeed. Further discussion ensued on intent of terms and two-year timeframe in the resolution, and board latitude to revisit the search for a new chancellor within two years.

Regent Higaki left the meeting at 3:07 p.m.; quorum was maintained.

Regent McEnerney made a motion to amend Regent Acoba's motion to remove the requirement to start the search for a chancellor at a specific date and approve the president extending his dual capacity as president and interim chancellor of UHM for one year. There was no second, and the motion to amend failed.

Regent Putnam indicate she would not vote in favor of the original motion on the floor, because she believed some of the things that need to be done would substantially change the nature of the chancellor position and it would not be wise to start a search before that work gets done.

Regent Acoba moved to amend his motion to delete the June 1, 2017 start date, but state that the search for a new chancellor commence within a reasonable period of time, with the objective of selecting a chancellor by the end of the year. Regent Portnoy seconded the motion to amend. The motion to amend Regent Acoba's original motion was put to a vote, and failed to pass; Regent Portnoy, Regent Iha and Regent Acoba each voted yes, and the remaining members voted no.

The original motion to support the dual capacity of the president for a period not to exceed one year and that the process to select a UHM chancellor be instituted by June 1, 2017, with the objective of having a chancellor chosen before January 1, 2018 having been moved and seconded, was put to a vote a failed to pass. Regent Portnoy, Regent Iha and Regent Acoba each voted yes, and the remaining members voted no.

Regent Yuen then moved to approve the resolution in support of the University President Extending his Dual Capacity as President and Interim Chancellor of UH Mānoa, Vice Chair Kudo seconded the motion. Further discussion ensued on the intent and interpretation of the terms of the resolution regarding board latitude in revisiting the search for a new chancellor within the two year period. The motion to approve the

resolution as is having been moved and seconded, the motion was put to a vote, and carried. Regent Portnoy, Regent Iha and Regent Acoba voted no.

VII. FOR ACTION (continued)

A. For Action

3. Appointment Of Permitted Action Group for Board Participation in the Community Colleges Accreditation Institutional Self-Evaluation Report

VP Morton explained that the community colleges—other than UH Maui College, which has a different accreditor—will be going through a comprehensive accreditation with a visit scheduled for fall 2018, and have begun the self evaluation process. Included in the Accrediting Commission for Community & Junior Colleges (ACCJC) standards are 13 standards related directly to the governing board, one of which requires the board to be involved in the discussion regarding the board's compliance in meeting the ACCJC standards. To this end, he requested the appointment of a permitted interaction group for board participation to fulfill this accreditation requirement, as provided under Hawaii Revised Statutes §92-2.5. The proposed membership of the group comprised of current Board Chair Sullivan and Vice Chair Moore, Academic & Student Affairs Committee Chair Putnam and Vice Chair Wilson, and neighbor island regents Iha, and Higaki as representatives for Kaua'i and the Big Island, respectively. Chair Sullivan indicated her preference to not serve. No other objections, additions, or substitutions were raised.

Regent Iha left the meeting at 3:20 p.m.; quorum was maintained.

Regent Wilson moved to approve the creation and appointment of a permitted interaction group pursuant to HRS §92-2.5 for Board Participation in the Community Colleges Accreditation Institutional Self-Evaluation Report to fulfill the accreditation requirements as proposed and discussed; seconded by Vice Chair Moore, and the motion carried unanimously.

As part of Item VI.A.2., Approval of a Reorganization Proposal to Consolidate the UHM Office of Planning & Facilities and Communications with the UH System Office of the VP for Administration and to establish new offices under the VP for Administration, Dan Meisenzahl, UH System Communications, gave a presentation on the Strategic Vision for UH Communications that utilizes modern communication methods and strategies for internal and external communications to strengthen and improve the reputation of the university.

IX. ANNOUNCEMENTS

Chair Sullivan announced that the next board meeting is March 23, 2017 at University of Hawai'i West – Oahu.

X. ADJOURNMENT

There being no further business, Vice Chair Moore moved to adjourn, seconded by Vice Chair Kudo seconded, and with unanimous approval, the meeting was adjourned at 3:32 p.m.

Respectfully Submitted,

/S/

Cynthia Quinn
Executive Administrator and
Secretary of the Board of Regents



UNIVERSITY
of HAWAII®
SYSTEM

Jan S. Gouveia
Vice President for Administration

October 14, 2016

Mr. Chad Ngai
HGEA Union Agent
Hawai'i Government Employees Association
888 Mililani Street
Honolulu, Hawai'i 96813

Dear Mr. Ngai:

Thank you for your September 28, 2016 response to our August 29, 2016 proposal for the Reorganization of University of Hawai'i System and Mānoa Campus Units. Attached are responses to the questions and comments set forth therein.

We hope this satisfactorily addresses all of your questions and concerns. If so, we would like to move forward by October 31, 2016. Please advise immediately if this does not meet your time frame as time is of the essence.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jan Gouveia", written over a horizontal line.

Jan Gouveia
Vice President for Administration

Attachments

General/Overall

1. ***In the background/ nature of the proposed reorganization, the basis of the changes stem from recommendations made from the Western Interstate Commission for Higher Education (WICHE) recommendation to the University Of Hawaii Board Of Regents. It is also our understanding that the Western Association of Schools and Colleges (WASC) had done a Special Team visit on October 29-30, 2007. In the WACS committee's accreditation findings, it found that the UH System was "top heavy" and recommended devolving resources from the top to specific campuses. How does WICHE report presented to the UH Board of Regents align with the Western Association of Schools and Colleges (WASC) accreditation review? Please explain the reason for the reversal in strategy and how this proposal would affect future accreditations?***

There were many recommendations set forth in the October 29-30, 2007 Report of the WASC Special Visit Team University of Hawai'i at Mānoa (2007 Report), some of which were adopted and some of which were not. With specific regard to facilities, the Report recommended that capital planning functions as they relate to implementing R&M projects be considered for "devolution." The assumption was that the campus would be free from "extra time, additional coordination, and unnecessary oversight." The Report further states that "[s]ound financial management and resource allocation requires strategic planning on both the campus and System level. Planning must address how the University can begin proactively to solve the oppressive problems caused by deferred maintenance." More specifically it states:

The campus needs (1) a larger operating budget for repairs and maintenance, (2) additional operating funds when a new building comes on line, and (3) capital improvements to create a more operationally efficient physical plant, such as more efficient building systems. Also, giving the campus greater ability to manage its own capital projects would move the agenda along. The Chancellor appropriately has these capital areas as a clear top priority, and we strongly recommend that she pursue this with the UH President, the Legislature, and the Governor. Failure to fund R&M at an appropriate level now will only result in added future costs. Knowing that the improvement of the physical campus will take time, it is imperative that the upgrading begin immediately.

In spite of this call for immediate attention, UHM continued to experience declining state-funded support and now is facing declining enrollment. And as recently as FY 2016, UHM experienced its lowest CIP appropriation in years. The UHM Planning and Facilities Office may also be experiencing its highest vacancy rate in recent years. With declining financial and human resources facing both the System and UHM capital and facilities offices, both the Board of Regents and the President agree that these administrative and operational functions can be combined into one

high-performing system unit that strategically manages limited resources. To that end, the WICHE Report specifically addresses the role of the President vs. the Chancellor:

The president, working with senior staff, must manage all those system-level tasks where system-level collaboration and management make sense given economies of scale. These include IT infrastructure management, human relations, labor relations, budget and finance, legal affairs, sponsored projects, and various administrative services. These are all services that every institution needs access to, but that make sense for a system to provide because working together can provide better service at lower cost. With this responsibility must come a clear understanding that these are indeed services provided to the campuses. Therefore, system-level staff in charge of the various functions should adopt a service-minded approach.

This proposed reorganization consolidates system-level tasks like facilities, capital projects, and communications, that benefit from economies of scale because of functional similarities but function at a high-level of performance.

2. ***Why can't the reorganization wait until the new chancellor assumes the position in Spring 2017? Since the reorganization will have an impact on and may seriously impede him/her from achieving goals, giving the newly selected chancellor a chance to reassess the efficiencies and implement effective changes that will reflect his leadership. What is the urgency in implementing this reorganization now?***

The operational efficiencies and improved services gained by the proposed reorganization have been discussed at length with the Board of Regents, the Officers of the University (President, all Vice Presidents, and all 4-year Chancellors), and the Vice Chancellor's for UHM for over a year and a half. All believe that this is in the best interest of both the System and UHM. Upon review of the functions performed by the facilities and communications units of both the System and UHM, there are many duplicate and redundant responsibilities. As such, the University of Hawai'i as an enterprise is making the operational and management decision to combine resources in this area to ensure a more efficient, streamlined, and focused outcome.

3. ***For positions that are moving from UHM to UH System, what compensation adjustments are being considered since they will be responsible for all campuses at the System level? Also, with duties and responsibilities that are currently being performed by UHM employees, what steps have the University taken to ensure that the services will continue as is since the employees who are involved in the reorganization will now have to serve the entire UH System and not just UHM? What consideration for compensation adjustments are being made for employees who have taken on additional subordinates?***

Currently, all System positions work on UHM projects and they will continue to do so under the proposed reorganization. The positions that are moving from UHM to System will primarily work on UHM projects and matters. No additional work is expected to be assumed by those position from UHM to System; provided, however, these position may be asked to support system related projects on a limited case-by-case basis when time and bandwidth permit.

4. ***How will the proposed reorganization affect the physical location of the employees? If employees will be moved, please provide a list of employees affected as well as their proposed location to be moved to. Would these employees have to report to another campus? Please explain.***

At this time, no physical relocation is anticipated to immediately occur for those positions impacted by the Facilities-related reorganization. However, in the future, management may want to explore the possibility of (1) relocating those positions in the proposed Project Delivery section that are currently located in Bio-Med to the FMO building, and (2) relocating some of the positions in the proposed Facilities Business Office that are currently located in the FMO building to the Bio-Med building. If such relocation is required, then management will consult and confer with the exclusive bargaining representative for all impacted units before any relocation is effectuated.

Physical relocation is anticipated for those UHM Communications Office personnel that are transferred to System Communications Office from their current location in Hawai'i Hall to Bachman Annex 2 on the Mānoa campus.

5. ***Attachment 1 lists the affected positions and the proposed changes. Please also provide information that indicates if the position is vacant or filled.***

See Attachment A to this response that includes:

- 1) Updated Attachment 1 (list of affected positions); and
- 2) List of vacant positions as of 9/15/16. Please consider all other positions in the updated Attachment 1 as filled.

Additionally, see Attachment B to this response that separately identifies all filled temporary positions as of 9/15/16 that are members of HGEA.

6. ***In the current organizational charts, there supervisory-subordinate relationships are indicated by an indentation. In some of the proposed organization charts, Proposed Chart XI, Proposed Chart VIII, Proposed Chart IV, Proposed Chart V, Proposed Chart III, there no indentations to indicate such supervisory responsibilities. Please clarify the reporting I supervisory structure for these charts.***

Attachment C includes updated current organizational charts for both the Office of the Vice President for Administration (OVPA) and UH Mānoa (UHM) Office of Planning and Facilities and UHM Chancellor's Office – Communications.

Attachment D includes updated proposed organizational charts for all the above affected areas. Additionally, the proposed organizational charts reflect positions to be re-described with an asterisk (*) or a footnote #. The updated proposed organizational charts reflect supervisory-subordinate relationships by an indentation, where applicable. If the positions on a chart are not indented, the positions will report to the supervisory position immediately above. Many of the reporting relationships within the units are similar to the current organizational charts.

Consolidation of UHM-OPF and OCI under the Office of the Vice President for Administration (OVPA)

1. ***Under the proposed Office of Planning and Sustainability in Chart VIII, there is Director of Planning & Sustainability, position number 89153, and a Director of Energy, position number 89524, in the Office of Sustainability. Please explain the rationale for two Directors for a department of six (6) employees?***

As the sole provider of public higher education in Hawai'i, the University is committed to improving the social, economic and environmental well-being of current and future generations. In concert with this vision, one of the four strategic directions identified in the University of Hawai'i Strategic Directions, 2015-2021, is the establishment of "21st Century Facilities (21CF)" for all campuses.

Based on the University's 21CF strategic direction, the University of Hawai'i at Manoa (UHM) has further developed a campus strategic initiative entitled Creating 21st Century Facilities & Becoming a Sustainable Campus. To accomplish this, UHM must eliminate its significant deferred maintenance backlog and modernize facilities to meet 21st century needs for learning and research. An essential action strategy woven into this initiative is to improve the sustainability and resource conservation of our facilities by reducing energy consumption, greenhouse gas production, water use and waste production.

The Office of Planning and Sustainability is critical to achieving this strategic goal. It is imperative that comprehensive planning and sustainability efforts are directed, managed and coordinated under one unit in order to successfully meet this objective.

Position number 89153 is the overall head of the Office of Planning and Sustainability. This position has two departments reporting to it: 1) the Planning Office and 2) the Office of Sustainability. The Office of Sustainability, is

managed by position number 89524, the Director of Energy. The placement of two director positions within this unit highlights the importance of this area to the future of the University. The current authorized position counts do not adequately address future requirements of this area and we will be continuously monitoring and seeking to provide additional resources as required.

2. ***In the proposed Chart IX, please explain the rationale for having two (2) directors for Campus Operations & Facilities.***

Position number 81250 (Director PBC) will be re-described. See revised proposed Chart IX.

3. ***In the proposed Chart IX-A, please confirm that Buildings and Grounds Management will report to Campus Operations & Facilities.***

This is to confirm that Buildings and Grounds Management will report to Campus Operations & Facilities (there is a typo on the organization chart). Please see revised proposed Chart IX-A.

4. ***Under the current functions of FMO, Architectural Design, the Architects coordinate with the shops and review departmental service work requests. Where would this function be under the proposed reorganization, when Campus Operations has no Architect on staff?***

We acknowledge that additional support may be necessary to coordinate some of the work order requests to be completed by the Campus Operations unit. The larger and more complex departmental service work requests will probably be assigned to the Office of Project Delivery. Initially, we will seek assistance, as necessary from the Project Delivery unit. As we further assess the workload and needs of the Campus Operations unit, we will look at either re-describing existing vacancies within the unit or transferring existing vacancies from other units to meet operational requirements.

5. ***Under the current functions of FMO, Mechanical & Electrical Engineering, the Engineers prepare and/or review design, provide planning and design, develop and maintain audit program, support planning office, etc. Where are these functions under the proposed organization when Project Delivery Section has no Mechanical or Electrical Engineers in its staff?***

As required, the Mechanical and Electrical Engineering sections will provide technical support to meet the specialized needs of the Project Delivery section.

We will monitor the workload of the Mechanical, Electrical, and Project Delivery sections and, if necessary, will seek additional resources as justified.

6. ***It would seem that this proposal for reorganization creates additional supervisory and increased payband positions from positions that are currently filled. Please explain how these positions were identified to become supervisory positions and what has the department done to ensure that these supervisory positions were open for competitive recruitment.***

All positions involved in this reorganization were recruited on a competitive basis. The reorganization does not propose to increase the payband of any currently filled position nor does it propose to decrease the payband of any currently filled position. In cases where the reorganization results in the placement, in one section, of two or more currently filled positions with the same payband and with similar job descriptions, we reviewed and considered the job requirements and the education, experience, and specialized ability of each of the affected employees and selected the most qualified. In some cases, the position description of one of the employees specifically included supervisory responsibilities while the other(s) did not.

7. ***Please explain the rationale for having the Environmental Safety Officer, PBB Position Number 78121, report to the Director of Campus Operations and Facilities and not the Facilities Business Office Director?***

While the Safety Officer, PBB Position Number 78121, provides safety training and support for all units within the current Mānoa Office of Planning and Facilities, its main client and end user in the proposed organization is Campus Operations and Facilities. The Buildings and Grounds and Shops units have the greatest need for safety training and support. Therefore, it is prudent and rational that the Safety Officer report to the Director of Campus Operations.

8. ***Please clarify and confirm the pay band for position number 80327. It is currently a PBB.***

This is to confirm that position number 80327 is currently a PBB. We have corrected this information on both the current Chart II and the proposed Chart VI.

9. ***The OPF Fiscal Office currently supports the OPF Planning Office in processing requisitions and purchase orders. Who will provide fiscal support for the Planning Office under the proposed reorganization?***

The Facilities Business Office, proposed Chart XI, will provide fiscal support for the Office of Planning and Sustainability.

Consolidate UHM Communications and System Communications under the OVPA

1. ***Under the proposal, UHM will lose three (3) positions to System Communications. What duties and responsibilities will remain at UHM Communications and what duties will be transferred over to System Communications?***

In general, there are five (5) broad functional categories of work performed between the UHM Communication Office and System Communications Office: (1) External Communications/Media Relations; (2) Internal Communications; (3) Marketing; (4) Website; and (5) Event Planning.

Currently, the System Communications performs the following functions:

- External Communications/Media Relations for System, UHM, UHH, UHWO and all seven community colleges
- Internal Communications for System, UHM, UHH, UHWO and all seven community colleges
- Social media for System, in collaboration with UH campuses
- Website for System

Currently, the UHM Communications Office performs the following functions:

- Internal Communications for UHM
- Marketing for UHM
- Website for UHM
- Social Media for UHM,
- Event Planning for UHM

Under the proposed reorganization, the System Communications Office will perform:

- External Communications/Media Relations for System, UHM, UHH, UHWO and all seven community colleges
- Internal Communications for System, UHM, UHH, UHWO and all seven community colleges
- Social media for System and UHM, in collaboration with other UH campuses
- Website for System

Under the proposed reorganization, the UHM Communications Office will perform:

- Marketing for UHM
- Website for UHM
- Events for UHM

2. ***Please confirm that position number 80327 is a PBB position and not a PBA position.***

Confirmed that position number 80327 is a PBB position. (Duplicate to Question 8 above).

3. ***It is stated that one of the goals of the proposed reorganization is to have better messaging from one source, the System. If so, please explain why the other components of the UH System, UH Hilo, UH West O'ahu and all of the community colleges, were not included in the proposal. Why were positions taken only from UHM and not the other campuses?***

Currently, the System Communications Office works in close collaboration with all ten UH campuses, but a majority of the work is for UHM. Unlike all the other campuses that have only one (1) dedicated communications resource on their campus, the UHM Communications Office has 8 personnel. The proposed reorganization will transfer four (4) UHM personnel to System to support all of UHM's 20 colleges and schools, 7 organized research units, chancellor and vice chancellor offices and athletics department to also work directly with one communication center: the UH System Communications Office. This will eliminate confusion and streamline communications for departments and units. This will also provide better support and utilization of UH System Communication resources and allow the university to have better messaging from a one source.

Many UHM departments and units already work directly with UH System Communications. The proposed reorganization will formalize what is already happening organically, provide a consistent level of communication services campus-wide, and consolidate similar functions under one structure to maximize economies of scale and streamline services for customers and staff.

4. ***Within UHM Communications, the staff has been reduced from ten (10) to six (6) and is proposed to be even further reduced. What is the expectation of the university to fulfill the current responsibilities such as government relations, media relations marketing, social media, web design and maintenance? Who will be responsible for assisting the various colleges, programs, departments and units?***

As stated above, under the proposed reorganization, the System Communications Office will be responsible for all external communications/media relations (crisis and proactive), internal communications and social media. To that extent, the System Communications Office is responsible for working directly with the various colleges, programs, departments and units in these areas.

The UHM Communications Office will continue to be responsible for government relations, marketing, web design and maintenance. To that end, the UHM Communications Office is responsible for working directly with the various colleges, programs, departments and units in these areas. UH System Communications will continue to support UHM Communications Office.

The government relations function and position (No. 78873) shall remain in UHM Communications Office.

5. ***Filming at the University of Hawai'i has seen a marked increase in request from all over the world with more than 90 percent of the requests for UH Mānoa properties. With the proposal of having only three remaining UHM Chancellor marketing and communication team members, who will assist with those requests, which includes logistics and legal assistance?***

Managing and coordinating filming at all University of Hawai'i's properties has always been consolidated under Position No. 80951. The proposed reorganization will transfer this position back to the System, which is a more appropriate fit because of its systemwide access and support. This position will continue to work closely with the System Licensing Office, System Office of General Counsel, and representatives from all 10 campuses, to coordinate filming on UH properties.

6. ***Please explain the rationale for the transferring the identified positions from UHM Communications to System Communications and their changes in responsibilities. Where will the employees transferring to the System Communications be physically located? Will the reassigned employees continue to work on Mānoa projects?***

The rationale for determining which positions transfer to System or remain at UHM was primarily based on identifying those positions necessary to support the proposed functions of UHM Communication, with the remainder to transfer to the System.

The proposed reorganization retains the marketing, website and event planning responsibilities for UHM at UHM Communications Office. The three (3) positions that currently support these functions are: 81372, 77451, 78574. The remaining positions (81239, 81787, 80951, and 79489T) will transfer to System to primarily support all UHM internal communications, all UHM external communications/media relations, UHM social media and film coordinating for the UHM and System. These positions will be asked to support System related projects that also support UHM directly and indirectly.

The 4 positions UHM Communications positions transferring to System Communications will be expected to relocate to the current location of the System Communications Office.

7. ***A sizeable portion of the Mānoa marketing and advertising budget comes from tuition dollars. Should there be a push for marketing and advertising initiatives at the System level, where will the budget come from to support these initiatives if there are technically no students at the system level? What will happen to on-going Mānoa marketing projects and initiatives?***

The UHM Communications Office will continue to be responsible for marketing, web design and maintenance. As such, the budget to support any marketing and advertising initiatives for UHM will come from UHM budget. There will be no use of UHM funds to support any System-related marketing or advertising initiatives.

8. ***In terms of budget, how will the other campuses contribute to System Communication? How will the transfer of three (3) positions from UHM to System affect the budgets of both UHM and Systems? Will a proportion UH Mānoa Communication budget be transferred to the System office along with the proposed transfer in staff? Please explain.***

The only portion of UHM Communication's budget that will be transferred to the System are the salaries associated with the positions being transferred from UHM.

9. ***What are the potential impacts should the proposal for UHM Communications not proceed as proposed?***

If the proposal does not proceed then there will continue to be a lack of campus wide internal and external communications strategies resulting in uncoordinated and ineffective communications for UHM, which affects the entire UH System. UHM social media will continue to be underutilized, and the UHM internal communications will continue to be inadequate. Ineffective external communications leads to greater scrutiny by the media, state leaders and general public, resulting in less support for UHM. Ineffective internal communications confuses and disenfranchises students, faculty and staff, resulting in less support for UHM from its stakeholders. UH System Communications, with its limited resources, is already addressing UHM's ineffective internal and external communications by handling all crisis communications and the majority of proactive external communications.

10. ***Under bullet points for Internal and External Communications, it does not make mention of any marketing and brand management duties. Reference to marketing and brand is made under Multimedia functions (reviews marketing, promotional, and recruiting publications and materials), however, the current UH Mānoa position, position number 81239, which oversees marketing, is being reorganized under UH News and not under Multimedia. Who will oversee marketing and branding in the system communications office?***

Dan Meisenzahl will oversee marketing and branding for the UH System.

11. ***It is our understanding that numerous tasks are undertaken by the UHM Communications office such as staffing events, website management, assisting in Enrollment management, Commencement, etc. How does the proposal intend to address the continuation of current services while the UHM Communications department is reduced to half?***

Special events and initiatives like commencement and enrollment management are special projects of the UHM Chancellor's Office. As is customarily the case, all resources under the jurisdiction of the UHM Chancellor's Office, including UHM Communications, are available and expected to support these events and initiatives. UH System Communications will be available to support these events and initiatives, as needed. Position # 77451 is expected to continue to support special events, as this is her current responsibility. Website support will continue to be supported by Position # 78574, as this is his current responsibility.

Newly Established Office of Systems Integration (OSI) within the OVPA

1. ***When integrating all of the technology and data-related functions to the newly proposed OSI, how will the employer address differences in programming and systems?***

Initially we do not anticipate the differences in programs and systems under the VPA to impact the current support structure. We will evaluate opportunities to leverage and consolidate areas that support "like" functions and determine how we can augment with centralized resources (such as ITS) to further support areas with high demand for technical support in the field.

2. ***It is our understanding that it takes time to integrate hardware and software. What is the anticipated timeline for integration and, if needed, what are the plans to train the staff of the proposed OSI? Please explain.***

While it is true that it takes time to integrate hardware and software, an evaluation is needed to determine what this effort would look like and derive next steps based on the nature of the systems and opportunities to integrate with other systems while streamlining and eliminating manual and redundant processes. The staff that are impacted, based on their current job descriptions, will already have the skillsets on our current technologies that is needed to move this initiative forward. Training on new technologies will be planned for as needed.

3. ***With Employees who are moved into the proposed (OSI) what job description and responsibilities changes will be made to fit into the mission of the newly created office?***

We do not anticipate any changes in staff job descriptions and responsibilities at this time. However, as needs change and as we experience turnover, we may revisit the job descriptions and will consult with the Union at that time.

How much time will be allowed for the employee to adjust to the new responsibilities?

Again, we do not anticipate changes in existing job descriptions so we do not anticipate this to be an issue. See response above.

How long will it be before the employee will be evaluated on the new responsibilities?

See responses above. As we do not anticipate changes in job descriptions and therefore, responsibilities, evaluations will continue to be based on achievement of agreed upon goals and staff's job description.

Attachment A

UPDATED ATTACHMENT 1 LIST OF AFFECTED POSITIONS AND PROPOSED CHANGES

LIST OF VACANT POSITIONS AS OF 9/15/16

Program Title: OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION / MANOA OFFICE OF PLANNING & FACILITIES AND COMMUNICATIONS

Item No.	Affected Position No.(s)	Classification/Organizational/Functional Change		Basis for Change
		From	To	
1	HR Manager, PBB #80094 HR Specialist, Sr, PBB #81323 HR Specialist, PBB #81322 HR Specialist, Sr, PBB #78587 Web Developer, PBB #80394 IT Specialist, Sr, PBB #77028	VPA Chart II Office of Human Resources Technology and Data	VPA Chart VI Office of Systems Integration	Reorganization
2	Publications Spec, PBB, #81373	VPA Chart III - Media Production	VPA Chart III - UH News	Reorganization
3	Proc/Prop Mgt Sp, PBB #80429 (W)	VPA Chart III - Mkt & Branding	VPA Chart I - VPA	Reorganization
4	Director of Capital Projects, #89233	VPA Chart IV - Capital Imprv.	VPA Chart I - VPA	Reorganization
5	Secretary IV, SR-18, #100033	Physical Planning & Project Mgt	VPA Chart X - Proj. Devel.	Delete Chart IV
6	Registered Architect, PBC, #77086		VPA Chart X - Design	Off of Capital Improvement
	Registered Architect, PBB, #77235		VPA Chart X - Major Constr.	
	Project Manager, PBC, #78691	Admin & Support Services	VPA Chart X - Design/Build	
	Project Manager, PBB, #79011		VPA Chart XI - Bus Office	
7	Project Manager, PBC, #81716		VPA Chart XI - Ops Acct	
	Business Svc. Manager, PBC, #78555		VPA Chart XI - Contracts Off	
	Fiscal Manager, PBC, #81056		VPA Chart VI - Systems Integr	
	Capitl Impr Program Off, PBB, #80153			
	Procurement Specialist, PBB, #80567			
	Operations Coordinator, PBB, #77784 (B)			
8	AVPA, #89103 Admin & Fiscal Supp Spec, PBA, #77074 IT Business Process Mgr, PBC, #80143 IT Specialist, PBB, #81235 Admin & Fiscal Supp Spec, PBA, #80392	VPA Chart V - Admin, Proc & Real Prop Mgmt	VPA Chart I - VPA VPA Chart I - VPA VPA Chart VI - Systems Integr VPA Chart VI - Systems Integr VPA Chart VI - Systems Integr	Reorganization Delete AVPA box from Procurement & Real Prop.
9		VPA Chart V - Admin, Proc & Real Prop Mgmt	VPA Chart IV - Procurement & Real Property Management	Reorganization
10		VPA Chart VI - Risk Mgmt	VPA Chart V - Risk Mgmt	Reorganization
11		VPA Chart VIII - Office of Sustainability	VPA Chart VIII - Office of Planning & Sustainability	Reorganization
12	AVC, #89506 Administrative Officer, PBB, #81505 Director, #89153 Director, PBD, #78777	VCA Chart I - Office of Planning	VPA Chart I - VPA VPA Chart VIII - Off of Plann VPA Chart IX - Campus Ops	Reorganization Consolidate Office of Planning & Facilities
13	Database Admin, PBB, #79886	VCA Chart I - Planning Office	VPA Chart VI - Systems Integr	
14		VCA Chart I - Planning Office	VPA Chart VIII - Planning & Sus	

Administrator

Date

Telephone Number

Program Title: OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION / MANOA OFFICE OF PLANNING & FACILITIES AND COMMUNICATIONS

Item No.	Affected Position No.(s)	Classification/Organizational/Functional Change		Basis for Change
		From	To	
15	Director, #81250	VCA Chart II - Office of Support Services	VPA Chart IX - Campus Ops	Reorganization Consolidate Office of Support Services
16		VCA Chart II - Fiscal Svcs	VPA Chart XI - Bus Office	
17	Aux & Fac Svc Off, PBB, #80487 Aux & Fac Svc Off, PBB, #78973 Aux & Fac Svc Off, PBA, #77986 Aux & Fac Svc Off, PBA, #78974	VCA Chart II - Cust Svc & IT	VPA Chart IX - Work Coord	
18	IT Spec, PBB, #80327		VPA Chart VI - Systems Intgr	
19	Network Spec, PBA, #80535		VPA Chart IX - Safety Office	
20	Environmental Safety Off, PBB, #78121	VCA Chart II - Human Res	VPA Chart XI - Fac HR	
21		VCA Chart II - Warehouse	VPA Chart IX - Warehouse	
22	Director, PBC, #78685	VCA Chart III - Fac Mgmt Off	VPA Chart X - Proj Delivery	Reorganization Consolidate Office of Facilities Management
23	Secretary III, SR-16, #40446	VCA Chart III - Project Mgmt	VPA Chart X - Major CIP Const	
24		VCA Chart III - Mechanical Eng	VPA Chart IX - Professional Sup	
25		VCA Chart III - Electrical Eng	VPA Chart IX - Professional Sup	
26		VCA Chart III - Architectural Design	VPA Chart X - Design	
27			VPA Chart IX-A Campus Arboretum	New Office
28	Off Asst III, SR-8, to Curator, PBA, #17575	VCA Chart IV - Bldg Services	VPA Chart IX-A Campus Arb	
29	Off Asst III, SR-8, #900071	VCA Chart IV - Grounds	VPA Chart IX-A B&G Mgmt	
30		VCA Chart IV - B&G Mgmt	VPA Chart IX-A B&G Mgmt	
31		VCA Chart IV-A Bldg Svcs	VPA Chart IX-A.1 Bldg Svcs	
32		VCA Chart IV-B Landscaping	VPA Chart IX-A.2 Landscaping	
33	Power Mower, BC3 to Nursery Worker I BC-6, #00823	VCA Chart IV-C Pwr Mwr Ops	VPA Chart IX-A Campus Arb	
34		VCA Chart IV-C Grounds Maint	VPA Chart IX-A.3 Grounds Maint	
35		VCA Chart V Campus Ops	VPA Chart IX-B Shops	
36	Public Info Spec, PBB, #80951 Public Info Spec, PBB, #81239 Public Info Spec, PBB #81787	Manoa Chanc Chart1-A	VPA Chart III Communications	Reorganization

Administrator_____
Date_____
Telephone Number

UNIVERSITY OF HAWAII						
VACANT POSITIONS in HGEA COLLECTIVE BARGAINING UNITS						
(MANOA)						
as of 9/15/16						
Item No.	Position No.	Position Title	BU	Pay Band/ Grade	Organizational Change	
					From	To
1	26678	Carpenter I	02	F109	Manoa Chart V	VPA Chart IX-B
2	40446	Secretary III	03	SR16	Manoa Chart III	VPA Chart IX
3	78685	Dir Campus Ops	08	PBC	Manoa Chart V	VPA Chart IX
4	78975	Architect	08	PBB	Manoa Chart III	VPA Chart X
5	80558	Architect	08	PBB	Manoa Chart III	VPA Chart X
6	80601	Aux & Fac Svc (Warehouse)	08	PBA	Manoa Chart II	VPA Chart IX
7	80789	Architect	08	PBC	Manoa Chart III	VPA Chart X
8	81209	Architect	08	PBB	Manoa Chart III	VPA Chart X
9	81250	Dir - Supp Svcs	08	PBC	Manoa Chart II	VPA Chart IX
10	81270	Mechanical Engr	08	PBC	Manoa Chart III	VPA Chart IX
11	81453	Aux & Fac Svc (Mechanical)	08	PBB	Manoa Chart III	VPA Chart IX
12	81505	Admin Officer	08	PBB	Manoa Chart I	VPA Chart I
13	81699	Engineer	08	PBC	Manoa Chart III	VPA Chart IX
14	17575 *	Office Asst III *	03	SR08	Manoa Chart IV	VPA Chart IX-A
15	77074	Admin support	08	PBA	VPA Chart V	VPA Chart I
16	77784(B)	IT Specialist	08	PBB	VPA Chart IV	VPA Chart VI
17	80394	Web Developer	08	PBB	VPA Chart II	VPA Chart VI

* Position No. 17575 is being redescribed to Curator on the proposed chart.

Attachment B

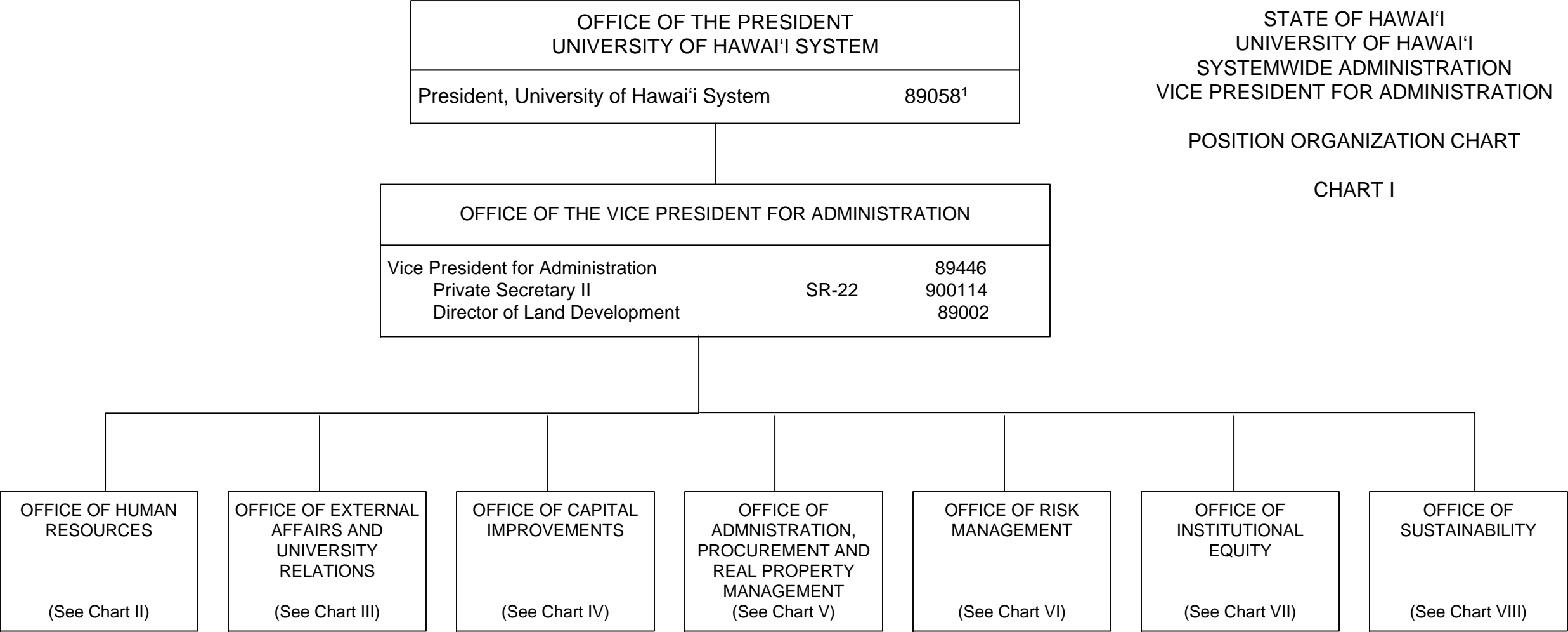
LIST OF FILLED TEMPORARY POSITIONS AS OF 9/15/16

UNIVERSITY OF HAWAII							
TEMPORARY POSITIONS in HGEA COLLECTIVE BARGAINING UNITS							
(MANOA)							
as of 9/15/16							
Item No.	Position No.	Position Title	Employee Name	BU	Pay Band	Organizational Change	
						From	To
1	77960T	Proj Manager (Planning)	Julius Paulo	08	PBA	Manoa Chart I (Planning Office)	VPA Chart VIII (Planning Office)
2	81563T	HR Specialist	Ayako Shimabuku	08	PBA	Manoa Chart II (Hum Res)	VPA Chart XI (Fac Hum Res)
3	77361T	Aux & Fac Svc (WCC)	Perry Buto	08	PBA	Manoa Chart ii (Cust Svc & Info Mgmt)	VPA Chart IX (Work Coord Cntr)
4	80885T	Aux & Fac Svc (Key)	Barbara Ho	08	PBA	Manoa Chart III (Arch Design)	VPA Chart IX (Campus Ops & Fac)
5	81061T	Proj Manager	Darin Davis	08	PBB	Manoa Chart III (Proj Management)	VPA Chart X (Major CIP Const)
6	80137T (0.5 FTE)	Landscape (Planning)	Janet Gillmar	08	PBB	Manoa Chart I (Planning Office)	VPA Chart VIII (Planning Office)
7	79489T	Info, Events & Publications	Jon Burdios	08	PBA	Manoa Chart I (Planning Office)	VPA Chart VIII (Planning Office)

Attachment C

UPDATED CURRENT ORGANIZATIONAL CHARTS

CURRENT



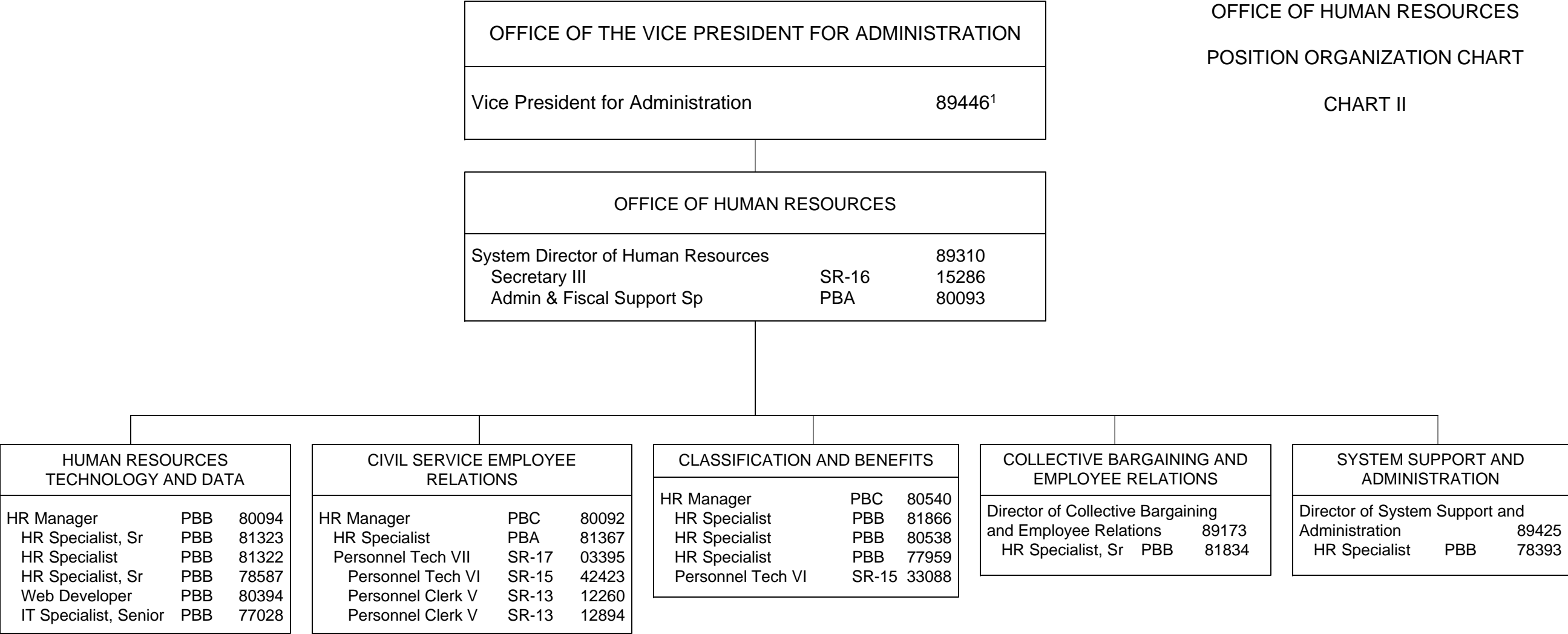
1 Excluded from position count

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART

CHART II



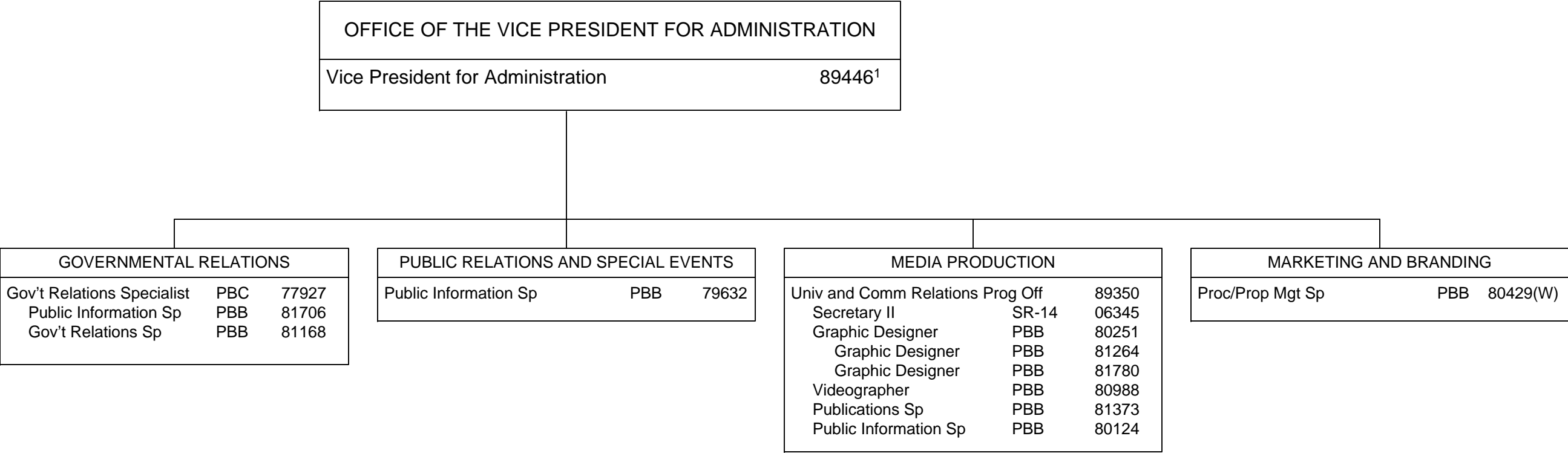
¹ Excluded from position count

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF EXTERNAL AFFAIRS AND
UNIVERSITY RELATIONS

POSITION ORGANIZATION CHART

CHART III



¹ Excluded from position count

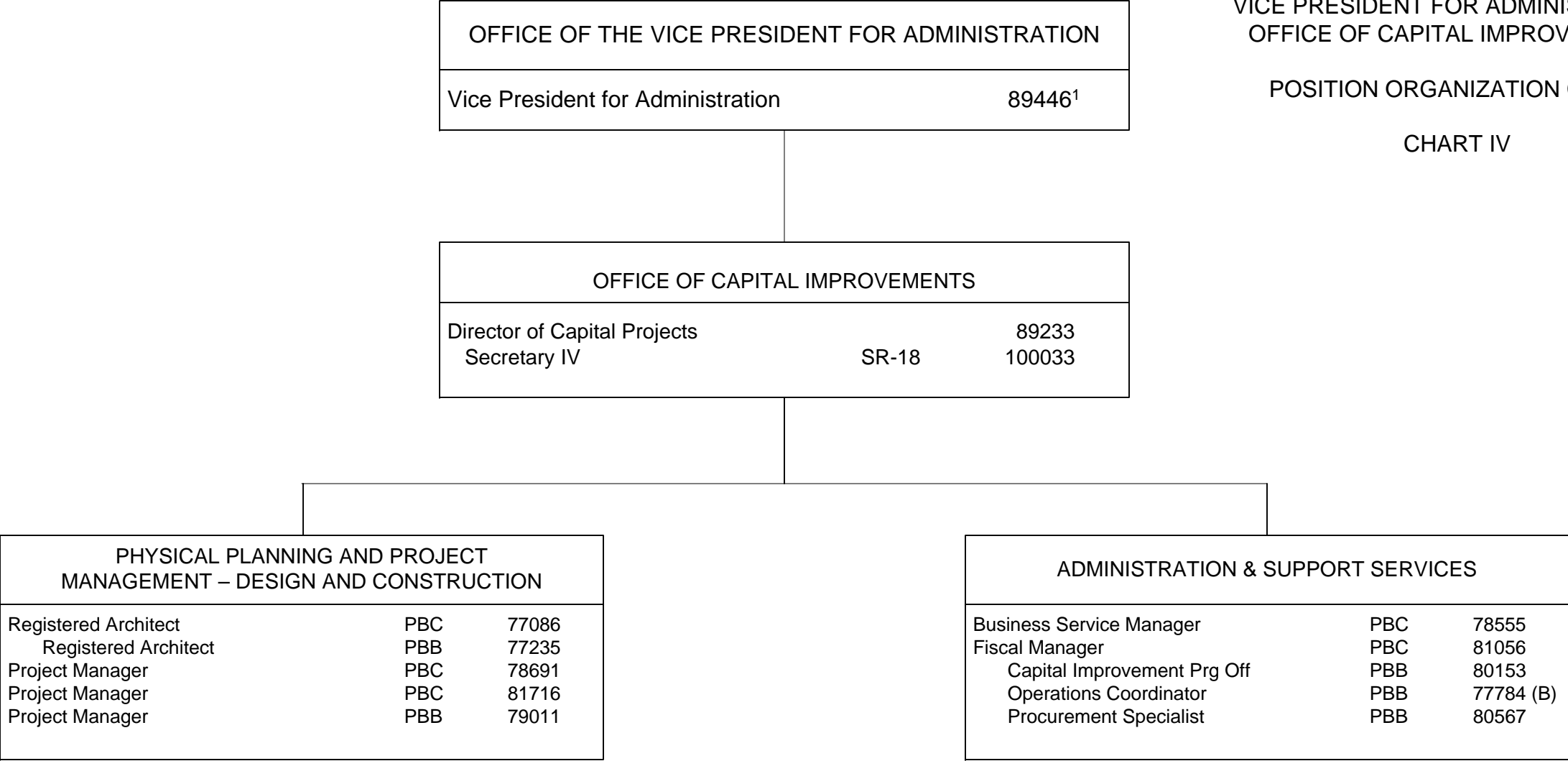
2016orgchartupdate eaur.vsd

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAPITAL IMPROVEMENTS

POSITION ORGANIZATION CHART

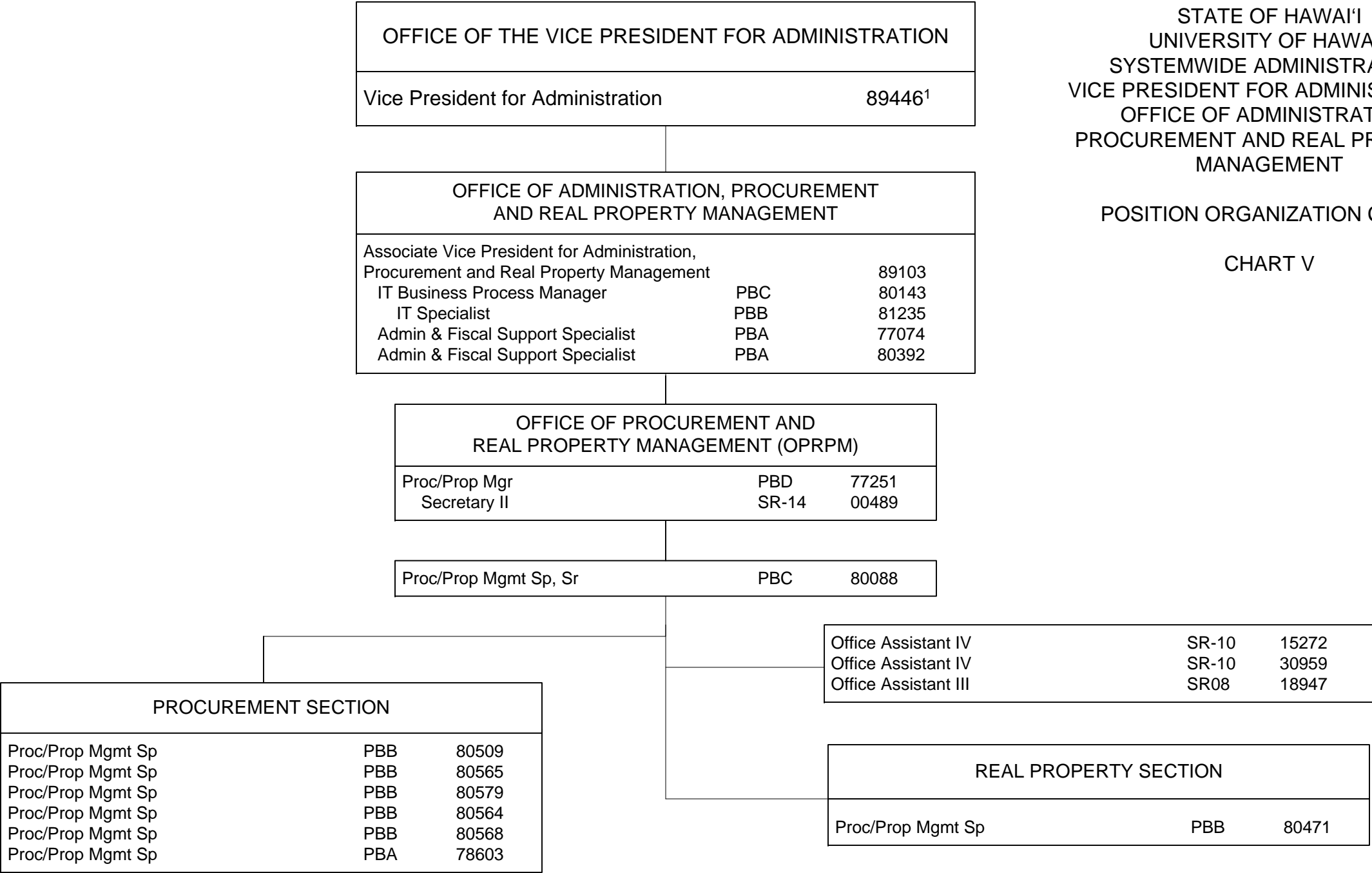
CHART IV



¹ Excluded from position count
² Appropriated but not established, 10 Special Fund (B) positions: 93926F – 93935F

Perm
General Fund 11.00
Special Fund (B) 11.00²

CURRENT



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF ADMINISTRATION,
PROCUREMENT AND REAL PROPERTY
MANAGEMENT

POSITION ORGANIZATION CHART

CHART V

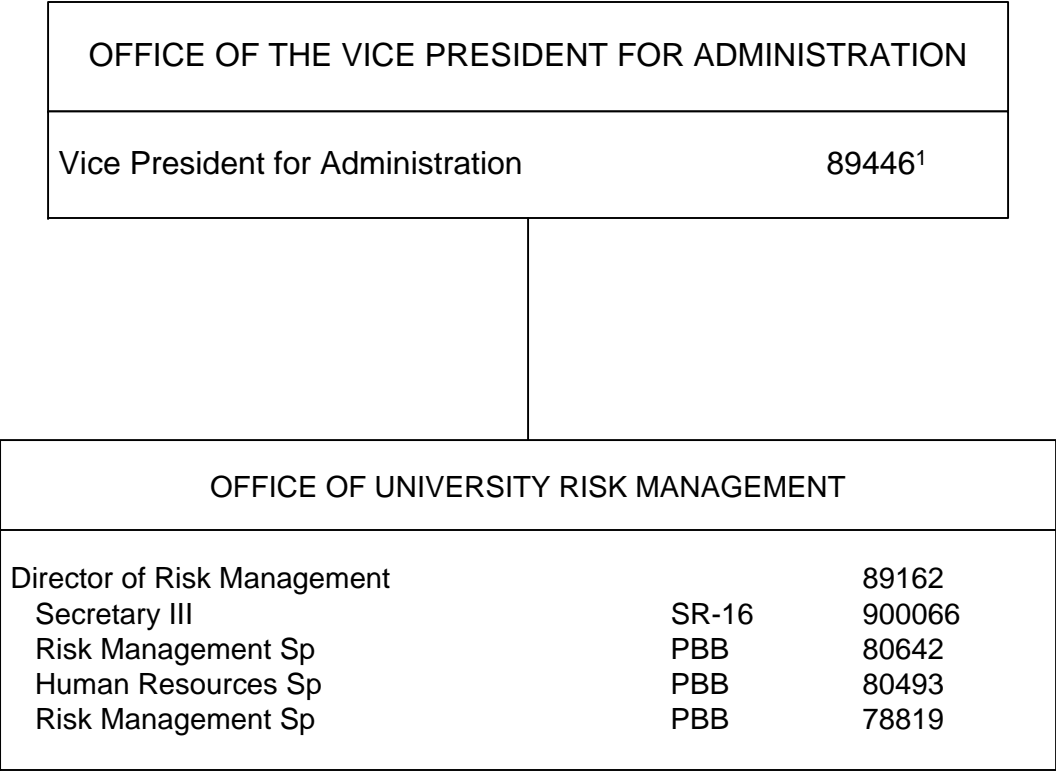
¹ Excluded from position count

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF UNIVERSITY RISK
MANAGEMENT

POSITION ORGANIZATION CHART

CHART VI



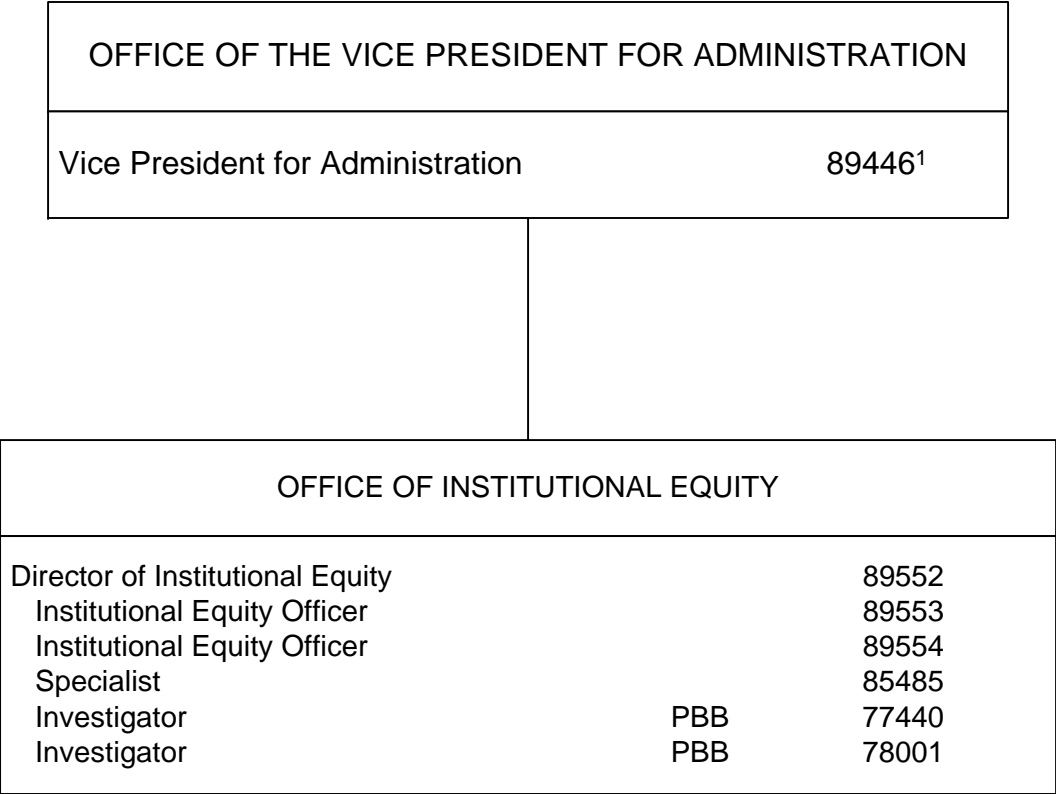
1 Excluded from position count

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF INSTITUTIONAL EQUITY

POSITION ORGANIZATION CHART

CHART VII



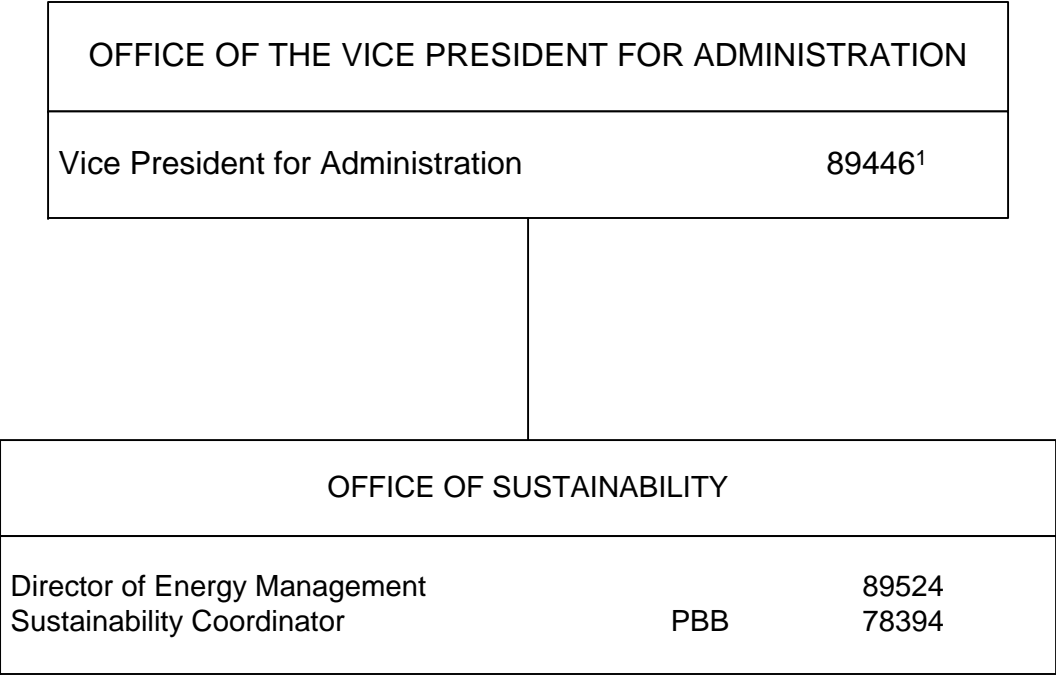
1 Excluded from position count

CURRENT

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF SUSTAINABILITY

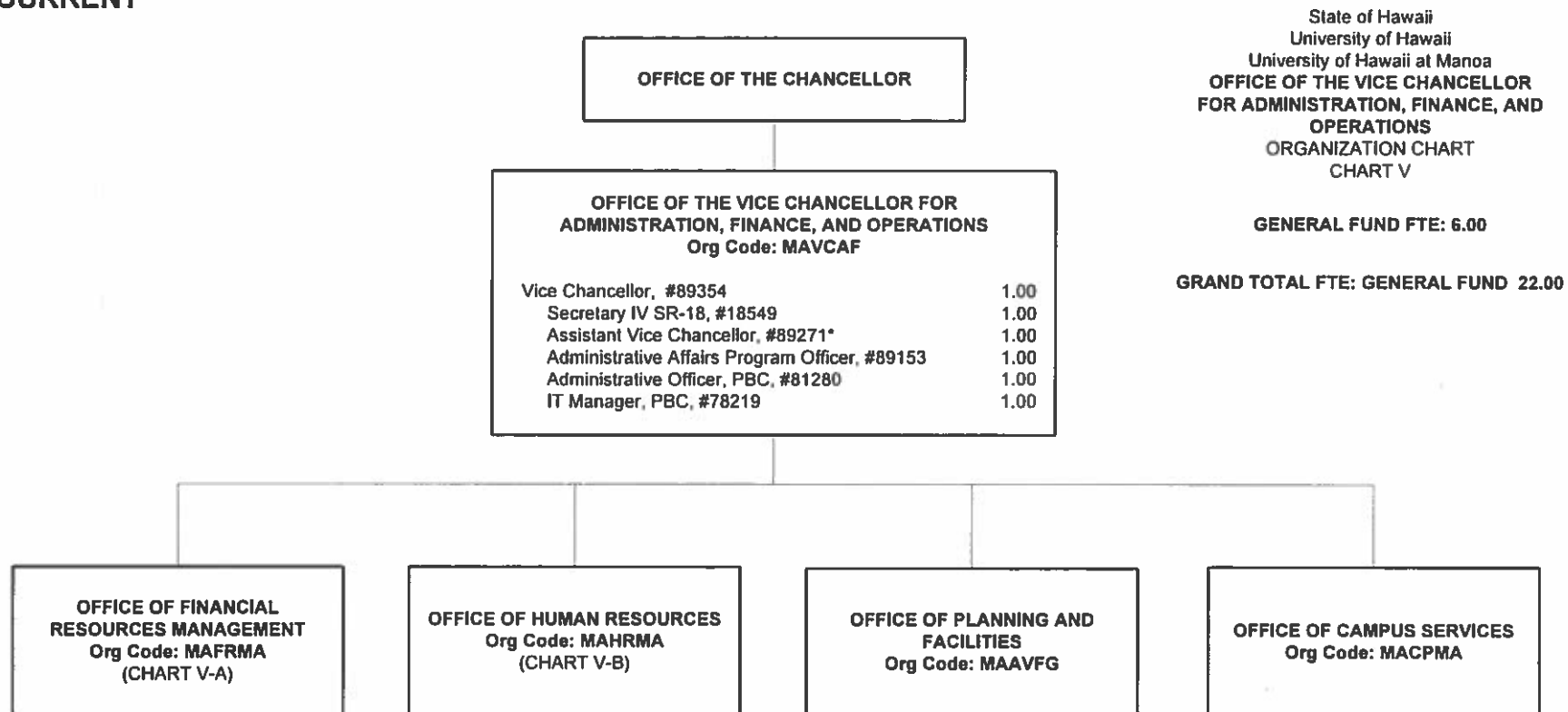
POSITION ORGANIZATION CHART

CHART VIII

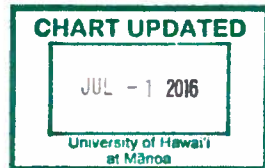


1 Excluded from position count

CURRENT



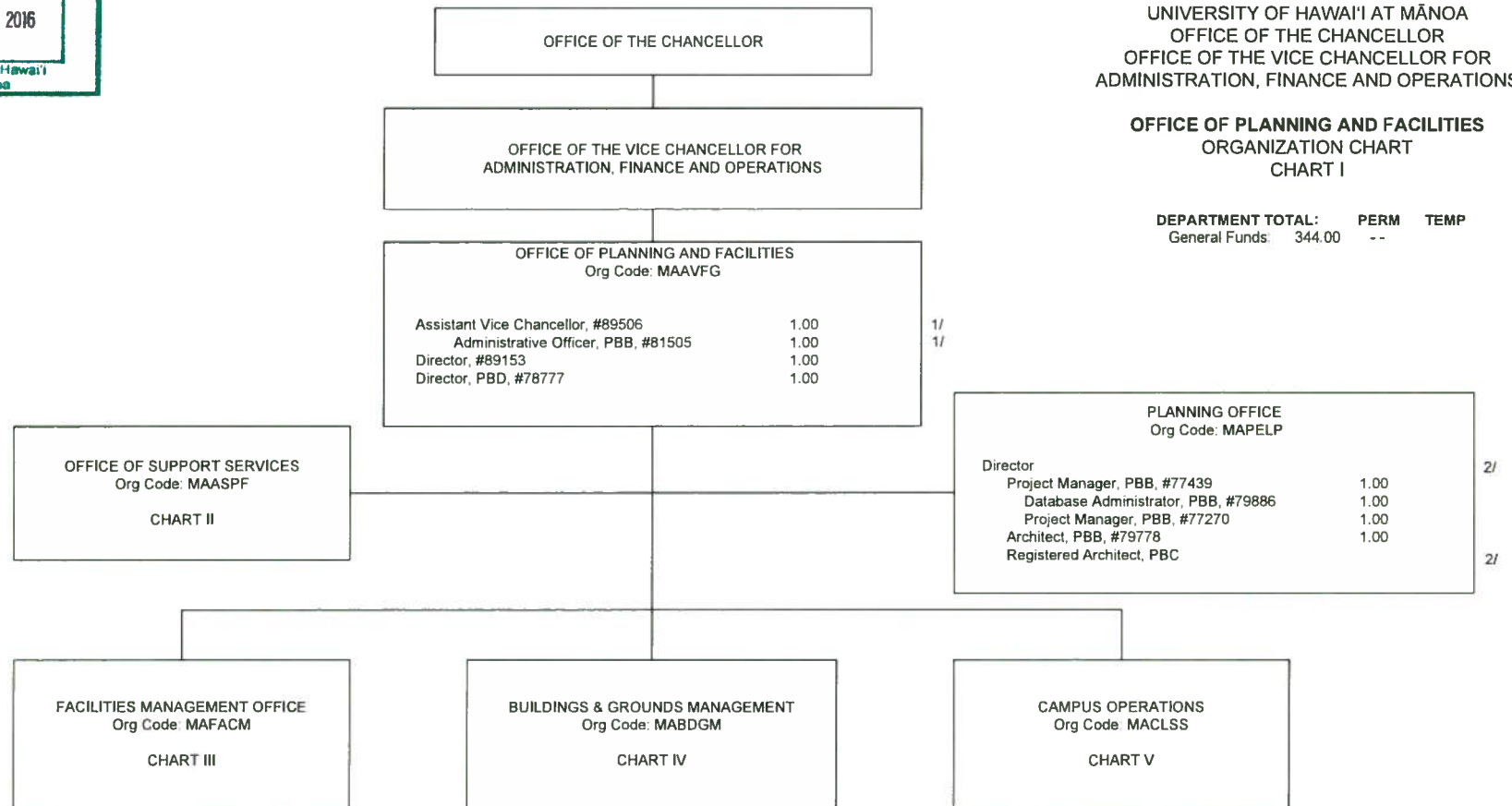
* To be redescribed



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS

OFFICE OF PLANNING AND FACILITIES
ORGANIZATION CHART
CHART I

DEPARTMENT TOTAL: PERM TEMP
General Funds: 344.00 --



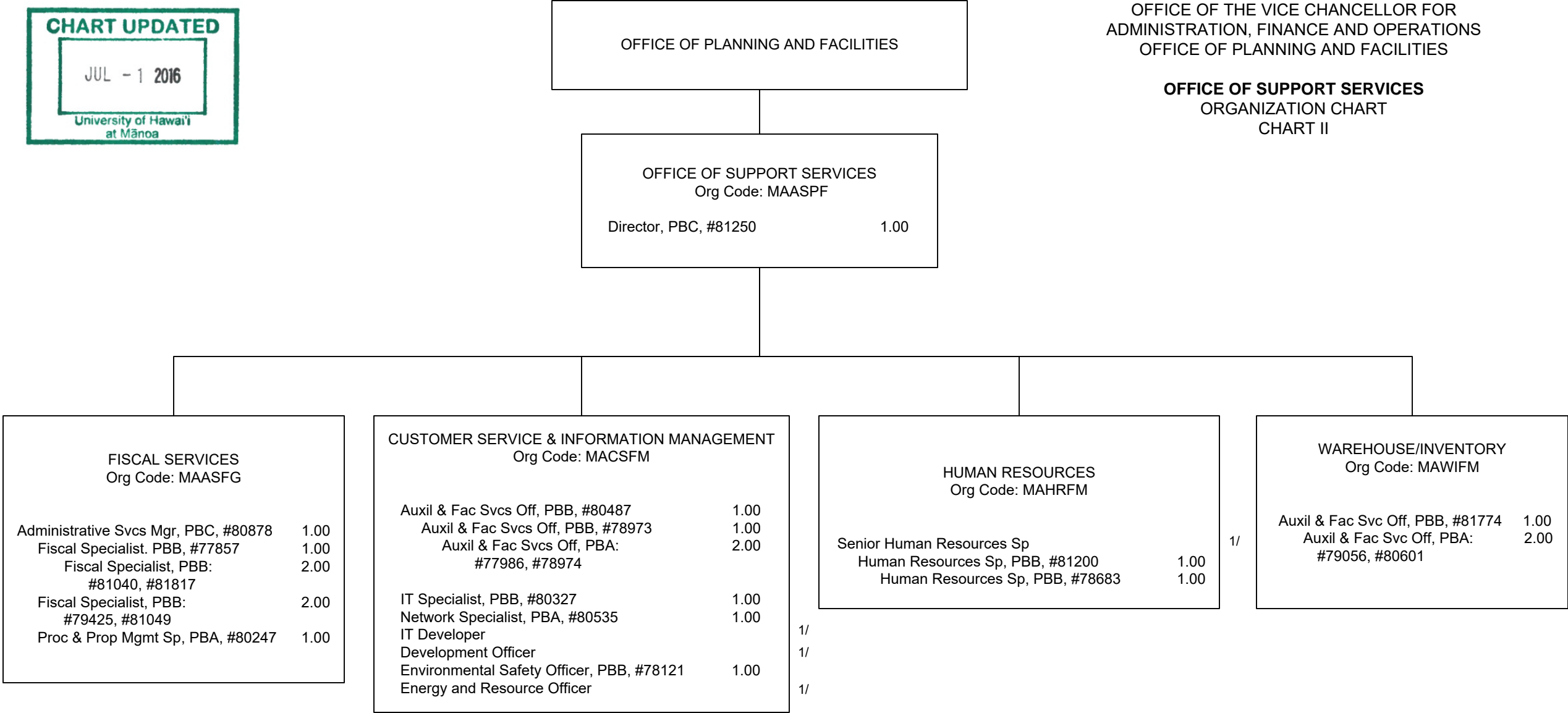
1/ Asst Vice Chancellor, #89506 and Admin Ofcr, #81505 in Office of Planning and Facilities to be re-described.
2/ Director and Registered Architect positions in Planning Office are new, pending approval.

CHART TOTAL: PERM TEMP
General Funds: 8.00 --

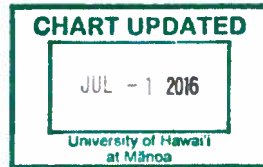


STATE OF HAWAII
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

OFFICE OF SUPPORT SERVICES
ORGANIZATION CHART
CHART II

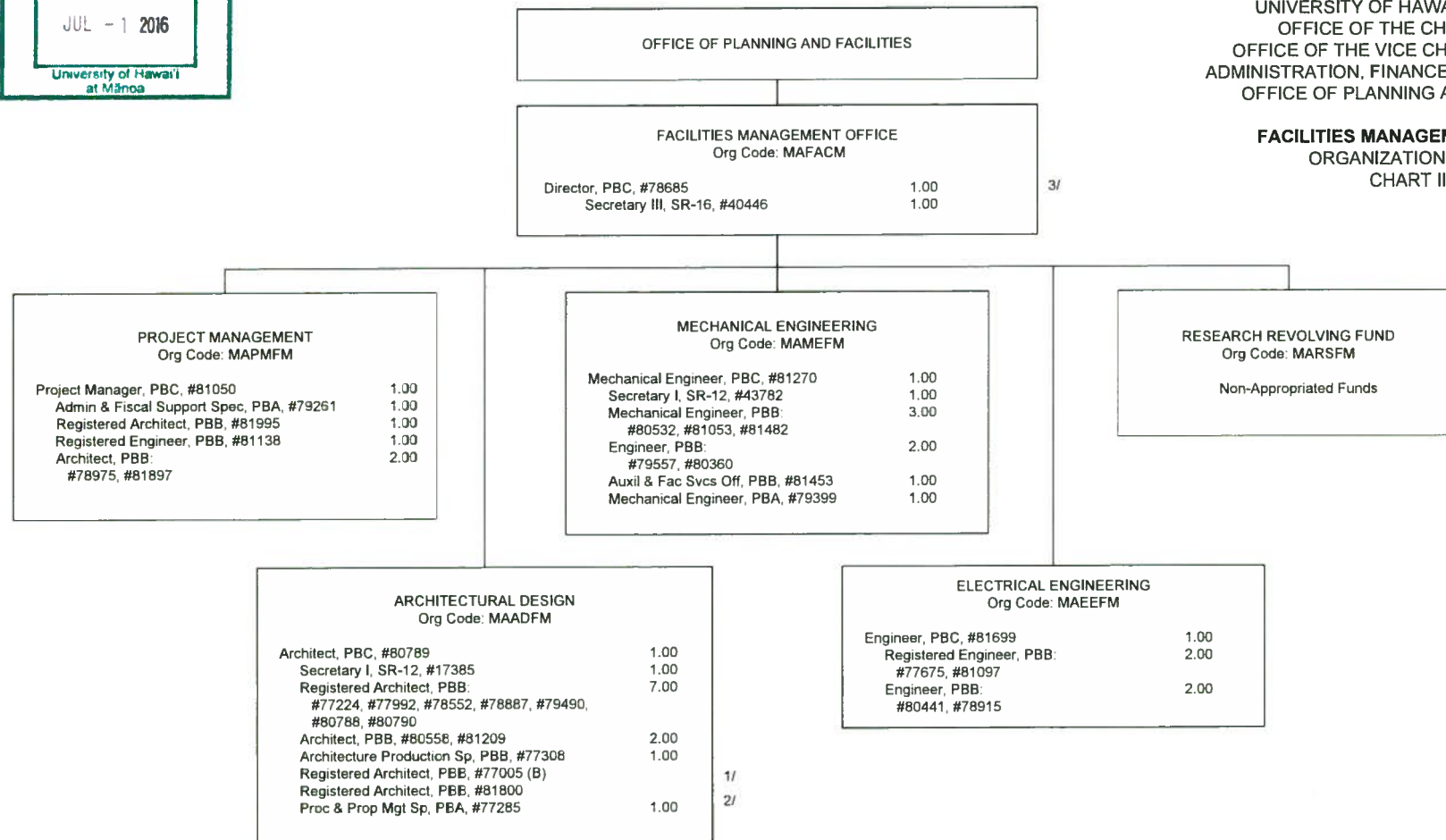


1/ New, pending approval:
- IT Developer, Development Officer, and Energy and Resource Officer positions in Customer Service & Information Management; and
- Senior Human Resources Spec position in Human Resources.



STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

**FACILITIES MANAGEMENT OFFICE
ORGANIZATION CHART
CHART III**



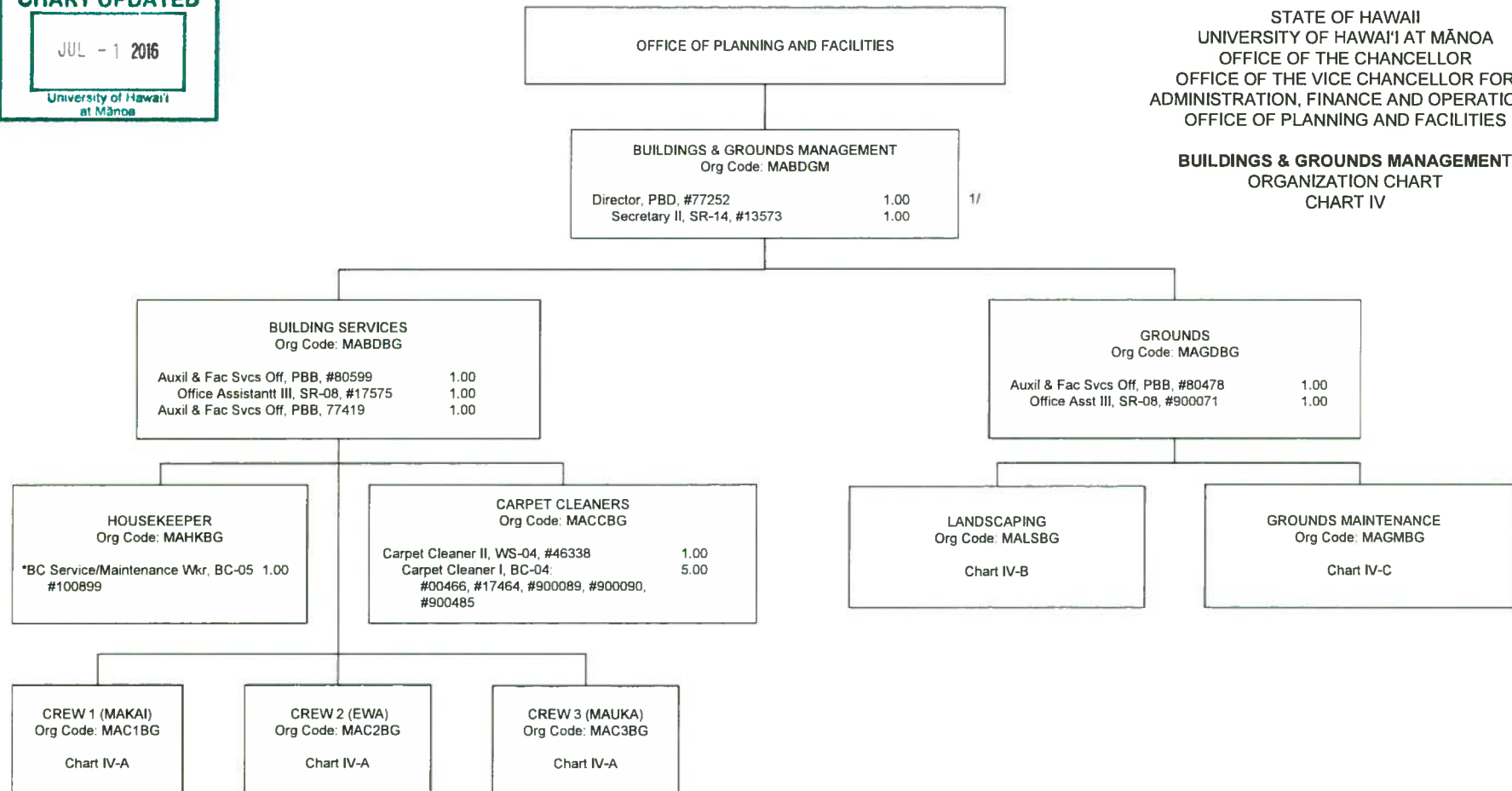
- 1/ Registered Architect, #77055 in Architectural Design not included in our position count, position belongs to and funded by Student Housing.
2/ Registered Architect, #81800 in Architectural Design not included in our position count, position belongs to and funded by EEO/AA.
3/ Director, #78685 in Facilities Management Office to be re-described.

CHART TOTAL:
General Funds: PERM 35.00 TEMP --



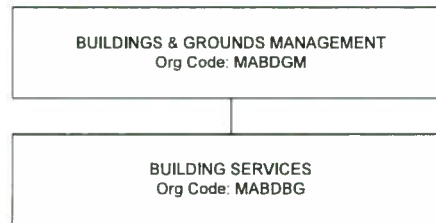
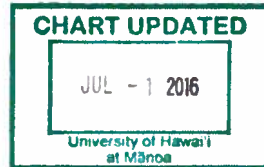
STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

**BUILDINGS & GROUNDS MANAGEMENT
ORGANIZATION CHART
CHART IV**



1/ Director, #77252 functional code: Auxil & Fac Svcs Mgr

CHART TOTAL:	PERM	TEMP
General Funds:	14.00	--



STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

**BUILDINGS & GROUNDS MANAGEMENT
BUILDING SERVICES
ORGANIZATION CHART
CHART IV-A**

CREW 1 (MAKAI) Org Code: MAC1BG			CREW 2 (EWA) Org Code: MAC2BG			CREW 3 (MAUKA) Org Code: MAC3BG		
Janitor Supervisor II, F2-02, #22325	1.00		Janitor Supervisor II, F2-02, #8053	1.00		Janitor Supervisor II, F2-02, #10099	1.00	
Janitor III, WS-02, #46220	1.00		Janitor III, WS-02, #13517	1.00		Janitor III, WS-02, #12910	1.00	
Janitor II, BC-02:	6.00		Janitor II, BC-02:	9.00		Janitor II, BC-02:	7.00	
#13689, #36758, #46222, #51275, #110441, #900048			#08442, #11984, #12489, #12492, #21210, #22334, #32625, #36226, #46484			#04882, #12905, #22323, #32623, #47533, #110442, #900049		
Janitor III, WS-02, #40100	1.00		Janitor III, WS-02, #13518	1.00		Janitor III, WS-02, #47536	1.00	
Janitor II, BC-02:	7.00		Janitor II, BC-02:	6.00		Janitor II, BC-02:	10.00	
#00449, #08060, #9093, #13523, #17465, #21629, #900488			#13525, #22330, #32621, #32626, #44090, #110668			#00460, #00461, #12904, #13527, #13690, #17467, #27237, #27239, #31772, #900004		
Janitor III, WS-02, #27233	1.00		Janitor III, WS-02, #40097	1.00		Janitor III, WS-02, #21215	1.00	
Janitor II, BC-02:	8.00		Janitor II, BC-02:	8.00		Janitor II, BC-02:	11.00	
#11987, #12912, #18575, #21212, #21214, #27238, #51278, #111641			#08061, #10105, #13524, #13696, #36757, #38808, #46246, #900046			#00465, #08059, #08062, #09090, #10104, #11988, #12909, #13521, #21632, #22328, #36227		
Janitor III, WS-02, #00457	1.00		Janitor III, WS-02, #35813	1.00		Janitor III, WS-02, #40099	1.00	
Janitor II, BC-02:	5.00		Janitor II, BC-02:	7.00		Janitor II, BC-02:	9.00	
#00459, #12914, #13698, #22331, #35866			#00448, #13528, #21211, #21630, #36228, #40096, #51277			#00453, #00458, #11081, #11083, #12916, #22329, #27235, #27240, #47534		
Janitor III, WS-02, #51274	1.00		Janitor III, WS-02, #13516	1.00		Janitor III, WS-02, #14601	1.00	
Janitor II, BC-02:	8.00		Janitor II, BC-02:	7.00		Janitor II, BC-02:	7.00	
#08445, #11076, #12907, #21213, #32624, #35867, #35869, #51276			#03594, #05844, #11080, #11990, #15460, #21634, #46223			#11079, #11084, #13520, #13699, #18572, #22946, #47532		
Janitor III, WS-02, #13515	1.00		Janitor III, WS-02, #11078	1.00		Janitor III, WS-02, #14600	1.00	
Janitor II, BC-02:	9.00		Janitor II, BC-02:	9.00		Janitor II, BC-02:	4.00	
#05843, #08444, #12491, #12903, #12908, #13688, #21633, #27234, #46245			#11077, #13697, #18573, #21627, #21631, #36759, #51279, #110439, #900047			#00452, #00462, #09089, #11991		

CHART TOTAL: **PERM TEMP**
General Funds: 158.00 --



STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

**BUILDINGS & GROUNDS MANAGEMENT
GROUNDS
LANDSCAPING
ORGANIZATION CHART
CHART IV-B**

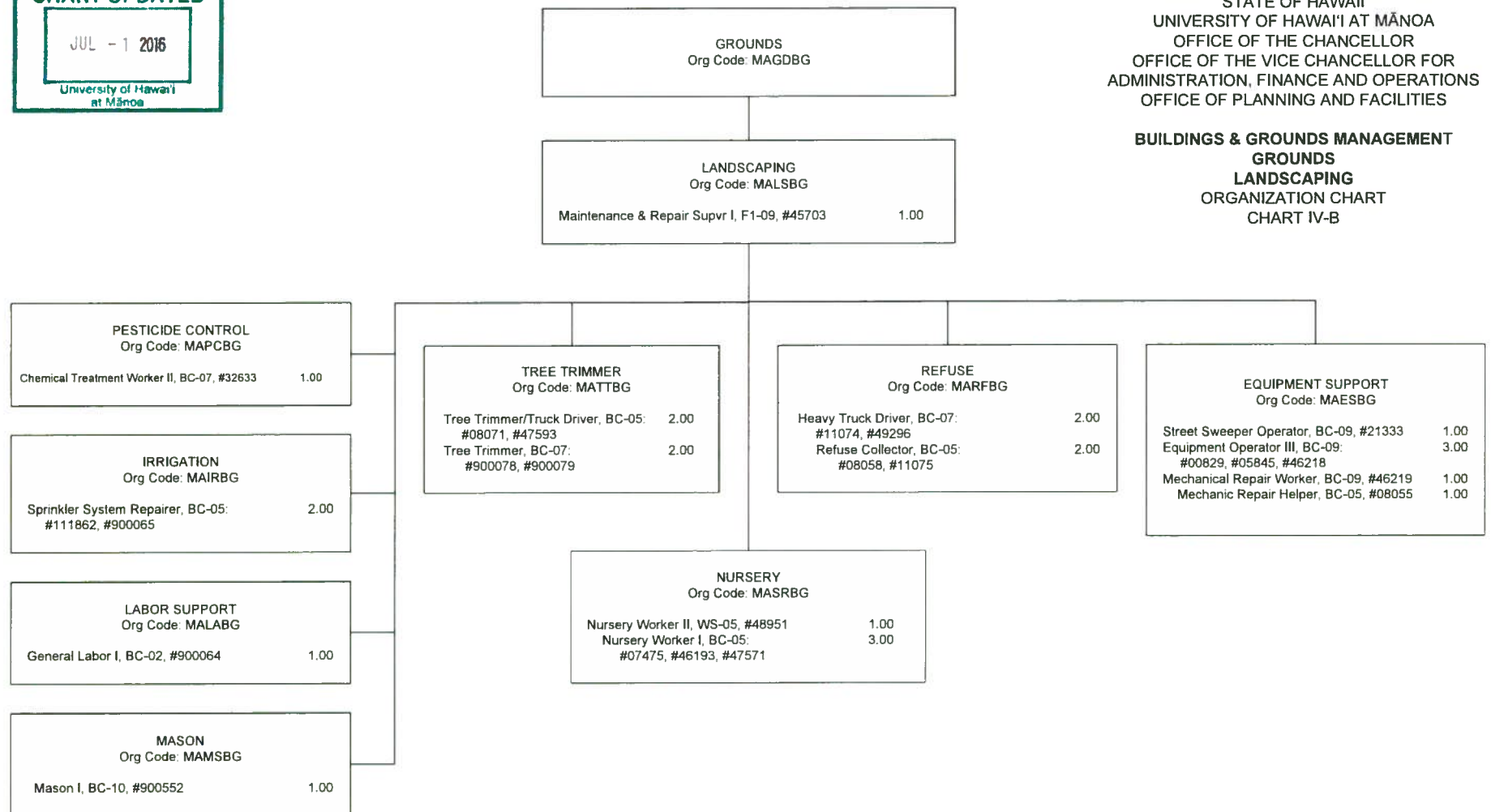
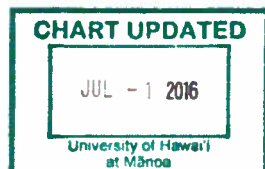


CHART TOTAL: **PERM** **TEMP**
General Funds: 24.00 --



STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

**BUILDINGS & GROUNDS MANAGEMENT
GROUNDS
GROUNDS MAINTENANCE
ORGANIZATION CHART
CHART IV-C**

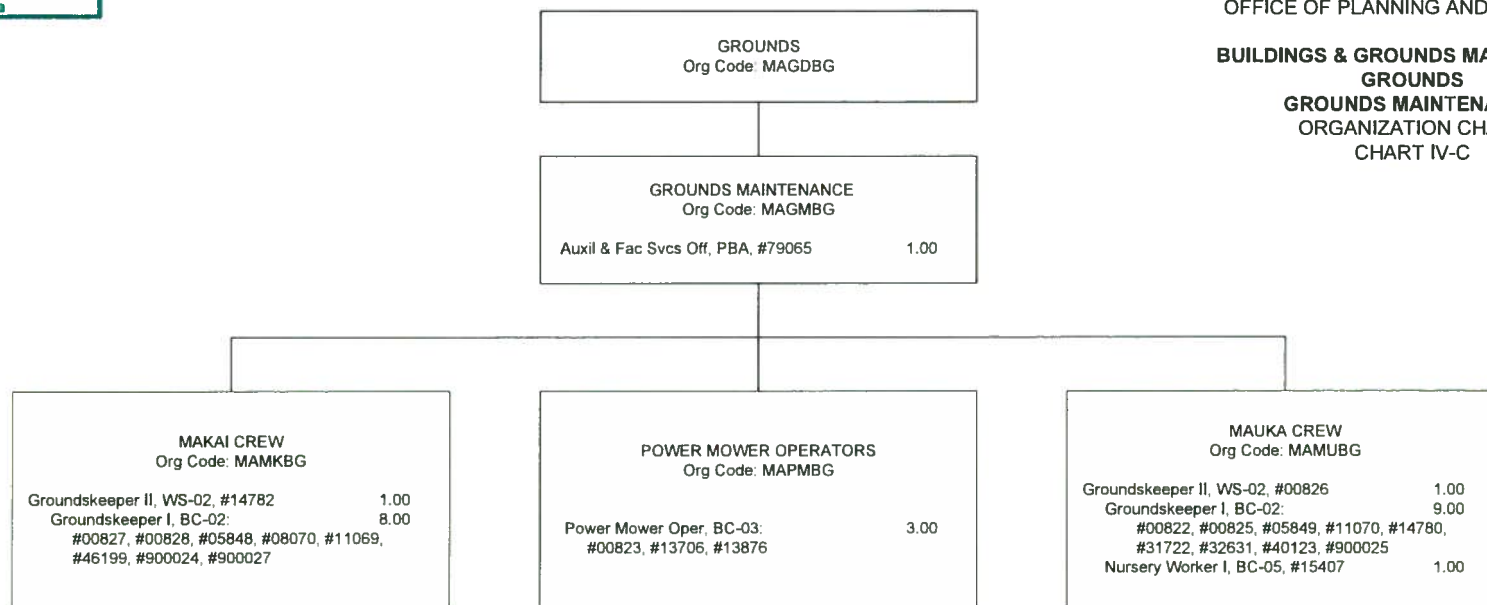


CHART TOTAL:	PERM	TEMP
General Funds:	24.00	--



STATE OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE AND OPERATIONS
OFFICE OF PLANNING AND FACILITIES

CAMPUS OPERATIONS
ORGANIZATION CHART
CHART V

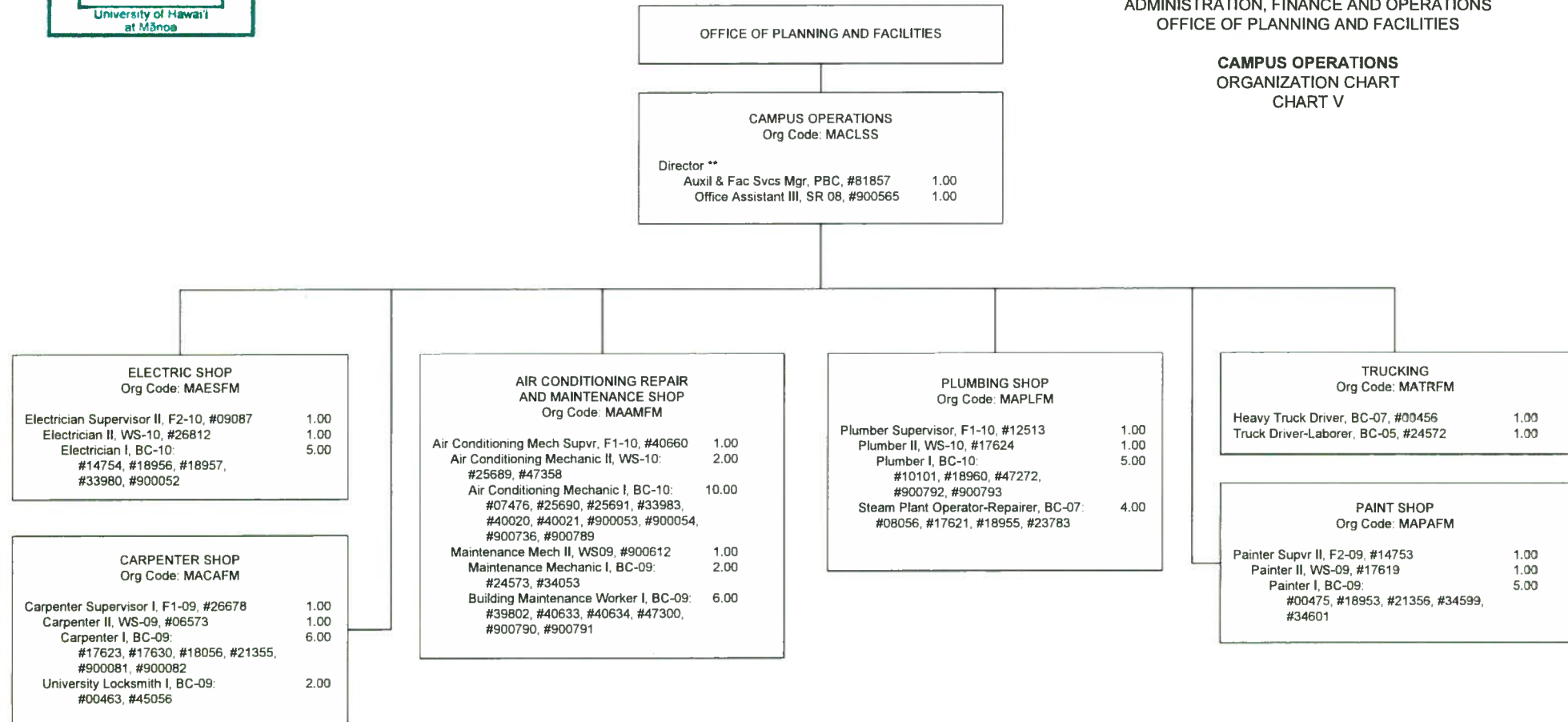
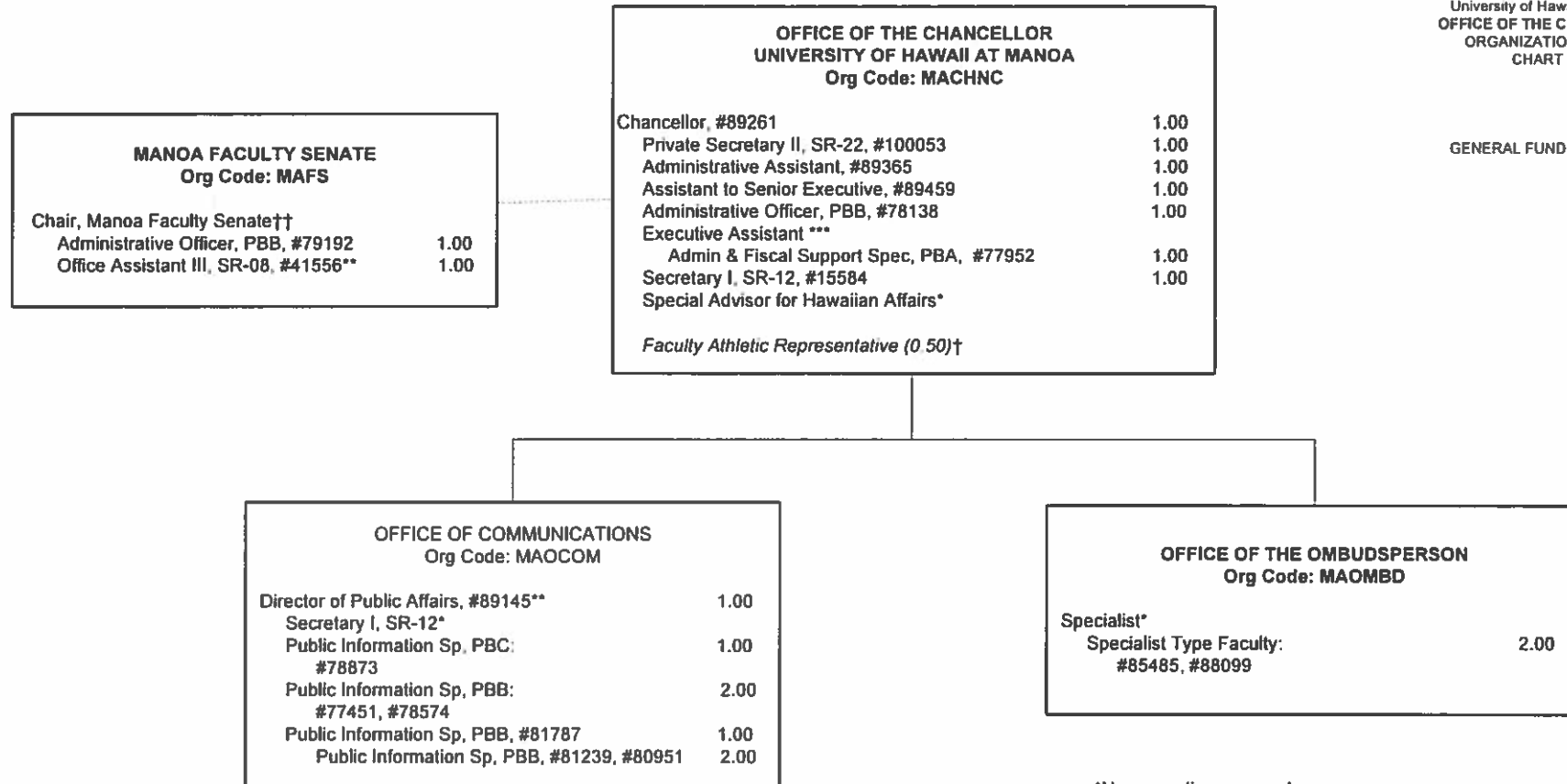


CHART TOTAL:
General Funds: PERM 61.00 TEMP --

CURRENT

State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE CHANCELLOR
ORGANIZATION CHART
CHART I-A

GENERAL FUND FTE: 18.00



..... Dotted lines denote advisory relationships

*New, pending approval

**Position abolished, to be re-established

†Position annually elected by the Manoa Chancellor

††Position annually elected by the Manoa Faculty Senate

Attachment D

UPDATED PROPOSED ORGANIZATIONAL
CHARTS
(SHOWING POSITIONS TO BE RE-DESCRIBED)

PROPOSED

OFFICE OF THE PRESIDENT
UNIVERSITY OF HAWAI'I SYSTEM

President, University of Hawai'i System 89058¹

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

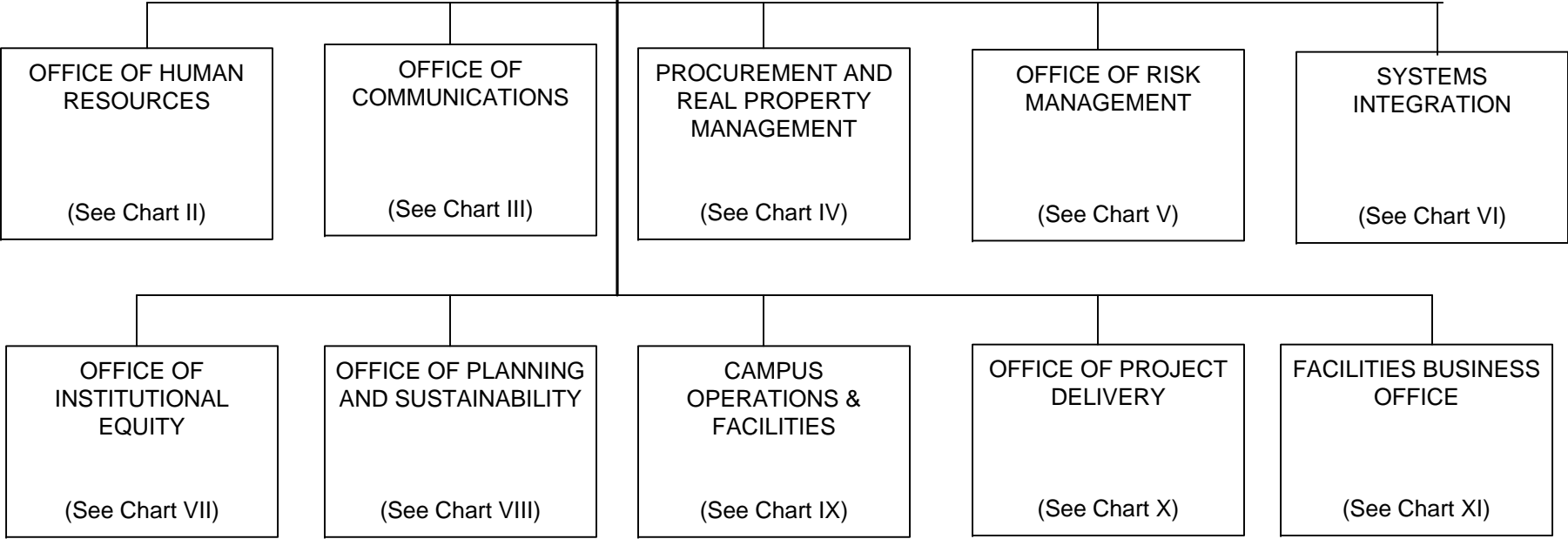
Vice President for Administration		89446
Associate Vice President for Administration		89103
Private Secretary II	SR-22	900114
Director of Land Development		89002
PPIS Analyst		77074
Director of Capital Projects		89233*
Assistant Vice Chancellor		89506*
Administrative Officer	PBB	81505*
Proc/Prop Mgt Sp	PBB	80429(W)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION

POSITION ORGANIZATION CHART

CHART I

	<u>Perm</u>
General Fund	8.00
Revolving Fund	1.00



¹ Excluded from position count
* Positions to be redescribed

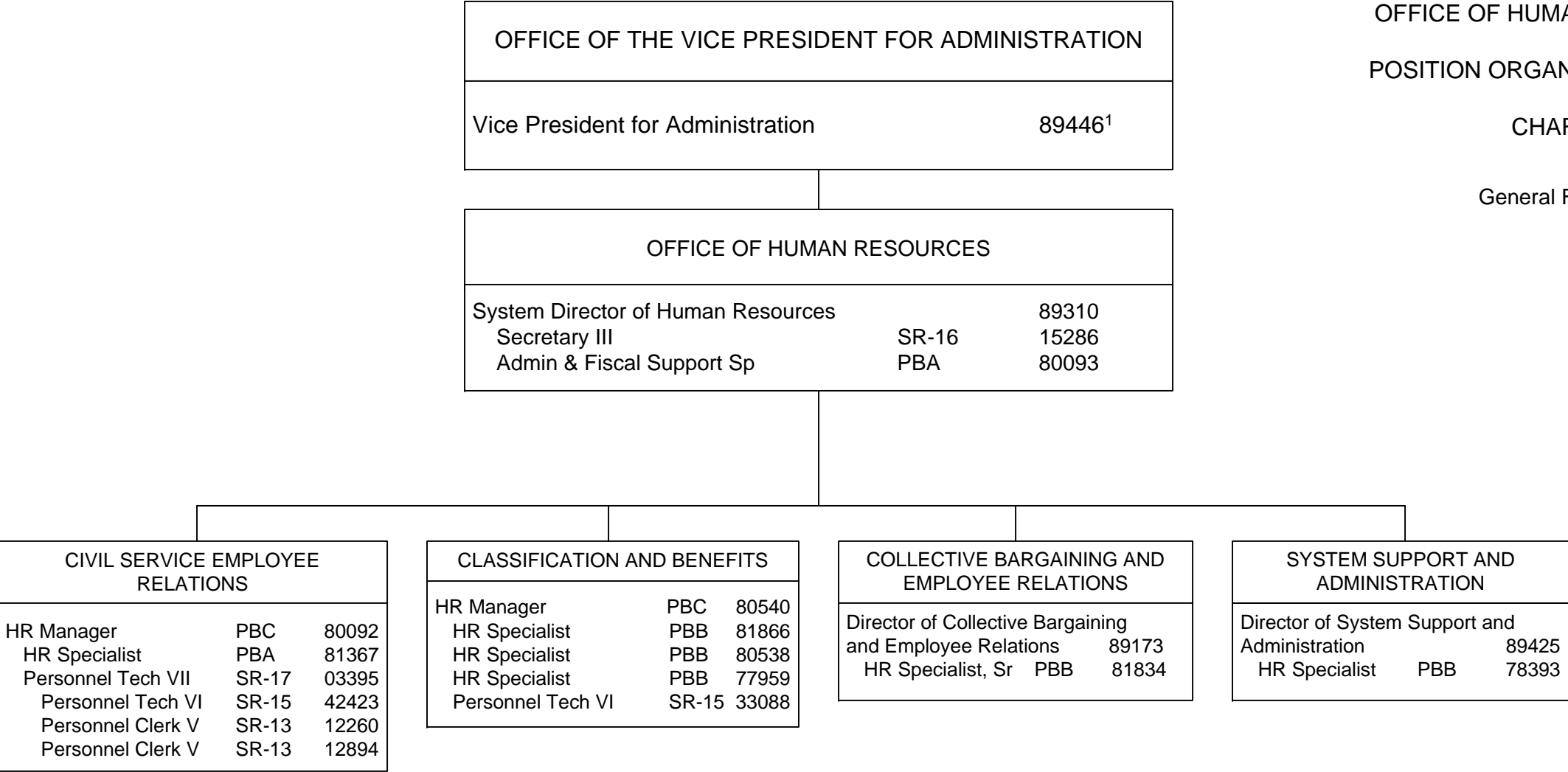
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF HUMAN RESOURCES

POSITION ORGANIZATION CHART

CHART II

Perm
General Fund 18.00



¹ Excluded from position count

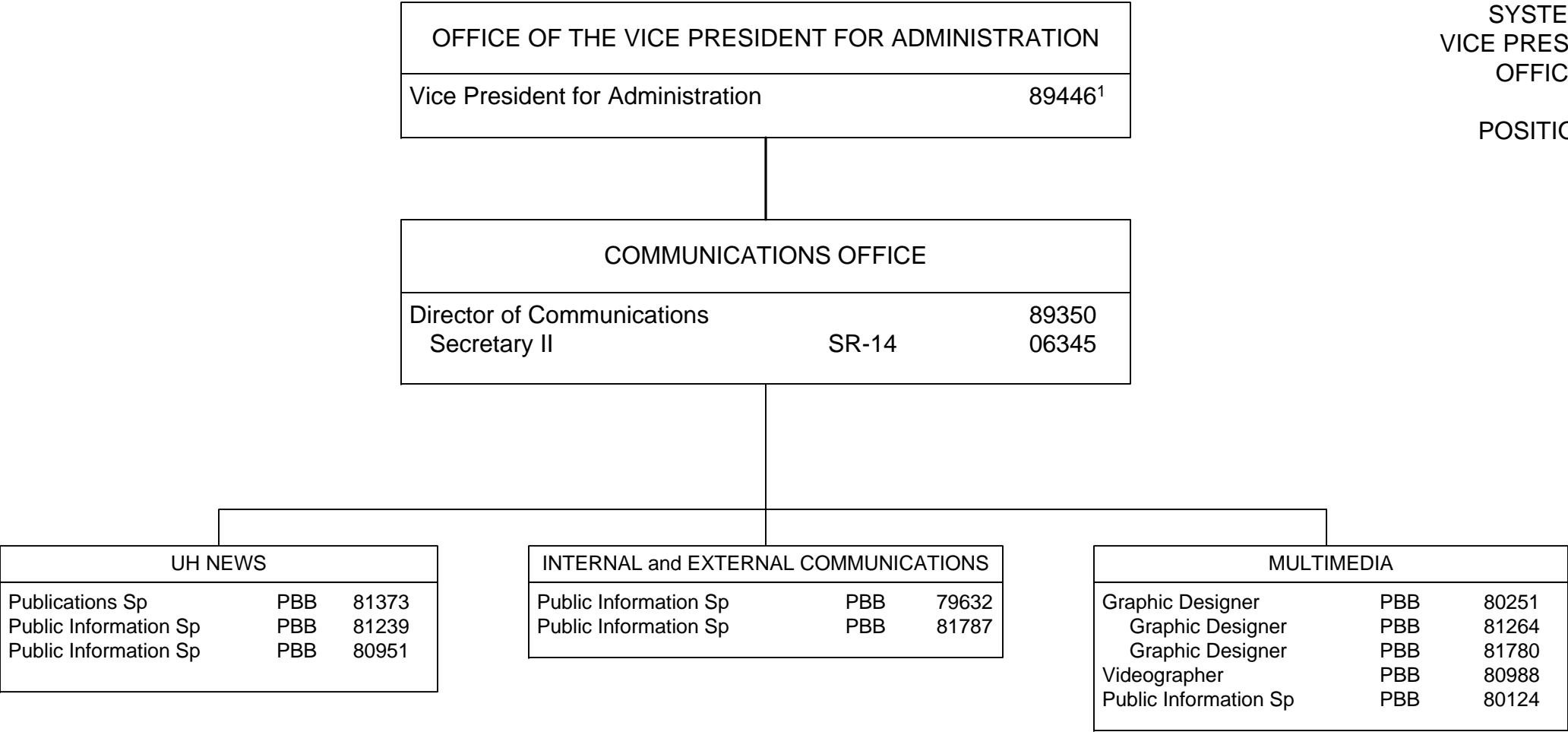
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF COMMUNICATIONS

POSITION ORGANIZATION CHART

CHART III

Perm
General Fund 12.00



¹ Excluded from position count

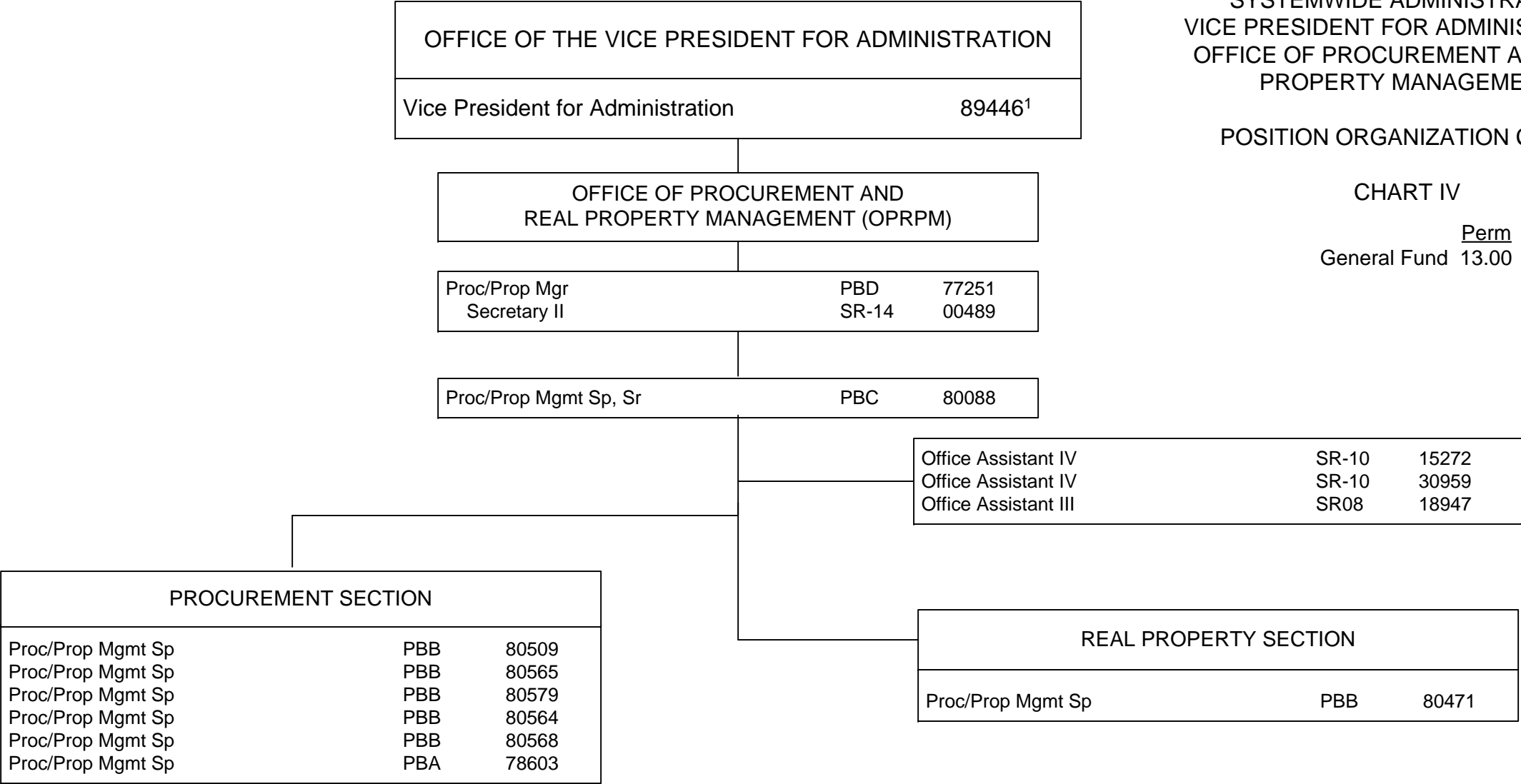
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PROCUREMENT AND REAL
PROPERTY MANAGEMENT

POSITION ORGANIZATION CHART

CHART IV

Perm
General Fund 13.00



¹ Excluded from position count

PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION		
Vice President for Administration		89446 ¹
OFFICE OF UNIVERSITY RISK MANAGEMENT		
Director of Risk Management		89162
Secretary III	SR-16	900066
Risk Management Sp	PBB	80642
Human Resources Sp	PBB	80493
Risk Management Sp	PBB	78819

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF UNIVERSITY RISK
MANAGEMENT

POSITION ORGANIZATION CHART

CHART V

Perm
General Fund 5.00

1 Excluded from position count

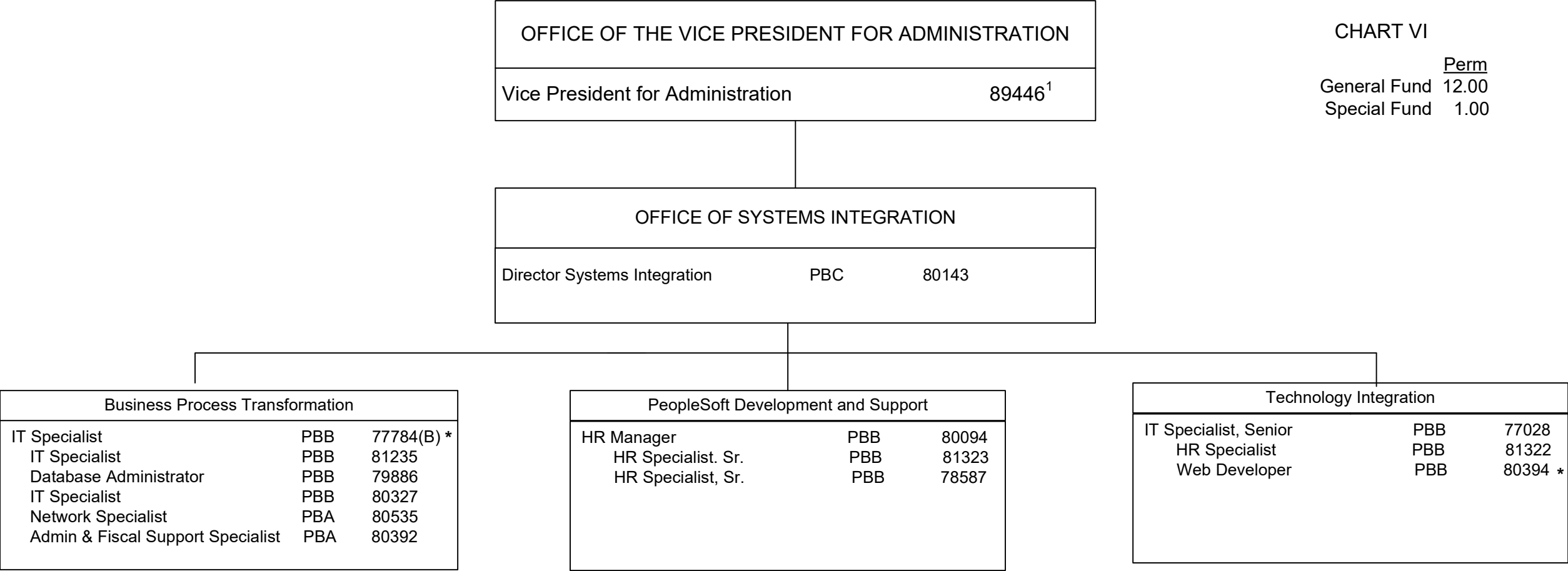
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF SYSTEMS INTEGRATION

POSITION ORGANIZATION CHART

CHART VI

	<u>Perm</u>
General Fund	12.00
Special Fund	1.00



¹ Excluded from position count

* Position to be redescribed

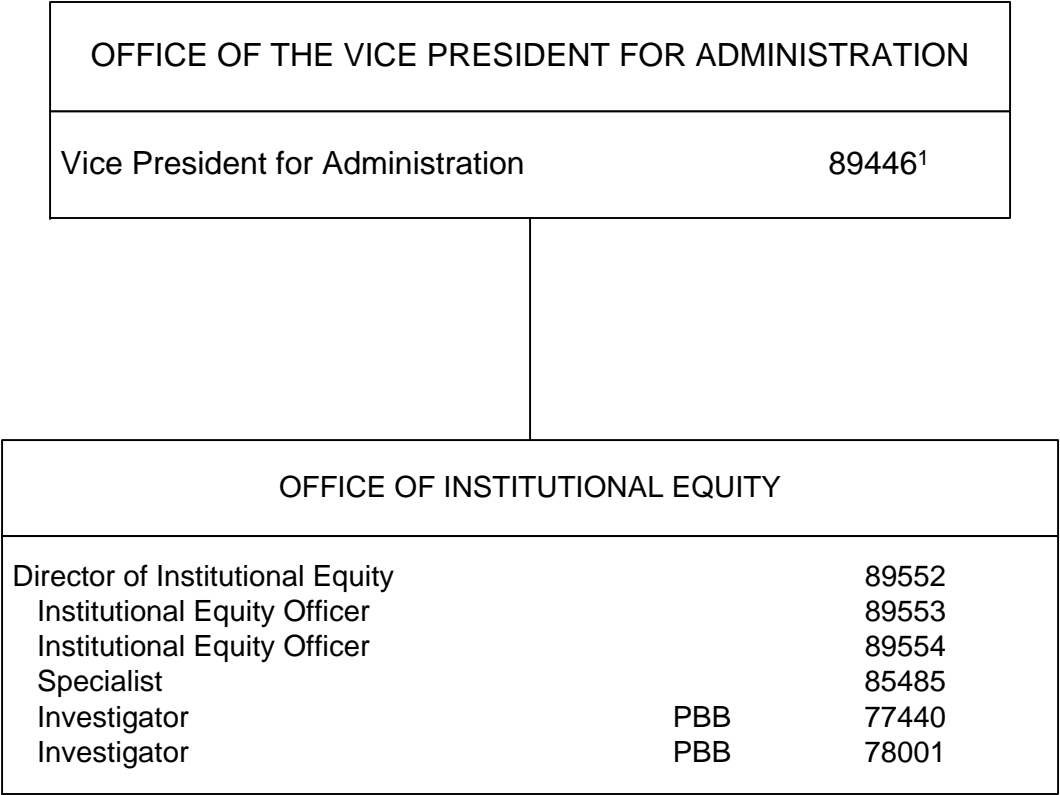
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF INSTITUTIONAL EQUITY

POSITION ORGANIZATION CHART

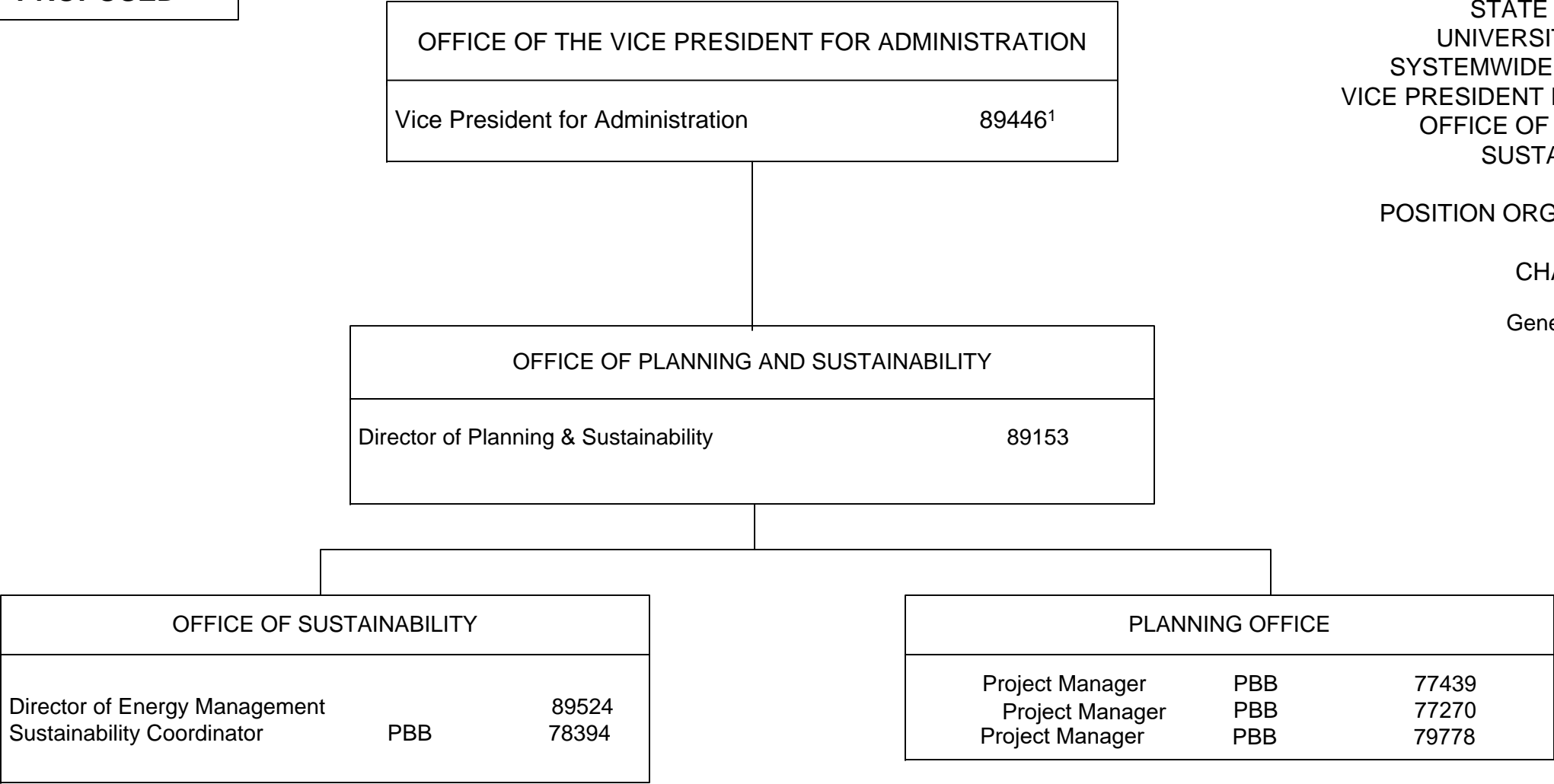
CHART VII

General Fund Perm 6.00



1 Excluded from position count

PROPOSED



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND
SUSTAINABILITY

POSITION ORGANIZATION CHART

CHART VIII
General Fund Perm 6.00

1 Excluded from position count

PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
Vice President for Administration 89446¹

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAMPUS OPERATIONS &
FACILITIES

POSITION ORGANIZATION CHART

CHART IX

General Fund: 25.00 FTE

CAMPUS OPERATIONS & FACILITIES

Director	PBD	78777
Director	PBC	81250*
Secretary III	SR-16	40446

FACILITIES SAFETY OFFICE

Environmental Safety Officer	PBB	78121
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WAREHOUSE/INVENTORY

Auxil & Fac Svc Off	PBB	81774
Auxil & Fac Svc Off	PBA	79056
Auxil & Fac Svc Off	PBA	80601

WORK COORDINATION CENTER

Auxil & Fac Svcs Off	PBB	80487
Auxil & Fac Svcs Off	PBB	78973
Auxil & Fac Svcs Off	PBA	77986
Auxil & Fac Svcs Off	PBA	78974

PROFESSIONAL SUPPORT

Mechanical Engineer	PBC	81270
Secretary I	SR-12	43782
Mechanical Engineer	PBB	
#80532, #81053, #81482		
Engineer	PBB	79557
Engineer	PBB	80360
Auxil & Fac Svcs Off	PBB	81453
Mechanical Engineer	PBA	79399
Engineer	PBC	81699
Registered Engineer	PBB	77675
Registered Engineer	PBB	81097
Engineer	PBB	80441
Engineer	PBB	78915

BUILDINGS AND GROUNDS MANAGEMENT

CHART IX-A

SHOPS

CHART IX-B

¹ Excluded from position count
* Position to be redescribed

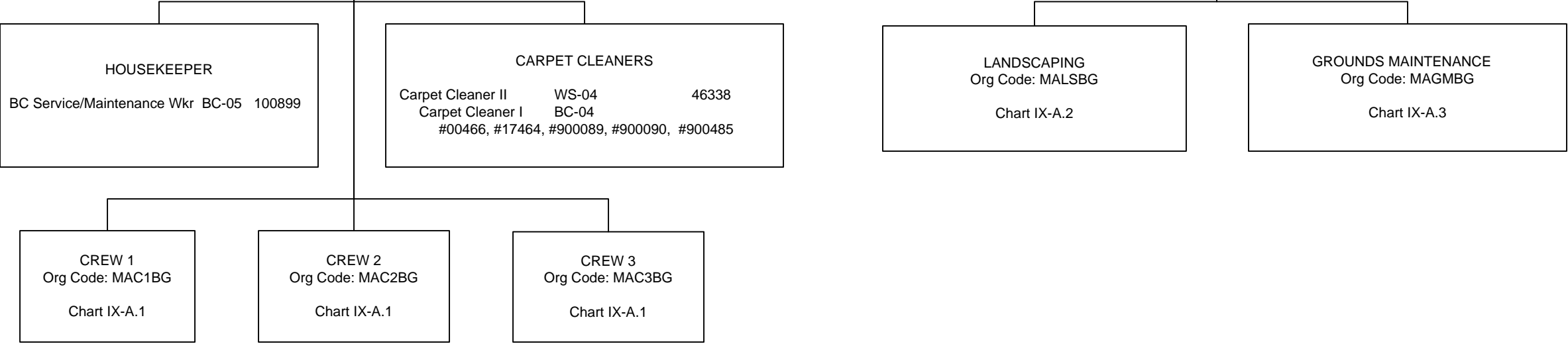
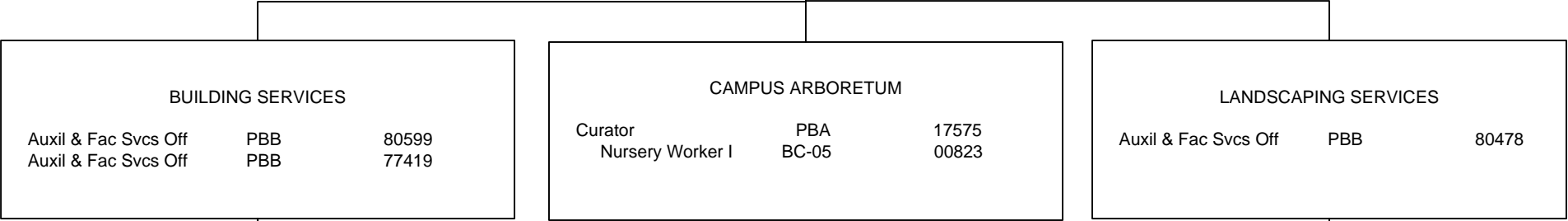
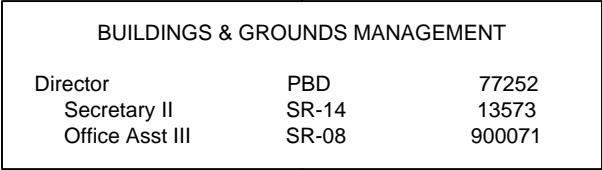
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES

POSITION ORGANIZATION CHART

BUILDING & GROUNDS MANAGEMENT
CHART IX-A

General Funds: 15.00 FTE



PROPOSED

BUILDING AND GROUNDS MANAGEMENT

BUILDING SERVICES

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES
BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART

BUILDING SERVICES
CHART IX-A.1

MAKAI
Org Code: MAC1BG

Janitor Supervisor II	F2-02	22325
Janitor III	WS-02	46220
Janitor II	BC-02	#13689, #36758, #46222, #51275, #110441, #900048
Janitor III	WS-02	40100
Janitor II	BC-02	#00449, #08060, #9093, #13523, #17465, #21629, #9000488
Janitor III	WS-02	27233
Janitor II	BC-02	#11987, #12912, #18575, #21212, #21214, #27238, #51278, #111641
Janitor III	WS-02	00457
Janitor II	BC-02	#00459, #12914, #13698, #22331, #35866
Janitor III	WS-02	51274
Janitor II	BC-02	#08445, #11076, #12907, #21213, #32624, #35867, #35869, #51276
Janitor III	WS-02	13515
Janitor II	BC-02	#05843, #08444, #12491, #12903, #12908, #13688, #21633, #27234, #46245

General Funds 50.00

EWA
Org Code: MAC2BG

Janitor Supervisor II	F2-02	008053
Janitor III	WS-02	13517
Janitor II	BC-02	#08442, #11984, #12489, #12492, #21210, #22334, #32625, #36226, #46484
Janitor III	WS-02	13518
Janitor II	BC-02	#13525, #22330, #32621, #32626, #44090, #110668
Janitor III	WS-02	40097
Janitor II	BC-02	#08061, #10105, #13524, #13696, #36757, #38808, #46246, #900046
Janitor III,	WS-02	35813
Janitor II	BC-02	#00448, #13528, #21211, #21630, #36228, #40096, #51277
Janitor III	WS-02	13516
Janitor II	BC-02	#03594, #05844, #11080, #11990, #15460, #21634, #46223
Janitor III	WS-02	11078
Janitor II	BC-02	#11077, #13697, #18573, #21627, #21631, #36759, #51279, #110439, #900047

General Fund: 53.00

MAUKA
Org Code: MAC3BG

Janitor Supervisor II	F2-02	10099
Janitor III	WS-02	12910
Janitor II	BC-02	#04882, #12905, #22323, #32623, #47533, #110442, #900049
Janitor III	WS-02	47536
Janitor II	BC-02	#00460, #00461, #12904, #13527, #13690, #17467, #27237, #27239, #31772, #900004
Janitor III	WS-02	21215
Janitor II	BC-02	#00465, #08059, #08062, #09090, #10104, #11988, #12909, #13521, #21632, #22328, #36227
Janitor III	WS-02	40099
Janitor II	BC-02	#00453, #00458, #11081, #11083, #12916, #22329, #27235, #27240, #47534
Janitor III	WS-02	14601
Janitor II	BC-02	#11079, #11084, #13520, #13699, #18572, #22946, #47532
Janitor III	WS-02	14600
Janitor II	BC-02	#00452, #00462, #09089, #11991

General Fund: 55.00

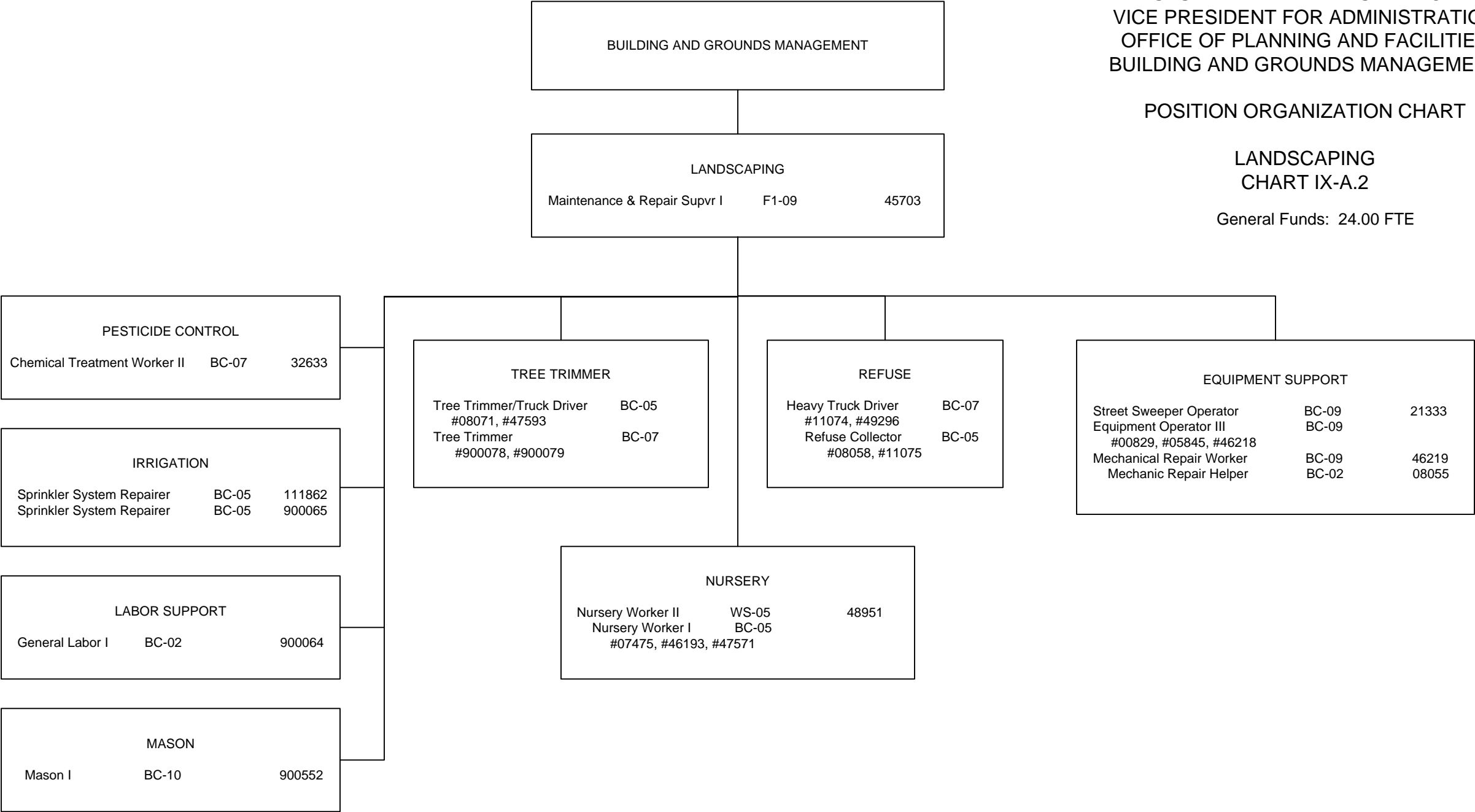
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES
BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART

LANDSCAPING
CHART IX-A.2

General Funds: 24.00 FTE



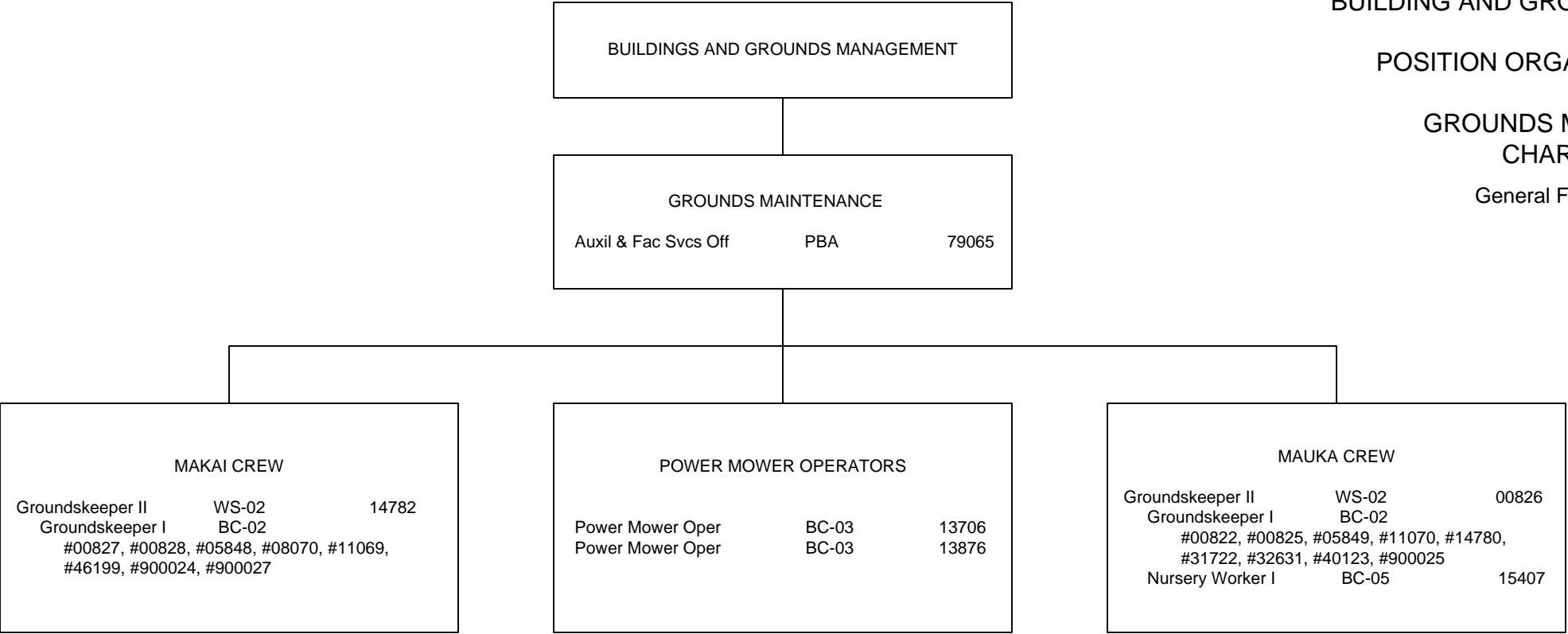
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PLANNING AND FACILITIES
BUILDING AND GROUNDS MANAGEMENT

POSITION ORGANIZATION CHART

GROUNDS MAINTENANCE
CHART IX-A.3

General Funds: 23.00 FTE



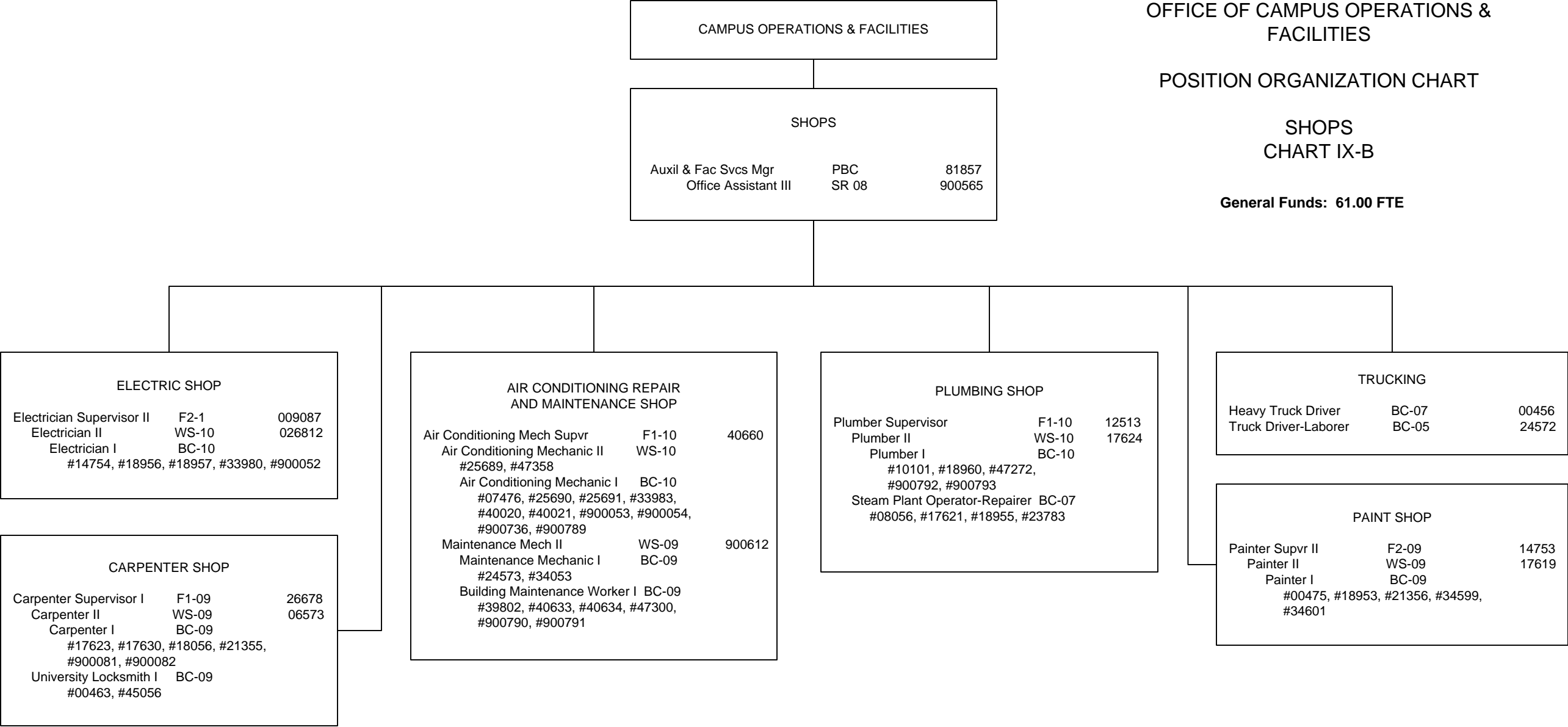
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF CAMPUS OPERATIONS &
FACILITIES

POSITION ORGANIZATION CHART

SHOPS
CHART IX-B

General Funds: 61.00 FTE



PROPOSED

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION
Vice President for Administration 89446¹

OFFICE OF PROJECT DELIVERY

Director	PBC	78685 ²
Secretary IV	SR-18	100033

DESIGN

Architect	PBC	80789
Secretary I	SR-12	17385
Registered Architect	PBB	
#77224, #77992, #78552, #78887, #79490, #80788, #80790		
Architect	PBB	80558
Architect	PBB	81209
Architecture Production Sp	PBB,	77308
Registered Architect	PBB	77005 (B)*
Registered Architect	PBC	77086
Registered Architect	PBB	77235

DESIGN-BUILD

Project Manager	PBC	81716
Project Manager	PBB	80338

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF PROJECT DELIVERY

POSITION ORGANIZATION CHART

CHART X

General Fund: 26.00 FTE

MAJOR CIP CONSTRUCTION

Project Manager	PBC	78691
Project Manager	PBB	79011
Project Manager	PBC	81050
Admin & Fiscal Support Spec	PBA	79261
Registered Architect	PBB	81995
Registered Engineer	PBB	81138
Architect	PBB	78975
Architect	PBB	81897

(B) Special Funds
*Not included in FTE count, position belongs to Student Housing

1 Excluded from position count
2 Position to be redescribed

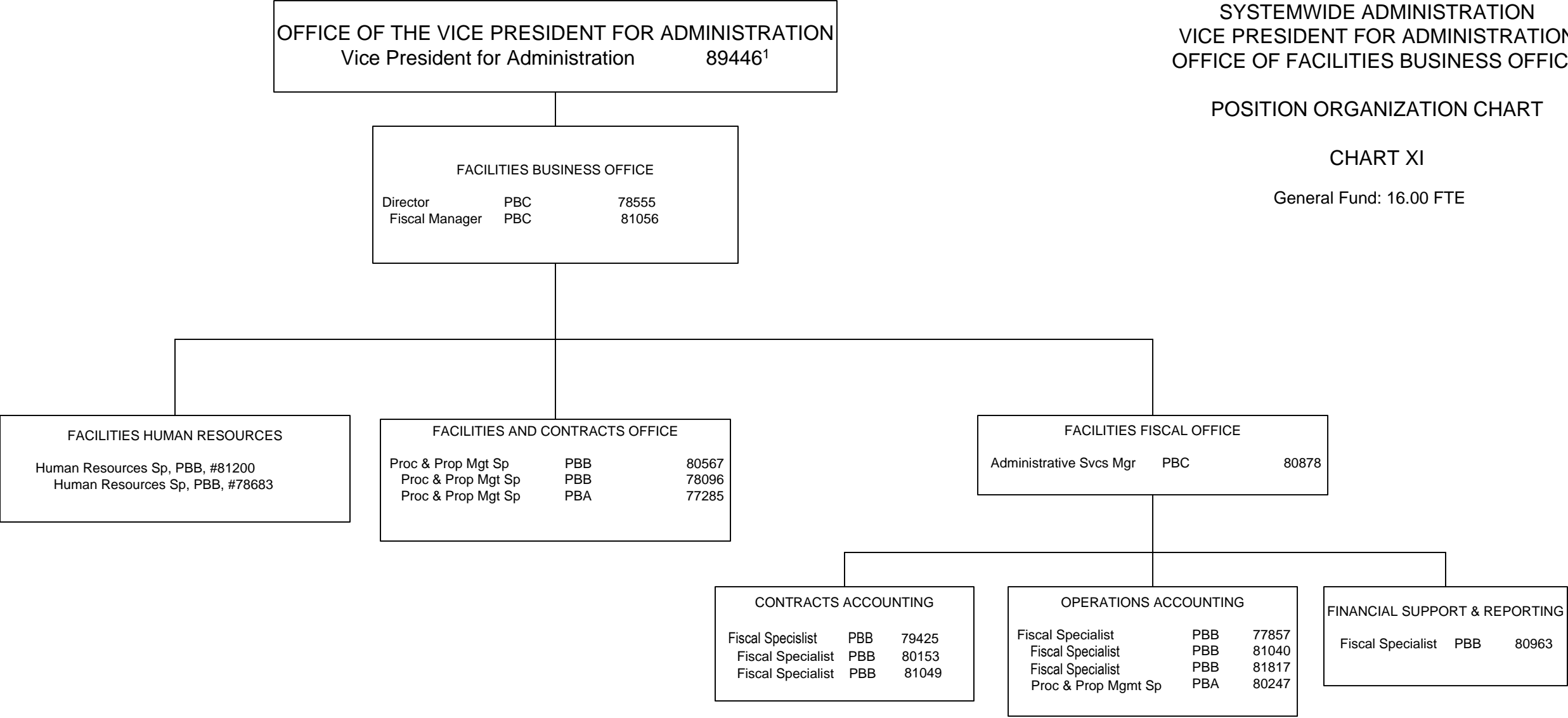
PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR ADMINISTRATION
OFFICE OF FACILITIES BUSINESS OFFICE

POSITION ORGANIZATION CHART

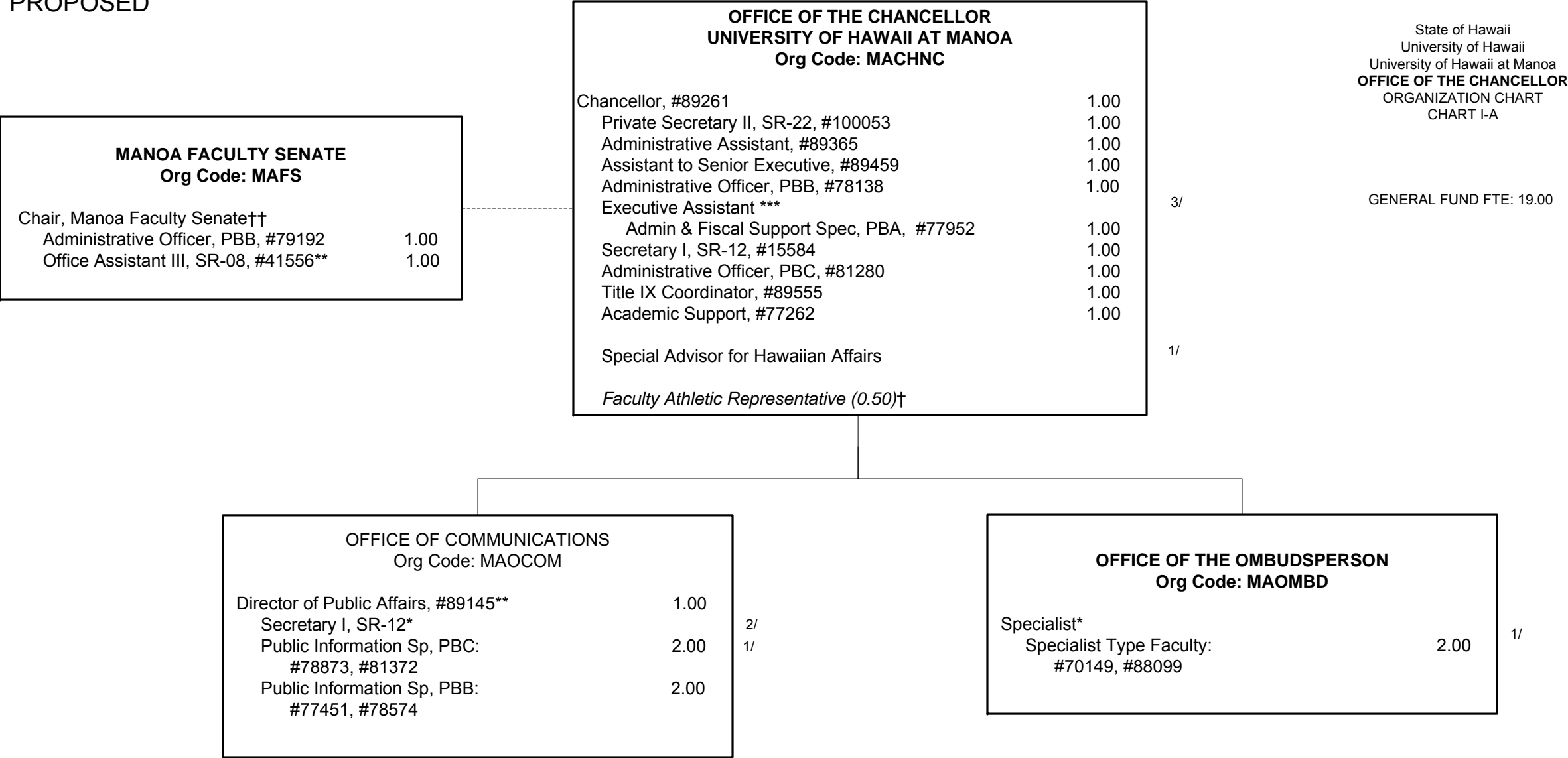
CHART XI

General Fund: 16.00 FTE



1 Excluded from position count

PROPOSED

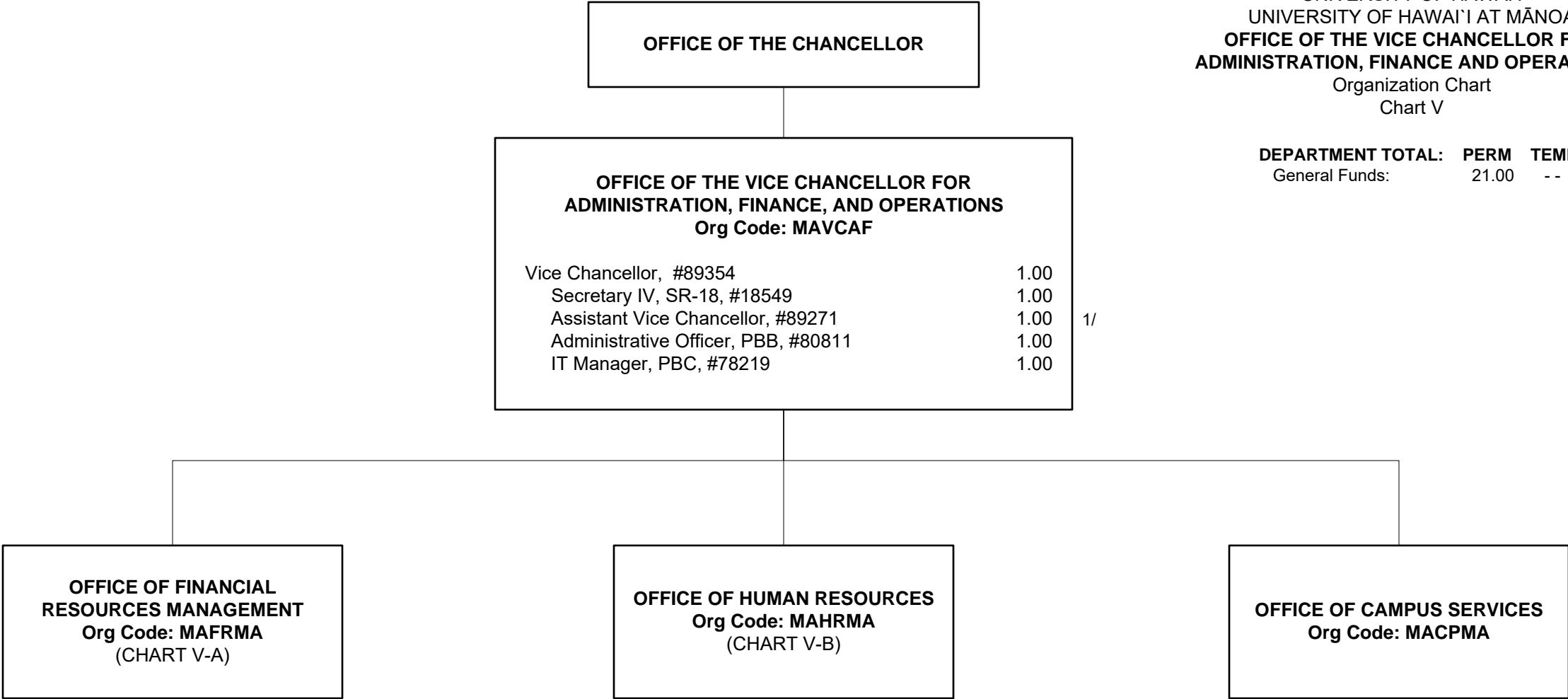


1/ Special Advisor for Hawaiian Affairs in the Ofc of the Chancellor, Secretary 1 in Ofc of Communications, and Specialist in Ofc of the Ombudsperson are new pending approval.
2/ Ofc Asst III in Manoa Faculty Sendate and Director of Public Affairs #89145 in Ofc of Communications are abolished, to be re-established.
3/ Exec Asst in Ofc of the Chancellor to be established.

†Position annually elected by the Manoa Chancellor
††Position annually elected by the Manoa Faculty Senate

----- Dotted lines denote advisory relationships

PROPOSED



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE AND OPERATIONS
Organization Chart
Chart V

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	21.00	- -

CHART TOTAL:	PERM	TEMP
General Funds:	5.00	- -

1/ Assistant Vice Chancellor, #89271 to be redescribed