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UNIV. OF HAWAII
UH BUDGET OFFICE

Human Resources

'17 APR 19 P2:09

April 18, 2017

TRANSMITTAL

TO: Michael Ng
Director of Budget

FROM: *Nancy Nakasone*
Nancy Nakasone

SUBJECT: Transmittal of the Approved Reorganization for the Office of Student Affairs,
University of Hawai'i – West O'ahu

Forwarding for your records is a copy of the approved reorganization for the Office of Student Affairs,
University of Hawai'i – West O'ahu.

Please call me at 689-2521 if you have any questions.

91-1001 Farrington Highway
Kapolei, Hawaii 96707
Telephone: (808) 689-2525

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Office of the Vice Chancellor for Student Affairs

DTS #18103

RECEIVED

March 2, 2017

'17 MAR 14 A7:05

MEMORANDUM

TO: David Lassner
President, University of Hawaii

VIA: Maenette Benham *Maenette Benham*
Chancellor, University of Hawaii West Oahu

FROM: Judy Oliveira *Judy Oliveira*
Vice Chancellor for Student Affairs, University of Hawaii West Oahu

SUBJECT: PROPOSED REORGANIZATION OF DIVISION OF STUDENT AFFAIRS

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

SPECIFIC ACTION REQUESTED:

Your approval is requested for the attached reorganization proposal which concentrates staff and faculty members of the Division of Student Affairs, UH West Oahu into broad program sections and specific formalized service units to achieve three overall change goals.

RECOMMENDED EFFECTIVE DATE:

Immediately upon your approval.

PURPOSE:

The purposes of this reorganization proposal are: 1) to formally establish service units, realigning positions with common program functions; 2) to promote program coherence, clustering and aligning common service units into larger sections with the division; and 3) to assign new and existing positions into appropriate service units with appropriate supervisory lines.

ADDITIONAL COST:

No additional costs are associated with this reorganization proposal.

BACKGROUND:

Pursuant to University Policies and Procedures, reorganizations that: a) do not have impact on BOR Policy and/or laws; b) do not create, eliminate or significantly change responsibilities of programs reporting directly to the Board or President; c) do not incur significant additional expenses; or d) do not have significant programmatic impact on the University, may be approved under delegated authority for actions that are two supervisory levels below (RP 3.202 recodified October 2014 and AP A3.101, Part 3b dated March 2008).

This reorganization proposal was initiated at an all staff and faculty division meeting on April 8, 2016, followed by a four-phase process involving interactions between and among all staff and faculty with the leadership group of the division to generate alternative structures, discuss their pros and cons, and indicate preferred options. Appropriate units and organizations, internal and external to the University were consulted. The details of the reorganization are described in the attached proposal.

ACTION RECOMMENDED:

Your approval is recommended for the attached reorganization proposal which concentrates staff and faculty members of the Division of Student Affairs, UH West Oahu into broad program sections and specific formalized service units to achieve three overall change goals.

Should you have any questions, I may be reached at 689-2678 or at judyanno@hawaii.edu.

Attachments

Executive Summary
Narrative
BJ/BT Position Worksheet
Current Organizational Chart & Functional Statement
Proposed Organizational Chart & Functional Statement

c: Human Resources Director Nancy Nakasone
Business Affairs Director Linda Saiki

APPROVED / NOT APPROVED:



David Lassner, President, University of Hawaii

3/22/17

Date

EXECUTIVE SUMMARY

Reorganization Proposal from Division of Student Affairs University of Hawaii West Oahu

The Division of Student Affairs at the University of Hawaii West Oahu has witnessed a growth in services, programs and activities in a number of areas. Since FY 2013, the Division has grown in permanent position counts, expanded functional service units without formal establishment, and gained new position counts with no assignment to service units except to be placed in the Vice Chancellor for Student Affairs organizational box in ad hoc, less than intentional ways.

This proposed reorganization endeavors to create an administrative structure that: 1) is program- oriented in structure, and 2) encourages personnel to employ nimble and fluid approaches to their creative management of resources when accomplishing the division's mission. The proposed structure strives to move personnel toward working in more collaborative ways, yet acknowledges the specialized expertise inherent in all of the service unit areas. By concentrating staff and faculty members in broad program sections and specific, formalized service units, a "team" approach, mutual interdependence, and cross-functionality are sought in order to encourage all personnel to continually re-think their delivery of service when responding to evolving student needs.

The Division of Student Affairs will continue to provide service, program support, advising, and instruction in both classroom and out-of-classroom educational experiences which enable students to become effective as responsible citizens and effective team members. Additionally, the Division will continue its role to promote and enhance the campus experience for students by endeavoring to build "community" and "pride of place" among all students.

The Division of Student Affairs at the University of Hawaii West Oahu proposes to reorganize with the following three overall change goals:

1. Formally establish service units, realigning positions with common program functions;
2. Promoting program coherence, clustering and aligning common service units into larger sections within the division; and
3. Assigning new and existing positions into appropriate service units with appropriate supervisory lines.

EXECUTIVE SUMMARY

NARRATIVE

DIVISION OF STUDENT AFFAIRS
University of Hawaii West Oahu

Proposed Divisional Reorganization
as of March 2, 2017

Present Organization

The Division of Student Affairs serves three primary goals: 1) to bring individuals to the higher education academy and help them enter; 2) to encourage students to engage with campus programs and services to develop themselves intellectually and interpersonally; and 3) to prepare students to exit the academy by being ready for entrance either into the workforce or graduate education.

The current organizational structure of the Division of Student Affairs consists of 1.0 FTE Executive position who supervises two major sections listed below.

- Enrollment Services
- Student Development

The Vice Chancellor of Student Affairs (Position #89292) provides overall direction, management, administration, and leadership to section heads in the development, implementation, and evaluation of programmatic and financial goals and objectives to fulfill the division's mission. With the infusion of legislatively appropriated position counts and funds, without the concomitant restructuring of the division, other positions are organizationally housed in the Vice Chancellor's unit and provide such services as compliance with Title IX and student conduct, as well as psychological counseling and assessments, student recreation, and operational support.

Enrollment Services

The Enrollment Services Section is managed by an APT PBC position, (#78469). The primary focus of this Section is bringing students to the campus and assisting them in formally entering the academy. Functions to achieve this are performed by three units described below.

Admissions & Recruitment unit is headed by an APT PBB position (#78482) and supported by two additional PBB positions (#78483 and #78127) with two PBA positions (#80415 and #78671). This unit performs outreach and promotion, college recruitment via campus visits, tours, high school and community center visits, and outreach to community colleges. Another APT PBB position (#81807), while assigned organizationally to this unit, performs student contact and communications for the entire division and operationally reports to the Vice Chancellor (#89292).

Financial Aid unit is headed by an APT PBB position (#78125) and supported by two additional PBB positions (#77645 and #78126), a PBA position (#77350) and a clerical assistant (#49249).

This unit performs outreach and promotion to complete the FAFSA for college enrollment, and conducts needs analysis, award packaging, award distribution, and award revisions for all types of student financial assistance. Additionally, this unit ensures that the campus is in compliance with federal regulations for Title IV student financial aid, including monitoring satisfactory academic progress for aid recipients and conducting loan debt education. This unit also assists with compliance of federal Veterans Administration benefits programs and oversees regulatory compliance for State and institutional financial aid programs.

Registration & Records unit is headed by an APT PBB position (#78376) and supported by three additional APT positions, one a PBB (#77065) and the other two are classified at PBA (#80714 and #81836). This unit is responsible for setting up course registration; certification of performance, attendance, etc. for veterans, international students, etc.; graduation diploma preparation and issuance; transfer credit evaluation; STAR maintenance; and transcript maintenance.

Student Development

The Student Development Section is managed by a specialist type faculty position, (#83711). The primary focus of this Section is encouraging students to get engaged with the campus community in order to develop themselves holistically. Functions to achieve this are performed by three units described below.

Advising Services unit is headed by an APT PBB position (#77506) and supported by a combination of APT, PBB advisors (Positions #77387, 77425, and 78485) and specialist type faculty advisors (#76347, 76348, and 76350). This unit counsels students to make satisfactory progress toward degree completion through understanding program or major requirements and selecting relevant courses. Advising Services also reviews student requests for complete withdrawals, leaves of academic absence, graduation, etc. This unit ensures that academic pathways are available, working in conjunction with the academic divisions, plans commencement ceremonies, and supports identified target groups toward successful matriculation and graduation (e.g. distance education learners, veterans, native Hawaiians, first year students, transfers, international students, early college program participants, etc.). The unit also provides organizational advising, training, leadership education, and program support to chartered student organizations and registered independent organizations through one specialist type faculty (Position #76354).

Noeau Learning Center is headed by a specialist type faculty (#76270) and staffed by two additional specialist type faculty positions (#76336 and #76338). This unit assures student academic success by providing peer tutoring in various subject areas as well as via supplemental instruction. In addition, the unit conducts instructional placement testing, ADA test proctoring, and other test proctoring thru online and face to face interactions. An APT PBB (#77793), originally established to provide support for disability services, assessing student requests for accommodations, was re-described to support another area as described later in Change Goals #1 and #3.

The *Career Services unit* is staffed by one specialist type faculty (#76303) and provides assessment of student strengths, interests, values, personality and skills to formulate career plans which guide educational pathways. This unit also supports students in seeking on-campus employment, off-campus internships and volunteer experience by providing instruction and advising on resume writing, job applications, interviewing skills, etc.

Proposed Reorganization

The proposed reorganization expands the two sections to five sections by adding three new sections as follows:

- Divisional & Institutional Support Section (new)
- Student Engagement Section (new)
- Student Equity & Access Section (new)
- Enrollment Services Section
- Student Development Section

The reporting lines of positions will be clustered and consolidated among these five sections in addition to the Vice Chancellor for Student Affairs box. Positions will also be aligned into ten formal service units reflecting the multiplicity of student needs addressed by the variety of student affairs functions, programs, and services delivered.

Background & Nature of Reorganization

The Division of Student Affairs has witnessed exponential growth in services, programs & activities due primarily to the infusion of personnel resources which have been organizationally assigned in ad hoc and less than optimal ways. Since FY 2013, the Division has grown in permanent positions from sixteen to forty due to State legislative infusion of funds for added personnel. Concomitant to this increase in positions, functional service units have been added without formal organizational establishment. Nine of these positions remain in the Vice Chancellor for Student Affairs box when they should more appropriately be assigned to service units, formally and informally created.

This reorganization proposal endeavors to create an administrative structure that is program-oriented in structure and that encourages personnel to employ nimble and fluid approaches to their creative management of resources when accomplishing the division's mission. The proposed structure strives to move personnel toward working in more collaborative ways, yet acknowledges the specialized expertise inherent in all of the service unit areas. By concentrating staff and faculty members in broad program sections and specific, formalized service units, a "team" approach, mutual interdependence, and cross-functionality are sought in order to encourage all personnel to continually re-think their delivery of service when responding to evolving student needs.

The Division of Student Affairs will continue to provide service, program support, advising, and instruction in both classroom and out-of-classroom educational experiences which enable students to become effective as responsible citizens and effective team members. Additionally, the Division will continue its role to promote and enhance the campus experience for students by endeavoring to build "community" and "pride of place" among all students. The Division of Student Affairs will reorganize with the following three overall change goals:

1. Formally establish service units, realigning positions with common functions;
2. Promoting program coherence, clustering and aligning common service units into larger sections within the division; and
3. Assigning new and existing positions into appropriate service units and/or sections with appropriate supervisory lines.

Change Goal #1 Formally Establish Service Units

The current organizational chart updated July 1, 2016 reflects six service units; Admissions & Recruitment, Registration & Records, Financial Aid, Career Services, Advising Services, and Noeau Learning Center. It is proposed that four more services units be added to the Division of Student Affairs as noted below.

- Student Life
- Counseling Services
- Disability Services
- Health & Wellness Education

Creating these additional service units will not only foster a sense of professional identity for programs and services typically found in student affairs divisions, it will also structurally convey the comprehensiveness of functions in student affairs which address the manifold needs and interests of students.

The new *Student Life unit* will be headed by a specialist type faculty (#76354) re-assigned from the Advising Services unit. This service unit will provide organizational advising, training and program support for the campus chartered student organizations as well as leadership education, training, and resource liaison for the registered independent organizations. In addition, one APT PBB (#77164) will move from the Vice Chancellor for Student Affairs box to this new unit to oversee campus recreation and perform other student life functions. One other APT PBB (#77793), initially established to provide institutional response and support to student requests for disability accommodations, has since been re-described to provide programmatic and operational support to this new Student Life unit, and will be re-assigned from the Noeau Learning Center unit. A new position count was recently authorized by the 2016 State Legislature to provide disability support services as mandated by federal law and is under recruitment as a specialist type faculty as described below.

The new *Counseling Services unit* will be initially staffed by a specialist type faculty (#76298) re-assigned from the Vice Chancellor for Student Affairs box to this new unit to provide personal mental health counseling and psychiatric consultation and referral. When appropriate, this unit

will serve as a training site for pre-doctoral interns studying to become licensed counselors, psychologists, or mental health professionals.

The new *Disability Services unit* will be staffed by a specialist type faculty (#76366), a new position recently appropriated by the 2016 State Legislature and currently in recruitment. This unit will provide academic support services to enable access and matriculation for students with disabilities, assessing needs and procuring reasonable accommodations to assure success for students, faculty, and staff. The use of a specialist faculty type to serve in this new unit was viewed as more appropriate since this position would need to negotiate with, and sometimes direct instructional faculty on offering accommodations for students with disability needs. Having one type of faculty type (i.e. specialist) work with and guide another faculty type (i.e. instructional) offers some degree of organizational parity.

The new *Health & Wellness Education unit* is proposed to provide a quality, accessible, and culturally responsive clinical nursing simulation laboratory which offers clinical health services for the diverse student population on campus, while affording students enrolled in pre-nursing, nursing and allied health programs of study the opportunities to apply the knowledge, skills, and abilities learned in the classroom in simulated and real life experiences. A permanent position count has been requested of the State Legislature for biennium year, 2017-2019. In the interim, federal funds from a Title III grant as well as mandatory student health fees will be used to cover staffing costs for the nursing simulation laboratory on a temporary basis.

Change Goal #2 Promote Program Coherence with Service Units Aligned into Sections

Besides the Vice Chancellor for Student Affairs box, the current organizational chart reflects only two sections, Enrollment Services and Student Development. It is proposed that three more sections be added to the Division of Student Affairs as noted below to encourage professional identity for faculty and staff at a broader level.

- Divisional & Institutional Support Section (new Org Code: WODISA)
- Student Engagement Section (new Org Code: WOESASA)
- Student Equity & Access Section (new Org Code: WOSASA)

The Divisional & Institutional Support Section serves to cluster those functions performed by student affairs faculty and staff for the benefit of the larger campus community or the division as a whole. Although no formal service units are proposed, the functions to be included in this new Section are listed below.

- compliance with Title IX
- student conduct
- indigenous education
- early college initiatives
- other college readiness interventions
- communication contact management to impact enrollment and retention targets

- divisional planning and programmatic support including professional development coordination and other strategic initiatives.

The functions above will be performed by the following positions as noted with one of the BOR positions to be appointed Section Lead as needed:

- APT PBC (#77839) to be moved from the Vice Chancellor box to the Divisional & Institutional Support Section
- Secretary II (#26912) initially established to provide administrative support for the Vice Chancellor was abolished. The resultant position count was used to create the campus student conduct officer as APT PBB (#81144) and moved from the Vice Chancellor box to the Divisional & Institutional Support Section reporting to APT PBC (#77839). The need for a dedicated individual to perform student conduct duties and responsibilities has become prominent as more student behavioral concerns are being reported by faculty, staff and students under a revised code of student conduct. Administrative support for the Vice Chancellor was reallocated to APT PBA (#78484), a position which was re-described intentionally to address the operational needs of the Vice Chancellor's office while the student conduct officer, APT PBB (#81144) is proposed to be assigned to provide support to APT PBC (#77839) for student compliance, rights and responsibilities.
- Two specialist type faculty (#76346 and #88834) to be moved from the Vice Chancellor box to the Divisional & Institutional Support Section
- APT PBB (#81807) to be moved from the Admissions & Recruitment unit within Enrollment Services Section to the Divisional & Institutional Support Section

The Student Engagement Section, to be headed by specialist type faculty (#76270), supports partnerships between formal instructional experiences and those educational experiences that occur outside of the classroom. The personnel in this Section seek to promote intellectual and personal development including academic skills, classroom success, personal wellness, and mental well-being. Specialist type faculty (#76270) will be re-assigned from the Noeau Learning Center service unit to direct this Section. Included in this new Student Engagement Section will be the following service units:

- Noeau Learning Center (change Org Code to WONCSE)
- Counseling Services (new Org Code to WOCSSSE)
- Disability Services (new Org Code to WODSSE)
- Health & Wellness Education (new Org Code to WOHWSE)

The Student Equity & Access Section seeks partnerships among educational institutions, state funding agencies, and extramural funding sources to serve students from under-represented populations by encouraging their pursuit of, and preparation for, post-secondary education. Personnel in this Section provide an array of educational interventions and experiences that assist under-represented students through their successful transition to post-secondary education.

Although no permanent state financed service units are proposed, this Section will be headed by a specialist type faculty position (#76364). This faculty position was established using the position count from APT PBB position (#77214) which has subsequently been abolished. This Section Head, (#76364) will be re-assigned from the Vice Chancellor for Student Affairs box to the Student Equity & Access Section, exercising operational management and leadership over programs and services funded through sources external to the University, including the federal government, private foundations, etc. and whose programs and services are not typically included in the formal organizational structure. The use of a specialist faculty type to serve as Section Head over extramurally funded service units led by other specialist faculty type positions was viewed as more desirable given the role a Section Head would perform in providing direct peer feedback on the professional development of specialist faculty in tenure and promotion situations.

While this reorganization adds three new Sections, there will be a reduction of direct reports to the Vice Chancellor (#89292) by two positions, resulting in a more manageable span of control for the Vice Chancellor to focus broadly on divisional planning, budgeting, and visioning. In addition, a "middle-management" type layer of administrative supervisors known as "Section Directors" or "Section Heads" will be available to support the leadership of the Vice Chancellor in managing the Division.

Change Goal #3 Assigning New & Existing Positions with Service Units &/or Sections

The current organizational chart reflects nine faculty and staff positions within the box of the Vice Chancellor for Student Affairs. This proposal seeks to re-assign eight positions from the Vice Chancellor box into existing or new service units or sections as listed below.

- APT PBC (#77839) to the Divisional & Institutional Support Section
- Secretary II (#26912) providing administrative support to the Vice Chancellor abolished and position count used to establish the campus student conduct officer as APT PBB (#81144) and moved to the Divisional & Institutional Support Section reporting to APT PBC (#77839)
- Two specialist type faculty (#76346 and #88834) to be moved from the Vice Chancellor box to the Divisional & Institutional Support Section
- APT PBA (#79821) re-assigned to the Enrollment Services Section providing operational support and reporting to the Section Head (#78649)
- Specialist type faculty (#76298) to the new Counseling Services unit in the new Student Engagement Section
- APT PBB (#77164) to the new Student Life unit in the Student Development Section and reporting to specialist type faculty (#76354)
- APT PBB (#77214) abolished and position count used to establish a specialist type faculty (#76364) to lead the new Student Equity & Access Section

These re-assignments will ultimately leave APT PBA (#78484) in the Vice Chancellor for Student Affairs box already re-described to provide operational, administrative, and programmatic support to the VCSA (#89292).

In the existing Enrollment Services Section (Org Code: WOESSA), the following actions are proposed and described below.

- Retitle the Admissions & Recruitment unit to the Admissions unit to reflect its traditional name as reflected in best practices and change Org Code to WOADES
- Realign supervisory authority for APT PBA (#78671) from APT PBB (#78127) to APT PBB (#78482) to foster a "team" approach, mutual interdependence, and cross-functionality within the Admissions unit to continually assess their delivery of service when responding to evolving student needs
- Re-assign APT PBB (#81807) from the Admissions & Recruitment unit to the new Divisional & Institutional Support Section to reflect the student contact and communications functions performed for the entire division rather than only for the Admissions & Recruitment unit
- Re-assign Office Assistant IV (#49249) from the Financial Aid unit to the Enrollment Services Section to provide operational and administrative support for all service units in this Section and supervised by Section Head, APT PBC (#78469)

For the existing Student Development Section (Org Code: WOSDSA), the following actions are proposed and described either below or earlier in previous change goals.

- Move the Noeau Learning Center unit to the new Student Engagement Section and change Org Code from WONCSD to WONCSE
- Re-assign specialist type faculty (#76270) from Noeau Learning Center unit to lead the new Student Engagement Section as described in Change Goal #2 above
- Re-assign APT PBB (#77793) from the Noeau Learning Center unit, having been re-described to provide programmatic and operational support to the new Student Life unit as described in Change Goal #1 above
- To afford all personnel in the Advising Services unit the opportunity to assume coordination of work assignments and experience in supervision, designate that the Unit Lead will be appointed from BOR positions
- Reflect new Student Life unit (new Org Code: WOSLSD) headed by a specialist type faculty (#76354) re-assigned from the Advising Services unit as described earlier in Change Goal #1. In addition, this unit will consist of two APT PBBs, one (#77164) moved from the Vice Chancellor for Student Affairs box and the other (#77793) re-assigned from the Noeau Learning Center unit, both supervised by specialist type faculty (#76354)
- Re-title the Career Services unit to the Career Development unit, reflecting the focus on the students' development for the workforce and comporting with contemporary practices. In addition, change Org Code from WOCSSD to WOCDSD
- Reflect the mutual re-assignment of one APT PBB (#80111) from the Business Office (Org Code: WOBOARD) to the Career Development unit (Org Code: WOCDSD) which will be re-described to provide operational management of the on-campus student employment program as well as programmatic responsibility for other programs, services, and initiatives of the Career Development unit as assigned

Personnel assignments and re-assignments for the three new Sections; Student Engagement (new Org Code: WOSES), Student Equity & Access (new Org Code: WOSAS), and Divisional & Institutional Support (new Org Code: WODIS) are described in Change Goals #1 and #2 above.

Impact on Students, Staffing, & Resources

The reorganization will not require additional resources or facility space for implementation. No adverse impact on services to, and programs for, students is expected. Positions will be re-described as necessary and/or noted in this proposal. Any upward adjustments will be accommodated by internal reallocation.

Alternatives Considered

A four phase process for restructuring and reorganizing the Division of Student Affairs was initiated by the Vice Chancellor for Student Affairs at an all staff and faculty divisional meeting on April 8, 2016. This four phase process involved interactions between and among staff and faculty with the leadership group of the Division.

Front line staff were afforded opportunity to brainstorm four different alternatives to clustering like functions performed by all of the service units and sections of the Division. Common themes from these brainstormed alternatives were identified and synthesized into ultimately two options for restructuring. Drafts of these two options were presented to the entire department staff through small group meetings from end of June through the beginning of July 2016 (06-24-16, 06-27-16, and 07-01-16). In addition, three specific goals for changing the organizational structure of the Division were crafted and shared.

One alternative, Option A, added three new sections; Student Success Section, Student Engagement Section, and Student Equity & Access Section with a reassignment of eight of nine positions from the Vice Chancellor box to one of the five sections of the Division. This option formally created three new service units and assigned all service units in an effort to balance span of control (direct reports) for the new Section Directors or Section Heads.

A second alternative, Option B, likewise added three new sections except the third Section took on a more divisional and institutional staff support role of functions rather than direct line role. This option likewise resulted in a reassignment of eight of nine positions from the Vice Chancellor box to one of five sections of the Division.

Staff and faculty members expressed appreciation for clarity of clustering like functions at both the service unit and Section levels, citing the benefit of having a sense of being a part of a team rather than one person standing alone in a box. They added that front line personnel can develop a better identity of their professional responsibilities and positions, and can enjoy a clear line of supervisory authority. Comments were made about specific clustering and the pros and cons of such clustering and naming of clusters. Suggestions on assigning service units to alternative clusters were offered.

Concerns over particular positions were raised, especially about supervisory lines for those positions funded by extramural grants yet performing functions similarly performed by State general funded positions. A related concern was raised about the Student Equity & Access Section in terms of how the Section would operate should all extramural funds cease to exist. Since original reorganization alternatives housed only two State general funded positions in this Section with the remainder being extramurally funded, some felt that should extramural funds become exhausted that this Section would be left with only two specialist faculty position counts. Three additional concerns were identified revolving around: 1) retaining the Divisional & Institutional Support Section with the identification of a Section head; 2) considering the assignment of a Compliance & Conduct service unit as a “stand alone” reporting close to the Vice Chancellor; and 3) aligning Counseling Services, Disability Services, and Health Services into one unit with intentional assignment to a Section Head, if not to the Vice Chancellor directly.

At a divisional meeting conducted July 28, 2016, the leadership team of the Division presented formal responses to the concerns raised with a draft of a “final” organizational structure offered addressing the concerns raised. Front line staff and faculty were afforded the opportunity to present another set of comments and concerns. Again, they shared that the staffing chart looks more organized, clearly displaying where everyone belongs, and under whom they report. Appreciation was expressed for the structure leaving room for anticipated growth with service units conveying a graphic sense of the comprehensiveness of the Division’s functions and responsibilities to serving student needs. Structural concerns raised about this “final” organizational structure included individual preferences for assignment to different supervisory lines of authority, the Student Equity & Access Section vis-à-vis extramural funded staff, and the addition of a middle level line of supervision creating too many layers and potentially causing inefficiency and ineffectiveness.

A revised version of the second alternative, Option B, was selected as the proposal for reorganization. While the middle level lines of supervision were retained together with the Student Equity & Access Section, adjustments were made in relation to general funded personnel assigned thereto and those staff funded via extramural sources. Commitment from the division’s leadership to commence implementation planning immediately upon approval of the reorganization has been expressed repeatedly in public.

Union Consultation

Consultation with Hawaii Government Employees Association (HGEA), United Public Workers (UPW), and University of Hawaii Professional Assembly (UHPA) was initiated through memoranda dated January 3, 2017 to the respective executive directors. All three labor unions responded. UPW met with the University on February 14, 2017 followed by a letter dated February 24, 2017 indicating that “the Union presently has no objections with the implementation.” UHPA responded via email dated January 24, 2017 requesting an extension of one month to respond thru February 28, 2017 to which the University offered a response deadline of February 22, 2017 citing the need to continue its process for implementation. HGEA likewise, requested via email dated January 25, 2017, an extension to respond till February 7, 2017 followed by another request to close out consultation on an earlier minor

reorganization request by the University which was formally completed as of January 27, 2017. Since March 1, 2017, no opposition was received from either UHPA or HGEA.

**ALLOCATED & AUTHORIZED BJ/BT POSITIONS
BY REORGANIZATION**

University of Hawaii West Oahu
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: Office of the Vice Chancellor for Student Affairs

Item No.	Affected Position No.(s) If position vacant, marked as (V)	Classification/Organizational/Functional Change		Basis for Change/ Impact on Position
		o	To:	
1	Secretary II, SR-14, #26912 redescribed to Student Serv Sp, PBB #81144 (V)	WOVCSA Supervisor change from Vice Chancellor #89292	WODISA to Student Serv Sp, PBC #77839	Reorganization Supervisor Change
2	Specialist Type Faculty, #76346	WOVCSA	WODISA	Reorganization
3	Student Serv Sp, PBA #79821	WOVCSA Supervisor change from Vice Chancellor #89292	WOESSA to Admiss Mgr, PBC #78469	Reorganization Supervisor Change
4	Student Serv Sp, PBC #77839	WOVCSA	WODISA	Reorganization
5	Specialist Type Faculty, #76298	WOVCSA Supervisor change from Vice Chancellor #89292	WOCSSSE to Specialist Type Faculty, #76270	Reorganization Supervisor Change
6	Student Activities Off, PBB #77164	WOVCSA Supervisor change from Vice Chancellor #89292	WOSLSD to Specialist Type Faculty, #76354	Reorganization Supervisor Change
7	Student Serv Sp, PBB #77214 redescribed to Specialist Type Faculty, #76364 (V)	WOVCSA	WOSASA	Reorganization
8	Specialist Type Faculty, #88834	WOVCSA	WODISA	Reorganization
9	Admissions Sp, PBB #81807	WOARES	WODISA	Reorganization
10	Admissions Sp, PBA #78671	Supervisor change from Admiss Spec, PBB #78127	to Admiss Spec, PBB #78482	Supervisor Change
11	Office Ass't IV, SR-10, #49249	Supervisor change from Fin Aid Mgr, PBB #78125	to Admiss Mgr, PBC #78469	Supervisor Change
12	Fiscal Specialist, PBB #80111	Chart V, WOBOARD Supervisor change from Budget Mgr, PBC #78106	Chart III, WOCSSD to Specialist Type Faculty, #76303	Reorganization Supervisor Change
13	Specialist Type Faculty, #76354	WOADS	WOSLSD	Reorganization
14	Specialist Type Faculty, #76270	WONCSD Supervisor change from Specialist Faculty, #83711	WOESAS to Vice Chancellor #89292	Reorganization Supervisor Change
15	Student Serv Sp, PBB #77793	WONCSD Supervisor change from Specialist Faculty, #76270	WOSLSD to Specialist Type Faculty, #76354	Reorganization Supervisor Change

Judy Oliveira, VCSA

Administrator's Signature, Name and Title

03-02-17

Date

689-2678

Telephone Number

HR Review _____
OFA Review _____

PRESENT

**ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

CHART UPDATED
DATE: JAN 1, 2018

CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII - WEST OAHU
OFFICE OF THE VICE CHANCELLOR FOR
STUDENT AFFAIRS

POSITION ORGANIZATION CHART
CHART III

General Funds 41.00

OFFICE OF THE VICE CHANCELLOR FOR
STUDENT AFFAIRS
Org Code: WOVCSA
Vice Chancellor, #89292
Secretary II, SR-14, #26912
Specialist Faculty Position, #76346
Instruc & Student Sup Sp, PBA, #79821
Student Serv Sp, PBC, #77839
Instruc & Student Sup Sp, PBA, #78484
Specialist Faculty Position, #76298
Student Activities Off, PBB, #77164
Student Serv Sp, PBB, #77214
Specialist Faculty Position, #88834

ENROLLMENT SERVICES
Org Code: WOESSA
Admissions Mgr, PBC, #78469

STUDENT DEVELOPMENT
Org Code: WOSDSA
Specialist Faculty Position, #83711

ADMISSIONS & RECRUITMENT
Org Code: WOARES
Admissions Sp, PBB, #78482
Admissions Sp, PBB, #78483
Admissions Sp, PBA, #80415
Admissions Sp, PBB, #78127
Admissions Sp, PBA, #78671
Admissions Sp, PBB, #81807

REGISTRATION & RECORDS
Org Code: WORGES
Registrar, PBB, #78376
Student Serv Sp, PBB, #77065
Student Serv Sp, PBA, #80714,
#81836

FINANCIAL AID
Org Code: WOFAES
Financial Aid Mgr, PBB, #78125
Financial Aid Sp, PBB, #77645
Financial Aid Sp, PBB, #78126
Financial Aid Sp, PBA, #77350
Office Assistant IV, SR-10,
#49249

CAREER SERVICES
Org Code: WOCCSD
Specialist Faculty Position, #76303

ADVISING SERVICES
Org Code: WOADSD
Academic Advisor, PBB, #77506
Academic Advisor, PBB,
#77387, #77425, #78485
Specialist Faculty Position,
#76347, #76348, #76350, #76354

NOELU LEARNING CENTER
Org Code: WONCSD
Specialist Faculty Position
#76270
Specialist Faculty Position,
#76336, #76338
Student Serv Sp, PBB, #77793

Pending establishment: 97803F

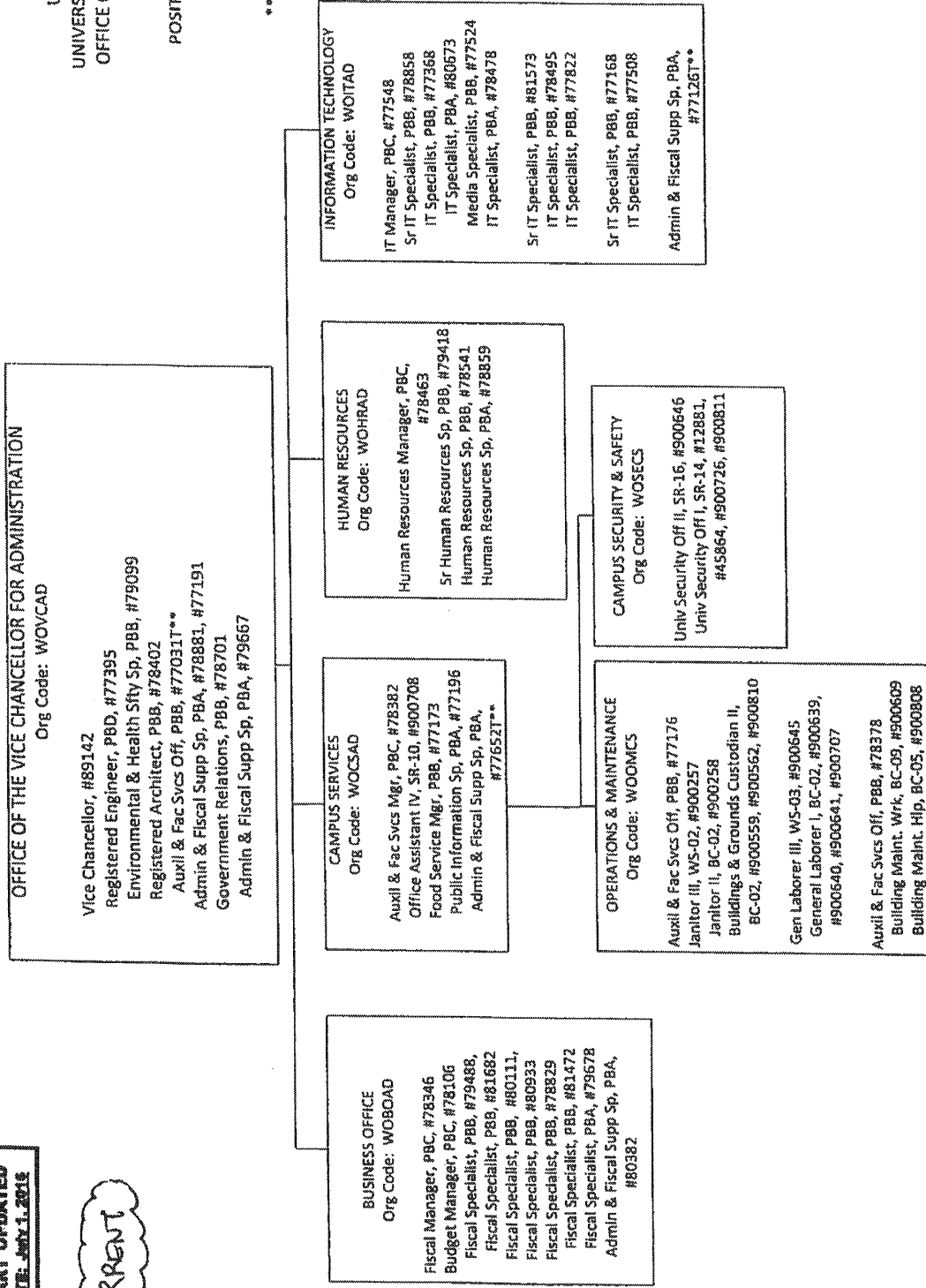
CHART UPDATED
DATE: MAY 1, 2016

CURRENT

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION

POSITION ORGANIZATION CHART
CHART V

General Funds 57.00
**General Funds 3.00 (BT)



**Budgeted temporary position
Positions pending establishment #97302F

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII - WEST O'AHU

CURRENT

MAJOR FUNCTIONS

OFFICE OF THE CHANCELLOR

Oversees and is responsible for the entire operation of the University.

- Provides leadership to senior staff in the development of instruction, academic support, student services, public service and administrative programs.
- Provides oversight in the development of the long-range master plan and its implementation through planning, design and construction.
- Selects and recommends appointment of senior staff to the President; consults with senior staff on the recruitment and selection for positions reporting to them.
- Represents the University at the senior level in system-wide matters and particularly those affecting the campus.
- Represents the University with the legislature and individual legislators both during and between legislative sessions.
- Represents the University in developing support in the community for all plans, programs and policies.
- Determines overall direction of commencement activities.
- Serves as the lead representative to all media and directs all strategic public affairs, public relations, general community relations activities.
- Ensures all plans and programs meet all necessary accreditation standards required for a four-year baccalaureate University.
- Provides leadership required to ensure a prudent fiscal budget for the University.

ADVISORY GROUPS TO THE CHANCELLOR

Labor Education Advisory Council

As mandated by Hawai'i Revised Statutes, the Council members are appointed by the President of the University of Hawai'i.

- Serves as an advisory council to the Chancellor on activities and programs of the Center for Labor Education and Research, and assists the Chancellor in the assessment and evaluation of program needs for implementation.

Nalimakui Council

This group is composed of faculty, staff, and students of Native Hawaiian ancestry who act as an advisory body to the Chancellor on matters important to Native Hawaiians.

Associated Students of UH West Oahu (ASUHWO)

This group is the student government representing all currently enrolled students at UHWO who act as an advisory body to the Chancellor on matters concerning the student body.

- Provides democratic representation for the students of UHWO and advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups, and government officials.
- Serves students by promoting quality campus life using student fees to support programs, activities, and events, and by voicing the needs, interests, and concerns of students through participation in institutional governance.

Executive Leadership Committee

This group is composed of business, education and community leaders who act as an advisory body to the Chancellor on matters important to the community.

ACADEMIC AFFAIRS OFFICE

Office of the Vice Chancellor for Academic Affairs

Provides leadership in the development, organization, planning, assessment, and evaluation of all academic programs, and academic support activities. The Vice Chancellor for Academic Affairs serves as the chief academic officer of the campus and advises the Chancellor on academic matters.

- Provides leadership in development of academic plans and curriculum for the university.

CURRENT

- Recommends promotion and tenure, and contract renewal for faculty.
- Monitors and coordinates the promotion/tenure and contract renewal process.
- Coordinates the University's reaccreditation and student learning assessment efforts.
- Represents the campus in system-wide committees and meetings concerning academic matters.
- Works with division chairs to assign faculty an equitable teaching loads and appropriate courses.
- Works with division chairs to schedule classes, plan curriculum, maintain and update articulation agreements, develop new programs, and to develop and implement academic policy and division budget.
- Works closely with the directors of the library, learning resource center, institutional research, and the center for labor education and research. Coordinates and provides support for library services, the learning resource center, institutional research, and the center for labor education and research.
- Coordinates the recruitment of full-time faculty, including the publicizing, interviewing, and advising on the selection of instructional personnel.
- Develops and implements all aspects of the instructional and academic support budgets.
- Coordinates faculty travel and conference attendance.
- Coordinates and plans faculty professional development.
- Serves as ex-officio member of faculty senate
- Works with the Vice Chancellor for Student Affairs to coordinate first-year experience, and coordinate activities to ensure enrollment and strengthen retention activities.
- Pursues extramural funding opportunities.

Instruction

- Teaches UHWO courses using traditional and distance education methods.
- Develops, assesses and revises innovative curriculum that will lead to a baccalaureate degree and related certificate programs.
- Participates in service activities at the campus, System and community level.
- Conducts research.
- Pursues extramural funding and research opportunities.
- Develops and delivers a summer session program.
- Provides academic advisement of program requirements to students.
- Participates in the recruitment and selection of faculty, lecturers, administrators, and staff.
- Participates in new student orientation, commencement ceremonies, and other campus activities.
- Serves as advisors to campus clubs and organizations.
- Provides assessment data and results of student learning outcomes for courses, academic programs and institutional outcomes.
- Provides and participates in student retention activities.

Library Services

- Works closely with faculty to acquire educational materials needed to implement the educational objectives of the University.
- Plans, develops and controls all aspects of the University library.
- Determines library requirements for instructional and research programs by maintaining regular contacts with academic departments and administration.
- Develops and coordinates a collection development program, with input from faculty that addresses current needs and future projections.
- Acquires, organizes, catalogs and maintains the necessary recorded information, both print and non-print, in those fields pertinent to the programs of UHWO.
- Provides effective and timely access to information not available in the Library's collections.
- Develops and maintains a strong, service-oriented staff able to assist students, faculty, and other library users in the effective retrieval of information.
- Teaches library competence and information literacy in support of academic work and lifelong learning.
- Publicizes and promotes library resources and services.

CURRENT

- Provides convenient, comfortable facilities for study and for use of library materials and services.
- Maintains an awareness of developments in librarianship and information technology, and utilizes new techniques and systems where feasible.
- Promotes constructive working relationships with other libraries, participates in cooperative projects of bibliographic access, and develops mutually advantageous approaches to collection policies and interlibrary cooperation.
- Improves staff performance and job satisfaction by encouraging internal communication, shared decision making, career development, and staff participation in workshops, conferences and other professional activities.
- Engages in systematic planning and reviewing of library policies, systems and services.

Institutional Research

- Compiles and disseminates student cohort data on the retention, attrition, and graduation of students at UHWO.
- Conducts ad hoc studies on issues pertaining to institutional matters and course evaluations at UHWO.
- Develops survey instruments, administers surveys, analyzes data, and writes reports on students, graduates, and alumni.
- Develops course evaluation questions as needed to meet the evaluation needs of instructors.
- Administers online course evaluations as needed and coordinates the administration of online course evaluations when possible.
- Provides data and other appropriate analyses to support accreditation proposals and reports.
- Collaborates with the UH System Institutional Research office on system-wide reports, surveys, and data system developments.
- Submits annual reports to accreditation and federal agencies.
- Reports student, financial, and other campus data to college surveys and publishers.
- Responds to data requests for grants, program reviews, and research as appropriate.
- Conducts inter-rater reliability analyses and other assessment studies.
- Performs educational effectiveness studies using quantitative, qualitative, and mixed methods.
- Develops, designs, and updates Assessment & Institution Research Office website.
- Performs extensive planning to develop instruments, collect and compile institutional data, and produce reports and studies to meet accreditation, institutional, and program planning needs.

Center for Labor Education and Research

The Center specializes in labor education, research, and education programs and provides the following:

- Coordinates, arranges for, and conducts evaluation of existing center programs of instruction for refinement, develops new courses of instruction, and plans their implementation on a continuing basis.
- Coordinates, arranges for, and conducts classes, courses, workshops, seminars, and research studies or projects.
- Coordinates, arranges for, and provides technical assistance to trade unions to improve or implement labor education programs within their organization.
- Prepares and disseminates educational information and publications on various subjects of concern and interest to workers and their organizations.
- Develops or acquires and promotes the dissemination of labor-related information and programs through the various public media (radio, TV, newspapers, public and private organizations, clubs, etc.).
- Coordinates, arranges for, and conducts teacher preparation classes to enable relevant and reliable department of education instruction in labor-related educational courses, programs, and activities.
- Provides labor studies courses, and labor-related research and educational services to workers and their organizations and to the public.

CURRENT

'Ulu'ulu: The Henry Ku'ualoha Giugni Moving Image Archive of Hawai'i

'Ulu'ulu is designated by the Hawai'i State Legislature and the Governor as the state's official Moving Image Archive. 'Ulu'ulu was incubated and developed beginning in 2008 as part of the Academy for Creative Media System and continues to be part of ACM System at the University of Hawai'i - West O'ahu.

- Perpetuates and shares the rich moving image heritage of Hawai'i through the preservation of film and videotape related to the history and culture of Native Hawaiians and the people of Hawai'i.
- Acquires, organizes, catalogs, digitizes and maintains archival moving image collection material with cultural or historical significance to implement the educational objectives of the University.
- Provides a searchable catalog of collection items and all associated metadata using content management software specifically designed for audiovisual materials.
- Maintains an integrated cataloging and analog-to-digital video migration system to manage digital preservation processes.
- Digitizes videotapes and films according to archival best practices to create digital preservation files that are stored and administered on servers.
- Provides a temperature and humidity controlled environment for the safe long-term storage of physical collections.
- Provides access to catalog and digital video files for students, faculty and other archive users via public website and in the library.
- Develops and maintains a strong professional staff that keeps abreast of emerging technologies and developments in moving image and digital archives, and leads in innovative archival practices.
- Publicizes and promotes moving image archival resources and services to encourage the use of primary-source research material in University curricula.

STUDENT AFFAIRS

Office of the Vice Chancellor for Student Affairs

Provides leadership in the development, organization, planning, assessment, and evaluation of all student affairs programs and activities.

- Responsible for recruitment, admissions, financial aid, advising and counseling services, and veteran's affairs programs.
- Responsible for student registration, records, and ensures students meet graduation requirements.
- Responsible for programs and initiatives relating to first year student success, retention, and graduation.
- Develops and coordinates Student Government, student activities, clubs, and organizations.
- Responsible for planning student housing and campus center expansion. Develops and implements related policies and procedures.
- Develops and coordinates the implementation of student health services, residence life programs, and other student related activities.

Enrollment Management

- Provides seamless delivery of services to new and transferring students.
- Develops campus enrollment goals and a comprehensive enrollment management plan.
- Manages and oversees recruitment and admissions, registrar, student records, and financial aid.
- Oversees new student orientation and activities related to the transitioning to college life.
- In conjunction with Office of the Vice Chancellor for Academic Affairs, coordinates the implementation of articulation agreements with other schools.

Recruitment

- Represents the University, its programs and admission criteria to external and internal constituencies.
- Travels to high schools, college fairs and workshops. Makes presentations to

CURRENT

- small and large groups about UHWO programs, admission criteria, financial aid and student life.
- Provides outreach and support to programs targeted to serve and assist low-income, first generation college students, and students with disabilities to progress through the academic pipeline.
- Coordinates special admissions programs (e.g. Running Start, Early Admit).
- Produces institutional publications such as brochures and mailings for dissemination to prospective students, families and the community.
- Assists with publicizing programs via various media (direct mail, site visits, newspaper, radio, TV ads).
- Conducts campus tours and hosts campus events.

Admissions

- Reviews applications for admission.
- Determines residency status.
- Evaluates transcripts for transfer credits.
- Determines admission admissibility for freshman and transfer students, including international students.

Registrar

- Coordinates and implements pre-registration and registration activities for all students.
- Maintains academic records, verifies eligibility for graduation
- Processes and issues grades, enrollment and graduation verifications, UHWO transcripts and diplomas.
- Reports enrollment and graduation information to the National Student Clearinghouse.
- Reviews and evaluates student records to determine satisfactory academic progress.

Financial Aid & Student Employment

- Determines eligibility for and administers all federal, state, and institutional financial aid programs, including scholarships and loans.
- Places students in college work-study and general funded positions on-campus.
- Oversees and coordinates student employment for the campus.

Student Development

- Provides programs and services that optimize student learning and leadership, and fosters the emotional growth and personal development of students.
- Cultivates opportunities that promote lifelong learning, academic success, leadership and personal development.
- Provides opportunities for students to be active and responsible members of the campus and global community.

Academic Advising

- Provides academic advising.
- Conducts orientation and coordinates testing with Learning Resource Center and Library.
- Provides all required services to students in outreach programs through personal visits, via mail, or via phone, including academic advising, admission, financial aid, veterans benefits, career and personal counseling.
- Plans and coordinates commencement activities, including neighbor island students graduating in the Distance Learning Program.
- Provides career information.
- Informs students of available positions in public, private and non-profit sectors.
- Provides academic support services to students with disabilities as mandated by federal, state laws, policies and procedures.

Disability Services

- Serve as the point contact for students with disabilities at UHWO.
- Assess the needs of students with disabilities and provide the necessary accommodations for these students.

CURRENT

- Collaborate with faculty and other co-curricular programs to increase success and access for students with disabilities at UHWO.
- Serve as the primary consultant for UHWO staff regarding students with disabilities.
- Conduct in-service training for UHWO staff to support students with disabilities.

Co-Curricular Programs

- Coordinates, provides advice and support for Registered Student Organizations (RSO) & Chartered Student Organizations (CSO).
- Facilitates extracurricular events, on and off campus.

Veterans Affairs

- Advises veterans of program requirements for purposes of qualifying for benefits.
- Maintains records and provides information to Veteran's Administration regarding students receiving benefits.

International Students

- Advises international students of admissions, enrollment, and program requirements.
- Maintains records and certifications, and provides information to the United States Immigration and Customs Enforcement regarding international students via the Student & Exchange Visitor Information System.

Testing Services

- Conduct math and English placement testing for all incoming students at UHWO.
- Evaluate and assess the validity of the tests that are utilized to establish placement in math and English.
- Proctor tests for UHWO faculty.
- Proctor additional tests as needed; i.e. GRE, GMAT, ASVAB, Nelson Denny, etc.
- Evaluate Testing services

Data / Records Management

- In collaboration with UHWO staff, plan, develop, implement, and enforce a data / records retention policy.
- Compile a report of all data that is being retained at UHWO annually.
- Digitize records that are being stored at UHWO.
- Conduct yearly inventory and audit of existing records and design and implement organization and categorization schemes to ensure efficient retrieval of archived records.
- Conduct training regarding data/records management.
- Respond to all inquiries regarding records/data management.

No'eau Center for Writing, Math, and Academic Success

- Facilitates face-to-face individual and small group tutoring sessions in writing, math, and statistics to help students succeed at UHWO.
- Facilitates online tutoring sessions in writing to help distance and online students improve their writing skills.
- Provides accessible online resources on website to guide distance and online students regarding grammar, style, and other topics.
- Monitors tutoring center usage through tracking of student data as well as satisfaction surveys.
- Works closely with instructors to develop relevant skills improvement workshops for students, to be delivered either in-class or out of class.
- Works closely with instructors of Writing Intensive (WI) classes to provide effective faculty and student support. Provides mandatory orientation and training for WI class instructors.
- Collaborates with Student Affairs staff to support advising efforts, to accommodate all students, and to extend outreach to first year students.
- Recruits, develops, and retains a skilled staff of peer tutors to effectively assist students.
- Publicizes and promotes all services, through class visits, print and social media and online.
- Collaborates with student groups to deliver specialized academic or career-

CURRENT

- related workshops to enhance students' skills.
- Promotes the value of literacy and learning through activities and publications.

Career Services

- Ensures a successful transition into the workplace.
- Provides student employment opportunities, career development activities and internships.
- Provides career counseling to assist student in making appropriate decisions and choices.
- Promotes UHWO through career fairs.
- Develops business relationships and partnerships for student placements.
- Assists in the development of service learning opportunities.
- Maintains close relationships with Alumni to provide students with networking opportunities.

ADMINISTRATION

Office of the Vice Chancellor for Administration

Plans and provides leadership and direction in the administrative management of the University and exercises direction, control and coordination over all aspects of non-academic administrative and support functions, including budgeting, fiscal, human resources, facilities, auxiliary services, and information management.

- Develops and coordinates the preparation and execution of the University's budget.
- Manages the fiscal operations of the University in areas of accounting, disbursing, treasury, purchasing, contracts and grants, and inventory functions.
- Responsible for the entire section of human resources, including but not limited to benefits, classification, recruitment, workers compensation, and bargaining unit contract compliance.
- Develops and administers all support services for the University relating to administrative matters.
- Assists in long-range planning relating to growth and development of the campus.
- Responsible for operations and maintenance of facilities which includes custodians, grounds, and campus security.
- Responsible for auxiliary services of the University which includes mail services, transportation services, and food service operations.
- Responsible for information technology services and telecommunications.

Government Relations

- Serves as liaison with the Legislature.
- Coordinates the preparation of and reviews the testimonies relating to the institution's programs.
- Coordinates responses to all legislative requests.
- Interprets and disseminates university-wide policies and guidelines for legislative and campus operations activities.

Business Office

The Business Office is responsible for the overall financial management of the campus.

- Manages the implementation of the campus budget.
- Oversees procurement, disbursing, accounts payables, and accounts receivable activities.
- Oversees cashier/bursar services.
- Responsible for payroll reconciliation.
- Responsible for the financial management of extramural funds.
- Responsible for the financial management of RCUH accounts.
- Responsible for the financial management for campus development.
- Responsible for inventory management and control.
- Manages financial accounting activities and internal financial controls.
- Oversees the land lease agreements.

Campus Services

The Campus Services Office has functional responsibility for the major ancillary services

CURRENT

necessary to operate the campus. These include transportation services, parking operations, food services, mail services, security, campus dining, bookstore, custodial services, utilities management and grounds maintenance.

- Manages the overall campus physical infrastructure.
- Oversees the repairs and renovations of buildings.
- Maintains and landscapes grounds.
- Manages the daily operations of the campus mailroom.
- Manages the contract for reprographic services.
- Manages the contract for security guard services.
- Manages the vending machine program.
- Manages university vehicles for use by various campus members.
- Manages the bookstore and enterprise operations.
- Manages the dining and food service operations.
- Coordinates special events parking for students, faculty, staff and visitors.

Human Resources

The Human Resources Office is responsible for all human resources management and deals with issues related to compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. The office develops and implements policies and procedures for the campus in accordance with BOR and Executive policies.

- Oversees the recruitment and appointment of all employees.
- Manages the classification and compensation plan.
- Administers employee benefits.
- Manages the labor and employee relations programs.
- Oversees the workers' compensation and temporary disability benefits programs.
- Interprets and implements collective bargaining agreements.
- Maintains employee records.
- Ensures human resources policies and practices conforms to various laws and regulations.
- Provides training and help manage resources.
- Oversees the Equal Employment and Affirmative Action program for the campus.

Information Technology

The Information Technology Office provides the highest quality technology-based services, in the most cost-effective manner, to facilitate the University's mission as it applies to the management, teaching, learning, and community service.

- Provides effective technology support for audio/visual, computer, multimedia, voice, video, and web based applications and services to all areas of the university.
- Promotes and facilitate the effective integration of technology into the basic mission of the university through planning, programming, training, consulting, and other support activities.
- Develops, enhances, and manages the university's enterprise networks to provide high speed, transparent, and highly functional connectivity among all information resources.
- Develops and maintains highly effective, reliable, secure, and innovative information systems to support instructional, administrative and research functions.
- Facilitates the collection, storage, security and integrity of electronic data while ensuring appropriate access.
- Provides capabilities including the ability to develop and manage the distribution (and marketing) through broadcast, narrowcast, broadband, software, the Web and other telecommunications technologies university's programs, products and services.
- Promotes new uses of information technology within the institution through the support for exploratory and innovative applications.
- Provides leadership for effective strategic and tactical planning in the use of technology
- Provides fast and reliable access to all information systems.
- Plans, develops and supports academic computing.
- Plans, develops and supports student computer labs.
- Monitors and assists with the purchase of computers, software and equipment

CURRENT

- needed by faculty and staff.
- Provides support for distance education.
- Determines computing requirements for instructional and research programs by maintaining regular contacts with academic departments and administration.
- Develops and maintains a strong, service-oriented staff able to assist students, faculty, and other computing users.
- Maintains an awareness of developments in computing hardware and software trends, and utilizes new techniques and systems where feasible.
- Engages in systematic planning and reviewing of academic computing policies, systems, and services.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O'AHU
OFFICE OF THE VICE CHANCELLOR FOR STUDENT
AFFAIRS

POSITION ORGANIZATION CHART
CHART III.

General Funds 42.00

OFFICE OF THE VICE CHANCELLOR FOR STUDENT AFFAIRS
Org Code: WOVCSA

Vice Chancellor, #89292
Student Serv Sp, PBA, #78484

DIVISIONAL & INSTITUTIONAL SUPPORT
Org Code: WOVISA

UNIT LEAD (to be appointed from BOR positions)
Student Serv Sp, PBC, #77839
Student Serv Sp, PBA, #81144
Admissions Sp, PBA #81807++
Specialist Faculty Position, #76346, #88834

ENROLLMENT SERVICES
Org Code: WOVESA

Admissions Mgr, PBC, #78469
Student Serv Sp, PBA, #79821
Office Assistant IV, SR-10, #49249

ADMISSIONS & RECRUITMENT
Org Code: WOVRES

Admissions Sp, PBA, #78482
Admissions Sp, PBA, #78483
Admissions Sp, PBA, #80415
Admissions Sp, PBA, #78127
Admissions Sp, PBA, #78671

REGISTRATION & RECORDS
Org Code: WOVREG

Registrar, PBA, #78376
Student Serv Sp, PBA, #77065
Student Serv Sp, PBA, #80714,
#81836

FINANCIAL AID
Org Code: WOVFAIS

Financial Aid Mgr, PBA, #78125
Financial Aid Sp, PBA, #77645
Financial Aid Sp, PBA, #78126
Financial Aid Sp, PBA, #77350

STUDENT DEVELOPMENT
Org Code: WOVSDA

Specialist Faculty Position, #83711

ADVISING SERVICES
Org Code: WOVADS

UNIT LEAD (to be appointed from BOR positions)
Academic Advisor, PBA,
#77387, #77425, #77506 #78485
Specialist Faculty Position,
#76347, #76348, #76350

CAREER DEVELOPMENT
Org Code: WOVCSO
Specialist Faculty Position, #76303
Fiscal Specialist, PBA, #80111++

STUDENT LIFE
Org Code: WOVLSO
Specialist Faculty Position, #76354
Student Activities Off, PBA, #77164
Student Serv Sp, PBA, #77793

STUDENT ENGAGEMENT
Org Code: WOVSEA

Specialist Faculty Position, #76270++

NOEAU LEARNING CENTER
Org Code: WOVNCE
Specialist Faculty Position,
#76336, #76338

COUNSELING SERVICES
Org Code: WOVCSSE

Specialist Faculty Position, #76298

DISABILITY SERVICES
Org Code: WOVDSSE

Specialist Faculty Position, #76366

HEALTH & WELLNESS EDUCATION
Org Code: WOVHWSE

STUDENT EQUITY & ACCESS
Org Code: WOVESA

Specialist Faculty Position, #76364

++ to be submitted for
redescription

APPROVED:

David Lassner 5/22/14

David Lassner, President

Date

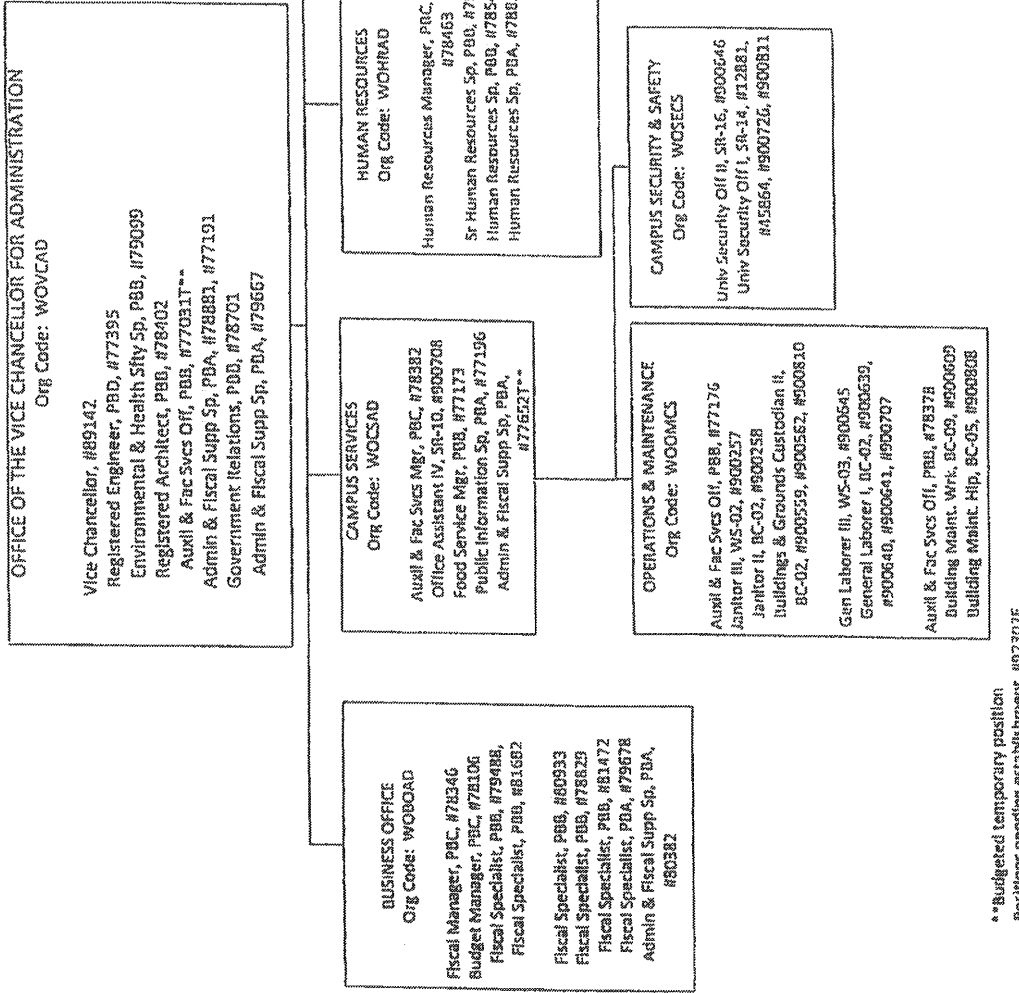
PROPOSED

ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII - WEST OAHU
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION

POSITION ORGANIZATION CHART
CHART V

General Funds \$2.00
**General Funds 3.00 (BT)




APPROVED:

David Lassner 3/22/17

David Lassner, President Date

**Budgeted temporary position
Positions pending establishment #97302F

APPROVED:

 3/22/17
David Lassner, President Date

FUNCTIONAL STATEMENT

Vice Chancellor for Student Affairs – Org Code: WOVCSA

Provides leadership in the development, organization, planning, assessment, and evaluation of all student affairs programs and activities that serve to: 1) bring individuals to the higher education academy and help them enter; 2) encourage students to stay engaged with campus programs and services to develop themselves intellectually and interpersonally; and 3) prepare students to exit the campus by being ready for entrance either into the workforce or graduate education. To achieve these goals, the Office of the Vice Chancellor for Student Affairs has the following responsibilities.

- Fiscal planning & oversight
- Budget development, planning & oversight
- Personnel management & development
- Alternative resource development
- Strategic visioning
- Service assessment & evaluation

Enrollment Services – Org Code: WOESSA

Primary focus is on bringing students to the campus and assisting them in formally entering the academy. It has the following responsibilities.

- Manages and oversees enrollment planning with specific recruitment goals and targeted segments

Admissions – Org Code: WOADES

- Outreach & promotion of campus and programs
- Recruitment via campus visits & tours, high school visits, community college outreach, etc.
- Pre-admissions counseling
- Application review and processing
- Residency status determination
- Evaluation of transfer credits
- Admission decision-making

Financial Aid – Org Code: WOFAES

- Outreach & promotion to encourage FAFSA completion
- Financial needs analysis
- Award Packaging & Distribution
- Financial aid account monitoring & award revisions
- Satisfactory academic progress
- Loan Debt Education

- Regulatory compliance with Federal financial aid (grants, loans, employment)
- Regulatory compliance with State financial aid (grants, loans)
- Regulatory compliance with University financial aid (return to aid, employment)
- Oversight of, and coordination with, external & private scholarship programs

Registration & Records – Org Code: WORGES

- Registration planning for courses
- Certification (veterans, international students, enrollment)
- Transfer credit evaluation and maintenance
- Maintenance of STAR/GPS interface
- STAR records maintenance
- Grades maintenance
- Graduation diploma preparation & issuance
- Student records maintenance (address, email, health record, etc.)

Student Development – Org Code: WOSDSA

Primary focus is encouraging students to get engaged with the campus community in order to develop themselves holistically with the following responsibilities.

- Optimizes student learning, leadership, and career planning
- Commencement planning co-lead

Advising Services – Org Code: WOADSD

- Course selection advising to fulfill program/major requirements
- Orientation for new, incoming students and their families
- Satisfactory progress toward degree completion
- Reviews requests for complete withdrawals, leaves of absence, and graduation eligibility
- Division support for academic pathway planning and program of study development
- Participation in commencement planning
- Target group support for selected groups such as distance ed learners, veterans, native Hawaiians, first year students, transfers, international students, early admits/running start students, etc.

Career Development – Org Code: WOCDSD

- Career assessment
- Career exploration
- Internship & practicum placements
- Career skill development (e.g. job search strategies, resume writing & reviews, job skills workshops)
- Career transition services
- Campus recruitment & interviews
- Career fairs

- Business partnerships & employment listings
- Student Employment administration
- Graduate school exploration

Student Life – Org Code: WOSLSD

- Organizational advising, training & program support for student government, student media, and other chartered student organizations
- Resource liaison to registered independent student organizations (annual registration, consultation)
- Leadership education, training and development including courses, workshops and peer mentoring programs
- Campus center (services, operations, lounge, etc.)
- Campus recreation (intramural sports, leisure recreation, etc.)

Student Engagement – Org Code: WOSES

Primary focus is supporting partnerships between formal instruction and experiences outside of the classroom that promote intellectual and personal development including academic skills, classroom success, personal wellness, and mental well-being with the following responsibilities.

Noeau Center – Org Code: WONCSE

- Tutoring in writing, math, and other subject areas
- Online tutoring and instructional resources oversight to guide distance learners
- Learning skills development including diagnosis and assessment of learning barriers and academic success instruction
- Testing services for placement
- Testing services for other licensing and credentialing agencies
- Proctoring for ADA accommodations
- Proctoring for classroom faculty

Counseling Services – Org Code: WOCSS

- Mental health counseling
- Psychiatric consultation and referral
- Clinical assessments
- Training for interns

Disability Services – Org Code: WODSS

- Academic support services to enable access and matriculation for students with disabilities
- Assessment of needs and procurement of reasonable accommodations to assure equity of access

Health & Wellness Education – Org Code: WOHWSE

- Oversight of clinical nursing simulation lab
- Clinical health services performed by students in nursing and allied health programs of study for the benefit of student population
- Health education, promotion, and programming

Student Equity & Access – Org Code: WOSASA

Primary focus is on seeking and promoting partnerships among educational institutions, state funding agencies, and extramural funding sources to serve students from under-represented populations by encouraging their pursuit of, and preparation for, post-secondary education with the following responsibilities.

- Grants writing for funding to cover costs of service interventions
- Advocacy of educational needs and interests of identified target population
- Early intervention program planning for college readiness, summer bridge, first year tutoring, and ongoing support
- Skills development initiatives to increase academic readiness, personal grit, and self-confidence in success
- Programming to expose the college community to unique cultural approaches of under-represented peoples and to assist in creating a college environment that endeavors to incorporate perspectives and approaches of the “other”

Divisional & Institutional Support – Org Code: WODISA

Primary focus is on providing support and performing functions that benefit the larger campus community or the division as a whole with the following responsibilities.

- Assistance and advising on student conduct violations, sexual harassment violations, and discrimination
- Advising on academic grievances and gender equity
- Training and development on student rights and responsibilities and compliance requirements, including compliance programming
- Management of communication to follow up with prospects and other clients
- Material development to maintain link to positively impact student enrollment and retention
- Craft and implement communication plans for targeted groups
- Advocacy for the campus' sustained commitment to the indigenous language and culture of Hawaii
- Fosters and encourages Native Hawaiian values, ways of knowing, etc. in institutional decision-making and instructional practices
- Early exposure to collegiate instruction including coordination with college faculty to provide instruction both on high school and college campuses
- Policy development and analysis
- Coordination of divisional initiatives to fulfill campus strategic goals and outcomes
- Coordination of faculty and staff leadership and service development, training, and instruction