



UNIVERSITY  
of HAWAII\*  
MĀNOA

RECEIVED

20 JAN 17 P3:41

December 20, 2019

MEMORANDUM

MANOA CHANCELLOR'S  
OFFICE

TO: David Lassner  
President

VIA: Michael Bruno  
Provost

FROM: William Chismar  
Interim Dean, Outreach College

SUBJECT: REORGANIZATION PROPOSAL FOR OUTREACH COLLEGE

I am writing to request your approval to reorganize Outreach College as described in the accompanying documents.

The purpose of this reorganization is to better position Outreach College to serve students through summer sessions and continuing and professional education programs; to improve the efficiency of internal operations; and to correct the organizational charts to accurately reflect operations and staffing in the College.

In December of 2018 we submitted our original proposal for reorganization of Outreach College. After consultations with UHPA, Mānoa Faculty Senate, and HGEA we have incorporated their feedback and made revisions to the original proposal reflected in the revised version attached.

Both UHPA and Mānoa Faculty Senate indicated opposition to the supervisory structure proposed of APT C band Directors over Specialist Faculty in the created and merged units. We have removed that item from our proposal, and while the unit changes created in the original proposal remain, the Chairs of the units will remain appointed from the Specialist Faculty positions and supervisory APT Directors are removed from the revised proposal.

The other change is separating the responsibilities for the position of the Director of Academic Support Services from the Associate Dean role. This position has been on the organization chart since Outreach College was formed and was intended to be filled by an assistant dean. However, it is on the current chart as "temporarily performed by the Associate Dean." To allow the Associate Dean to perform other duties in support and advancement of the College, it is necessary to separate the duties and fill the roll of the Director of Academic Support Services. The salary for the new Director of Academic Support Services, as an APT Band C position, has a minimum salary of \$65,568 plus 62.49% fringe rate. As such, the estimated cost of the reorganization totals \$106,541. No additional funds are needed as the College receives no state

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general funds and is self-supporting on the special funds it generates. The additional salary will be covered through reallocation of existing resources.

This reorganization proposal has been reviewed and discussed with appropriate units and staff members in Outreach College. The details of the reorganization are outlined in the attached revised reorganization proposal for Outreach College.

**Attachments:**

Revised Reorganization proposal for Outreach College  
Response letters to UHPA, HGEA, and Mānoa Faculty Senate



UNIVERSITY  
of HAWAII  
MĀNOA

RECEIVED

20 JAN 17 P 3:42


Revised December 20, 2019  
December 20, 2018

MEMORANDUM

MĀNOA CHANCELLOR'S  
OFFICE

TO: David Lassner  
Interim Chancellor President

VIA: Michael Bruno   
Interim Vice Chancellor for Academic Affairs and Vice Chancellor for Research  
Provost

FROM: William Chismar   
Interim Dean, Outreach College

SUBJECT: REORGANIZATION PROPOSAL FOR OUTREACH COLLEGE

SPECIFIC ACTION REQUESTED:

We request your approval of the reorganization of Outreach College.

RECOMMENDED EFFECTIVE DATE:

Upon your approval

ADDITIONAL COST:

~~Salaries for three newly created program director positions (APT). However, no additional funds are needed as the College receives no G-Funds and is self-supporting on the S-Funds it generates. The salaries can be covered through reallocation of existing funds and through new revenues generated as a result of the reorganization.~~

Salary for the new Director of Academic Support Services, as an APT Band C position, has a minimum salary of \$65,568 plus 62.49% fringe rate. As such, the estimated cost of the reorganization totals \$106,541. No additional funds are needed as the College receives no state general funds and is self-supporting on the special funds it generates. Additional salary will be covered through reallocation of existing resources.

PURPOSE:

The purpose of this reorganization is to better position Outreach College to serve students through summer sessions and continuing and professional education programs; to improve the efficiency of internal operations; and to correct the organizational charts to accurately reflect operations and staffing in the College.

BACKGROUND:

Pursuant to Administrative Procedure A3.101 *University of Hawai'i Organizational and Functional Changes* dated March 2008, reorganizations that

- a) do not have an 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 by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal has been reviewed and discussed with appropriate units and staff members. The details of the reorganization are outlined in the attached Executive Summary and Narrative.

ACTION RECOMMENDED:

It is recommended that the attached reorganization proposal for Outreach College be approved.

APPROVED / DISAPPROVED:



David Lassner  
~~Interim Chancellor~~ President

JAN 23 2020

Date

Attachments:

- Executive Summary
- Narrative
- Current Organizational Charts and Functional Statements
- Proposed Organizational Charts and Functional Statements
- BJ/BT Position Worksheet
- Letters and Responses

# EXECUTIVE SUMMARY

Reorganization Proposal  
**Outreach College**  
University of Hawai'i at Mānoa

## **Executive Summary**

**Instructions:** Complete each section below and clearly indicate "None" or "N/A" where appropriate. Please limit Executive Summary to two (2) pages.

**I. Purpose:**

The primary purpose is to position Outreach College to be more responsive to changing market conditions in the area of continuing and professional education, allowing the College to be more agile in developing new programs. Secondly, the reorganization will simplify channels of communication between the College and its partners within the University and in the local community.

**II. Major Elements of the Proposal:**

Key changes are the following:

- The creation of a separate Summer Sessions unit
- The merger of Credit Programs and Professional Programs into Continuing and Professional Programs
- Moving of marketing function to report directly to the dean
- Establishment of the Director of Academic Support Services position

**III. Resource Impact:**

Explain the resources impacted as a result of this reorganization. If there is no impact, reflect "None" for each category as appropriate.

**A. Budget**

1. What is the estimated cost of the reorg?
  - o Estimated cost of the reorganization is \$106,541 to cover the salary and fringe for the filling of the position of the Director of Academic Support Services. The salary for the Director of Academic Support Services, an APT Band C with a minimum salary at step 1 of \$65,568 plus 62.49% fringe rate.
2. Are additional funds needed? If so, how will the cost of the reorg be funded?
  - o No additional funds are needed. The College receives no general funds and is self-supporting on the special funds it generates. Salary for the Director of Academic Support Services will be covered through reallocation of existing special fund resources.
3. Will the reorg result in cost savings or be cost neutral?
  - o In terms of costs, the reorg is designed to be cost neutral. By allowing the College to be more agile in developing programs however, we anticipate a net increase in special funds generated and available to the University.

**B. Operational**

1. What is the overall impact on faculty and staffing responsibilities, if any?

- No duties or responsibilities will be changed with this reorganization, but positions are being moved into new or consolidated units.
2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization?
    - Only one additional APT position is needed for the reorg, the Director of Academic Support Services. As noted on the current organizational chart for the College, the responsibilities of that position are currently being performed by the Associate Dean and we seek to separate the duties. An existing vacant position count will be used for this position that is not currently allocated into a program unit.
    -
  3. Will there be a reduction in faculty/staff?
    - No
  4. Identify faculty/staff positions impacted by the anticipated changes.
    - #77522, #80352, #81851, #21281, #80168, #80757, #80758T, #81837, #83558, #85173, #85178, #85312, #82784T, #15062, #16955
- C. Space
1. No additional space is requested

#### IV. Consultation:

Concepts of the reorganization have been communicated in email messages from the Dean to the entire faculty & staff of the College. Feedback on the original proposal was solicited from HGEA, UHPA, and Mānoa Faculty Senate. In addition, one or more meetings have been held with each of the following groups:

- Office of the Vice Chancellor for Academic Affairs
- Outreach College unit heads
- Outreach College program unit heads
- Outreach College faculty
- Outreach College APT & civil service staff

Based on input from these consultations and feedback received, the reorganization has been significantly modified to its current state.

#### V. Implementation:

Explain when and how this reorganization will be implemented. Identify anticipated effective date.

None of the proposed changes require significant time or effort to implement. In practice, the College is currently operating with some of the changes in place: The marketing group is reporting to the dean, the computer services group has have operating independently of the others in Communication Services, and positions #80757 and #80758T have been operating in the International Programs unit. The reorganization request formalizes these structures and no implementation process is needed.

The creation of the Summer Sessions unit and the merger of Credit Programs and Professional Programs will require no physical movement of personnel and can be implemented upon approval of the reorganization. The new structures have been discussed extensively in the College over the past two years, so there will be no major disruptions in operations.



# NARRATIVE

Reorganization Proposal  
**Outreach College**  
University of Hawai'i at Mānoa

**Narrative**

**Instructions:** Complete each section below and clearly indicate "None" or "N/A" where appropriate.

**I. INTRODUCTION:**

- A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the unit(s) involved in the reorganization.

Outreach College serves the Hawai'i and broader communities by extending the University of Hawai'i at Mānoa's programs and expertise beyond its campus and traditional schedule. It provides UH Mānoa's colleges and faculty a venue for academic innovation to the benefit of all students. The College delivers credit and noncredit programs to student populations that are not able to attend day programs on campus.

The College's programs include degree programs and credit courses offered in partnership with academic colleges across UHM, noncredit courses and certificates for professional development and personal enrichment, comprehensive summer sessions that include credit courses, certificates, pre-college programs, and special events, international programs for foreign students, faculty, and visitors, and arts and cultural programs and events for the Hawai'i community.

The College currently consists of a dean's office, four revenue-generating program units (Credit Programs, Professional Programs, International Programs, and Community Programs), and three support units housed under the Office of Academic Support Services (Administrative Services, Student Services, and Communication Services).

The College receives no General Funds and is self supporting on special fund revenues from its programs. These programs also provide a critical source of financial support to UHM and its colleges.

- B. Specify the objectives/goals of the new/restructured unit(s) involved in the reorganization.

The specific goals of this reorganization are the following:

1. Create a separate Summer Sessions unit, allowing the College to better compete for students and provide programs to better meet the changing needs of students.
2. Merge the Credit Programs and Professional Programs units into Continuing and Professional Programs, providing a more holistic approach to creating programs that is more agile in responding to changing market and student demands.
3. Change the name of Communication Services to Marketing Services to more accurately reflect its functions and have it report to the Dean to allow for more strategic marketing.

4. Create a Computer & Data Services unit, separating it from the marketing and communications functions.
5. Create and fill a new Director of the Office of Academic Support Services position, which has temporarily been performed by the associate dean, with an existing, vacant APT position.

## **II. RATIONALE FOR THE REORGANIZATION:**

### **A. Provide background and relevant historical information.**

The dynamic market place for continuing and professional education requires Outreach College to be more agile; the economic realities require Outreach College to significantly grow its portfolio of programs. The increasing demand for professional programs has led to demand for a continuum of programs, from noncredit short programs, through certificate programs, to specialized masters degrees. There is no longer a clear market distinction between credit and noncredit programs. Outreach College's current organizational structure hinders its ability to respond to these market demands.

The demand for traditional summer sessions offering on-campus credit courses has significantly declined. In response, institutions across the country have developed more sophisticated approaches to summer. These efforts have led to more diverse offerings and larger summer session units. Without a separate summer sessions unit, Outreach College has been slow to respond. To stay competitive, Outreach College must respond.

While Outreach College's mission remains an educational one, it serves a diverse set of continuing and professional students, and operates in a competitive environment not unlike a business. For the College to be successful, the managers of its program units need to function less like academic department chairs and more like business managers, keeping abreast of changes in the market place and adapting their program portfolios accordingly.

### **B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorg is consistent with the University's strategic, program, and financial plans.**

#### ***Rationale for a New Summer Sessions Unit***

Prior to the creation of Outreach College in 1998, Summer Sessions was an independent college. Shortly after the creation of Outreach College, summer sessions became part of the newly created Credit Programs unit. However, since that time, summer sessions across the country have become much more competitive. In order to compete, summer sessions must be innovative and offer a diverse portfolio of programs. Recognizing this changing environment, in 2012 the responsibility for summer sessions was moved out of the Credit Programs unit and under the Associate Dean.

It has become clear that the responsibility for summer sessions is too much to add to the existing responsibilities of the associate dean. Opportunities for growing summer and creating new, innovative programs are being missed due to lack of time. The creation of a Summer Sessions unit with a dedicated director will allow us to realize the full potential for a large summer program at UH Mānoa.

#### *Rationale for Merging the Credit and Professional Programs Units*

At the formation of Outreach College, two units were created, Credit Programs and Noncredit Programs. (Noncredit Programs was later renamed Professional Programs.) This organizational structure was chosen to facilitate internal operations. The field of continuing education has evolved in such a way that potential students do not initially make a choice between credit and noncredit programs. A potential student is looking for continuing education in an area, often wanting to compare credit and noncredit options. To better service these students, we need to present a unified view of options.

In addition, Outreach College would like to take advantage of market segmentation opportunities by offering programs in a variety of formats across credit and noncredit options. For example, due to differing situations, some students may want a noncredit certificate, some a credit certificate, and some a professional masters degree, all in the same area. Accordingly, we need to develop different programs using the same curriculum and faculty. The merging of the two program units will allow for greater efficiency in program development and operations but, more importantly, will allow us to be much more responsive to the needs of an increasingly diverse continuing education population.

#### *Rationale for Reorganizing the Office of Academic Support Services*

As the field of continuing and professional education has become more complex and competitive, the role of marketing has become critical. Gone are the days when an institution could offer programs and students would show up. Now an institution must do significant market research to guide the creation of new programs, must have well-structured promotion strategies in social media platforms, and actively track performance of marketing efforts. Accordingly, having a marketing department reporting directly to the dean is critical to the success of the college and its programs.

The creation of a separate Computer and Data Services unit reflects the growing importance of data analytics in the operations of the college. Like the rest of academia and, more generally, all businesses, our ability to gather and analyze growing quantities of data, mean that our decision making must more heavily rely on data analysis. In addition, the operations of the college rely on increasingly complex information systems. A separate Computer and Data Services unit reflects this reality.

Finally, the Office of Academic Support Services has been temporarily managed by the interim associate dean. The college is in the process of filling the associate dean's position . This leader should have strong credentials in the strategic issues of new

program development and ensuring the academic quality of programs and would report to the Dean. The college is also in the process of creating and filling a new APT Director of the Office of Academic Support Services, using an existing, vacant APT position within the college. The Director position will be responsible for overseeing the operations of the current Support Services and Administrative Services unit, as well as the created Computer & Data Services unit. Note, all of the staff in the Office of Academic Support Services are APT or Civil Service, there are no faculty positions.

C. Explain other alternatives explored.

Like any responsible organization operating in a dynamic environment, Outreach College continually evaluates the effectiveness of its organizational structure, questioning whether better alternatives exist. Over the past several years, we have investigated a variety of alternative structures. Some alternatives include the following:

- A combined associate dean and director of summer sessions position overseeing summer session and student services, plus a new director of administrative services overseeing support services,
- A combined associate dean and director of credit programs position, overseeing the new summer session unit, credit programs, and student services, plus a new director of administrative services overseeing support services,
- Converting the associate dean position to an assistant dean for administration to oversee all support services, plus the creation of a summer session unit,
- Creating a new E&M position: director of administration and operations, freeing the associate dean to focus more on new program development,
- Having International Programs, Community Programs, Administrative Services, Computer Services, and Student Services reporting to the associate dean, and the new summer sessions, credit programs, and marketing reporting to the dean,
- Creating new units for online programs and for pre-college programs, and
- Having all program specialists (specialist faculty) report to the associate dean, along with student services; the specialist would then be assigned to projects and programs within the program units, much like consultants.

Note that constant over all of the alternatives were the creation of a separate summer sessions unit and the reporting of marketing directly to the dean.

D. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.

The creation of a separate summer sessions unit will improve relationships with UHM colleges, by providing a single unit within Outreach College for developing a portfolio of summer programs. With a staff solely focused on summer, the College can more quickly work with other colleges to expand the summer offerings in a coordinated manner.

By merging of Credit Programs and Professional Programs, Outreach College will better be able to work with other UHM colleges and departments on an integrated approach to

professional education and personal enrichment programs. The opportunities for new professional programs, both for and not for credit, are well recognized across UHM. The new Continuing & Professional Programs unit will provide the mechanism for effectively investigating and capitalizing on those opportunities.

- E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

The reorganization will impact, to some degree, most everyone in Outreach College. The College has two standing, monthly meetings, one with all of the unit heads and one with the heads of the program units. Over the past several years, the reorganization of the College has been discussed at numerous of these meetings, with quite a bit of discussion over the past year.

Program specialist, who are specialist faculty, in the College's program units work on the development and offering of all programs. The dean has met with individual units and with the faculty as a whole to discuss alternatives for reorganization. Similarly, meetings were held with only the APT and civil service staff.

The only major issue of concern raised was with the proposal to have the program specialist reporting to the associate dean and assigned out to program units on a program basis. Some faculty were concerned about possible ambiguity in the reporting structure. Because of these concerns, this part of the reorganization was dropped from the proposal.

After initial consultation, both UHPA and Mānoa Faculty Senate indicated opposition to the supervisory structure proposed of APT C band Directors over Specialist Faculty in the created and merged units. We have removed that item from this revised proposal, and while the unit changes created in the original proposal remain, the Chairs of the units will remain appointed from the Specialist Faculty positions and supervisory APT Directors are removed from this proposal.

- F. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and how the reorganization will minimize confusion over authority, roles, and responsibilities.

The major benefits achieved by this reorganization are an improved ability of the Outreach College to effectively respond to changes in the continuing and professional education markets, and simplified channels of communication between the College and its partners within the University and in the local community. The expected net result of the reorganization will be an increase in the number of programs offered and a better fit between the programs and the needs of students and professional communities.

### **III. IMPACT ON RESOURCES AND THE UNIVERSITY**

Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University.

**A. Impact on budget resources:**

1. Provide a realistic assessment of the estimated annual and future cost or savings of the reorganization taking into account such factors as proposed position re-descriptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

The only additional cost of the reorganization is the salary for the new Director of Academic Support Services. As an APT Band C position, it has a minimum salary of \$65,568 plus 62.49% fringe rate. As such, the estimated cost of the reorganization totals \$106,541 and will be covered through reallocation of existing special fund resources within the college. By allowing the College to more quickly design and offer programs that meet market demands, we anticipate an increase in special fund revenues to cover the additional cost for the salary of the new Director of Academic Support Services

2. Are additional funds needed? If so, how will the cost of the reorg be funded?

No additional funds are needed. The College receives no state general funds and is self-supporting on the special funds it generates. Additional salary cost for the new Director of Academic Support Services will be covered through reallocation of existing resources within the college.

**B. Impact on operational resources:**

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

No anticipated impacts on faculty and staff responsibilities. No duties or responsibilities will be changed with this reorganization, but positions are being moved into new or consolidated units.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?

- Only one additional APT position is needed for the reorg, the Director of Academic Support Services. As noted on the current organizational chart for the College, the responsibilities of that position are currently being performed by the Associate Dean and we seek to separate the duties. An existing vacant position count will be used for this position that is not currently allocated into a program unit.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?

No reduction in faculty/staff.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Please see the attached form "Allocated and Authorized BJ/BT Positions Impacted by the Reorganization."

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

The Office of Academic Support Services will report to a new APT director rather than the interim associate dean. No changes in the span of control. This change will allow the associate dean to take a greater role in the academic affairs and program development and assessment in the College.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? Explain outcome.

No additional space is being requested.



# **AUTHORIZED BJ/BT POSITIONS IMPACTED BY THE REORG**

**University of Hawai'i at Mānoa**  
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

UHM Attachment 3

Program Title: Outreach College

Item No.	Chart No.(s)	Affected Position No.(s)	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)		Basis for Change/ Impact on Position
			From:	To:	
1	Chart I	24871	Secretary II, SR14 (V)		Abolish
2	Chart I	15140	Secretary II, SR14 (V)		Abolish
3	Chart I	24870	Office Assistant III, SR08 (V)		Abolish
4	Chart I	83558	Specialist Faculty (F) CREDIT PROGRAMS Org Code: MACROR	SUMMER SESSIONS Org Code: TBD	Move to new unit
5	Chart I	85173 85178 85312	Specialist Faculty (F) Specialist Faculty (F) Specialist Faculty (F) CREDIT PROGRAMS Org Code: MACROR	CONTINUING AND PROF PROGRAM Org Code: TBD	Merger of 2 units (Credit Program and Professional Prog) into new unit
6	Chart I	15062 82784T	Secretary II, SR14 (F) Specialist Faculty (F) PROFESSIONAL PROGRAMS Org Code: MANONC	CONTINUING AND PROF PROGRAM Org Code: TBD	Merger of 2 units (Credit Program and Professional Prog) into new unit
7	Chart I	80758T	Instr & Student Sup Sp, PBA (F) Org Code MANONC	Org Code MAINOR	Change in unit (Chart update only)
8	Chart I	99048F 99049F	New Allocation	Specialist Faculty (F) SUMMER SESSIONS Org Code: TBD, Pos No. 83565	Fallback position for EM Interim Associate Dean
9	Chart I	80534	Specialist Faculty (V)		Abolish
10	Chart I	89066	Associate Dean (V) Footnote		Use count to establish Posn No. 81729, see Item #11
11	Chart I	81729		Program Manager (V) Footnote	Count from Posn No. 89066, see Item #10
12	Chart II	85311	Director  Org Code: MAAAOR	Director, PBC (V)  Org Code: MAAAOR, Pos No. 81728	Removing "temporarily performed by Associate Dean"
13	Chart II	16955	Secretary II, SR14 (F) Org Code: MAAAOR	Org Code: MADNOR	Change in unit
14	Chart II	80757	Student Svcs Specialist, PBB (F) Org Code MASSOR	Org Code MAINOR	Change in unit (Chart update only)
15	Chart II	81837	Student Svcs Specialist, PBB (F)		Change in supervisor
16	Chart II	80168	Student Svcs Specialist, PBB (F)		Change in supervisor
17	Chart I	21281	Office Assistant III, SR08 (F) Org Code MASSOR	Org Code MADNOR	Change in unit
18	Chart II	17425	Office Assistant IV, SR10 (V)		Abolish
19	Chart II	80352 81851	IT Specialist, PBB (F) Network Specialist, PBB (F) COMMUNICATION SERVICES Org Code: MACSOR	COMPUTER & DATA SERVICES Org Code: TBD	Creation of new unit
20	Chart II	77522	Marketing Specialist, PBB (F) Associate Dean	Dean	Change in supervisor
21	Chart II	81968	Educational Specialist, PBB (F)		
22	Chart I		COMMUNICATION SERVICES Org Code: MACSOR	MARKETING SERVICES Org Code: MACSOR	Rename unit, move to Chart I

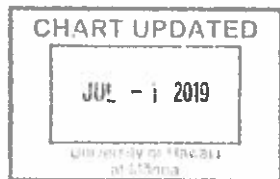
Administrator's Signature, Name and Title \_\_\_\_\_

Date \_\_\_\_\_

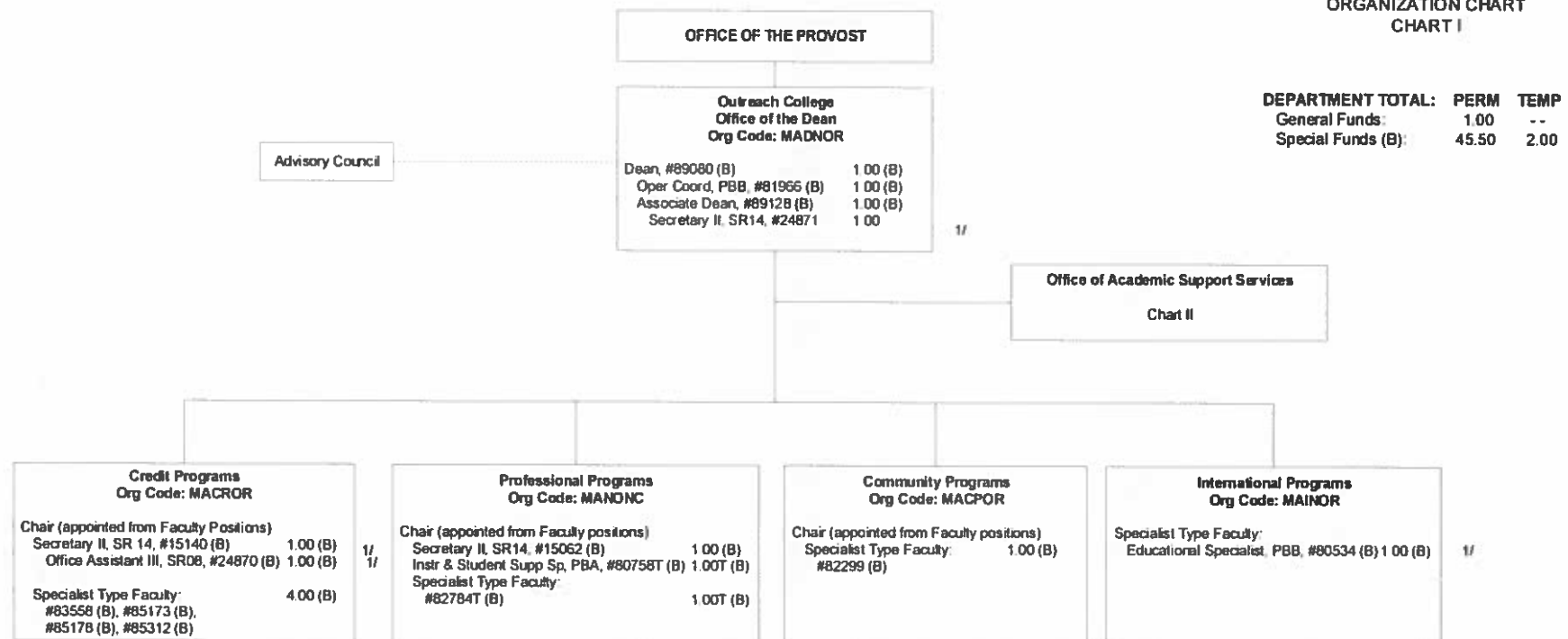
Telephone Number \_\_\_\_\_

HR Review \_\_\_\_\_  
OFA Review \_\_\_\_\_

# CURRENT ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE PROVOST  
OUTREACH COLLEGE  
ORGANIZATION CHART  
CHART I



DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	1.00	--
Special Funds (B):	45.50	2.00

1/ Secretary II, Office Assistant III and Educ Spec abolished, pending establishment.

Reallocated positions pending establishment 11.00(B) FTE: 12454(B), 85311(B), 89066(B), 94025F(B), 99034F(B)-99047F(0.50)(B)

Abolished special fund positions: 10110(B), 13854(B), 21626(B), 39572(B), 42936(0.50) (B), 24870 (B)

CHART TOTAL:	PERM	TEMP
General Funds:	1.00	--
Special Funds (B):	27.50	2.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE PROVOST  
OUTREACH COLLEGE

FUNCTIONAL STATEMENT

**OFFICE OF THE DEAN – Org Code: MADNOR**

This Office plans, organizes, directs, evaluates and controls the programs of the Outreach College. In addition to representing the College in community meetings and other events, this Office is also responsible for the following:

- Provides leadership to the College.
- Establishes program priorities.
- Oversees the development and evaluation of programs which are consistent with the mission of the College.
- Coordinates Mānoa course offerings on and off campus, including University Centers. Develops new programs, courses, and instructional initiatives in cooperation with University units and the Outreach College's programs. Works and coordinates with these same units in developing and/or modifying both credit and non-credit courses of instruction, events, and conferences.
- Provides leadership and cooperation in distance learning and outreach for the University of Hawai'i at Mānoa.
- Directs staff and program coordinators to assure that functions and missions assigned to the College are carried out.
- Sets internal policy for the College.
- Establishes policies and procedures based on Board of Regents and University of Hawai'i's policies.
- Represents the College in meetings of the Deans and Directors and in other administrative activities such as legislative hearings, meetings with internal and external agencies to solve College problems, and at events in which the College is a participant.
- Manages the College's funds (General, Special, and Revolving funds) to insure the solvency of its operations and programs.
- Participates in fund raising for and on behalf of the College.
- Validates the academic content of courses of instruction to ensure conformance with University policy. For instruction and institutes in the Credit Programs, collaborates with the University's colleges, schools, departments, institutes and programs which propose and approve their courses and instructors. For Professional Programs, Community Programs, and the International Programs, this office verifies the course and program content with the program coordinators.
- Reviews and verifies the academic qualifications of faculty and instructors in all programs of instruction in conjunction with the appropriate academic unit in the University or within the Outreach College.

- Coordinates scheduling, logistical and administrative support for instruction within the Outreach College and between the University administrators and the Outreach College's academic support staff.
- Supports University of Hawai'i at Mānoa units in helping to monitor and meet accreditation requirements.

#### **ADVISORY COUNCIL**

The Advisory Council provides counsel and guidance to the Dean on the setting of policy, on program planning, and on all other activities of the College. Areas of interest for the Council will include, but will not be limited to, outreach distance learning, fund raising, liaison with academic programs, and relations with the wider community. The Council also assists the Dean in the assessment and evaluations of College programs.

The Council will consist of member representatives of University colleges, departments, students, alumni, and other community organizations. When needed, the College Advisory Council will create subcommittees to deal with specific concerns.

#### **CREDIT PROGRAMS – Org Code: MACROR**

Under the general direction of the Dean, offers credit courses and programs during days and evenings throughout the year, including two terms of the summer session. Offerings are regularly approved University courses as well as any new or experimental courses proposed by academic units and approved by the University. The Outreach College offers credit courses for special programs; targeted student populations; on campus accelerated credit programs; and outreach programs through the University Centers on neighbor islands. In addition, coordinates all distance learning credit activity for the Mānoa campus. Specific functions for the Credit Programs include:

- Collaborate/negotiate degree program offerings to ensure degree requirements;
- Coordinate courses and registration with Academic Support Services;
- Provide special institutes and courses during the summer (e.g. archaeology on-site courses, historic preservation institutes, etc.) and accelerated credit courses throughout the year;
- Oversee marketing of courses;
- Ensure the quality of instruction through orienting instructors to different modes of delivery and evaluation of courses and instructors;
- Provide administrative support to instructors; including the ordering of textbooks, duplication of course materials and dissemination to sites; and the processing of fiscal documents, e.g., contracts, travel, memoranda of agreement, purchase orders, rental agreements for off-campus classrooms;
- Monitor courses, serving as ombudsman between students and instructors/departments;
- Monitor budget for each credit program; and
- Facilitate and promote the use of distance technology in course development and delivery.

#### **PROFESSIONAL PROGRAMS – Org Code: MANONC**

Under the general direction of the Dean, offers both professional and special programs scheduled throughout the year--fall, spring, and summer terms. These courses are primarily in continuing lifelong education for professional, personal and career development, personal enrichment, and community interest. The program determines the courses and programs to be offered, acquires and manages resources that support the programs, develops courses and curricula, reviews qualified instructors, develops course and information materials, initiates employment contracts and related forms, schedules the classes, and facilitates their delivery through traditional and non-traditional methods, including distance learning technologies, publicizes the programs, procures and distributes textbooks, assists in the conduct of registration, counsels and advises instructors and students, and monitors and evaluates programs.

The functions described above apply to the following distinct programs and other programs to be developed in response to market demands:

- Accelerated Non-Credit Course Program: Regularly scheduled (three-times-a-year) non-credit course offerings on campus;
- Non-Credit Special Program: A program of non-credit courses and activities that do not fit the regularly scheduled program;
- Continuing Education for Professionals Program: A program that provides a series of non-credit programs for professionals to stay abreast of changes in their field of employment;
- Small Business Management Program: A program designed to meet the continuing education needs of the small business community, which offers practical management training opportunities for the development of managerial skills; and
- Certificate Programs: Programs are provided to meet community demand and have been provided in real estate, entrepreneurship, and management.

#### **COMMUNITY PROGRAMS – Org Code: MACPOR**

Under the general direction of the Dean, provides a variety of community programs and services geared to the needs and interests of diverse groups throughout the State and the Pacific Basin such as:

- Cultural and aesthetic education for lifelong enrichment activities--dance, drama, literary, film, and music events presented throughout the academic year and summer in cooperation with University faculty, state agencies, and other organizations;
- Experimental and on-going programs, throughout the year in oratory, music, dance, drama, and film that will enhance the individual's opportunity to gain reliable knowledge and further cultivate an appreciation for the arts; and
- Resources for the communities of the neighbor islands for cultural, economic and social development.

The following services are also provided to ensure successful execution of the various programs:

- Negotiation of service contracts to enable contractors to perform at their optimum while protecting the interests of the University;

- Location of suitable facilities and venues for events and classes held in connection with events;
- Cooperative links with credit and non-credit programs and courses in the Outreach College to utilize various artists and performers contracted by the Community Services unit;
- Identification of community needs in the area of community services and identification of potential funding and providers that can be brought together to present these events; and
- Preparation of educational materials at the elementary, secondary and college levels for workshops and educational presentations that are connected with the main events put on by the Community Services Office.
- Facilitation and promotion of the use of distance technology in course development and delivery.

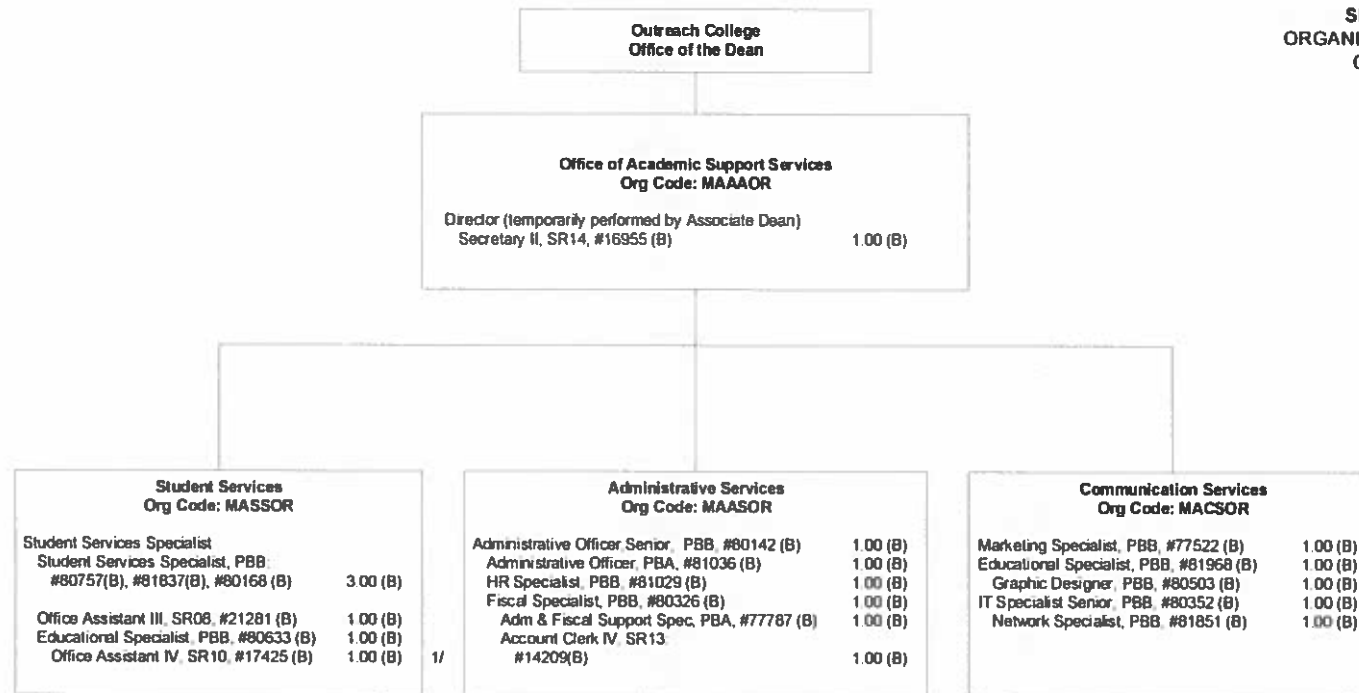
#### **INTERNATIONAL PROGRAMS – Org Code: MAINOR**

Under the general direction of the Dean, this program offers primarily (but not limited to) non-credit offerings in the area of Second Language Acquisition (English as a Second Language), seminars, and special classes for foreign students. The Office of International Programs:

- Conducts intensive courses in English to provide foreign students with intensive instruction in English and American culture, with emphasis on oral communication;
- Conducts special English programs, both short and long term, to meet the unique needs of students from foreign educational institutions or businesses desiring to learn English while experiencing American culture;
- Conducts international programs to give professionals abroad exposure to current American perspectives and practices in their areas of study or profession, such as social work, teaching ESL, or business practices; and
- Facilitates and promotes use of distance technology in course development and delivery.



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE PROVOST  
OUTREACH COLLEGE  
OFFICE OF ACADEMIC SUPPORT  
SERVICES  
ORGANIZATION CHART  
CHART II



1/ Office Assistant IV abolished, pending establishment.

CHART TOTAL: PERM TEMP  
Special Funds (B): 18.00 -

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE PROVOST  
OUTREACH COLLEGE  
OFFICE OF ACADEMIC SUPPORT SERVICES

**FUNCTIONAL STATEMENT**

**OFFICE OF ACADEMIC SUPPORT SERVICES – Org Code: MAAAOR**

Under the general direction of the Associate Dean of the College, provides for the administrative support of the College through several units: Student Services, Administrative Services, and Communication Services. The major functions of the Office of Academic Support Services are:

- Coordinates the financial management of programs, including the preparation of expenditure plans, financial statements and reports, the maintenance of accounting records, and the processing of purchase orders, contracts and other fiscal documents;
- Provides financial planning for the College, including the analysis and preparation of the budget and recommendations on revenue and expenditure flow;
- Submits the College budget to the Dean;
- Manages the personnel functions of the College;
- Reviews the financial implications of program policies and operations and recommends courses of action to the Dean;
- Coordinates the development and implementation of procedures for the provision of student academic support services for all students enrolled in the Outreach College's on and off campus courses, and the delivery of orientation and advising services;
- Administers academic advising for the Outreach College's students, reviewing student academic records and taking academic actions in compliance with campus policies; and
- Provides efficient and responsive administrative support to the Outreach College's programs, including communication systems, college admission eligibility and registration, marketing, record-keeping, distance learning technology, and other services as needed.

**STUDENT SERVICES – Org Code: MASSOR**

Under the general direction of the Associate Dean of the College, provides advising, admission and records services to the Outreach College's students.

Advising services includes:

- Academic advising and orientation of unclassified graduate and undergraduate students, and those who are taking year-round courses from the Outreach College;
- Handling academic problems and actions for UH Mānoa unclassified students and those taking the Outreach College's classes;

- Developing orientation for new instructors in the College;
- Maintaining grade reporting system;
- Managing student records for credit and non-credit courses offered through the Outreach College;
- Trouble-shooting student eligibility problems and referring them to the proper office for action; and
- Carrying out student-related research for the rest of the College, using the student and registration records.

Admission and Records services include:

- Developing information support services, providing accurate and timely information about programs, institutes, public events and course schedules;
- Determining admissions eligibility and residency status of students registering for courses delivered through the Outreach College;
- Coordinating room schedules for classes and working with the University scheduler at other times to provide facilities for College courses and events;
- Maintaining registration services, including telephone, web-site, on-site and walk-ins; and
- Managing all admissions, residency and registration records required by University policy.

#### **ADMINISTRATIVE SERVICES – Org Code: MAASOR**

Under the general direction of the Associate Dean of the College, provides support in budget, fiscal operations, accounting and reporting, personnel, and program and institute administration. Computer-support (software) programs for all administrative services (budget, fiscal, accounting and reporting, and personnel) are developed and operated in conjunction with the College's Communication Services.

Budgeting Services include:

- Preparation of biennial and annual budgets;
- Budgetary controls; and
- Preparation of quarterly expenditure plans.

Fiscal Services include:

- Supervision of administration personnel in the College's business office;
- Procurement functions;
- Cashiering functions;
- Payroll functions;
- Internal fiscal controls.

Accounting and Reporting services include:

- The Outreach College's accounting and reporting system;
- Preparation, analysis, and review of quarterly and periodic financial statements;
- Accounts management;
- Disbursement accounts receivable functions;
- Information analysis for financial management; and
- Property inventory and control.

Personnel services include:

- Recruitment;
- Hiring;
- Classification and reclassification of positions;
- Pre-auditing of personnel documents prior to submission to the University Office of Human Resources or Disbursing.
- Ensures compliance with collective bargaining contracts, Civil Service and other State and Federal laws and rules, and University policies pertaining to College employees and hires; and
- Maintenance of personnel record and personnel actions forms for College employees and hires;
- Advice on immigration, visas, and international agreements.

Administrative services to programs and institutes include:

- Fiscal and administrative coordination with external units;
- Administrative support to institute and program coordinators/principal investigators with budgets and applications for contracts and grants.
- Work with the Office of Research Services (ORS), and granting agencies on procedures for administering and reporting of grants;
- Negotiation of contracts and agreements, including service agreements for housing, travel and transportation as needed; and
- Analyses of program viability/profitability, cost containment, and fiscal management.

#### **COMMUNICATION SERVICES – Org Code: MACSOR**

Under the general direction of the Associate Dean of the College, promotes the mission of the Outreach College through all forms of media. These include print, radio, television, and all other electronic telecommunications. The major functions of the unit are:

- Produces informational and advertising materials for media dissemination, including contracted media and marketing services, to publicize and market the College's educational and community programs;

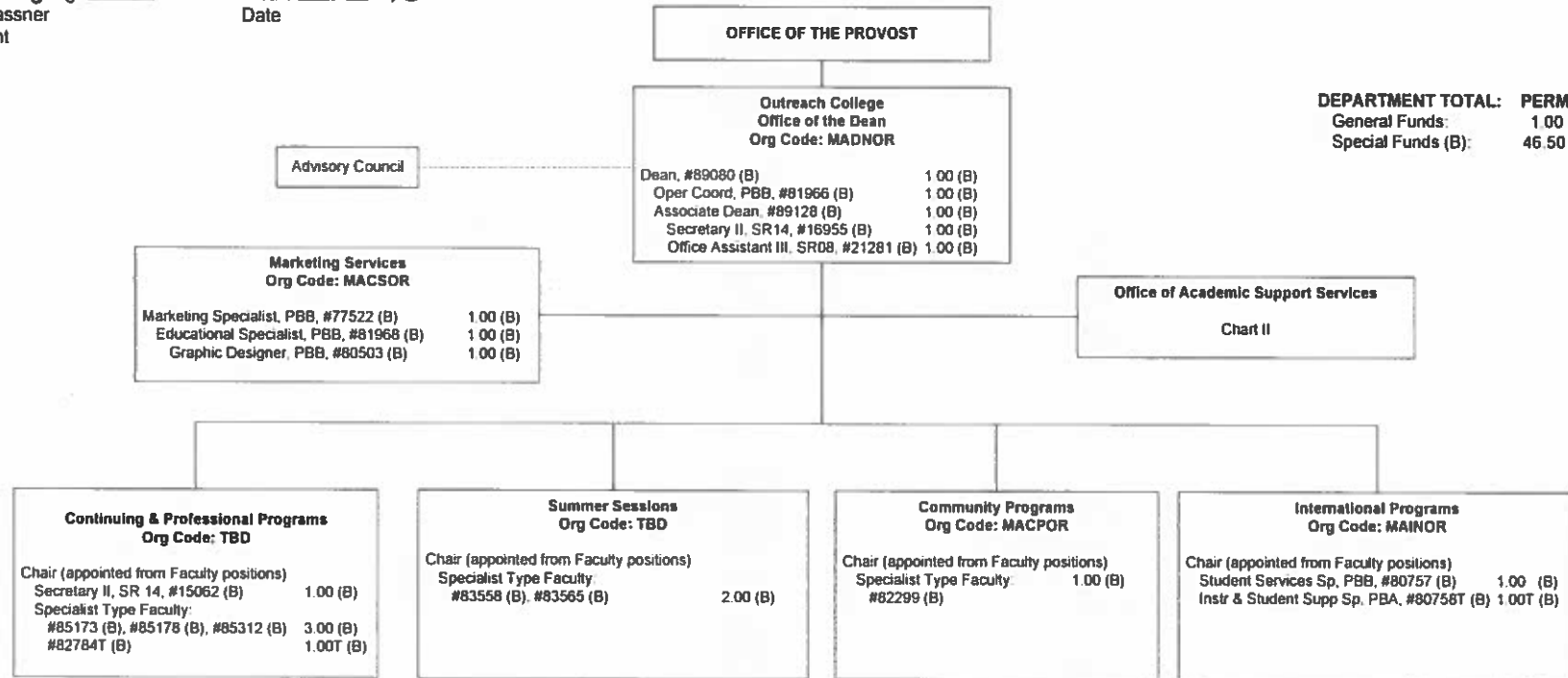
- Develops, maintains, and improves computer and electronic media networks to meet the Outreach College's educational, administrative and fiscal needs. These include the establishment and maintenance of hardware systems; purchase, installation, updating and replacement of software programs; and the development (creation) of software programs, such as databases, necessary to meet the particular needs of the College;
- Responsible for the local area communication network for the Outreach College, which consists of its computer network and software programs for administration, fiscal, accounting, and general communications;
- Assists in the development of distance education via electronic media, with courses offered through Web and the Internet.
- Coordinates programs with appropriate University communications units (External Affairs and University Relations, Information Technology Services, etc.).

# **PROPOSED ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS**

PROPOSED

APPROVED:  23 Jan 2020  
 David Lassner  
 President

STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 UNIVERSITY OF HAWAII AT MANOA  
 OFFICE OF THE PROVOST  
 OUTREACH COLLEGE  
 ORGANIZATION CHART  
 CHART I



DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	1.00	--
Special Funds (B):	46.50	2.00

Abolished general fund position #24871 (1.00 FTE)

Reallocated positions pending establishment 10.00(B) FTE: 12454(B), 81729 (B), 94025F(B), 99034F(B)-99047F(0.50)(B)

Abolished special fund positions 8.50 (B) FTE: 10110(B), 13854(B), 15140(B), 17425(B), 21626(B), 24870(B), 39572(B), 80534(B), 42936(0.50) (B)

CHART TOTAL:	PERM	TEMP
General Funds:	1.00	--
Special Funds (B):	34.50	2.00

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
OUTREACH COLLEGE

PROPOSED:  
  
David Lassner  
President

23 Jan 2020  
Date

**FUNCTIONAL STATEMENT**

**OFFICE OF THE DEAN -- Org Code: MADNOR**

This Office plans, organizes, directs, evaluates and controls the programs of the Outreach College. In addition to representing the College in community meetings and other events, this Office is also responsible for the following:

- Provides leadership to the College.
- Establishes program priorities.
- Oversees the development and evaluation of programs that are consistent with the mission of the College.
- Coordinates Mānoa course offerings on and off campus, including University Centers. Develops new programs, courses, and instructional initiatives in cooperation with University units and the Outreach College's programs. Works and coordinates with these same units in developing and/or modifying both credit and non-credit courses of instruction, events, and conferences.
- Provides leadership and cooperation in distance learning and outreach for the University of Hawai'i at Mānoa.
- Directs staff and program coordinators to assure that functions and missions assigned to the College are carried out.
- Sets internal policy for the College.
- Establishes policies and procedures based on Board of Regents and University of Hawai'i's policies.
- Represents the College in meetings of the Deans and Directors and in other administrative activities such as legislative hearings, meetings with internal and external agencies to solve College problems, and at events in which the College is a participant.



- Manages the College's funds (General, Special, and Revolving funds) to insure the solvency of its operations and programs.
- Participates in fund raising for and on behalf of the College.
- Validates the academic content of courses of instruction to ensure conformance with University policy and standards. For courses and programs offered for credit, collaborates with the University's colleges, schools, departments, and institutes to offer and approve courses and instructors. For non-credit courses and programs, works with University's colleges and with external organizations and professional associations to offer courses and programs that meet educational demands and conform to University and professional standards.
- Reviews and verifies the academic qualifications of faculty and instructors in all programs of instruction in conjunction with the appropriate academic unit in the University, within the Outreach College, or with external professional associations.
- Coordinates scheduling, logistical and administrative support for instruction within the Outreach College and between the University administrators and the Outreach College's academic support staff.
- Supports University of Hawai'i at Mānoa units in helping to monitor and meet accreditation requirements.

### **ADVISORY COUNCIL**

The Advisory Council provides counsel and guidance to the Dean on the setting of policy, on program planning, and on all other activities of the College. Areas of interest for the Council will include, but will not be limited to, outreach distance learning, fund raising, liaison with academic programs, and relations with the wider community. The Council also assists the Dean in the assessment and evaluations of College programs.

The Council will consist of member representatives of University colleges, departments, alumni, and local business and community organizations. When needed, the College Advisory Council will create subcommittees to deal with specific concerns.

### **CONTINUING & PROFESSIONAL PROGRAMS – Org Code: TBD**

Under the general direction of the Dean, this unit offers credit and noncredit continuing education and professional courses and programs throughout the year. With the goal of servicing student populations that cannot, or prefer not to, attend credit programs offered

on campus during the regular Fall/Spring term schedules, this unit offers a broad spectrum of programs, including, professional masters programs, online undergraduate degree completion programs, noncredit certificate programs, and short-term noncredit courses and workshops. All credit offerings consist of approved UHM courses and are offered in partnership with UHM academic colleges. Noncredit offerings may be offered in cooperation with or independent of UHM academic units.

Specific functions for Continuing & Professional Programs include the following:

- Work with UHM academic units to determine the demand for continuing and professional programs and the design of such programs, including conformance to degree and accreditation requirements;
- Plan and manage the logistics of course and program offerings to ensure they are done in a highly professional manner;
- Establish and maintain relationships with organizations and firms in the local community to allow the College to offer programs that meet the community's educational needs;
- Coordinate the offering of courses and the registration process with Academic Support Services;
- Coordinate with Marketing Services on market research for and the promotion of courses and programs;
- Ensure the quality of instruction through orienting instructors to different modes of delivery and evaluation of courses and instructors;
- Provide administrative support to instructors; including the ordering of textbooks, dissemination of course materials; and the processing of fiscal documents, e.g., contracts, travel, memoranda of agreement, purchase orders, rental agreements for off-campus classrooms;
- Establish and monitor budgets for courses and programs; and
- Facilitate and promote the use of distance learning technologies in course development and delivery.

### **SUMMER SESSIONS – Org Code: TBD**

Under the general direction of the Dean, offers credit courses and special programs during the two summer terms with the dual goals of providing UHM students with options to meet their educational aspirations and providing visiting students with interesting opportunities

that will attract them to UHM during the summer. Credit offerings consist of approved University courses and are offered in partnership with UHM academic colleges.

Specific functions of Summer Sessions include the following:

- Work with UHM academic units to determine the demand for summer courses that will facilitate student success;
- Coordinate the offering of courses and the registration process with Academic Support Services;
- Provide special institutes and courses during the summer, such as field study courses, science programs for pre-college students, study abroad programs for foreign students, and summer internships.
- Coordinate with Marketing Services on market research for and the promotion of summer courses and programs;
- Develop and coordinate special events on campus during the summer, such as, the Kids First! Film Festival, sustainability day, and social events for summer students and the community;
- Ensure the quality of instruction through orienting instructors to different modes of delivery and evaluation of courses and instructors;
- As needed, provide administrative support to instructors;
- Monitor courses, serving as ombudsman between students and instructors/departments;
- Plan and monitor the budget for summer courses and programs; and
- Work with Administrative Services to produce a final Summer Revenue Report by October 1 each year.

### **COMMUNITY PROGRAMS – Org Code: MACPOR**

Under the general direction of the Dean, provides a variety of community programs and services geared to the needs and interests of diverse groups throughout the State and the Pacific Basin such as:

- Cultural and aesthetic education for lifelong enrichment activities--dance, drama, literary, film, and music events presented throughout the academic year and summer in cooperation with University faculty, state agencies, and other organizations;

- Experimental and on-going programs, throughout the year in oratory, music, dance, drama, and film that will enhance the individual's opportunity to gain reliable knowledge and further cultivate an appreciation for the arts; and
- Resources for the communities of the neighbor islands for cultural, economic and social development.

The following services are also provided to ensure successful execution of the various programs:

- Negotiation of service contracts to enable contractors to perform at their optimum while protecting the interests of the University;
- Location of suitable facilities and venues for events and classes held in connection with events;
- Cooperative links with credit and non-credit programs and courses in the Outreach College to utilize various artists and performers contracted by the Community Services unit;
- Identification of community needs in the area of community services and identification of potential funding and providers that can be brought together to present these events; and
- Preparation of educational materials at the elementary, secondary and college levels for workshops and educational presentations that are connected with the main events put on by the Community Services Office.
- Facilitation and promotion of the use of distance technology in course development and delivery.

### **INTERNATIONAL PROGRAMS – Org Code: MAINOR**

Under the general direction of the Dean, this program offers a range of programs for foreign students and visitors, primarily focused on, but not limited to, non-credit English language training. The Office of International Programs:

- Conducts intensive courses in English to provide foreign students with intensive instruction in English and American culture, with emphasis on oral communication;

- Conducts special English programs, both short and long term, to meet the unique needs of students from foreign educational institutions or businesses desiring to learn English while experiencing American culture;
- Conducts international programs to give students and professionals from abroad exposure to current American perspectives and practices in their areas of interest, study or profession, such as social work, health care, teaching ESL, or business practices;
- Works with UHM academic colleges to deliver pathway programs for foreign students wishing to enter undergraduate and graduate degree programs; and
- Works with UHM colleges and departments to design and deliver short-term programs for groups of foreign visiting students and faculty.

### **MARKETING SERVICES – Org Code: MACSOR**

Under the general direction of the Dean, provides marketing services to the College spanning strategic marketing, market research, audience development, creative services, and community outreach. Also, provides support for and oversight of external communications. The major functions of the unit are:

- Works with the Dean's Office to develop marketing strategies for the College;
- Works with program units in the college to develop marketing strategies for current and planned programs;
- Produces informational and promotional materials for media dissemination, including contracted media and marketing services, to publicize and promote the College's educational and community programs;
- Oversees the Colleges web assets and develops social media strategies to ensure quality and adherence to College standards and governmental regulations, such as ADA requirements;
- Works with units within the College on the crafting of external communications;
- Reviews external communications to ensure quality and adherence to College standards; and

- Coordinates with appropriate University communications units, such as, External Affairs and University Relations, alumni associations, and Information Technology Services.

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
OFFICE OF THE PROVOST  
OUTREACH COLLEGE  
OFFICE OF ACADEMIC SUPPORT  
SERVICES  
ORGANIZATION CHART  
CHART II

APPROVED  
*David Lassner* 23 Jan 2020  
David Lassner  
President

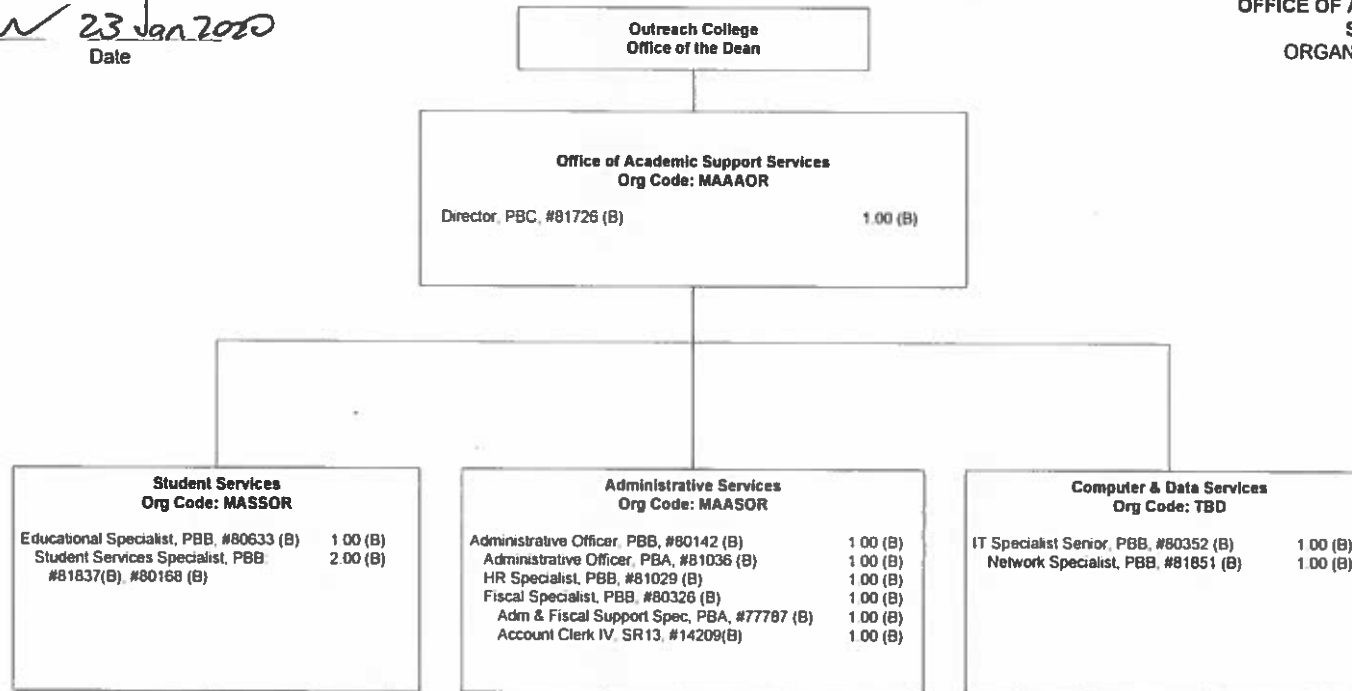
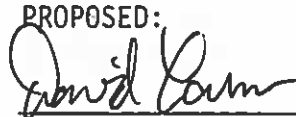


CHART TOTAL: PERM TEMP  
Special Funds (B): 12.00 --

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE PROVOST  
OUTREACH COLLEGE  
OFFICE OF ACADEMIC SUPPORT SERVICES

PROPOSED:  
  
David Lassner  
President  
23 Jan 2022  
Date

**FUNCTIONAL STATEMENT**

**OFFICE OF ACADEMIC SUPPORT SERVICES – Org Code: MAAAOR**

Under the general direction of the Dean, provides for the administrative support of the College through several units: Student Services, Administrative Services, and Computer & Data Services. The major functions of the Office of Academic Support Services are:

- Coordinates the financial management of programs, including the preparation of expenditure plans, financial statements and reports, the maintenance of accounting records, and the processing of purchase orders, contracts and other fiscal documents;
- Provides financial planning for the College, including the analysis and preparation of the budget and recommendations on revenue and expenditure flow;
- Submits the College budget to the Dean;
- Manages the personnel functions of the College;
- Reviews the financial implications of program policies and operations and recommends courses of action to the Dean;
- Coordinates the development and implementation of procedures for the provision of student academic support services for all students enrolled in the Outreach College's on and off campus courses, and the delivery of orientation and advising services;
- Administers academic advising for the Outreach College's students, reviewing student academic records and taking academic actions in compliance with campus policies; and
- Provides efficient and responsive administrative support to the Outreach College's programs, including communication systems, college admission eligibility and registration, marketing, record keeping, distance learning technology, and other services as needed.



## **STUDENT SERVICES – Org Code: MASSOR**

Under the general direction of the Director of the Office of Academic Support Services, provides advising, admission and records services to the Outreach College's students.

Advising services includes:

- Academic advising and orientation of unclassified graduate and undergraduate students, and those who are taking year-round courses from the Outreach College;
- Handling academic problems and actions for UH Mānoa unclassified students and those taking the Outreach College's classes;
- Developing orientation for new instructors in the College;
- Maintaining grade reporting system;
- Managing student records for credit and non-credit courses offered through the Outreach College;
- Trouble-shooting student eligibility problems and referring them to the proper office for action; and
- Carrying out student-related research for the rest of the College, using the student and registration records.

Admission and Records services include:

- Developing information support services, providing accurate and timely information about programs, institutes, public events and course schedules;
- Determining admissions eligibility and residency status of students registering for courses delivered through the Outreach College;
- Coordinating room schedules for classes and working with the University scheduler at other times to provide facilities for College courses and events;
- Maintaining registration services, including telephone, web-site, on-site and walk-ins; and
- Managing all admissions, residency and registration records required by University policy.

## **ADMINISTRATIVE SERVICES – Org Code: MAASOR**

Under the general direction of the Director of the Office of Academic Support Services, provides support in budget, fiscal operations, accounting and reporting, personnel, and program and institute administration. Computer-support (software) programs for all administrative services (budget, fiscal, accounting and reporting, and personnel) are developed and operated in conjunction with the College's Communication Services.

### **Budgeting Services include:**

- Preparation of biennial and annual budgets;
- Budgetary controls; and
- Preparation of quarterly expenditure plans.

### **Fiscal Services include:**

- Supervision of administration personnel in the College's business office;
- Procurement functions;
- Cashiering functions;
- Payroll functions;
- Internal fiscal controls.

### **Accounting and Reporting services include:**

- The Outreach College's accounting and reporting system;
- Preparation, analysis, and review of quarterly and periodic financial statements;
- Accounts management;
- Disbursement accounts receivable functions;
- Information analysis for financial management; and
- Property inventory and control.

### **Personnel services include:**

- Recruitment;

- Hiring;
- Classification and reclassification of positions;
- Pre-auditing of personnel documents prior to submission to the University Office of Human Resources or Disbursing.
- Ensures compliance with collective bargaining contracts, Civil Service and other State and Federal laws and rules, and University policies pertaining to College employees and hires; and
- Maintenance of personnel record and personnel actions forms for College employees and hires;
- Advice on immigration, visas, and international agreements.

Administrative services to programs and institutes include:

- Fiscal and administrative coordination with external units;
- Administrative support to institute and program coordinators/principal investigators with budgets and applications for contracts and grants.
- Work with the Office of Research Services (ORS), and granting agencies on procedures for administering and reporting of grants;
- Negotiation of contracts and agreements, including service agreements for housing, travel and transportation as needed; and
- Analyses of program viability/profitability, cost containment, and fiscal management.

### **COMPUTER & DATA SERVICES – Org Code: TBD**

Under the general direction of the Director of the Office of Academic Support Services, provide information technology support and data services to the College. The major functions of the unit are:

- Develops, maintains, and improves the College's computers and network infrastructure to meet the College's educational, administrative and fiscal needs. These include the establishment and maintenance of hardware systems; purchase, installation, updating and replacement of software programs; and the development of software database systems;

- Coordinates with the University's Information Technology Services unit where necessary for the maintenance of the College's information infrastructure and systems;
- Provides technical assistance to the College's staff in gathering, analyzing, and reporting data needed for operational and programmatic support;
- Liaisons with vendors of information systems purchased or leased by the College and provides technical support to the College for these systems;
- Assists in the development of distance education programs.

## LETTERS AND RESPONSES



UNIVERSITY  
of HAWAII  
MĀNOA

Outreach College  
Office of the Dean

January 28, 2019

Kristeen Hanselman, Executive Director  
University of Hawai'i Professional Assembly  
1017 Palm Drive  
Honolulu, HI 96814

Dear Ms. Hanselman:

The University of Hawai'i is proposing a reorganization of Outreach College at the University of Hawai'i at Mānoa and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts we have loaded the proposal and documents onto the UHM website at:

[http://manoa.hawaii.edu/ovcafo/neworg\\_charts/index.html](http://manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Your comments on the proposal would be appreciated by March 14. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 808-956-8866 or [chismar@hawaii.edu](mailto:chismar@hawaii.edu). Mahalo for our support and assistance with this reorganization proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'William G. Chismar'.

William G. Chismar  
Dean, Outreach College

c: Tammy Kuniyoshi, Director of UH Mānoa Human Resources Office  
Kimberly Hashiro, Associate Director of System Human Resources Office

2545 McCarthy Mall, Bilger 102, Honolulu, Hawai'i 96822  
telephone: (808) 956-3400, fax: (808) 956-3752  
web: [www.outreach.hawaii.edu](http://www.outreach.hawaii.edu)

An Equal Opportunity/Affirmative Action Institution



March 22, 2019

William G. Chismar  
Dean, Outreach College  
University of Hawai'i at Manoa  
Bilger Hall 102  
2545 McCarthy Mall  
Honolulu, HI 96822

Subject: Reorganization Proposal for the University of Hawai'i at Mānoa  
Outreach College

Aloha Dean Chismar:

The University of Hawaii Professional Assembly (UHPA) appreciates the opportunity to provide feedback on reorganization proposal of the University of Hawai'i at Mānoa Outreach College. UHPA has reviewed the proposal and has sought feedback from impacted faculty and have outlined our observations and concerns.

The Executive Summary provides the purpose and key changes of the proposal as follows:

**Purpose**

- Position Outreach College to be more responsive to the changing market conditions in continuing and professional education
- Allowing Outreach College more agility in developing new programs
- Simplify communication channels within the University and local community
- Improve efficiencies

**Key Changes**

- Creating a Separate Summer Sessions Unit
- Merging Credit and Professional Programs into Continuing and Professional Programs
- Creating program unit director positions (APT Band C)
- Moving the marketing functions to report directly to the Dean

In reviewing the proposed reorganization, UHPA received feedback from impacted faculty members in the Outreach College.

**UNIVERSITY OF HAWAII  
PROFESSIONAL ASSEMBLY**

1017 Palm Drive • Honolulu, Hawaii 96814-1928  
Telephone: (808) 593-2157 • Facsimile: (808) 593-2160  
Website: [www.uhpa.org](http://www.uhpa.org)



### Faculty Feedback

As you would expect, the feedback received was wide ranging. Some viewed this reorganization plan as a vital component to the long term viability of the Outreach College, primarily due to the improved efficiencies that are being addressed.

Other faculty members weren't clear on exactly what "problem" the reorganization was attempting to address UHPA received the following questions from impacted faculty:

- Does the reorganization minimize confusion over authority, roles and responsibilities?
- With the new roles, how will faculty be evaluated for performance?
- Have alternative options been explored?
- Is it appropriate to undergo a reorganization while the Mānoa campus is being reorganized?
  - Wouldn't it make more sense to pause this reorganization until the campus leadership structure is secure?
- Why would faculty members report to APT Directors?
  - It is highly inappropriate for faculty to report to APT's

The faculty members have legitimate questions and concerns that aren't clearly articulated in the reorganization proposal.

### UHPA Observations and Concerns

UHPA appreciates a review of the Outreach College, and the pursuit of improved efficiencies. The proposed reorganization puts forth some rational arguments for both the creation of the summer sessions unit and the merging of the credit and professional program units into the continuing and professional program unit.

As a part of our analysis of this proposed reorganization, UHPA also reviewed the December 2017 Audit of the Outreach College, as well as your audit response from January 2018. UHPA did not identify any glaring issues with respect to the reorganization proposal and the audit findings, but wanted to ensure that the actions identified in your audit response are not negatively impacted by the proposed reorganization.

There is one area where UHPA does have a significant concern, and that is with the creation of the New Program Unit Director positions. In the proposed reorganization document, it states:

"Managing these units is more similar to managing a business than an academic department. It requires keeping abreast of changes in the marketplace and adapting program portfolios accordingly; maintaining strong customer relationships and responding to their needs; and holding the heads of the units accountable for the



William G. Chismar  
March 22, 2019  
Page 3



financial success of the portfolio programs in their units. This set of responsibilities do not fit that of a faculty member, rather it fits well with that of a professional manager."

The reorganization responsibilities do not accurately reflect the work that is required of many faculty members including the management of service-based contracts and continually locating sources of external revenue. This proposal is a direct attempt to diminish bargaining unit 7 and will be vigorously challenged by UHPA. There are currently Specialist, Instructional, and Research faculty at Mānoa that perform the requirements outlined in this paragraph.

The program directors as presented in this proposal are attempts to undermine the peer review process of the collective bargaining agreement. APT's should not be authorized to perform the job requirements outlined in the 2017-2021 UHPA-BOR Agreement in the role of a Department Chair for Contract Renewal, Tenure and Promotion, as well as workload assignments.

If the administration chooses to move forward with this proposed reorganization UHPA will use its rights under the collective bargaining agreement and HRS Chapter 89 to protect against the encroachment on the bargaining unit this proposal suggests.

We greatly appreciate the opportunity to provide our review and input. As always, please do not hesitate to contact me at (808) 593-2157 should you have any questions or concerns.

Me ke aloha,

A handwritten signature in black ink, appearing to read 'CLF'.

Christian L. Fern  
Associate Executive Director



UNIVERSITY  
of HAWAII  
MĀNOA

Outreach College  
Office of the Dean

December 13, 2019

Christian L. Fern  
Associate Executive Director  
University of Hawai'i Professional Assembly  
1017 Palm Drive  
Honolulu, HI 96814

Dear Mr. Fern:

Thank you for your feedback concerning the proposed reorganization of Outreach College at the University of Hawai'i at Mānoa. We remain confident that the reorganization will best align the College to serve students and improve efficiency of internal operations.

In your letter of March 22, 2019, you raised some observations and concerns by UHPA. We appreciate your feedback and have incorporated modifications to our original reorganization proposal. Specifically, per your concerns, we have removed the use of APT positions for the directors of the program units. We will continue with the current organizational structure, which has chairs of the program units appointed from the faculty. With that change, we are moving forward with the reorganization.

Thank you again for your observations and concerns related to this reorganization.

Sincerely,

A handwritten signature in black ink, appearing to read "William G. Chismar".

William G. Chismar  
Dean

2545 McCarthy Mall, Bilger 102, Honolulu, Hawai'i 96822  
telephone: (808) 956-8866, fax: (808) 956-3752  
web: [www.outreach.hawaii.edu](http://www.outreach.hawaii.edu)

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UNIVERSITY  
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Outreach College  
Office of the Dean

January 28, 2019

Brian Powell, Executive Committee Chair  
University of Hawai'i at Mānoa Faculty Senate  
2500 Campus Road, Hawai'i Hall 208  
Honolulu, HI 96822

Dear Mr. Powell:

The University of Hawai'i is proposing a reorganization of Outreach College at the University of Hawai'i at Mānoa and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts we have loaded the proposal and documents onto the UHM website at:

[http://manoa.hawaii.edu/ovcafo/neworg\\_charts/index.html](http://manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Your comments on the proposal would be appreciated by March 14. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 808-956-8866 or [chismar@hawaii.edu](mailto:chismar@hawaii.edu).  
Mahalo for our support and assistance with this reorganization proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'William G. Chismar'.

William G. Chismar  
Dean, Outreach College

c: Tammy Kuniyoshi, Director of UH Mānoa Human Resources Office  
Kimberly Hashiro, Associate Director of System Human Resources Office

2545 McCarthy Mall, Bilger 102, Honolulu, Hawai'i 96822  
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*Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget (CAB) for a vote of the full Senate on May 8, 2019, a resolution opposing the proposed management reorganization of Outreach College. Approved by the Mānoa Faculty Senate on May 8, 2019 with 52 votes in favor of support; 2 votes against; and 1 abstention.*

**Resolution Opposing the Proposed Management Reorganization of Outreach College**

**WHEREAS**, Executive Policy A3.101 calls for the Mānoa Faculty Senate (MFS) to review any proposed reorganization; and,

**WHEREAS**, the MFS has delegated to the MFS Committee on Administration and Budget (CAB) the duty to review reorganization proposals and, based on a Reorganization Proposal Consultation Review Checklist, to present their recommendations to the MFS Executive Committee; and,

**WHEREAS**, a Continuing Professional Programs Director, International Programs Director, and Summer Sessions Director have been proposed within Outreach College; and,

**WHEREAS**, the three proposed director positions are to be hired as APT positions, which has a minimum qualification of a Bachelor's Degree; and,

**WHEREAS**, the three proposed APT positions are to supervise and direct Faculty Specialist positions, which has a minimum qualification of a Master's Degree; and,

**WHEREAS**, Faculty Specialist positions are currently doing similar work to the proposed APT director positions across campus; including research, marketing, the development/coordination of programs/units, the evaluation of programs/colleagues, creating/maintaining customer relationships, and managing a budget, among others; and,

**WHEREAS**, Faculty Specialists are better qualified to fulfill the roles of director, and better qualified and able to supervise and evaluate other Faculty Specialist positions; and,

**WHEREAS**, the Outreach College reorganization proposal reflects a troubling trend across the University of Hawai'i at Mānoa campus towards prioritizing non-faculty positions over Faculty Specialists; therefore,

**BE IT RESOLVED**, the Mānoa Faculty Senate is opposed to the Outreach College reorganization; and,

**BE IT FURTHER RESOLVED**, the Mānoa Faculty Senate would like clarification, assurances, and verifiable action from University of Hawai'i at Mānoa Executive Management regarding the importance of Faculty Specialists, the commitment to hire Faculty Specialist positions in relevant and/or similar newly created positions, and a demonstrated commitment to filling vacated Faculty Specialist positions with Faculty Specialist hires.



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MĀNOA

MĀNOA FACULTY SENATE

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*Supporting Documents:*

- *Reorganization Proposal for Outreach College* [[DOC](#)]
- *CAB Checklist for AH, LLL, & SPAS Reorganization* [[DOC](#)]
- *Outreach College Proposal - UHPA Response* [[DOC](#)]
- *Outreach College Proposal - APT Qualifications* [[DOC](#)]

UNIVERSITY OF HAWAI'I AT MĀNOA FACULTY SENATE  
2500 Campus Road • Hawai'i Hall 208 • Honolulu, Hawai'i 96822  
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UNIVERSITY  
of HAWAII  
MĀNOA

Outreach College  
Office of the Dean

December 13, 2019

Brian Powell  
Chair  
Mānoa Faculty Senate  
2500 Campus Road  
Hawai'i Hall 208  
Honolulu, HI 96822

Dear Mr. Powell:

Thank you for the feedback concerning the proposed reorganization of Outreach College at the University of Hawai'i at Mānoa. We remain confident that the reorganization will best align the College to serve students and improve efficiency of internal operations.

In the Mānoa Faculty Senate resolution of May 8, 2019, you raised some observations and concerns from the Faculty. We appreciate your feedback and have incorporated modifications to our original reorganization proposal. Specifically, per your concerns, we have removed the use of APT positions for the directors of the program units. We will continue with the current organizational structure, which has chairs of the program units appointed from the faculty. With that change, we are moving forward with the reorganization.

Thank you again for your observations and concerns related to this reorganization.

Sincerely,

A handwritten signature in black ink, appearing to read "William G. Chismar".

William G. Chismar  
Dean

2545 McCarthy Mall, Bilger 102, Honolulu, Hawai'i 96822  
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Outreach College  
Office of the Dean

January 28, 2019

Randy Perreira, Executive Director  
Hawai'i Government Employees Association (HGEA)  
888 Mililani St., Suite 401  
Honolulu, HI 96813

Dear Mr. Perreira:

The University of Hawai'i is proposing a reorganization of Outreach College at the University of Hawai'i at Mānoa and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts we have loaded the proposal and documents onto the UHM website at:

[http://manoa.hawaii.edu/ovcafo/neworg\\_charts/index.html](http://manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Your comments on the proposal would be appreciated by March 14. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 808-956-8866 or [chismar@hawaii.edu](mailto:chismar@hawaii.edu). Mahalo for our support and assistance with this reorganization proposal.

Sincerely,

A handwritten signature in black ink, reading "William G. Chismar".

William G. Chismar  
Dean, Outreach College

c: Tammy Kuniyoshi, Director of UH Mānoa Human Resources Office  
Kimberly Hashiro, Associate Director of System Human Resources Office

2545 McCarthy Mall, Bilger 102, Honolulu, Hawai'i 96822  
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888 Mililani Street, Suite 401  
Honolulu, Hawaii 96813-2991

Telephone: 808 543 0000

[www.hgea.org](http://www.hgea.org)

March 14, 2019

Mr. William G. Chismar  
Dean, Outreach College  
University of Hawaii at Manoa  
2545 McCarthy Mall, Bilger 102  
Honolulu, Hawaii 96822

Dear Mr. Chismar:

**RE: Reorganization Proposal of the Outreach College at the University of Hawaii at Manoa**

This is in response to your letter dated January 28, 2019 requesting consultation regarding the proposed reorganization of the Outreach College at the University of Hawaii at Manoa.

We have reviewed the information provided and have no questions regarding this reorganization proposal. However, we do reserve the right to revisit this matter and raise any unforeseen concerns that may arise as this reorganization is implemented.

Please contact me at 543-0070 or [schun@hgea.org](mailto:schun@hgea.org) if there are any questions.

Sincerely,

Sanford Chun  
Executive Assistant





UNIVERSITY  
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MĀNOA

December 13, 2019

Randy Perreira, Executive Director  
Hawai'i Government Employees Association (HGEA)  
888 Mililani St., Suite 401  
Honolulu, HI 96813

Dear Mr. Perreira:

Thank you for the feedback concerning the proposed reorganization of Outreach College at the University of Hawai'i at Mānoa. We remain confident that the reorganization will best align the College to serve students and improve efficiency of internal operations.

In your letter of March 14, 2019, you noted no areas of concerns by HGEA, but held the option to revisit as we move forward. We appreciate your feedback and have incorporated modifications to our original reorganization proposal based on feedback from other stakeholders. Specifically, we have removed the use of APT positions for the directors of the program units. We will continue with the current organizational structure, which has chairs of the program units appointed from the faculty. Additionally, we plan to fill the position of Director of Academic Support Services with an APT hire. Currently, the responsibilities for that position are temporarily being done by the interim associate dean. With those two changes, we are moving forward with the reorganization.

Thank you again for your observations and concerns related to this reorganization.

Sincerely,

A handwritten signature in black ink, appearing to read "William G. Chismar".

William G. Chismar  
Dean, Outreach College

c: Tammy Kuniyoshi, Director of UH Mānoa Human Resources Office  
Kimberly Hashiro, Associate Director of System Human Resources Office