



UNIVERSITY
of HAWAII
WEST O'AHU

Office of the Vice Chancellor for Administration

August 3, 2018

MEMORANDUM

TO: Maenette Benham
Chancellor

FROM: Kevin Ishida 
Vice Chancellor for Administration

SUBJECT: Approval of Reorganization of the Office of the Vice Chancellor for Administration
Effective July 1, 2018

Your approval is requested to reorganize the Office of the Vice Chancellor for Administration effective July 1, 2018. In accordance with AP 3.101, University of Hawaii Organizational and Functional Changes, reorganizations must be approved two supervisory levels above the level at which the changes are proposed. In this proposal, the Chancellor has the authority to approve this request. This reorganization proposal does not impact BOR policy or law, incur significant additional expenses, or have significant programmatic impact on the University.

Consultation letters were sent to both HGEA and UPW. HGEA requested an extension and followed up with a letter that they had no concerns. UPW did not respond or request an extension to review the proposal.

Please feel free to contact me if you have any questions.

Attachments

Approved:


Maenette Benham, Chancellor

AUG 10 2018

Date

91-1001 Farrington Hwy
Kapolei, HI 96707
Telephone: (808) 689-2500

An Equal Opportunity/Affirmative Action Institution

**Proposal for Reorganization of the
Office of the Vice Chancellor for Administration
University of Hawai'i – West O'ahu**

I. Purpose and Summary

The University of Hawai'i – West O'ahu (UHWO) is proposing changes to the organization of the Office of the Vice Chancellor for Administration (OVCA). Since moving to the new Kapolei campus in 2012, the OVCA division has increased from 17 to 55 permanent positions. The addition of new staff and organizational functions in the existing structure are no longer viable to sustain the needed support services required to maintain a new campus. Campus expansion plans includes a new Administration and Allied Health Building which is scheduled to open by Spring 2019, and a new Creative Media Building in 2020. The purpose of this reorganization is to:

- 1) Restructure the Office of the Vice Chancellor for Administration and create a total of seven departments reporting to the Vice Chancellor.
- 2) Establish a new Planning and Facilities Department (PFD) to be led by the Registered Architect, PBD, #77395 (Director of Planning and Facilities). This new department will be responsible for long range development plans, master planning for campus and non-campus lands, facilities utilization and maintenance, facilities sustainability initiatives, capital improvements program, repair and maintenance, and environmental health and safety.
- 3) Establish three sections within PFD to include: Design and Construction; Facilities Management; and Environmental Health and Safety.
- 4) Restructure the Campus Services Department and rename the department to Auxiliary Services reporting to the Vice Chancellor and move Food Services and Events and Campus Security to this department. All Operations and Maintenance personnel will be moved to the Planning and Facilities Department.
- 5) Establish a Government Relations Department reporting to the Vice Chancellor.
- 6) Restructure the Business Office into two separate departments, Budget and Fiscal.
- 7) Revise reporting lines of Fiscal Specialist, PBB, #81682 and Fiscal Specialist, PBB, #79488.
- 8) Restructure the Human Resources Department to add a new supervisory level.

II. Present Organization

Currently, the Vice Chancellor for Administration has the following direct reports:

- 1) Registered Architect, #77395
- 2) Admin & Fiscal Supp Sp, #78881
- 3) Admin & Fiscal Supp Sp, #77191
- 4) Government Relations, #78701
- 5) Budget Manager, #78106
- 6) Fiscal Manager, #76346
- 7) Auxil & Fac Svcs Mgr, #78382
- 8) Human Resources Manager, #78463
- 9) IT Manager, #77548

The present organization does not adequately address the services provided and needed for a new campus. Since moving to Kapolei, the division has grown in permanent position counts and extended its functional capacity. The expertise needed to maintain a fully operational campus which is slated for expansion has led us to restructure our existing operations to accommodate both future growth and current operational needs.

The rapid expansion of the UHWO campus has led to an increase in staffing that now requires the departments to further delineate roles and functions that were carried out by the limited staffing that was available or procured through service contracts on an as needed basis.

III. Proposed Organization

Two positions will remain in the Office of the Vice Chancellor for Administration, the Vice Chancellor, #89142, and an Admin & Fiscal Supp Sp, #79667 which currently reports to Government Relations.

We propose to expand the number of departments reporting to the Vice Chancellor from four to seven departments: Planning and Facilities; Auxiliary Services; Government Relations; Budget; Fiscal; Human Resources; and Information Technology.

Planning and Facilities will have responsibility for matters related to land and transportation planning and management, new campus construction and renovations, and operations and maintenance. The Director (Registered Architect, PBD, #77395) will assume all negotiations, project planning, and management of all campus development related activities. In addition, this position will begin the development of strategic initiatives for a long range master plan, housing plan, and maintenance plan that supports both the UHWO Strategic Plan and Academic Development Plan. The Office Assistant IV, #900708 that was previously part of Campus Services will be re-described to a Secretary I, SR-12 and reassigned to provide administrative support for the Director. The Director will directly manage land and capital planning, and oversee three sections: Design and Construction; Facilities Management; and Environmental Health and Safety.

1) **Facilities Management**, (formerly part of Campus Services) will be responsible for all campus facilities, custodial, grounds and repairs. The Auxiliary and Facilities Manager, PBC, #78382 position has been re-described and reallocated to a PBB. This position will focus on managing the campus physical plant, including HVAC, plumbing, and electrical systems, identifying and directing campus energy initiatives, and supporting the Planning and Facilities Department with new construction, renovation, repair and maintenance projects. This position will oversee Building Services and Grounds, and the Building Maintenance sections. In addition, the Admin & Fiscal Support Sp, #78881 which currently reports to the Vice Chancellor, will be moved to this unit to assist with the Work Coordination Center and provide needed administrative support.

a) **Building Services and Grounds** will be headed by the Auxiliary & Facilities Services Officer, PBB, #77176. This position will oversee Custodial, General Labor and Landscape Services. Both working supervisors, the Janitor III, #900257 and the General Laborer III, #900645 will be reporting to this position.

b) **Building Maintenance** will include two Building Maintenance Workers, #900609 and #900808, and an Electrician I, #900815. All three positions will be reporting directly to the Auxiliary and Facilities Services Manager, #78382.

2) **Design and Construction** will be responsible for coordinating all design and construction activities for UHWO. The Registered Architect, PBB, #78402 will be the lead for reviewing designs, plans and specifications of all new construction projects and renovations. This position will supervise a Registered Architect, PBB, #78378, which

was redescribed from a vacant Auxiliary & Facilities Officer, PBB position. The increase in the number of renovation activities and new capital projects made it necessary to increase the professional staff support in this area to manage the number of on-going projects.

3) Environmental Health and Safety will be responsible for developing, implementing and maintaining occupational and environmental safety programs for UHWO. The position description of the Environmental Health and Safety Officer, PBB, #79099 was recently updated as the position functions have intensified with the increasing construction activities and associated compliance requirements.

The new structure will enable the department to better address the wide spectrum of needed services, from high level long-range planning to maintenance services. It will ensure that adequate resources and expertise are available to meet the expanded needs of our growing campus. The increase in the size and complexity of the operations which now covers land and capital planning, in addition to design and renovations, operation and maintenance of multiple large buildings and campus grounds, and environmental health and safety compliance, requires expertise and support staff in each area.

The following positions are affected by the establishment of the new Planning and Facilities Department:

<u>Position & Pos. No.</u>	<u>Current Supervisor</u>	<u>New Supervisor</u>
Office Asst IV, #900708	Auxil & Fac Svcs Mgr, #78382	Reg Architect, #77395
Auxil & Fac Svcs Mgr, #78382	Vice Chancellor, #89142	Reg Architect, #77395
Admin & Fisc Supp Sp, #78881	Vice Chancellor, #89142	Auxil & Fac Svcs Mgr, #78382
Auxil & Fac Svcs Off, #77176	Auxil & Fac Svcs Mgr, #78382	no change
Janitor III, #900257	Auxil & Fac Svcs Mgr, #78382	Auxil & Fac Svcs Off, #77176
General Laborer III, #900645	Auxil & Fac Svcs Mgr, #78382	Auxil & Fac Svcs Off, #77176
Auxil & Fac Svcs Off, #78378	Auxil & Fac Svcs Mgr, #78382	Reg Architect, #78402
Reg Architect, #78402	Reg Architect, #77395	no change
Environmental & Health	Reg Architect, #77395	no change
Safety Sp, #79099		

Auxiliary Services (formerly Campus Services) will include: Food Service and Events, Vending Services, Facility Lease Contracts, Key systems and distribution, Parking operations, State vehicles, Duplicating and Mail Service, Emergency Management, and Campus Security. Auxiliary Services is committed to provide high level of quality

services that enhance and support the university community through collaborative efforts and partnerships.

Auxiliary Services will be led by the Auxiliary Services Manager, PBB, #77191. We propose to have two positions remain from Campus Services, and one position from IT to support the operations of this department. The manager will supervise the Events Planner, #77196, IT Spec, #78478, and the Auxiliary & Fac Svcs Off, #77031T.

We are utilizing a temporary budgeted position, #77031T to oversee the Campus Security Office. This position will also be responsible for Emergency Management and assist with the campus Crisis Management Team, as well as develop standard operating procedures for Campus Security, and work closely with outside law enforcement agencies. This position is extremely critical to comply with various statutory requirements related to campus crime, security and threat assessment. A request has been made to the Legislature for a permanent position in this area. Upon approval of this reorganization request, position descriptions will be updated to reflect new duties and/or supervisory reporting line.

<u>Position & Pos. No.</u>	<u>Current Supervisor</u>	<u>New Supervisor</u>
Auxil Svcs Mgr, #77191	Vice Chancellor, #89142	no change
IT Spec, #78478	Sr IT Spec, #78858	Auxil Svcs Mgr, #77191
Public Info Sp, #77196	Auxil & Fac Svcs Mgr, #77191	no change
Admin & Fisc Supp, #77652T	Public Info Sp, #77196	no change
Univ Security Off II, #900646	Auxil & Fac Svcs Mgr, #78382	Auxil & Fac Svcs Off, #77031T
Auxil & Fac Svs Off, #77031T	Reg Architect, #78402	Auxil Svcs Mgr, #77191

The new structure will provide the campus with innovative services and strategic business planning that will positively impact our student's educational experience and strategic goals of the university.

Government Relations will be responsible for building effective partnerships between the university and city, state and federal governments. This will be achieved through representation and advocacy of the campus needs and interests with state, city and federal elected officials.

This office will serve as the principal liaison and point of contact between the university and all levels of government. Staff members can help navigate the political process, track legislation, and work with legislators and their staffs to increase awareness of the university's education programs.

Currently, both fiscal services and budget management are under the jurisdiction of the **Business Office**. The duties under the scope of this office have expanded significantly with the move to the new campus.

This proposal will split the Business Office into two separate departments:

1. **Fiscal** will have continued responsibility for all procurement, travel, reimbursement, contracts, Memorandum of Agreements (MOAs), grants, CIP/CRDM and other construction related transactions, Cashier's Office, payroll, inventory, Special/Revolving/Foundation transactions. A new position, Fiscal Manager, PBC, #78346 was established to oversee the Fiscal Office. This proposal will properly align the Fiscal Specialist in the Business Office that currently report to the Budget Manager to report to this new position.
2. **Budget** will focus on working closely with various areas of the campus to generate biennium budget requests, accounting for the budget execution to the campus' plans, quarterly variance reporting, forecasting spend, manage campus chart of accounts, prepare financial reports for analysis and recommendations working closely with System Budget Office. The former Fiscal Manager, PBC, #78106 was redescribed to serve as the Budget Manager.

The proposed reorganization to establish a Fiscal Department and Budget Department is envisioned to have three positive outcomes:

1. Provide the campus with support around a customer-based service model by alleviating bandwidth constraints which currently precludes staff from meeting and planning with the campus administrators more proactively.
2. This will translate into more timely execution of Campus programs that will be better armed with more accurate funding requirements through this planning process.
3. The establishment of monthly scheduled meetings with key stakeholders will also allow the staff members to better understand the program objectives, requirements, and timelines so they can proactively advise on lead times and processes.

The following positions are affected by the establishment of a new supervisory position in the Fiscal Office:

<u>Position & Pos. No.</u>	<u>Current Supervisor</u>	<u>New Supervisor</u>
Fiscal Specialist, #79488	Budget Manager, #78106	Fiscal Manager, #78346

Fiscal Specialist, #80933
Fiscal Specialist, #78829
Admin & Fiscal Supp Sp,
#80382

Budget Manager, #78106
Budget Manager, #78106
Budget Manager, #78106

Fiscal Manager, #78346
Fiscal Manager, #78346
Fiscal Manager, #78346

With the December 31, 2017 retirement of the Fiscal Specialist #79488, Fiscal Specialist #81682 was redescribed to include the duties of the previous Fiscal Specialist #79488—i.e., fiscal oversight of all UHWO extramural awards/grants. Fiscal Specialist #81682 now reports to the Fiscal Manager #78346 and Fiscal Specialist #79488 was redescribed to report to Fiscal Specialist #81682.

Finally, we are proposing to restructure Human Resources and establish a new supervisory position with the creation of the Senior Human Resources Specialist, PBB, #79418. This position will be responsible for managing the day to day operations of the unit and also serves the campus EEO/AA Officer and Title IX Coordinator for employees. This will allow the Human Resources Manager to focus on long term strategic initiatives to move the office forward in supporting the campus to attract, develop and retain the people needed to effectively accomplish the objectives and mission of UHWO and to successfully carry out and implement HR programs for the campus.

<u>Position & Pos. No.</u>	<u>Current Supervisor</u>	<u>New Supervisor</u>
Human Resources Sp, #78541	Human Resources Manager #78463	Sr Human Resources Sp, #79418
Human Resources Sp, #78859	Human Resources Manager #78463	Sr Human Resources Sp, #79418

The IT Department will continue to report to the Vice Chancellor for Administration. One position from the IT Department will transfer to Auxiliary Services to assist with campus operations logistics and media support and the position description will be updated to reflect the current duties and responsibilities.

In order to ensure campus data security and to address the campus vulnerability to cyber attacks, we propose to have one IT Specialist, #80673 report directly to the IT Manager. In order to reduce the risk of cyber attacks and protect the university and individuals from all unauthorized exploitation of systems, networks, and technologies, it is important that we build a solid cyber security foundation in our IT structure.

<u>Position & Pos. No.</u>	<u>Current Supervisor</u>	<u>New Supervisor</u>
IT Sp, #78478	Sr IT Spec, #78858	Auxil & Fac Svcs Mgr, #77191

The proposed organization structure for the Vice Chancellor for Administration Division will allow each department to streamline their operations and respond more timely to the priorities and needs of the campus. Also, this proposal will allow each department to explore the adoption of technology in their respective areas to increase operational efficiencies. In addition, the managers will be required to provide their staff with guidance on streamlining processes, develop plans to be more proactive, increase engagement with key stakeholders, facilitate timely execution of transactions and operational requests, and be better positioned to focus on their respective areas.

IV. Background and Reasons for the Reorganization

In 2014, a total of 89 new positions were obtained through the State Legislature and 29 positions were allocated to the Office of the Vice Chancellor for Administration to provide the needed staff support to maintain operations of the new campus. Some of these positions included converting temporary positions to permanent position counts. Although the function already existed in the unit, the positions were not recognized on the organizational chart since they were unbudgeted temporary positions.

The proposed organizational changes will streamline administrative and support processes to maximize greater efficiency and responsiveness within the division, and create additional supervisory levels that will improve the accountability within each department.

The Vice Chancellor for Administration served as the principal project coordinator for all new campus development. Increasing development and growth in the Kapolei region is expected in the next decade with UHWO and the Honolulu Rail Transit Project serving as the catalyst for this expansion. The Registered Architect, PBD, position #77395 was established to lead and oversee all campus planning, capital improvements, facilities, grounds, and environmental health and safety. The new Planning and Facilities Department will provide the expertise to guide long-term planning efforts and development projects and ensure that campus project planning, renovation, maintenance and repairs are maintained at the highest level to meet the long-term educational needs and strategic initiatives of UHWO.

Prior to moving to the new Kapolei campus in 2012, UHWO occupied buildings on the Leeward Community College campus. All new campus projects, major repairs and renovations were coordinated out of the Community College Facilities Planning Office.

Since moving to the new Kapolei campus, UHWO campus personnel are now required to oversee the maintenance and repair of all the new buildings and building management systems that controls and monitors the building's mechanical and electrical equipment such as air conditioning, ventilation, lighting, power systems, elevators, plumbing, fire system and security systems.

New permanent positions such as Building Maintenance Workers and an Electrician have been established to address and conduct in-house repair and maintenance of facilities. Many of these services were contracted out when we first moved to Kapolei as repairs and maintenance needs were minimal. However, as building maintenance and repair requests escalated, it was no longer feasible to continue to contract out for these services and full-time maintenance positions were established.

The campus has been successful in securing state funding to plan and build two new buildings in the next two years and has obtained federal grants that include extensive renovations to existing facilities over the next five years. The Planning and Facilities Department will provide the needed expertise to ensure that new projects, renovations and maintenance projects are successfully completed and maintained.

As the campus continues to grow and expand, there will be an increased need for all departments to engage more frequently with key stakeholders throughout the campus to provide the needed services and campus support. As we move forward with campus strategic initiatives and implementation, we will need to be more proactive to ensure that we have a long-term approach both fiscally and programmatically to align with its execution. This reorganization proposal will position the Office of the Vice Chancellor for Administration to streamline operations and respond more timely to the priorities and essential needs of the campus and ensure that services provided to the university community are maintained at the highest level.

V. Impact on Staffing and Resources

The proposed reorganization will greatly improve the current level of services offered. Current staffing levels required individuals to perform a wide variety of duties after moving to the new campus in Kapolei.

After successfully obtaining the additional positions needed to maintain the support operations of UHWO, we recognize that the previous organizational structure needed to

be redesigned to accommodate the growth of the division. The increase in the size and complexity of the operations requires expertise and support staff in each area.

The following position descriptions will be updated upon approval of the reorganization:

<u>Position & Pos. No.</u>	<u>Action</u>
Office Asst IV, #900708	Reclassify to Secretary I, SR-12 and update supervisor
Auxil & Fac Svcs Mgr, #78382	Update supervisor
Admin & Fisc Supp, #78881	Update position description and supervisor
Auxil & Fac Off, #77176	Update supervisor
Janitor III, #900257	Update supervisor
General Laborer III, #900645	Update supervisor
Auxil & Fac Svcs Off, #78378	Redescribe to a Registered Architect and update supervisor (done)
Food Service Mgr, #77173	Vacant position count transferred to Chancellor's Office- (position redescribed to Fiscal Specialist - done)
IT Spec, #78478	Reclassify to Aux & Fac Svc Off and update supervisor
IT Spec, #80673	Update supervisor
Public Info Sp, #77196	Update supervisor
Admin & Fiscal Supp, #77652T	Update position description
Univ Security Off II, #900646	Update supervisor
Fiscal Specialist, #79488	Update supervisor
Fiscal Specialist, #80933	Update supervisor
Fiscal Specialist, #78829	Update supervisor
Admin & Fiscal Supp Sp, #80382	Update supervisor
Human Resources Sp, #78859	Update supervisor
Human Resources Sp, #78541	Update supervisor

Funding within the department will be reallocated from salary savings from vacant positions to meet the additional costs associated with the re-classification of the Office Assistant IV, SR-10, #900708 to a Secretary I, SR-12. We do not propose to increase salaries of any other positions affected by the reorganization.

VI. Consultations

Copies of the proposed reorganization were sent to the department managers with the Vice Chancellor for Administration, and the other Vice Chancellors at UHWO for review within the campus community. A copy of this proposal will be sent to both the Hawaii Government Employees Association (HGEA) and the United Public Workers (UPW) for consultation pursuant to statutory and contractual requirements.

Reorganization Proposal Narrative
Vice Chancellor for Administration (VCA)
University of Hawai'i - West O'ahu

Changes to the Organization, Functions and Reporting Relationships per A3.101, University of Hawai'i Organizational and Functional Changes

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

The VCA organizational charts needed to be updated to reflect an organizational structure that will improve services and better align functions appropriately to improve efficiency.

The present organization does not adequately address the services provided and needed for a new campus. Since moving to Kapolei in 2012, the division has grown in permanent position counts and extended its functional capacity. The expertise needed to maintain a fully operational campus which is slated for expansion has led us to restructure our existing operations to accommodate both future growth and current operational needs.

In 2014, 29 permanent positions were added. The expansion of the UHWO campus has led to an increase in staffing that now requires the departments to further delineate roles and functions that were carried out by the limited staffing that was available or procured through service contracts on an as needed basis.

The proposed organization

2. Explanation of how the proposed reorganization will address these conditions or factors.

The proposed reorganization will create a total of seven departments reporting to the Vice Chancellor for Administration. Each department will have a lead manager responsible for recruiting, training, supervising and appraising staff, planning, managing budgets and resources, maintaining statistical and financial reports, engaging with campus key stakeholders, and ensuring the operations are efficient and responsive to campus needs.

3. Description of how the organization's operational, organizational, functional and programmatic relationships will be affected, including impact on services to students, other target groups and relationships with other segments of UH.

The proposed reorganization of VCA Office will create a more effective and efficient organizational structure that will be responsive to the demands of a growing campus. Operations will be streamlined and further delineated to ensure the campus resources are fully

utilized to ensure that we fulfill our role in providing the support services needed to achieve the educational mission of the campus.

4. Discussion of the efficiencies, service improvement or other benefits that will be achieved as a result of the organization.

The proposed organizational changes will streamline administrative and support processes to maximize greater efficiency and responsiveness within the division, and create additional supervisory levels that will improve the accountability within each department.

All departments will be charged with leveraging technology to reduce paperwork, streamline operations, and abolish outdated and redundant practices.

5. Complete description of resource requirement of savings associated with the reorganization, including funding, positions, space, equipment and other resources.

There will be no additional new positions, equipment, revenue or office space required. We do plan on re-describing an existing Office Assistant IV to a Secretary I to provide administrative and secretarial assistance for the Director of Planning and Facilities. Funding for this will be derived from an internal reallocation of resources.

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

See #5.

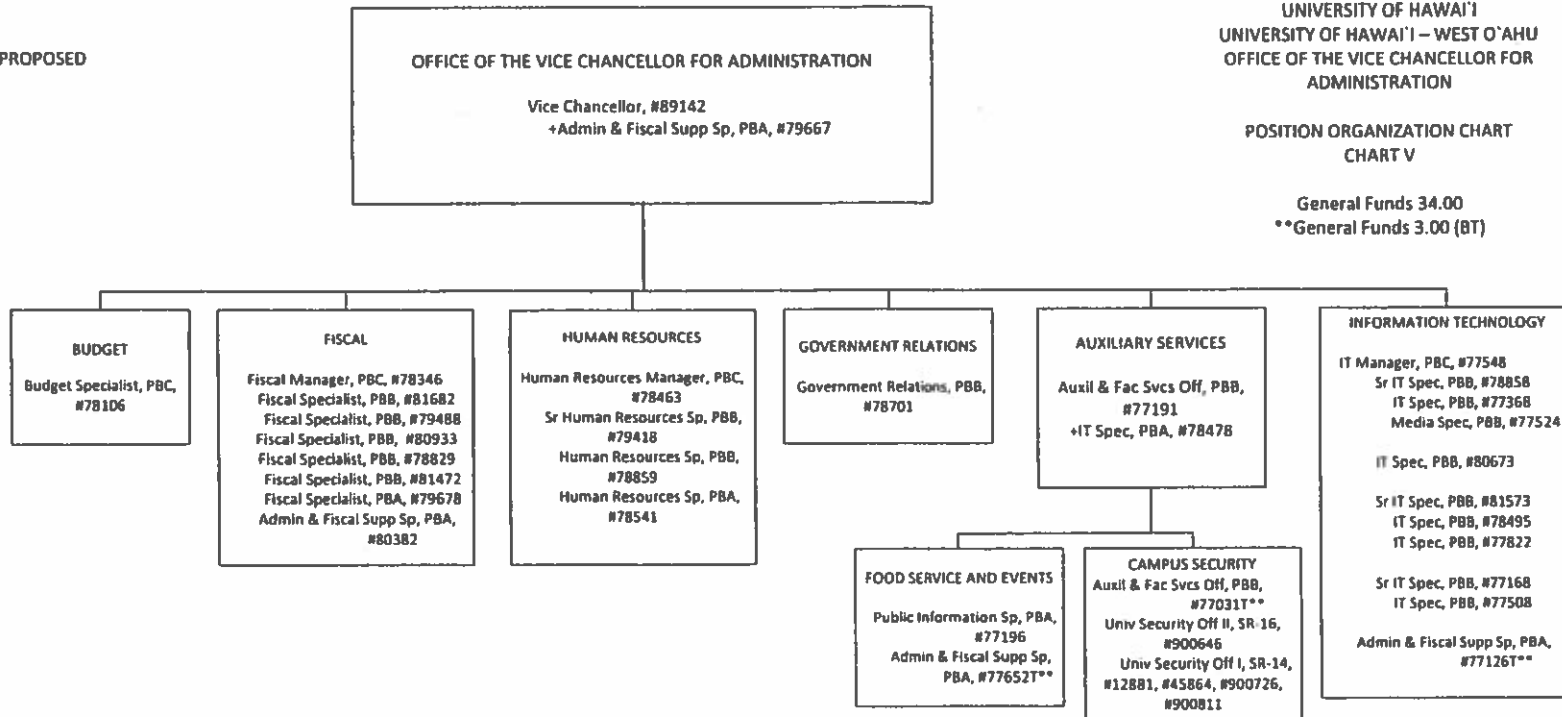
7. Discussion of the programmatic impacts of the proposed reorganization on the university.

The realignment of the current organizational structure will greatly improve our ability to respond to the campus needs. As new positions are added, the proposed structure will readily accommodate the future growth of all the departments.

Proposed Organizational Charts and Functional Statements

**University of Hawaii – West Oahu
Vice Chancellor for Administration**

PROPOSED



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O‘AHU
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION

POSITION ORGANIZATION CHART
CHART V

General Funds 34.00
**General Funds 3.00 (BT)

**Budgeted temporary position
+ Position to be redescribed
#77173 moved to Chancellor's Office

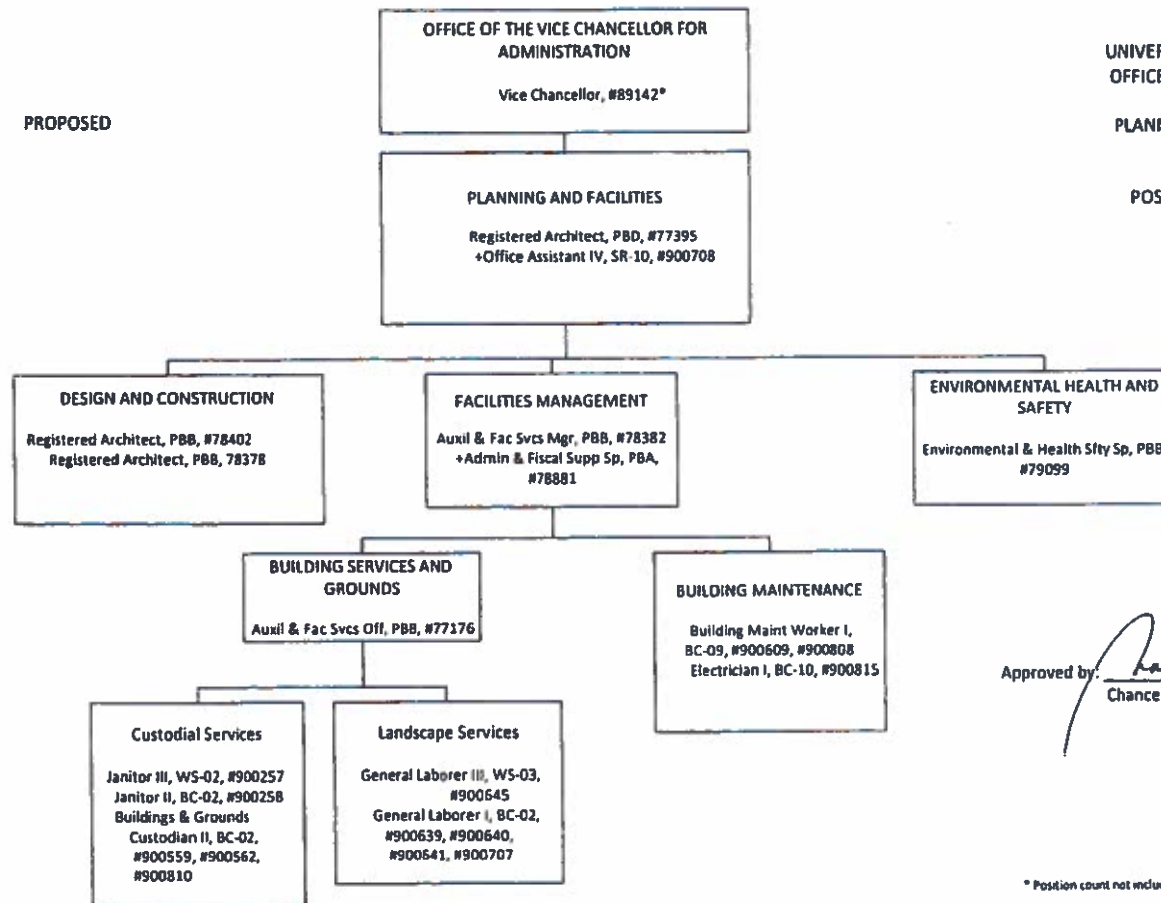
Approved by:

Chancellor Maenette Benham

JUL - 1 2013

Date

PROPOSED



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O‘AHU
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION
PLANNING, CAPITAL IMPROVEMENTS
AND LAND OFFICE

POSITION ORGANIZATION CHART
CHART V

General Funds 21.00

Approved by:  JUL - 1 2018
Chancellor Maenette Benham Date

* Position count not included on this page

+ Position to be redescribed

- 1 -

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

MAJOR FUNCTIONS

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, government relations, fiscal, human resources, facilities maintenance and operations, auxiliary services, and information technology services.

- Develops and coordinates the preparation and execution of the University's budget.
- Manages the financial operations of the University in areas of budgeting, 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.
- Responsible for long-range planning relating to growth and development of the campus.
- Responsible for operations and maintenance of facilities which includes custodians, grounds, and building maintenance.
- Responsible for auxiliary services of the University which includes mail services, transportation services, food service operations, and campus security.
- Responsible for information technology services and telecommunications.

Government Relations

The Government Relations Office is responsible for developing effective working relationships with the executive and legislative branches of federal, state, and county government.

- Serves as liaison with all government offices.
- 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.
- Tracks all legislative initiatives affecting the campus.

Budget Office

The Budget Office is responsible for the overall budget management of the campus.

- Plans, coordinates and executes the campus budget requests.
- Coordinates, analyzes and prepares various reports requested by the Legislature, State Budget and Finance, University Budget Office, and the Board of Regents.
- Manages the implementation and execution of the campus budget, maintains position controls, and establishes budget allotments for each department.
- Manages financial accounting expenditures and internal financial controls.
- Provides revenue and expenditures forecasts, conducts special studies, variance reports, and analysis affecting the budget.
- Manages chart of accounts and builds structure to the reporting process to align with Hawaii Revised Statutes (HRS), university budget requirements, and national reporting standards.

Business Office

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

- Oversees procurement, disbursing, accounts payables, payroll, and accounts receivable activities.
- Oversees cashier/bursar services.
- Responsible for the financial management of extramural funds.
- Responsible for the financial management of RCUH and UHF accounts.
- Responsible for the financial management for campus development.

- Responsible for inventory management and control.
- Manages financial accounting activities and internal financial controls.

Auxiliary Services

The Auxiliary Services Office has functional responsibility for the major ancillary services necessary to operate the campus. These include transportation services, parking operations, food services, mail services, campus security, campus dining, and vending.

- Oversees the preparation and coordination for food services and major campus events.
- Develops and implements operational standards, policies and procedures for the safety and security of the campus.
- Develops and implements repair and maintenance programs to upkeep vehicles, facilities, and equipment for the units.
- Oversees emergency preparedness and response procedures for campus property and conducts security and safety drills.

Planning and Facilities

The Planning and Facilities Planning Office has functional responsibility for campus planning and the capital improvement program, repair and maintenance projects, facilities uses program, space utilization programs, and facilities management. This includes long range planning, environmental health and safety, building repairs, utilities management, custodial service and grounds maintenance.

- Manages the overall campus physical infrastructure.
- Develops and coordinates short- and long-range physical facilities plans and development.
- Coordinates activities with private contractors and government inspectors.
- Provides occupational and environmental health and safety support for the campus.
- Administers the repairs and renovations of buildings.
- Maintains buildings and landscapes grounds.

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.
- Interprets and implements collective bargaining agreements.
- Ensures human resources policies and practices conforms to various laws and regulations.
- 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.

- Design and maintain audio visual solutions that support instructional activities for face-to-face and distance education.
- Plan, manage, and maintain the campus high speed network infrastructure including data (wired and wireless) and voice networks.
- Monitor, manage and protect the campus sensitive data to ensure appropriate usage and retention of data prescribed by University of Hawai'i policies
- Consult and assess the computing needs of the campus community to provide the appropriate computer technology.
- Define the strategic direction for all technology on campus that would support academic facilities, academic research, distance education, academic support services, and administration.
- Provide expert technical advice and assistance at the information technology help desk.

Current Organizational Charts and Functional Statements

**University of Hawaii – West Oahu
Vice Chancellor for Administration**

CHART UPDATED
DATE: July 1, 2017

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION

Vice Chancellor, #89142
Registered Architect, PBD, #77395
Environmental & Health Sfty Sp, PBB, #79099
Registered Architect, PBB, #78402
Auxil & Fac Svcs Off, PBB, #77031T**
Admin & Fiscal Supp Sp, PBA, #78881, #77191
Government Relations, PBB, #78701
Admin & Fiscal Supp Sp, PBA, #79667

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

**POSITION ORGANIZATION CHART
CHART V**

General Funds \$5.00
**General Funds 3.00 (BT)

BUSINESS OFFICE

Fiscal Manager, PBC, #78346
Budget Manager, PBC, #78106
Fiscal Specialist, PBB, #79488
Fiscal Specialist, PBB, #81682
Fiscal Specialist, PBB, #80933
Fiscal Specialist, PBB, #78829
Fiscal Specialist, PBB, #81472
Fiscal Specialist, PBA, #79678
Admin & Fiscal Supp Sp, PBA, #80382

CAMPUS SERVICES

Auxil & Fac Svcs Mgr, PBC, #78382
Office Assistant IV, SR-10, #900708
Auxil & Fac Svcs Mgr, PBB, #77191
Public Information Sp, PBA, #77196
Admin & Fiscal Supp Sp, PBA, #77652T**

HUMAN RESOURCES

Human Resources Manager, PBC, #78463
Sr Human Resources Sp, PBB, #79418
Human Resources Sp, PBB, #78541
Human Resources Sp, PBA, #78859

INFORMATION TECHNOLOGY

IT Manager, PBC, #77548
Sr IT Specialist, PBB, #78858
IT Specialist, PBB, #77368
IT Specialist, PBB, #80673
Media Specialist, PBB, #77524
IT Specialist, PBA, #78478

Sr IT Specialist, PBB, #81573
IT Specialist, PBB, #78495
IT Specialist, PBB, #77822

Sr IT Specialist, PBB, #77168
IT Specialist, PBB, #77508

Admin & Fiscal Supp Sp, PBA, #77126T**

OPERATIONS & MAINTENANCE

Auxil & Fac Svcs Off, PBB, #77176
Janitor III, WS-02, #900257
Janitor II, BC-02, #900258
Buildings & Grounds Custodian II, BC-02, #900559, #900562, #900810

Gen Laborer III, WS-03, #900645
General Laborer I, BC-02, #900639, #900640, #900641, #900707

Auxil & Fac Svcs Off, PBB, #78378
Building Maint. Wrk, BC-09, #900609
Building Maint. Hlp, BC-05, #900808

CAMPUS SECURITY & SAFETY

Univ Security Off II, SR-16, #900646
Univ Security Off I, SR-14, #12881, #45864, #900726, #900811

**Budgeted temporary position

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

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 Hawaii Revised Statutes, the Council members are appointed by the President of the University of Hawaii.

- 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 O'ahu (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.

- 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.
- 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.

'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 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 and oversight.
- Budget development, planning and oversight.
- Personnel management and development.
- Alternative resource development.
- Strategic visioning.
- Service assessment and evaluation.

Enrollment Management

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

- Outreach and promotion of campus and programs
- Recruitment via campus visits and 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

- Outreach and promotion to encourage FAFSA completion
- Financial needs analysis
- Award Packaging and Distribution

- o Financial aid account monitoring and award revisions
- o Satisfactory academic progress
- o Loan Debt Education
- o Regulatory compliance with Federal financial aid (grants, loans, employment)
- o Regulatory compliance with State financial aid (grants, loans)
- o Regulatory compliance with University financial aid (return to aid, employment)
- o Oversight of, and coordination with, external and private scholarship programs

Registration and Records

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

Student Development

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

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

Career Development

- o Career assessment
- o Career exploration
- o Internship and practicum placements
- o Career skill development (e.g. job search strategies, resume writing, and reviews, job skills workshops)
- o Career transition services
- o Campus recruitment and interviews
- o Career fairs
- o Business partnerships and employment listings
- o Student Employment Administration
- o Graduate school exploration

Student Life

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

Student Engagement

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

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

Counseling Services

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

Disability Services

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

Health and Wellness Education

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

Student Equity and Access

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-confident 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 and Institutional Support

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 Hawai'i.
- 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.

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, government relations, fiscal, human resources, facilities maintenance and operations, 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 building maintenance.
- Responsible for auxiliary services of the University which includes mail services, transportation services, food service operations, and campus security.
- 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 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 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.



UNIVERSITY
of HAWAI'I
WEST O'AHU

Administration

May 7, 2018

Mr. Dayton Nakanelua
UPW State Director
United Public Workers
1426 N. School Street
Honolulu, HI 96817

Dear Mr. Nakanelua,

Enclosed for your information is a proposal to reorganize the Vice Chancellor for Administration division at the University of Hawai'i – West O'ahu. This will involve restructuring the division into seven departments and changing reporting relationships for several positions. Upon approval of the proposed reorganization, revised job descriptions will be submitted.

Please inform me by June 1, 2018, if you wish to meet to discuss the proposal or if you have any questions. If I do not hear from you by this date, I will recommend to Chancellor Maenette Benham that we proceed with the reorganization plan.

If there are any questions regarding this matter, please call me at 689-2511 or email kevin@hawaii.edu.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Ishida".

Kevin Ishida
Vice Chancellor for Administration

Enclosure



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

Telephone 808 543 0000

www.hgea.org

June 27, 2018

Kevin Ishida
Vice Chancellor for Administration
University of Hawai'i West Oahu
91-1001 Farrington Highway
Kapolei, HI 96707

JUN 29 2018

RE: Proposed reorganization of the Vice Chancellor for Administration Division at the University of Hawai'i - West Oahu

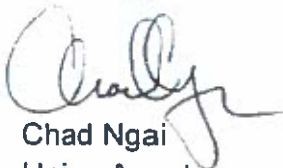
Dear Mr. Ishida,

The Hawaii Government Employees Association is in receipt letter dated May 7, 2018, proposing a reorganization of the Vice Chancellor Division at the University of Hawai'i-West Oahu.

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

Thank you for allowing the extension and opportunity to provide input.

Sincerely,



Chad Ngai
Union Agent

NEXT REORGANIZATION PROPOSAL



UNIVERSITY
of HAWAI'I
WEST O'AHU

Office of the Vice Chancellor for Academic Affairs

DTG-19206

January 9, 2019

RECEIVED

MEMORANDUM

TO: David Lassner
President, University of Hawai'i

VIA: Maenette Benham *Maenette Benham*
Chancellor, University of Hawai'i – West O'ahu

FROM: Jeffrey Moniz *Jeffrey Moniz*
Vice Chancellor, University of Hawai'i – West O'ahu

'19 JAN -9 P1:50

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

SPECIFIC ACTION REQUESTED:

Your approval is requested for the attached reorganization proposal for the Office of the Vice Chancellor for Academic Affairs at the University of Hawai'i – West O'ahu. The proposal establishes a new Division of Mathematics, Natural and Health Sciences and an Academy for Creative Media – West O'ahu (ACM West O'ahu) while also refining the administrative configuration of Academic Affairs to coordinate support services and accommodate growth.

RECOMMENDED EFFECTIVE DATE:

Immediately upon your approval.

PURPOSE:

The purposes of this reorganization proposal are to (1) improve the efficiency and coordination of academic support services, (2) accommodate recent and future growth in academic programs, and (3) integrate the Associate Vice Chancellor for Academic Affairs into the reporting structure.

ADDITIONAL COSTS:

The funding impact of this reorganization is minimal, with the costs of two APT position re-bands and the creation of new Division Chair and ACM West O'ahu Director titles and duties for two current faculty members largely offset by the natural attrition of senior faculty and staff due to retirement.

BACKGROUND:

91-1001 Farrington Highway
Kapolei, Hawaii 96707
Telephone: (808) 689-2800
Fax: (808) 689-2901

An Equal Opportunity/Affirmative Action Institution

Pursuant to University Policies and Procedures, reorganizations that (a) do not have impact on BOR Policy and/or laws; (b) do not, eliminate, or significantly change responsibilities of programs reporting directly to the Board or the 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 and AP 3.101).

This reorganizational process was administered by an Academic Reorganization Team (ART) consisting of the unit's two executive/managerial employees, two faculty members, and two staff members, with a third staff member serving in the capacity of steward. The process included four rounds of anonymous surveys of Academic Affairs faculty and staff, beginning with paper surveys at the August 2018 Professional Development Day followed by three online surveys in August, September, and October 2018. ART members, including at least one of the executive/managerial employees, also conducted individual visits to each academic division and OVCAA section during the month of September to gather input and answer questions directly. Concurrent discussions occurred during semimonthly Division Chairs' Council meetings and monthly OVCAA Core Staff meetings, at which point all parties present were afforded an opportunity to raise concerns and offer suggestions. The details of the reorganization are described in the attached proposal.

ACTION RECOMMENDED:

Your approval is recommended for the attached reorganization proposal that improves the efficiency and coordination of academic support services, accommodates recent and anticipated growth through the establishment of a Division of Mathematics, Natural and Health Sciences and an ACM West O'ahu, and integrates the Associate Vice Chancellor for Academic Affairs into the Office's reporting structure. Should you have any questions, I can be reached at 689-2303 or at jmoniz@hawaii.edu.

Attachments

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

c: Human Resources Director Nancy Nakasone

APPROVED / NOT APPROVED:



David Lassner
President, University of Hawai'i

1/11/19
Date

EXECUTIVE SUMMARY

Reorganization Proposal from the Office of the Vice Chancellor for Academic Affairs University of Hawai'i – West O'ahu

The Office of the Vice Chancellor for Academic Affairs (OVCAA) at the University of Hawai'i – West O'ahu has continued to experience steady growth in recent years as it strives to keep pace with the institution's rising student headcount. Despite a significant increase in both faculty and staff position counts, the Office of the Vice Chancellor for Academic Affairs' fundamental organizational structure has remained unaltered for the past decade. Instructional faculty counts, for example, have doubled since the most recent addition of a new academic division, placing avertible pressure on current instructional and support operations. The institution's ongoing pursuit of two new bachelor's degrees in (a) Natural Sciences and (b) Creative Media exacerbates the necessity of reorganization to accommodate growth. Finally, the dynamic nature of higher education in the 21st Century, and the increasing prominence of online learning in particular, has prompted the Office of the Vice Chancellor for Academic Affairs to reevaluate its organizational structure in order to better address student needs.

This proposed reorganization plan refines the Academic Affairs' administrative configuration so that it can (1) more effectively coordinate academic support services in response to evolving faculty and student needs and (2) accommodate recent and future growth in academic programs while maintaining the OVCAA's characteristically "flat and nimble" organizational structure that allows it to operate without colleges, schools, or deans. The proposal seeks to clearly distinguish between the complementary functions of academic support services and instruction. The proposed structure anticipates the planned expansion of instructional programs in key target areas by creating a new academic Division of Mathematics, Natural and Health Sciences and an Academy for Creative Media – West O'ahu (ACM West O'ahu). These two new instructional units will be able to house emerging bachelor's degrees in the Natural Sciences and Creative Media. This proposal addresses a long-standing need to house the campus' Math and Science faculty, who have been located in the Humanities Division since 2007. Finally, the establishment of ACM West O'ahu as opposed to an academic division, will facilitate the recruitment and hiring of faculty members with industry experience in film, video game design, and graphic design.

The Office of the Vice Chancellor for Academic Affairs at the University of Hawai'i – West O'ahu proposes to reorganize with the following three overall change goals:

1. To increase the efficiency and collaboration of unit and staff operations.
2. To create homes for new academic offerings.
3. To integrate the Associate Vice Chancellor for Academic Affairs into the reporting structure.

NARRATIVE

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS University of Hawai'i – West O'ahu

Proposed Reorganization as of January 8, 2019

Present Organization:

The Office for the Vice Chancellor for Academic Affairs (OVCAA) serves three primary objectives: (1) to develop, implement, and direct, assess, and evaluate all academic programs; (2) to deliver credit-bearing coursework in support of these programs; and (3) to provide the academic support services required to ensure faculty and student success in teaching and learning.

The current organizational structure of the Office of the Vice Chancellor for Academic Affairs consists of 2.0 FTE executive management positions, in the form of a Vice Chancellor for Academic Affairs (VCAA) and an Associate Vice Chancellor for Academic Affairs (AVCAA). It is worth noting that the OVCAA maintains a flat organizational structure devoid of colleges, schools, deans, and departments. The Vice Chancellor for Academic Affairs oversees the following organizational sections:

- Instruction
- Library Services
- Institutional Research Office
- Center for Labor Education and Research (CLEAR)
- 'Ulu'ulu Giugni Archives

The Directors of these sections report directly to the Vice Chancellor for Academic Affairs (Position #89449). The Vice Chancellor provides overall direction, management, administration, and leadership and evaluation of programmatic and financial objectives to fulfill the Division's mission, with the Associate Vice Chancellor for Academic Affairs (Position #89494) charged as a full deputy. A sixth overarching organizational entity called the Office of the Vice Chancellor of Academic Affairs contains the two executive positions as well as an assortment of staff positions that assist the Office in carrying out essential support functions.

Office of the Vice Chancellor for Academic Affairs

In addition to the two executive positions, the general Office of the Vice Chancellor for Academic Affairs' organizational box currently contains one Specialist Faculty position, one APT PBC position, six APT PBB positions, two APT PBA positions, and three SR positions, for a total of 15 lines. This Office performs a variety of key support functions, such as (a) the processing of faculty and lecturer hires, (b) direction of the faculty tenure and promotion process, (c) scheduling of classes, (d) curriculum and catalog management, (e) articulations, (f) coordination

of learning assessment, program review, and accreditation efforts, (g) provision of professional development activities, and (h) management of the Academic Affairs' budget, including faculty conference attendance and the pursuit and processing of extramural funds. One APT position (PBB, position #81693) currently reports directly to the Associate Vice Chancellor for Academic Affairs, who in turn reports to the Vice Chancellor of Academic Affairs.

Instruction

This section performs the central function of Academic Affairs and the institution as a whole by developing curricula and delivering credit-bearing coursework to students using traditional and distance education methods. The Instruction section is currently separated into five academic divisions that together house all of the Instructional Faculty on campus as well as a small number of faculty specialists and APT support positions:

The *Humanities* Division is headed by a Division Chair, who is nominated by divisional faculty and appointed by the Vice Chancellor for Academic Affairs. Humanities currently contains 27 permanent Instructional Faculty positions, one Specialist Faculty position (#76304), and two APT PBA positions (#77657 and #80615), for a total of 30 positions.

The *Social Sciences* Division is headed by a Division Chair, who is nominated by divisional faculty and appointed by the Vice Chancellor for Academic Affairs. Social Sciences currently contains 18 permanent Instructional Faculty positions and two budgeted temporary Instructional Faculty positions (#88838T and #88840T), for a total of 20 positions.

The *Public Administration* Division is headed by a Division Chair, who is nominated by divisional faculty and appointed by the Vice Chancellor for Academic Affairs. Public Administration currently contains 12 permanent Instructional Faculty positions and one budgeted temporary position (#76251T), for a total of 13 positions.

The *Business Administration* Division is headed by a Division Chair, who is nominated by divisional faculty and appointed by the Vice Chancellor for Academic Affairs. Business Administration currently contains 16 permanent Instructional Faculty positions, two budgeted temporary positions (#76307T and #76325T), and an APT PBB position (#77483), for a total of 19 positions.

The *Education* Division is headed by a Division Chair, who is nominated by divisional faculty and appointed by the Vice Chancellor for Academic Affairs. Education currently contains 11 permanent Instructional Faculty positions, one permanent Specialist Faculty position (#76261), and one APT PBB position (#77023), for a total of 13 positions.

Library Services

The *Library Services* section provides an essential academic support function by planning, developing, and maintaining all aspects of the University library, including collections

management, cataloging, programming, student access, and informational literacy in support of students' academic work and lifelong learning. The unit is supervised by a Faculty Head Librarian (position #76296). Position 76296 is filled with a temporary librarian and an Interim Head Librarian has been appointed. The unit consists of five Library Faculty positions, including the Head Librarian, and one APT PBB position (#79624), for a total of six positions.

Institutional Research Office

The *Institutional Research Office* supports the Office of the Vice Chancellor for Academic Affairs by compiling, storing, and analyzing data as well as creating and disseminating data reports to executives and the wider campus. The unit provides vital assistance in the areas of educational effectiveness, grant applications, assessment, program review, accreditation, and data reporting requirements for the institution. The unit currently consists of one APT PBC position (#77507) and one Specialist Faculty position (#76209), for a total of two positions.

Center for Labor Education and Research

The Center for Labor and Education Research (CLEAR) was formally established under Hawai'i State Law in 1976. The Center provides labor education, research, and labor-related programs to workers, their organizations and the general public through a variety of methods including classroom instruction, seminars, workshops, publications, the internet and other public media. It houses a Director in a Specialist Faculty line (Position #85401), three more Specialist Faculty positions (#85174, #85180, and #85402), and one SR position (#14847). CLEAR maintains a level of autonomy and functions rather independently from the daily operations of the institution.

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

This organizational section consists of 'Ulu'ulu, which was established by the Hawai'i State Legislature and the Governor as the state's official archive for moving images. The archive is dedicated to the care, preservation, and digitization of film and videotape related to the history and culture of Hawai'i. 'Ulu'ulu aims to perpetuate and share 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. The unit houses five APT PBB lines, four of which are Education Specialist positions and the last of which is a Media Specialist position. Like CLEAR, 'Ulu'ulu maintains a level of autonomy and functions rather independently from the daily operations of the institution.

Proposed Reorganization:

The proposed reorganization plan preserves the Office of the Vice Chancellor for Academic Affairs' characteristically flat organizational structure while reducing the number of sections located directly below the overarching Office of the Vice Chancellor for Academic Affairs' organizational box from five to four by creating an Academic Support section that will house

Library Services, the Institutional Research Office, and a new Office of Distance Learning. The four proposed sections are:

- Instruction
- Academic Support (new)
- Center for Labor Education and Research
- 'Ulu'ulu Giugni Archives

The Instruction section will be augmented by the addition of a sixth academic division for Mathematics, Natural and Health Sciences as well as an Academy for Creative Media – West O'ahu (ACM West O'ahu). The creation of an Academic Support section will concentrate non-instructional duties into a single operational structure, including Library Services, the Institutional Research Office, and a new Office of Distance Learning.

Background & Nature of Reorganization:

The Office of the Vice Chancellor for Academic Affairs at the University of Hawai'i - West O'ahu has continued to experience steady growth in recent years as it strives to keep pace with the rising student headcount (from 2,361 in Fall 2013 to 3,182 in Fall 2018). The OVCAA has witnessed a corresponding growth in permanent position counts--within faculty and staff ranks alike--without fundamentally altering the nature of its organizational structure. As of eight years ago, UH West O'ahu's five academic divisions housed 23 concentrations and 46 faculty members compared to 35 concentrations and 91 faculty members as of Fall 2018. The OVCAA has also expanded its functional service units without formal establishment, while adding several new position lines that have temporarily been placed into the general Office of the Vice Chancellor for Academic Affairs' organizational box. There are also four faculty members whose academic division home--in terms of program location and the locus of tenure and promotion--does not match the location of their positions in the current organizational charts. This reorganizational proposal addresses those problems.

This proposed reorganization plan endeavors to refine the Academic Affairs' administrative structure so that it can (a) more effectively coordinate academic support services in response to evolving faculty and student needs and (b) accommodate recent and future growth in academic programs while maintaining the OVCAA's "flat and nimble" organizational structure that allows it to operate without colleges, schools, deans, or departments. The proposal seeks to clearly distinguish between the complementary functions of academic support and instruction. The proposed structure anticipates the planned expansion of instructional programs in key target areas by creating two new instructional units: (1) the Division of Mathematics, Natural and Health Sciences and (2) ACM West O'ahu. These two new units will be able to house emerging bachelor's degrees in Natural Sciences and Creative Media respectively. This action also addresses a long-standing need to house the campus' Math and Science faculty, who have been located in the Humanities Division since 2007.

The Office of the Vice Chancellor for Academic Affairs at the University of Hawai'i - West O'ahu proposes to reorganize with the following three overall change goals:

1. To increase the efficiency and collaboration of unit and staff operations.
2. To create homes for new academic offerings.
3. To integrate the Associate Vice Chancellor for Academic Affairs into the reporting structure.

Change Goal #1: To increase the efficiency and collaboration of unit and staff operations:

By preserving its flat structure without schools, colleges, deans, or departments, the Office of the Vice Chancellor for Academic Affairs will continue to operate in an efficient manner. The rearrangement of certain lines of reporting, as described below, will bring the organizational chart in closer alignment with the OVCAA's current daily operations.

- The OVCAA will establish an Office of Distance Learning unit. Faculty Specialist position #76299, which is currently occupied by the Director of Distance Education, will be transferred from the Office of the Vice Chancellor for Academic Affairs' organizational box to the Office of Distance Learning to align with current Division operations. The APT PBB position (#77222) occupied by a Distance Learning Instructional Designer will also be transferred to this unit. The direct reporting line for this PBB position will therefore move from the Vice Chancellor for Academic Affairs to the Director of Distance Education (#76299).
- The OVCAA will establish an Academic Support section in order to coalesce crucial support functions. This section will consist of three subsidiary units: (1) the aforementioned Office of Distance Learning; (2) Institutional Research Office (with APT PBC position #77507), and (3) Library Services (with Librarian Faculty positions #76263, #76296, #76297, #76342, and #76343, and APT PBB #79624). This section will be poised to house other academic support functions once they expand in scope and position allocation sufficient to warrant the creation of formal organizational units.
- With the Chancellor having authorized the transfer of the Early College program from the Division of Student Affairs to the Office of the Vice Chancellor for Academic Affairs, Specialist Faculty position #88834 will be relocated from Student Affairs to Academic Affairs and will be situated within the general organizational box for the Office of the Vice Chancellor for Academic Affairs. In order to avoid overlap with the Division of Student Affairs, this position will be retitled from Director of College and Career Readiness to Director of Early College Programs.
- The APT PBC position #79846 that is currently vacant will be re-described at the Band B level and used to hire an Articulations Coordinator. The lines that formerly reported to this APT position are currently occupied by a Scheduler/Data Analyst (APT PBB #77584) and the Director for Assessment (APT PBB #77598). Those position lines will remain in the general Office of the Vice Chancellor for Academic Affairs' organizational box but report directly to the Vice Chancellor.
- APT PBB position #81024, occupied by an Academic Program Specialist, will be re-described at the Band C level with supervisory responsibilities. This position will serve

as the direct report for the aforementioned vacant APT position (#79846) that will be re-described at the Band B level.

- Administrative and Fiscal Support APT position #80647, which will be re-described from PBA to PBB, will report to the Administrative Officer (PBB, #81299). Position #80647 will in turn serve as the direct report for the Office Assistant IV (SR-10) position (#900625) and position #900412, which will be converted from an Office Assistant into an APT PBA position. The other Administrative and Fiscal Support position (PBA, #77363) will continue to report to the Administrative Officer (PBB, #81299). These five positions will continue to reside in the Office of the Vice Chancellor for Academic Affairs' organizational box so that they can provide general support across the academic divisions, including secretarial services and the processing of lecturer hires.
- In the Instruction section, one Instructional Faculty position (#76253), occupied by the leader of the campus' Early Childhood Education concentration, will be transferred from the Education Division to the Social Sciences Division. Since Early Childhood Education operates as a concentration within the Social Sciences major, this organizational change brings the section into closer alignment with its actual operations.
- Also in the Instruction section, one Instructional Faculty position (#76330), occupied by a Professor of Management who operates out of the Business Administration Division, will be transferred from the Public Administration Division to the Business Administration Division to bring the section into alignment with its actual operations.
- In the 'Ulu'ulu Giugni Archives section, APT PBB position #77644, occupied by a Cultural Collections Specialist, will report directly to the Vice Chancellor for Academic Affairs instead of APT PBB position #77377. This organizational change brings the section into alignment with its actual operations.

Change Goal #2: To create homes for new academic offerings:

Although the number of Academic Affairs' faculty has doubled over the past eight years, the number of instructional units has remained constant at five. As the campus establishes new degrees and concentrations, the current structure is becoming increasingly incapable of accommodating academic growth. The current placement of eight Instructional Faculty members from Mathematics and the Sciences in the Humanities Division is an awkward stopgap measure that has been identified as an issue by campus Academic Program Development (ADP) Committees and WASC Senior Colleges and University Commission Visiting Teams. Furthermore, the institution's current pursuit of new bachelor's degrees in the Natural Sciences and Creative Media heightens the pressing need to establish instructional units to house those emerging programs.

The reorganizational proposal addresses these concerns by establishing two new units under the Instruction section. The Division of Mathematics, Natural and Health Sciences will house 15.2 Instructional Faculty positions and one APT PBA Lab Coordinator position, for a total of 16.2 positions. This consists of (a) Math Instructional Faculty (positions #76290, #76291, #76306, and #76317), (b) Science Instructional faculty (positions #76265, #76266, #76267), a Lab Coordinator APT PBA position (#77657) housed in Humanities, a Science Instructional

Faculty whose line is currently housed in the Education Division (position #76256), three Health Science Instructional Faculty positions located in the Public Administration Division (#76254, #76327, #76329), and the 4.2 Faculty lines provided by the State Legislature in 2018 (#76379, #76381, #76382, #76383, #99818F).

The Office of the Vice Chancellor for Academic Affairs also proposes the creation of ACM West O'ahu as an additional unit in the Instruction section. In accordance with Executive Policy 5.215, this unit will exist as an "instruction or research" center with "major focus activities related to the instruction of students." This center will house four Faculty positions and one APT position transferred from the Humanities Division: one Specialist Faculty position (#76304), three Instructional Faculty positions (#76308, #76310, #76311), and one Media Lab Manager--APT PBA position (#80615). Faculty hires in the field of Creative Media—including film directors, video game designers, and graphic artists—often possess unique skill sets and career experiences that transcend the traditional boundaries of academe. The establishment of a center rather than an academic division will facilitate the recruitment and hiring of appropriate personnel, in accordance with the faculty classification system established in University of Hawai'i System Executive Policy 5.221.

Change Goal #3: To integrate the Associate Vice Chancellor for Academic Affairs into the reporting structure:

For more than eighteen months, the Office of the Vice Chancellor for Academic Affairs operated with only one executive manager, as the Associate Vice Chancellor line (#89494) remained vacant. During this period, all of the directors therefore reported to the Vice Chancellor for Academic Affairs (#89449), irrespective of the composition of the organizational charts. With the Associate Vice Chancellor position now filled, this reorganizational plan seeks to integrate that position into the reporting structure of the Division in order to improve functional efficiency and communication.

- As discussed under Change Goal #1, the Office for the Vice Chancellor for Academic Affairs will create a new Academic Support section that performs a variety of functions essential to the academic and instructional operations of the campus. This section will consist of the units of Library Services, the Institutional Research Office, and the Office of Distance Learning and will operate under the direction of the Associate Vice Chancellor of Academic Affairs. The reporting lines of the three directors of those units will therefore be transferred to the Associate Vice Chancellor. The Institutional Analyst PBC position (#77507) will remain in the Institutional Research Office, but the direct report will change from the Vice Chancellor (position #89449) to the Associate Vice Chancellor (position #89494). The reporting line for Specialist Faculty position #76299, occupied by the Director of Distance Education will also transfer from the Vice Chancellor to the Associate Vice Chancellor. The Faculty Head Librarian (position #76296) will also fall under the direct supervision of the Associate Vice Chancellor.
- The Director of Early College Programs (Specialist Faculty position #88834), which will be transferred from the Division of Student Affairs as articulated under Change Goal #1,

will also report to the Associate Vice Chancellor for Academic Affairs (position #89494), whose portfolio includes the oversight of Early College initiatives.

- Since the Vice Chancellor directly supervises the function of international programs in practice, the Director of International Relations and Programs (APT PBB position #81693) will report directly to the Vice Chancellor, with the position remaining in the general Office of the Vice Chancellor for Academic Affairs' organizational box.

Impact on Programs, Staffing, Funding, and Resources:

The reorganization of the Office of the Vice Chancellor for Academic Affairs will not require additional position allocations or facility space for implementation. No adverse impact on instruction or academic support services is expected. Similarly, no adverse impact on students is expected. Positions will be re-described as necessary and noted in this proposal.

The anticipated funding impact of this reorganization plan is minimal. The re-description of position #81024 from APT Band B to Band C will be offset by the corresponding re-description of position #79846 from Band C to Band B. The re-description of APT position #80647 from Band A to Band B and the conversion of the Office Assistant IV (SR-10) position #900412 to an APT Band A will each produce an expected cost of \$10,000 per year. Additional expenses will be created by the appointment of a Division Chair for the new Mathematics, Natural and Health Sciences Division and a Director for the new ACM West O'ahu, as the faculty in these roles will receive eleven-month appointments. However, in each case, the institution will recoup savings of \$100 per month in stipends for these changes, as campus Division Chairs receive less per month (\$500) than the Math/Science Coordinator (\$600) and Creative Media Coordinator (\$600), two appointments that will be rendered moot. The anticipated expenses discussed here will be largely offset by the natural attrition of senior faculty and staff due to retirement.

Alternatives Considered:

The planning for the reorganization of the Office of the Vice Chancellor for Academic Affairs was conducted by an Academic Reorganization Team (ART) established by the Vice Chancellor for Academic Affairs in July 2018. The ART consisted of the Vice Chancellor and Associate Vice Chancellor, two faculty members, and two staff members. One of the two faculty members is a PAU representative for UHPA. An additional staff member, who serves as an HGEA steward, assisted the ART in a critical advisory and support capacity. The ART continued the extensive academic planning efforts undertaken during a Chancellor-led strategic planning process that commenced in May 2017. The information and feedback gathered from campus faculty and staff during the strategic planning phase (May 2017 through July 2018) informed the initial trial balloon concepts that ART shared with the campus in the early stages of the reorganization process.

Consultation with Academic Affairs faculty and staff began in advance of the drafting of a proposal and took shape in four different forms: (1) individual ART visits to each Academic Affairs unit; (2) presentations and discussions at the semimonthly Division Chairs' meetings; (3) presentations and discussions at the monthly OVCAA Core Staff meeting; and (4) three rounds of anonymous online surveys. The ART convened on a semimonthly basis to review and discuss feedback gathered through these various input methods. The first round of surveys occurred in the latter part of August and asked faculty and staff to provide their insights into the possible creation of new academic divisions for (a) Natural and Health Sciences and (b) Transdisciplinary Studies. This survey was followed by individual ART visits to the five academic divisions (Business Administration, Education, Humanities, Public Administration, and Social Sciences) as well as Library Services and the 'Ulu'ulu Giugni Archives. A second survey posing the same questions was conducted in mid-September, after the ART visited the individual units and before it commenced drafting of the proposal.

The feedback generated in these early stages of the process prompted the ART to reconsider and revise the concepts suggested in its trial balloon surveys. While faculty and staff support for the creation of a new academic division to house faculty and programs from the fields of Mathematics, Natural Sciences and Health Sciences was universal, the proposed establishment of a Transdisciplinary Studies Division sparked palpable level of trepidation and concern. Some survey respondents expressed explicit approval for the principle of transdisciplinarity and the importance of more effectively engaging the surrounding community. At the same time, respondents questioned the degree to which specific programs were suited for relocation to a Transdisciplinary Studies Division while others resisted the notion that transdisciplinarity could be contained within a particular unit, preferring instead to see the concept permeate the entire Division of Academic Affairs. The ART and the Office of the Vice Chancellor for Academic Affairs afforded careful consideration to this feedback and, acting in consultation with the Chancellor, abandoned the proposed establishment of a Transdisciplinary Studies Division.

A second alternative, which was suggested by a member of the Core Staff of the Office of the Vice Chancellor for Academic Affairs, concerned the organization of academic support services. This concept called for the establishment of four academic support sections, as follows: (1) Curriculum and Academic Program Management, (2) Academic Planning and Operations, (3) Institutional Research and Assessment, and (4) Administrative and Fiscal. This suggested organization, which would have grouped together similar functions into somewhat coherent units, presented certain operational advantages and possessed a degree of merit. The concept was developed during a meeting of the OVCAA Core Staff and subsequently distributed at an individual ART visit to an academic division before the ART studied it in more detail at its next semimonthly meeting. In the end, the ART, under the advice of the Vice Chancellor, decided that retaining many of the support services functions within the general OVCAA organizational box would provide greater flexibility while preserving the characteristically flat structure of the Office for the Vice Chancellor for Academic Affairs. The Vice Chancellor is hopeful that the proposed organization will allow the OVCAA to stretch its limited personnel resources (in terms of staff support) across the instructional units as efficiently as possible.

Union Consultation:

Consultation with the University of Hawai'i Professional Assembly (UHPA) and the Hawai'i Government Employees Association (HGEA) was initiated through memoranda to both organizations disseminated via mail on October 22, 2018. Following requests for slight extensions of the standard consultation period, the OVCAA received written feedback from both organizations. Copies of those union letters are included in this reorganization package. The OVCAA provided each union with a written reply and, after considering their feedback, made slight adjustments to the original proposal.

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

University of Hawai'i - West O'ahu
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: Office of the Vice Chancellor for Academic Affairs

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	IV	Faculty Specialist #88834	(F) OVCSA-Divisional & Institutional Support Supervisor changed from unit lead of Divisional & Institutional Support	OVCAA Supervisor changed to Associate Vice Chancellor #89494	Reorganization Supervisor Change
2	IV	Academic Support #77584	(F) Supervisor change from Academic Support #79846	to Vice Chancellor #89449	Supervisor Change
3	IV	Academic Support #77598	(F) Supervisor change from Academic Support #79846	to Vice Chancellor #89449	Supervisor Change
4	IV	Academic Support #79846	(V) Academic Support PB C #79846 redescribed to Supervisor change from Vice Chancellor #89449	Academic Support PB B #79846 to Academic Support #81024	Reorganization Supervisor Change
5	IV	Admin & Fiscal Supp #80647	(F) Admin & Fiscal Supp PB A #80647 redescribed to Supervisor change from Academic Support #79846	Admin & Fiscal Supp PB B #80647 to Administrative Off. PB B #81299	Reorganization Supervisor change
6	IV	Academic Support #81024	(F) Academic Support PB B #81024 redescribed to	Academic Support PB C #81024	Reorganization
7	IV	Academic Support #81693	(F) Supervisory change from Associate Vice Chancellor #89494	to Vice Chancellor #89449	Supervisor change
8	IV	Office Assistant IV #900412	(V) Office Assistant IV SR-10. #900412 to Supervisory change from Secretary III. SR-16 #50001 to	redescribe to Admin and Fiscal Supp PB A Admin & Fiscal Support #80647	Reorganization Supervisor change
9	IV	Office Assistant IV #900625	(F) Supervisory change from Secretary III. SR-16 to	Admin & Fiscal Support #80647	Supervisor change
10	IV-A	Instructional Faculty #76253	(F) Education	Social Sciences	Reorganization
11	IV-A	Instructional Faculty #76254	(F) Public Administration	Mathematics, Natural and Health Sciences	Reorganization
12	IV-A	Instructional Faculty #76256	(F) Education	Mathematics, Natural and Health Sciences	Reorganization
13	IV-A	Instructional Faculty #76265	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization
14	IV-A	Instructional Faculty #76266	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization
15	IV-A	Instructional Faculty #76267	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization
16	IV-A	Instructional Faculty #76290	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization
17	IV-A	Instructional Faculty #76291	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization
18	IV-A	Specialist Faculty #76304	(F) Humanities	Academy for Creative Media - West O'ahu	Reorganization
19	IV-A	Instructional Faculty #76306	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization


 Administrator's Signature, Name and Title
 Jeffrey Moniz, Vice Chancellor for Academic Affairs

1/9/2019
 Date

689-2303
 Telephone Number

HR Review _____
 OFA Review _____

University of Hawai'i - West O'ahu
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title:

Office of the Vice Chancellor for Academic Affairs

Item No.	Chart No.(s)	Affected Position No.(s)	<u>Classification/Organizational/Functional Change</u> Identify whether position is vacant (V) or filled (F)		Basis for Change/ Impact on Position
			From:	To:	
20	IV-A	Instructional Faculty #76308	(F) Humanities	Academy for Creative Media - West O'ahu	Reorganization
21	IV-A	Instructional Faculty #76310	(V) Humanities	Academy for Creative Media - West O'ahu	Reorganization
22	IV-A	Instructional Faculty #76311	(F) Humanities	Academy for Creative Media - West O'ahu	Reorganization
23	IV-A	Instructional Faculty #76317	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization
24	IV-A	Instructional Faculty #76327	(F) Public Administration	Mathematics, Natural and Health Sciences	Reorganization
25	IV-A	Instructional Faculty #76329	(F) Public Administration	Mathematics, Natural and Health Sciences	Reorganization
26	IV-A	Instructional Faculty #76330	(F) Public Administration	Business Administration	Reorganization
27	IV-A	Instructional Faculty #76379	(V)	Mathematics, Natural and Health Sciences	Reorganization
28	IV-A	Instructional Faculty #76381	(V)	Mathematics, Natural and Health Sciences	Reorganization
29	IV-A	Instructional Faculty #76382	(V)	Mathematics, Natural and Health Sciences	Reorganization
30	IV-A	Instructional Faculty #76383	(V)	Mathematics, Natural and Health Sciences	Reorganization
31	IV-A	Lab Coordinator, PBA #77657	(F) Humanities	Mathematics, Natural and Health Sciences	Reorganization
32	IV-A	Media Lab Manager #80615	(F) Humanities	Academy for Creative Media - West O'ahu	Reorganization
33	IV-A	Instructional Faculty #99818F .2 FTE	(V)	Mathematics, Natural and Health Sciences	Reorganization
34	IV-B	Specialist Faculty #76299	(F) Office of the Vice Chancellor for Academic Affairs	Distance Learning Office	Reorganization
			Supervisor change from Vice Chancellor #89449	to Associate Vice Chancellor, #89494	Supervisor Change
35	IV-B	Faulty Head Librarian #76296	(F) Supervisor change from Vice Chancellor #89449	Associate Vice Chancellor, #89494	Supervisor Change
36	IV-B	Distance Learning Sp. PB B #77222	(F) Office of the Vice Chancellor for Academic Affairs	Distance Learning Office	Reorganization
			Supervisor change from Vice Chancellor #89449	Specialist Faculty #76299	Supervisor Change
37	IV-B	Institutional Analyst, PBC #77507	(F) Supervisor change from Vice Chancellor #89449	Associate Vice Chancellor, #89494	Supervisor Change
38	IV-D	Educational Spec, PBB #77644	(F) Supervisor change from Educational Spec, PBB #77377	Vice Chancellor 89449	Supervisor Change

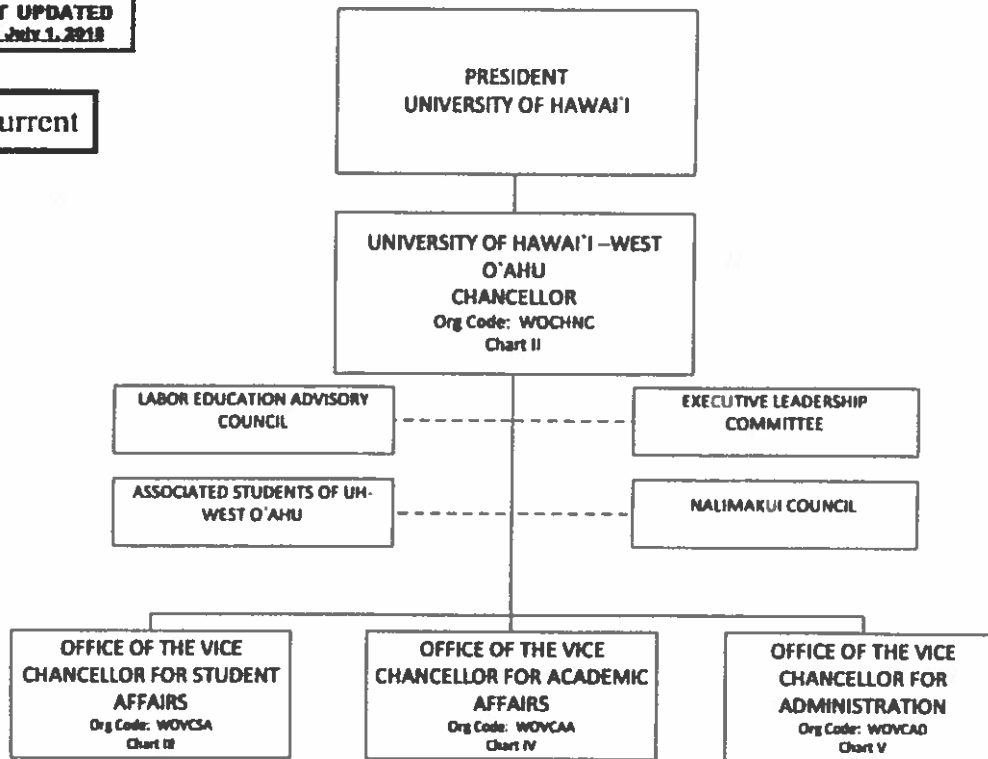
PRESENT

**ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

STATE OF HAWAII

CHART UPDATED
DATE: July 1, 2018

Current

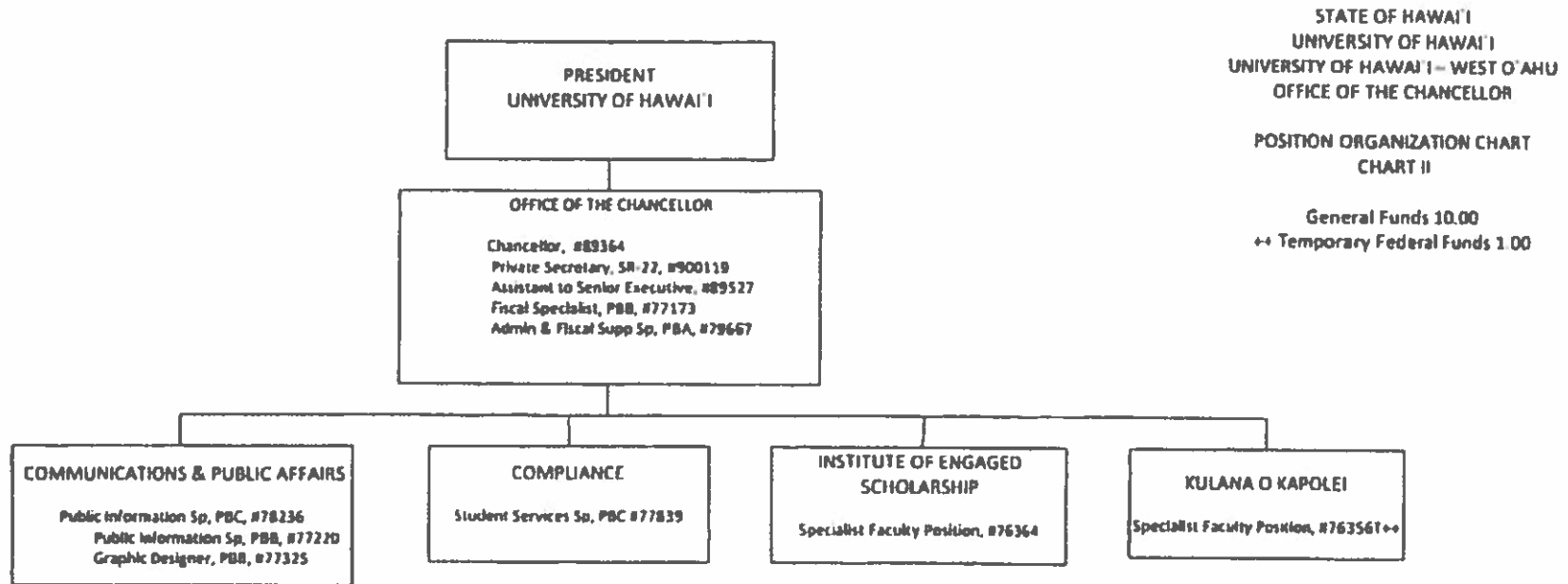


..... Dotted lines denotes advisory role

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I - WEST O'AHU

POSITION ORGANIZATION CHART
CHART I

Current



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 44.00

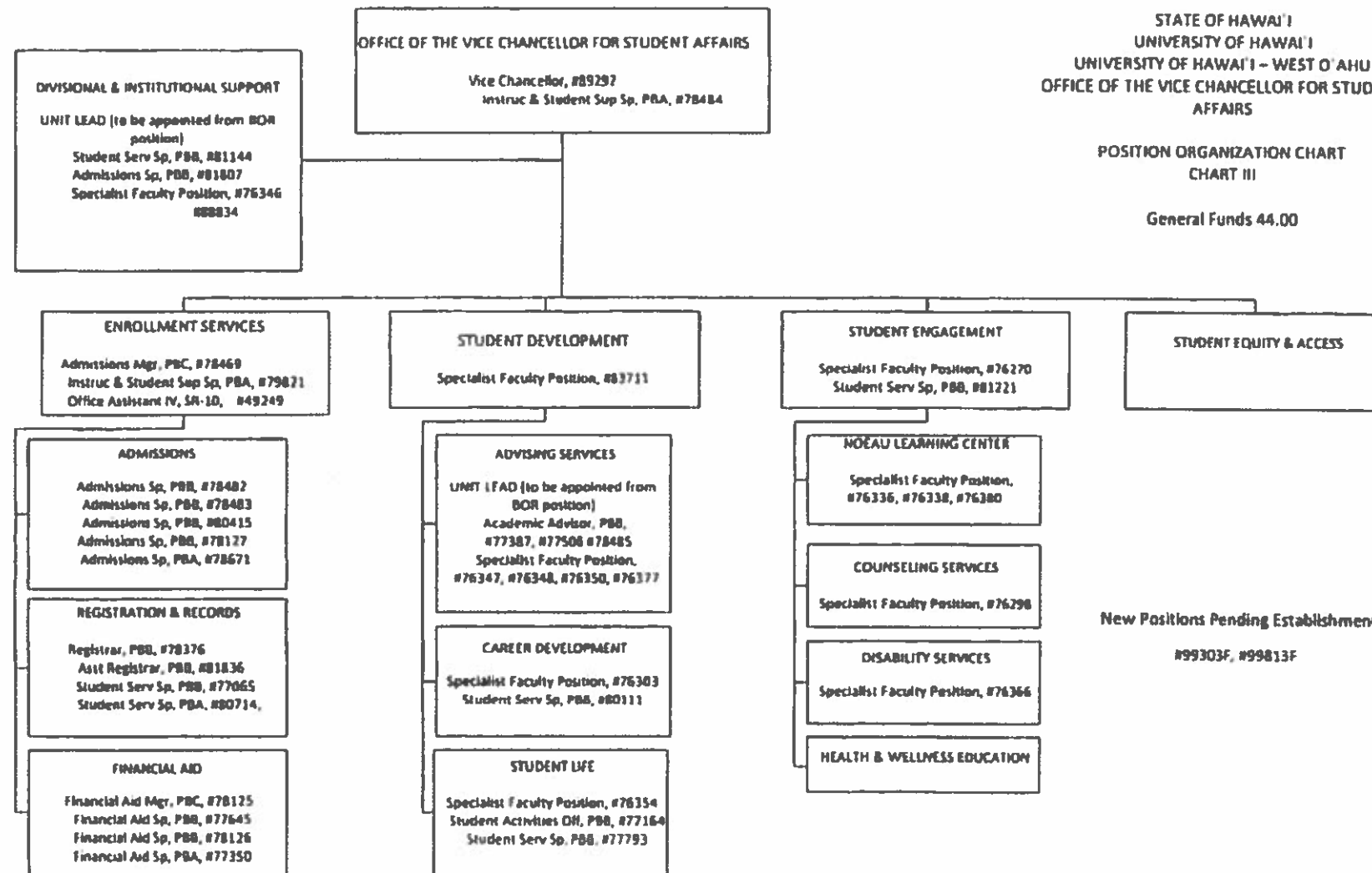


CHART UPDATED
DATE: July 1, 2018

Current

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

Vice Chancellor, #89449
Secretary III, SR-16, #50001
Office Assistant IV, SR-10, #900625, #900412**
Associate Vice Chancellor, #89494
Academic Support, PBB, #81693
Academic Support, PBC, #79846
Academic Support, PBB, #77584
Academic Support, PBB, #77598
Admin & Fiscal Supp Sp, PBA, #80647
Academic Support, PBB, #81024
Administrative Off, PBB, #81299
Admin & Fiscal Supp Sp, PBA, #77363
Faculty Specialist Position, #76299
Distance Education Sp, PBB, #77222

INSTRUCTION

Chart IV-A

LIBRARY SERVICES

Chart IV-B

INSTITUTIONAL RESEARCH

Chart IV-B

CENTER FOR LABOR
EDUCATION AND
RESEARCH

Chart IV-C

'ULU'ULU
GIUGNI ARCHIVES

Chart IV-D

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

POSITION ORGANIZATION CHART
CHART IV

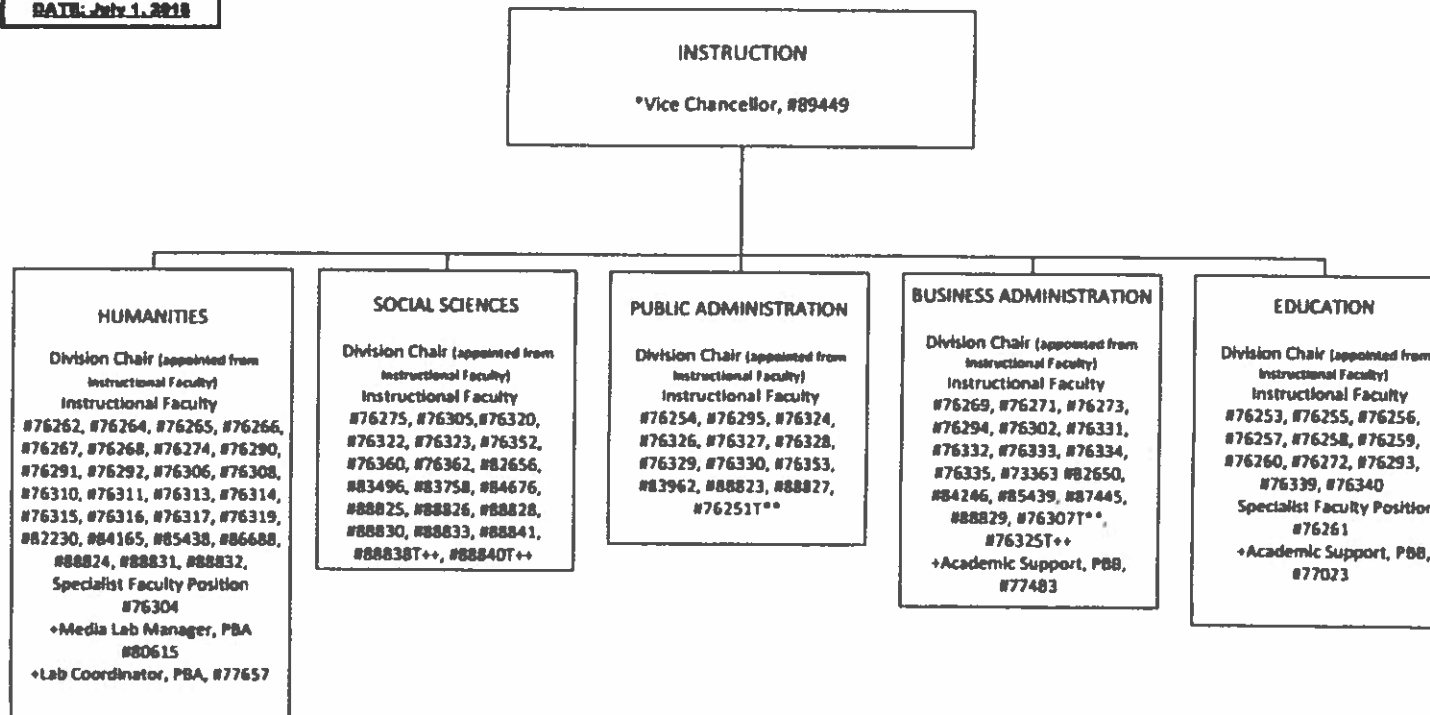
General Funds 14.00
**Special Funds 1.00 (BT)

** Budgeted temporary position

* Position reports to Faculty Specialist, #76304

Current

CHART UPDATED
DATE: July 1, 2018



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

POSITION ORGANIZATION CHART
CHART IV-A

General Funds 94.20
**General Funds 2.00 (BT)
++Special Funds 3.00 (BT)

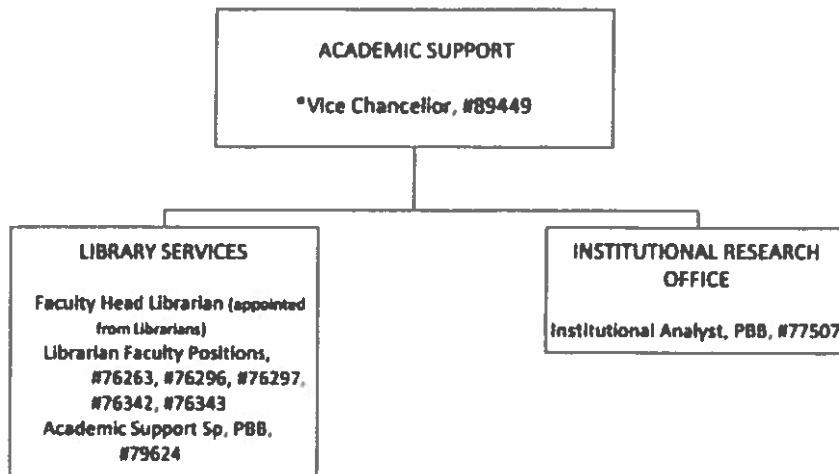
*Position count not included on this page

+ Reports to Division Chair or
assigned Department Coordinator

New Health Sciences positions,
#76379, #76381, #76382, #76383,
#99818F (20FTE)

Current

CHART UPDATED
DATE: July 1, 2018



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I – WEST O'AHU
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
ACADEMIC SUPPORT

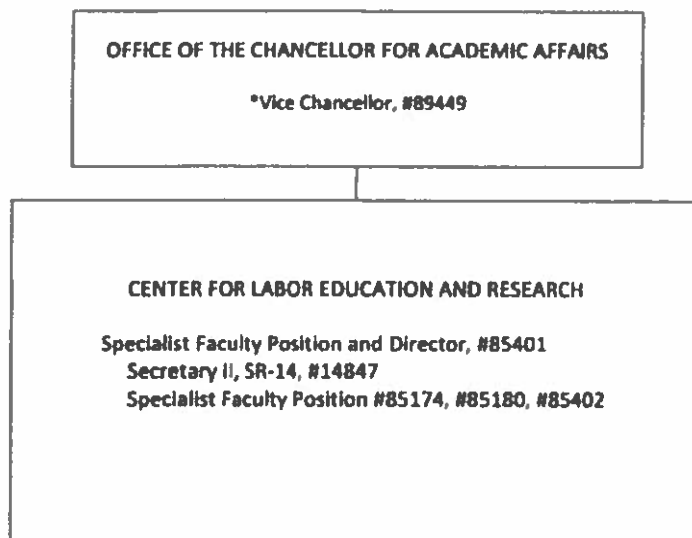
POSITION ORGANIZATION CHART
CHART IV-B

General Funds 7.00

*Position count not included on this page

CHART UPDATED
DATE: July 1, 2018

Current



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O'AHU
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
CENTER FOR LABOR EDUCATION AND
RESEARCH

POSITION ORGANIZATION CHART
CHART IV-C

General Funds 5.00

*Position count not included on this page

Current

CHART UPDATED
DATE: July 1, 2018

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

*Vice Chancellor
#89449

'ULU'ULU
GIUGNI ARCHIVES

Educational Spec, PBB, #77377
Educational Spec, PBB, #77644
Educational Spec, PBB, #77651
Educational Spec, PBB, #77678
Media Spec, PBB, #77600

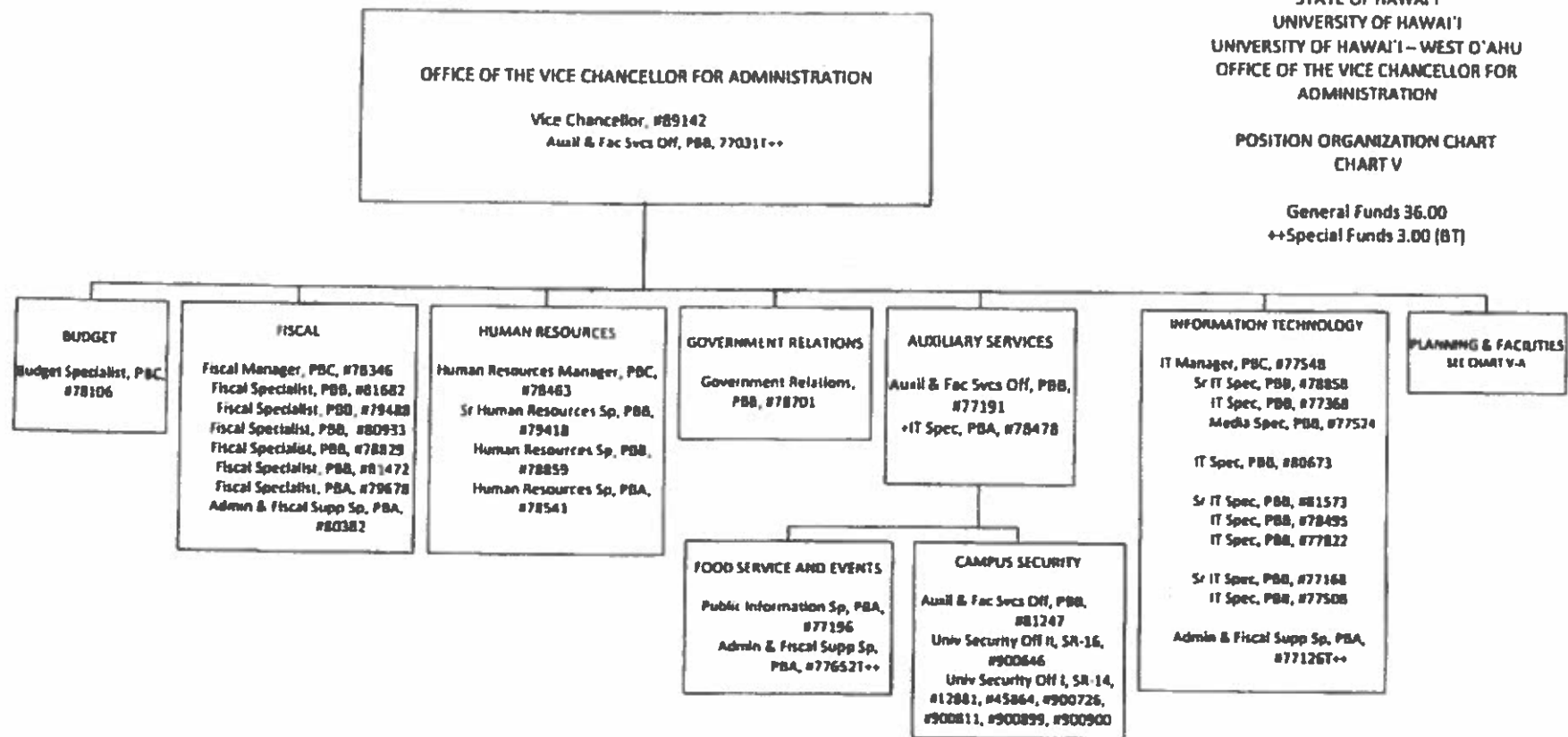
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O'AHU
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
'ULU'ULU
GIUGNI ARCHIVES

POSITION ORGANIZATION CHART
CHART IV-D

General Funds 5.00

*Position count not included on this page

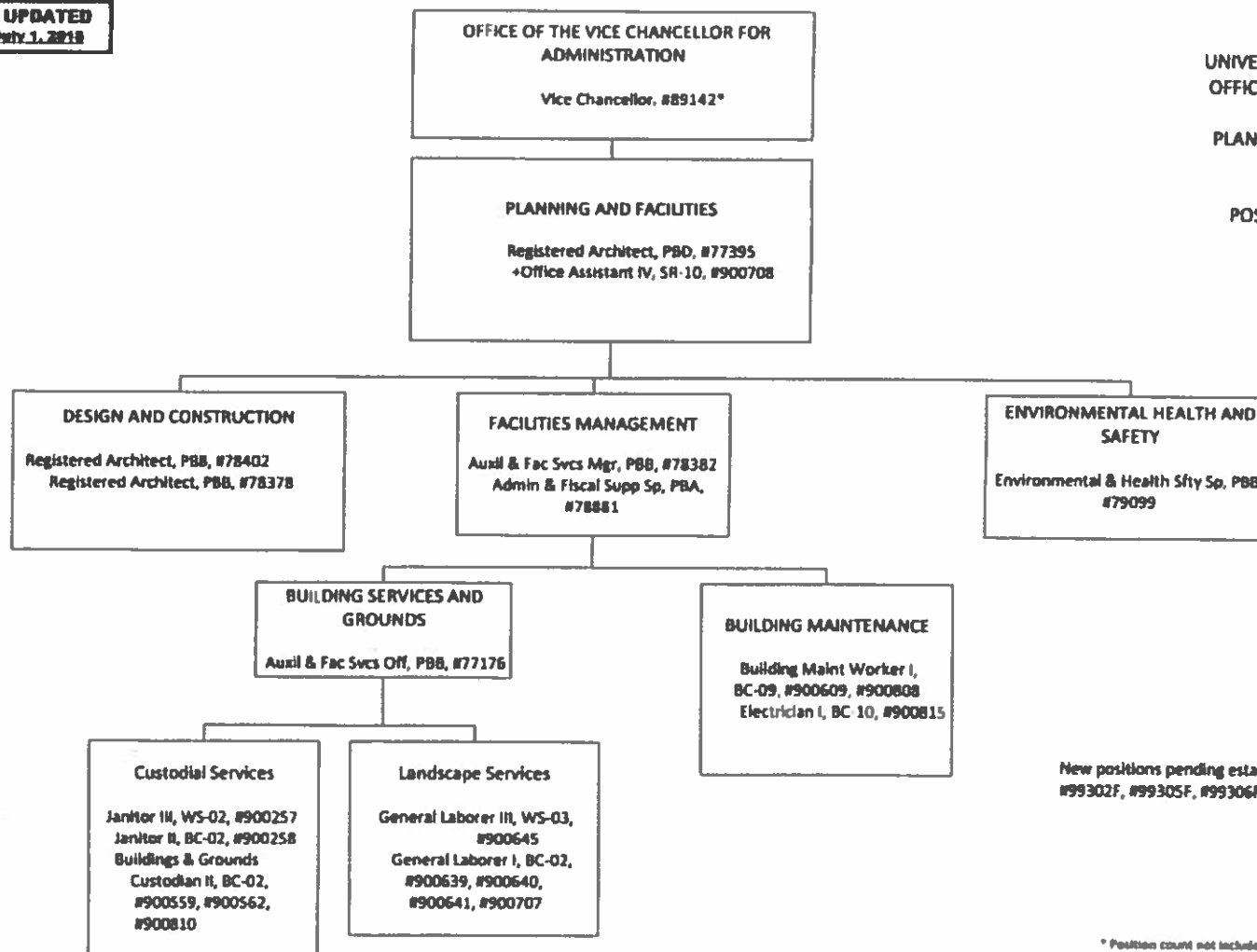
Current



+ Position to be redescribed
++ Budgeted temporary position

Current

CHART UPDATED
DATE: July 1, 2018



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O'AHU
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION
PLANNING, CAPITAL IMPROVEMENTS
AND LAND OFFICE

POSITION ORGANIZATION CHART
CHART V-A

General Funds 25.00

New positions pending establishment 7/1/18
#99302F, #99305F, #99306F, #99307F

* Position could not be included on this page

+ Position to be redescribed

**UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I - WEST O'AHU**

Current Functional Statements:

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.

Communications & Public Affairs

- Leads the development and management of promotional, marketing, and other print and electronic publications including design and content for units of the campus.
- Seeks out and disseminates meaningful content that aligns with campus mission and objectives.
- Develops and manages internal and external communication messaging and strategy involving internal and external stakeholders, working collaboratively with campus units to align such messaging, layout, and design that fosters synergy.
- Leads the management and maintenance of the campus website.

Compliance:

- Provides independent counsel, oversight, and coordination of institutional compliance-based issues, and promotes the highest standard of ethics and integrity within the university community.
- Advises, assists, and investigates potential violations of laws, regulations, policies, and processes involving protected classes.

- Advises and assists with student conduct processes, issues, and potential violations
- Advises and assists with academic grievances.
- Ensures that training and development programs on compliance requirements, and student rights and responsibilities are conducted.
- Promotes campus programming to bolster awareness and education around compliance issues, concerns, requirements, etc.
- Oversees adequate documentation of compliance efforts.
- Collaborates and partners with System and other campus' services to ensure consistency of compliance advocacy, resource support, and resolution.

Institute of Engaged Scholarship

- Promotes effective teaching and lifelong learning through theoretical and applied research efforts via reciprocally beneficial partnerships between University scholars and community members.
- Serves the public good through community partnerships and collaborations to address key community issues.
- Supports research and scholarship initiatives that strive to impact societal and community transformation.
- Builds institutional capacity by increasing extramural funding.

Kulana O Kapolei

- Advocacy for the campus' sustained commitment to 'olelo Hawaii (Hawaiian language) and 'ike Hawaii (traditional and cultural knowledge and practices of Hawaii via engagement, Hawaiian protocol, and evaluation processes.
- Promotes and provides programming that infuses and normalizes Native Hawaiian values, indigenous ways of doing, and 'ike in institutional decision-making, instructional practices, co-curricular programs, and community collaborations.
- Fosters the preparation of students, faculty, and staff members of Native Hawaiian ancestry to assume leadership roles.
- Works in partnership with UH System Hawaii Papa O Ke Ao, Puko'a Council, Nalimaku'I Council and other campus councils to advance the teaching and learning of Hawaii's diversity.

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, UH-West O'ahu, 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 O'ahu (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. Also, provides leadership in campus accreditation activities, and professional development of faculty and academic support staff.

- Provides leadership in development of academic plans and curriculum for the university.
- Recommends promotion and tenure, and contract renewal for faculty.
- Monitors and coordinates the promotion/tenure and contract renewal process.
- Coordinates the University's re-accreditation 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, academic computing and the learning resource center, institutional research, and the center for labor education and research. Coordinates and provides support for library services, academic computing and 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 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 curricula that will lead to baccalaureate degrees 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 instructors 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.
- 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 Office

- Compiles and disseminates student cohort data on the retention, attrition, and graduation of students at UH West Oahu.
- Conducts ad hoc studies on issues pertaining to institutional matters and course evaluations at UH West Oahu.

- 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 evaluation studies.
- Performs educational effectiveness studies using quantitative, qualitative, and mixed methods.
- Develops, designs, and updates Institutional 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.

'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 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 and oversight.
- Budget development, planning and oversight.
- Personnel management and development.
- Alternative resource development.
- Strategic visioning.
- Service assessment and evaluation.

Enrollment Management

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

- Manages and oversee enrollment planning with specific recruitment goals and targeted segments.

Admissions

- Outreach and promotion of campus and programs.
- Recruitment via campus visits and 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

- Outreach and promotion to encourage FAFSA completion
- Financial needs analysis
- Award Packaging and Distribution
- Financial aid account monitoring and 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 and private scholarship programs

Registration and Records

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

Student Development

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

- Course selection advising to fulfill program/major requirements
- Orientation of 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 education learners, veterans, Native Hawaiians, first year students, early admits/running start students, etc.

Career Development

- Career assessment
- Career exploration
- Internship and practicum placements
- Career skill development (e.g. job search strategies, resume writing, and reviews, job skills workshops)
- Career transition services
- Campus recruitment and interviews
- Career fairs
- Business partnerships and employment listings
- Student Employment Administration
- Graduate school exploration

Student Life

- Organizational advising, training and 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

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

- Tutoring in writing, math, and other subject areas
- On-line 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 and placement
- Testing services for other licensing and credentialing agencies
- Proctoring for ADA accommodations
- Proctoring for classroom faculty

Counseling Services

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

Disability Services

- 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 and Wellness Education

- 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 and Access

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-confident 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 and Institutional Support

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 Hawai'i.
- 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.

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, government relations, fiscal, human resources, facilities maintenance and operations, auxiliary services, and information technology services.

- Develops and coordinates the preparation and execution of the University's budget.
- Manages the financial operations of the University in areas of budgeting, 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.
- Responsible for long-range planning relating to growth and development of the campus.
- Responsible for operations and maintenance of facilities which includes custodians, grounds, and building maintenance.
- Responsible for auxiliary services of the University which includes mail services, transportation services, food service operations, and campus security.
- Responsible for information technology services and telecommunications.

Government Relations

The Government Relations Office is responsible for developing effective working relationships with the executive and legislative branches of federal, state, and county government.

- Serves as liaison with all government offices.
- 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.
- Tracks all legislative initiatives affecting the campus.

Budget Office

The Budget Office is responsible for the overall budget management of the campus.

- Plans, coordinates and executes the campus budget requests.
- Coordinates, analyzes and prepares various reports requested by the Legislature, State Budget and Finance, University Budget Office, and the Board of Regents.
- Manages the implementation and execution of the campus budget, maintains position controls, and establishes budget allotments for each department.
- Manages financial accounting expenditures and internal financial controls.
- Provides revenue and expenditures forecasts, conducts special studies, variance reports, and analysis affecting the budget.

- Manages chart of accounts and builds structure to the reporting process to align with Hawaii Revised Statutes (HRS), university budget requirements, and national reporting standards.

Business Office

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

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

Auxiliary Services

The Auxiliary Services Office has functional responsibility for the major ancillary services necessary to operate the campus. These include transportation services, parking operations, food services, mail services, campus security, campus dining, and vending.

- Oversees the preparation and coordination for food services and major campus events.
- Develops and implements operational standards, policies and procedures for the safety and security of the campus.
- Develops and implements repair and maintenance programs to upkeep vehicles, facilities, and equipment for the units.
- Oversees emergency preparedness and response procedures for campus property and conducts security and safety drills.

Planning and Facilities

The Planning and Facilities Planning Office has functional responsibility for campus planning and the capital improvement program, repair and maintenance projects, facilities uses program, space utilization programs, and facilities management. This includes long range planning, environmental health and safety, building repairs, utilities management, custodial service and grounds maintenance.

- Manages the overall campus physical infrastructure.
- Develops and coordinates short- and long-range physical facilities plans and development.
- Coordinates activities with private contractors and government inspectors.
- Provides occupational and environmental health and safety support for the campus.
- Administers the repairs and renovations of buildings.
- Maintains buildings and landscapes grounds.

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.
- Interprets and implements collective bargaining agreements.
- Ensures human resources policies and practices conforms to various laws and regulations.
- 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.

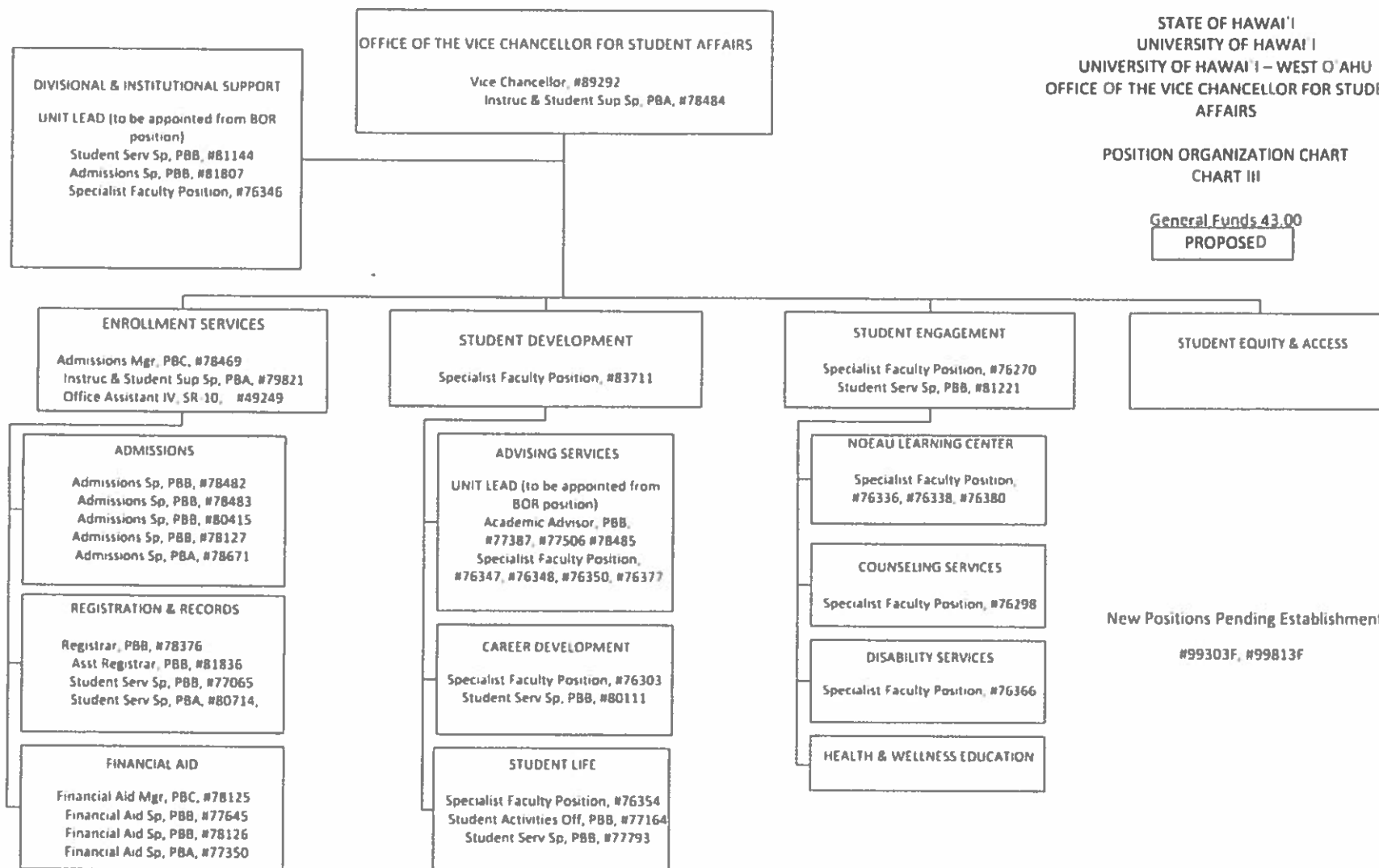
- Design and maintain audio visual solutions that support instructional activities for face-to-face and distance education.
- Plan, manage, and maintain the campus high speed network infrastructure including data (wired and wireless) and voice networks.
- Monitor, manage and protect the campus sensitive data to ensure appropriate usage and retention of data prescribed by University of Hawai'i policies
- Consult and assess the computing needs of the campus community to provide the appropriate computer technology.
- Define the strategic direction for all technology on campus that would support academic facilities, academic research, distance education, academic support services, and administration.
- Provide expert technical advice and assistance at the information technology help desk.

**PROPOSED
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

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 43.00
PROPOSED



Approved

David Lassner 1/11/19

David Lassner, President

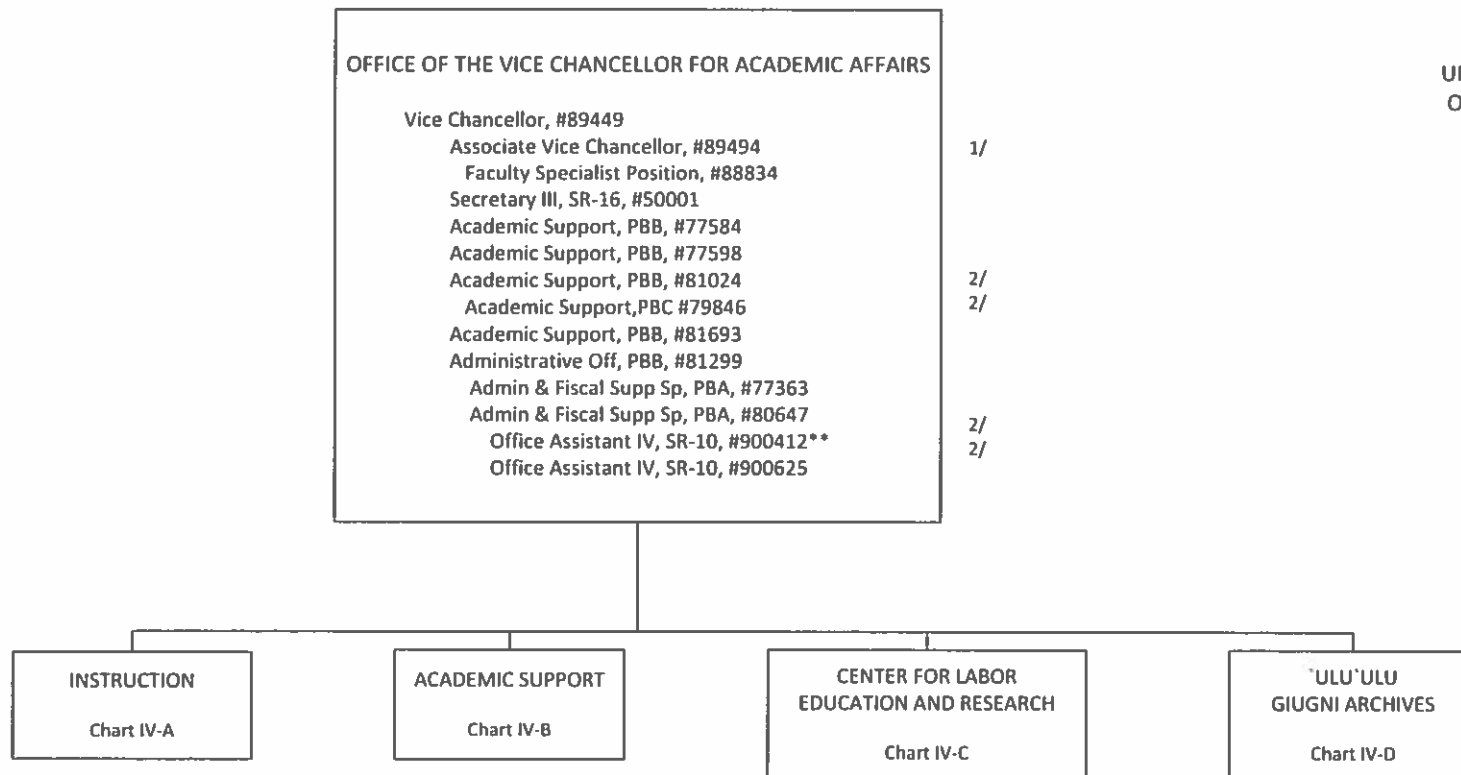
Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O‘AHU
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS

POSITION ORGANIZATION CHART
CHART IV

General Funds 13.00
**Special Funds 1.00 (BT)

Proposed



**Budgeted temporary position

1/ Associate Vice Chancellor, #89494 in OVCAA also services as Director of Academic Support
2/ position will be redescribed

APPROVED: David Lassner 1/11/17
David Lassner, President Date

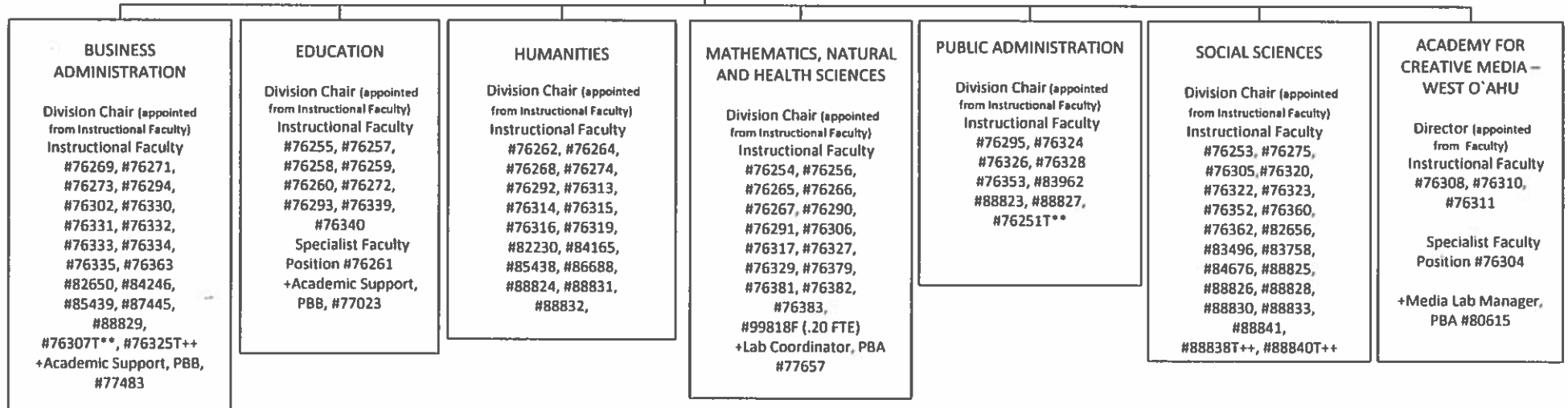
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O'AHU
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
INSTRUCTION

POSITION ORGANIZATION CHART
CHART IV-A

General Funds 99.20
**General Funds 2.00 (BT)
++Special Funds 3.00 (BT)

INSTRUCTION
*Vice Chancellor, #89449

Proposed



*Position count not included on this page

+ Reports to Division Chair, Director, or assigned Department Coordinator

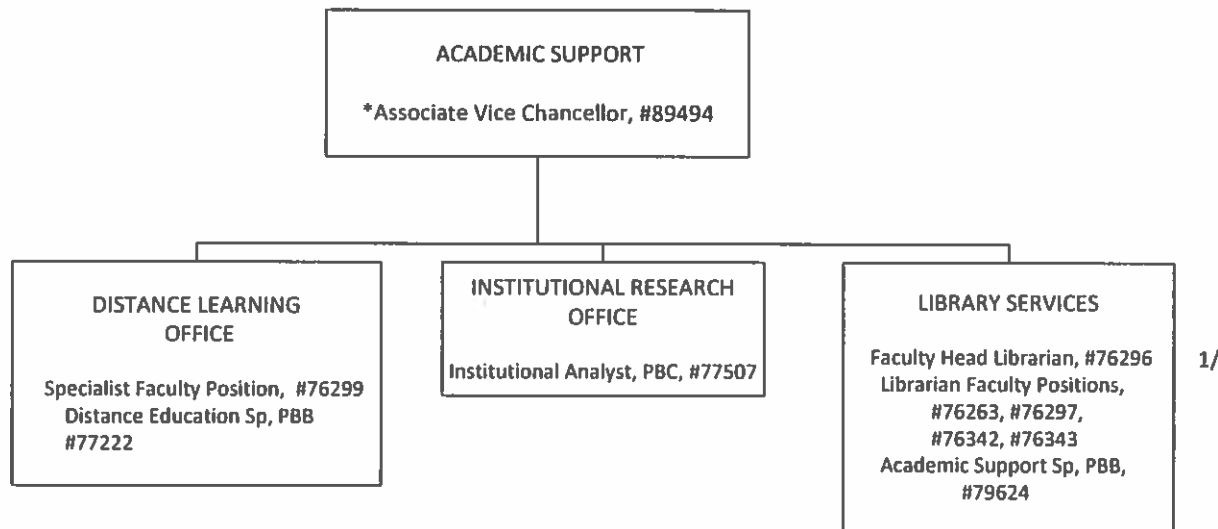
APPROVED
David Lassner 1/11/19
David Lassner, President Date

STATE OF HAWAII
 UNIVERSITY OF HAWAII
 UNIVERSITY OF HAWAII – WEST O‘AHU
 OFFICE OF THE VICE CHANCELLOR FOR
 ACADEMIC AFFAIRS
 ACADEMIC SUPPORT

POSITION ORGANIZATION CHART
 CHART IV-B

General Funds 9.00

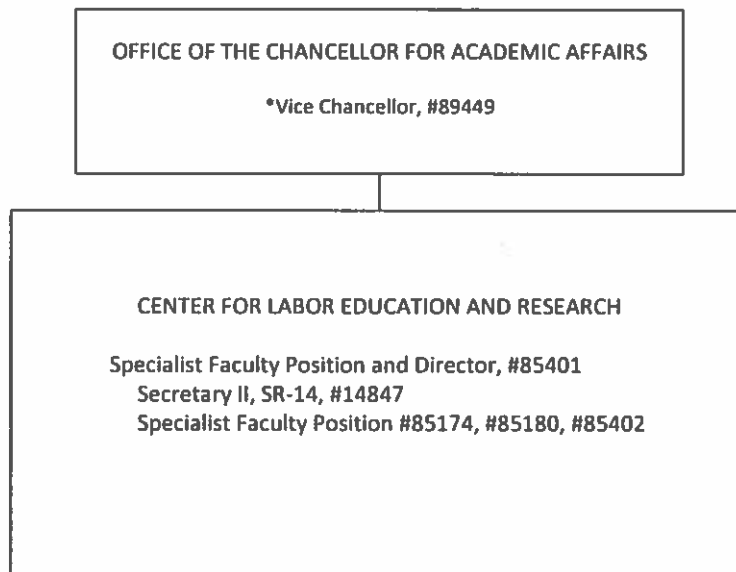
Proposed



*Position count not included on this page

1/ #76296 filled with temporary librarian, Interim Head Librarian appointed from librarian faculty position

APPROVED: David Lassner 1/11/15
 David Lassner, President Date




STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII – WEST O‘AHU
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
CENTER FOR LABOR EDUCATION AND
RESEARCH

POSITION ORGANIZATION CHART
CHART IV-C

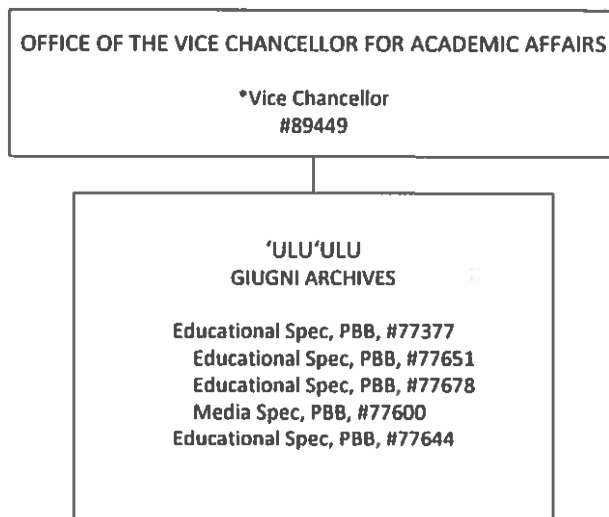
General Funds 5.00

Proposed

*Position count not included on this page

APPROVED:  1/11/19

David Lassner, President Date



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I – WEST O'AHU
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
'ULU'ULU
GIUGNI ARCHIVES

POSITION ORGANIZATION CHART
CHART IV-D

General Funds 5.00

Proposed

*Position count not included on this page

APPROVED: David Lassner 4/11/19
David Lassner, President Date

Proposed Functional Statements:

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. Also, provides leadership in campus accreditation activities, and professional development of faculty and academic support staff.

- Provides leadership in development of academic plans and curriculum for the university.
- Recommends promotion and tenure, and contract renewal for faculty.
- Monitors and coordinates the promotion/tenure and contract renewal process.
- Coordinates the University's re-accreditation and student learning assessment efforts.
- Represents the campus in system-wide committees and meetings concerning academic matters.
- Works with division chairs to assign faculty equitable teaching loads and appropriate courses.
- Works with division chairs to schedule classes, plan curricula, maintain and update articulation agreements, develop new programs, and to develop and implement academic policy and division budgets.
- Via the Early College program, offers co-curricular coursework to high school students in support of academic pathways.
- Works closely with the directors of the library, academic computing and the learning resource center, institutional research, and the center for labor education and research. Coordinates and provides support for library services, academic computing and 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.

Academic Support

Under the leadership of the Associate Vice Chancellor for Academic Affairs (#89494), performs a variety of functions essential to the academic and instructional operations of the campus, including library services, support for online learning, and data analysis.

Library Services

- Works closely with instructors 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.
- 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 Office

- Compiles and disseminates student cohort data on the retention, attrition, and graduation of students at UH West O'ahu.
- Conducts ad hoc studies on issues pertaining to institutional matters and course evaluations at UH West O'ahu.
- 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.
- Represents the campus as the Subject Matter Expert pertaining to institutional data for UH initiatives.

Office of Distance Learning

The Office of Distance Learning specializes in identifying, creating, developing and evaluating equity of opportunity for student success by expanding access to online courses, certificates, degrees, and distance programs by:

- Articulating a vision for distance education aligned with the institution's mission

- Integrating distance education into the academic and operational processes of the institution
- Developing policies and procedures related to distance education
- Facilitating integrated and coordinated access to student services, academic support, and student engagement for Distance Education students
- Promoting and supporting standards-based best practices for instructional design of online courses
- Monitoring and evaluating the assessment of student learning outcomes for Distance Education programs
- Providing professional development for staff and faculty involved in distance education
- Addressing online accessibility
- Advancing effective use of rich media for teaching and learning

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.

'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.

CONSULTATION:
PUBLIC EMPLOYEE LABOR UNIONS
(HGEA AND UHPA)



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

Telephone: 808 543 0000

www.hgea.org

November 28, 2018

Dr. Jeffrey Moniz, Vice Chancellor
Academic Affairs
University of Hawaii – West Oahu
91-1001 Farrington Highway
Kapolei, HI 96707

Dear Dr. Moniz:

Subject: Consultation Regarding the Proposed Reorganization of the Office of the Vice Chancellor for Academic Affairs, UH West Oahu

This is in response to your letter dated October 22, 2018 requesting consultation regarding the above mentioned proposed reorganization of the Office of the Vice Chancellor for Academic Affairs at UH West Oahu. Thank you for allowing up additional time to respond.

We have reviewed the information provided and have the following comment.

Within the Office of the Vice Chancellor for Academic Affairs organizational box, there are and, will continue to be positions described as administrative and fiscal support (Admin & Fiscal Supp Sp, Office Assistant IV) reporting to a position described as academic support and one administrative and fiscal support position (Admin & Fiscal Supp Sp) reporting to the Administrative Officer. Please explain the rationale behind these reporting relationships.

Thank you for the opportunity to provide input and we look forward to your written response.

Sincerely,

Sanford Chun
Executive Assistant for Field Services



UNIVERSITY
of HAWAII
WEST O'AHU

Office of the Vice Chancellor for Academic Affairs

December 14, 2018

Sanford Chun
Executive Assistant for Field Services
Hawai'i Government Employees Association
888 Mililani Street, Suite 401
Honolulu, HI 96813-2991

Subject: Consultation on Proposed Reorganization

Dear Mr. Chun,

The Office of the Vice Chancellor for Academic Affairs received your letter dated November 28, 2018, which provided input on our office's proposed reorganization plan. Thank you for taking the time to carefully review our proposal and provide relevant feedback. Please note that we will be including a copy of your letter in the final proposal that will be submitted to President David Lassner, via Chancellor Maenette Benham, for approval.

Our reorganization team considered the questions raised by HGEA concerning reporting lines within the Office of the Vice Chancellor for Academic Affairs organizational box. The rationale for the current reporting relationships would largely have been clarified through the re-description and re-banding of the academic support position alluded to in our reorganizational proposal. Nevertheless, after consulting with all relevant parties, I have arrived at the decision to revise reporting lines so that the administrative and fiscal support positions in question report to the Administrative Officer.

Once again, thank you for your valuable feedback and for serving as a conduit for staff input on the proposed reorganization of the Office of the Vice Chancellor for Academic Affairs.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey Moniz".

Jeffrey Moniz
Vice Chancellor for Academic Affairs

91-1001 Farrington Highway
Kapolei, Hawaii 96707
Telephone: (808) 689-2800
Fax: (808) 689-2901

An Equal Opportunity/Affirmative Action Institution



November 30, 2018

Dr. Jeffrey Moniz
Vice Chancellor for Academic Affairs
University of Hawai'i West O'ahu
91-1001 Farrington Highway
Kapolei, HI 96707

Subject: University of Hawai'i West O'ahu Office of the Vice Chancellor for
Academic Affairs Proposed Reorganization

Aloha mai Vice Chancellor Moniz!

The University of Hawaii Professional Assembly (UHPA) has reviewed the draft of the proposed reorganization of the University of Hawai'i West O'ahu Office of the Vice Chancellor for Academic Affairs (OVCAA).

UHPA reached out to the faculty members impacted by the proposed reorganization. Overall, the faculty that responded to UHPA's outreach had positive comments about the reorganization and the manner in which it was being handled by the administration. There was one comment wanting to ensure that the appropriate budgetary allocations are made for the different areas as a result of the reorganization, since that information is not included in the reorganization document.

Considering the significant increases in student enrollment, as well as faculty and staff position counts over the past decade, it is quite remarkable that the OVCAA has maintained its fundamental organizational structure. The proposed reorganization appears to be timely, and a necessity to keep up with the growing demands on campus.

The proposed reorganization appears to address the evolving needs of both faculty and students on campus through the creation of the Academic Support section (which consolidates the non-instructional duties into a single area), along with the addition of

UNIVERSITY OF HAWAII PROFESSIONAL ASSEMBLY

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

Dr. Jeffrey Moniz
November 30, 2018
Page 2



the sixth academic division for Mathematics, Natural and Health Sciences, as well as an Academy for Creative Media (ACM). Maintaining the flat structure of the OVCAA helps ensure there are no additional position allocations or facility space required for implementation, but instead, the proposed reorganization appears to streamline overall operations.

We identified one area of concern, which is from page 9 of the proposed reorganization document. The last sentence of the first paragraph on page 9 states:

"Since Faculty hires in the field of Creative Media—including film directors, video game designers, and graphic artists—often possess very different credentials from traditional academics, the establishment of a center rather than an academic division will facilitate the recruitment and hiring of appropriate personnel."

We want to clarify the intent of the language regarding Faculty hires in ACM and ensure that the classifications for instructional faculty for the University of Hawai'i at Hilo and West O'ahu, as outlined in University of Hawai'i System Executive Policy 5.221, are maintained and recognized. We would appreciate some follow-up in this area to ensure clarity on our part.

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 'Christian L. Fern'.

Christian L. Fern
Associate Executive Director

cc: Alan Rosenfeld, Associate Vice Chancellor for Academic Affairs
Nancy Nakasone, UH West O'ahu Human Resources
Maenette Benham, Chancellor, UH West O'ahu



UNIVERSITY
of HAWAII
WEST O'AHU

Office of the Vice Chancellor for Academic Affairs

December 14, 2018

Christian L. Fern
Associate Executive Director
University of Hawai'i Professional Assembly
1017 Palm Drive
Honolulu, HI 96814-1928

Subject: Consultation on Proposed Reorganization

Dear Associate Executive Director Fern,

The Office of the Vice Chancellor for Academic Affairs received your letter dated November 30, 2018, which provided input on our office's proposed reorganization plan. Thank you for taking the time to carefully review our proposal and provide relevant feedback. Please note that we will be including a copy of your letter in the final proposal that will be submitted to President David Lassner, via Chancellor Maenette Benham, for approval.

We appreciate your recognition that the proposed reorganization is timely given the tremendous growth that our campus has experienced over the past decade. We have considered your feedback regarding University of Hawai'i System Executive Policy 5.221 and agree to uphold the standards that sustain the faculty classification system. We will therefore revise the last sentence of the first paragraph on page 9 as follows:

"Faculty hires in the field of Creative Media—including film directors, video game designers, and graphic artists—often possess unique skill sets and career experiences that transcend the traditional boundaries of academe. The establishment of a center rather than an academic division will facilitate the recruitment and hiring of appropriate personnel, in accordance with the faculty classification system established in University of Hawai'i System Executive Policy 5.221."

Once again, thank you for your valuable feedback and for serving as a conduit for faculty input on the proposed reorganization of the Office of the Vice Chancellor for Academic Affairs.

Sincerely,

Handwritten signature of Jeffrey Moniz in black ink.
Jeffrey Moniz

Vice Chancellor for Academic Affairs

91-1001 Farrington Highway
Kapolei, Hawaii 96707
Telephone: (808) 689-2800
Fax: (808) 689-2901

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