

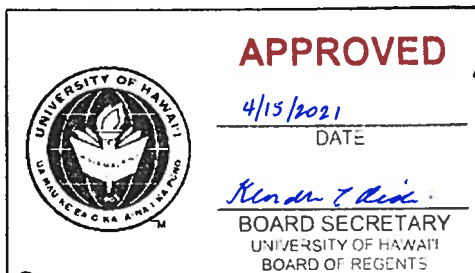
BOR ACTION MEMO



UNIVERSITY of HAWAII

UNIVERSITY OF HAWAII
BOARD OF REGENTS

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April 9, 2021

MEMORANDUM

TO: Benjamin Kudo
Chair, Board of Regents

FROM: David Lassner
President

SUBJECT: Approval of Phase 2 of the Proposed Reorganization of the University of Hawaii at Mānoa Administration

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve Phase 2 of the proposed reorganization of the University of Hawai'i at Mānoa administration to include updated organizational charts and functional statements.

RECOMMENDED EFFECTIVE DATE:

July 1, 2021

COST:

The overall reorganization was initially designed to be budget neutral and result in no new executive/managerial positions. However, with the economic impact of the pandemic on our institution and the state, we have looked towards reducing costs of campus administration. Costs associated with office repurposing or other operational needs will be made within current campus allocations. Our estimate is that the total savings associated with this reorganization, including Phases 1 and 2, will be \$3m annually with a reduction of 6 EM positions and nearly 40 other additional positions since we began the reorganization.

PURPOSE:

Phase 1 of the reorganization of the Mānoa administration recombined the positions of UH President and UHM Chancellor and established the UHM Provost. This Phase 2 of the reorganizations establishes the offices of the vice provosts and other direct reports to the President and Provost.

Pursuant to Board of Regents' Policy 3.202, the Board of Regents is the approving authority for this reorganization proposal since it involves offices that report directly to the President.

BACKGROUND INFORMATION:

In late 2016, a highly focused design team was convened to examine the best organization structure for UH Mānoa, and focused on Mānoa's needed functions, programs and options

relative to Mānoa's strategic goals and statewide needs. In November 2017, the Board of Regents approved a new conceptual structure and on March 28, 2019, the Board of Regents approved Phase 1 of the Mānoa reorganization which laid the core foundation at the senior executive level, by providing a stable Mānoa leadership through the recombined roles of President and Chancellor, and established a new Provost role. The Provost serves as an independent and dedicated voice for UH Mānoa, an officer of the University of Hawai'i, and Mānoa's chief academic officer with responsibility for the education, research, enrollment management, and student success across all academic units.

Phase 1 was also approved with full awareness and inclusion for Phase 2 plans to establish the administrative structure for the offices reporting to the President and the Provost. Upon approval of Phase 1, five separate functional teams ("mini-design teams") were established to discuss and propose structures and functions for the five key program areas of academic excellence, enrollment management, student success, research and scholarship, and climate and compliance. Representatives from campus governance groups in addition to faculty, staff, students and administration served on these mini-design teams, with the goal of proposing organizational structures and functional statements. In addition, two additional areas, global engagement and business and finance were reviewed and updated.

The proposal is intended to reduce siloes, foster collaborative initiatives, and implement a structure with reduced administrative and support positions. Efforts were made to look at cross functions and interdependent areas, and to determine the best structure that benefits our students.

Proposal Summary

Phase 2 was always discussed and intended to:

- Meaningfully integrate education, research, and student affairs, including undergraduate, involving all colleges, schools, ORUs, and institutes;
- Ensure strong and strategic enrollment management: recruitment and retention;
- Improve student success outcomes through integrated support for both academic success and student growth and development;
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university; and
- Strengthen, streamline, and clarify advocacy and compliance programs that support protected classes while reducing and resolving conflict.

At a high level, Phase 2 accomplishes these goals by:

- Providing the organizational structure for the 4 major areas reporting to the Provost and formally establishing the corresponding 4 vice provost offices: academic excellence, enrollment management, student success, and research and scholarship. The titles are not merely updated office naming; rather they reflect the new concepts for each of the areas, with the intent of a collaborative and coordinated approach to campus administration. The

proposal also creates offices for Global Engagement and Mānoa Cares on the campus with the intent to raise awareness about UH Mānoa's global role and to ensure a centralized office to address campus climate issues, establishes a formal compliance office to serve both System and Mānoa, transfers student data functions to the hybrid ITS office, and affirms that Mānoa Native Hawaiian Affairs reports to the President. Each of these will be described below.

- Academic Excellence - Thoughtfully integrating programs that shape the academic direction and policy for the campus, specifically in course design and curriculum, program review and development and faculty development and human resources support. While there are units identifying themselves as academic in nature that were placed outside this office, we want to affirm that this office will work closely with the vice provosts for student success, enrollment management, and research and scholarship on many collaborative initiatives while focusing on a portfolio of high impact academic programs and professional development and support for faculty throughout the career cycle.
- Enrollment Management - Elevating the Enrollment Management role to a Vice Provost position. The proposal combines recruitment and admissions functions for all students, undergraduate and graduate, within the proposed office of the Vice Provost of Enrollment Management. This consolidation will provide all students a consistent level of support with regard to recruitment and admissions, and will leverage existing systems and tools.
- Student Success - Redefining student affairs to student success, providing a holistic approach from recruitment to graduation to include academic advising and other support programs. The goal is to integrate areas focused on student academic success (advising, first year programs and other specialized programs) with areas focused on student growth and development (counseling, health services, etc.) to help ensure that students receive holistic support for success in both their academic and personal lives.
- Research and Scholarship - Realigning graduate student research success including coordinated research opportunities, fellowships and post-doctoral research within the proposed office of the Vice Provost for Research and Scholarship.
- Global Engagement - Redefining the functions of all external (international and domestic US) endeavors as global engagement, which emphasizes the importance of this office in developing a comprehensive and sustainable global strategy that will inform and direct our campus relationships and educational endeavors. Global Engagement also combines programs that provide opportunities for students to study away from Hawai'i, both nationally and internationally to encompass the global concept. .
- Mānoa Cares - Establishing a formal climate office which reports to the Provost and is intended to create a safe, welcoming and equitable campus climate for students, faculty and staff by advancing diversity, cultivating community values, providing confidential resources to the maximum extent permitted by law, and offering other means to resolve disputes.

- Equity Assurance Office - Establishing a formal compliance office, the Equity Assurance Office, which reports to the President and navigates a principled and sustainable path to achieve equity and diversity in a manner compliant with federal and state laws and regulations. It is important to note that it is critical for the Mānoa Cares and Equity Assurance Office to work collaboratively to accomplish the overarching goal.
- Mānoa Native Hawaiian Place of Learning - Reaffirming the reporting relationship of Mānoa Native Hawaiian affairs to the President, which reflects the campus commitment to evaluate and implement the recommendations of the Native Hawaiian reports submitted over the years.
- Information Technology Services - Providing increased campus technology support through the hybrid status of ITS by transferring functions related to student data system management such as STAR which assists and benefits our students in areas including admissions, aid and scholarships, course registration, grading and graduation matters. In its hybrid capacity, ITS also provides UHM with instructional equipment technology management which benefits our campus community including faculty and staff.

While we had proposed that this reorganization would also shift student housing facilities, operations and maintenance and its administrative unit, we have decided to defer this aspect of the reorganization. We remain committed to the integration of student housing facilities with campus facilities planning and management and a separate reorganization proposal will be prepared after further discussion and consultation to resolve issues that arose.

Subsequent to approval of Phase 2, executive leadership will work with unit supervisors on transition plans and timeframes to ensure proper inclusion of affected employees in discussions. Subsequently, position functions will be reviewed and, as appropriate, position descriptions will be updated in accordance with university policies and procedures.

Campus Conversation and Consultation

In 2016, we began the process of developing concepts for the proposed reorganization of UH Mānoa. A slide presentation of the proposed conceptual redesign of the UH Mānoa campus organization was developed and since 2017, presented to campus faculty, staff, students and administration to provide the overarching concepts for the reorganization including the combined roles of President and Chancellor, the creation of Provost, and offices that would report to both President and Provost. The concepts outlined in this original presentation have been the foundation for both Phases 1 and 2, and have been shared in discussion and consultation over the past 4 years. As previously mentioned, the core structural concept was presented to the Board of Regents in November 2018, where the Board formally approved the reorganization concept and approved the President to move forward to reconfigure and consolidate administrative offices as outlined in the conceptual redesign. Throughout the process of developing the details for Phase 1, we have referenced this same conceptual redesign.

This Phase 2 reorganization is highly consistent with the concepts that have been discussed with the entire campus community and BOR since the beginning of this reorganization initiative. The initial work of the Design Team included not only the Phase 1 reorganization but also the establishment of these Vice Provost offices and other units reporting to the President and Provost. That campus communication prior to Phase 1 but including the conceptual basis for all of Phase 2 is listed below:

- 4 Campus Forum Updates open to students, faculty, staff and administrators All sessions were live-streamed and the 2018 sessions were also recorded. In addition, all were provided the opportunity to comment on the forum and its content in person or via an online feedback link.
 - [April 4, 2017 – campus update](#)
 - [December 1, 2017 – campus update](#)
 - [April 23, 2018 – campus update](#)
 - [November 2, 2018 – campus update](#)
- Meetings with groups
 - Mānoa Faculty Senate Committee on Administration & Budget (October 31, 2018)
 - Associated Students of the University of Hawai'i at Mānoa (October 31, 2018)
 - Graduate Student Organization (November 5, 2018)
 - APT employees who represent Unit 8 leadership
 - Kūali'i Council
- Consultation
 - Mānoa Faculty Senate (January 7, 2019)
 - Associated Students of the University of Hawai'i (January 8, 2019)
 - Graduate Student Organization (January 8, 2019)
 - Kūali'i Council (January 8, 2018)
 - UH Mānoa Vice Chancellors and UH System Vice Presidents (January 7, 2019)
 - UH Mānoa Deans and Directors (January 8, 2019)
 - Faculty/staff direct reports to Mānoa Chancellor (January 8, 2019)
 - Hawai'i Government Employees Association (January 7, 2019)
 - United Public Workers (January 7, 2019)
 - University of Hawai'i Professional Assembly (January 7, 2019)

In addition, the Phase 1 proposal was discussed with the Student Caucus and Council of Chancellors, and multiple conversations occurred with UH Mānoa Faculty Senate representatives in efforts to address comments.

There have been modest changes based on the work of the mini-design teams and the more detailed consultation with affected employees and units. But nearly all of the concepts and approaches have been under discussion for years.

With regard to Phase 2 most specifically, the design team shared an annotated slide deck and functional statements based on the work of the mini-design teams with the campus community on May 1, 2020. The mini-design teams included governance group representatives as well as other faculty, staff, students and administrators. While an in-person or streamed campus forum was preferred, the COVID-19 pandemic's impact required a quick shift to an online platform. Online feedback was received from May and through the first day of the 2020-2021 academic semester. After much discussion, the design team and functional team co-leads prepared the reorganizational proposal, including proposed organizational charts and functional statements, for formal consultation which began November 18, 2020.

The November 2020 proposal was sent to the following bodies for consultation and comments were received and, as appropriate, addressed:

- Mānoa Faculty Senate
- Mānoa Staff Senate
- Associated Students of the University of Hawai'i
- Graduate Students Organization
- Kūali'i Council
- Hawai'i Government Employees Association
- United Public Workers
- University of Hawai'i Professional Assembly

Additional comments were received directly from UH employees and units regarding the functions pertaining to scheduling, graduate division, advising, institutional equity, learning assistance center, study abroad, national student exchange and student housing. Members of the design team were in communication with employees and units regarding their concerns, and in some cases, meetings were held to address questions, and in some cases, substantive changes were made to the proposal based on that feedback.

While we are disappointed with the Mānoa Faculty Senate Committee on Administration and Budget resolution, we acknowledge their perceptions and concerns. We would like to highlight that the Provost has full budget authority for all academic units, and Mānoa's budget is formulated collaboratively among the President, Provost and the Chief Business Officer for UH Mānoa. This approach has proven effective for two years, since Phase 1 was implemented in April 2019.

In addition, HGEA and UHPA did not concur with the reorganization proposal, and we believe largely based on input and concerns from individual members about changes that may impact them. We appreciate these concerns and will continue to work with union leadership and employees to address the inevitable concerns and issues that arise from this comprehensive reorganization.

At this point we believe it is in the best interest of our students, faculty, staff and the campus to move forward with this structure, which has been publicly articulated for 4 years and discussed, reviewed and re-examined in detail over the current academic year. It is unhealthy and

inappropriate to continue to lead the campus through a team of interim Vice Chancellors and Assistant/Associate Vice Chancellors when there is no longer even a Chancellor. It is time to move forward and establish non-interim leadership that will move the campus forward to meet the needs of Hawai'i to a more sustainable and thriving post-pandemic future.

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve Phase 2 of the proposed reorganization of the University of Hawaii at Mānoa Administration to include updated organization charts and function statements.

Attachment(s)

Reorganization proposal:

Executive Summary

Narrative

Organization charts and functional statements (current and proposed)

Detailed changes and listing

Consultation correspondence

ATTACHMENT:

REORGANIZATION
PROPOSAL

UNIVERSITY OF HAWAII AT MĀNOA
PHASE 2 OF THE MĀNOA ADMINISTRATIVE REORGANIZATION
PROPOSAL (UPDATED)

The proposal includes:

1. Executive Summary
2. Narrative

a. References:

- i. [Repositioning the University of Hawai'i for FY 2022 and Beyond](#). President Lassner's presentation to Board of Regents, August 20, 2020
- ii. [Post Pandemic Hawai'i and University of Hawai'i](#) report by President Lassner, September 11, 2020
- iii. [UHM Planning for Post-Pandemic Hawai'i](#), led by Provost Bruno
- iv. [Integrated Academic and Facilities Plan for UH System](#), approved by the Board of Regents, April 20, 2017
- v. [Mānoa Reorganization website](#)
 1. [2018 Presentation on Proposed Conceptual Redesign of UH Mānoa Campus Organization](#) (Chancellor and Vice Chancellor Offices Only)
 2. Phase 1, [BOR Action memo](#) request for approval of Phase 1 Proposal and Associated Implementation Actions, dated February 22, 2019 and approved on March 28, 2019
 3. Phase 1, [Approved organizational charts and functional statements](#)
 4. [President Lassner and Provost Bruno campuswide communications](#)
 5. [Design team and functional team members](#)
 6. May 1, 2020 [Slide deck](#) and conceptual [functional statements](#) for campus feedback

b. Attachments:

- i. Current organization charts and functional statements
- ii. Proposed organization charts and functional statements
- iii. Summary of Current and Proposed Organizational Locations by Unit Name
- iv. Detailed Changes to Organizational Charts and Functional Statements
- v. Detailed listing of positions to include allocated and authorized BJ/BT positions impacted by the reorganization. This list includes current and proposed organization by position number.
- vi. Formal consultation letters to Mānoa Faculty Senate, Mānoa Staff Senate, Kūali'i Council, University of Hawai'i Professional Assembly (UHPA), Hawai'i Government Employees Association (HGEA) and United Public Workers (UPW).

University of Hawai'i at Mānoa
Phase 2 – Administrative Reorganization Proposal

EXECUTIVE SUMMARY

This proposal is for Phase 2 of the Mānoa Administrative Reorganization. In September 2016, a design team was convened to recommend an improved administrative structure for UH Mānoa. The design team focused on how to improve effectiveness and clarify responsibility to achieve UH Mānoa's strategic goals and statewide needs. On March 28, 2019, the Board of Regents approved Phase 1 of a new structure in which the president and chancellor positions were recombined into a single position that serves as CEO of both the UH System and Mānoa. In addition, a new provost position was created to serve as the full chief academic officer with full responsibility for education, research and student success across all academic units. The provost serves as a deputy to the president in leading UH Mānoa, and an officer of the UH System. Phase 1 was approved with full awareness and inclusion of the plans for Phase 2 to ensure full transparency regarding the direction for the rest of the planned campus administrative structure.

This Phase 2 of that same reorganization instantiates the offices reporting to the President and Provost with the leadership, concepts and functional statements for the campus administration. In addition to the Mānoa campus Design Team, five separate functional teams ("mini-design teams") were developed, which included representatives from campus governance groups in addition to faculty, staff and administration. These functional teams proposed organizational structures and functional statements for the proposed four Vice Provost Offices: Vice Provost for Academic Excellence, Vice Provost for Student Success, Vice Provost for Enrollment Management and Vice Provost for Research and Scholarship. In addition, a separate team dedicated to propose a structure for equity, climate and conflict resolution was also formed. This proposal is the results of the design team work and the recommendations and comments received from the functional teams and via our campus feedback link.

Phase 2 as well as Phase 1 were initially planned to be budget neutral and result in no new executive/managerial positions. With the severity of the COVID 19 pandemic impact, UH and our state are now facing severe financial challenges. This will seriously reduce resources available to the campus for at least the next four years and likely longer. As a result, campus leadership and the Design Team agreed that rather than staying budget neutral, it was essential to reduce the costs of campus administration through this Phase 2 reorganization.

This proposal reduces siloes, fosters collaborative initiatives and work, ensures financial savings and reduces executive/managerial and support positions for campus administration. The design team looked at cross functions and ways to strengthen collaborative efforts, and laid the groundwork for shared support among the proposed vice provost offices. Some major areas of proposed changes include the integration of programs and services that support holistic student success from academics to student co-curricular activities to diversity and equity efforts; the integration of programs that focus on academic excellence for students; the recognition of the critical role of enrollment management in campus strategic planning efforts; the strengthening of graduate student recruitment, enrollment and support; and the recognition of the strategic direction needed for our global engagement efforts.

In addition, an intentional, institutional focus on campus culture and climate has been lacking, and therefore, a new campus climate office is being proposed for establishment using existing positions. Three existing institutional equity, EEO/AA and Title IX offices have been combined into one UH Mānoa and System hybrid office to more efficiently serve both UH System and UH Mānoa, as well as fill the policy and training needs across the entire system.

At a minimum there will be 45 fewer positions in the Mānoa administration from before this reorganization (both Phase 2 and Phase 1) began, including 6 fewer EM positions. Based on last salaries paid, this represents a savings of some \$3 million per year for campus administration. These are permanent reductions.

In addition, the proposed organization includes a number of positions that are currently vacant. To the extent those positions remain vacant, there would be additional savings to the campus, potentially as large as \$3 million. Under the current hiring freeze, the President, Provost, Chief Business Officer and campus leadership carefully review requests to fill positions and exceptions are not granted other than in unique circumstances.

Finally, a separate, ongoing effort known as the [UHM Planning for Post-Pandemic Hawaii](#) led by Provost Bruno is focused on UH Mānoa academic programs and structures. This separate initiative was also created to meet the dire fiscal crisis and help to reposition UH Mānoa in the University of Hawai'i's effort to meet the State of Hawai'i's most urgent needs as presented by President Lassner in [Repositioning the University of Hawai'i for FY 2022 and Beyond](#) (August 20, 2020) and [Post Pandemic Hawai'i and University of Hawai'i](#) (September 11, 2020). The Phase 2 administrative reorganization and the post-pandemic planning began at separate times, but now complement each other in helping UH Mānoa move forward through these unprecedented times and prepare for a different future.

University of Hawai'i at Mānoa
Phase 2 – Administrative Reorganization Proposal

NARRATIVE

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

I. INTRODUCTION:

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

This proposal is referred to as Phase 2, administrative structure, of the larger UH Mānoa reorganization. In November 2017, the Board of Regents approved, in concept, a new organizational structure for the UH System and UH Mānoa that reconsolidated the positions of UH Mānoa Chancellor and UH President and established the position of Provost as an officer of the UH. On March 28, 2019, the Board of Regents approved Phase 1 of this reorganization which recombined the positions of UH Mānoa Chancellor and UH President, and created a UH Mānoa Provost.

Phase 2 creates the administrative leadership structure for UH Mānoa, by establishing or affirming the administrative structure for the offices that report to the UH President and UH Mānoa Provost.

The original goals of the reorganization, presented in Fall 2018 by the Mānoa design team, have guided the process and thoughtful discussions:

- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate and graduate, involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student growth and development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global “R1” research university
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

Initially, phase 2 was planned to be budget neutral and result in no new executive/managerial positions. With the severity of the COVID 19 pandemic impact, UH and our state are now facing severe financial challenges. This will seriously reduce resources available to the campus for at least the next four years and likely longer. As a result, campus leadership and the Design Team agreed that rather than staying budget neutral, it was essential to reduce the costs of campus administration through this Phase 2 reorganization.

The design team worked over summer 2020, and most recently during the past few months to revisit proposed changes in efforts to further review structures, seek financial savings and reduce executive/managerial positions for administration from even before Phase 1.

This proposal reduces siloes, fosters collaborative initiatives and work, ensures financial savings and reduces executive/managerial and support positions for campus administration. The design team looked at cross functions and ways to strengthen collaborative efforts, and laid the groundwork for shared support among the proposed vice provost offices. Some major areas of proposed changes include the integration of programs and services that support holistic student success from academics to student co-curricular activities to diversity and equity efforts; the integration of programs that focus on academic excellence for students; the recognition of the critical role of enrollment management in campus strategic planning efforts; the strengthening of graduate student recruitment, enrollment and support; and the recognition of the strategic direction needed for our global engagement efforts.

A new campus climate office is being proposed for establishment that recognizes the lack of an institutional focus on campus culture and climate focus. Likewise, an updated office to focus on institutional equity and Title IX, as a collaborative effort with EEO/AA principles, has been created to serve both UH System and UH Mānoa Offices. In addition, there will be synergies for systemwide equity and Title IX training.

In addition, there is a separate, ongoing effort known as the [UH Mānoa planning for post-pandemic Hawai'i](#) led by Provost Bruno which is focused on UH Mānoa academic programs and structures. This separate initiative was created to meet the dire fiscal crisis and help to reposition UH Mānoa in the University of Hawai'i's effort to meet the State of Hawai'i's most urgent needs as presented by President Lassner in [Repositioning the University of Hawai'i for FY 2022 and Beyond](#) and [Post Pandemic Hawai'i and University of Hawai'i](#). The Phase 2 administrative reorganization and the post-pandemic planning began at separate times, but now complement each other in helping UH Mānoa move forward through these unprecedented times and prepare for a different future.

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

The original goals of the reorganization, presented in Fall 2018 by the Mānoa design team, have guided the process and thoughtful discussions:

- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate and graduate, involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student growth and development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

Initially, phase 2 was planned to be budget neutral and result in no new executive/managerial positions. With the severity of the COVID 19 pandemic impact, UH and our state are now facing severe financial challenges. This will seriously reduce resources available to the campus for at least the next four years and likely longer. As a result, campus leadership and the Design Team agreed that rather than staying budget neutral, it was essential to reduce the costs of campus administration through this Phase 2 reorganization.

This proposal is intended to reduce siloes, foster collaborative initiatives and work, ensure financial savings as well as achieve savings in positions and dollars. The design team looked at cross functions and ways to strengthen collaborative efforts, and laid the groundwork for shared support among the proposed vice provost offices. Some major areas of proposed changes include the integration of programs and services that support holistic student success from academics to student co-curricular activities to diversity and equity efforts; the integration of programs that focus on academic excellence for students; the recognition of the critical role of enrollment management in campus strategic planning efforts; the strengthening of graduate student recruitment, enrollment and support; and the recognition of the strategic direction needed for our global engagement efforts.

II. **RATIONALE FOR THE REORGANIZATION:**

A. Provide background and relevant historical information.

Beginning in September 2016, the President was appointed to serve additionally as interim chancellor of UH Mānoa (the 2nd interim chancellor since 2014) and the UH Mānoa Vice Chancellor for Research was appointed to serve additionally as interim Vice Chancellor for Academic Affairs. Following initial discussions about the administrative restructuring of the campus administration, a highly focused design team was convened to recommend an improved campus structure and improved effectiveness and clarity of responsibility in achieving UH Mānoa's strategic goals and statewide needs. Through that work, the Design Team came to believe that establishing a strong Provost position would be an improvement in the campus organization and enhance the UH Mānoa ability to achieve the reorganization objectives outlined. With reluctance, the Design Team also recommended that UH Mānoa would be better served by recombining the positions of President and Chancellor.

Since those initial discussions, there have been numerous discussions and efforts regarding the appropriate administrative restructuring of the campus administration. The following is a more detailed timeline:

- September 2016. UH Mānoa Design Team convened and team members include (2017-present)
 - o Michael Bruno, Provost
 - o Sandy French, Interim Vice Chancellor for Administration (replaced Kathy Cutshaw, retired)
 - o Chip Fletcher, Associate Dean, SOEST
 - o Jan Gouveia, Vice President for Administration
 - o Lori Ideta, Interim Vice Chancellor for Students
 - o Christine Sorensen Irvine, Professor and former SEC chair
 - o David Lassner, UH President

- Laura Lyons, Interim Associate Vice Chancellor for Academic Affairs and former Dean, LLL
- November 2017. The Board of Regents approved in concept a new organizational structure for the UH System and UH Mānoa that reconsolidated the positions of UH Mānoa Chancellor and UH President and established the position of Provost as officers of the UH.
- March 28, 2019. The Board of Regents approved Phase 1 of the University of Hawai'i reorganization which recombined the positions of UH Mānoa Chancellor and UH President, and created a UHM Provost. Phase 2 also began which would further define the leadership, concepts and functional statements for the campus.
- Spring 2019. Five functional teams ("mini-design teams") were established and each was comprised of administrators, faculty, staff, students and representatives of the MFS, Staff Senate, ASUH, GSO and Kūali'i Council. Each team had an executive sponsor (in parentheses) and 2 co-leads with one lead from the design team.

Team 1: Educational Excellence (Provost): Laura Lyons and Christine Irvine
 Team 2: Student Success (Provost): Lori Ideta and Laura Lyons
 Team 3: Research, Scholarship and Graduate Studies (Provost):
 Velma Kameoka, Vice Chancellor (Research), and Chip Fletcher
 Team 4: Enrollment Management (Provost):
 Roxie Shabazz, Assistant VC and Christine Irvine
 Team 5: Equity, Climate and Conflict Resolution (President):
 Jan Gouveia and Chip Fletcher

Additional area leads were:

Business and Finance: Sandy French
 Global Engagement: Michael Bruno

Garret Yoshimi, Vice President for Information Technology/Chief Information Officer, joined discussions in 2019 and Carrie Okinaga, Vice President for Legal Affairs/University General Counsel, joined discussions in summer 2020.

- April 2019 – April 2020: The functional teams met to discuss programs and based on feedback from the teams, the co-leads developed conceptual structures and functions.
- December 10, 2019 and February 7, 2020: Proposed conceptual structures were presented at the President's UH Mānoa Leadership Team meetings.
- March 2020: Serious impact of COVID 19 pandemic on Hawai'i begins.
- May 1, 2020: An annotated slide deck reflecting an update on the proposed functional concepts and structure along with the functional statements for Mānoa units reporting to the President and Provost were posted for campus online feedback by May 31, 2020. Additional feedback received over the summer 2020 was also considered.

- May – November 2020: Design team and functional co-leads worked on detailed proposals. With the ongoing economic budget forecasts, the design team and functional co-leads worked over the summer 2020, and most recently during the past few months to revisit proposed changes to seek financial savings and a reduction of executive/managerial positions for administration from even before Phase 1. Co-leads updated their teams in late October/November 2020.
- November 18, 2020: Formal consultation begins
 - Mānoa Faculty Senate
 - Mānoa Staff Senate
 - Associated Students of the University of Hawai'i
 - Graduate Student Organization
 - Kūali'i Council
 - Hawai'i Government Employees Association
 - United Public Workers
 - University of Hawai'i Professional Assembly

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

Pursuant to the Board approval of Phase 1, Phase 2 creates the leadership structure for UH Mānoa, and updates the positions reporting to the President and creates the offices that are proposed to report directly to the Provost. Subsequently the economic impact of the COVID-19 pandemic on local, national and international markets, including direct impact on the state and university budget, has prompted the need to further review and streamline operations to prepare the university and UH Mānoa to prepare for its short-term and long-term budget challenge and reposition itself to be a key player in the recovery of Hawai'i. Such goals are reflected in the [Integrated Academic and Facilities Plan for UH System](#), approved by the Board of Regents, April 20, 2017, and President's [Repositioning the University of Hawai'i for FY 2022 and Beyond](#) (August 20, 2020) and [Post Pandemic Hawai'i and University of Hawai'i](#) (September 11, 2020). Again, this complements the current [UHM Planning for Post-Pandemic Hawai'i](#), led by Provost Bruno

The reorganization proposal supports the University of Hawai'i's five strategic directions, which includes the Hawai'i Graduation Initiative (HGI), Hawai'i Innovation Initiative (HII), Mission Focused Systems (MFS) and High Performing System (HPS). This reorganization also supports the proposed UH Mānoa strategic plan draft for a student-centric research university serving the State of Hawai'i.

The HGI's goal is to increase the educational capital of the state by increasing the participation and completion of students, particularly Native Hawaiians, low-income students and those from underserved regions and populations and preparing them for success in the workforce and their communities. The proposed reorganization places our enrollment management leadership and strategic planning as one of the four pillars of vice provost positions to develop and implement a strong recruitment and enrollment strategy.

In addition, the reorganization focuses on the success of the student from academics to co-curricular activities to fostering diversity and inclusion programs supports this goal.

The Hawai'i Innovation Initiative's goal is to create more high-quality jobs and diversify Hawai'i's economy by leading the development of a \$1 billion innovation, research, education and training enterprise that addresses the challenges and opportunities faced by Hawai'i and the world. The proposed reorganization continues to focus on student success to graduation and strengthens our efforts to support our graduate students pursuing graduate degrees and likely to support this innovation and research jobs. The proposed Office of the Vice Provost for Research and Scholarship is working towards dedicated focus on graduate research opportunities and post-doctoral affairs.

Mission-Driven System's goal is to realize the University's commitment to becoming a foremost indigenous-serving university and advancing sustainability, both of which are significant parts of our mission. The reorganization reaffirms the importance of this goal with the direct reporting of the Native Hawaiian Place of Learning Advancement Office to the President, and the collaborative initiatives of NHPOL with other Mānoa offices to infuse Native Hawaiian values into our UH Mānoa community practices and campus culture.

High Performance System's goal is to ensure financial viability and sustainability through cost-effective, transparent and accountable practices. One of the ongoing efforts is to reduce administrative costs and streamline operations. In previous reorganizations, this can be seen with the recombination of the positions of UH President and UH Mānoa Chancellor, the merging of UH System and UH Mānoa communications and human resources offices, the movement of UH Mānoa Campus Operations and Campus Services (bookstores, parking and other auxiliary services, university housing, etc.) under the purview of the Vice President for Administration.

The current and proposed organizational structures and functions may be found in the attachments.

- Current official organizational charts and functional statements
- Proposed organization charts and functional statements. The charts reflect positions as of the last applicable official organization chart.. Organizational charts submitted for approval will not reflect non-appropriated temporary positions.
- Summary of Current and Proposed Organizational Locations by Unit Name. This provides a quick reference of current and proposed organization locations of specific units.
- Detailed Changes to Organizational Charts and Functional Statements. This provides a detailed outline of specific changes, including the staffing for the offices of the president, provost and four vice provosts, and proposed reorganization of programs and positions.
- Detailed listing of positions to include appropriated or budgeted (BJ) and non-appropriated or budgeted temporary (BT) positions impacted by the reorganization.

C. Explain other alternatives explored.

In preparation for the May 1 slide deck, functional teams reviewed appropriate programs to be organized under each area: academic excellence, student success, enrollment management, research and scholarship, global engagement, climate and compliance,

budget and finance, and other areas as appropriate. Functional teams proposed recommendations and options for the overall structure and functional statements, and the design team developed the final conceptual structure for the administrative units reporting to President and Provost in alignment with the 2018 overall reorganization goals and in light of the University's strategic plan, goals and objectives.

Campus feedback obtained on the May 1 slide deck through the end of summer, were also considered and discussed by the design team. In the end, the design team reviewed comments and determined appropriate placement of positions to align with the overarching reorganization goals.

With any proposed reorganization, there is the option to continue the current structure. However, this would not meet the overarching reorganization goals presented in 2018. In addition, with the economic impact of the COVID 19 pandemic, it is more clear that we need to thoughtfully review the structure, propose a reorganization of programs and units at the administrative level, and reduce operational expenses to outline a structure that could support academic rigor, research innovation and financially responsible post-pandemic future.

During the process, several alternatives were explored in terms of placement of units. Various units, such as Graduate Division, Study Abroad, Climate, Compliance, Advising, certain student support offices, etc, were considered for placement in different areas. After much discussion within the team and with the various units, this reorganization proposal was determined to best meet the goals outlined above.

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

See item F

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

Since 2017, Mānoa leadership including deans and directors have been part of discussions for the Mānoa reorganization. Most recently, the May 2020 annotated slide deck was shared with current students and employees, including faculty, staff and administrators. Most of those impacted by the proposed units have also been notified through their unit leadership. Consultation with unions and governance groups is also starting.

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

As stated previously, the Mānoa reorganization original goals presented in Fall 2018 by the Mānoa design team have guided the reorganization process and thoughtful discussions:

- Strong and strategic enrollment management: recruitment and retention
- Meaningful integration of research and education, including undergraduate and graduate, involving all colleges, schools, ORUs and institutes
- Improved student success outcomes through integrated support for both academic success and student growth and development
- Enhance and strengthen Mānoa's role as a premiere Asia-Pacific focused global "R1" research university
- Strengthen, streamline and clarify advocacy and compliance programs that support protected classes
- Provide stable leadership and strong voice for Mānoa

Initially, phase 2 was planned to be budget neutral and result in no new executive/managerial positions. With the severity of the COVID 19 pandemic impact, UH and our state are now facing severe financial challenges. This will seriously reduce resources available to the campus for at least the next four years and likely longer. As a result, campus leadership and the Design Team agreed that rather than staying budget neutral, it was essential to reduce the costs of campus administration through this Phase 2 reorganization.

The design team worked over summer 2020, and most recently during the past few months to revisit proposed changes in efforts to further review structures, seek financial savings and reduce administrative and operational costs, and reduce executive/managerial positions for administration from even before Phase 1. The design team looked at cross functions to build synergies and reduce silos. The reorganization is proposed to strengthen collaborative efforts across units with complementary programs, initiatives and activities. It sets the path for strengthening recruitment and enrollment efforts for both undergraduate and graduate students; for advocating a higher institutional profile for global engagement and a strategic direction that guides the campus units; and for shared administrative and support services. Major areas with changes are the integration of programs that support the entire student success from academics to student co-curricular activities to diversity and equity efforts; the integration of programs that focus on academic excellence for students; recognition of the critical role of enrollment management to campus and financial planning; strengthening of graduate student recruitment, enrollment and support services; dedicated efforts in fostering graduate research opportunities and postdoctoral affairs; and the strategic direction needed for our global engagement efforts,

In addition, recognizing the institutional cultural and climate focus that has been lacking, a new campus climate office is being proposed for establishment using existing positions. This office will have functions for creating a foundation on campus values and building a culture, providing an in-take for issues and situations and assisting our students and employees through our processes; providing confidential advocacy services; building synergies on education and training on student and employee equity efforts; and providing services for managing conflict. Three existing institutional equity, EEO/AA and Title IX offices have been combined into one UH Mānoa and System hybrid office created to more efficiently serve both UH System and UH Mānoa, as well as fill the policy and training needs across the entire system.

Should a formal process be necessary, the proposed Equity Assurance Office has combined expertise of the current UH System/Mānoa EEO/AA office, UH System Institutional Equity Office and the UH Mānoa Title IX office. Together, the expertise in all these areas strengthens the support to UH System and UH Mānoa offices for supportive measures, case management

and investigations. In addition, training will be provided systemwide which will keep Mānoa continuously updated.

The attachments help to better understand any changes in the reporting relationships of programs and positions, which further builds synergies across groups. In addition, the proposal seeks to propose changes that result in financial savings and a reduction of executive/managerial positions for administration from even before Phase 1.

Budget implications – Savings

At a minimum there will be 45 fewer positions in the Mānoa administration from before this reorganization (both Phase 2 and Phase 1) began, including 6 fewer EM positions. Based on last salaries paid, this represents a savings of some \$3 million per year for campus administration. These are permanent reductions.

In addition, the proposed organization includes a number of positions that are currently vacant. To the extent those positions remain vacant there would be additional savings to the campus, potentially as large as \$3 million. Under the current hiring freeze, the President, Provost, Chief Business Officer and campus leadership carefully review requests to fill positions and exceptions are not granted other than in unique circumstances.

Specifically, the following EM positions have been eliminated since the Phase 1:

- Campus level Leadership
 - Chancellor (#89261)
 - Administrative Assistant (#89365)
 - Assistant VC Students (#89298)
 - Dir of Student Life and Development (#89190)
 - Research Program Officer (#89549)
 - Assistant Vice Chancellor (Administration) (#89190)

Additional EM roles that serve Mānoa and are currently vacant and remain so until budget permits filling or post-pandemic planning efforts.

Assistant Athletic Director (#89168).
Assistant Vice Chancellor (Facilities) (#89506)
Director of Campus Services (#89251).
Associate Vice Chancellor (#89309).

Feedback and Formal Consultation on the Proposed Phase 2 Reorganization

As mentioned previously, the design team shared their annotated slide deck and functional statements with the campus community on May 1, 2020. The team had hoped to conduct an in-person or streamed campus forum, however, the COVID-19 pandemic's impact on all of our units required faculty, staff and administrators to quickly shift to online platform and prepare students and employees for the campus closure. As such, the team felt that presenting the annotated slide deck would help to convey their thoughts and intentions and provide individuals time to read the documents at their convenience.

These documents outlined the conceptual redesign for the administrative structure. Feedback was sought beginning May 1, 2020 and over the summer through first day of the 2020-2021 academic year. An online link to provide comments was available to provide overall comments on specific proposed major areas: President's Office, Provost's Office, Academic Excellence, Student Success, Enrollment Management, Research and Scholarship, Global Engagement, Climate, Equity & Conflict Management, and Compliance and Investigation. In addition, some individuals also submitted email messages.

With the feedback, the design team discussed comments received. Such comments ranged from support of the proposed conceptual design, concerns about potential transfers and program impact, and desire for clarity on some functional areas. The design team, along with functional group co-leads worked to prepare the narrative, organizational charts and functional statements in this proposal. Teams were updated prior to release of the documents, and teams included representatives from students, faculty, staff, administration and representatives from MFS, Mānoa Staff Senate, ASUH, GSO and Kūali'i Council.

Formal consultation will begin November 18, 2020. The following groups will be sent this proposal and consulted on the narrative and justification, the proposed organizational charts and functional statements:

- Mānoa Faculty Senate
- Mānoa Staff Senate
- Associated Students of the University of Hawai'i
- Graduate Student Organization
- Kūali'i Council
- Hawai'i Government Employees Association
- United Public Workers
- University of Hawai'i Professional Assembly

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

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

A. **Impact on budget resources:**

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

At a minimum there will be 45 fewer positions in the Mānoa administration from before this reorganization (both Phase 2 and Phase 1) began, including 6 fewer EM positions. Based on last salaries paid, this represents a savings of some \$3 million per year for campus administration. These are permanent reductions.

In addition, the proposed organization includes a number of positions that are currently vacant. To the extent those positions remain vacant there would be additional savings to the campus, potentially as large as \$3 million. Under the current hiring freeze, the President, Provost, Chief Business Officer and campus leadership carefully review requests to fill positions and exceptions are not granted other than in unique circumstances.

Future costs in filling positions will be done within the allocated budget, including any budgetary reductions. If appropriate, positions will be redescribed, and if warranted, any increases resulting from reclassification will be done within the allocated, reduced budget.

We recognize that certain areas such as the proposed Mānoa CARES will need institutional investment of positions, and this will need to occur over time and when the budget permits. However, it was important to continue to commit to an office focused on our campus climate.

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

No additional funds are available and units will operate within existing and reduced allocations. In addition, with the impact of the COVID-19 pandemic on the state and university's budget, this reorganization was revisited with the intent of achieving additional savings from the existing organizational structure.

B. **Impact on operational resources:**

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

Position descriptions for positions will be updated as appropriate to align with the functions of the assigned units and assigned work to the positions. See attachments to the proposal. In many situations, the work duties may remain unchanged or minor

modifications as the unit's functions have been updated to meet current functions and needs.

There will be no adverse impact on base pay for faculty and APT and civil Service staff resulting from actions resulting from the proposed Phase 2 reorganization. Additional temporary compensation such as administrative stipends and temporary adjustments will be reviewed based on the organizational or duty changes. Employees will be notified before any decision to end temporary compensation is implemented.

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

Functions will need to be fulfilled by reallocation of existing personnel and positions. Staffing for newly created or modified units will be from existing position allocations. In addition, with the impact of the COVID-19 pandemic on the state and university's finances and budget, this reorganization was revisited with the intent of seeking additional streamlining of administrative areas and savings where possible.

We recognize there are specific areas that may need additional resources, financial and human resources in the longer term. Such resources will need to be evaluated once the budget situation improves or if deemed as a high priority area warranting an exception to the 2020 budget and hiring freeze. For the foreseeable future, no additional faculty or support personnel will be needed.

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

There is no proposed reduction in currently employed faculty/staff. There will be a reduction of at least 45 positions in campus administrative structure with the completion of this reorganization.

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

See attachment of the detailed listing of positions including allocated and authorized BJ/BT positions impacted by the reorganization

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

See attachment of the detailed listing of positions by position number including allocated and authorized BJ/BT positions impacted by the reorganization.

Changes were also looked at with a mind to streamline operations and consolidate functions where possible.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required? If so, has the Office of Planning and Facilities or designee been consulted? Explain outcome.

No additional space outside current allocations will be required.

ATTACHMENT:

**CURRENT
ORGANIZATIONAL CHARTS**

CHART UPDATED
DATE: July 1, 2020

BOARD OF REGENTS

EXECUTIVE ADMINISTRATOR &
SECRETARY OF THE BOARD OF REGENTS

STATE BOARD FOR CAREER AND
TECHNICAL EDUCATION

RESEARCH CORPORATION OF THE
UNIVERSITY OF HAWAI'I

(For Administrative Purposes)

STATE POSTSECONDARY EDUCATION
COMMISSION

WESTERN INTERSTATE COMMISSION FOR
HIGHER EDUCATION

INTERNAL AUDITOR

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION

PRESIDENT, UNIVERSITY OF HAWAI'I

REGENTS CANDIDATE
ADVISORY COUNCIL

UNIVERSITY OF HAWAI'I FOUNDATION /
VICE PRESIDENT FOR ADVANCEMENT

ALL CAMPUS COUNCIL OF
FACULTY SENATE CHAIRS

STUDENT CAUCUS

COUNCIL OF CHANCELLORS

SENIOR ADVISOR TO THE PRESIDENT
FOR NATIVE HAWAIIAN AFFAIRS

P KO'A COUNCIL

MĀNOA FACULTY SENATE

MĀNOA STAFF SENATE

ASSOCIATED STUDENTS OF THE UHM

UHM GRADUATE STUDENT
ORGANIZATION

MĀNOA LEADERSHIP TEAM

MĀNOA ATHLETIC ADVISORY BOARD

MĀNOA KUALI'I COUNCIL

Chancellor, University of
Hawai'i at Hilo

Chancellor, University of
Hawai'i at West O'ahu

VICE PRESIDENT FOR
COMMUNITY COLLEGES

Associate Vice President
Administrative Affairs

Associate Vice President
Academic Affairs

- Chancellor, Hawai'i Community College
- Chancellor, Honolulu Community College
- Chancellor, Kapi'olani Community College
- Chancellor, Kaua'i Community College
- Chancellor, Leeward Community College
- Chancellor, Maui College
- Chancellor, Windward Community College

PROVOST, UNIVERSITY OF
HAWAI'I MĀNOA

MĀNOA OFFICE OF
BUSINESS AND FINANCE

MĀNOA INTERCOLLEGIATE
ATHLETICS

MĀNOA OFFICE OF THE
OMBUDSPERSON

MĀNOA NATIVE
HAWAIIAN AFFAIRS

VICE PRESIDENT FOR LEGAL AFFAIRS
& UNIVERSITY GENERAL COUNSEL

VICE PRESIDENT FOR RESEARCH
AND INNOVATION

VICE PRESIDENT FOR INFORMATION
TECHNOLOGY/CHIEF INFORMATION
OFFICER

VICE PRESIDENT FOR ACADEMIC
PLANNING & POLICY

VICE PRESIDENT FOR
ADMINISTRATION

VICE PRESIDENT FOR BUDGET &
FINANCE/CHIEF FINANCIAL OFFICER

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE PRESIDENT

POSITION ORGANIZATION CHART

PRESIDENT, UNIVERSITY OF HAWAI'I

President, #89058	1.00
Asst to Senior Executive, #89362, #89495	2.00
Executive Director, #89571	1.00
Admin & Fiscal Support Sp, PBA, #80180	1.00

Private Secretary II, SR-22, #100053*	1.00
Assistant to Senior Executive, #89558*	1.00
Secretary II, SR-14, #15584*	1.00
Admin & Fiscal Support Spec, PBA, #77952*	1.00

Assistant to Senior Executive, #89459*	1.00
--	------

Administrative Officer, PBC, #81280*	1.00
Admin & Fiscal Support Spec, PBA #77682*	1.00

Title IX Coordinator, #89555*	1.00
Institutional/Policy Analyst, PBB, #77122*, #77262*	2.00
Admin & Fiscal Support Spec, PBA #80930*	1.00

Public Information Specialist, PBC, #78873*	1.00
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Faculty Athletics Representative (0.50TE)†

MĀNOA FACULTY SENATE

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

MĀNOA STAFF SENATE

ASSOCIATED STUDENTS OF THE UHM

UHM GRADUATE STUDENT ORGANIZATION

2/

MĀNOA LEADERSHIP TEAM

MĀNOA ATHLETIC ADVISORY BOARD

MĀNOA KUALI'I COUNCIL

**PROVOST,
UNIVERSITY OF HAWAI'I MĀNOA**

**MĀNOA
OFFICE OF BUSINESS AND FINANCE**

**MĀNOA
INTERCOLLEGIATE ATHLETICS**

**MĀNOA
OFFICE OF THE OMBUDSPERSON**

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

1/

**MĀNOA NATIVE
HAWAIIAN AFFAIRS**

University Academic Affairs Program Officer,	
#89560*	1.00

CHART TOTAL: PERM
General Fund: 11.00 (SW)
General Fund: 17.00 (MA)*

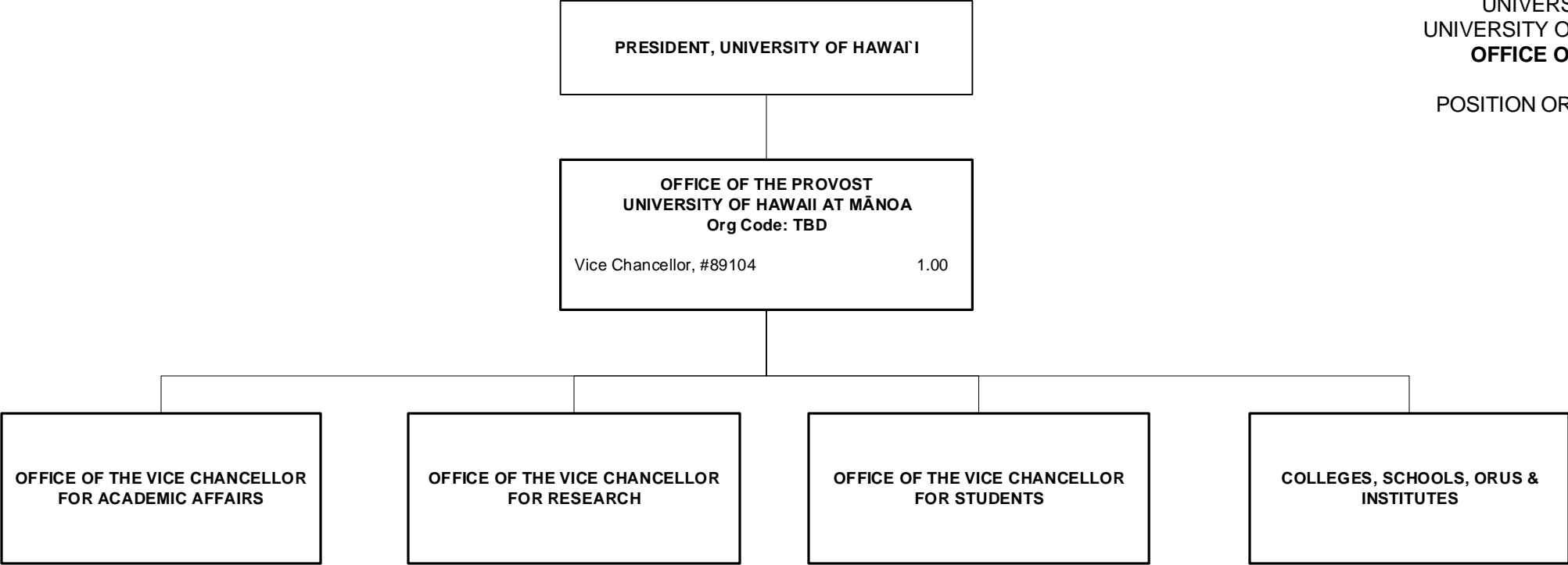
Positions established, pending reorganization: 79854, Program Manager;
79855, Admin Officer; 79856, Student Services Sp; 79857, Student Services Sp;
79858, Student Services Sp; 79859, IT Specialist

1/ Specialist in Ofc of Ombudsperson pending approval
2/ Ofc Asst III in Mānoa Faculty Senate is abolished
and to be re-established.

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

Positions to be redescribed, as appropriate

*Positions appropriated to Mānoa, reflected organizationally on this chart

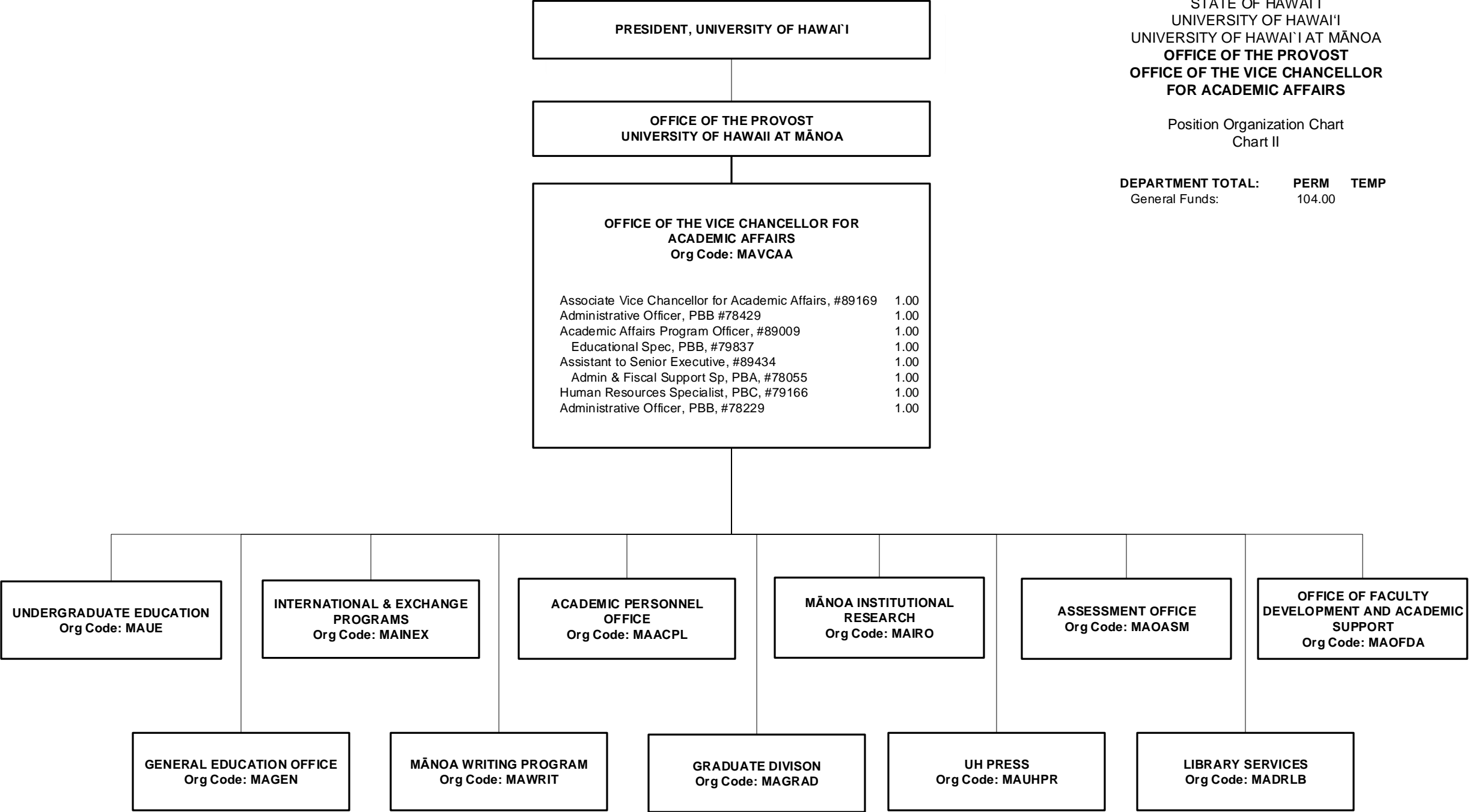


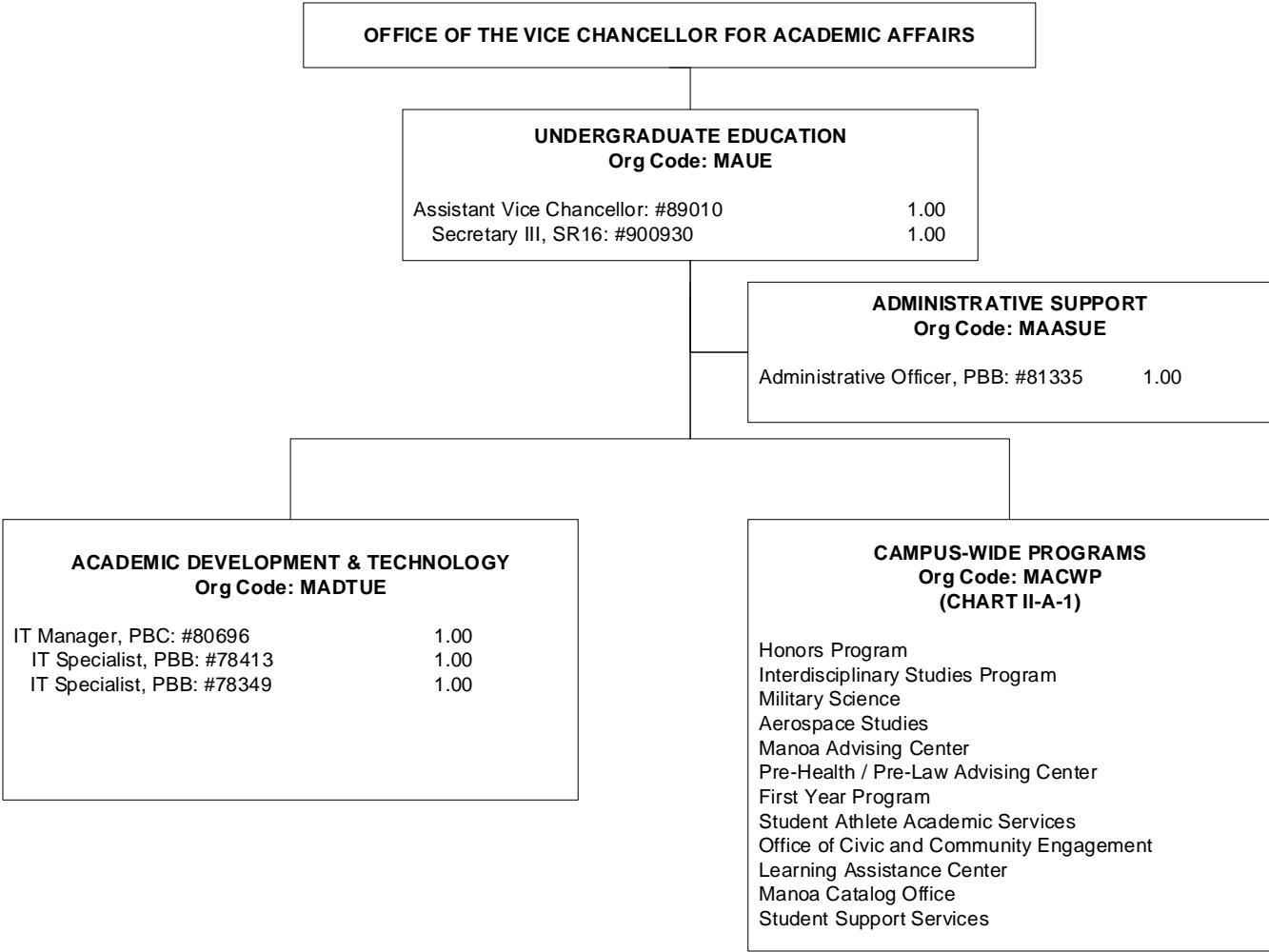
Positions to be redescribed, as appropriate

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS

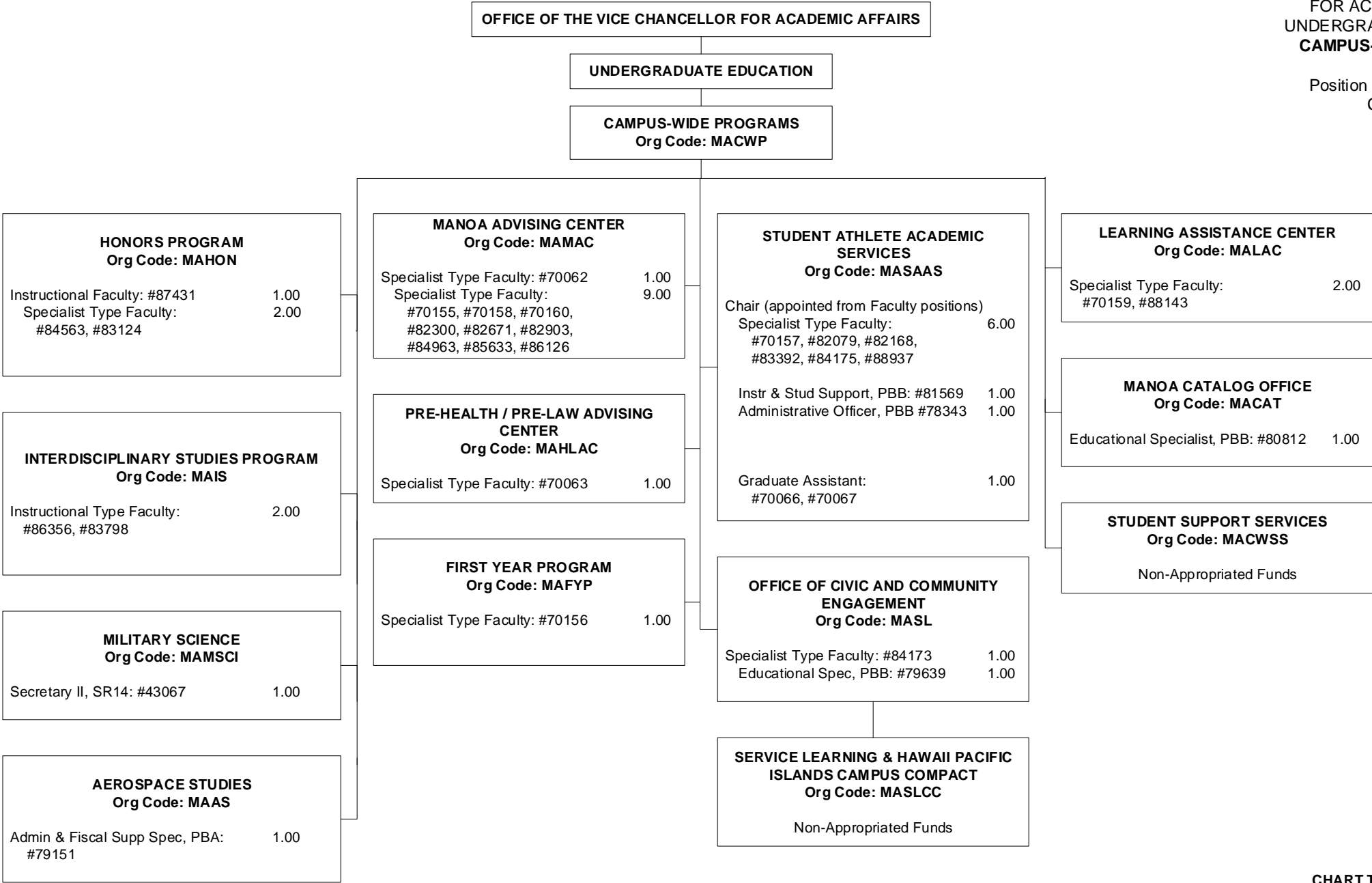
Position Organization Chart
Chart II

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	104.00	



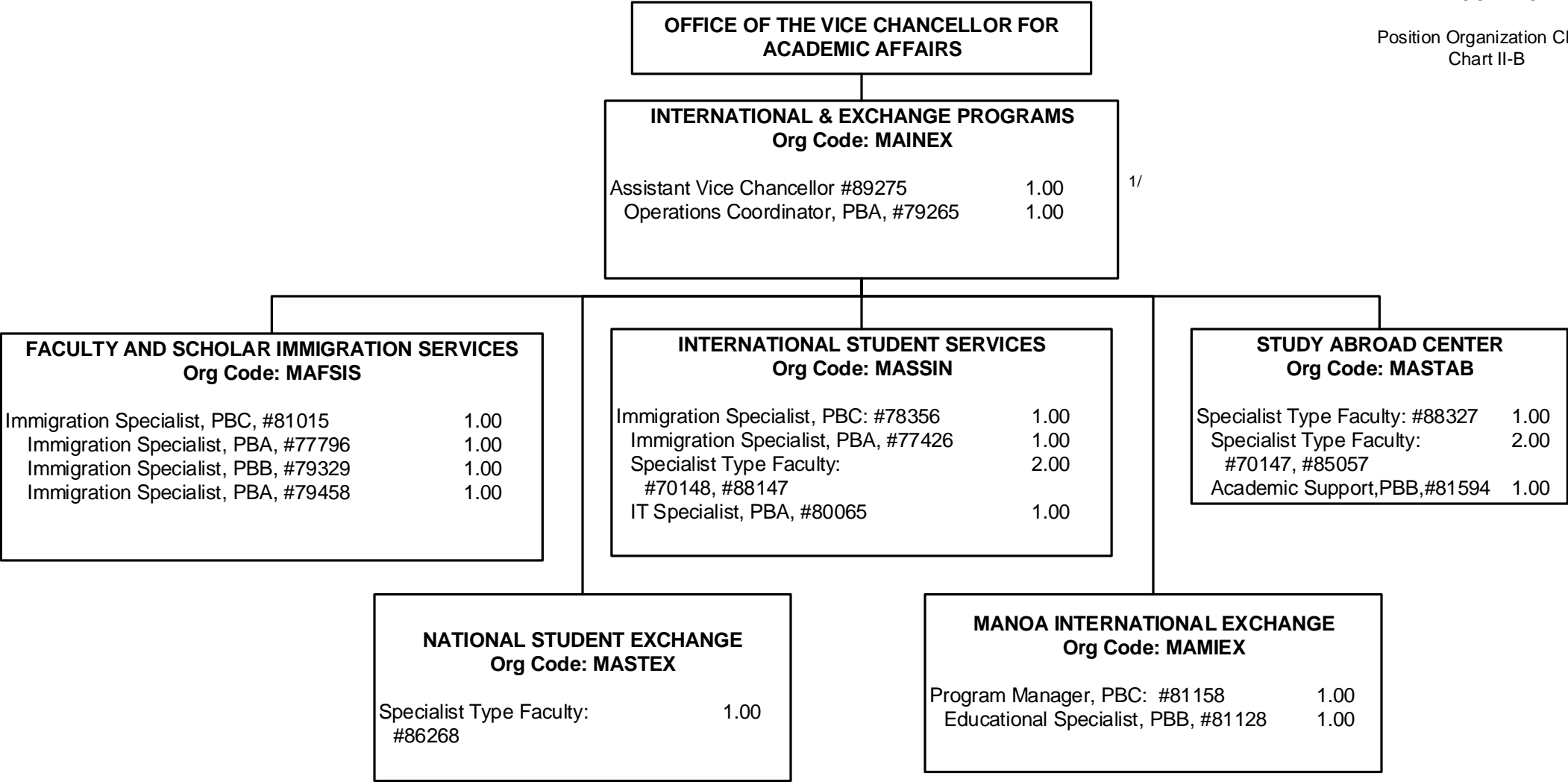


Position Organization Chart
Chart II-A-1



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
INTERNATIONAL & EXCHANGE
PROGRAMS

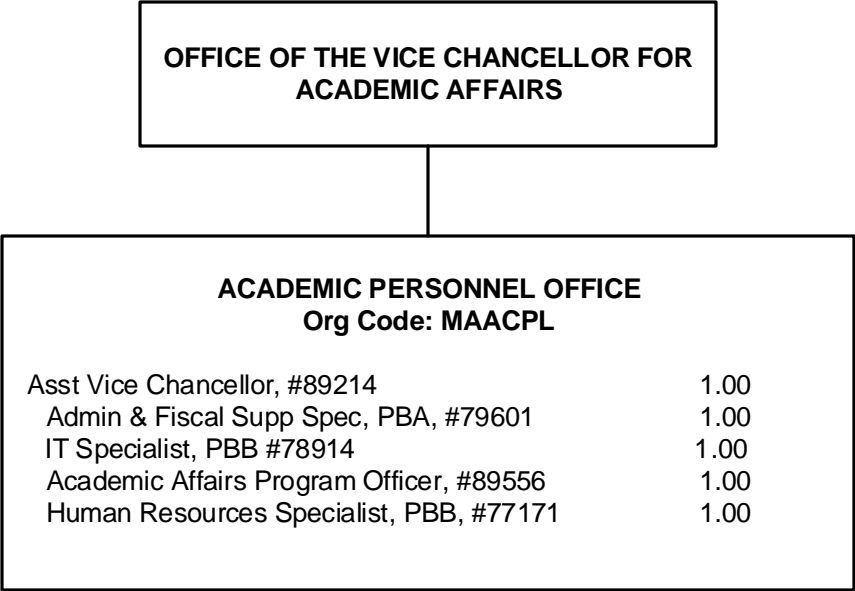
Position Organization Chart
Chart II-B

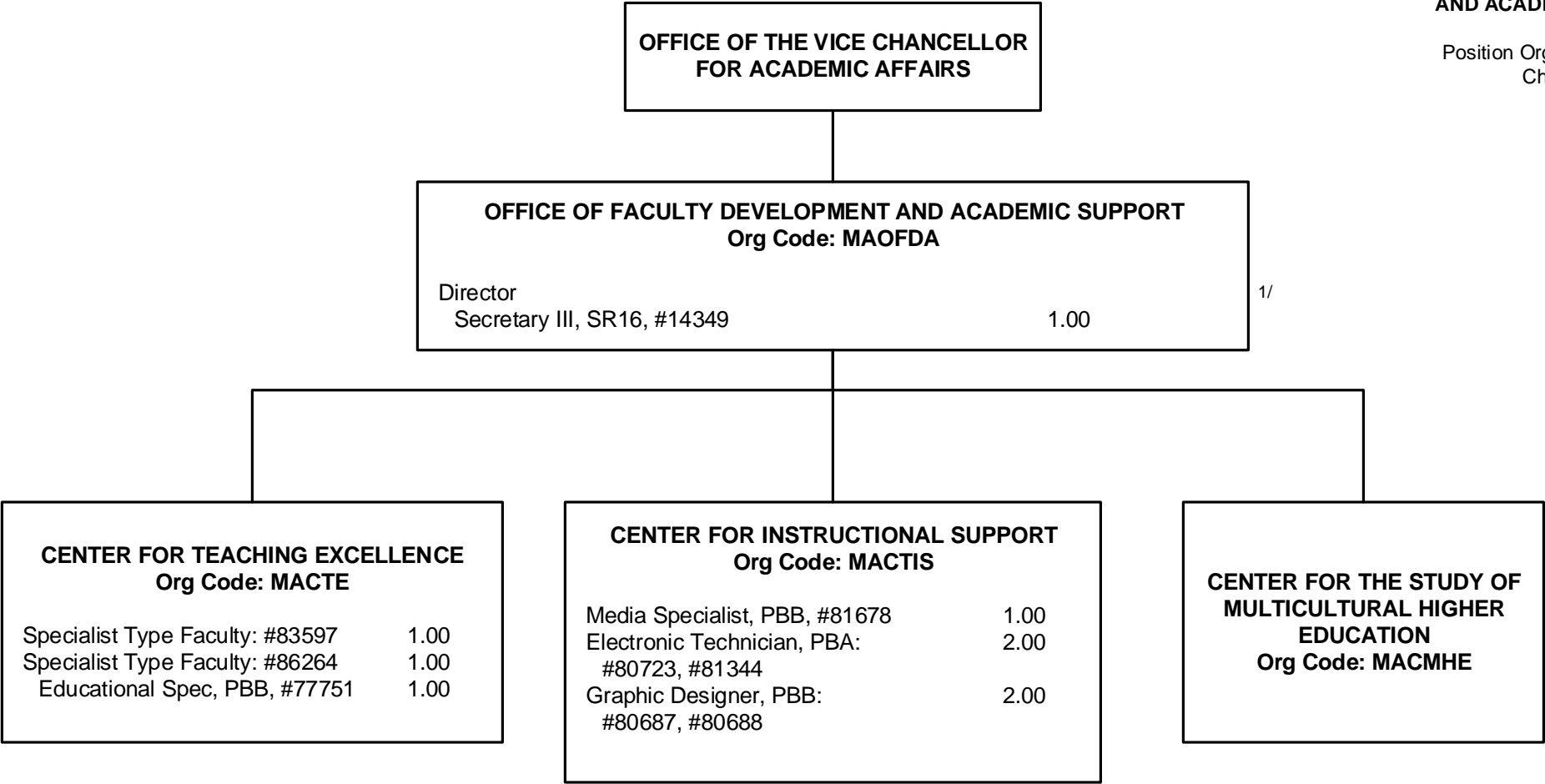


1/ Asst Vice Chancellor of International & Exchange Programs appointed from a Dean position.

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
ACADEMIC PERSONNEL OFFICE

Position Organization Chart
Chart II-C

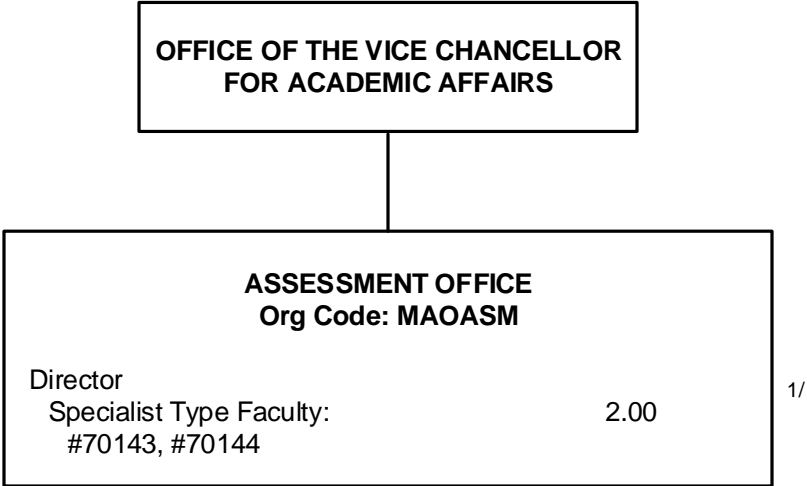




1/ Director appointed from a faculty position to oversee OFDAS operations.

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
ASSESSMENT OFFICE

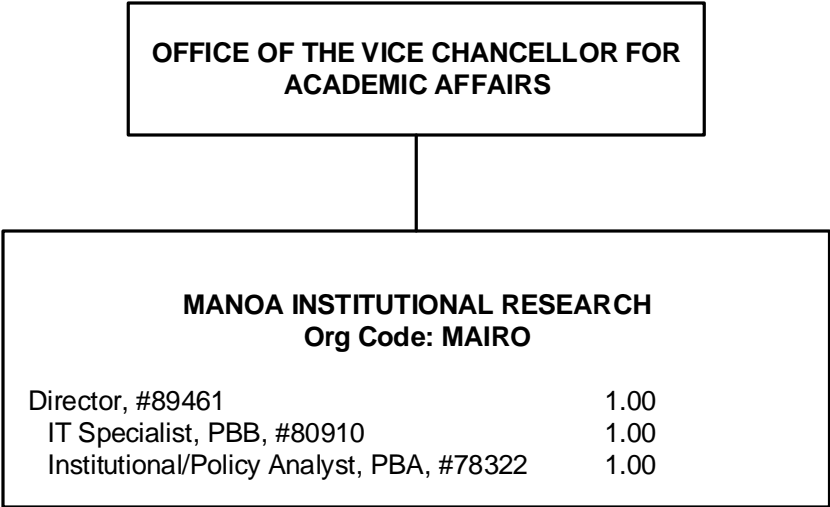
Position Organization Chart
Chart II-E



1/ Director appointed from a faculty position to oversee Assessment operations.

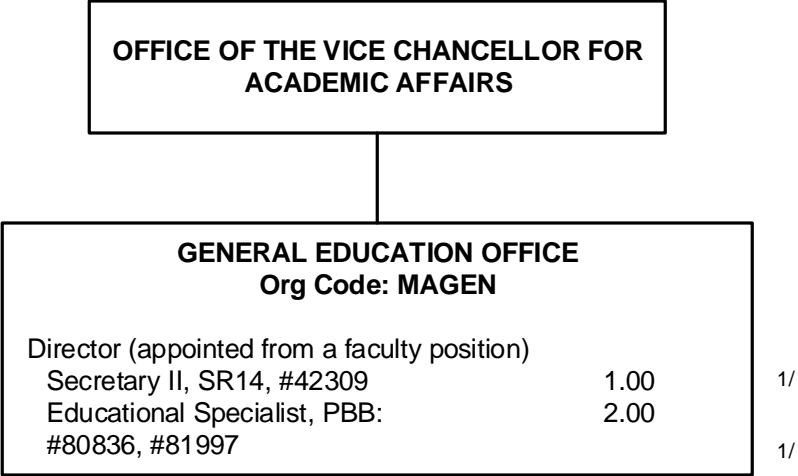
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
MĀNOA INSTITUTIONAL RESEARCH

Position Organization Chart
Chart II-D



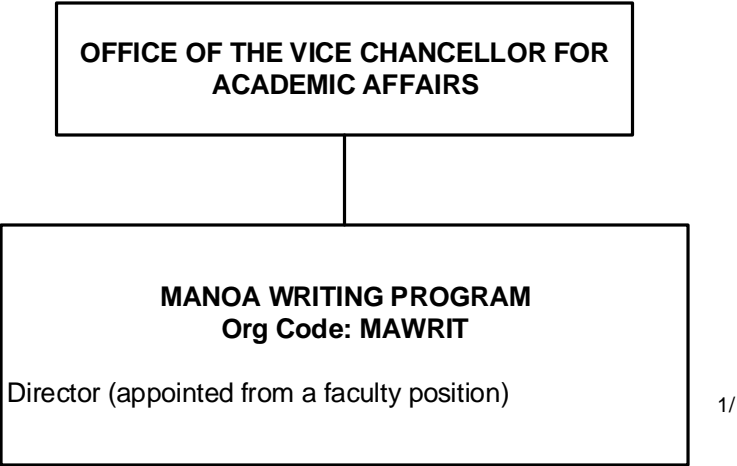
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
GENERAL EDUCATION OFFICE

Position Organization Chart
Chart II-G

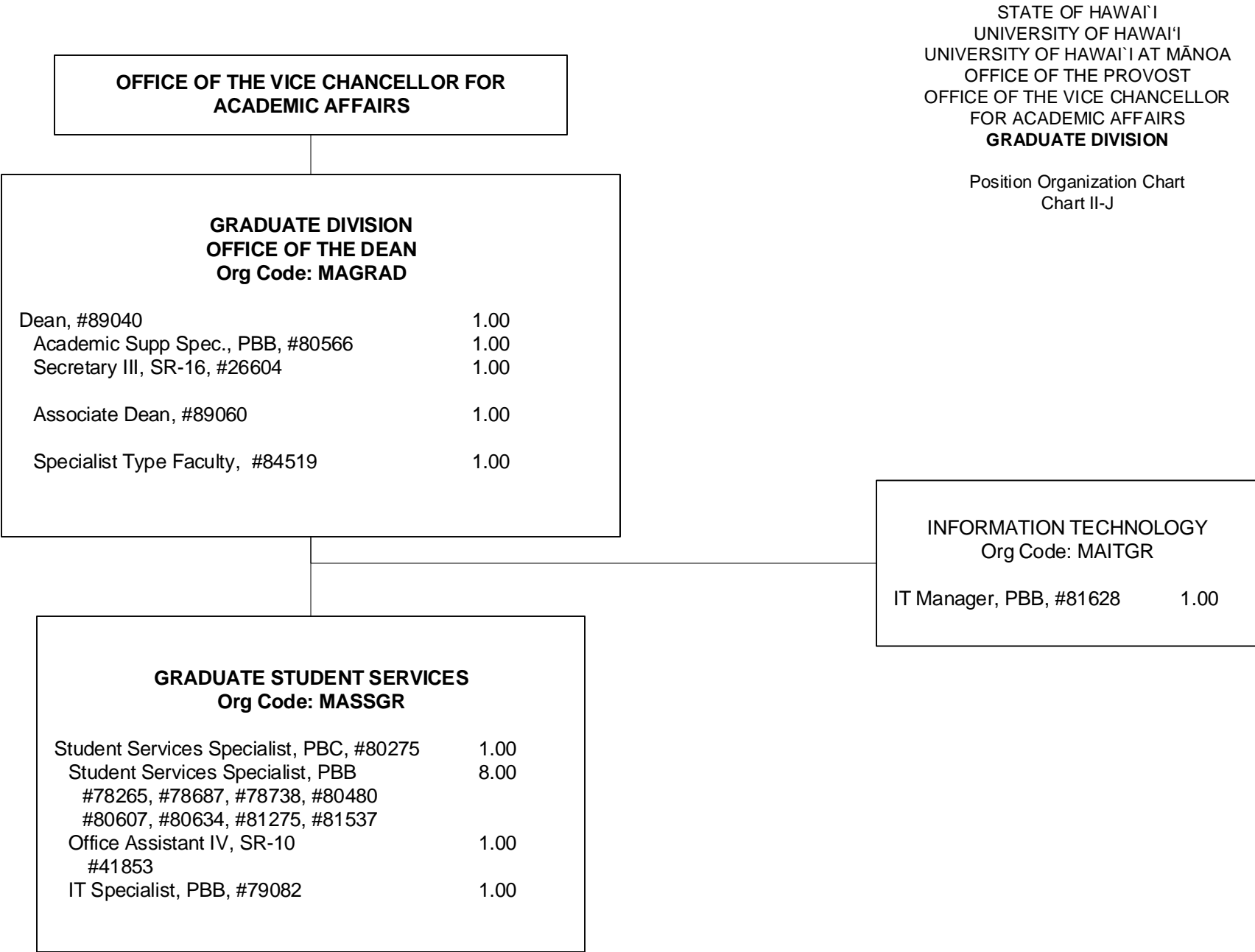


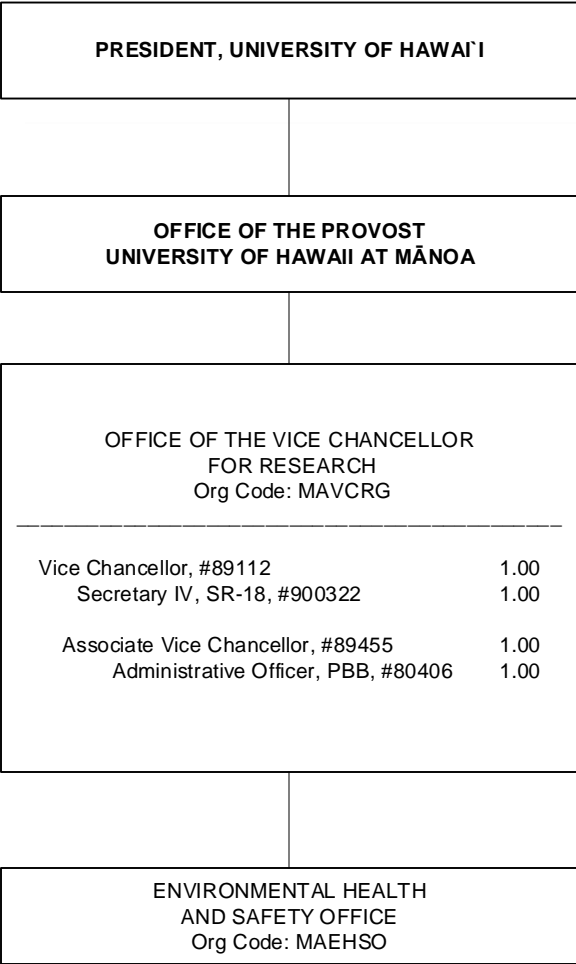
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
MĀNOA WRITING PROGRAM

Position Organization Chart
Chart II-H



1/ Positions in the General Education Office partially support this Office: Secretary II, SR14, #42309 and Educational Specialists, PBB, #80836, #81997. Primary supervisor is General Education Office Director.





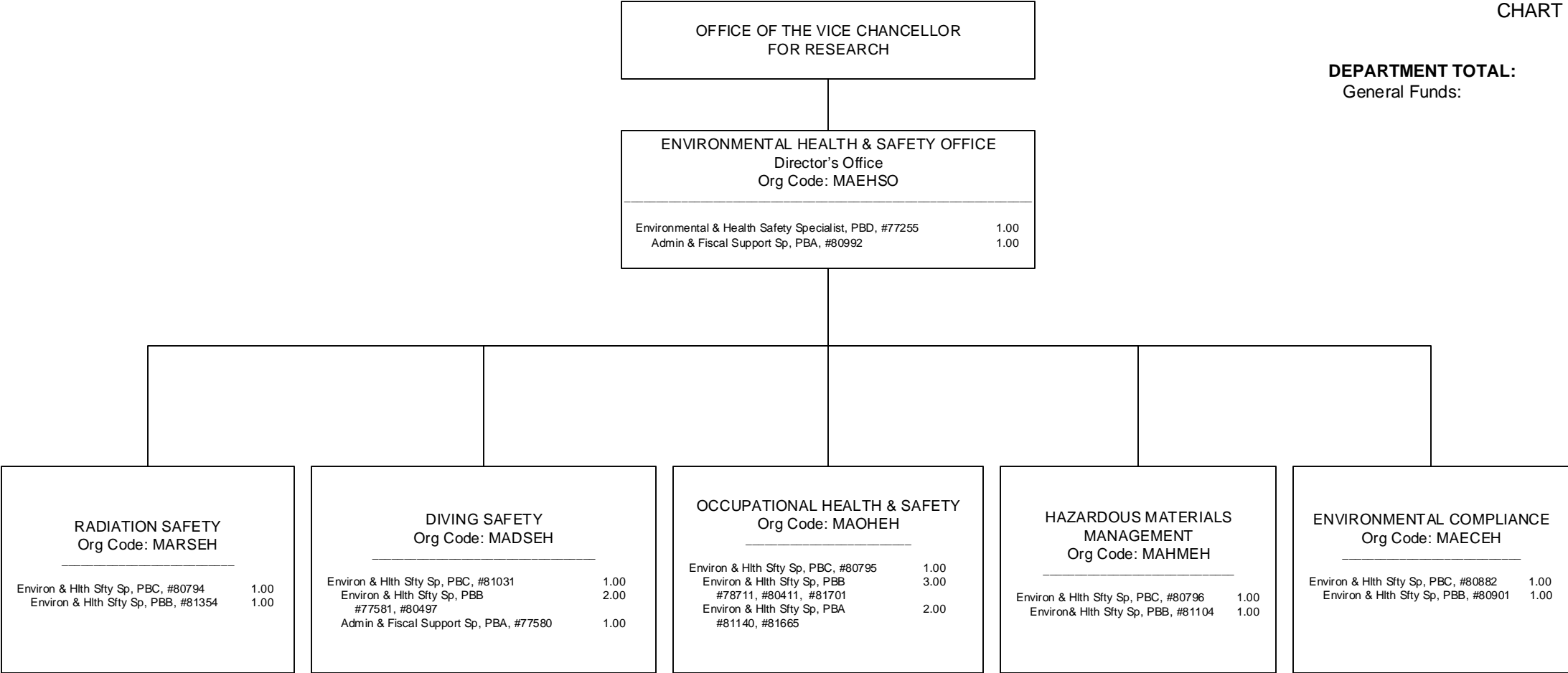
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
**OFFICE OF THE VICE CHANCELLOR
FOR RESEARCH**

ORGANIZATION CHART

CHART III

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH
ENVIRONMENTAL HEALTH & SAFETY OFFICE
ORGANIZATION CHART
CHART I

DEPARTMENT TOTAL: PERM TEMP
General Funds: 18.00 - -



PRESIDENT, UNIVERSITY OF HAWAI'I

OFFICE OF THE PROVOST
UNIVERSITY OF HAWAII AT MĀNOA

OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
Org Code: MAVCS

Vice Chancellor for Students, #893251.00

Operations Coordinator, PBB, #793161.00

Associate Vice Chancellor, #893091.00

Admin & Fiscal Support Specialist, PBA, #808931.00

Assistant Vice Chancellor, #891331.00

Assistant Vice Chancellor, #894791.00

Specialist Type Faculty:
#830351.00

IT Specialist, PBB, #782171.00

Web Developer, PBB, #782181.00

IT Specialist, PBA, #784621.00

1/
2/
3/
4/

ADMINISTRATIVE SERVICES OFFICE
Org Code: MAASVS

Administrative Svcs Mgr, PBC, #801461.00

Fiscal Specialist, PBB, #780651.00

Administrative Officer, PBB, #800891.00

Human Resources Specialist, PBB, #818791.00

Human Resources Specialist, PBA, #819021.00

OFFICE OF THE DEAN OF STUDENTS
Org Code: MADNST

STUDENT LIFE & DEVELOPMENT
Org Code: MASLD
(Chart IV-A)

UNIVERSITY HEALTH SERVICES
Org Code: MADRHW
(Chart IV-E)

MĀNOA CAREER CENTER
Org Code: MAMCC
(Chart IV-B)

JUDICIAL AFFAIRS
Org Code: MAJDAF
(Chart IV-F)

COUNSELING & STUDENT DEVELOPMENT
Org Code: MADRCL
(Chart IV-D)

STUDENT HOUSING SERVICES
Org Code: MASHS
(Chart IV-G)

STUDENT EQUITY, EXCELLENCE, AND DIVERSITY
Org Code: MASEED
(Chart IV-C)

CHILDREN'S CENTER
Org Code: MACC
(Chart IV-C)

OFFICE OF MULTICULTURAL STUDENT SERVICES
Org Code: MAMULT
(Chart IV-C)

COLLEGE OPPORTUNITIES PROGRAM
Org Code: MACOP
(Chart IV-C)

WOMEN'S CENTER
Org Code: MAWC
(Chart IV-C)

KOKUA
Org Code: MAKOKU
(Chart IV-C)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

ORGANIZATION CHART

Chart IV

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	157.00	3.00
Special Funds (B):	99.00	--
Revolving Funds (W):	18.00	--

ENROLLMENT MANAGEMENT
Org Code: MAEM
(Chart IV-H)

OFFICE OF ADMISSIONS
Org Code: MAOAEM
(Chart IV-H)

FINANCIAL AID SERVICES
Org Code: MAFAEM
(Chart IV-H)

OFFICE OF REGISTRAR
Org Code: MARGEM
(Chart IV-H)

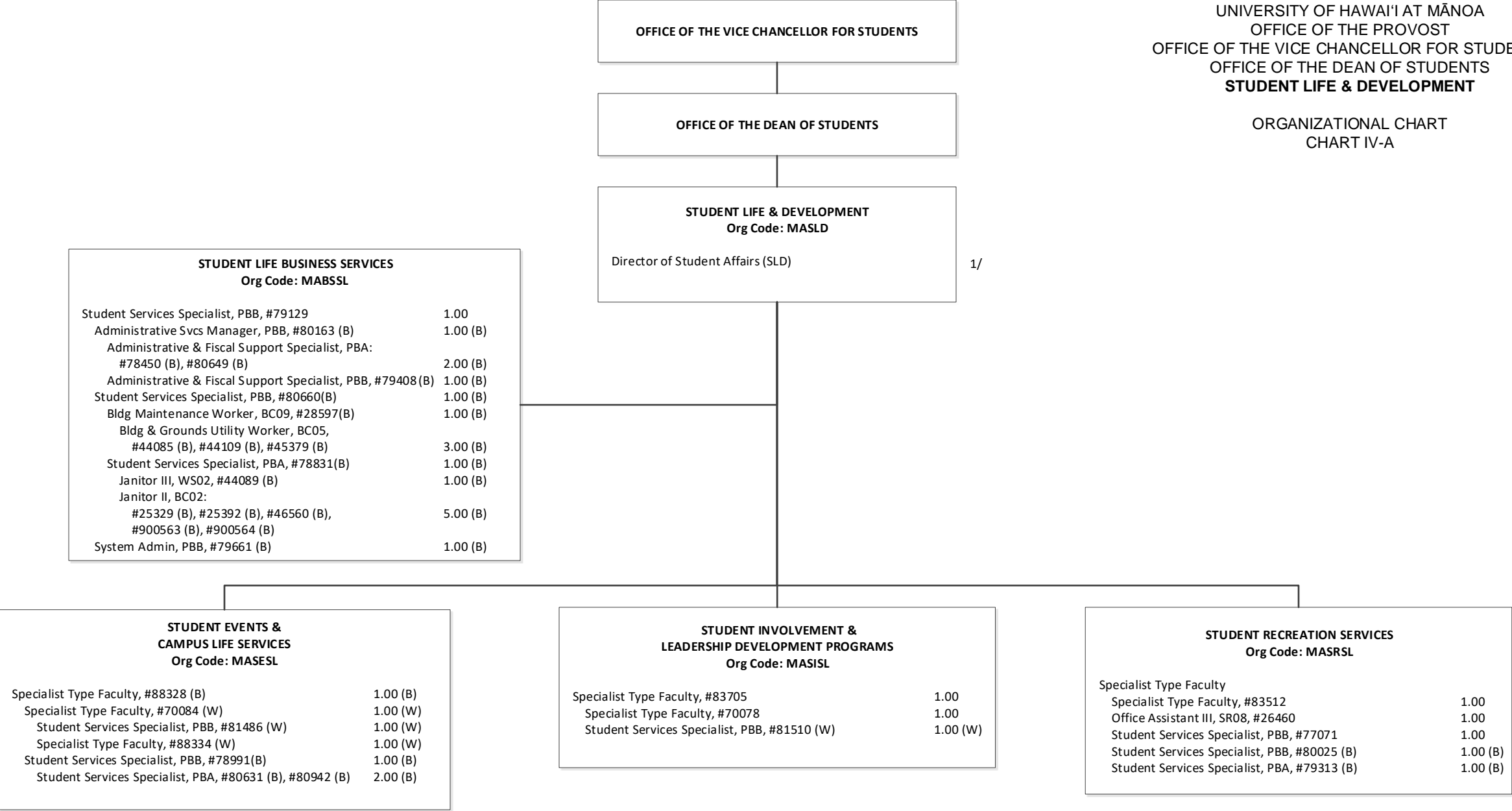
INFORMATION AND COMPUTER SERVICES
Org Code: MAITEM
(Chart IV-H)

CHART TOTAL:	PERM	TEMP
General Funds:	15.00	--

1/ Associate Vice Chancellor, #89309 in OVCS also serves as Dean of Students
2/ Assistant Vice Chancellor, #89133 in OVCS also serves as Enrollment Management and Director
3/ Assistant Vice Chancellor, #89479 in OVCS also serves as Director of SEED
4/ Retention Specialist, PBB, #80661, Research & Assessment Specialist, #82864 and Director of Student Affairs, #89298 in OVCS abolished by Legislature 6/30/20

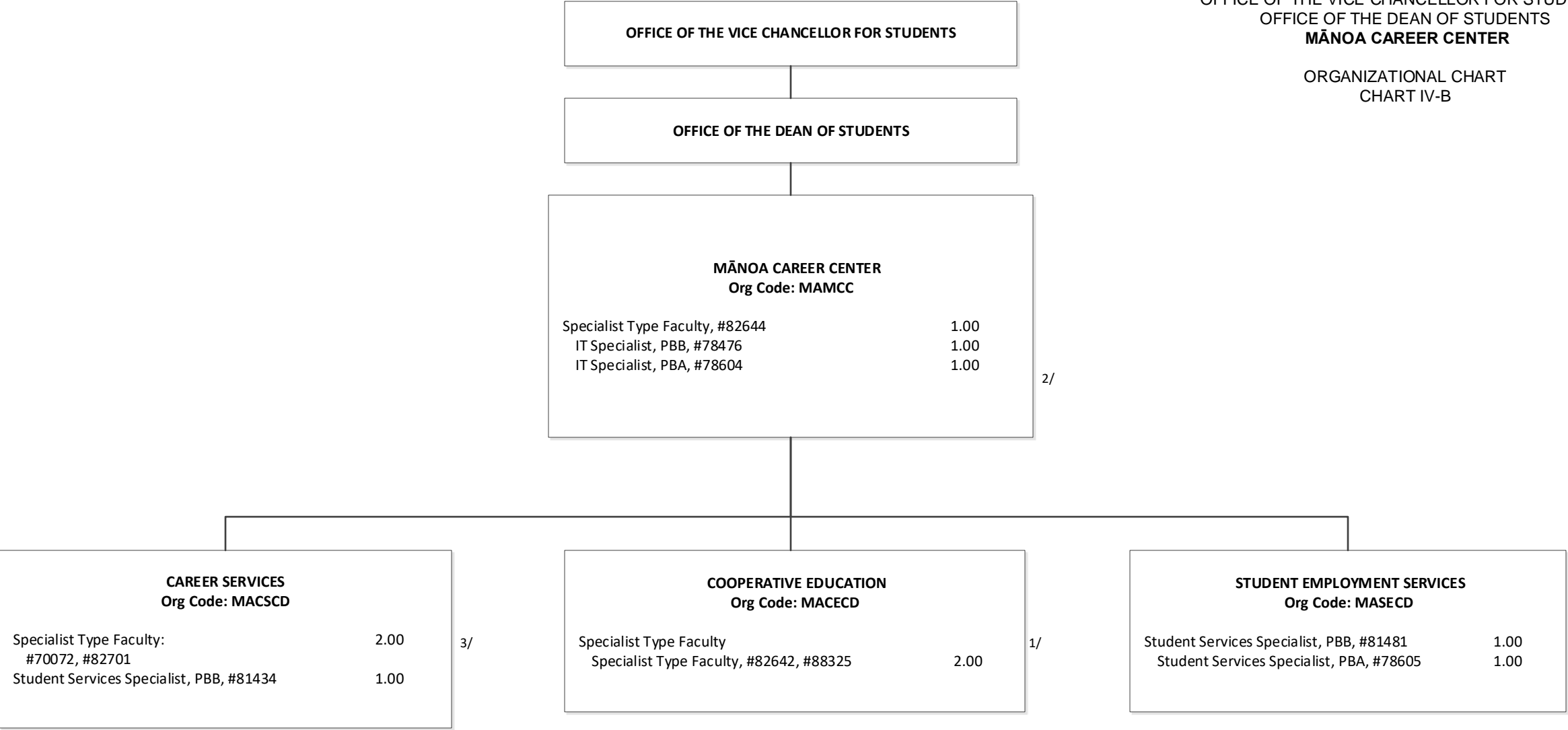
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
OFFICE OF THE DEAN OF STUDENTS
STUDENT LIFE & DEVELOPMENT

ORGANIZATIONAL CHART
CHART IV-A



1/ Director of Student Affairs (SLD), #89190 and Student Services Specialist, PBA, #78447 in Student Life & Development abolished by Legislature 6/30/20

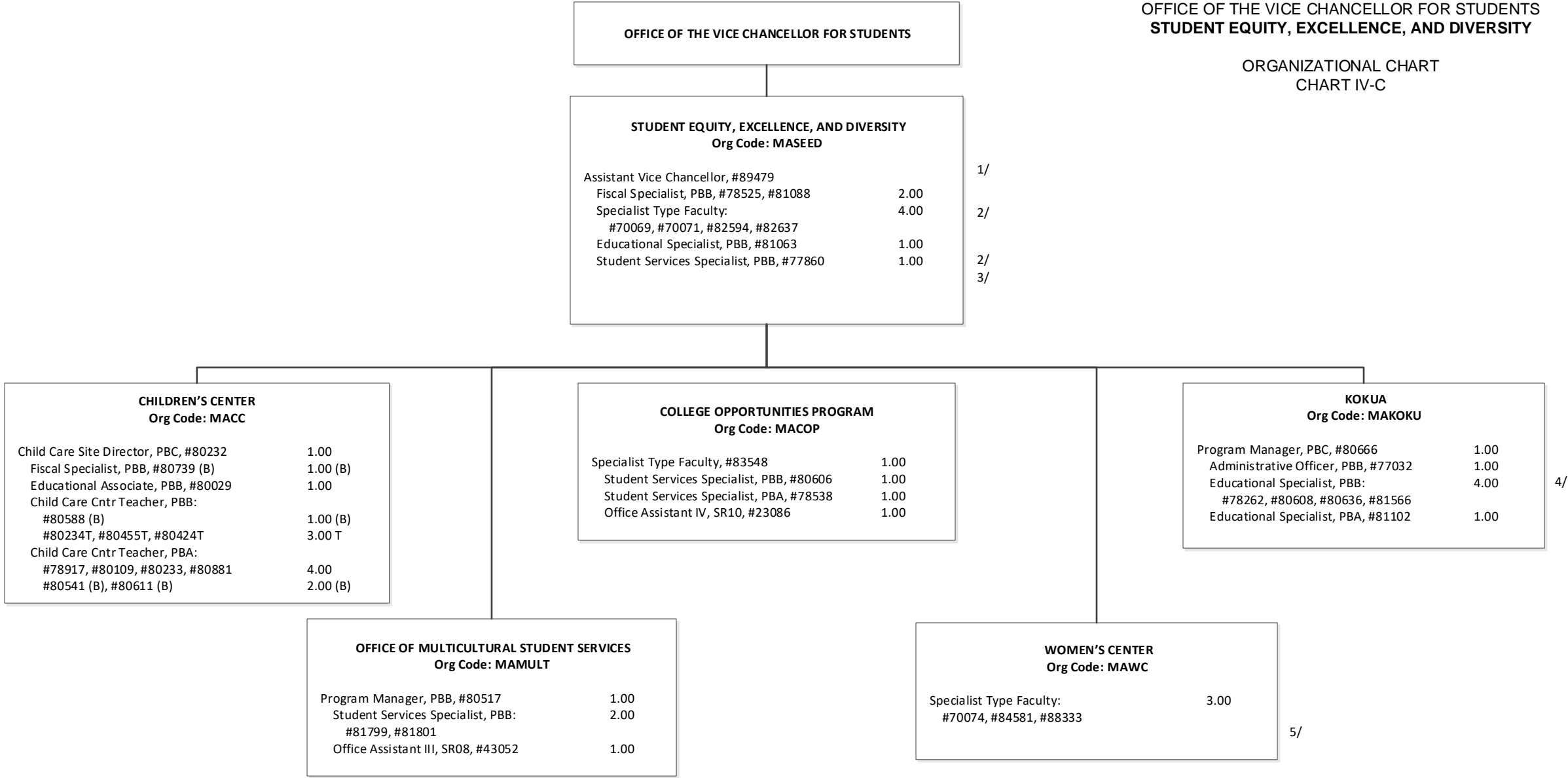
CHART TOTAL:	PERM	TEMP
General Funds:	6.00	--
Special Funds (B):	23.00	--
Revolving Funds (W):	4.00	--



1/ Specialist Type Faculty, #88117 in Cooperative Education swept into Chancellor’s Pool 11/7/17; abolished by Legislature 6/30/20
2/ Instr & Student Support, PBA, #79844 and Graphic Designer, PBA, #80453T in Manoa Career Center abolished by Legislature 6/30/20
3/ Specialist Type Faculty, #88125 in Career Services abolished by Legislature 6/30/20

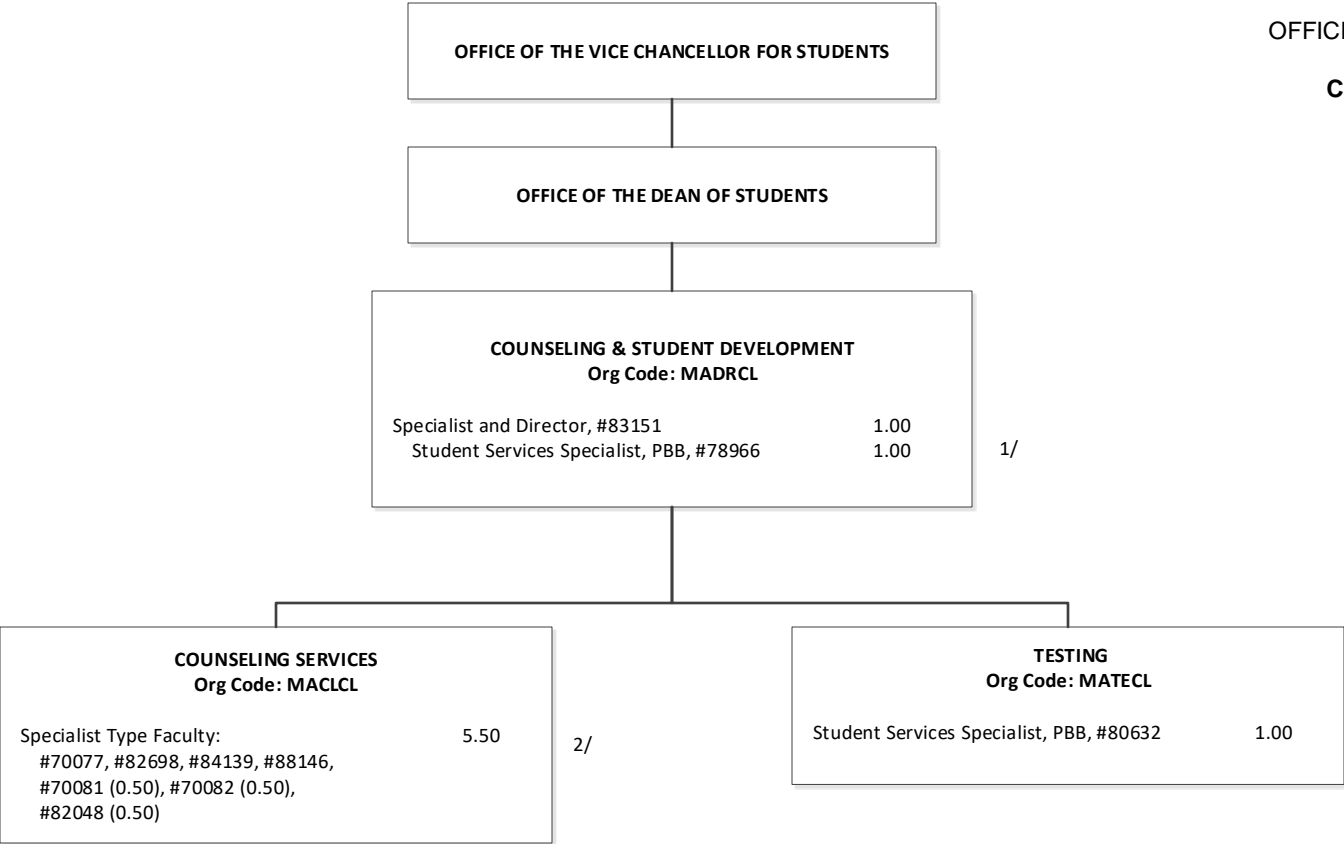
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
STUDENT EQUITY, EXCELLENCE, AND DIVERSITY

ORGANIZATIONAL CHART
CHART IV-C



1/ Assistant Vice Chancellor, #89479 in Student Equity, Excellence and Diversity position count reflected on Chart IV
2/ Specialist Type Faculty, #70070, Student Services Specialist, PBB, #78524 and Student Services Specialist, PBB, #78970 in SEED abolished by Legislature 6/30/20
3/ Program Manager, PBB, #81904 in SEED transferred to HSHK 10/4/19
4/ Educational Specialist, PBB, #78261 in KOKUA abolished by Legislature 6/30/20
5/ Student Services Specialist, PBB, #78526 in Women's Center abolished by Legislature 6/30/20
Abolished position #70073 (1.00 FTE)

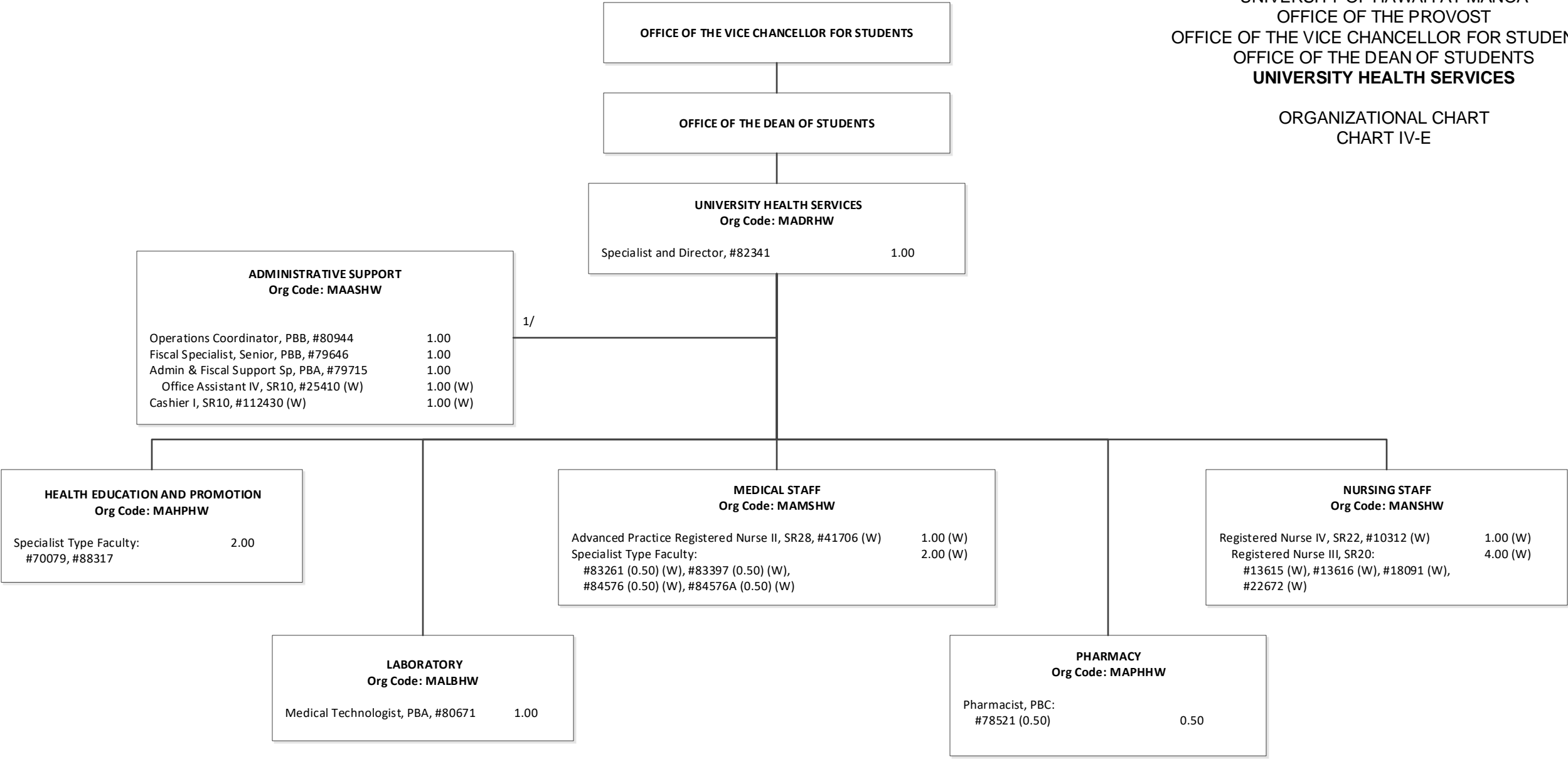
CHART TOTAL:	PERM	TEMP
General Funds:	33.00	3.00
Special Funds (B):	4.00	--



1/ Student Services Specialist, PBB, #81782 in Counseling & Student Development abolished by Legislature 6/30/20
2/ Specialist Type Faculty, #70075 (.050), #83635 (0.50), #85059 and #85063 in Counseling Services abolished by Legislature 6/30/20

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
OFFICE OF THE DEAN OF STUDENTS
UNIVERSITY HEALTH SERVICES

ORGANIZATIONAL CHART
CHART IV-E

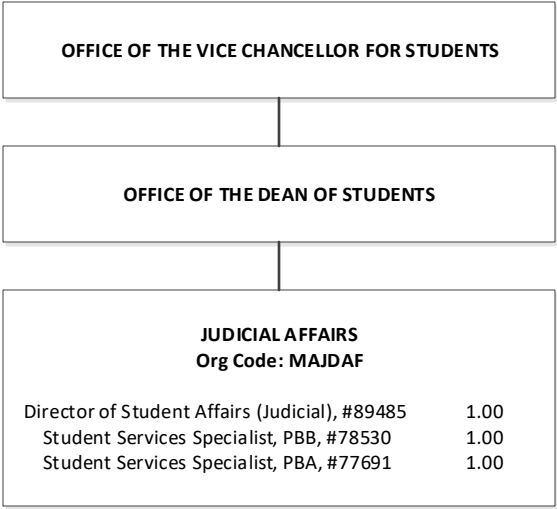


1/ Specialist Type Faculty, #83539 in Administrative Support abolished by Legislature 6/30/20

CHART TOTAL:	PERM	TEMP
General Funds:	7.50	--
Revolving Funds (W):	10.00	--

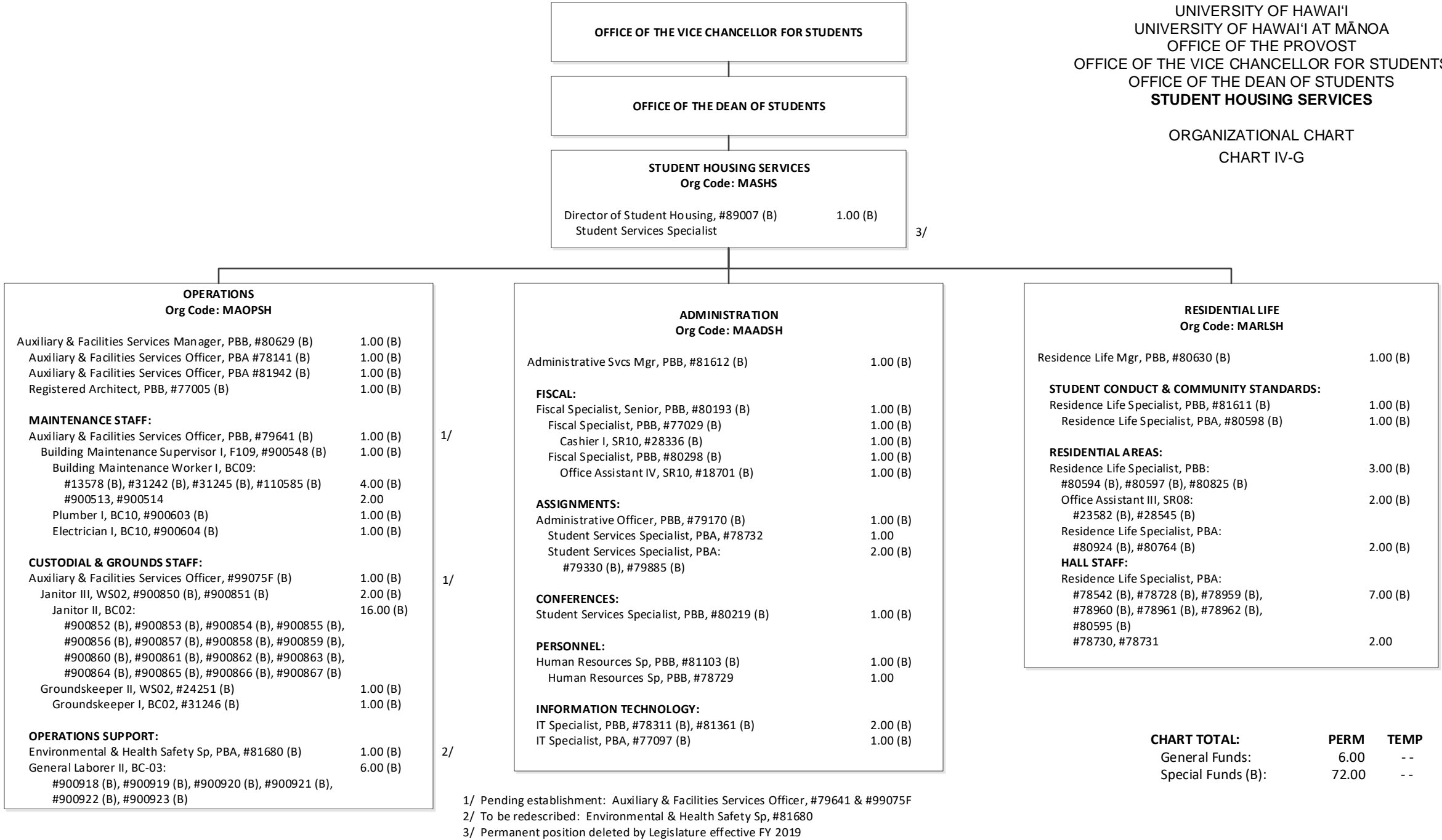
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
OFFICE OF THE DEAN OF STUDENTS
JUDICIAL AFFAIRS

ORGANIZATIONAL CHART
CHART IV-F



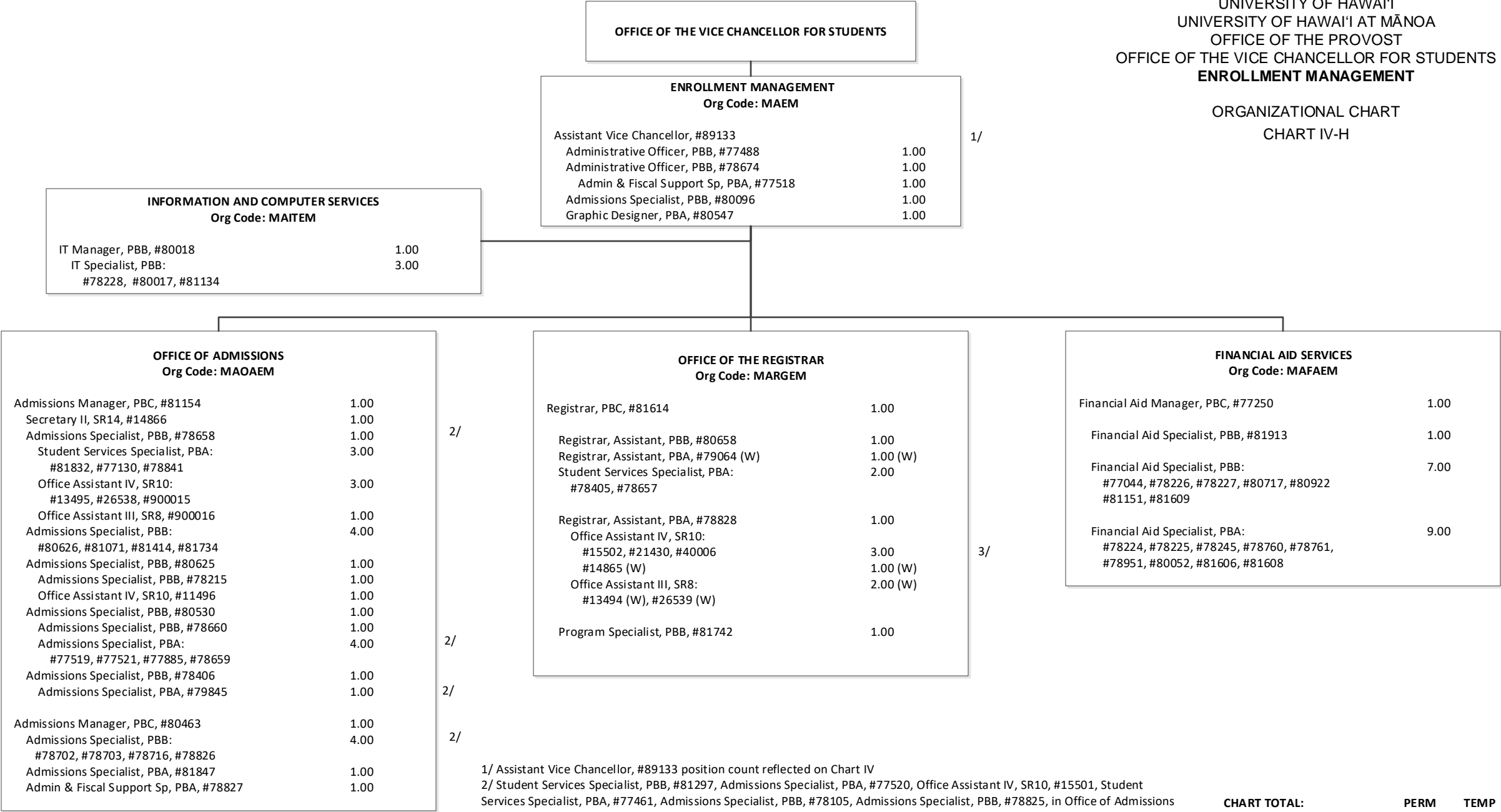
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
OFFICE OF THE DEAN OF STUDENTS
STUDENT HOUSING SERVICES

ORGANIZATIONAL CHART
CHART IV-G



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
ENROLLMENT MANAGEMENT

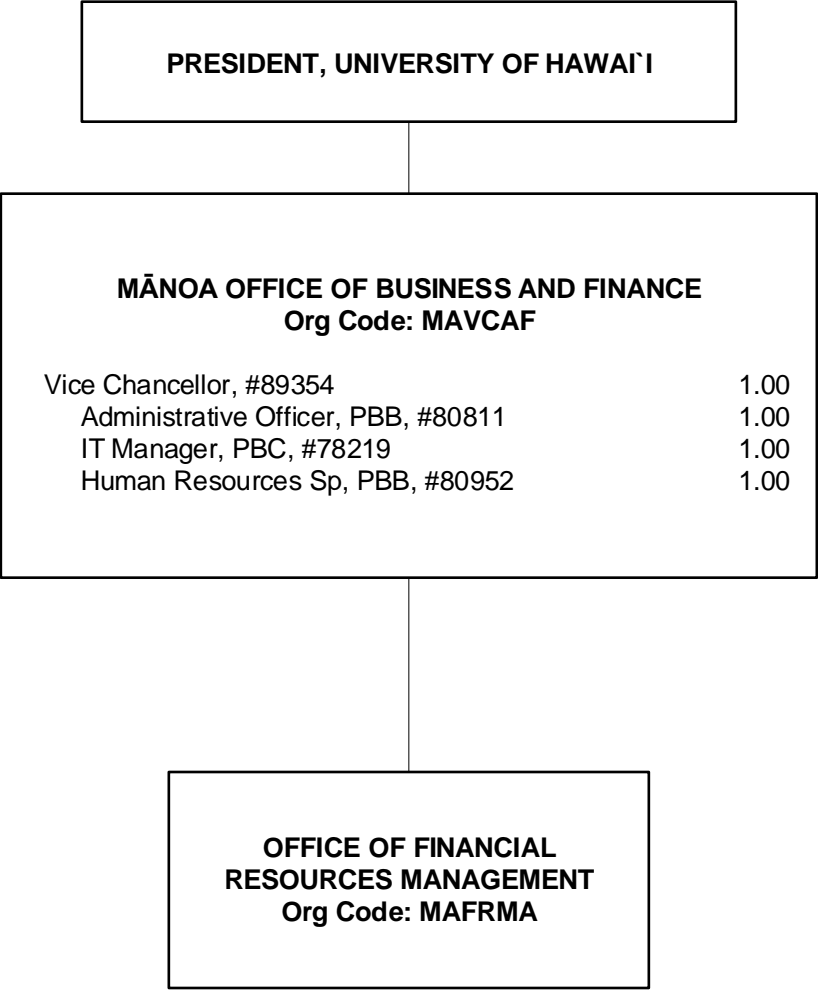
ORGANIZATIONAL CHART
CHART IV-H



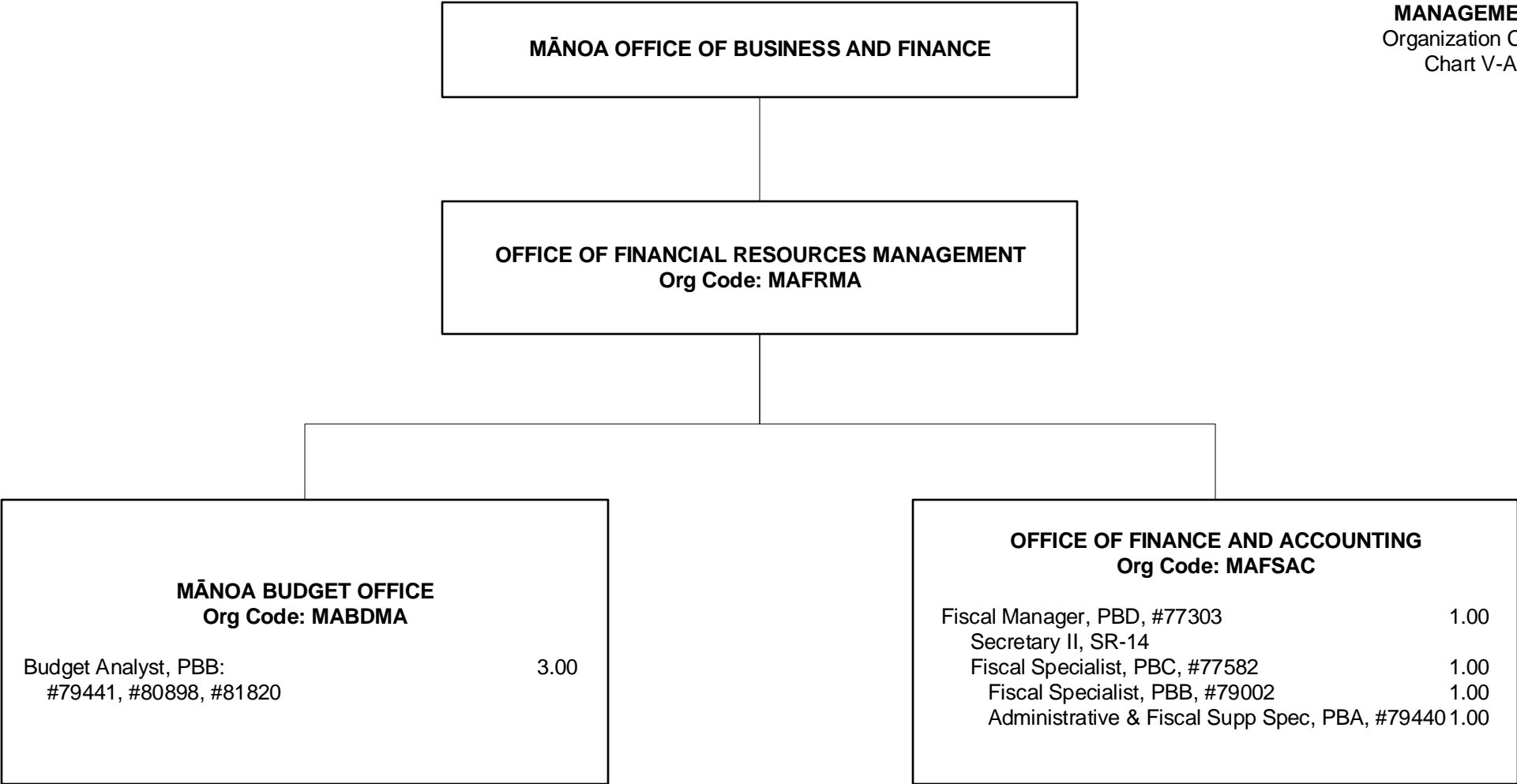
1/ Assistant Vice Chancellor, #89133 position count reflected on Chart IV
2/ Student Services Specialist, PBB, #81297, Admissions Specialist, PBA, #77520, Office Assistant IV, SR10, #15501, Student Services Specialist, PBA, #77461, Admissions Specialist, PBB, #78105, Admissions Specialist, PBB, #78825, in Office of Admissions abolished by Legislature 6/30/20
3/ Office Assistant IV, SR10, #750, Office Assistant IV, SR10, #14864 in Office of the Registrar abolished by Legislature 6/30/20
4/ Financial Aid Specialist, PBB, #81607 abolished by Legislature 6/30/20

CHART TOTAL:	PERM	TEMP
General Funds:	68.00	--
Revolving Funds (W):	4.00	--

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
MĀNOA OFFICE OF BUSINESS AND FINANCE
Organization Chart
Chart V



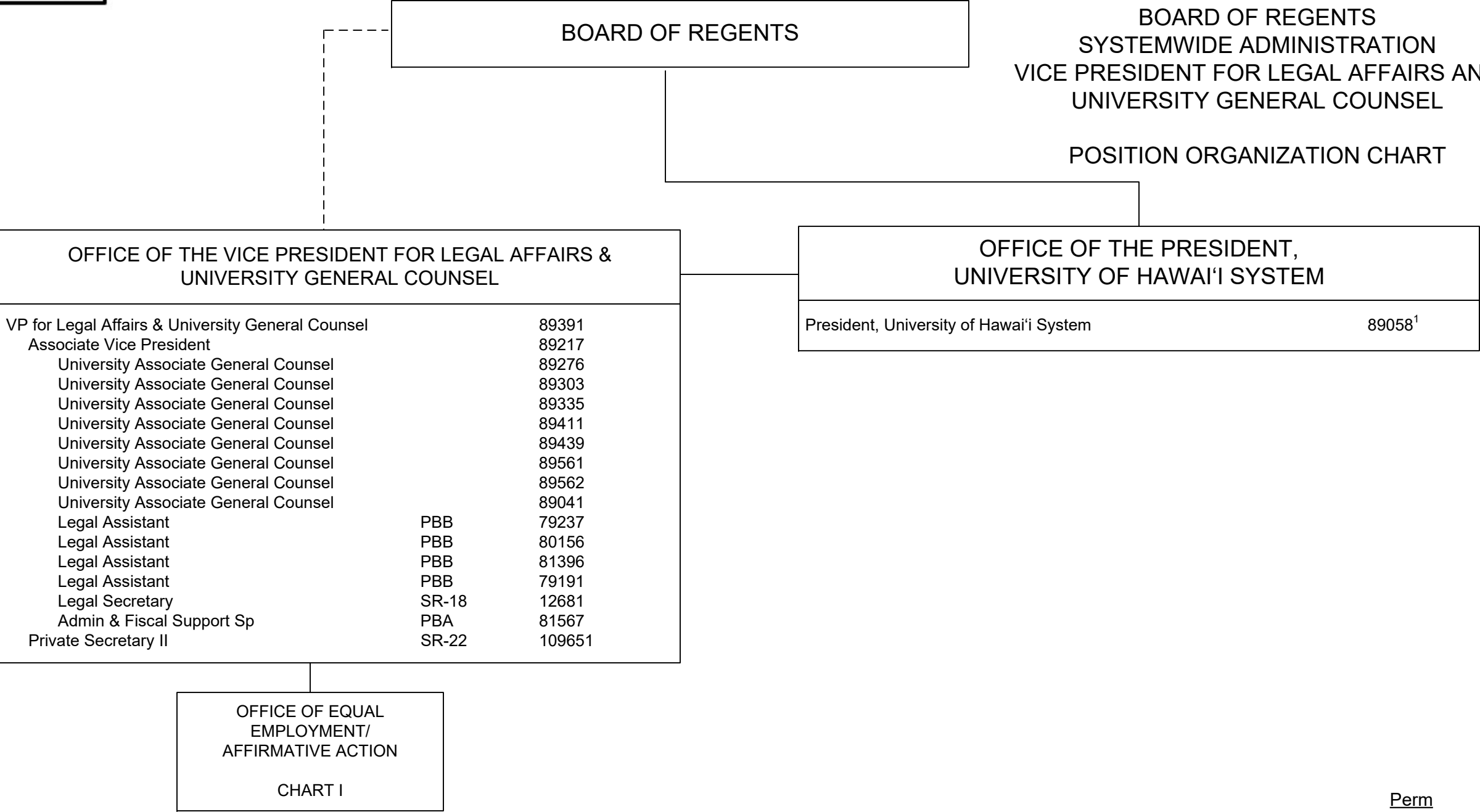
DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	11.00	- -



1/ Secretary II - new, pending approval

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
BOARD OF REGENTS
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR LEGAL AFFAIRS AND
UNIVERSITY GENERAL COUNSEL

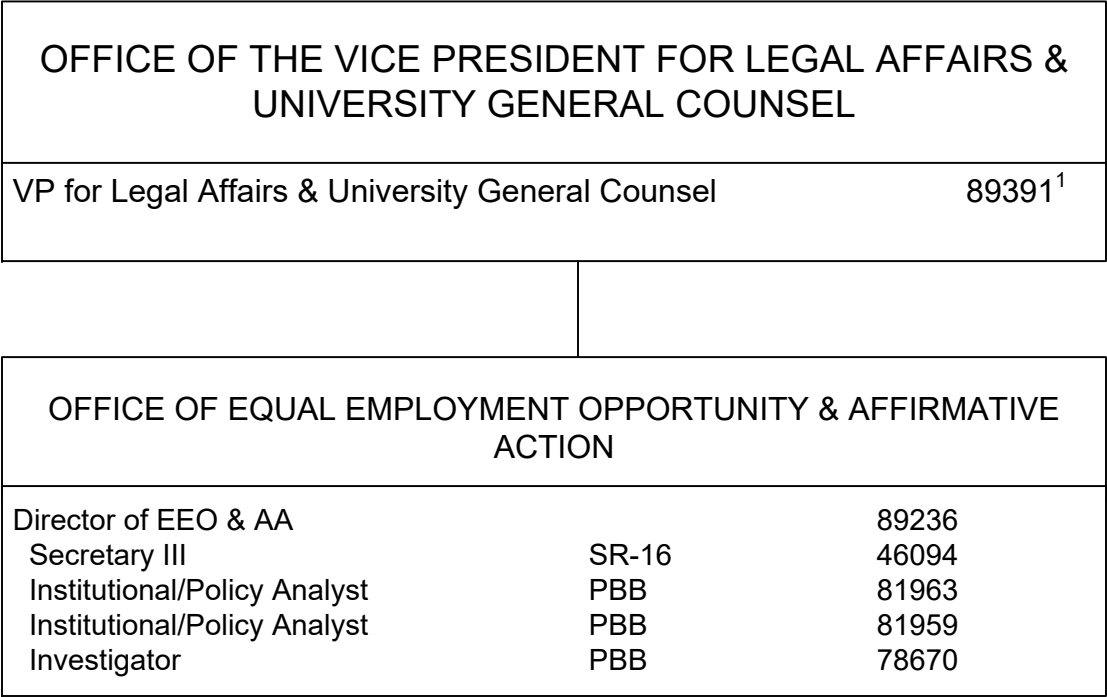
POSITION ORGANIZATION CHART



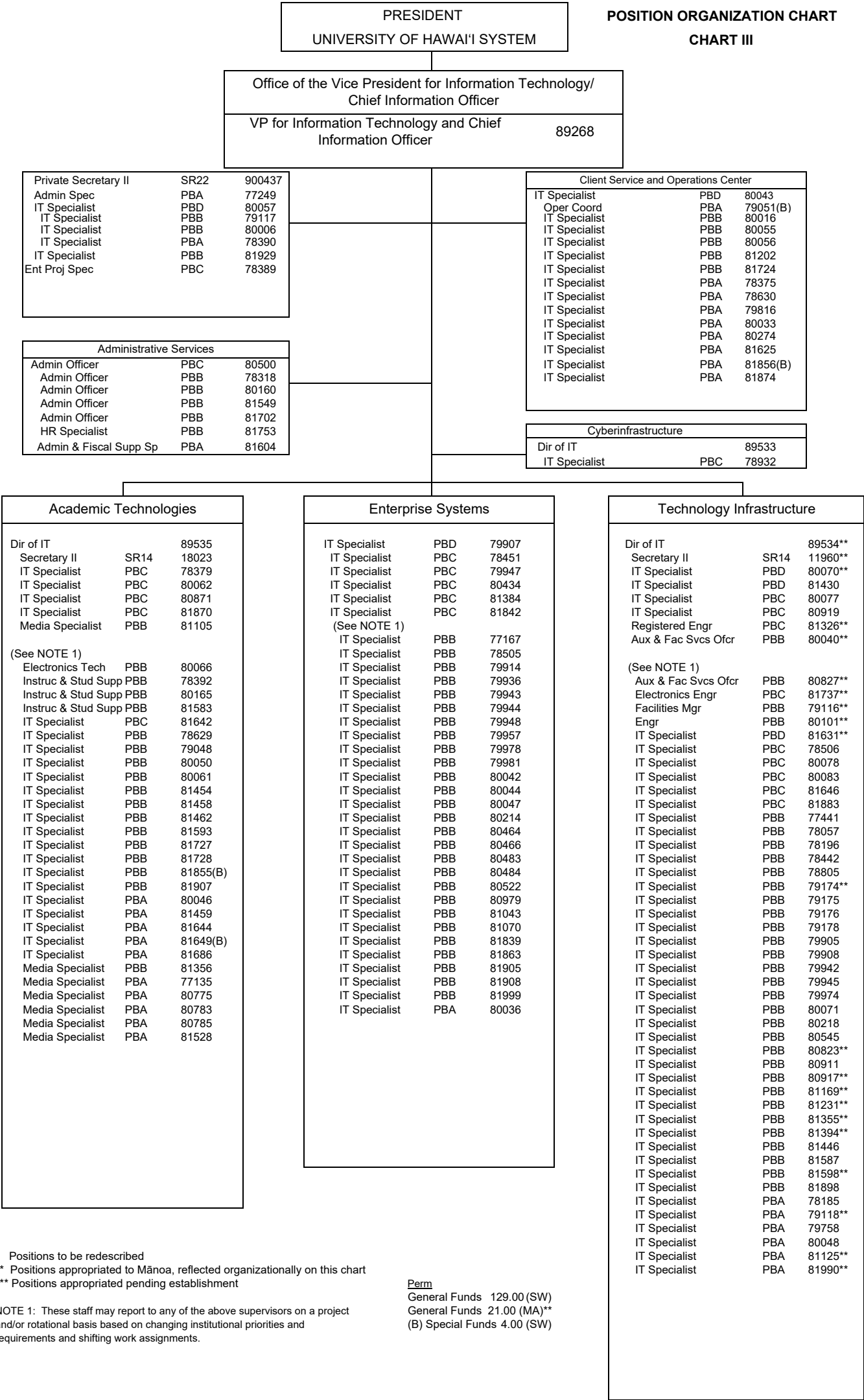
¹ Excluded from position count

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR LEGAL AFFAIRS AND
UNIVERSITY GENERAL COUNSEL
OFFICE OF EQUAL EMPLOYMENT
OPPORTUNITY/AFFIRMATIVE ACTION

POSITION ORGANIZATION CHART I



¹ Excluded from position count



OFFICE OF THE PRESIDENT
UNIVERSITY OF HAWAI'I SYSTEM

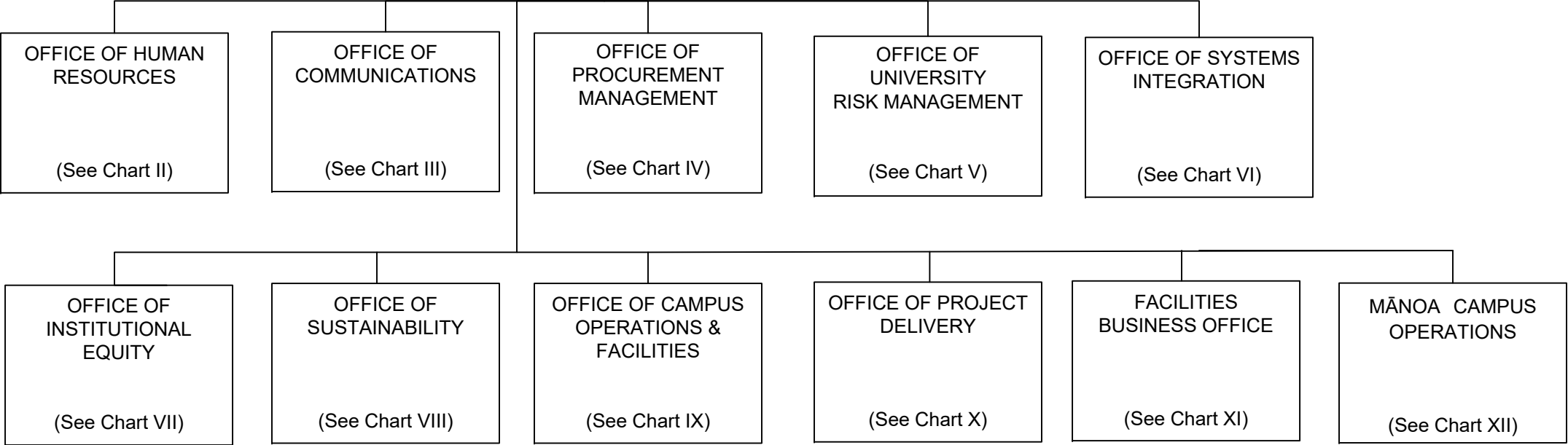
President, University of Hawai'i System89058¹

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

POSITION ORGANIZATION CHART

CHART I

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION				
Vice President for Administration89446				
Associate Vice President for Administration89103				
Project Manager	PBB			80789*
Institutional/Policy Analyst	PBB			77074
Administrative Officer	PBB			81367
Proc/Prop Mgt Sp	PBB			80429(W)
Director of Planning & Project Development				89153*



¹ Excluded from position count

² Appropriated but not established, 8 Special Fund (B) positions: 93926F – 93933F

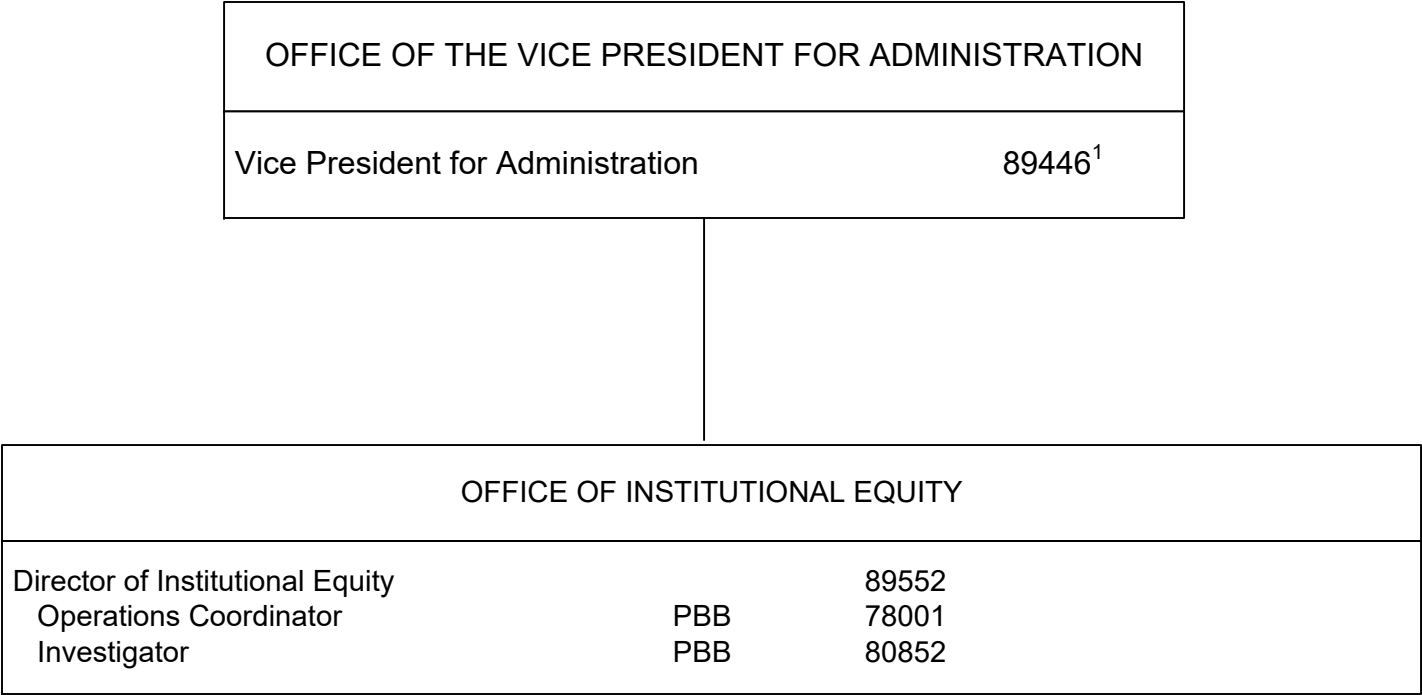
* Positions appropriated to Manoa, reflected organizationally on this chart

	Perm
General Fund	4.00 (SW)
General Fund	2.00 (MA)*
Revolving Fund (W)	1.00 (SW)
Special Fund (B)	8.00 (SW) ²

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

POSITION ORGANIZATION CHART

CHART VII



¹ Excluded from position count

ATTACHMENT:

CURRENT
FUNCTIONAL STATEMENTS

STATE OF HAWAII
UNIVERSITY OF HAWAII

FUNCTIONAL STATEMENT

The University of Hawaii provides instruction, research and public service in the fields of the liberal arts and sciences, agriculture, professional education, medicine, law, health sciences, business administration, engineering sciences and such other branches of higher learning as the Board of Regents prescribes.

The University administers and operates a system of community colleges; coordinates academic programs which include college transfer, general education, vocational, technical, semi-professional, and continuing education programs; coordinates community service programs with the various campuses, community agencies and groups; and coordinates student-related programs and services.

Operates a summer session which gives variety and flexibility to the instructional programs of the University; provides college-level instruction to students who wish to obtain it during the summer; accommodates teaching institutes, workshops, and special courses with schedules of varying lengths; sponsors lecture series and other cultural events during the summer and supervises overseas study tours offered for credit.

Provides key personnel in the government policy-making process with timely research, analyses and data concerning governmental and related problems to enable them to make informed decisions among alternative courses of action.

Participates in intercollegiate athletics programs for men and women; contributes toward the availability of non-academic cultural, social, recreational and intellectual programs made available to the students, faculty and community at large; and provides a limited intercollegiate program for a variety of minor sports.

The following agencies are placed within the University of Hawaii for administrative purposes:

- State Postsecondary Education Commission - may cooperate with the federal government in order to qualify the State to receive funds made available under the Higher Education Act of 1965, as amended. May serve as the state agency for the receipt of federal funds where federal legislation dealing with higher education or postsecondary education requires such.

Is also responsible for inspecting and approving schools and training programs for which eligible recipients (veterans and dependents, in-service persons and reservists) can receive federal educational assistance.
- Western Interstate Commission for Higher Education - administers the Western Regional Education Compact. Sponsors educational conferences and symposia, conducts research and publishes studies on higher education problems in the Western United States.
- Research Corporation of the University of Hawaii - the purposes of the Research Corporation include, but are not limited to the promotion of all educational, scientific, and literary pursuits by encouraging, initiating, aiding, developing, and conducting training, research, and study in the physical, biological, and social sciences, and humanities, and all other branches of learning. Encourages and aids in the education and training of persons for the conduct of such training, investigation, research, and study, by furnishing means, methods, and agencies by which the training, investigation, research, and study may be conducted.

UNIVERSITY OF HAWAII
OFFICE OF THE PRESIDENT
FUNCTIONAL STATEMENT

INTRODUCTION

The president of the University of Hawai'i is the chief executive officer (CEO) of the Board of Regents, the University of Hawai'i (UH) System and University of Hawai'i at Mānoa (UH Mānoa).

The Office of the President supports the fulfillment of all these duties and is the central administrative and coordinating unit for all programs of the University authorized by the State of Hawai'i Constitution, Hawai'i Revised Statutes, and Board of Regents policies.

MAJOR FUNCTIONS

- A. In supporting the duties of the chief executive officer of the board, the Office of the President shall:
 - 1. Support the board in fulfilling its fiduciary responsibilities in a manner consistent with all applicable Regents Policies.
 - 2. Ensure that board policies are implemented and adhered to throughout the organization.
 - 3. Keep the board informed on all matters related to attainment of the mission and purpose of the university as set forth in RP 4.201.
 - 4. Report regularly on processes and progress toward attaining strategic goals.
 - 5. Provide notice, to the extent practical, of decisions or actions within delegated authority that are likely to cause public controversy.

- B. In supporting the duties of the chief executive officer of the UH System, the Office of the President shall:
 - 1. Direct the development and recommend to the board for approval of strategic, integrated academic, facilities, and financial plans and policies designed to promote student success and advance the instructional, research and service goals of the university overall, as well as its component units. Oversee the implementation of such plans and policies.
 - 2. Lead collaborative and collegial budget development processes that recognize the unique contributions and requirements of all parts of the UH System based on budget priorities and the need for effective, efficient and accountable use of all resources. Allocate resources and promote efficient management across the institution.
 - 3. Oversee and coordinate the work of officers of the university that report directly to the president, and define appropriateness and clarity of roles and responsibilities among the academic and non-academic units.
 - 4. Maintain effective working relationships between the university and governing officials at the county, state, and federal levels; collective bargaining leaders; and university affiliated organizations such as the Research Corporation of the University of Hawai'i and the UH Foundation.
 - 5. Build support for the university with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities in accordance with applicable policies.
 - 6. Resolve questions as they may arise concerning the proper application of a policy, rule, or regulation, with the understanding that the interpretation of board policies rests exclusively with the Board of Regents.
 - 7. Promote and participate in leading a system of shared governance across the university that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with systemwide student, faculty, and staff advisory groups including the All Campus Council of Faculty Senate Chairs, UH Student Caucus, and Pūko'a Council as well as with campus shared governance groups.
 - 8. As set forth in policy the president is responsible for consultations with campus governance groups on matters at the System level to the extent that the campuses are affected by System actions such as, but not limited to: a) administrative policies and procedures, proposals for reorganizations, responsibilities of major positions and filling of these positions; b) administration's policies and procedures on the overall budget and

State of Hawai'i
University of Hawai'i

matters relating to the distribution and expenditure of funds; c) University policies pertaining to academic decision making and policy development; and d) physical facilities and proposals for capital improvements and their implementation. The President is furthermore responsible for ensuring that the System officials consult with campus shared governance groups on the above matters whenever campuses may potentially be impacted.

C. In supporting the duties of the chief executive officer of UH Mānoa, the Office of the President shall:

1. In collaboration with the provost, senior officials, and the broad campus community, develop high level strategies and directions for: UH Mānoa student success; faculty and staff excellence and success; relevant high-quality academic programs; excellence in research and scholarship; impactful outreach and service to the community; maintenance and modernization of facilities; and stewardship of public resources that is responsible and accountable.
2. With the provost as a full partner, lead collaborative and collegial campus budget development processes that recognize the unique contributions and requirements of all academic and non-academic campus programs and the need for effective, efficient and accountable use of all resources that result in the top-level allocation of UH Mānoa resources through the UH Mānoa leadership team.
3. Delegate full budgetary authority to and fully support the provost in overseeing, managing and budgeting for all academic/research/academic support units, including committing that there will be no campus culture that permits or rewards circumvention of the authority of the provost to the president.
4. Responsibly execute budget authority, accountability and regulatory compliance for the UH Mānoa campus functions that report directly to the president, such as: Intercollegiate Athletics, Native Hawaiian Affairs, Business & Administration, as well as for hybrid functions that serve the Mānoa campus as well as the system.
5. Define appropriateness and clarity of roles and responsibilities among the academic, research, and non-academic units that support Mānoa and report to the president.
6. Serve as the public voice, advocate and liaison for the UH Mānoa campus to broad external constituencies.
7. Build support for UH Mānoa with the general public, including alumni, and business and community organizations and leaders; articulate priorities and collaborate with the UH Foundation to ensure a robust advancement program that provides resources for financial support of students, enhancements to university research and programs, and assists in long-range development and modernization of facilities.
8. Foster collaboration and mutual support among UH Mānoa campus administrators and all vice presidents to advance campuswide goals, imperatives and priorities that are beneficial to the UH Mānoa campus.
9. Foster a culture that maintains the decision-making independence of the provost and provides, to the president's best abilities, the necessary resources for the provost to implement these decisions.
10. Promote and participate in leading a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, Kūali'i Council, and Staff Senate.

D. The Office of the President assumes responsibility for other duties and responsibilities that may be prescribed by the Board of Regents.

Authority delegated to the president may at the president's discretion be further delegated unless the board specifically limits such further delegation.

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

FUNCTIONAL STATEMENT

INTRODUCTION

The provost serves as chief academic officer of the University of Hawai'i at Mānoa (UH Mānoa), as well as deputy to the president in her/his role as CEO of UH Mānoa, acting as CEO of UH Mānoa in the absence of the president, and as an Officer of the University of Hawai'i (UH) System. The provost participates as the independent voice of UH Mānoa in the collaborative development of systemwide imperatives, goals and priorities as well as the development of policies, procedures and resource allocation decisions for the UH. The Provost is an active and major leader in developing goals and priorities, as well as policies, procedures and resource allocation decisions for UH Mānoa and serves as a strong advocate for the UH Mānoa campus.

The Office of the Provost supports the provost in all aspects of the provost's duties, with a focus on the success of UH Mānoa students, faculty and staff across education, research, scholarship, service and outreach.

MAJOR FUNCTIONS

- A. In supporting the duties of the provost as chief academic officer, the Office of the Provost shall:
1. Ensure excellence and the achievement of mission objectives across education, research, student success, enrollment management, service, extension and outreach. Ensure UH Mānoa maintains its status as the premier R1 institution in the state of Hawai'i.
 2. Collaborate with the president, UH Mānoa chief business officer and the campus in a collegial budget development process for the entire UH Mānoa budget recognizing the unique contributions and requirements of all academic and non-academic campus programs. This should be based on budget priorities that provide guidelines for consistent and fair decision-making to ensure effective, efficient and accountable use of all resources as beneficial for UH Mānoa.
 3. Responsibly execute full budget authority for the entire academic enterprise including the authority to allocate and reallocate resources to centralized support units and all campus-level colleges, schools and organized research units. This includes all units of UH Mānoa that report to the provost.
 4. Lead, supervise and manage all academic deans and directors of UH Mānoa campus-level colleges, schools, and organized research units.
 5. Lead, supervise and manage all directly-reporting campus-level executives (e.g., vice provosts) who lead offices engaged in advancing the excellence and achievement of mission objectives in education, research, student success, enrollment management, faculty success, service, extension and outreach.
 6. Provide executive leadership for campus accreditation.
 7. Ensure the effective and efficient use of resources across all aspects of education, research, student success, enrollment management, service, extension and outreach.
 8. Attract, support and retain faculty and administrators of the highest caliber to foster and support superior instruction and research and the meaningful integration thereof at UH Mānoa.
 9. Represent UH Mānoa on regional, national and international boards and commissions relating to post-secondary education.
- B. In supporting the duties of the provost as deputy to the president in her/his role as CEO of UH Mānoa, the Office of the Provost shall:
1. Support the provost as acting CEO of UH Mānoa in the absence of the president.
 2. Work with the campus and system offices to assure that UH Mānoa is aligned with major systemwide/statewide plans and priorities and is in compliance with applicable UH policies and procedures.
 3. Advise the president of impending issues and potential crises that may arise and provide

recommendations in areas that may require presidential action or response.

4. Lead collaborative strategic planning efforts for the campus.
5. As set forth in applicable policies, the provost will lead a system of shared governance across the campus that is based on the values of collegiality, transparency, and excellence; cultivate frequent communication with student, faculty, and staff advisory groups including: Mānoa Faculty Senate, Associated Students of the University of Hawai'i, Graduate Student Organization, KOali'i Council, and Staff Senate.
6. Prepare and present both oral and written testimony on UH Mānoa matters to the Board of Regents, legislature, federal and state agencies, and community groups. Testimony to legislature should be consistent with BOR budgetary requests to avoid circumvention of the president and vice president of budget and finance by the provost.
7. Develop and maintain effective relationships with the community, legislature, other UH campuses, and internal and external organizations.
8. Foster a campus of transparency and inclusion by inviting representatives of appropriate shared governance entities to regularly attend UH Mānoa leadership meetings, including meetings with the deans and directors, Mānoa leadership council, etc.

C. In supporting the duties of the provost as an Officer of the UH System, the Office of the Provost shall:

1. Support the provost's participation as an independent and dedicated voice of UH Mānoa in the UH System cabinet alongside vice presidents and four-year university chancellors as an equal.
2. Collaborate as a full partner with the president and fellow UH System officers in collaborative and collegial budget development processes that recognize the unique contributions of all units of the UH System and the need for effective, efficient and accountable use of all resources to fairly and appropriately allocate resources to UH Mānoa and all other units.
3. Provide recommendations on system policies and practices that advance the role and success of UH Mānoa as the flagship research university of the UH System whose success is enhanced in partnership with the other UH campuses.
4. Ensure that fellow UH Officers understand the unique needs of UH Mānoa and embrace
5. their responsibilities to support UH's flagship research university.
6. Collaborate with the vice president for administration in the oversight of UH Mānoa campus construction planning, campus maintenance and repair scheduling, strategic projects, etc.

The Office of the Provost assumes responsibility for other duties and responsibilities that may be prescribed by the president.

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

FUNCTIONAL STATEMENT

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code: MAVCAA

The OVCAA has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs of the University of Hawai'i at Mānoa. The Office of Vice Chancellor for Academic Affairs (OVCAA) provides academic support to the Provost. The following academic support units report to Office of the Vice Chancellor for Academic Affairs: Undergraduate Education, International & Exchange Programs, the Academic Personnel Office, Manoa Institutional Research, the Assessment Office, the Office of Faculty Development and Academic Support, the General Education Office, the Manoa Writing Program, Graduate Division, Library Services, and the UH Press.

The OVCAA has the authority to develop new academic programs, to review and determine the continuing status of existing programs, to develop and promulgate academic and academic personnel policies for compliance by all academic units, to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Provost, and to take actions to improve the academic programs and climate of the campus.

The OVCAA works with the Vice Chancellor for Research to ensure that the graduate and research programs of the academic units are provided with the best possible support; with the Vice Chancellor for Business and Finance to ensure the responsible allocation and expenditure of financial resources and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and with the Vice Chancellor for Students to ensure optimal support of students in the academic programs and in the formulation of enrollment management plans and goals.

The Office directs the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new opportunities, the formulation of academic goals and objectives, and the allocation, reallocation, and management of academic programs and units. The Office is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in assessing existing academic programs and units, and in analyzing institutional data regarding academic programs. The OVCAA has the following responsibilities:

- Oversees and coordinates the activities of the academic units and programs through the academic deans and directors; establishes academic standards for instructional programs and scholarly activities.
- Coordinates the academic personnel functions for the campus for faculty and executive employees; serves as Provost's designee for complaints, grievances, and disciplinary actions; participates in formulation of contract proposals and negotiating strategy.
- Provides advice and support for new academic initiatives from the formative phases through the Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating termination of existing programs and implementing campus-wide assessment program.
- Serves as the campus academic liaison with the Western Association of Schools and Colleges; maintains oversight of reviews by specialized accrediting agencies.
- Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussion with senior academic executives, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, strategic plans, and system budgets.

- Plans and directs the undergraduate and graduate commencement ceremonies and other campus-wide academic functions.
- Directs the development and implementation of programs that make full use of appropriate technologies and methods of delivery of educational and academic support services; manages the review and approval of distance delivered programs.
- Assists in the preparation and execution of the UHM budget; advises on policies and procedures to redistribute funds and positions; determines resource needs of new programs and recommend plans for securing resources; participates in determining campus priorities for CIP projects.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
- Conducts recruitment for senior-level executive positions.
- Prepares and analyzes periodic operating statements in support of the Office and the academic units on campus.
- Keeps abreast of University accounting policies and procedures and ensures compliance.
- Work with academic units on budget and financial matters that need resolution.
- Manages the budget for the Office and the academic support units that report to the Vice Chancellor with the exception of UH Press and Library Services.

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OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
OFFICE OF UNDERGRADUATE EDUCATION

FUNCTIONAL STATEMENT

UNDERGRADUATE EDUCATION – Org Code: MAUE

Under the leadership of the Vice Chancellor for Academic Affairs, the Office of Undergraduate Education has responsibility for the planning, direction, development, coordination, and management of undergraduate programs of the University of Hawai'i at Mānoa. It is led by the Assistant Vice Chancellor of Undergraduate Education and has the following responsibilities:

- Manages, reviews, and supports the development of undergraduate programs, courses, and curricula and the implementation of academic policies and goals.
- Proposes and implements institutional improvement through the collection and analysis of data relevant to undergraduate student learning.
- Creates a distinctive freshman year at Mānoa to facilitate students' transition into university life.
- Insures the consistent application of academic policies and procedures for undergraduates across all colleges and schools, with the assistance of the Academic Procedures Committee and the Council of Academic Advisors.
- Conducts continual assessment of the undergraduate experience in order to initiate appropriate improvements, including developing appropriate linkages between the undergraduate curriculum and co-curriculum, examining the number of large classes, addressing the unavailability of classes, and creating research opportunities for undergraduate students.
- Encourages and provides faculty development opportunities to ensure sustained quality in undergraduate education.
- Supports the implementation of the Mānoa general education requirements.
- Assists in promoting system-wide transfer of undergraduate courses and degrees, participates in system-wide discussions with senior academic officers, assists in developing system articulation agreements, and facilitates collaboration with other campuses in establishing programs, policies, and strategic plans.
- Assists the Vice Chancellor for Academic Affairs in developing undergraduate campus enrollment goals.
- Manages the STAR academic advising system in collaboration with the Vice Chancellor for Academic Affairs.
- Provides leadership for campus-wide programs.
- Works closely with the officers of the Associated Students of the University of Hawai'i regarding undergraduate education concerns.

ADMINISTRATIVE SUPPORT -- Org Code: MAASUE

Provides administrative support for the programs within the Office of the Assistant Vice Chancellor for Undergraduate Education, which includes, but is not limited to, fiscal, budget, and personnel administration

ACADEMIC DEVELOPMENT AND TECHNOLOGY – Org Code: MADTUE

The Office of Academic Development and Technology works collaboratively with academic programs and the administration to develop broad technology-based resources, ensuring consistent application of the campus wide strategic vision, initiatives and academic policies, while adhering rigorously to a management methodology of knowledge sharing, transparency, and accountability.

- Architecting and directing the development of new technology resources that aid in the implementation of Mānoa's strategic initiatives.
- Provides technological advice and service to academic programs, helping to achieve their goals by facilitating improvements in their processes including improving quality of service while reducing of costs and cycle times.
- Oversees the development and maintenance of technological resources that aid in the retrieval of information from all the University's data systems.
- Coordinates, develops, and implements critical infrastructure assurance methodologies
- Act as the data trustee for all data housed in the STAR systems
- Provides where possible statewide utilization of innovative technology architected within the OVCAA
- Provides a high level of engagement in the enhancement, support, and training of the developed technology resources.

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OFFICE OF UNDERGRADUATE EDUCATION
CAMPUS-WIDE PROGRAMS
(Org Code: MACWP)

FUNCTIONAL STATEMENT

These programs have campus-wide academic or support responsibilities and are not assigned to a college or school. The programs report to the Assistant Vice Chancellor for Undergraduate Education.

HONORS PROGRAM – Org Code: MAHON

- Provides qualified undergraduate students with the opportunity to complete a baccalaureate program with “honors,” “high honors,” or “highest honors.”
- Operates a lower division Selected Studies program which provides academically promising freshmen and sophomores the opportunity for enriched general education in A-sections—small, intensive, and sometimes experimental versions of the required courses.
- Administers the “Sophomore Honors” certificate program.

INTERDISCIPLINARY STUDIES PROGRAM – Org Code: MAIS

- Offers the BA in Interdisciplinary Studies to provide students with an opportunity to pursue a course of study that is not restricted to conventional departmental or college boundaries.
- Assists students with the design and implementation of an individualized BA program.

MILITARY SCIENCES – Org Code: MAMSCI

- The functions of the Military Science Program (Army ROTC) are to attract, motivate, and prepare selected students with potential to serve as commissioned officers in the regular Army or the U.S. Army Reserve to provide an understanding of the fundamental concepts and principles of military art and science; to develop leadership and managerial potential, a basic understanding of associated professional knowledge, a strong sense of personal integrity, honor, and individual responsibility, and an appreciation of the requirements for national security.

AEROSPACE STUDIES – Org Code: MAAS

- Aerospace Studies is directed by a manager who performs as the Professor of Aerospace Studies (PAS) and as the Commander of the U.S. Air Force Reserve Officers' Training Corps (AFROTC) Detachment 175. On academic matters, the PAS reports to the Assistant Vice Chancellor for Undergraduate Education, and for military matters, the Detachment Commander reports to the Commandant of the AFROTC Southwestern Region located at Randolph Air Force Base, Texas.
- The PAS manages the AFROTC program for the State of Hawai'i. The program provides aerospace studies covering air force leadership, history, technology, management, and military law. It administers the AFROTC College Scholarship Program in Hawai'i and includes USAF Officer Career Counseling services to high school and college students, scholarship funding and student expense reimbursement, and insures compliance with federal and USAF regulations. It maintains the joint University of Hawai'i and the U.S. Air Force ROTC Memorandum of Agreement and assists in the administration of the Uniform Commutation Fund. The program maintains liaison with and provides instruction in aerospace studies for the following:
 1. Non-host cross-town institutions (degree granting)
 - a. Chaminade University of Honolulu
 - b. Hawai'i Pacific University (Downtown & Hawai'i Loa)
 - c. Brigham Young University of Hawai'i

- d. UH West O‘ahu
 - e. Wayland Baptist University of Hawai‘i
 - f. University of Phoenix
- 2. Non-host institutions—Honolulu Community College, Kapi‘olani Community College, Leeward Community College, Windward Community College
- The PAS administers the Air Force Officer Quality Test to all USAF officer candidates and AFROTC scholarship applicants, budgets and manages the local AFROTC national advertising account, provides information on the Junior Air Force ROTC program, and maintains liaison with the USAF Academy, Hawai‘i Air National Guard, Department of Education, military bases, and the community to provide information on aerospace studies student opportunities.

MĀNOA ADVISING CENTER – Org Code: MAMAC

- Comprehensive advising office that serves undecided and pre-major students at all levels, assisting students in selecting a major that best fits their interest, abilities, and goals, and to provide advising support through orientations, workshops, and informational sessions until they can declare or enter their major.

PRE-HEALTH / PRE-LAW ADVISING CENTER – Org Code: MAHLAC

- A walk-in resource center for students interested in law, medicine (allopathic, chiropractic, naturopathic, osteopathic, podiatric), or the health sciences (dentistry, optometry, pharmacy, physician assistant, occupational therapy, physical therapy, veterinary medicine, etc.).

FIRST-YEAR PROGRAM – Org Code: MAFYP

- Increase student engagement by bringing diverse groups of first-year students with similar interests together to study, learn, and build community through initiatives committed to supporting educational, developmental, and social needs.
- Manages and encourages the development of learning communities to improve the quality of the undergraduate academic experience.
- Develops linkages between various introductory level courses from different disciplines.

STUDENT ATHLETE ACADEMIC SERVICES – Org Code: MASAAS

- Provides comprehensive support services to assist student-athletes in clarifying life/career goals and developing meaningful educational plans to help them attain those goals, while maintaining NCAA and conference eligibility.
- Provides ongoing individual and small group academic advising to prospective, first-year, and continuing student-athletes.
- Provides accurate information about institution, college, Athletic Conference and NCAA policies and procedures to student-athletes, faculty, coaches, and staff.
- Monitors academic eligibility and satisfactory academic progress of assigned student-athletes according to NCAA and Athletic Conference policies and procedures and provides the required documentation.
- Provides services for new freshman and transfer student-athletes through orientation programs, workshops, and individual appointments.
- Supports the academic success and retention of student-athletes by providing a wide range of academic support and tutorial services.
- Consults with coaches and Athletic Department staff regarding student-athlete concerns.
- Develops and implements support programs to meet the needs of student-athletes including academically at-risk student-athletes who may be under-educated and/or learning disabled.
- Develops and implements programming in the five areas of Life Skills for student-athletes as mandated by the NCAA: academic development, athletic development, personal development, career development, and community service.
- Determines satisfactory academic progress and takes appropriate academic action in response to queries from other offices and programs, and for the purposes of maintaining the academic standards of the institution.

- Develops and conducts assessments, collects and distributes information, prepares formal and informal reports regarding student-athlete needs, preferences, and performance for use in making departmental and institutional decisions and policies.

OFFICE OF CIVIC AND COMMUNITY ENGAGEMENT – Org Code: MASL

- Offers UHM students and community agencies the opportunity to participate in a partnership of volunteer services.
- Functions as a clearinghouse linking students interested in donating time and experience with volunteer agencies within the community.
- Coordinates grants received for service learning.
- Provides programming to coordinate and infuse volunteer programming into learning pedagogy. Reports on measures and metrics to determine costing and outcomes.
- Serves as the headquarters for Hawai‘i/Pacific Islands Campus Compact, a membership organization comprised of presidents and chancellors to promote civic engagement in higher education. Hawai‘i/Pacific Islands Campus Compact also provides opportunities for students to become members of Americorps, a federal service program.

SERVICE LEARNING & HAWAII PACIFIC ISLANDS CAMPUS COMPACT – Org Code: MASLCC (Non-appropriated Funds)

- To support the civic engagement mission of Higher Education. Funding and training are obtained to incorporate service into courses; community organizations received volunteers and outreach assistance, and students received access to educational funding and service opportunities.

LEARNING ASSISTANCE CENTER – Org Code: MALAC

- Provides educational counseling services and programs, commercial materials, and diagnostic services in developing more effective study habits and learning skills.

MĀNOA CATALOG OFFICE – Org Code: MACAT

- Designs, edits, formats, and produces the Mānoa catalog, in consultation with all UHM units
- Maintains and updates the Bachelor Degree Program Sheets (BDPS) and Sample Four Year Academic Plans in consultation with all units who have a bachelor degree
- Oversees the Council of Academic Advisors bachelor degree program sheet committee
- Oversees the development, reviews content and appearance of, and maintenance for the websites for the Mānoa Catalog, the Bachelor Degree Program Sheets and Sample Four Year Academic Plans, and the OAVCUE units

STUDENT SUPPORT SERVICES – Org Code: MACWSS (Non-appropriated Funds)

- U.S. Department of Education sponsored program to increase the graduation and retention of first generation college students and those with financial need.

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INTERNATIONAL & EXCHANGE PROGRAMS

FUNCTIONAL STATEMENT

INTERNATIONAL & EXCHANGE PROGRAMS – Org Code: MAINEX

Under the leadership of the Vice Chancellor for Academic Affairs, International & Exchange Programs work closely with the Assistant Vice Chancellor for Undergraduate Education and the Dean of the Graduate Division to support, develop, manage, and review international programs, students, faculty, and researchers at the University of Hawai‘i at Mānoa, including generating and maintaining databases covering all aspects of international education and research across the campus. The unit is led by an Assistant Vice Chancellor. Its programs have the following responsibilities:

FACULTY AND SCHOLAR IMMIGRATION SERVICES – Org Code: MAFSIS

- Provides University of Hawai‘i (UH) systemwide immigration and support services for international employees.
 - Prepares and files non-immigrant and immigrant petitions and labor certification applications on behalf of UH for international employees.
- Provides UH systemwide administration of the Exchange Visitor Program for all J-1 categories, except for UHM students.
 - Processes visa documents and certifications for J-1/J-2 exchange visitors.
 - Provides pre-arrival information, orientation programs, and informational briefings.
 - Conducts SEVIS implementation and compliance including reporting and monitoring requirements.
- Serves as a central resource for advising, assisting, and disseminating information on immigration and health insurance to international employees and scholars.
- Maintains a central immigration database of UH-sponsored international employees and scholars, from which it generates statistical and narrative reports.
- Establishes and updates University immigration policies and procedures and interprets U.S. immigration regulations.
- Serves as a liaison between the university and federal agencies on immigration matters pertaining to its international employees.

INTERNATIONAL STUDENT SERVICES – Org Code: MASSIN

- Provides support services for international students and assists in processing visa documents and certifications to acquire and maintain appropriate visa status for UH Mānoa F-1 and J-1 students.
 - Provides services to non-immigrants needing assistance in obtaining and maintaining legal status in the U.S.
 - Provides pre-arrival information, orientation programs and informational briefings.
 - Interprets regulations affecting non-immigrant student status in the U.S.
 - Provides support services designed to assist students with transition, adjustment and culture sharing.
 - Advises students through individual consultation and group workshops, and disseminate timely regulatory information.
 - Monitors compliance with federal and UH health insurance policies.
 - Develops and recommends policies and procedures for non-immigrant student employment and international student status.
 - Serves as a resource to the campus and UH system community in matters relating to student non-immigrant status.

- Ensures compliance with all applicable federal laws, with a priority on SEVIS compliance.
 - Serves as a liaison between the university and federal agencies on immigration matters pertaining to its international students.
- Administers selected scholarships and tuition waivers designated for international students.
- Provides data on non-immigrant students to internal and external organizations.
- Serves as an advocate for international students.

STUDY ABROAD CENTER – Org Code: MASTAB

- The UHM Study Abroad Center, in cooperation with its Council, offers study abroad programs for a summer, a semester, and an academic year that enable UHM students to fulfill general education, focus, diversification, major, certificate, and graduation requirements in various locations around the world. Its primary responsibility is to serve the intellectual needs of students consistent with university policy and to provide venues for faculty participation from across the Mānoa campus as resident directors for teaching, faculty development and enrichment opportunities.
- The Council on Study Abroad guides the Center in accordance with its By-laws and Charges. The Council is mandated as a permanent standing committee of the Mānoa Faculty Senate and appointed by the Faculty Senate Executive Committee. It works cooperatively with the Study Abroad Director and is integrally involved in the areas of policy, academic program development, program assessment, and – most critically – the selection of faculty members to direct individual study abroad programs. The Council is not a sub-committee of a larger committee of international programs; rather it will provide representatives to other committees to facilitate information.
- The UHM Study Abroad Center specializes in overseas academic program development, implementation, delivery, student health, safety, security, risk assessment, and management through a variety of means, including on-site inspection and program evaluations in accordance with WASC standards.
- The Center provides training for faculty resident directors in health, safety, risk, and liability as well as provides pre-departure cross-cultural training for students as part of the Center's standard of care.
- The Center operates as a self-sustaining unit and utilizes the funds it generates to support its programs.

NATIONAL STUDENT EXCHANGE – Org Code: MASTEX

- Serves as UH Mānoa liaison to the National Student Exchange consortium administration and 200 participating university NSE offices.
- Promotes NSE at university recruitment events, to inform potential students, parents, and high school advisors of degree-enhancing UHM opportunities.
- Publicizes NSE for current UHM students, processes applications, and negotiates placements at appropriate schools.
- Verifies academic eligibility of outgoing students, and provides advising referrals to course equivalent websites and departmental major advisors.
- Accepts placements of students from consortium schools, providing advance detailed campus information and campus/cultural orientation on arrival.
- Serves as liaison for incoming students with UHM Admissions, Records, Financial Aid, Campus Housing, Student Employment, and Counseling Center, as well as academic departments for clearance of course registration.

MĀNOA INTERNATIONAL EXCHANGE – Org Code: MAMIEX

- Serves as the UH primary point of contact and key resource on developing, implementing and maintaining international exchange agreements and partnerships with foreign institutions, with reporting functions related to such agreements.
- Coordinates application, accommodation, arrival and orientation activities for incoming international exchange non-degree seeking students from both partner and non-partner institutions.

- Coordinates promotion, selection, application, and pre-departure orientation activities for outbound UH students.
- Oversees the administration and allocation of tuition waivers supporting international student exchange programs.
- Provides support services to UH students abroad.
- Provides support services to international students from exchange partner institutions and non-partner institutions.

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ACADEMIC PERSONNEL OFFICE

FUNCTIONAL STATEMENT

ACADEMIC PERSONNEL OFFICE – Org Code: MAACPL

Under the leadership of the Vice Chancellor for Academic Affairs, the Academic Personnel Office coordinates the personnel functions for the campus for faculty and executive employees. It is led by an Assistant Vice Chancellor for Academic Personnel and has the following responsibilities:

- Assists the Vice Chancellor in developing campus-wide policies and procedures for academic personnel issues.
- Advises faculty and administration on matters relating to faculty and executive personnel actions including appointment, reappointment, tenure, promotion, leaves, compensation, grievances, etc.
- Coordinates faculty tenure and promotion review and review of tenured faculty.
- Administers faculty contract provisions and participates in formulation of contract proposals.
- Administers Executive directions and Board policies regarding faculty and executive employees.
- Assists the Vice Chancellor regarding complaints, grievances, and disciplinary actions.
- Coordinates professional development for academic administrative personnel.

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MĀNOA INSTITUTIONAL RESEARCH

FUNCTIONAL STATEMENT

MĀNOA INSTITUTIONAL RESEARCH – Org Code: MAIRO

Under the leadership of the Vice Chancellor for Academic Affairs, the office has the responsibility for providing institutional research services related to academic programs. Responsibilities include:

- Provides support to the Vice Chancellor for Academic Affairs and other academic affairs staff by providing data, analyses, and reports.
- Coordinates, monitors, and responds to information needs as required by academic units and administrative offices.
- Researches and prepares reports and analyses to support academic decision-making, program review, and accreditation.
- Coordinates the participation in all national surveys and requests for data from external sources.

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ASSESSMENT OFFICE

FUNCTIONAL STATEMENT

ASSESSMENT OFFICE -- Org Code: MAOASM

Under the leadership of the Assistant Vice Chancellor for Academic Personnel the office has the responsibility to improve student learning through academic program assessment. Assessment is faculty-driven and faculty supervised; and involves establishing student learning outcomes, measuring/observing and documenting the extent to which outcomes are achieved, finding ways to improve, and implementing plans.

- Supports the use of program and institutional assessment to improve the quality of student learning.
- Collaborates with faculty, staff, students, and administrators to establish meaningful, manageable, and sustainable assessment.
- Disseminates assessment-related information.
- Assists programs with designing educational programs.

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OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT

FUNCTIONAL STATEMENT

OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT – Org Code: MAOFDA

Under the leadership of the Assistant Vice Chancellor for Academic Personnel OFDAS provides supervision, support, counsel, and infrastructure to directors and coordinators of the Center for Teaching Excellence (CTE) and the Center for Instructional Support (CIS).

- Assists the Associate Vice Chancellor for Academic Affairs with policy development and during budgetary processes in areas of faculty development and new directions and priorities in teaching and instructional research.
- Professional development and training and leadership programs and events for faculty, department chairs, specialists, researchers, graduate teaching assistants, etc.
- Production of instructional publications, such as teaching related handbooks and manuals.
- Coordinates faculty recognition and incentive programs such as excellence in teaching and community service awards.

CENTER FOR TEACHING EXCELLENCE – Org Code: MACTE

- Mid-semester assessing—diagnostic and summative—for faculty and academic departments of existing courses and teaching.
- Consultation to individuals and academic departments in design, managing and delivering of course and instruction.
- Skill development programs to enhance instructional performance, including workshops, seminars, panels, and series.
- Programs for graduate teaching assistants to enhance instruction and prepare to become future faculty, through TA Trainings, Preparing Future Faculty Programs, and related events, with Graduate Division.
- Collaborates with campus-wide and college-level student services units to provide programming to enhance faculty and student engagement in and out of the classroom.
- Website resources, including taped CTE events.
- Maintains a formal Faculty Mentoring Program that includes:
 - Summer Dossier Series for faculty on application for renewal, promotion and tenure.
 - Programs and events during the academic year on professional development processes and issues.
 - Faculty Dossier Library.
 - Colleague Pairing of Senior Mentors with Junior Mentees.
 - Consultation to individuals and academic departments on mentoring processes.
 - Website resources, including taped FMP events.

CENTER FOR INSTRUCTIONAL SUPPORT – Org Code: MACTIS

The primary mission of the Center for Instructional Support is to provide the university community with support for instruction through the use of technology and technology-related services. The Center's major functions include the following:

- Consults with Mānoa academic units and individual faculty and students to help them plan and provide the richest learning experiences for students, and to assist them in using instructional technology effectively within that context.

- Conducts a variety of workshops and training sessions that enhance instruction through the use of technology.
- Ensures that appropriate and desired instructional equipment are easily accessible to faculty and students, through classroom installations and a system of equipment pools.
- Ensures that requirements for appropriate learning technologies are included in all university academic planning and budgeting documents.
- Monitors Mānoa classrooms and auditoriums to ensure the best possible environment for teaching and learning; serves as advocate for the faculty in the design of all new construction and renovations of classroom facilities; and serves as ombudsperson to resolve faculty and student concerns about classrooms.
- Develops high quality, effective instructional materials including computer-generated graphics, 35mm slides, overhead transparencies, charts and graphs, illustrations, publications, certificates, signage, displays, video, and interactive multimedia.
- Provides a campus repair facility to repair and maintain instructional equipment owned by Mānoa departments and programs.
- Promotes the use of technology to departments by offering limited support installing data projection systems. Process includes assessment, consultation, procurement, installation, and training.

**CENTER FOR THE STUDY OF MULTICULTURAL HIGHER EDUCATION – Org
Code: MACMHE**

The Center for the Study of Multicultural Higher Education focused on research and practices related to cultural influences on teaching and learning. Processes of cultural influences on teaching and learning and on professional development has been absorbed within the programs and activities of CTE and FMP.

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GENERAL EDUCATION OFFICE

FUNCTIONAL STATEMENT

GENERAL EDUCATION OFFICE – Org Code: MAGEN

Under the leadership of the Vice Chancellor for Academic Affairs, the office has the following responsibilities.

- Works with the General Education Committee, a committee of the UHM Faculty Senate, and the Senate Executive Committee to implement General Education policies and procedures.
- Provides staff support to the various General Education Committees and Boards.
- Develops, supports, and maintains website for the General Education Program and the General Education Committee.
- Distributes, collects, and processes documents necessary for the implementation of the general education requirements.
- Maintains an accurate listing of general education requirements and courses for the Mānoa catalog and Class Availability.
- Assists in the assessment of the General Education Program.
- Administers General Education writing requirements, guided by a board of nine professors, each from a different department. The faculty board reviews requests to give classes writing-intensive (W) Focus designations, offers faculty workshops on teaching with writing, and surveys students in W Focus classes.

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MĀNOA WRITING PROGRAM

FUNCTIONAL STATEMENT

MĀNOA WRITING PROGRAM – Org Code: MAWRIT

Under the leadership of the Vice Chancellor for Academic Affairs, the office has the following responsibilities.

- Administers the Mānoa Writing Placement Examination to all incoming undergraduates who have not met UHM's entry-level writing course requirement.
- Ensures that all UHM graduates are prepared for different writing tasks that society and their professions will present to them through an extensive writing-across-the-curriculum program

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GRADUATE DIVISION

FUNCTIONAL STATEMENT

The Graduate Division office reports to the Vice Chancellor for Academic Affairs and plans, directs, develops, coordinates, and manages the graduate academic education programs of the University of Hawai'i at Mānoa.

Office of the Dean – Org Code: MAGRAD

- Convenes the Graduate Council and Graduate Assembly as the initial advisory bodies for graduate program policy and development.
- Assists in the management, review, development, and assessment of graduate programs, courses, and curricula, including the appointment and review of graduate faculty and graduate chairs.
- Coordinates the recruitment of graduate students and recruitment planning with the academic units.
- Advises graduate students in applying for scholarship support.
- Conducts a graduate student orientation.
- Provides counseling and advising for graduate students.
- Acts as an arbitrator for disputes between graduate students and their mentors.
- Conducts training for graduate teaching assistants.
- Coordinates the selection of Research Corporation of the University of Hawai'i (RCUH) Fellows, University of Hawai'i nominee for CGS Outstanding Dissertation Award, Outstanding Teaching Assistant and other graduate awards.
- Works closely with the officers of the Graduate Student Organization regarding graduate education concerns.
- Represents the University of Hawai'i at Mānoa graduate programs on various national organizations such as ETS, CGS, and WICHE. Serves as a liaison with EWC on matters pertaining to fellowships and scholarship.
- Acts as PI for extramural student awards, such as NSF graduate fellows, Fulbright-Hayes, USA Vietnam Federation, Ford, and others.
- Monitors post-doctoral involvement on campus.

Information Technology – Org Code: MAITGR

- Provides IT support for the Office, which includes report generation, server and desktop maintenance, etc.

Graduate Student Services – Org Code: MASSGR

- Operates the Admissions and Records offices for graduate and post-baccalaureate unclassified programs.
- Advises graduate students in applying for scholarship support.
- Supervises and monitors graduate fellowships.
- Provides advising for graduate students.
- Certifies students for eligibility for graduate assistantships.
- Admits graduate students, both degree-seeking and non-degree seeking, to Graduate Division and to the fields of study.
- Maintains the records of all current and inactive graduate students, acts as the official keeper of all graduate student records and is responsible for maintenance of full and accurate records, including data on admissions, academic records, degrees awarded, and financial assistance and the preparation of reports based on this data.
- Completes eligibility checks for all potential graduates, and advises students on thesis and dissertation formats. Certifies status of graduate students and awards All-But-Dissertation (ABD) certificates.

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OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR RESEARCH (OVCR) – Org Code:
MAVCRG**

Overview of Office

In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Research (VCR) serves as the chief policy advisor to the Provost in these areas and the chief operating officer for University of Hawai'i at Mānoa research programs.

Authority

The OVCR has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawai'i at Mānoa.

Interactions with other UHM Vice Chancellors

The VCR works with the Vice Chancellor for Academic Affairs to ensure that the research programs of the academic units are provided with the best possible support; with the VC for Business and Finance to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawai'i at Mānoa.

Major Functions of the Office

In support of and under the direction of the Provost, the Office directs the University of Hawai'i at Mānoa's research programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages innovation, technology transfer, and economic development activities at the University of Hawai'i at Mānoa by interacting with UH System Office of Innovation and Commercialization responsible for supporting these activities.

The responsibilities of this Office also include the following:

- Initiates and develops long-range planning for research at the University of Hawai'i at Mānoa.
- Facilitates the activities of the research units and programs through the respective academic deans and directors.
- Selects/appoints University of Hawai'i at Mānoa representatives to various external and internal boards and committees associated with University research programs.

- Serves as the Provost's representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawai'i at Mānoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawai'i at Mānoa's research programs and capabilities.
- Serves as the University of Hawai'i at Mānoa source of expertise on the subject of research programs and activities.
- Manages strategic initiatives, research program development, research information systems, and business operations of the Office of the VCR.
- Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
- Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
- Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiatives headed by the office of the VCR, the management of internal resource allocations within the office of the VCR and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
- Administers and coordinates a campus-wide undergraduate research opportunities program for undergraduate students in all disciplines.
- Interacts with the UH System Office of Research Services, Office of Innovation and Commercialization, and Office of Research Compliance, to foster research and training, technology transfer, and commercialization activities at the University of Hawai'i at Mānoa.
- Serves as the Provost's representative and advisor on interactions with the Research Corporation of the University of Hawai'i.
- Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
- Supports the Provost in other matters as directed.

The following unit reports to the Vice Chancellor:

- Environmental Health and Safety Office – Org Code: MAEHSO

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OFFICE OF THE VICE CHANCELLOR FOR RESEARCH
ENVIRONMENTAL HEALTH & SAFETY OFFICE

FUNCTIONAL STATEMENT

DIRECTOR'S OFFICE – Org Code: MAEHSO

The Environmental Health & Safety Office works to promote a safer campus environment through the development and administration of health and safety programs.

RADIATION SAFETY – Org Code: MARSEH

Monitors the procurement, use, storage, and disposal of radioactive isotopes and radiation sources in accordance with the University's Nuclear Regulatory Commission (NRC) license. Monitors the safe use of level 3 and 4 lasers in accordance with the Laser Safety Program.

DIVING SAFETY – Org Code: MADSEH

Monitors the safe conduct of compressed gas diving, for University scientific, educational and/or commercial diving activities using SCUBA and/or other underwater diving life support systems, as required by federal and state commercial diving regulations, and consensus national community standards.

OCCUPATIONAL HEALTH & SAFETY – Org Code: MAOHEH

Monitors laboratories, facilities and operations for compliance with federal and state rules and regulations related to workplace safety and health via consultation, inspection, hazard evaluation and training.

HAZARDOUS MATERIALS MANAGEMENT – Org Code: MAHMEH

Manages the identification, classification, storage and transportation of potentially hazardous chemicals. Also manages the disposal of hazardous wastes generated by University operations in accordance with federal and state regulations.

ENVIRONMENTAL COMPLIANCE – Org Code: MAECEH

Monitors University operations for compliance with U.S. Environmental Protection Agency and State of Hawaii rules and regulations related to the protection of the environment (e.g. storm water management, air and water pollution).

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OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS

FUNCTIONAL STATEMENT

OFFICE OF THE VICE CHANCELLOR FOR STUDENTS – Org Code: MAVCS

INTRODUCTION:

Overview of the Office – The Office of the Vice Chancellor for Students provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Chancellor for Students (VCS) including student services administration, enrollment management, and student life programs of the University of Hawai'i at Mānoa.

Authority – The VCS has the authority to oversee and develop programs to serve students, develop and promulgate student policies, and to take actions to improve student services and climate of the campus.

Interaction with other UHM Vice Chancellors – The VCS works with the Vice Chancellor for Academic Affairs and the Assistant Vice Chancellor of Undergraduate Education on provision of academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VCS works with the Vice Chancellor for Business and Finance to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VCS works with the Campus Advocate office to build on feedback and continuously improve student services.

MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR STUDENTS:

The Office of the Vice Chancellor for Students has the following responsibilities:

- Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
- Creates an environment of seamless student services.
- Provides leadership and support to student services' faculty and staff.
- Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
- Implements ways of attracting and training a staff of high quality.
- Oversees fundraising and grant writing functions for student services.
- Conducts research, assessment, and performance measurement functions for student services.
- Identifies and acts upon student priorities to improve student life.
- Serves as an advocate and promoter for students within the management structure of the University of Hawai'i at Mānoa, the University of Hawai'i System, and the outside community.
- Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
- Ensures the provision of high quality, comprehensive student support services.
- Develops mechanisms and support for improvements in student life.
- Plans for a vibrant and lively campus life.
- Conducts evaluations of student services and programming.
- Serves as the chief decision-maker for program, budget, and personnel for all units of the University of Hawai'i at Mānoa's student services and efficiently manages all funds collected or utilized for student services.
- Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
- Provides information technology support for all units within student services.
- Provides information and assistance to students through the Kiosk.
- Redesigns processes in support of electronic delivery of services.

- Provides opportunities for cross-training and customer service training for all employees within student services.
- Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
- Oversees responsibilities for enrollment management programs in areas including recruitment, admission, financial aid and scholarships, registration, student records, and orientation.

ADMINISTRATIVE SERVICES OFFICE – Org Code: MAASVS

The Administrative Services Office supports the Vice Chancellor for Students and provides administrative support to all of the units reporting to the Vice Chancellor for Students. It has the following responsibilities:

- Formulates annual operating budgets and develops allocations to the operating units.
- Develops expenditure plans and maintains expenditure controls, which require analyzing program needs to determine variances and the recommendation to the resolution of these variances.
- Serves as the purchasing office for student services, by reviewing and preparing procurement and payment documents for compliance to policies and procedures, as well as accuracy.
- Maintains accounting records.
- Plans, organizes, coordinates, and reviews all personnel management and EEO/AA functions for student services units.
- Share responsibility for enforcement of the campus equal employment opportunity policies among student services units.
- Serves as the divisional resource unit responsible for the implementation of all official personnel policies and procedures, monitoring, and maintenance of all personnel records and other required documents.
- Manages the Queen Lili‘uokalani Center for Student Services.

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OFFICE OF THE DEAN OF STUDENTS

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN OF STUDENTS – Org Code: MADNST

The Dean of Students reports directly to the Vice Chancellor for Students and is responsible for several Student Affairs programs. This office has oversight for the day to day operations of Counseling & Student Development, Judicial Affairs, Mānoa Career Center, Student Housing Services, Student Life & Development, and University Health Services.

MAJOR FUNCTIONS OF THE OFFICE OF THE DEAN OF STUDENTS

- Provides leadership to direct relevant campus programs and departments that promote students' intellectual and interpersonal development.
- Promotes partnerships between the formal academic experiences and the educational experiences which contribute equally outside of the formal classroom environment.
- Provides leadership relative to professional development, support, mentoring and counseling for student services personnel.
- Fosters collaboration among units. Provides opportunities for cross-training and customer service training for all employees within student services.
- Oversees student affairs faculty actions related to promotion, tenure and evaluation.
- Establishes common priorities that support the mission of the division to improve student life. Develops mechanisms and support for improvements in student life.
- Formulates, develops, implements and evaluates policies and regulations pertaining to student life, especially those related to alcohol and drug use, student conduct and student residences.
- Plans for a vibrant and lively campus life.
- Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
- Establishes a student culture where diversity is encouraged and where students learn to respect differences, take responsibility for their actions, and exercise leadership.
- Researches, evaluates, develops and recommends policies and procedures for Student Affairs and for other related services that impact students.
- Represents the university in the community on matters pertaining to student personnel programs and activities.

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STUDENT LIFE & DEVELOPMENT

FUNCTIONAL STATEMENT

STUDENT LIFE & DEVELOPMENT – Org Code: MASLD

The Office of Student Life & Development reports to the Associate Vice Chancellor for Students and pursues as its primary mission the provision of a spectrum of involvement and learning opportunities for students through innovative programs and quality services which promote leadership, life skills, and personal development while enhancing campus life. In fulfilling this mission, the Office of Student Life & Development pursues **two basic goals**: 1) to provide co-curricular programs and learning opportunities which contribute to the quality of life for students by meeting their intellectual, social, recreational, physical, emotional and moral development needs; and 2) to promote leadership and self-direction among those students who become involved in managing student life activities on campus or who assume an active partnership role in campus governance. Inherent in pursuing these two goals are a product outcome and a process outcome, both of equal importance. Through the delivery of services and programs (**the product**) that meet the developmental needs of the general student population, the Office of Student Life & Development involves students in organizational governance (**the process**) that fosters the development of personal and organizational leadership.

The mission and goals of the department of Student Life & Development are fulfilled through five core functions: program or service administration; organizational advising and support; facility operations; organizational training and development; and staff efficacy and renewal as described below.

Program or Service Administration is a core function that involves the coordination and oversight of programs and services offered by the department. This function includes such tasks as the continuous analysis of service/program operations to improve operational efficiency and effectiveness; the development of scope of service/program changes to respond to assessed needs; supervision of service or program operations; the development of systematic marketing to promote use of program or service; the assessment of service or program for customer use, satisfaction, and cost benefits; the identification and analysis of preventive maintenance and repair of service area or program needs; and the administration of vendor contracts applicable to service area or program.

Organizational Advising & Support is a form of counseling and offering educational assistance to students in groups. This form of educational assistance involves assessing student and organizational needs; and instructing and counseling students to develop their interpersonal and leadership skills to work effectively in organizational or team settings. This also involves articulating and advocating the needs and interests of students to the University and conversely, representing, supporting, and communicating the University's mission, institutional needs, and policies to students and student groups. Additionally, this core function involves providing fiscal oversight and program coordination for activities and programs offered by assigned student groups.

Facility Operations is a core function that involves the oversight of facility management and maintenance of the Campus Center, Hemenway Hall, and other related student life facilities (e.g. student publications buildings, intramural sports and recreational leisure facilities, etc.). This function includes analyzing facility operations; developing short-range and long-range plans for preventive maintenance and repairs; monitoring and directing the renovation, expansion and repair projects for facilities including replacing equipment and furnishings; and administering maintenance contracts for major mechanical systems including air conditioning, electrical system, gas and water systems, elevators, etc. This also requires that facility operating hours are adhered to, that facilities and services are properly prepared for opening and closing, and that proper controls are in place for facility security, key access, etc. to assure the safety and maintenance of buildings, grounds, and persons.

Organizational Training & Development is another core function that is delivered via instruction in both classroom and out-of-classroom settings. This function includes such tasks as researching existing literature, websites, and journals on assigned training topics; formulating learner outcomes; designing instructional methods and materials to achieve learner outcomes; delivering instruction and training; and evaluating instructional methods and materials to refine and improve training.

Staff Efficacy & Renewal is a core function that promotes continuous staff development to enhance individuals' effectiveness in serving students with intentionality and efficacy. This function acknowledges the need to develop those professionals who serve and develop students.

Student Life & Development is comprised of four sections reporting to the Director and described below. Each section contributes to the fulfillment of the department's mission by performing a differential ratio of the five core functions described earlier with a specialized focus as illustrated below.

STUDENT LIFE BUSINESS SERVICES – Org Code: MABSSL

- Budget development, preparation, maintenance, and variance.
- Financial accounting including revenue and cash deposits, purchasing, bond payments, and audits.
- Personnel recruitment, processing, payroll, and records management.
- Building management including facility use, property management, building security, and project management for new construction and renovation projects.
- Facility maintenance and repair.
- Universal debit card program including service development & design, operating process system design, training and development of end users.
- Divisional food service program including contract management and oversight.
- UPASS student transportation program including contract management and oversight.
- Alternative funding resource development.

STUDENT EVENTS & CAMPUS LIFE SERVICES – Org Code: MASESL

- Organizational advising and program/fiscal support for Campus Center Board, Activities Council, Board of Publications, Ka Leo O Hawai'i, Hawai'i Review, Broadcast Communication Authority, KTUH-FM campus radio station, and videocast UH Productions.
- Organizational training and development for Campus Center Board, Activities Council, Board of Publications, Ka Leo O Hawai'i, Hawai'i Review, Broadcast Communication Authority, KTUH-FM campus radio station, and videocast UH Productions.
- Student employee training and development.
- Advertising sales development and oversight.
- Publications operations including billing, accounts receivables, and circulation.
- Meeting and event services including sales/event planning, reservations & scheduling, production setups, equipment upkeep & inventory, onsite program coordination, and event evaluation.
- Service administration of student operated services including computer lab, lounge, graphics, gamesroom, and ticket and information.
- Service liaison for contracted vendors including American Savings Bank, UH Federal Credit Union, automated teller machines, barbershop, Subway, dental hygiene, and UH Bookstore.

STUDENT INVOLVEMENT & LEADERSHIP DEVELOPMENT PROGRAMS – Org Code: MASISL

- Organizational advising and program/fiscal support for Associated Students of the University of Hawai'i, Graduate Student Organization, and Student Activity & Program

Fee Board.

- Organizational training & development for Associated Students of the University of Hawai‘i, Graduate Student Organization, and Student Activity & Program Fee Board.
- Leadership education and development (credit classes; workshops and training for student volunteers, student organizations, and students; organizational consultation).
- New student programs including summer freshmen orientation, parent and family orientation, transfer student orientation.
- Registered Independent Organizations (resource liaison, program consultation, benefits advising, annual organization registration and orientation, hazing awareness training).

STUDENT RECREATION SERVICES – Org Code: MASRSL

- Organizational advising and program/fiscal support for Recreational Sports Programming Council, SAFC Mānoa Maniacs, and recreational services policy board.
- Organizational training & development for Recreational Sports Programming Council, SAFC Mānoa Maniacs, and recreational services policy board.
- Organized recreational play including registration and signups, and recruitment and training of officiating crews.
- Informal recreational play including gyms, fitness centers, facility management, equipment inventory and maintenance, and recruitment and training of student staff.
- Recreational equipment rental.
- Recreational Wellness and Leisure programs including Teams Course, crafts, dance and performance arts, fitness, personal wellness, outdoor land and water recreation, class registration and signups, instructor recruitment and support, and recruitment and training of student instructors.

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MĀNOA CAREER CENTER

FUNCTIONAL STATEMENT

MĀNOA CAREER CENTER – Org Code: MAMCC

The Mānoa Career Center reports to the Associate Vice Chancellor for Students and oversees all workplace and employment functions for students. They work to ensure a successful transition into the workplace through student employment opportunities, career development activities, internships, cooperative education, and career services.

CAREER SERVICES – Org Code: MACSCD

- Provides comprehensive and progressive individual and group career counseling to enable students to make appropriate decisions and choices.
- Develops and implements intervention programs for the purpose of career development awareness, academic retention during participation in work-based learning, and acquisition of professional practices as it relates to career planning. Collaborates with Enrollment Management/Academic support programs as appropriate.
- Develops, implements, and evaluates career programs to increase student awareness of, and participation in, employment and career services programs.
- Assists students and alumni in matters related to careers, vocations, and employment by maintaining a career library, job announcements, and credential file.
- Promotes the University of Hawai‘i at Mānoa at and through career fairs and recruitment opportunities.
- Maintains a close relationship with the University of Hawai‘i Alumni Association and utilizes alumni to assist students in career decision-making and networking.
- Conducts evaluative assessments on programs and services offered to ensure support of the University of Hawai‘i mission, specifically in student learning, retention, and recruitment.
- Participates in research and remains updated in current employment trends and issues through local, regional, and national associations.
- Coordinates with Undergraduate Education and Enrollment Management for the provision of Service Learning opportunities to students.

COOPERATIVE EDUCATION – Org Code: MACECD

- Facilitates student work-based learning through progressive career development programming and collaborative partnerships with a spectrum of employers, community, faculty, and staff.
- Articulates the relationship between academic studies and work-based learning through programming, counseling, and policy recommendations.
- Administers cooperative education & internship opportunities in coordination with academic units.
- Partners with the University and business community to develop a comprehensive career/life planning approach to prepare a skilled, civically responsible workforce that will meet the changing needs of the workplace.

STUDENT EMPLOYMENT SERVICES – Org Code: MASECD

- Interactive database for the purpose of employment processing, student and employer tracing, job posting, and student referrals.

- Ensures compliance of programming with University, state, and federal laws and regulations in the employment arena including, but not limited to, equal employment opportunity, labor law, civil rights legislation, and federal program guidelines.
- Serves as advocate for students in employment matters.
- Administers the Federal Work Study Program, Job Location & Development, and other federal programs as appropriate.
- Assists all campus employers in filling student assistant positions.
- Works with Enrollment Management to ensure coordination of employment components of financial aid packages.

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STUDENT EQUITY, EXCELLENCE, AND DIVERSITY

FUNCTIONAL STATEMENT

STUDENT EQUITY, EXCELLENCE, AND DIVERSITY – Org Code: MASEED

The Office of Student Equity, Excellence, and Diversity (SEED) reports to the Vice Chancellor for Students and promotes diversity, supports minority students, and promotes access at the University of Hawai'i at Mānoa.

- Implements policies and supports campus and outreach programs to encourage campus diversity, provide equal educational access and accommodate different learners.
- Provides programs that promote educational equity for needs and interests of Native Hawaiian and other under-represented minorities on campus. Administers the Kua'ana Student Services program and partners with Nā Pua No'eau, Hawai'inuiākea School of Hawaiian Knowledge Native Hawaiian Student Services and other university, pre-college and community programs to promote educational equity for the needs and interests of Native Hawaiians.
- Provides direct services and supports programs at Mānoa, systemwide, lower education, and with community groups to promote access and success for student populations that are first generation college students, under-served and underrepresented in higher education, which include, but are not limited to: African Americans, Filipinos, Hispanic, Laotian and Vietnamese, Native American/Alaska Natives, Native Hawaiians, Samoans and other Pacific Islanders.
- Provides student support services for equal access and success of students with disabilities, low-income, gay/lesbian/bisexual and transgendered, student parents, women, disadvantaged students, and veterans.
- Provides a comprehensive range of services including administering the Health Careers Opportunity Program, Graduate Professional Access, Online Learning Academy, career and workforce development, and research on diversity and barriers to equal access.
- Administers specific merit and need based scholarships that support equity and diversity.
- Administer non-credit programs for senior citizens attending classes.
- Supports the Mānoa Commission on Diversity, Diversity and Equity Initiative, and other activities relating to the university's strategic goals on equity and diversity.

CHILDREN'S CENTER – Org Code: MACC

- Operates the Children's Center at University of Hawai'i at Mānoa to provide child care services to student parents, faculty, and staff.
- Provides training opportunities for the development of competent professionals in quality integrated child care services.

COLLEGE OPPORTUNITIES PROGRAM – Org Code: MACOP

- Recruits, screens, selects and prepares high-risk Hawai'i residents for a successful first year on the Mānoa campus.
- Administers summer academic enrichment programs and follow up activities for underrepresented minority students.
- Offers retention services for minority programs participants during the second semester.

KOKUA – Org Code: MAKOKU

- Provides academic support services to students with disabilities as mandated by federal and state laws, policies and procedures.

- Provides comprehensive, customized and confidential disability access services to students with disabilities.
- Provides technical assistance on federally mandated “equal access” by students with disabilities to faculty, staff and administration.
- Supports the Commission on Disability Access.

OFFICE OF MULTICULTURAL STUDENT SERVICES – Org Code: MAMULT

- Provides transfer assistance to underrepresented minority students.
- Provides tutorial assistance, cultural awareness and recreational activities to underrepresented students at public elementary and intermediate/middle schools through early intervention programs.
- Provides peer tutorial and mentoring programs to promote proactive academic advising for under-represented minority students.
- Operates academic support services for underrepresented minorities on campus, including Filipinos, Southeast Asians, and Samoans.
- Provides support services and advocacy for underrepresented minorities on campus.

WOMEN’S CENTER – Org Code: MAWC

- Provides support services and advocacy for female students, faculty, and staff through a resource library, cultural activities, referrals, and programs that respond to special concerns of women.
- Provides support services and advocacy for lesbian, gay, bisexual, transgender, and queer (LGBTQ) students, faculty and staff through a resource library, cultural activities, referrals, and programs that respond to specific concerns of LGBTQ+ people.
- Supports the Commission on LGBTI.
- Operates academic support services for LGBTQ+ and female students.
- Provides programming to support welfare recipients to work on campus as part of their public assistance.
- Provides assistance to welfare recipients in navigating the University and State Department of Human Services offices to support their educational pursuits.
- Operates programming to prevent sexual assault and relationship violence among students.

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COUNSELING & STUDENT DEVELOPMENT

FUNCTIONAL STATEMENT

COUNSELING & STUDENT DEVELOPMENT – Org Code: MADRCL

The Office of Counseling reports to the Associate Vice Chancellor for Students and oversees all counseling-related services for students.

COUNSELING SERVICES – Org Code: MACLCL

- Provides personal counseling services.
- Provides crisis response.
- Provides psychiatric consultation services for students to promote the development of intellectually, emotionally, and physically mature individuals.
- Provides clinical training and teaching opportunities in Counseling Services.
- Serves as a clinical internship and practicum site.
- Makes appropriate referrals for career counseling to Mānoa Career Center.
- Works closely with residential life to provide on-site emergency coverage.
- Works closely with Health and Wellness education to provide workshops, outreach, and educational opportunities for the campus.

TESTING – Org Code: MATECL

- Administers tests for clinical assessment purposes.

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UNIVERSITY HEALTH SERVICES

FUNCTIONAL STATEMENT

UNIVERSITY HEALTH SERVICES – Org Code: MADRHW

The University Health Services reports to the Associate Vice Chancellor for Students and oversees all wellness-related services for students.

ADMINISTRATIVE SUPPORT – Org Code: MAASHW

- Provides administrative unit support services for department operations including, but not limited to, cashiering, insurance billings and a wide variety of personnel and fiscal matters.
- Maintain student and patient health records.

HEALTH EDUCATION AND PROMOTION – Org Code: MAHPHW

- Offers public health education programming.
- Assesses campus health and students' health needs, perceptions, and behaviors.
- Utilizes peer education and service learning to deliver health education programming.
- Performs outreach such as small group and health fairs and in-house counseling and information dissemination.
- Operates a health resource center.
- Operates services for the prevention and treatment of substance abuse among students.
- Provides referrals to psychological counseling or medical services through a well-developed referral process.
- Offers health insurance through a student insurance option, as well as tracks commensurate insurance options for international and graduate assistants, including other units in the UH system.
- Provides health counseling/education/prevention in such areas as nutrition and body image, alcohol/other drug use, responsible sexuality, tobacco, and wellness/stress reduction.
- Provides clinical training and teaching opportunities in Health Services.
- Provides practicum and internship opportunities and assistance with student projects.

MEDICAL STAFF – Org Code: MAMSHW

- Provides health care services to students through walk-in medical care.
- Operates specialty clinics such as Women's Health, Sports Medicine, Physical Therapy, Dermatology, Nutrition, STD screening, and anonymous HIV testing.
- Provides consultation and campus policy development on public health risks.
- Trains students in health professions and assists with research projects.
- Performs public health functions of disease prevention, surveillance, reporting, and control.

NURSING STAFF – Org Code: MANSHW

- Provides health care services to students through walk-in medical care.
- Provides immunizations, TB tests, travel advice, and physical exams.
- Performs health clearance for all entering students.
- Provides Red Cross and other first aid training to students, faculty, and staff.

LABORATORY – Org Code: MALBHW

- Provides laboratory services.

PHARMACY – Org Code: MAPHHW

- Operates a pharmacy.

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JUDICIAL AFFAIRS

FUNCTIONAL STATEMENT

JUDICIAL AFFAIRS – Org Code: MAJDAF

The Office of Judicial Affairs reports to the Associate Vice Chancellor for Students and oversees all formal judicial affairs involving students.

- Upholds students' rights under the Family Educational Rights and Privacy Acts.
- Compiles conduct code violation statistics in accordance with relevant statutes.
- Works with both students who have been accused of violations of University of Hawai'i at Mānoa standards and the victims of such violations.
- Conducts fact-finding investigations and adjudicates disputes involving the student conduct code.
- Convenes the Academic Grievance Committee to adjudicate those grievances.
- Conducts fact-finding investigations and reports for student discrimination complaints.
- Conducts fact-finding and adjudication of student employment grievances.
- Educates students on community responsibilities and living as a member of a community.
- Works with Residence Life to train relevant staff on the judicial process and develop the student staff's confrontation, communication, and leadership skills.
- Educates incoming students about the University of Hawai'i at Mānoa Student Conduct Code and Academic Grievance Procedures.
- Develops and presents preventative and educational programs for all students regarding their rights and responsibilities.
- Develops and presents programs to assist students in their intellectual, ethical, and moral development.
- Conducts assessment efforts to evaluate benefits of the sanctions and educational programming for students.
- Coordinates with the Matsunaga Institute for Peace to ensure smooth operations in dispute resolution and appropriate division of roles between advocate and arbiter.
- Supports the Office of Title IX by serving as an investigator or decision maker for formal Title IX investigations/cases.

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STUDENT HOUSING SERVICES

FUNCTIONAL STATEMENT

STUDENT HOUSING SERVICES - Org Code: MASHS

The Student Housing Services Office reports to the Associate Vice Chancellor for Students and works to challenge and support students within the context of a learning community, to recognize and define themselves as unique, evolving, and self-directed individuals who develop a value system for life-long learning and good citizenship. The Student Housing Services Office:

OPERATIONS – Org Code: MAOPSH

- Promotes independent living, responsibility, community standards, and academic commitment through the operation of well-maintained, clean, and safe housing for students.
- Provides leadership, direction, and guidance in the planning, design, and maintenance of the residence halls and grounds.
- Conducts assessments, evaluates activities, and directs the development of a comprehensive program of facility maintenance intended to support department goals and mission.
- Manages maintenance and custodial services for facilities in a manner that provides prompt and appropriate service to the residential community and workplace.
- Manages repair and maintenance program for student housing facilities to ensure provision of safe, well-maintained facilities for the residential community and workplace.
- Oversees the maintenance and landscaping of residential buildings and grounds.
- Coordinates and implements a Preventive Maintenance Plan for housing facilities.
- Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the housing programs.
- Provides leadership in developing and implementing a comprehensive environmental and energy policy in support of the University's strategic sustainability goals.
- Develops/implements training programs for staff efficiency and effectiveness.
- Responsible for space and inventory management of supplies, equipment and furniture.

ADMINISTRATION – Org Code: MAADSH

- Ensures that the housing program is compliant with all applicable federal, state and local laws, and Board of Regent and University policies.
- Conducts assessments of housing expenditures, evaluates services, and directs the development of comprehensive and dynamic financial plans intended to support department goals and mission.
- Develops expenditure plans and maintains expenditure controls, requiring analyses of program needs to determine variances and makes recommendations for cost reductions/increases.
- Serves as the purchasing unit for student housing, ensures funds are encumbered, reviews and prepares procurement and payment documents for compliance with policies and procedures, as well as accuracy.
- Exercises budgetary oversight for delegated accounts.
- Interprets UH payroll policies and procedures and ensures departmental compliance.
- Serves as the collections unit. Establish and oversee policies and procedures to prevent and resolve account receivables in the student and conference housing programs.
- Oversees the residential food service program including contract management and oversight.

- Coordinates and reviews all personnel management and EEO/AA functions for department.
- Monitors and maintains all official personnel records and other required documents.
- Keeps abreast of technological innovations to improve efficiency, effectiveness, and quality of services for residents.
- Develops focused marketing strategies to increase desired customer response.
- Collaborates with appropriate University departments and programs to evaluate and revise policies and procedures to ensure programmatic compliance, efficiency, and effectiveness.
- Reviews and evaluates various means by which information is disseminated to stakeholders and takes necessary measures to improve information flow.
- Ensures that the management of assignments and conference housing programs are compliant with federal, state and local laws, and University policies.
- Administers housing applications, student and conference housing contracts, and room assignments in close coordination with external departments such as Enrollment Management, Financial Aid Services, Athletics, Cashier's Office, and KOKUA program.
- Coordinates and provides information to Enrollment Management and collaborates on the development of the Enrollment Management Plan.
- Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student growth.
- Develops/implements training programs for staff development, efficiency, and effectiveness.

RESIDENTIAL LIFE – Org Code: MARLSH

- Promotes independent living, responsibility, community standards, and academic commitment through the operation of well-maintained, clean, and safe housing for students.
- Spearheads promotion of community and student development through human issues education, faculty involvement, and leadership programs.
- Works with colleagues to direct, supervise, and lead a residential life program, blending student development theory with values inherent in the educational mission of the University.
- Delivers high quality residence hall retention efforts, develops special housing initiatives, and plans/develops initiatives that support the academic mission of the University in residential communities.
- Develops/implements training programs for staff efficiency and effectiveness.
- Provides special initiatives to build recruitment and retention programs for diverse student populations in coordination with the Office of Student Equity, Excellence, and Diversity.
- Collaborates with various campus offices to promote a greater understanding of, and appreciation for, different cultures amongst residents.
- Conducts needs assessments, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
- Develops training and marketing materials to promote student leadership development.
- Provides opportunities to create and conduct academic-based leadership development courses.
- Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student communication.
- Creates programming that promotes a sense of belonging.
- Develops, plans, and implements highly effective residential life activities and other co-curricular social and educational events.
- Oversees development and training of student paraprofessionals.
- Enforces community standards guidelines and performs behavioral interventions in accordance with student development theory and University policy.
- Establishes dedicated graduate student housing to attract and retain top graduate and professional students.
- Advises and supports leadership development, implements community standards, and promotes self-governance through residence hall councils.

- Coordinates proactively with the Department of Public Safety and the Honolulu Police Department, as appropriate, to provide a safe environment for residents.
- Collaborates with New Student Orientation to provide students the opportunity to develop learning skills, attitudes, and familiarization with the campus that are necessary for success during the first year.
- Develops and implements programming to support new students in their transition into the University of Hawai‘i at Mānoa.
- Develops and implements programming to support transfer students in their transition to the University of Hawai‘i at Mānoa.
- Assists students in identifying off-campus housing.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE PROVOST
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
ENROLLMENT MANAGEMENT

FUNCTIONAL STATEMENT

ENROLLMENT MANAGEMENT – Org Code: MAEM

Under the leadership of the Assistant Vice Chancellor for Enrollment Management, enrollment management programs work together to provide seamless services to undergraduate students for recruitment, admission, financial aid and scholarships, registration, student records, orientation, and support in the transition to college life. It also supports the other units under the Vice Chancellor for Students. The unit has the following responsibilities:

- Develops campus enrollment goals and an enrollment management plan in consultation with the Vice Chancellor for Academic Affairs, the Assistant Vice Chancellor for Undergraduate Education, and the Dean of Graduate Education.
- Determines the most efficient use of university time and space resources to ensure maximum utilization in setting the master schedule.
- Establishes coordinated deadlines for admissions, financial aid, and housing in coordination with Residence Life.
- Manages the registration and student records system for the Mānoa campus including management of the Banner Student Information System for the Mānoa campus in consultation with the Vice Chancellor for Academic Affairs, the Assistant Vice Chancellor for Undergraduate Education, and the Dean of Graduate Education.
- Oversees the Recruitment and Admissions, Records, and the Financial Aid & Scholarship Services units. These units support the development and implementation of the campus enrollment plan.

INFORMATION AND COMPUTER SERVICES – Org Code: MAITEM

- Assists with implementing the student information system (SIS) and reporting systems, currently Banner and the Operational Data Store (ODS) respectively, as they relate to enrollment management units.
- Plans and implements necessary computer support for enrollment management units; identifies those areas which may require computerization and determines system specifications.
- Schedules, produces, and distributes reports containing course, student and enrollment information to UHM colleges, departments, and other interested offices and off-campus agencies.
- Provides statistical reports assessing the impact of policies and procedures on enrollment management units and other programs.
- Maintains inventory of computer related forms/equipment/supplies for data gathering and computer-generated output.
- Develops and maintains required IT programs and services needed to maintain institutional eligibility for Federal Financial Aid Programs.
- Reviews and evaluates the various means by which information is disseminated to students and the public; takes necessary measures to improve information flow.
- Prepares statistical and narrative information regarding UHM provided to publishers of college guidebook, etc.

OFFICE OF ADMISSIONS – Org Code: MAOAEM

- Conducts admissions presentations to high school students in Hawai'i and select schools in the Continental U.S. as well as Asia.

- Provides high schools and community colleges with current information on programs at UHM.
- Maintains a close working relationship with high school administrators, counselors, and teachers.
- Coordinates group and daily campus visits by prospective students to UHM.
- Sponsors annual workshops for high school counselors.
- Sponsors annual programs for prospective community college transfer students.
- Sponsors recruitment programs in the Neighbor Islands for prospective students and their families.
- Coordinates Mānoa's participation at college fairs in Hawai'i, the Mainland, and in Asia.
- Coordinates the Student Ambassadors program.
- Coordinates the Hoa Kako'o Shadowing program.
- Disseminates the recruitment mailings to prospective students.
- Produces recruitment literature and other recruitment materials.
- Provides telecounseling to prospective applicants and accepted students.
- Assists with activities to recruit students, including workshops, high school visits, college fairs, development of literature, etc.
- Consults with faculty to establish policies and procedures for the admission and placement of American and foreign students into UHM programs.
- Reviews transcripts, standardized test scores, and other supporting documents to determine admissibility of applicants.
- Counsels applicants, parents, and faculty regarding admissions requirements.
- Assists with implementing UHM's controlled growth policy.
- Evaluates prior college-level work from other U.S. institutions, foreign institutions, military service and schooling, Advanced Placement Program, College Level Examination Program, etc., to determine course transferability and course equivalency; consult with academic department when appropriate.
- Evaluates the effectiveness and efficiency of the means by which applications are solicited, reviewed, and acted upon.
- Continually assesses admissions standards and academic policies related to admission of students and transfer of coursework; recommends changes when appropriate.
- Determines the tuition status of all applicants and students.
- Counsels non-admitted students and assists them with options to enroll in other post-secondary institutions.

OFFICE OF THE REGISTRAR – Org Code: MARGEM

- In cooperation with College Deans, develops a master schedule of courses that is responsive to historical and projected enrollment patterns.
- Maintains an accurate up-to-date Course Master List. Provides quality control to insure consistency and accuracy among the Schedule of Classes, the Course Master List, and the UHM-1 Forms.
- Plans, coordinates, and administers the registration process. Evaluates the effectiveness and the efficiency of the registration procedures utilized.
- Plans, coordinates, and administers grade reporting for the fall and spring regular day semesters.
- Establishes, implements, and manages procedures for students petitioning to graduate.
- Maintains academic and personal history records of all students ever enrolled at UHM.
- Creates and maintains official academic records for all students in conformance with a standard of accuracy.
- Establishes procedures for creating and maintaining student records in accordance with accepted national standards, University rules and regulations, and Federal privacy regulations.
- Establishes procedures to safeguard the confidentiality of records in accordance with federal and state legislation (e.g., the Family Educational Rights and Privacy Act of 1974) and University policies and procedures.
- Provides current and past students with official documentation of their academic record including transcripts, verification of enrollment, and verification of degree.

- Administers Veteran's Administration benefits for all qualified veterans and/or dependents.

FINANCIAL AID SERVICES – Org Code: MAFAEM

- Conducts financial needs analysis for all admitted students/applicants.
- Provides oversight of scholarship programs and donors.
- Identifies and secures appropriate student financial aid funds from federal, state, and private sources.
- Awards and accounts for funds in conformance with applicable rules, regulations, accounting practices, and audit standards.
- Provides timely and accurate information to applicants regarding availability of funds, application procedures, need analysis methodologies, and awarding criteria.
- Advises and counsels aid recipients on a variety of financial aid matters.
- Assists in disbursing student aid awarded by non-university organizations.
- Advises on matters relating to policies and procedures affecting the availability and delivery of student financial aid.
- Prepares analytical students' aid reports on a variety of topics related to the administration of student financial aid.
- Maintains a close relationship with Mānoa Career Center to ensure coordination of employment components of financial aid packages.

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
MĀNOA OFFICE OF BUSINESS AND FINANCE

FUNCTIONAL STATEMENT

MANOA OFFICE OF BUSINESS AND FINANCE – Org Code: MAVCAF

The Mānoa Office of Business and Finance provides leadership and executive management over financial and administrative functions and services for the University of Hawai'i at Mānoa. The Office of Financial Resources Management unit reports to the Vice Chancellor who serves as the chief business officer.

Through the Office of Financial Resources Management, the Mānoa Office of Business and Finance provides leadership and executive management over financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.

The Mānoa Office of Business and Finance has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management. The establishment of campus policies are endorsed by senior Mānoa executives, approved by the President, and disseminated and published on the official Mānoa policies, procedures and guidelines website.

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

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
MĀNOA OFFICE OF BUSINESS AND FINANCE
OFFICE OF FINANCIAL RESOURCES MANAGEMENT

FUNCTIONAL STATEMENT

OFFICE OF FINANCIAL RESOURCES MANAGEMENT – Org Code: MAFRMA

The Office of Financial Resources Management has campus-wide responsibility for planning and management of campus finances, and the campus operating and CIP budgets. Functional responsibilities are assigned to sub-units as follows:

Mānoa Budget Office – Org Code: MABDMA

- Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation of budget testimonies to the legislature, and analysis of various versions of the budgets.
- Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution and instruction; position control; and the review of unfunded budget proposals.

Office of Finance and Accounting – Org Code: MAFSAC

- Prepares and analyzes periodic operating statements in support of the overall management of the campus.
- Prepares intermediate and long term financial projections in support of operating and CIP budgets and the University and campus strategic plans.
- Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal officers.
- Manages the budgets for select Mānoa units reporting to the President.
- Provides fiscal training to campus fiscal officers.

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR
LEGAL AFFAIRS AND UNIVERSITY GENERAL COUNSEL

FUNCTIONAL STATEMENT

INTRODUCTION

The Office of the Vice President for Legal Affairs and University General Counsel provides legal services to the Board of Regents, the President, administrators, and staff of the University of Hawaii.

MAJOR FUNCTIONS

- Provides, coordinates, and oversees all legal services to the University.
- Provides advice and counsel regarding University policies, procedures and practices, strategies and proposed courses of action.
- Represents the University in federal and State court, administrative hearings, arbitrations, and contract negotiations.
- Provides advice and counsel to senior level executives and administrators on all legal matters and issues; participates in system level strategic efforts to support the President and others.
- Represents the University in all administrative proceedings and all courts in litigation matters, including torts and employment matters.
- Reviews and approves as to legality and form contractual documents.
- Furnishes legal opinions as requested by the Board of Regents and senior level executives, including legal memoranda.
- Makes settlement recommendations to the University administration.
- Performs legal research.
- Prepares and reviews legal documents including contracts and agreements to ensure that such documents comply with applicable laws, statutes, and University policy and are appropriately drafted to accomplish the University's objectives in the matter.
- Provides assistance in drafting rules and policies.
- Meets regularly with clients to prepare for cases and keeps the University administration apprised of major cases.
- Provides training on legal issues to University administrators and staff.
- Provides leadership in the administration of the University's Equal Employment Opportunity and Affirmative Action Program.

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR LEGAL AFFAIRS
AND UNIVERSITY GENERAL COUNSEL
OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY
& AFFIRMATIVE ACTION

FUNCTIONAL STATEMENT

The EEO/AA Office promotes a climate in which students and employees can expect equal opportunity and unprejudiced treatment. The Office is primarily responsible for overseeing equal opportunity and affirmative action programs as they relate to employment practices of the Mānoa campus and Systems Offices. Its major functions are as follows:

- Establishing and/or monitoring methods of administration that promote equity in employment practices such as recruitment, hiring, promotion, tenure, compensation, employee training, reasonable accommodation, benefits, leave policies, transfers, and layoffs.
- Developing, updating, publicizing, and reaffirming the University's EEO/AA policies and procedures; advising supervisors and administrators of these policies and of changes in EEO laws and their implementation.
- Providing educational workshops and informational materials to employees and students to prevent discrimination and promote affirmative action.
- Developing and updating the institution's affirmative action plan. The plan includes annual goals and timetables and action-oriented programs to achieve goals.
- Assessing the institution's affirmative action efforts and advising administrators of both progress and problem areas; performing annual workforce and utilization analyses, developing internal audit procedures, conducting studies of personnel actions and compensation, and assessing managers' affirmative action efforts and results.
- Serving as an accessible campus level resource for addressing discriminatory practices by developing and implementing complaint procedures that comply with the principles of due process, publicizing the availability of these procedures, resolving informal complaints, and investigating formal charges.
- Performing community outreach and participating in projects with community and state agencies to inform the public about the University's EEO/AA program and encourage a more diverse pool of applicants.

The Office of EEO/AA performs systemwide duties which typically involve coordination among the campuses. The office performs the following systemwide functions:

- Developing and disseminating systemwide EEO/AA policies and procedures.
- Preparing the affirmative action reports for Systems Offices.
- Providing technical assistance to other campuses and sharing EEO/AA resources.
- Providing administrative support for the systemwide UH Commission on the Status of Women and other committees and task forces.

- Serving as systemwide liaison to state and federal agencies with regard to joint education programs, federal liaison group activities, and certain systemwide complaints.
- Coordinating with Information Technology Services on guidelines regarding disability access to information technology.

**STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
VICE PRESIDENT FOR INFORMATION TECHNOLOGY/
CHIEF INFORMATION OFFICER**

FUNCTIONAL STATEMENT

Introduction

Information Technology Services has responsibility and authority for University of Hawai'i information technologies including telecommunications, academic computing and administrative information systems. It has operational responsibility for UH-Mānoa campuswide IT facilities and services, and Systemwide responsibility for IT planning, policy, coordination, external relations and operational activities cutting across campuses.

Major Functions

Provides a broad range of information technology facilities to meet the instruction, research, public service and administrative needs of the University community, including appropriate centralized computing facilities, systems, and services for the System, campuswide computer lab facilities for UH Mānoa, and libraries of enterprise software.

Provides a broad range of information technology services to meet the instruction, research, public service and administrative needs of the University community, including dissemination of information relating to the use of information technology in higher education, provision of informal workshops, seminars, training and documentation in the effective use of information technologies, and consultation and support in the planning and use of information technologies to meet specific functional needs.

Provides effective and secure administrative information systems (fiscal, student, human resources, budget, etc.) and assists users in accessing these systems for transaction processing, updating information, and retrieving relevant data and reports.

Provides effective and economical telecommunications networks that supply voice, data and video services to meet Systemwide needs relating to instruction, research, public service and administration, including the provision of Systemwide access to and external liaison with state, national and international networks and information technology services.

Provides instructional technologies to facilitate Statewide access to high-quality higher education; coordinates Systemwide use of shared telecommunications and distance education technologies; and operates UH Mānoa-based distance education technologies and systems.

Makes available robust and modern cyberinfrastructure capabilities and services for the Statewide UH research community including high performance computing, research data storage, research data management support, scientific visualization, and collaborative research environments.

Develops strategic plans, programs and policies pertaining to all aspects of information technology; provides consultation to University executive offices relating to information technology; promotes and represents the university's information technology activities, programs and plans within the University and to relevant Statewide, national and international communities.

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

FUNCTIONAL STATEMENT

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

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

Programmatic areas of responsibility include, directing through subordinate managers, a **human resources** program that is responsible for administration of the classification, compensation and employee benefits systems for Executive and Managerial (EM), faculty, Administrative, Technical, and Professional (APT), and civil service personnel; and collective bargaining and employee relations for academic and nonacademic areas; a **communications** program that provides expertise in the areas of marketing and brand management, public relations, news, and media relations; a **procurement** program that provides direction in the acquisition of goods and services; a **risk management** program that is responsible for the University’s systemwide risk management functions; a **systems integration** program that provides management and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA; an **institutional equity** program that provides technical expertise and overall guidance to campuses in support of their planning, development, implementation, and daily management of Title IX and Violence Against Women Act (VAWA) programs; a **sustainability** program that plans and implements sustainability programs and goals; a **Mānoa campus operations and facilities** program that manages and oversees the repair, maintenance, and operation of all facilities, grounds, infrastructure, and physical assets for Mānoa; a **project delivery** program that is responsible for the planning, design, and construction of capital improvement projects and assists in developing planning and space guidelines and long-range project priorities; and a **facilities business** administration program that provides fiscal, procurement, and contract administration support for the OVPA and several programmatic areas dealing with planning, sustainability, project delivery, and Mānoa operations facilities.

OFFICE OF HUMAN RESOURCES (OHR)

OHR provides systemwide leadership in:

- Developing, implementing and optimizing short and long-range plans to provide effective system-wide HR services and functions
- Developing priorities and determining efficient use of OHR resources
- Providing counsel and advising senior level executives and departmental HR representatives
- Maintaining effective relations with unions and employees

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

Employee Services

The Employee Services unit provides a broad range of human resources support to the field and system offices. It is a full-service unit that is staffed by HR generalists that can provide services and support to the field in the areas of: classification, recruitment, transactions, and benefits.

Unit A

- Coordinates and conducts employee training for HR representatives, supervisors, and employees.
- Coordinates and administers the job performance review program for Board appointees.
- Coordinates the State’s benefit programs (ERS, EUTF, Deferred Compensation, tax sheltered annuities, etc.) for the University on a systemwide basis and services as liaison with State agencies.
- Develops and conducts system wide training regarding personnel policy application, collective bargaining agreement interpretation and application, employee performance, supervisory skill development, etc.
- Advises HR representatives and supervisors regarding conflict resolution and disciplinary action.

- Administers the drug and alcohol testing program for CDL, BU1 non-CDL, and reasonable suspicion, and provides advisement to HR representatives, managers and supervisors.
- Coordinates return to work priority placement program.
- Serves as the Manoa Chancellor's designee to adjudicate APT and civil service grievances.

Unit B

- Provides operational support services for system and Manoa EM, APT and civil service employees including classification, compensation, recruitment, examination, training, benefits, and transactions.
- Reviews Manoa Chancellor's APT classification and compensation actions in compliance with applicable policies and procedures.
- Serves as personnel officer for employees of system offices, including but not limited to recruitment and personnel actions.
- Coordinates the State's benefit programs (ERS, EUTF, Deferred Compensation, tax sheltered annuities, etc.) for the University on a systemwide basis and services as liaison with State agencies.

Policies, Procedures & Classification

- Maintains the personnel section of the Administrative Procedures Manual to provide complete, comprehensive instructions for performing human resource tasks.
- Recommends revisions to personnel sections of Board and Executive policies.
- Develops standardized evaluative criteria for the classification and compensation of APT positions.
- Develops class specs for EM positions.
- Reviews EM and APT classification and reclassification actions to ensure compliance with established criteria.
- Takes final classification actions on civil service positions and represents the University before appellate boards and commissions.
- Compiles and analyzes EM, APT, and faculty salary survey data and utilizes information in classification and compensation requests.
- Develops and monitors EM and APT compensation plans to ensure compliance with approved plans, salary equity, applicable collective bargaining agreements, and alignment with any EEO and AA concerns.

Collective Bargaining and Employee Relations

- Interprets and advises senior executives and personnel administrators on the interpretation and application of collective bargaining agreements, public employment statutes, rules, regulations, and policies, and University policies.
- Provides research, analytical data, and assists in drafting testimony on collective bargaining matters to legislative bodies for University executives.
- Drafts memorandum of agreements, memorandum of understandings, and supplemental agreements involving personnel administration.
- Serves as the President's designee to adjudicate APT and civil service grievances and supports the President's designee in faculty grievances.
- Develops executive policies and administrative procedures regarding employee relations issues as appropriate.
- Assists OGC in the preparation in cases of mediation and arbitration.
- Provides research and analytic staff support to State and University negotiators in Units 07 and 08 master agreement negotiations and associated memoranda of agreement.
- Serves as the University's representative to the State Office of Collective Bargaining for negotiations covering civil service bargaining units.
- Develops and conducts training on negotiated changes and on the application and interpretation of provision in negotiated collective bargaining agreements with UHPA, HGEA and UPW.

OFFICE OF COMMUNICATIONS (COMM)

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

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

Multimedia

- Coordinates the production of a variety of video and print materials for distribution within and outside the University;
- Reviews marketing, promotional, and recruiting publications and materials for compliance with University graphics standards and branding/marketing goals;
- Develops and implements strategy and content for hawaii.edu websites by working with stakeholders across the system and collaborating with information technology regarding the latest online communication tools;
- Ensures that all copy, images, resources, and links are updated and current;
- Trains communicators in all facets of multimedia including WordPress, social media, emergency systems, still images, and video;
- Documents University events for archival purposes through still photography and video;
- Oversees the strategic application of content across all available platforms; and
- Keeps current with latest trends, technologies, and best practices in the communications media area and makes relevant recommendations.

Internal and External Communications

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

OFFICE OF PROCUREMENT MANAGEMENT (OPM)

OPM provides overall direction and leadership in the systemwide planning, organizing, directing, and developing of policies and procedures governing the procurement of goods and services.

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

Procurement Section

- Evaluates requirements for the acquisition of goods and services;
- Prepares invitations for bids and requests for proposals or quotations consisting of technical specifications, general provisions, and special provisions for the acquisition of goods and services in accordance with applicable laws and University Administrative Procedures;
- Processes competitive solicitations in accordance with applicable laws, grants, or contract terms and University Administrative Procedures;
- Awards contracts pursuant to competitive solicitations;
- Processes sole source procurements in accordance with applicable laws and University Administrative Procedures;
- Processes emergency procurements in accordance with applicable laws and University Administrative Procedures;
- Processes small purchases and purchases exempt from competitive solicitation and/or standard procurement requirements which exceed delegated purchasing authority of fiscal administrators in accordance with applicable laws and University Administrative Procedures;
- Develops contract terms and provisions;
- Provides contract administration services;
- Processes financial management accounting forms relating to procurement actions;

- Monitors decentralized procurement activities administered by fiscal administrators at the campus and departmental levels;
- Provides advice, assistance, forms, and training to fiscal administrators for procurements and contracts issued by fiscal administrators;
- Develops University administrative procedures relating to the procurement of goods and services;
- Provides assistance to vendors regarding University procurement operations and procedures;
- Prepares reports on procurement activities within the University; and
- Administers the University's Small Business Utilization Program in accordance with applicable laws.

Purchasing Card (P-Card) Section

- Administers a P-Card program for the procurement of goods and services for the University;
- Develops P-Card policies, processes, and procedures;
- Monitors & audits P-card purchases to ensure compliance with applicable laws, grant, or contract terms and University Administrative Procedures; and
- Provides training and certification for P-Card users at the University.

OFFICE OF RISK MANAGEMENT (ORM)

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

Specifically, ORM provides the following services and functions.

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

OFFICE OF SYSTEMS INTEGRATION (OSI)

OSI provides leadership and direction for all information technology and data systems that support the operational requirements of the various areas under the OVPA. These systems include enterprise-wide and home-grown systems that exist in functional silos and require manual manipulation and redundant data entry. Data integrity and accuracy concerns need to be addressed and work process re-engineering needs to be

designed and implemented in order to obtain management reports that will provide meaningful analytic data for informed decision making.

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

Business Process Transformation

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

PeopleSoft Development and Support

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

Technology Integration

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

OFFICE OF INSTITUTIONAL EQUITY (OIE)

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

OIE provides a systemwide, centralized infrastructure that assists all ten campuses in providing prompt, effective, comprehensive, consistent, and equitable responses to reports of gender-based violence and sexual misconduct; transforms the University's climate to one that embraces and ensures nonviolent and nondiscriminatory standards of interpersonal behavior through evidence-based, effective, and culturally sensitive training programs and initiatives; and ensures the University's compliance with the Title IX and VAWA laws.

- Ensures that all systemwide policies and procedures related to sex discrimination, gender-based violence, and stalking are current and that all campuses are consistently implementing best practices and standards;
- Oversees the University's Title IX and VAWA compliance efforts by leading centralized initiatives and collaborating with University stakeholders, including Title IX Coordinators, to ensure policies, procedures, programs, and services are compliant, consistent, equitable, accessible, culturally competent, and effective;
- Develops and implements systemwide case management and data collection systems to track trends, efficiency, equity, and consistency in the handling of reported cases of gender-based violence and sexual misconduct;
- Supports Title IX teams on all campuses to ensure the University's responses to incidents of sexual misconduct, gender-based violence, and sex discrimination are timely and appropriate and

complainants and respondents receive timely and equitable consideration through case review and consultation, training, and technical assistance;

- Strengthens the University's capacity to provide, assess, and evaluate services, programs, and interventions to support the needs of students, faculty, and staff affected by gender-based violence, sexual misconduct, and sex discrimination, including advocacy and confidential services;
- Works collaboratively and consults with all University and community partners, including law enforcement, to assess the effectiveness of System and campus efforts to prevent sex discrimination, sexual harassment, sexual violence, and other forms of gender violence in University programs and recommend strategies and solutions to campuses, Chancellors, senior administrators, and executives;
- Develops training programs and assists in the facilitation and implementation of training for all campuses, their Title IX Coordinators and staff, and other University employees and students involved in implementing related policies and procedures and those involved in handling, investigating, and resolving sex discrimination, harassment, gender violence, and retaliation complaints and issues; and
- Conducts periodic campus climate surveys to assess student, staff, and faculty attitudes toward and perceptions of gender-based violence, sexual misconduct, and sex discrimination, including the University's response to gender-based violence, sexual misconduct, and sex discrimination.

OFFICE OF SUSTAINABILITY (OOS)

The systemwide sustainability unit is charged with developing an energy management system and operational commitment to minimizing greenhouse emissions and becoming carbon neutral by 2050; work with faculty and staff to develop curriculum that will advance the principles of sustainability while enabling cross-campus collaborations that integrate teaching and research with solutions at the campus and community levels; facilitate and support basic and applied research initiatives that advance the principles of sustainability and enable cross-campus collaborations that integrate teaching and research with solutions at the campus, community, and global levels; and assist campuses with creating a sustainable living and learning environment that honors the University's cultural foundation and addresses the challenges and opportunities of its unique geographical location. Major functions are as follows:

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

CAMPUS OPERATIONS & FACILITIES (COF)

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

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

Campus Operations/Shops

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

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

Buildings & Grounds Management

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

- Building Services
Provides custodial care, carpet cleaning, and other maintenance services for all buildings and facilities for the campus.
 - *Crew 1 – Makai zone*
 - *Crew 2 – Ewa zone*
 - *Crew 3 – Mauka zone*
 - *Housekeeper*
Provides household cleaning of the University President’s residence including the main house and guest cottage.
 - *Carpet Cleaner*
Provides carpet cleaning and floor polishing services for on-campus facilities.
- Landscaping Services
Provides grounds maintenance services and refuse collection, and coordinates recycling operations for the campus. The two (2) main functions under this unit are Landscaping and Grounds Maintenance.
 - *Landscaping*
 - *Pesticide Control*
Controls weeds, insects, and diseases affecting campus landscapes.
 - *Irrigation*
Repairs, installs, and maintains irrigation systems.
 - *Labor Support*
Provides labor support for tree trimmer, sprinkler repairer and recycling.
 - *Mason*
Lays building materials, including concrete and brick, and constructs or repairs surfaces or structures.
 - *Tree Trimmer*
Maintains campus trees.
 - *Nursery*
Provides maintenance and care to trees, plants, and foliage.
 - *Refuse*
Provides refuse collection as well as special and bulk disposal services.
 - *Equipment Support*

Operates and maintains heavy equipment to service campus facilities.

- *Grounds Maintenance*
Performs a variety of manual tasks in cleaning, caring and maintaining landscaped areas.
 - *Makai Crew* – Makai zone
 - *Power Mower* – Campus lawn
 - *Mauka Crew*- Mauka zone
- Campus Arboretum
Develops the landscape potential of unique woody flora of the tropics on the campus by serving as a living laboratory for education and research, encouraging use by the broader community and supporting service activities of the University.

Work Coordination Center

- Manages and maintains the campus work order system;
- Communicates Mānoa customer requests and needs to appropriate unit;
- Provides data/information to assist maintenance units respond to customer requests and supports communication and improved customer service to campus constituency; and
- Schedules and coordinates support services for special events.

Warehouse/Inventory

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

Facilities Safety

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

Professional Support

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

Mechanical Engineering & Electrical Engineering

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

Fire Safety

Monitors campus facilities and operations for compliance with federal, state and county fire codes. Conducts inspections, performs training and maintains campus fire suppression equipment.

OFFICE OF PROJECT DELIVERY (OPD)

OPD provides the vision and direction for long and short-range planning, space management and analysis, capital planning, and design standards, at the Mānoa campus. OPD ensures that all planning for, and actions on, the physical facilities, grounds, and infrastructure are in accordance with long-range development plans, the campus strategic plan, and supports the campus educational, research and student life missions. Major functions include:

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

OPD also provides high quality planning, development, design, and construction services for the successful completion of CIP projects. OPD ensures that all University campuses, especially the flagship Mānoa campus, enjoy and operate in physical environments that support teaching, research, and public service in keeping with the University's mission. The buildings, infrastructure, and landscapes of the campuses should reflect the excellence and diversity of the academic enterprise. These services are provided through two (2) functional areas:

Project Management

- Performs project management responsibilities for all projects including, but not limited to, design-bid-build and design/build methods of delivery, to ensure the end-to-end successful completion of construction projects affecting campus facilities, grounds, infrastructure and other physical assets;
- Prepares and/or reviews and directs the preparation of plans and specifications and/or Request for Proposals (RFPs for new and renovation projects including the preparation of bid documents, as required;
- For design/build projects, oversees all components of the process including programming requirements, establishment of design criteria within budget parameters, project design review, negotiations of contract terms and deliverables, construction oversight, and overall contract administration;
- Coordinates design requirements, construction methods and schedules with COF, other campuses systemwide, and the construction team;
- Provides renovation design assistance to departments, including closely working with the end-users to determine project scope and requirements, potential maintenance and service issues, alternative approaches, and time and cost estimates; and
- Assists in maintaining an inventory and information database of campus buildings with regard to facilities conditions assessments and potential projects that need to be queued for construction due to capital renewal, deferred maintenance, health and safety, and/ or code requirements.
- Leads in the recommendation and implementation of other innovative and alternative project delivery mechanisms and strategies to improve the quality, timeliness, and cost effectiveness of capital projects for the University.

Construction Management

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

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

FACILITIES BUSINESS OFFICE (FBO)

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

FBO is comprised of the following two (2) functional areas:

Facilities and Contracts Office

- Administers and manages all facets of facilities and construction project procurement including invitation for bids, request for proposals, design/build solicitations, request for quotations, and other methods of source selection;
- Directs all facets of the contracting cycle including award of contracts, contract administration, monitoring vendor performance, and the modification, termination, and closing of contracts;
- Ensures that the selection process and contracts for professional services are done in accordance with applicable State statutes, Hawaii Administrative Rules, and University Administrative Procedures;
- Provides advice on the interpretation and implementation of procurement statutes, policies, procedures, and requirements and ensures that processes and documents comply with applicable laws;
- Develops and amends contract terms and provisions to ensure that the University is protected;
- Develops standard forms and templates to ensure that the procurement of facilities and construction is executed in accordance with applicable laws and contract provisions.

Facilities Fiscal Office

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

OFFICE OF CAMPUS SERVICES – Org Code: MACPMA

The Office of Campus Services has functional responsibility for the major ancillary services of the campus. These include Fleet Services, Commuter Services, Food Services, Bookstore operations, University Housing, Commercial Enterprises, and the Department of Public Safety. The functions of Campus Services are grouped under the following major categories:

Auxiliary Services – Org Code: MAAXAX
Bookstore System – Org Code: MABKST
Department of Public Safety – Org Code:
MACPEM Commercial Enterprises – Org
Code: MACOME

Campus Services provides leadership and coordination in planning, developing, and directing activities for the major groups mentioned above. These programs are supported by the Administrative Services and Marketing and Communications. The Office of the Director of Campus Services plan, organizes, directs the programs in Campus Services with responsibilities that include:

1. Implements policies as directed by University Administration, establishes procedures, ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Liaise with University students, faculty, administrators, community groups, legislature, and other relevant and/or appropriate units on Campus Services related matters.

Marketing and Communications – Org Code: MAMCAX

Conceives, plans, coordinates, advises on, and/or implements the marketing and communications functions for all departments of Campus Services and the division as a whole. Assists in the development of key messages and educates stakeholders on the products, services, and/or values of the various entities.

1. In conjunction with managers of each of the Campus Services divisions, determines their distinct promotional and/or public relations goals and objectives.
2. Provides counsel on and execution of marketing strategies, including but not limited to advertising, collateral materials, websites, newsletters, social media, special events, and grassroots outreach. Oversees market research studies.
3. Provides counsel on and execution of communications efforts, including but not limited to media relations, reputational management, external and internal announcements and notices. Works in conjunction with other University communications offices.
4. Designs and produces artwork for emblematic merchandise as well as advertising, collateral materials, websites, newsletters and social media for all Campus Services divisions.

Commercial Enterprises– Org Code: MACOME

Responsible for developing products and services to be sold for commercial purposes that help to market the University and to enable Commercial Enterprises to become self-supporting.

1. Product development, branding, and quality assurance based on student/faculty research and development.
2. Buying of apparel, operations of stores, and outside sales.

3. Operates internet apparel and souvenir sales.
4. Responsible for the operation and management of the Conference Center.

Conference and Event Services – Org Code: MACCAX

Provides a program to meet the needs of the University of Hawai‘i at Mānoa and other state agencies in the area of organizing and managing conferences, institutes, trainings, and symposia.

1. Provides services to organizations such as the University of Hawai‘i System, State and municipal government agencies, and community/non-profit groups whose activities are consistent with academia, research, professional development, and life-long learning.
2. Responsible for Conference Center program development, marketing, budgeting and accounting.
3. Responsible for conference management, including coordinating logistical needs, registration requirements, travel arrangements, and fiscal management for conferences, institutes, trainings, and symposia across the state of Hawai‘i.

ADMINISTRATIVE SERVICES – Org Code: MAASAX

This department plans, organizes, directs, and controls administrative functions of Campus Services, including Fiscal Services, Information Technology Management, and Human Resources.

Fiscal Services – Org Code: MAFSAX

Responsible for Campus Services, UH Mānoa fiscal controls, financial reporting, procurement and budgeting.

1. Maintains an accounting system for all Campus Services units, based on and integrated with the University’s accounting system.
2. Prepares and analyzes financial and budget reports for all programs.
3. Establishes and enforces fiscal controls and procedures for cash and inventory.
4. Coordinates all audit activities with internal and external audits.
5. Coordinates physical inventory and monitors inventory control.
6. Maintains fiscal records and files.
7. Processes all payments.
8. Monitors procurement of materials and services, prepares all bid specifications, and administers all contracts for maintenance, lease rental, goods and services.
9. Processes all accounts receivables, reconciles statements and reports, and monitors credit memos.
10. Count and/or deposit all collections including, cash, scholarship charges, and departmental requisitions.

Information Technology Management – Org Code: MAITAX

Responsible for the system development and maintenance, operations, technical support and management support in all areas of computerized management information systems.

1. Performs systems analysis, design, tests, installations and maintenance for all Campus Services units.
2. Coordinates development and programming and assists Marketing and Communications in design and maintenance of Campus Services websites.
3. Develops and controls production schedules for computerized functions for all Campus Services operations and projects.
4. Provides technical assistance, user training, and provides support for all Campus Services information system activities.

Human Resources – Org Code: MAHRAX

Administers Human Resources for Campus Services, UH Mānoa. Responsible for all matters related to recruitment, selection, benefits, classification, compensation, employee records, training, employee relations, and organization management.

1. Provides assistance in staffing analysis, and ensures that the recruitment and selection process is in accordance with human resources laws and procedures.
2. Administers benefits, leave accounting, and training for designated units. Provides technical advice on position classification matters, and processes classification and compensation transactions.
3. Maintains employee records, and handles all employee relations and grievance matters.
4. Provides technical advice and support in evaluation of organizational structure, and processing organizational changes.

AUXILIARY SERVICES – Org Code: MAAXAX

This Office plans, organizes, directs, and controls the activities of the following Auxiliary Services programs -- Mail Services, University Housing, Food Services, Commuter Services, and Fleet Services.

1. Establishes overall policies as directed by University Administration.
2. Ensures that effective management methods and appropriate financial controls are used.
3. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
4. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Services matters.

University Housing, Food Services & Mail Services– Org Code: MAHFMX

This Office advises and participates in the development, sale, and mortgage loan assistance of university housing properties. Responsible for the daily operations of the University Housing, Mail Services, & Food Services sections.

1. Establishes goals and objectives, and directs the daily operations of University Housing, Mail Services, & Food Services sections.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to other Auxiliary Services programs as needed.

University Housing – Org Code: MAFHAX

Provides self-sustaining university housing program to assist new employees with suitable temporary housing during their period of adjustment to local economic conditions. Provides university housing condominium units for sale, when directed by Administration.

1. Manages rental agreements for all university housing apartments. Operates and maintains the apartment unit rentals.
2. Provides for the acceptance, evaluation, and processing of requests for housing; reviews and approves assignments of leases in accordance with University policies.
3. Conducts preventive maintenance programs, major renovations, and replacement of furniture and equipment, and custodial and grounds maintenance to improve the physical quality of university housing, and provides security of the apartments in order to make the university housing complex safe and livable.
4. Provides mortgage loan assistance to eligible employees interested in purchasing off-campus housing through the University.

Food Services – Org Code: MAFOAX

Responsible for satisfying the nutritional needs of the University community by providing choices of products at the lowest possible cost that are high in quality, and with the best possible services.

1. Administers the food service contracts for the Mānoa campus. Develops contract specifications focusing on the quality of menus, the manner of service, the economy of prices, and merchandising that provides optimal customer satisfaction.
2. Monitors the food service contractors to insure adequate delivery of service, in compliance with the provisions of the contracts and applicable codes and ordinances.
3. Serves as liaison with the University community, and ensures customer satisfaction in all aspects of the food service program.

Mail Services – Org Code: MAMLAX

Provides daily mail pickup and delivery services to Mānoa campus departments on a timely, cost-efficient basis.

1. Picks up, sorts, and delivers intra-campus, incoming, outgoing, and state messenger mail.
2. Issues, evaluates, and controls departmental allocations for mail services.
3. Keeps abreast of United States postal service rules and regulations concerning non-profit mailers.
4. Offers a variety of methods to ship mail and parcels.
5. Provides mailbox rental services.

Commuter & Fleet Services – Org Code: MAPTAX

This office is responsible for the daily operations of the Commuter & Fleet Services (formerly Parking & Transportation) sections.

1. Establishes goals and objectives, and directs the daily operations of the Commuter & Fleet Services sections.
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to other Auxiliary Services programs as needed.

Commuter Services – Org Code: MAPARK

Responsible for orderly parking and traffic flow on the Mānoa campus in accordance with the applicable parking regulations as approved by the Board of Regents.

1. Provides for the allocation and sale of available campus parking spaces to various users on an equitable basis.
2. Repairs and maintains parking areas, participates in the planning of additions and improvements to existing parking areas on campus.
3. Develops and enforces commuter services regulations and controls vehicular traffic on campus.
4. Provides and manages an appeals process for people contesting parking citations for violating parking regulations on campus.
5. Provides commuter services for special events held on campus such as sporting events, charity functions, concerts, etc.
6. Oversees the planning and implementation of the Transportation Demand Management Plan for the campus.

Fleet Services – Org Code: MATRNS

Provides the state-wide University system with a safe and economical transportation fleet program and related services for University units requiring the use of vehicles in connection with official University-related business. Fleet Services is responsible for the purchasing, leasing, licensing, insuring, disposal, preventive maintenance, repair and fueling of University vehicles.

1. Administers services related to the operation of a central motor pool and garage on campus.
2. Prepares specifications and bid proposals for the purchase of motor vehicles based on users' requirements and vehicle replacement program.
3. Conducts preventive maintenance and repairs on vehicles.
4. Reviews and approves all University vehicle acquisition requests for cost, appropriateness and compliance to established policies.

BOOKSTORE SYSTEM – Org Code: MABKST

Plans, organizes, directs, and controls University of Hawaii Bookstores located at various campuses throughout the University of Hawaii system.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.
2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.
3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Bookstore matters.

Books – Org Code: MABKBK

Responsible for the timely purchase and sale of text materials prescribed by faculty and course materials/merchandise for technical, supplementary, and recreational reading.

1. Plans, orders, merchandises all required and optional course materials for the University of Hawaii at Mānoa including the Outreach College, in accordance with academic schedules + a full line of study aids, reference materials, and various forms of recreational reading.
2. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.
3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
4. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds. Provides services for off-campus and outreach programs.
5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

Mānoa Bookstore – Org Code: MABKMA

Responsible for the daily operations of the University of Hawaii at Mānoa Bookstore.

1. Establishes goals and objectives, and directs the daily operations of the Mānoa Bookstore, in accordance with the diverse needs of various colleges, schools, and departments of the Mānoa campus
2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.
3. Provides support to branch bookstores as needed.

Operations

Receiving, Warehousing, Shipping, Custodial Services, and Cashiering

Responsible for receiving, shipping, and storage of merchandise. Provides general operational support services. Supports and processes all sales, charges, and refund transactions for the entire Manoa campus store.

1. Provides receiving, verifying, tagging, and floor prepping (folding, hanging, pricing, security tagging) of incoming merchandise.
2. Stores merchandise in warehouse facilities or peripheral areas pending display or sale.
3. Provides for pickup, delivery or shipment of Bookstore items, both on and off campus.

4. Maintains cleanliness and good appearance of store and makes minor repairs.
5. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.
6. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.
7. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds.
8. Coordinates counting and depositing of all collections (i.e., cash, scholarship charges, departmental requisitions) with the Fiscal Office.

Branch Bookstores - Org Code: MABRBK

Provide books and general merchandise at the University of Hawaii at Hilo, University of Hawai'i West O'ahu, University of Hawai'i Maui College, and Community College campuses in a manner similar to the Mānoa store, but adapted to the size and special characteristics of the individual campuses. The branch stores are as follows:

UH Hilo Bookstore – Org Code: MABKHI

Honolulu CC Bookstore – Org Code: MABKHO

Kapi'olani CC Bookstore – Org Code: MABKKA

Kauai CC Bookstore – Org Code: MABKKU

Leeward CC Bookstore – Org Code: MABKLE

Maui College Bookstore – Org Code: MABKMU

Windward CC Bookstore – Org Code: MABKWI

UH West O'ahu Bookstore – Org Code: MABKWO

Store I

Store I Branch Bookstores provide Bookstore services to Colleges and Community Colleges that have 4-year degree programs and/or experience a high volume of sales and inventory due to the large volume of courses offered. Store I's manage a large number of Bookstore staff and are at times involved in the research and implantation of special projects and programs for their respective Bookstores. The Store I Branch Bookstores are UH Hilo Bookstore, Honolulu CC Bookstore, Kapi'olani CC Bookstore, Leeward CC Bookstore, Maui College Bookstore, Windward CC Bookstore, and the UH West O'ahu Bookstore.

Store II

The Store II Branch Bookstores provide Bookstore Services to the Community Colleges that offer 2-year degree programs. Store II Branch Bookstores have lower levels of inventory due to the limited number of courses associated with the programs offered from their respective Colleges. The Store II Branch Bookstores are Kaua'i Community College, and the Windward Community College.

All of the Branch Bookstores support the University of Hawai'i by providing the following services.

1. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds.

2. Counts and deposits all collections, including cash, scholarship charges, and departmental requisitions.
3. Purchases and provides for sale of all required course materials in accordance with academic schedules for each campus.
4. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.
5. Orients stock to the campus community, purchases and provides for sale of technical books, journals, periodicals, and literature for leisure reading.
6. Purchases and provides for sale of required classroom supplies and a representative stock of supplementary materials, such as notebooks, pencils, binders, etc.
7. Purchases and provides for sale of health and comfort items, for the convenience of the campus community.
8. Provides for sale of computer hardware, software, and peripherals to support customer needs.
9. Stocks and displays merchandise, and maintains cleanliness of the store.
10. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
11. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.
12. Provides for receiving, shipping, and storage of merchandise.
13. Responsible for return of unsold books, and other inventory control procedures.
14. Prepares and processes various administrative and fiscal data (i.e., payables, receivables, overtime requests, student payroll, etc.) through administrative office.

Buying Group – Org Code: MABYBK

Responsible for the purchasing of merchandise in larger quantities to strategically benefit from economies of scale and bulk purchasing power. Provides buying, inventory, and merchandise support to the branch stores.

1. Plans, orders, distributes merchandise from vendors that the smaller branch stores may not be able to order from as they may not be able to meet minimums for ordering or shipping.
2. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
3. Provides assistance to branch stores with product information, customer assistance, communication with vendors, product research for special orders.
4. Coordinates delivery and distribution of merchandise to the branch stores.
5. Strategically plans merchandise purchases to take advantage of bulk purchasing power, selects merchandise to meet the demands of the customers on the campuses, and keeps abreast of emerging trends in the marketplace.

Computer Sales

Responsible for the purchase and sale of a variety of computer hardware, software and peripherals to meet the academic needs of the University community. Provides for the repair, maintenance, and servicing of computers purchased through the Bookstore.

1. Plans, orders, merchandises computer hardware, software, and peripherals.
2. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
3. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds. Provides services for off-campus and outreach programs.
4. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.
5. Provides services for repair, maintenance, and servicing of computer hardware sold through the Bookstore.

Ecommerce

Responsible for managing all business conducted through internet websites, including timely order fulfillment in the electronic sale of books and merchandise, and providing customer service, via the internet. Responsible for emblematic apparel section of sales floor in the Mānoa Bookstore, including maintaining stock on the floor and sales staff coverage and training on product knowledge.

1. Provides for the accurate and timely fulfillment of orders generated via Bookstore and related websites. Responds to inquiries and concerns initiated by customers via telephone, mail, and electronic mail.
2. Sells emblematic souvenirs and sports clothing to promote school spirit and promote the University in general.
3. Coordinates marketing efforts to promote, improve, and expand electronic commerce.
4. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales transactions. Provides services for off-campus and outreach programs.
5. Stocks and displays merchandise, maintains cleanliness of sales floor. Provides general clerical support for the entire store.

Campus Solutions

Responsible for providing duplicating and document finishing services for the campus community. Maintains and facilitates the Satellite Copier Program to provide copy machines to departmental offices on the various campuses. Provides bulk office supplies for departmental purchase on the various campuses.

1. Oversees the daily operation of the Rainbow Business Center to provide document duplicating and finishing services, color copies, fax services, self-service copier, mailbox rentals, and photo printing services.
2. Administers and maintains contracts for the Satellite Copier Program to provide leased copiers to the various departments.
3. Plans, orders, and provides for sale and delivery of bulk office supplies purchased through the UH Campus Source program.
4. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
5. Markets and promotes services for the Rainbow Business Center, UH Campus Source, and the Satellite Copier Program.

Supplies

Responsible for the timely purchase and sale of classroom, office, art and laboratory supplies. Provides souvenirs and gift items, and items for personal convenience.

1. Plans, orders, merchandises required classroom supplies, various forms of stationery, convenience items and services.
2. Sells emblematic souvenirs and related items to promote school spirit and promote the University in general.
3. Plans, orders, and merchandises graduation announcements, caps and gowns.
4. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
5. Provides assistance to all customers of the store, and operates point-of-sale to record various types of sales and refunds. Provides services for off-campus and outreach programs.
6. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

DEPARTMENT OF PUBLIC SAFETY– Org Code: MACPEM

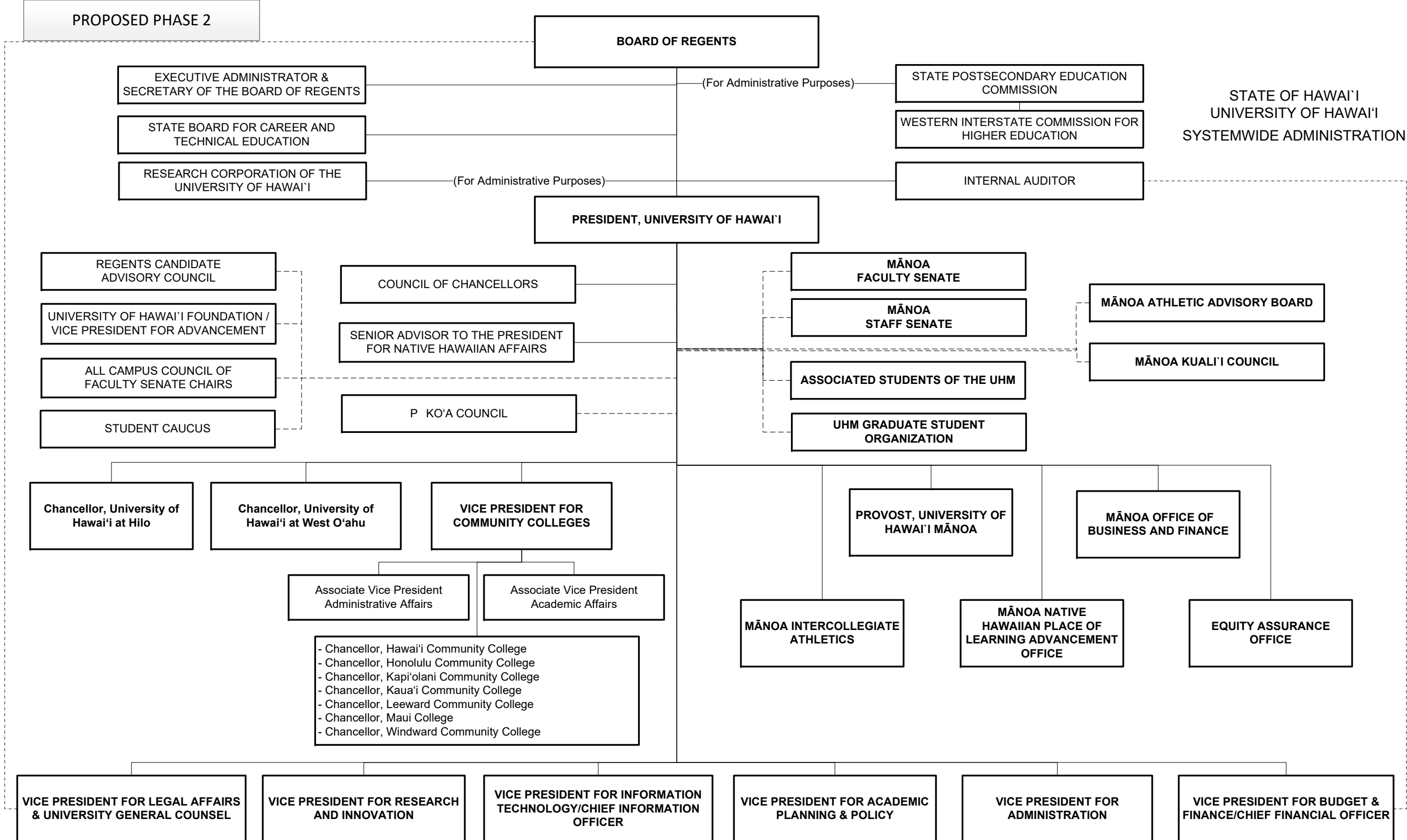
Responsible for assuring a safe and secure campus environment that includes the lower campus as well as student and university housing complexes.

1. Provides for the protection and security of personnel and property on the Mānoa campus on a 24-hour basis throughout the year. Maintains order through enforcement of University laws, regulations, policies, rules, and procedures. Abides by federal, state, city laws and ordinances.
2. Provides 24-hour radio communication and after-hours emergency telephone numbers, monitors emergency call boxes; responds to emergencies such as bomb threats, altercations, injuries, or death; renders assistance, e.g., first aid, CPR; conducts investigations.
3. Provides cash pickup/delivery and night escort services; controls crowds at special events.
4. Provides crime prevention and other training/education to the campus community.
5. Works with emergency management representatives and/or teams from the UH System and other campuses to ensure proper training, education, and information is made available to the campus community in the event of a natural or man-made disaster, including hurricanes, tsunamis, terrorist and criminal acts.
6. Trains and equips the UH Mānoa responder and emergency management teams to effectively respond to emergencies.
7. Establishes emergency plans and procedures for the effective management of personnel, funds, equipment, and medical care in the event of a major emergency.
8. Coordinates with applicable city, state, and federal agencies in preparing the UH Mānoa campus for and responding to all hazards, emergencies, and disaster events.

ATTACHMENT:

PROPOSED ORGANIZATIONAL CHARTS

The following proposed organizational charts for final approval
do not reflect non-appropriated temporary positions.



PROPOSED PHASE 2

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

President, EM, #890581.00

Asst to Senior Executive, EM: #89362, #894952.00

Admin & Fiscal Support Sp, PBA, #801801.00

Chancellor, EM, #89261 (VS)

Private Secretary II, SR-22, #100053*1.00 1\

Administrative Officer, PBB, #78138 (VS)

Administrative Assistant, EM, #89365 (VS)

Faculty Athletics Representative (0.50TE)†

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
SYSTEMWIDE ADMINISTRATION
OFFICE OF THE PRESIDENT

POSITION ORGANIZATION CHART

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

MĀNOA FACULTY SENATE

Chair, Mānoa Faculty Senate†† *
Administrative Officer, PBB, #79192*1.00

MĀNOA STAFF SENATE

ASSOCIATED STUDENTS OF THE UHM

UHM GRADUATE STUDENT ORGANIZATION

MĀNOA ATHLETIC ADVISORY BOARD

MĀNOA KUALI'I COUNCIL

PROVOST,
UNIVERSITY OF HAWAI'I MĀNOA
(PC)(MC)

MĀNOA
OFFICE OF BUSINESS AND FINANCE
(MC)

MĀNOA
INTERCOLLEGIATE ATHLETICS

MĀNOA NATIVE HAWAIIAN
PLACE OF LEARNING ADVANCEMENT OFFICE

University Academic Affairs Program Officer, EM, #89560*1.00

Operations Coord, PBB, 81747*1.00

EQUITY ASSURANCE OFFICE
(Hybrid)

PERM
10.00(SW)
4.00 (MA)

System:
- Positions established, pending reorganization: 79854, Program Manager;
79885, Admin Officer; 79856, Student Services Sp; 79857, Student Services Sp; 79858, Student Services Sp; 79859, IT Specialist.

Mānoa:
- 1/ Private Sec II (#100053) will be moved to the pool once vacant.
- 2/ Ofc Asst III in Mānoa Faculty Senate is abolished and removed from chart.

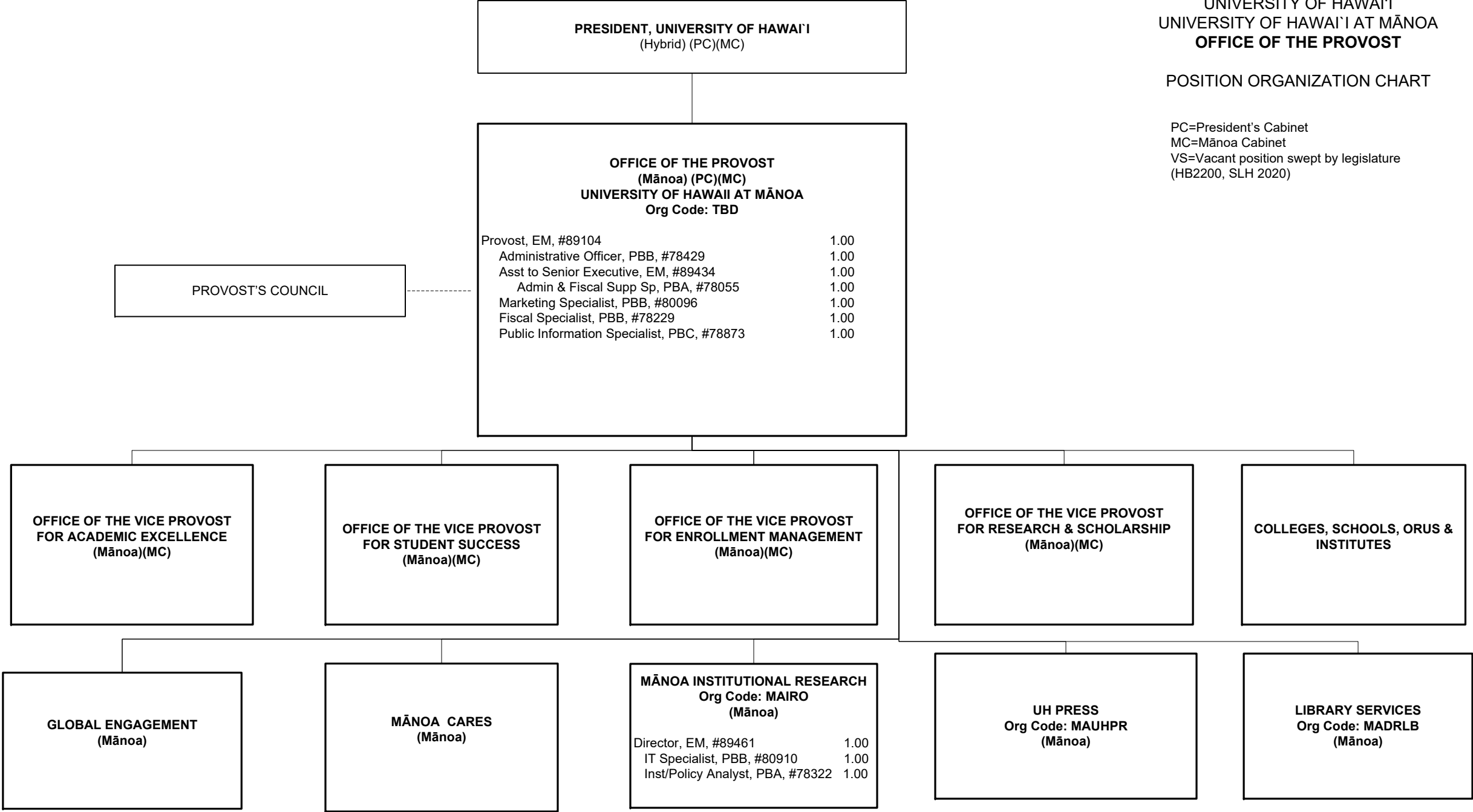
†Position annually selected by the Manoa CEO, UH President.
††Position annually elected by the Manoa Faculty Senate

Positions to be redescribed, as appropriate

* Positions appropriated to UH Mānoa, reflected organizationally on this chart.

POSITION ORGANIZATION CHART

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

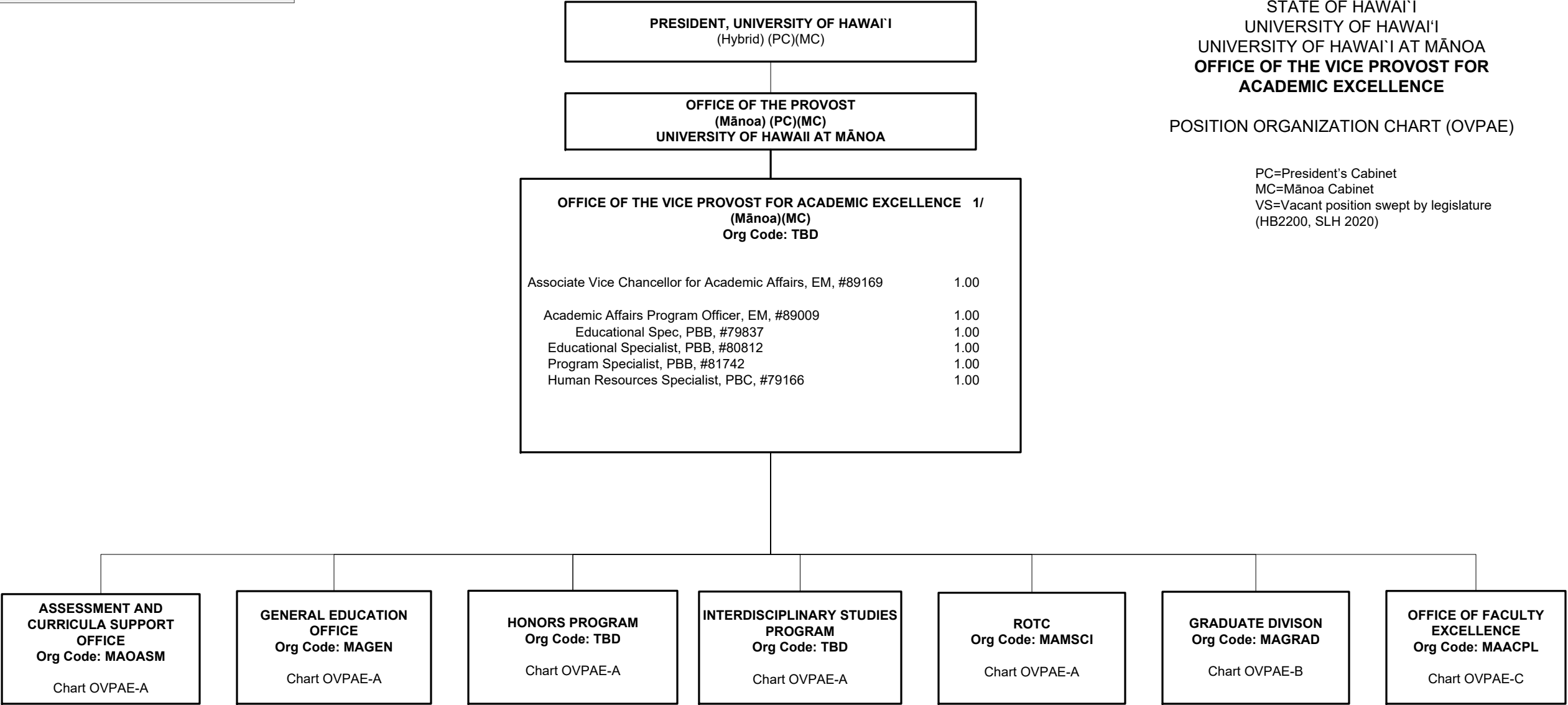


Positions to be redescribed, as appropriate

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
**OFFICE OF THE VICE PROVOST FOR
ACADEMIC EXCELLENCE**

POSITION ORGANIZATION CHART (OVPAE)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)



1/ Collaborate with Study Abroad
Positions to be redescribed, as appropriate

PROPOSED PHASE 2

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

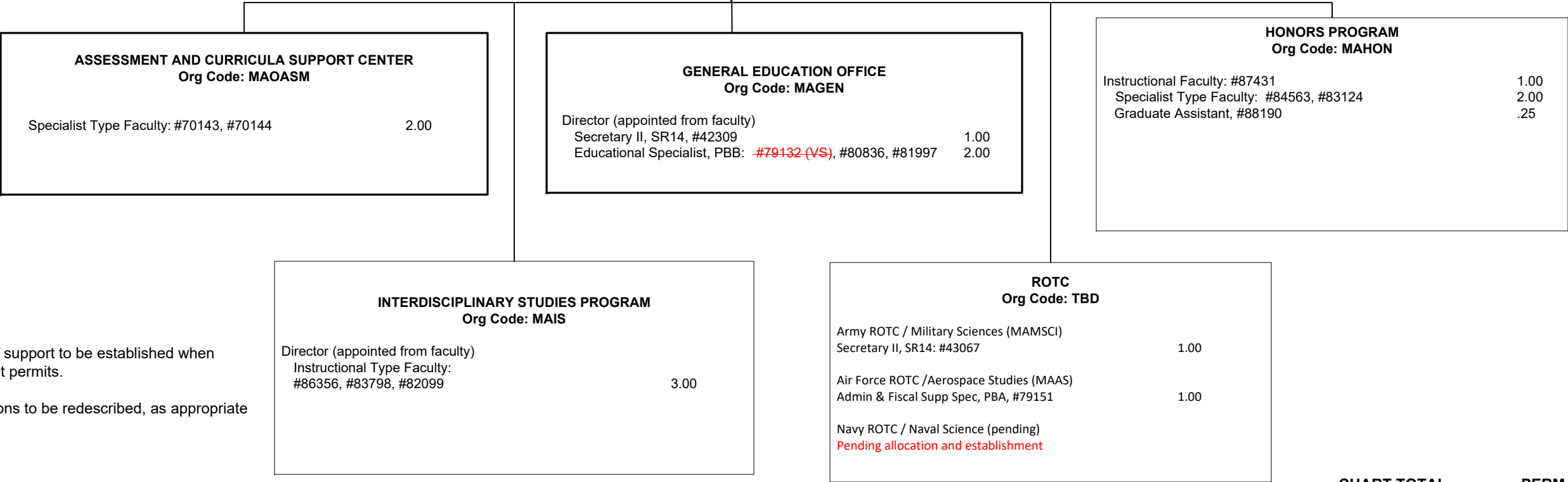
OFFICE OF THE PROVOST
(Mānoa) (PC)(MC)
UNIVERSITY OF HAWAII AT MĀNOA

OFFICE OF THE VICE PROVOST
FOR ACADEMIC EXCELLENCE
(Mānoa)(MC)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
ACADEMIC EXCELLENCE
ASSESSMENT AND CURRICULA SUPPORT CENTER
GENERAL EDUCATION OFFICE
HONORS PROGRAM
INTERDISCIPLINARY STUDIES
ROTC

POSITION ORGANIZATION CHART (OVPAE-A)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)



* Staff support to be established when budget permits.
Positions to be redescribed, as appropriate

PROPOSED PHASE 2

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

OFFICE OF THE PROVOST
(Mānoa) (PC)(MC)
UNIVERSITY OF HAWAII AT MĀNOA

OFFICE OF THE VICE PROVOST
FOR ACADEMIC EXCELLENCE
(Mānoa)(MC)

GRADUATE DIVISION
Org Code: MAGRAD

OFFICE OF THE DEAN
Org Code: TBD

Dean, EM, #89040	1.00
Secretary III, SR-16, #26604	1.00
Associate Dean, EM, #89060	1.00
Specialist Type Faculty, #84519 (Asst Sp - 3+2 and International Prog Coordinator)	1.00
Academic Supp Spec., PBB, #80566 (Fellowships, scholarships & Prof Dev Coordinator)	1.00 2\
IT Manager, PBB, #81628	1.00 1\

GRADUATE STUDENT SERVICES
Org Code: TBD

Student Services Specialist, PBC, #80275	1.00
Student Services Specialist, PBB #80480, #78687, #80634, #81275, #81537	5.00
Office Assistant IV, SR-10, #41853, #17377 (VS)	1.00
IT Specialist, PBB, #79082	1.00 1\

1\ Graduate Division IT Specialists (#81628 and #79082) to provide collaborative support to initiatives and operations that involve graduate student recruitment, admissions and services, research opportunities and scholarship.

2\ Graduate Division Academic Support Specialist (#80566) to provide collaborative support to OVPRS on graduate research opportunities and postdoctoral affairs.

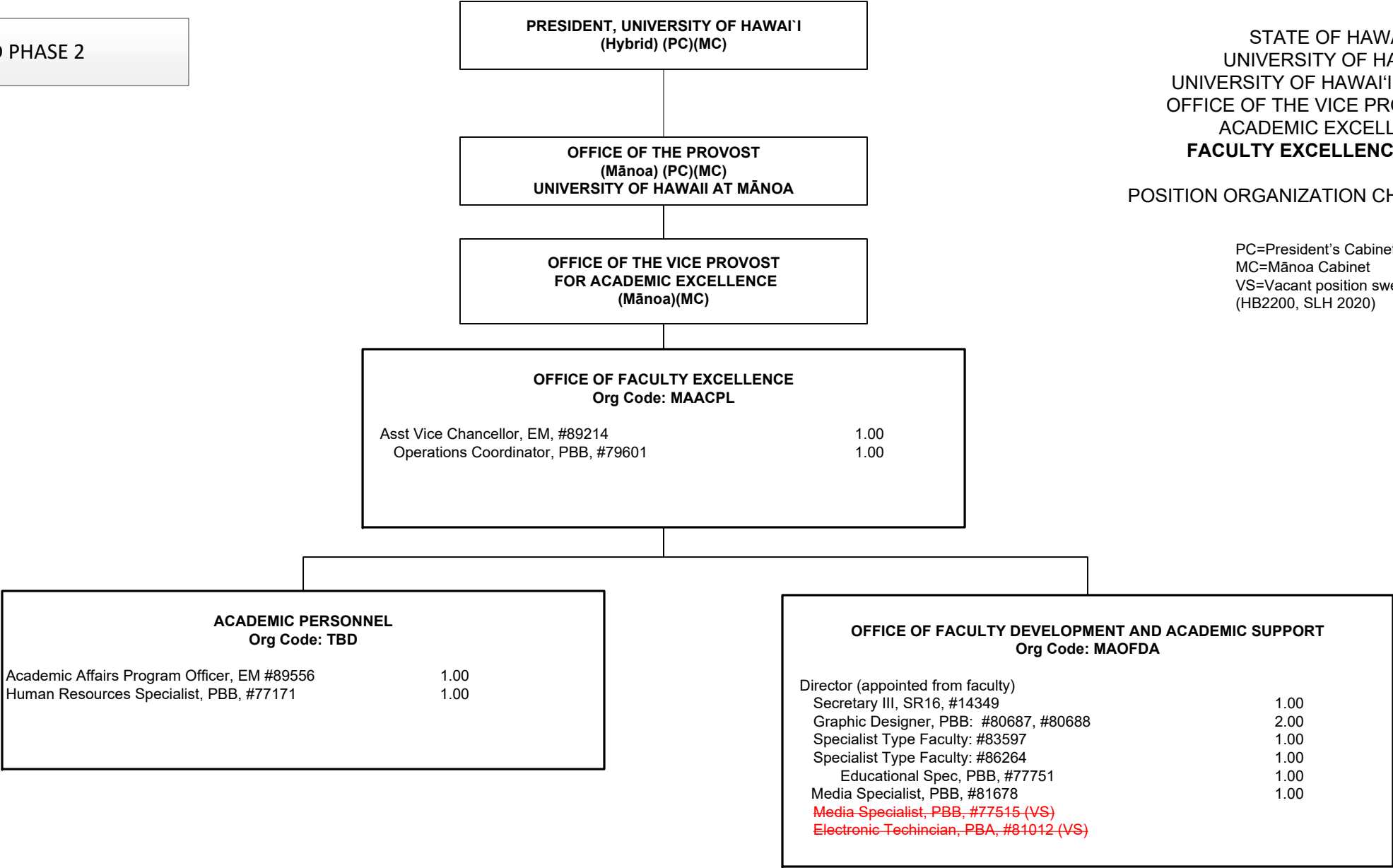
Positions to be redescribed, as appropriate

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
ACADEMIC EXCELLENCE
OFFICE OF GRADUATE DIVISION

POSITION ORGANIZATION CHART (OVPAE-B)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

PROPOSED PHASE 2



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
ACADEMIC EXCELLENCE
FACULTY EXCELLENCE OFFICE

POSITION ORGANIZATION CHART (OVPAE-C)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

Positions to be redescribed, as appropriate

PROPOSED PHASE 2

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

OFFICE OF THE PROVOST
(Mānoa) (PC)
UNIVERSITY OF HAWAII AT MĀNOA

OFFICE OF THE VICE PROVOST FOR STUDENT SUCCESS
(Mānoa)(MC)
Org Code: MAVCS

Vice Chancellor for Students, EM, #89325	1.00
Operations Coordinator, PBB, #79316	1.00
Associate Vice Chancellor, EM, #89309	1.00
Admin & Fiscal Support Specialist, PBA, #80893	1.00
Specialist Type Faculty: #83035	1.00
IT Specialist, PBB, #78217	1.00
Web Developer, PBB, #78218	1.00
IT Specialist, PBA, #78462	1.00
Director of Student Affairs, #89298 (VS)	
Student Services Sp, PBB, -80661(VS)	
Specialist type faculty: -82864 (VS)	

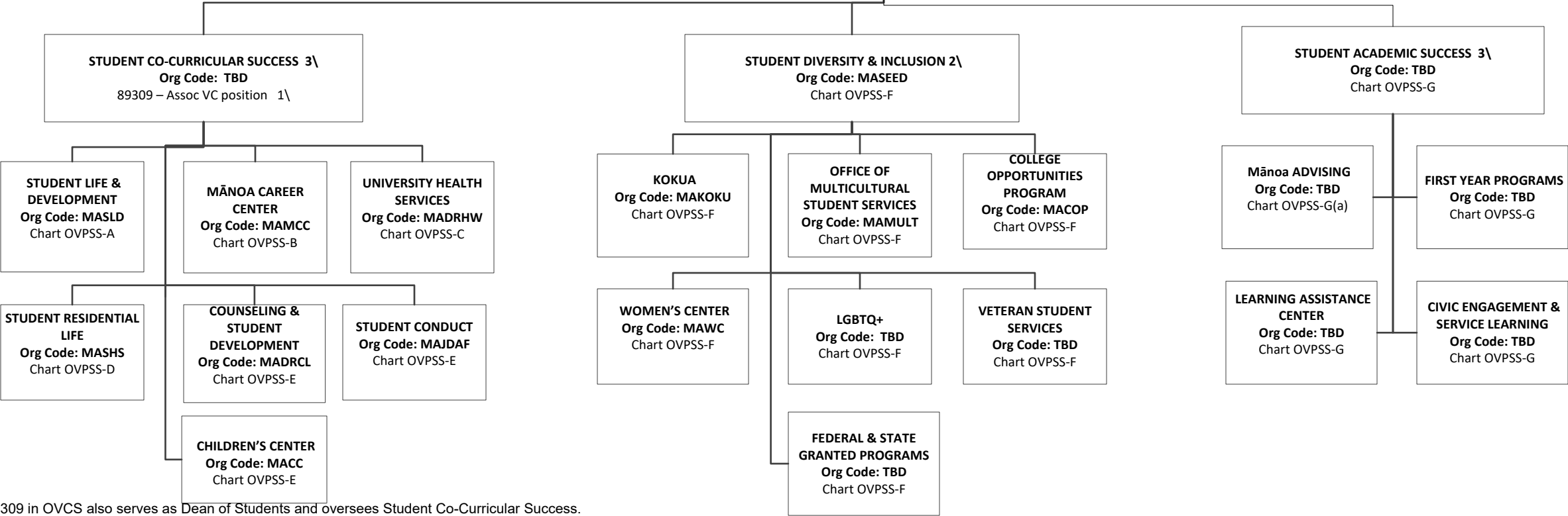
ADMINISTRATIVE SERVICES OFFICE
Org Code: MAASVS

Administrative Svcs Mgr, PBC, #80146	1.00
Fiscal Specialist, PBB, #78065	1.00
Administrative Officer, PBB, #80089	1.00
Human Resources Specialist, PBB, #81879	1.00
Human Resources Specialist, PBA, #81902	1.00

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST
FOR STUDENT SUCCESS

POSITION ORGANIZATION CHART
(OVPSS)

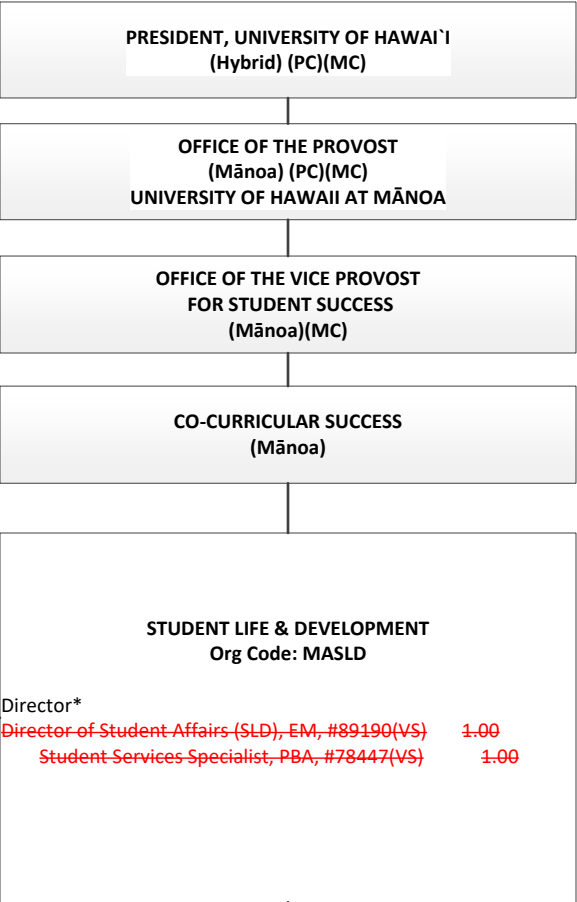
PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)



1\ #89309 in OVCS also serves as Dean of Students and oversees Student Co-Curricular Success.
2\ Collaborate with other equity related programs at the campus level.
3\ Onboarding functions within Student Co-Curricular Success, and Commencement functions within Student Academic Success, with positions to be established when budget permits.
Positions to be redescribed, as appropriate

CHART TOTAL:	PERM	TEMP
General Funds:	13.00	---

PROPOSED PHASE 2



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
CO-CURRICULAR SUCCESS
STUDENT LIFE & DEVELOPMENT

POSITION ORGANIZATION CHART (OVPSS-A)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

STUDENT LIFE BUSINESS SERVICES Org Code: MABSSL		
Student Services Specialist, PBB, #79129	1.00	
Administrative Svcs Manager, PBB, #80163 (B)	1.00 (B)	
Administrative Officer, PBB, #79408 (B)	1.00 (B)	
Administrative & Fiscal Support Specialist, PBA: #78450 (B)(V), #80649 (B)	2.00 (B)	
Student Services Specialist, PBB, #80660(B)	1.00 (B)	
Bldg Maintenance Worker, BC09, #28597(B)	1.00 (B)	
Bldg & Grounds Utility Worker, BC05, #44085 (B), #44109 (B), #45379 (B)	3.00 (B)	
Student Services Specialist, PBA, #78831(B)	1.00 (B)	
Janitor III, WS02, #44089 (B)	1.00 (B)	
Janitor II, BC02: #25329 (B), #25392 (B), #46560 (B), #900563 (B), #900564 (B)	5.00 (B)	
System Admin, PBB, #79661 (B)	1.00 (B)	

STUDENT EVENTS & CAMPUS LIFE SERVICES Org Code: MASESL		
Specialist Type Faculty, #88328 (B)	1.00 (B)	
Specialist Type Faculty, #70084 (W)	1.00 (W)	
Student Services Specialist, PBB, #81486 (W)	1.00 (W)	
Specialist Type Faculty, #88334 (W)	1.00 (W)	
Student Services Specialist, PBB, #78991(B)	1.00 (B)	
Student Services Specialist, PBA, #80631 (B), #80942 (B)	2.00 (B)	

STUDENT INVOLVEMENT & LEADERSHIP DEVELOPMENT PROGRAMS Org Code: MASISL		
Specialist Type Faculty, #83705	1.00	
Specialist Type Faculty, #70078	1.00	
Student Services Specialist, PBB, #81510 (W)	1.00 (W)	

STUDENT RECREATION SERVICES Org Code: MASRSL		
Specialist Type Faculty, #83512	1.00	
Office Assistant III, SR08, #26460	1.00	
Student Services Specialist, PBB, #77071	1.00	
Student Services Specialist, PBB, #80025 (B)	1.00 (B)	
Student Services Specialist, PBA, #79313 (B)	1.00 (B)	

CHART TOTAL:	PERM	TEMP
General Funds:	6.00	--
Special Funds (B):	23.00	--
Revolving Funds (W):	4.00	--

* Director, to be established when budget permits
Positions to be redescribed, as appropriate

PROPOSED PHASE 2

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

OFFICE OF THE PROVOST
(Mānoa) (PC)(MC)
UNIVERSITY OF HAWAII AT MĀNOA

OFFICE OF THE VICE PROVOST
FOR STUDENT SUCCESS
(Mānoa)(MC)

CO-CURRICULAR SUCCESS
(Mānoa)

MĀNOA CAREER CENTER
Org Code: MAMCC

Specialist Type Faculty, #82644	1.00
Student Services Specialist, PBB, #81434	1.00
IT Specialist, PBB, #78476	1.00
IT Specialist, PBA, #78604	1.00
Graphic Designer, PBA, #80453T (VS)	
Instr & Student Support, PBA, #79844 (VS)	

CAREER SERVICES
Org Code: MACSCD

Specialist Type Faculty: #70072, #82701, #88125 (VS)	2.00
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COOPERATIVE EDUCATION
Org Code: MACECD

Specialist Type Faculty: #82642, #88325	2.00
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STUDENT EMPLOYMENT SERVICES
Org Code: MASECD

Student Services Specialist, PBB, #81481	1.00
Student Services Specialist, PBA, #78605	1.00

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
CO-CURRICULAR SUCCESS
MĀNOA CAREER CENTER

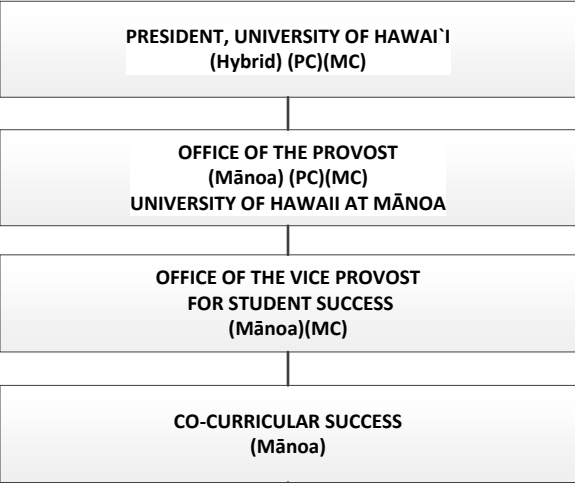
POSITION ORGANIZATION CHART (OVPSS-B)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

Positions to be redescribed, as appropriate

CHART TOTAL:	PERM	TEMP
General Funds:	10.00	--

PROPOSED PHASE 2



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
CO-CURRICULAR SUCCESS
UNIVERSITY HEALTH SERVICES

POSITION ORGANIZATION CHART (OVPSS-C)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

ADMINISTRATIVE SUPPORT
Org Code: MAASHW

~~Specialist Type Faculty, #83539 (VS)~~

Operations Coordinator, PBB, #80944	1.00
Fiscal Specialist, PBB, #79646	1.00
Office Assistant IV, SR10, #25410 (W)	1.00 (W)
Admin & Fiscal Support Sp, PBA, #79715	1.00
Cashier I, SR10, #112430 (W)	1.00 (W)

UNIVERSITY HEALTH SERVICES

Specialist and Director, #82341	1.00
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HEALTH EDUCATION AND PROMOTION
Org Code: MAHPHW

Specialist Type Faculty, #88317	1.00
Specialist Type Faculty, #70079	1.00

MEDICAL STAFF
Org Code: MAMSHW

Advanced Practice Registered Nurse II, SR28, #41706 (W)	1.00 (W)
Specialist Type Faculty: #83261 (0.50) (W), #83397 (0.50)(W), #84576 (0.50) (W), #84576A (0.50) (W)	2.00 (W)

NURSING STAFF
Org Code: MANSHW

Registered Nurse IV, SR22, #10312 (W)	1.00 (W)
Registered Nurse III, SR20: #13615 (W), #13616 (W), #18091 (W), #22672 (W)	4.00 (W)

LABORATORY
Org Code: MALBHW

Medical Technologist, PBA, #80671	1.00
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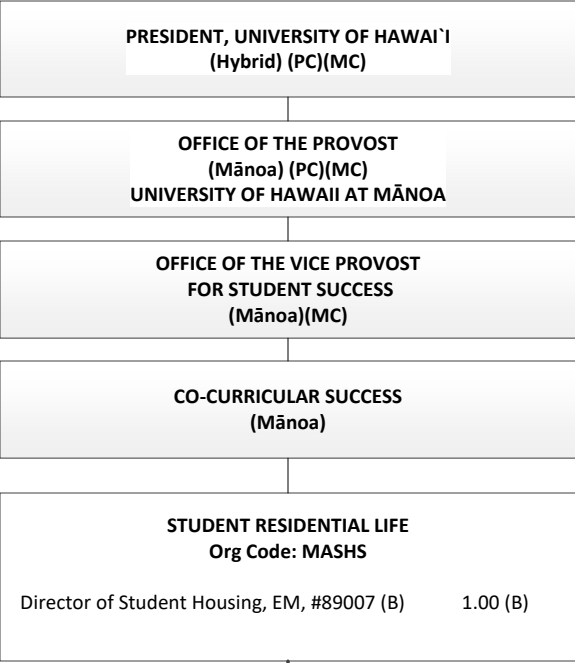
PHARMACY
Org Code: MAPHHW

Pharmacist, PBC, #78521	.50
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CHART TOTAL:	PERM	TEMP
General Funds:	7.50	0.00
Revolving Funds (W):	10.00	0.00

Positions to be redescribed as appropriate

PROPOSED PHASE 2



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
CO-CURRICULAR SUCCESS
STUDENT RESIDENTIAL LIFE

POSITION ORGANIZATION CHART (OVPSS-D)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

OPERATIONS 1\, * Org Code: MAOPSH	
Auxiliary & Facilities Services Manager, PBB, #80629 (B)	1.00 (B)
Auxiliary & Facilities Services Officer, PBA #78141 (B)	1.00 (B)
Auxiliary & Facilities Services Officer, PBA #81942 (B)	1.00 (B)
Registered Architect, PBB, #77005 (B)	1.00 (B)
MAINTENANCE STAFF:	
Auxiliary & Facilities Services Officer, PBB, #79641 (B)	1.00 (B) 2\
Building Maintenance Supervisor I, F109, #900548 (B)	1.00 (B)
Building Maintenance Worker I, BC09:	
#13578 (B), #31242 (B), #31245 (B), #110585(B)	4.00 (B)
#900513, #900514	2.00
Plumber I, BC10, #900603 (B)	1.00 (B)
Electrician I, BC10, #900604 (B)	1.00 (B)
CUSTODIAL & GROUNDS STAFF:	
Auxiliary & Facilities Services Officer, #99075F (B)	1.00 (B) 2\
Janitor III, WS02, #900850 (B), #900851 (B)	2.00 (B)
Janitor II, BC02:	16.00 (B)
#900852 (B), #900853 (B), #900854 (B), #900855 (B), #900856 (B),	
#900857 (B), #900858 (B), #900859 (B), #900860 (B), #900861 (B),	
#900862 (B), #900863 (B), #900864 (B), #900865 (B), #900866 (B),	
#900867 (B)	
Groundskeeper II, WS02, #24251 (B)	1.00 (B)
Groundskeeper I, BC02, #31246 (B)	1.00 (B)
OPERATIONS SUPPORT:	
Environmental & Health Safety Sp, PBA, #81680 (B)	1.00 (B)
General Laborer II, BC-03:	6.00 (B)
#900918 (B), #900919 (B), #900920 (B), #900921 (B), #900922 (B),	
#900923 (B)	

ADMINISTRATION 1\ Org Code: MAADSH	
Administrative Svcs Mgr, PBB, #81612 (B)	1.00 (B)
FISCAL:	
Fiscal Specialist, Senior, PBB, #80193 (B)	1.00 (B)
Fiscal Specialist, PBB, #77029 (B)	1.00 (B)
Cashier I, SR10, #28336 (B)	1.00 (B)
Fiscal Specialist, PBB, #80298 (B)	1.00 (B)
Office Assistant IV, SR10, #18701 (B)	1.00 (B)
ASSIGNMENTS:	
Administrative Officer, PBB, #79170 (B)	1.00 (B)
Student Services Specialist, PBA, #78732	1.00
Student Services Specialist, PBA:	2.00 (B)
#79330 (B), #79885 (B)	
CONFERENCES:	
Student Services Specialist, PBB, #80219 (B)	1.00 (B)
PERSONNEL:	
Human Resources Sp, PBB, #81103 (B)	1.00 (B)
Human Resources Sp, PBB, #78729	1.00
INFORMATION TECHNOLOGY:	
IT Specialist, PBB, #78311 (B), #81361 (B)	2.00 (B)
IT Specialist, PBA, #77097 (B)	1.00 (B)

RESIDENTIAL LIFE Org Code: MARLSH	
Residence Life Mgr, PBB, #80630 (B)	1.00 (B)
STUDENT CONDUCT & COMMUNITY STANDARDS:	
Residence Life Specialist, PBB, #81611 (B)	1.00 (B)
Residence Life Specialist, PBA, #80598 (B)	1.00 (B)
RESIDENTIAL AREAS:	
Residence Life Specialist, PBB:	3.00 (B)
#80594 (B), #80597 (B), #80825 (B)	
Office Assistant III, SR08:	2.00 (B)
#23582 (B), #28545 (B)	
Residence Life Specialist, PBA:	2.00 (B)
#80924 (B), #80764 (B)	
HALL STAFF:	
Residence Life Specialist, PBA:	
#78542 (B), #78728 (B) , #78959 (B), #78960 (B),	
#78961 (B), #78962 (B), #80595 (B)	7.00 (B)
#78730 , #78731	2.00

2\ Pending establishment: Auxiliary & Facilities Services Officer #99075F
Positions to be redescribed, as appropriate

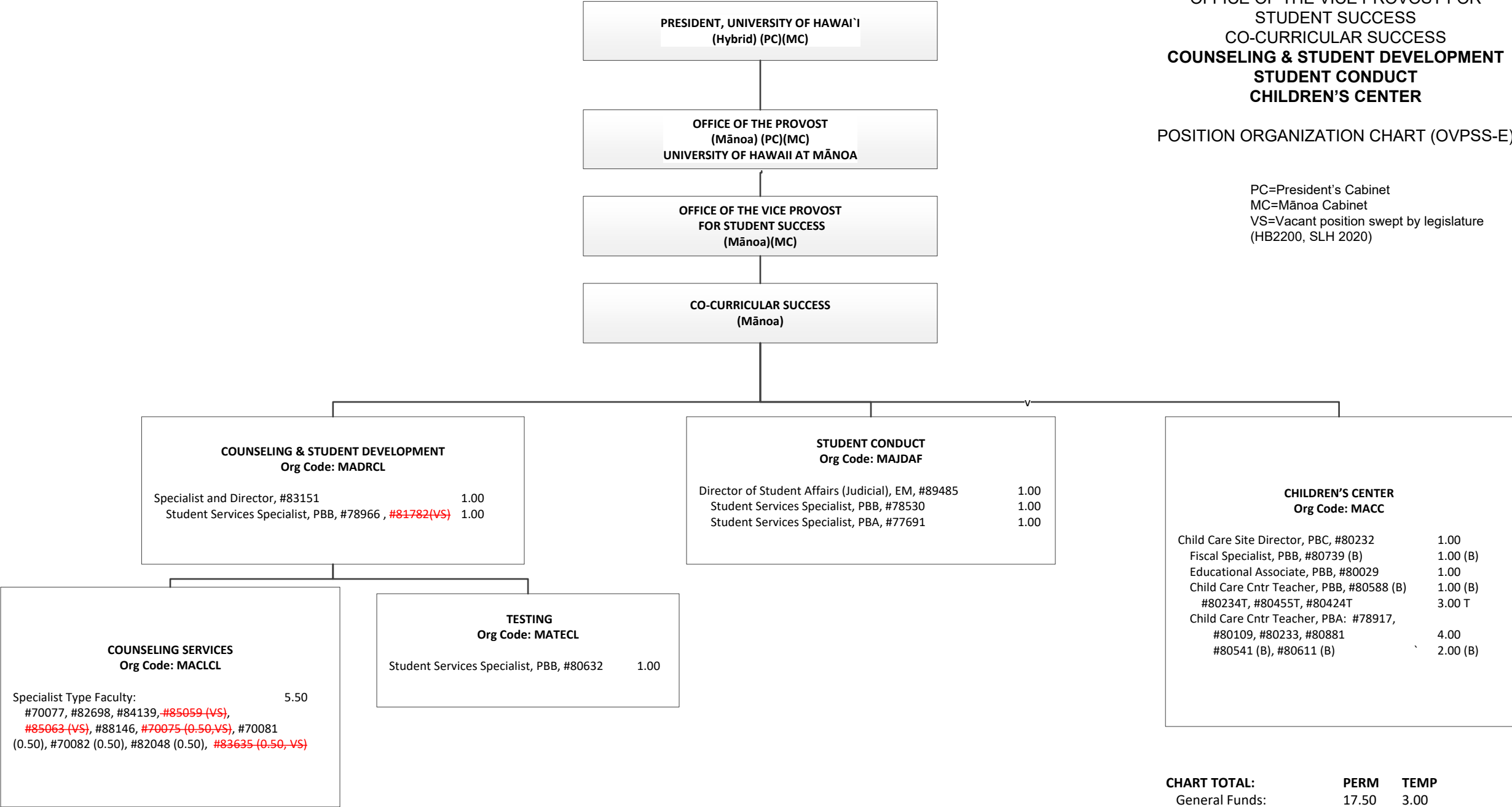
CHART TOTAL:	PERM	TEMP
General Funds:	6.00	---
Special Funds (B):	72.00	---

PROPOSED (Phase 2)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
CO-CURRICULAR SUCCESS
COUNSELING & STUDENT DEVELOPMENT
STUDENT CONDUCT
CHILDREN'S CENTER

POSITION ORGANIZATION CHART (OVPSS-E)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)



Positions to be redescribed, as appropriate

CHART TOTAL:	PERM	TEMP
General Funds:	17.50	3.00
Special Funds (B):	4.00	---

PROPOSED PHASE 2

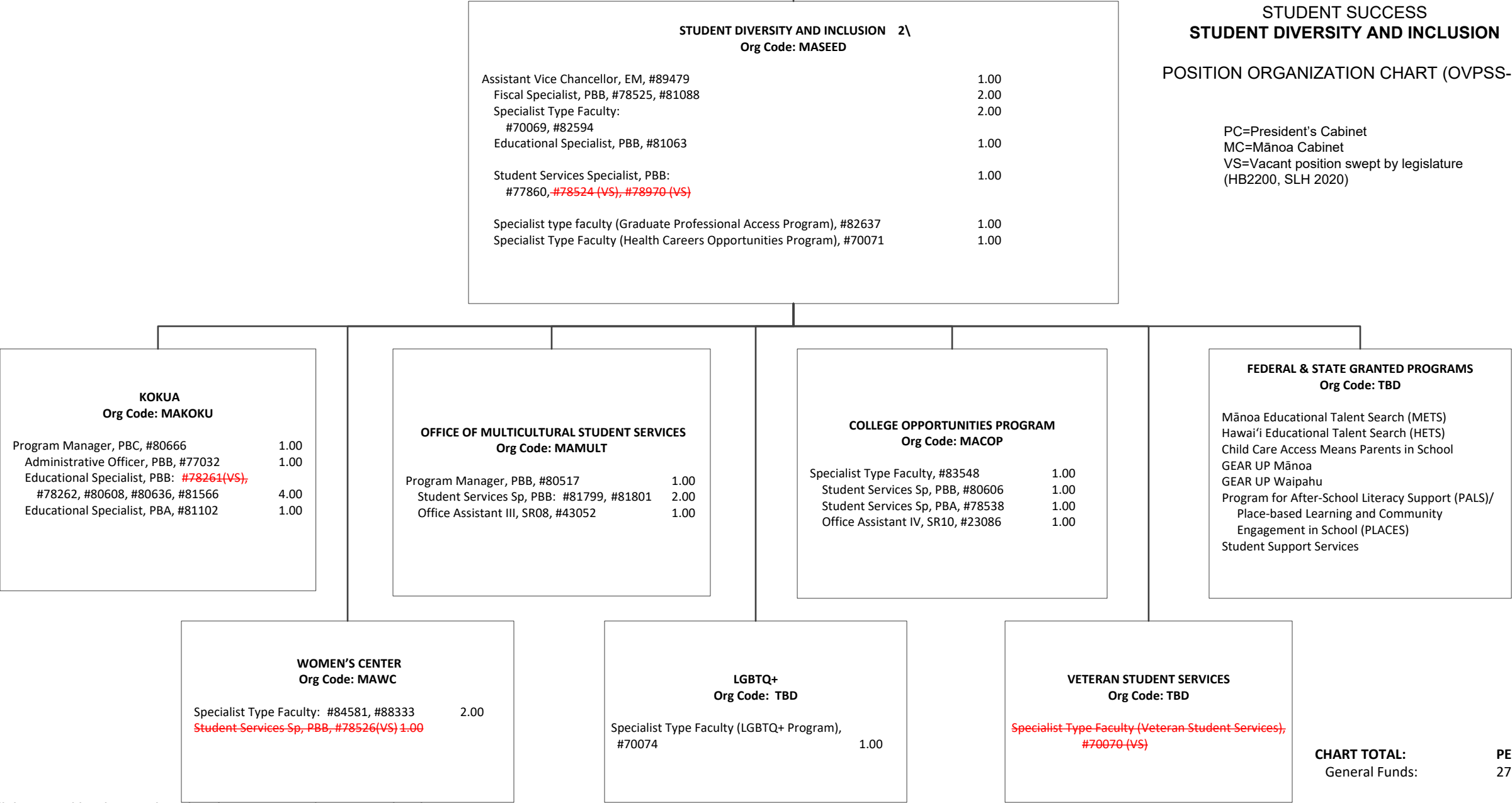
PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

OFFICE OF THE VICE PROVOST
FOR STUDENT SUCCESS
(Mānoa)(MC)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
STUDENT DIVERSITY AND INCLUSION

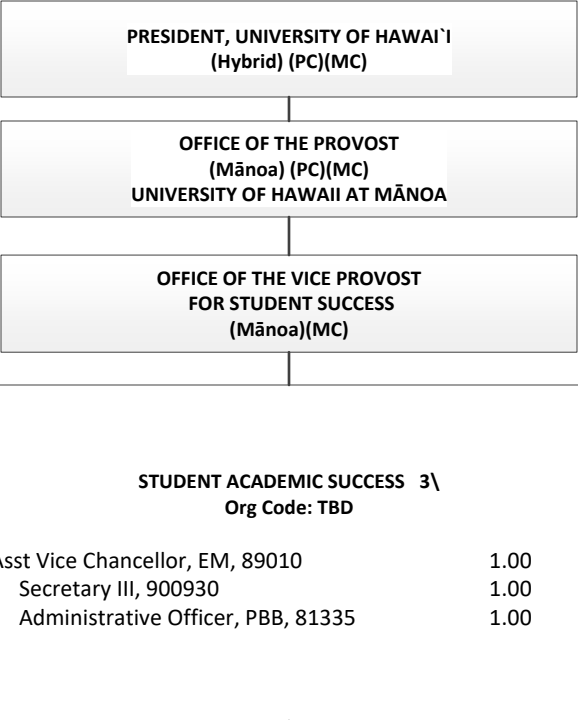
POSITION ORGANIZATION CHART (OVPSS-F)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)



2\ Collaborate with other equity related programs at the campus level.
Positions to be redescribed, as appropriate

PROPOSED PHASE 2



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
STUDENT ACADEMIC SUCCESS
POSITION ORGANIZATION CHART (OVPSS-G)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

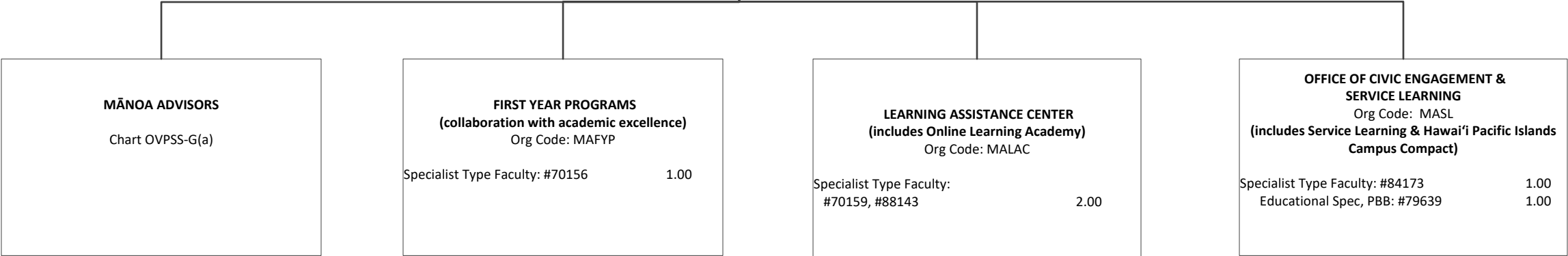
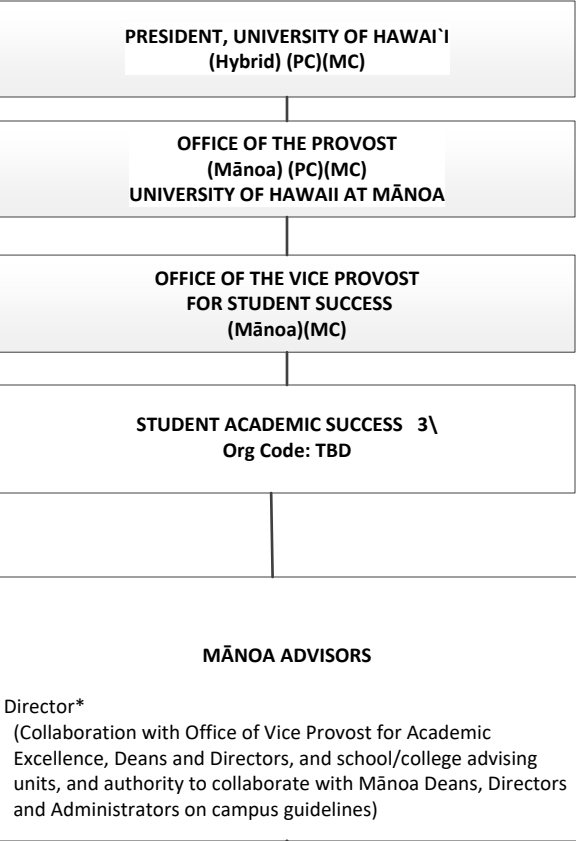


CHART TOTAL:	PERM	TEMP
General Funds:	8.00	0.00

3\ Onboarding functions within Student Co-Curricular Success, and Commencement functions within Student Academic Success, with positions to be established when budget permits.
Positions to be redescribed, as appropriate

PROPOSED PHASE 2



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
STUDENT SUCCESS
STUDENT ACADEMIC SUCCESS

POSITION ORGANIZATION CHART (OVPSS-G(a))

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

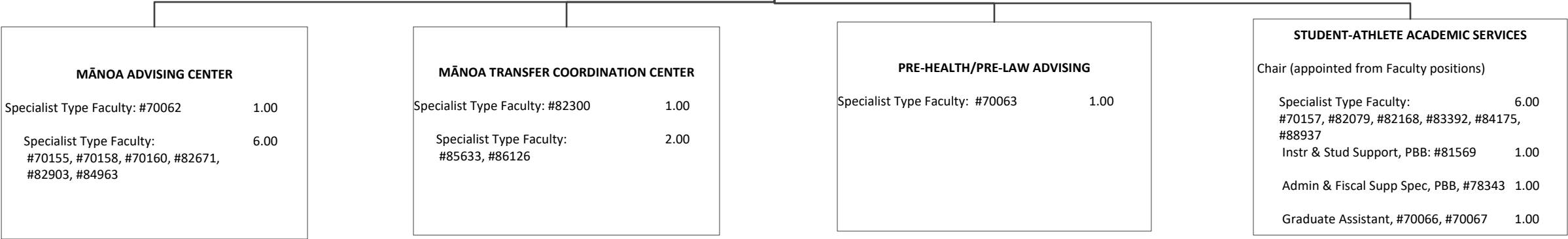


CHART TOTAL:	PERM	TEMP
General Funds:	20.00	0.00

* Director, to be established when budget permits

3\ Onboarding functions within Student Co-Curricular Success, and Commencement functions within Student Academic Success, with positions to be established when budget permits.

Positions to be redescribed, as appropriate

PROPOSED PHASE 2

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

OFFICE OF THE PROVOST
(Mānoa) (PC)(MC)
UNIVERSITY OF HAWAII AT MĀNOA

INFORMATION AND COMPUTER SERVICES 1\ Org Code: MAITEM	
IT Manager, PBB, #80018	1.00
IT Specialist, PBB: #78228, #80017, #81134	3.00

OFFICE OF ADMISSIONS 1\ Org Code: MAOAE	
Admissions Manager, PBC, #81154	1.00
Secretary II, SR14, #14866	1.00
Student Services Specialist, PBB, #81297 (VS)	
Admissions Specialist, PBB: #78658	1.00
Student Services Specialist, PBA, #81832	1.00
Office Assistant IV, SR10: #13495, #26538, #900015	3.00
Office Assistant III, SR8, #900016	1.00
Student Services Sp, PBA, #77130	1.00
Student Services Sp, PBA, #78841	1.00
Student Services Specialists, PBB, #78265, #78738, #80607	3.00
Admissions Specialist, PBB, #80626, #81071, #81414, #81734	4.00
Admissions Specialist, PBB, #80625	1.00
Office Assistant IV, SR10, #11496	1.00
Admissions Specialist, PBB, #80530	1.00
Admissions Specialist, PBB, #78660	1.00
Admissions Specialist, PBA: #77519, #77520 (VS), #77521, #77885, #78659	4.00
Admissions Specialist, PBB, #78406	1.00
Admissions Specialist, PBA, #79845	1.00
Office Assistant IV, SR10: #15501 (VS)	
Admissions Manager, PBC, #80463	1.00
Admissions Specialist, PBB: #77461 (VS), #78105 (VS), #78702, #78703, #78716, #78825 (VS), #78826, #78215	5.00
Admissions Specialist, PBA: #81847	1.00
Admin & Fiscal Support Sp, PBA, #78827	1.00

OFFICE OF THE VICE PROVOST FOR ENROLLMENT MANAGEMENT 1\ (Mānoa)(MC) Org Code: MAEM	
Assistant Vice Chancellor, EM, #89133	1.00
Administrative Officer, PBB, #77488	1.00
Administrative Officer, PBB, #78674	1.00
Admin & Fiscal Support Sp, PBA, #77518	1.00
Graphic Designer, PBA, #80547	1.00

OFFICE OF THE REGISTRAR Org Code: MARGEM	
Registrar, PBC, #81614	1.00
Registrar, Assistant, PBB, #80658	1.00
Registrar, Assistant, PBA, #79064 (W)	1.00 (W)
Student Services Specialist, PBA: #78405, #78657	2.00
Registrar, Assistant, PBA, #78828	1.00
Office Assistant IV, SR10: #00750 (VS), #14864 (VS), #15502, #21430, #40006	3.00
#14865 (W)	1.00 (W)
Office Assistant III, SR8: #13494 (W), #26539 (W)	2.00 (W)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST FOR
ENROLLMENT MANAGEMENT

POSITION ORGANIZATION CHART (OVPEM)

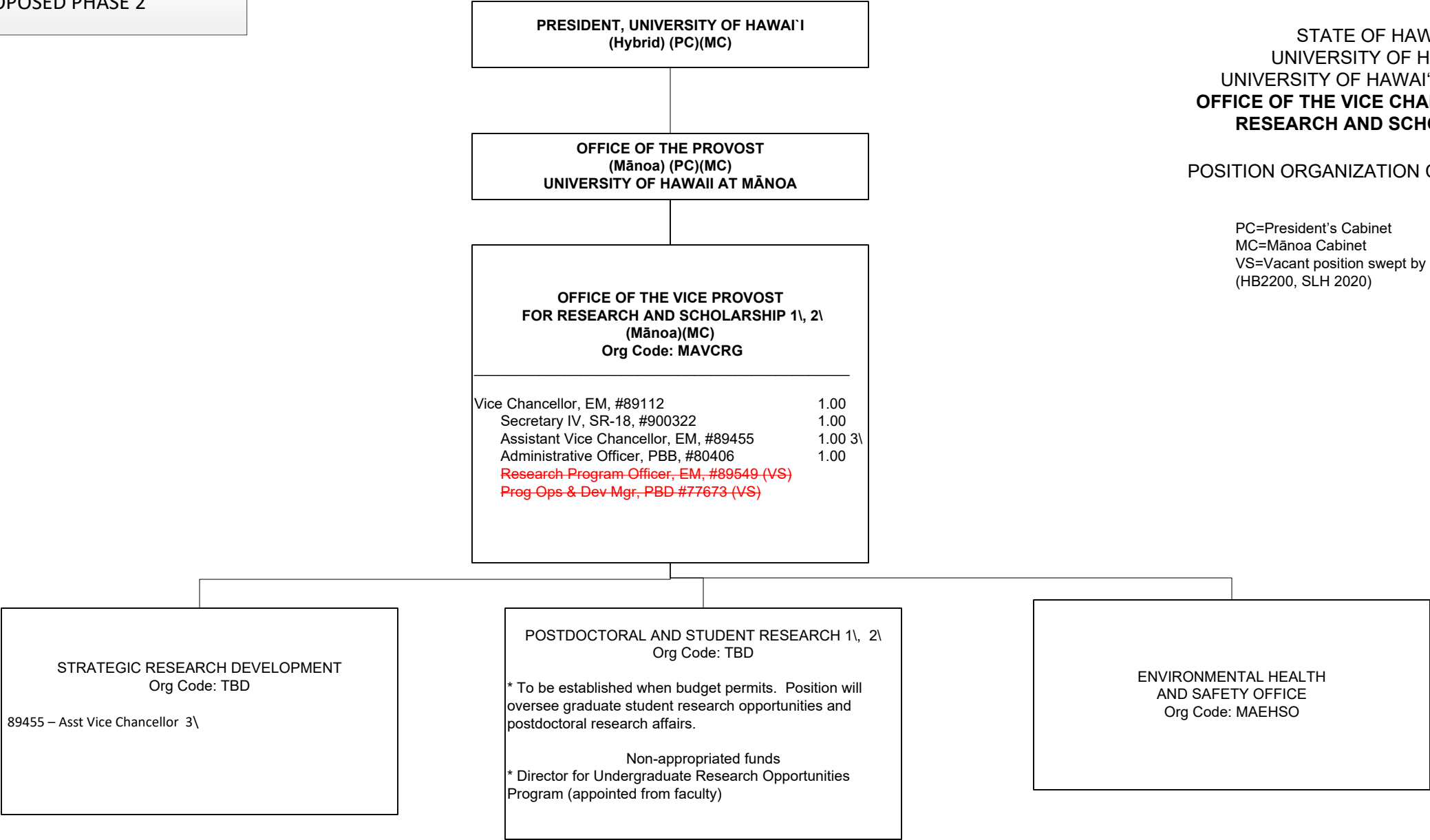
PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

OFFICE OF FINANCIAL AID SERVICES AND SCHOLARSHIPS Org Code: MAFAEM	
Financial Aid Manager, PBC, #77250	1.00
Financial Aid Specialist, PBB, #81913	1.00
Financial Aid Specialist, PBB: #77044, #78226, #78227, #80717, 80922, #81151, #81607 (VS), #81609	7.00
Financial Aid Specialist, PBA: #78224, #78225, #78245, #78760, #78761, #78951, #80052, #81606, #81608	9.00

1\ Graduate Division IT Specialists (#81628 and #79082) to provide collaborative support to initiatives and operations that involve graduate student recruitment, admissions and services, research opportunities and scholarship.
Pursuant to HB126, SLH 2020, 2 positions swept to campus pool: (1) Admissions Specialist, PBA, #77461 (V), (2) # 79819, Institutional Policy Analyst.
Positions to be redescribed, as appropriate

CHART TOTAL	PERM
General Fund:	70.00
Revolving Funds (W):	4.00

PROPOSED PHASE 2



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
**OFFICE OF THE VICE CHANCELLOR FOR
RESEARCH AND SCHOLARSHIP**

POSITION ORGANIZATION CHART (OVPRS)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

1\\ Graduate Division IT Specialists (#81628 and #79082) to provide collaborative support to initiatives and operations that involve graduate student recruitment, admissions and services, research opportunities and scholarship.

2\\ Graduate Division Academic Support Specialist (#80566) to provide collaborative support to OVPRS on graduate research opportunities and postdoctoral affairs.

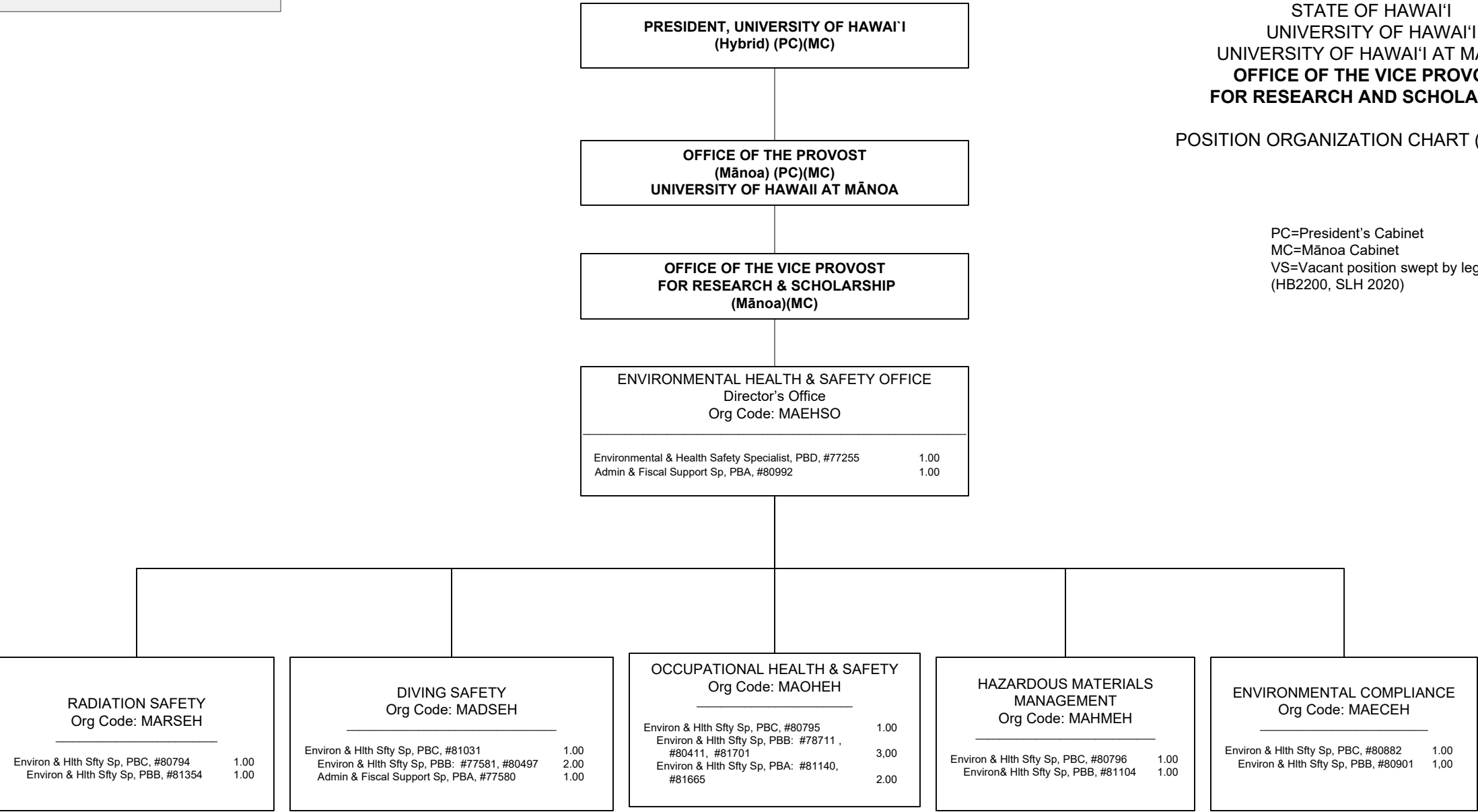
3\\ #89455 also oversees Strategic Research Development
Positions to be redescribed, as appropriate

PROPOSED PHASE 2

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE PROVOST
FOR RESEARCH AND SCHOLARSHIP

POSITION ORGANIZATION CHART (OVPRS-A)

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

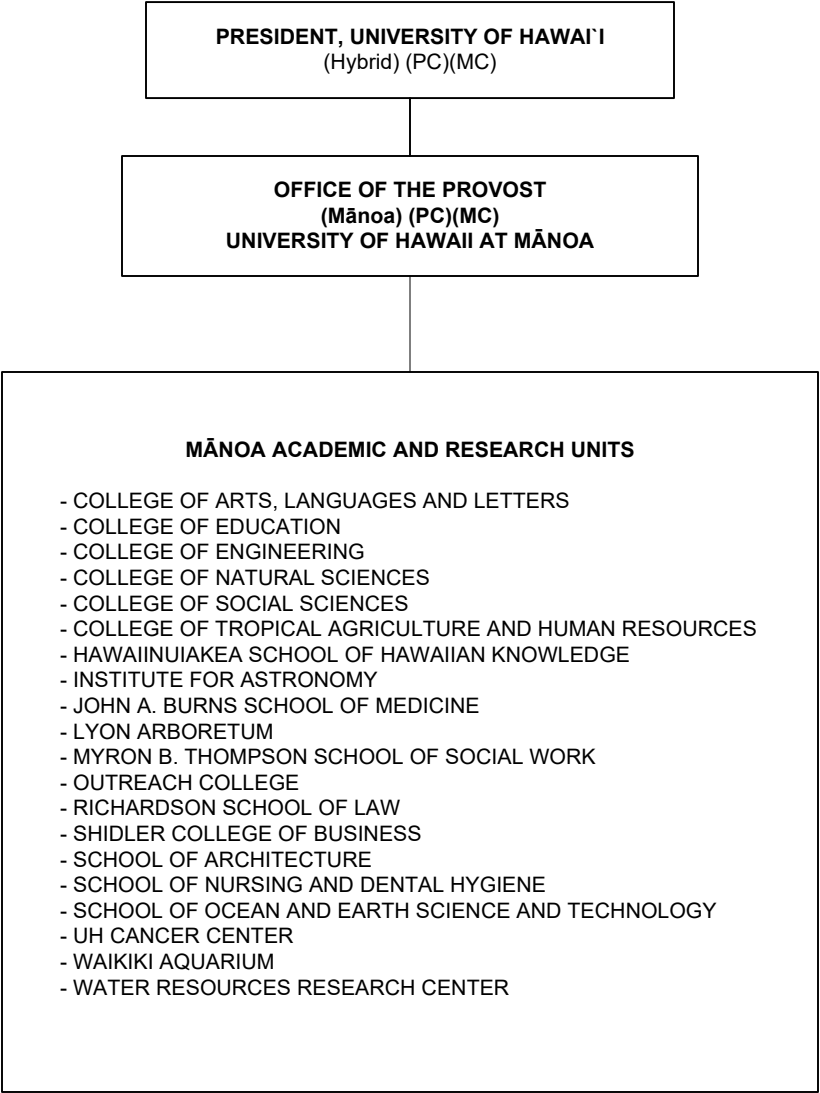


Positions to be redescribed, as appropriate

PROPOSED (Phase 2)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
COLLEGES, SCHOOLS, ORUS &
INSTITUTES

ORGANIZATION CHART



PROPOSED PHASE 2

PROVOST, UNIVERSITY OF HAWAI'I AT MĀNOA
(Mānoa) (PC)(MC)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF GLOBAL ENGAGEMENT

POSITION ORGANIZATION CHART

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

OFFICE OF GLOBAL ENGAGEMENT
Org Code: xxxxx

Asst Vice Chancellor for International and Exchange Programs, EM, #89275, ~~#89500 (VS)~~1.00

Operations Coordinator, PBA, #792651.00

MĀNOA INTERNATIONAL EXCHANGE
Org Code: MAMIEX

Program Mgr, PBC, #811581.00

Educational Sp, PBB, #811281.00

STUDY ABROAD CENTER 1\
Org Code: MASTAB

Fac Specialist, #883271.00

Fac Specialist: #701471.00

Academic Supp, PBB, #815941.00

NATIONAL STUDENT EXCHANGE
Org Code: MASTEX

Fac Specialist, #86268, #850572.00

INTERNATIONAL STUDENT SERVICES
Org Code: MASSIN

Program Mgr, PBC, #783561.00

Immigration Sp, PBA, #774261.00

Fac Specialist: #70148, ~~#83747 (VS)~~, #881472.00

IT Specialist, PBA, #800651.00

~~Admin&Fiscal Supp Sp, #80263, PBA (VS)~~

FACULTY & SCHOLAR IMMIGRATION SERVICES
Org Code: MAFSIS

Immigration Sp, PBC, #810151.00

Immigration Sp, PBA, #777961.00

Immigration Sp, PBB, #793291.00

Immigration Sp, PBA, #794581.00

1/ Collaborate with the Office of the Vice Provost for Academic Excellence.

Positions to be redescribed, as appropriate

PROPOSED (Phase 2)

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
MĀNOA CARES

POSITION ORGANIZATION CHART

PC=President's Cabinet
MC=Mānoa Cabinet
V=vacant position
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

PROVOST, UNIVERSITY OF HAWAI'I AT MĀNOA
(Mānoa) (PC)(MC)

Mānoa CARES Coalition
Coordination with Mānoa units on diversity, inclusion and equity matters (e.g., Campus Climate Committee, Native Hawaiian Place of Learning Advancement Office, the TRHT team, student diversity and inclusion programs (i.e., LGBTQ+ program), Office of Institutional Equity & Title IX, etc.)

Mānoa CARES
(Campus Awareness, Response, Education and Solutions)(Mānoa)
Org Code: TBD

Univ Acad Affrs Prog Ofc, EM, #89459	1.00
Administrative Ofcr, PBC, #81280	1.00
Administrative Ofcr, PBB, #77915 (VS)	
Admin & Fiscal Supp Sp, PBA, #77682	1.00

OFFICE OF CULTIVATING COMMUNITY VALUES
Org Code: TBD

* Position to be established when budget permits

OFFICE OF CONFLICT MANAGEMENT
Org Code: TBD

Specialist Type Faculty #70149, #88099	2.00
---	------

* Conflict Management position + General Advocate position to be established when budget permits

Positions to be redescribed, as appropriate

PROPOSED (Phase 2)

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC) 1\

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
EQUITY ASSURANCE OFFICE

POSITION ORGANIZATION CHART

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)

EQUITY ASSURANCE OFFICE
(Hybrid) 1\
Org Code: TBD

Director of EEO&AA, EM, #89236 (Sys)1.00

Secretary III, SR16, #46094* (Sys)1.00

Inst/Policy Analyst, PBB, #81959*(Sys)1.00

Coordination with
UHH, UHWO and
Community
Colleges EEO/AA
& Title IX
positions

EDUCATION, OUTREACH AND COMPLIANCE

Director of Institutional Equity, EM, #89552* (Sys)1.00

~~Institutional Equity Officer, EM, #89553* (VS)~~

~~Institutional Equity Officer, EM, #89554* (VS)~~

Operations Coordinator, PBB, #78001* (Sys)1.00

Investigator, PBB, 80852*(Sys)1.00

CASE MANAGEMENT

Dir and Title IX Coordinator, EM, #89555 (UHM)1.00

Admin & Fiscal Supp Sp, PBA, #80930 (UHM)1.00

Inst/Policy Analyst, PBB, #81963* (Sys)1.00

Inst/Policy Analyst, PBB, #77262 (UHM)1.00

Investigator, PBB, #78670*(Sys)1.00

~~Investigator, PBB, #77440* (VS)~~

Inst/Policy Analyst, PBB, #77122 (UHM)1.00

1\ A hybrid office has operational responsibility for UH Manoa and UH system but does not have such responsibility for/on other UH campuses.

*Positions appropriated to System and reflected organizationally on this chart.

Positions to be redescribed, as appropriate

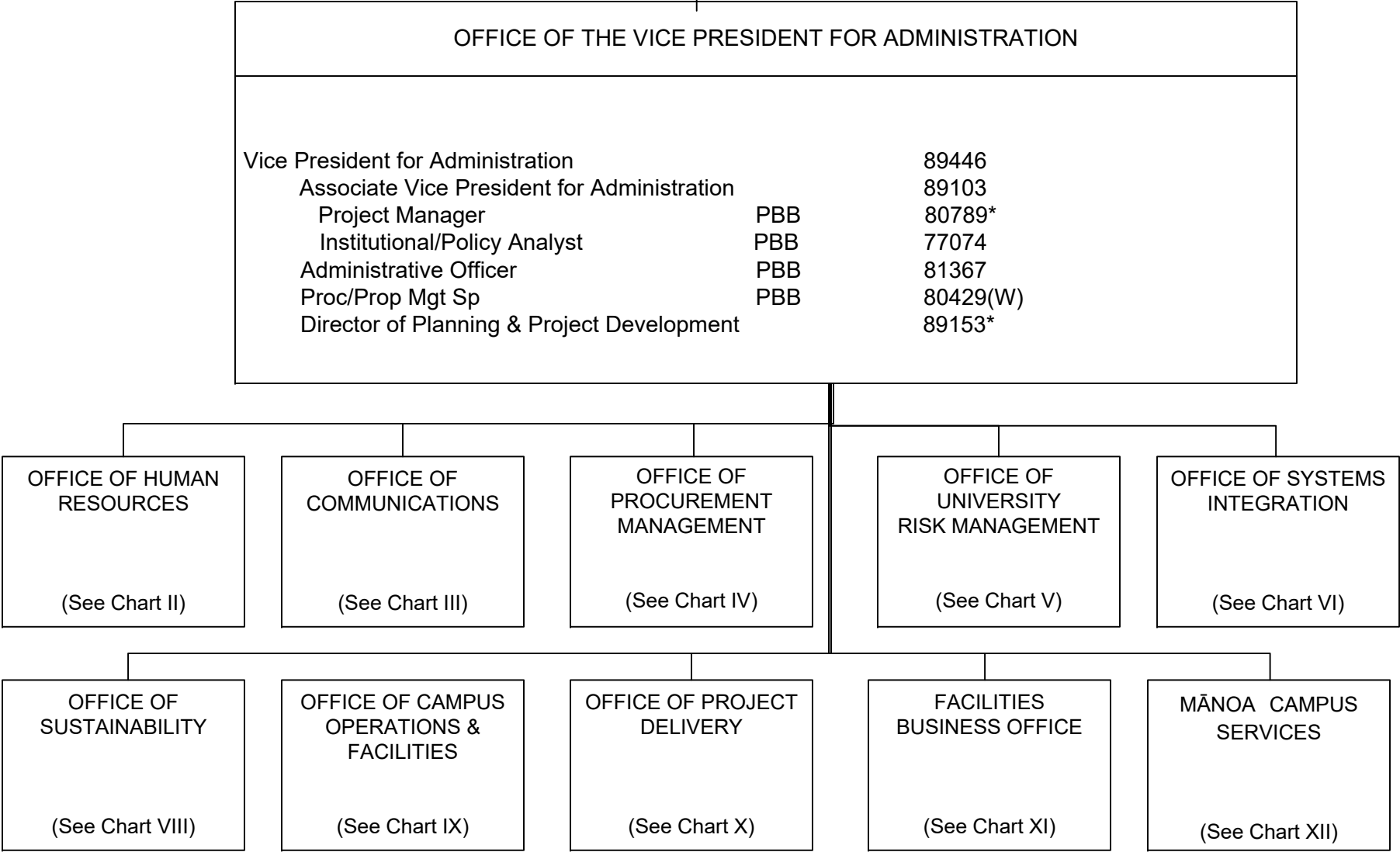
PROPOSED PHASE 2

PRESIDENT, UNIVERSITY OF HAWAI'I
(Hybrid) (PC)(MC)

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

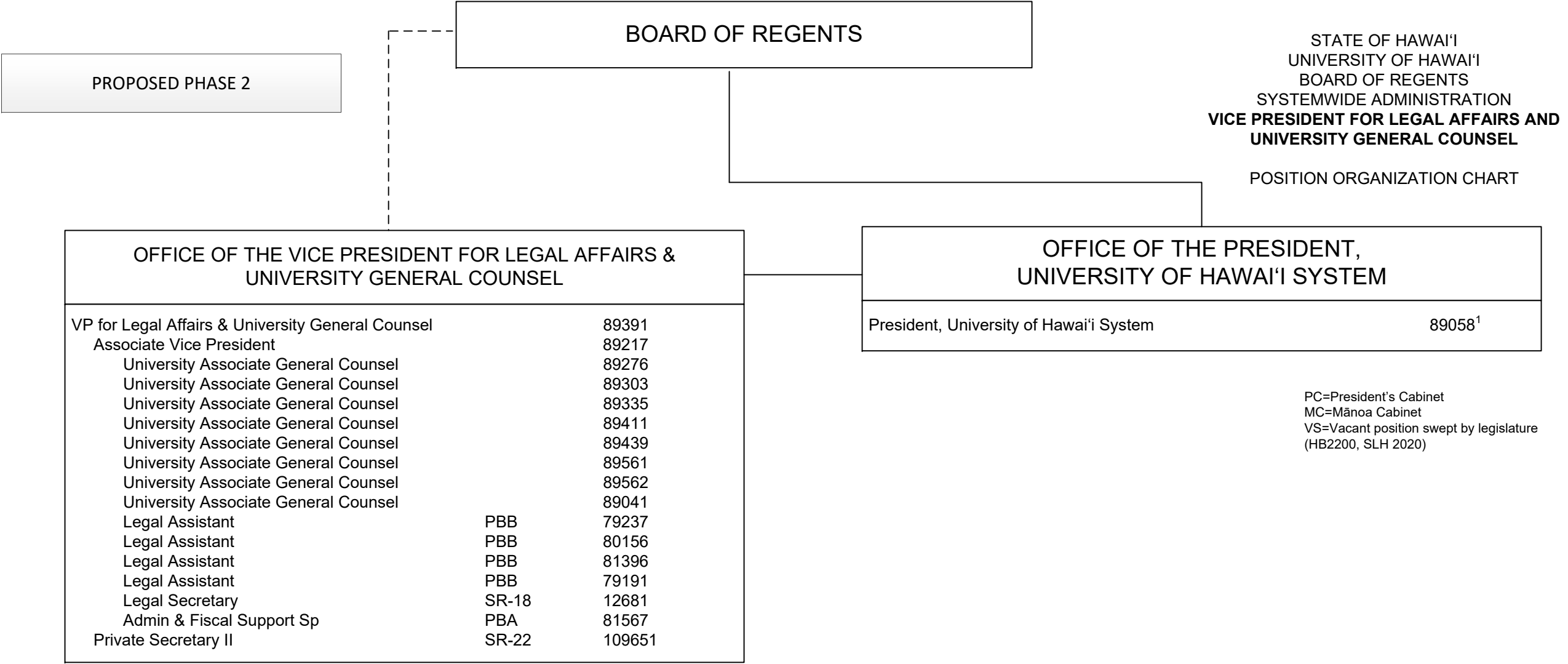
POSITION ORGANIZATION CHART

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)



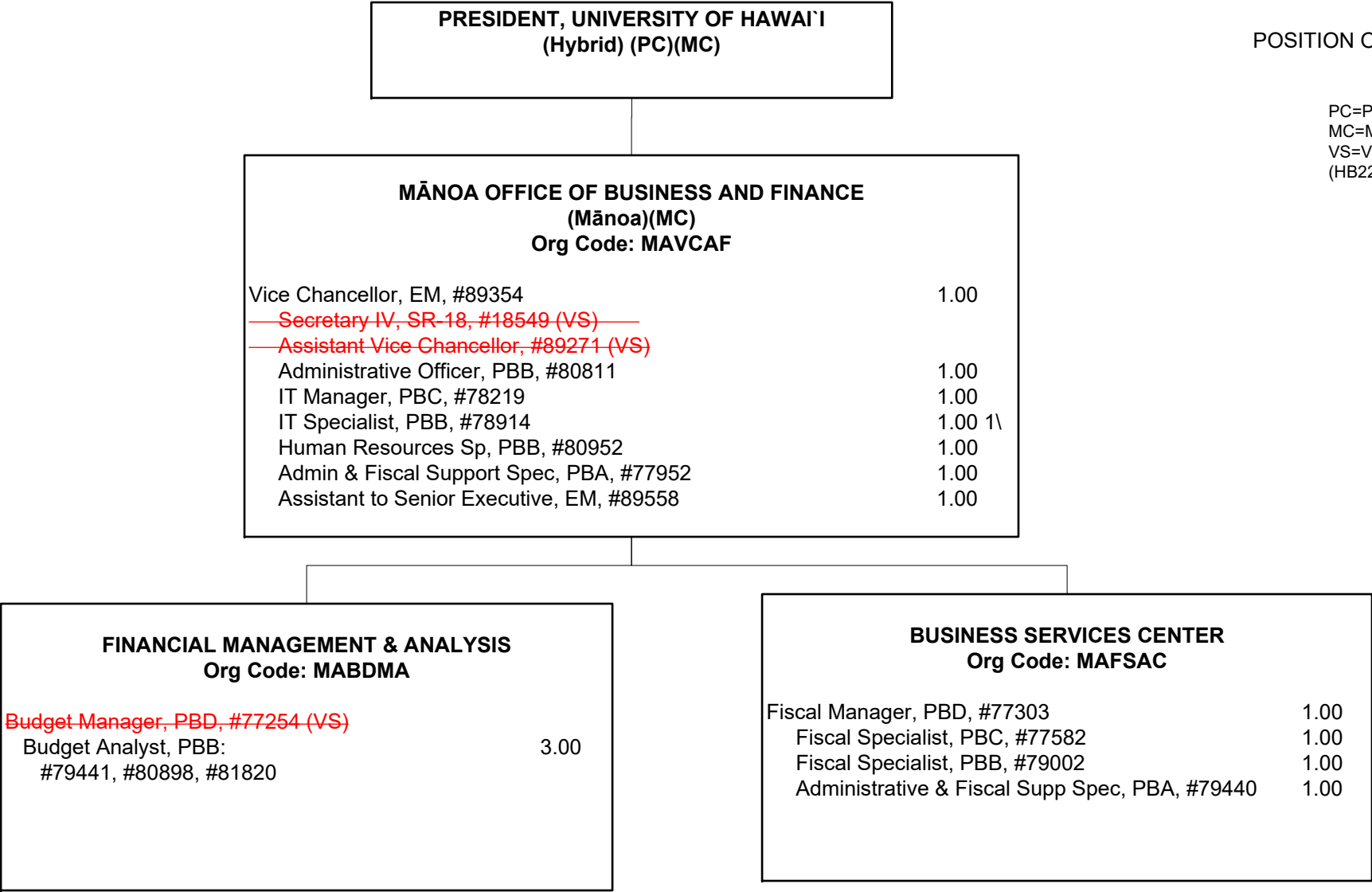
¹ Excluded from position count
² Appropriated but not established, 8 Special Fund (B) positions: 93926F – 93933F
* Positions appropriated to Manoa, reflected organizationally on this chart

	Perm
General Fund	4.00 (SW)
General Fund	2.00 (MA)*
Revolving Fund (W)	1.00 (SW)
Special Fund (B)	8.00 (SW) ²



POSITION ORGANIZATION CHART

PC=President's Cabinet
MC=Mānoa Cabinet
VS=Vacant position swept by legislature
(HB2200, SLH 2020)



1\ IT Specialist, 78914, to provide collaborative support to Office of the Vice Provost for Academic Excellence, Office of the Vice Provost for Research and Scholarship, and the Office of Business and Finance.

Positions to be redescribed, as appropriate

PRESIDENT
UNIVERSITY OF HAWAI'I SYSTEM

VP for Information Technology and Chief Information Officer	89268
---	-------

Client Service and Operations Center		
IT Specialist	PBD	80043
Oper Coord	PBA	79051(B)
IT Specialist	PBB	80016
IT Specialist	PBB	80055
IT Specialist	PBB	80056
IT Specialist	PBB	81202
IT Specialist	PBB	81724
IT Specialist	PBA	78375
IT Specialist	PBA	78630
IT Specialist	PBA	79816
IT Specialist	PBA	80033
IT Specialist	PBA	80274
IT Specialist	PBA	81625
IT Specialist	PBA	81856(B)
IT Specialist	PBA	81874

Cyberinfrastructure		
Dir of IT		89533
IT Specialist	PBC	78932

Enterprise Systems		
IT Specialist	PBD	79907
IT Specialist	PBC	78451
IT Specialist	PBC	79947
IT Specialist	PBC	80434
IT Specialist	PBC	81384
IT Specialist	PBC	81842
(See NOTE 1)		
IT Specialist	PBB	77167
IT Specialist	PBB	78505
IT Specialist	PBB	79914
IT Specialist	PBB	79936
IT Specialist	PBB	79943
IT Specialist	PBB	79944
IT Specialist	PBB	79948
IT Specialist	PBB	79957
IT Specialist	PBB	79978
IT Specialist	PBB	79981
IT Specialist	PBB	80042
IT Specialist	PBB	80044
IT Specialist	PBB	80047
IT Specialist	PBB	80214
IT Specialist	PBB	80464
IT Specialist	PBB	80466
IT Specialist	PBB	80483
IT Specialist	PBB	80484
IT Specialist	PBB	80522
IT Specialist	PBB	80979
IT Specialist	PBB	81043
IT Specialist	PBB	81070
IT Specialist	PBB	81839
IT Specialist	PBB	81863
IT Specialist	PBB	81905
IT Specialist	PBB	81908
IT Specialist	PBB	81999
IT Specialist	PBA	80036

Academic Development and Technology			
IT Manager	PBC	80696	
IT Specialist	PBB	78349	
IT Specialist	PBB	78413	
IT Specialist	PBB	81917	(Sweet's)

Technology Infrastructure		
Dir of IT		89534**
Secretary II	SR14	11960**
IT Specialist	PBD	80070**
IT Specialist	PBD	81430
IT Specialist	PBC	80077
IT Specialist	PBC	80919
Registered Engr	PBC	81326**
Aux & Fac Svcs Ofcr	PBB	80040**
(See NOTE 1)		
Aux & Fac Svcs Ofcr	PBB	80827**
Electronics Engr	PBC	81737**
Facilities Mgr	PBB	79116**
Engr	PBB	80101**
IT Specialist	PBD	81631**
IT Specialist	PBC	78506
IT Specialist	PBC	80078
IT Specialist	PBC	80083
IT Specialist	PBC	81646
IT Specialist	PBC	81883
IT Specialist	PBB	77441
IT Specialist	PBB	78057
IT Specialist	PBB	78196
IT Specialist	PBB	78442
IT Specialist	PBB	78805
IT Specialist	PBB	79174**
IT Specialist	PBB	79175
IT Specialist	PBB	79176
IT Specialist	PBB	79178
IT Specialist	PBB	79905
IT Specialist	PBB	79908
IT Specialist	PBB	79942
IT Specialist	PBB	79945
IT Specialist	PBB	79974
IT Specialist	PBB	80071
IT Specialist	PBB	80218
IT Specialist	PBB	80545
IT Specialist	PBB	80823**
IT Specialist	PBB	80911
IT Specialist	PBB	80917**
IT Specialist	PBB	81169**
IT Specialist	PBB	81231**
IT Specialist	PBB	81355**
IT Specialist	PBB	81394**
IT Specialist	PBB	81446
IT Specialist	PBB	81587
IT Specialist	PBB	81598**
IT Specialist	PBB	81898
IT Specialist	PBA	78185
IT Specialist	PBA	79118**
IT Specialist	PBA	79758
IT Specialist	PBA	80048
IT Specialist	PBA	81125**
IT Specialist	PBA	81990**

<u>Perm</u>	
General Funds	135.00 (SW)
General Funds	26.00 (MA)**
(B) Special Funds	4.00 (SW)

Temp
Special Funds 1.00

ATTACHMENT:

PROPOSED
FUNCTIONAL STATEMENTS

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STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE PROVOST FOR ACADEMIC EXCELLENCE

FUNCTIONAL STATEMENT

OFFICE OF THE VICE PROVOST FOR ACADEMIC EXCELLENCE – Org Code: TBD
(UPDATED)

The Office of the Vice Provost for Academic Excellence (OVPAE) has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs for the campus and campus-wide educational initiatives. The OVPAE works with the Academic Deans and Directors to ensure that academic initiatives are responsive to unit, campus, and state needs and are effectively implemented. The OVPAE proactively ensures a portfolio of high-quality, inspiring, and responsive undergraduate and graduate degree and certificate programs that prepare students for lifetime success. The OVPAE is responsible for assisting the academic units with recruiting, retaining, and supporting a diverse, world-class faculty with excellence in teaching, research, and service.

The Vice Provost for Educational Excellence (VPAE) serves as the principal policy advisor to the Provost on academic matters and is a member of the Mānoa Cabinet and the Provost's Council. The VPAE reviews and authorizes the development of new academic programs, reviews and determines the continuing status of existing programs, determines priorities and takes actions to improve the quality of both the academic programs and instruction more generally. The VPAE also develops and promulgates academic and academic personnel policies for compliance by all academic units. The VPAE collaborates with the Office of Global Affairs, and specifically the Study Abroad Center, to support the global experience in academic degree programs. The VPAE collaborates with the Dean of Outreach College to develop strategies for distance and online learning and other innovative learning opportunities. As delegated, the VPAE has the authority to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Provost.

The VPAE works with the Vice Provost for Research and Scholarship to ensure that the undergraduate, graduate and research programs of the academic units are provided with the best possible academic support; with the Provost and the Chief Business Officer to ensure the responsible allocation and expenditure of financial resources to support the academic programs, faculty, and academic support offices; with the Vice Provost for Student Success to ensure optimal academic support for students; with the Vice Provost for Enrollment Management in the formulation of retention strategies and enrollment plans and goals; and with appropriate System and campus offices to ensure that personnel actions taken are reasonable and compliant with existing policies, that academic programs have access to necessary information technology, and that physical facilities are suitable for instructional needs.

The OVPAE directs the development of governing policies, the conduct of program planning and assessment, the setting of priorities in response to new opportunities, and the formulation of academic goals and objectives. The OVPAE is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in

assessing existing academic programs and units, and in analyzing and acting on data regarding academic programs.

The VPAE provides leadership and strategic direction for the following units:

- Assessment and Curricula Support Center
- General Education Office (UPDATED)
- Honors Program
- Interdisciplinary Studies
- ROTC/Air ROTC/Military Sciences
- Graduate Division
- Office of Faculty Excellence including Academic Personnel Office and the Office of Faculty Development and Academic Support (OFDAS)
- Mānoa Catalog Office
- Office of the University Scheduler

Specific OVPAE responsibilities include the following:

1. Supports the development and delivery of high-quality curriculum for students. Collaborates on the integration of Native Hawaiian Place of Learning Advancement into the curriculum.
2. Coordinates the activities of the academic units and undergraduate and graduate programs working collaboratively with academic deans and directors.
3. Establishes academic standards for instructional programs and scholarly activities.
4. Provides advice and support for new academic initiatives from the formative phases through approval and implementation.
5. Coordinates reviews (both internal and external) of existing academic programs and follows up on recommendations from those reviews of existing programs.
6. Provides leadership for program and instructional improvement based on evidence, including evidence from institution-level and program-level student learning assessment.
7. Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
8. Maintains oversight of reviews by specialized accrediting agencies.
9. Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussions on academic matters, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, and strategic plans.
10. Represents UHM at the Council of Chief Academic Officers (CCAO).
11. Oversees the Mānoa catalog office and University scheduling office.
12. Oversees the General Education Office and supports the implementation of the General Education requirements for undergraduate and graduate students.
13. Works with campus leaders to improve and maintain the quality of the General Education program.
14. Manages, reviews, and supports the development of academic programs, courses, and curricula and the implementation of academic policies and goals.
15. Conducts continual assessment of the undergraduate experience in order to initiate appropriate improvements, including developing appropriate linkages between the undergraduate curriculum and co-curriculum, examining the number of large classes, ensuring the availability of classes for undergraduate students, and identifying and addressing inequities in student learning.

16. Works closely with the Associated Students of the University of Hawai'i (ASUH) and the Graduate Student Organization (GSO) regarding educational concerns of the students.
17. Coordinates with System on the course evaluation system.
18. Oversees faculty personnel processes to ensure quality and compliance with relevant state, federal and collective bargaining policies. Coordinates the academic personnel functions for the campus for faculty and executive employees, including recruitment, hiring, tenure and promotion and periodic review, professional improvement plans; partner/spousal hires; and special requests related to personnel matters.
19. Supports faculty in developing and using the best instructional and assessment strategies to strengthen student learning and continuously improve academic programs and to support active pedagogies and engaged learning, and supports faculty professional development across their career.
20. Supports the development and delivery of innovative learning, teaching and research opportunities for students and faculty.
21. Develops strategies for expanding access to the University's high-quality programs and learning opportunities statewide, regionally, nationally, and internationally and for providing access to low cost and technology-based resources for instructional use.

ASSESSMENT AND CURRICULA SUPPORT CENTER - Org. Code: TBD (UPDATED)

The Assessment and Curricula Support Center oversees the development of new academic programs, review and determination of the continuing status of programs, program planning and assessment of academic programs and units, and analysis of institutional data regarding academic programs. In addition, the office supports programs and the institution in optimizing student learning through academic program assessment. Student learning assessment is faculty driven and faculty supervised; and involves establishing student learning outcomes, measuring/observing and documenting the extent to which outcomes are achieved, finding ways to improve, and implementing plans.

Major functions include:

1. Facilitates the improvement of instructional quality and the academic programs and the formulation of academic goals and objectives.
2. Actively encourages and develops new academic initiatives, including new undergraduate and graduate programs.
3. Supports the use of program and institutional assessment to improve the quality of student learning.
4. Collaborates with faculty, staff, students, and administrators to establish meaningful, manageable, and sustainable assessment.
5. Assists programs with designing educational programs.
6. Conducts research and evaluation studies into student learning outcomes for the purpose of program improvement at a variety of levels.
7. Produces and disseminates information on learning assessment, curriculum design, and student learning, predominantly at the program and institution levels.

GENERAL EDUCATION OFFICE – Org Code: MAGEN

The General Education Office provides logistical support, expertise, historical knowledge, data and guidance to the General Education Committee, a permanent committee of the UHM Faculty Senate, in development and implementation of General Education policies and procedures.

Major functions include:

1. Provides staff support to the General Education Committee and its boards.
2. Develops, supports, and maintains the website for the General Education Program.
3. Coordinates the administration of General Education with other offices and units.
4. Maintains an accurate listing of General Education requirements and courses for the Mānoa Catalog and class availability.
5. Coordinates and guides assessment of the General Education Program with the General Education Committee and its boards, Assessment Office, and others.
6. Administers program-wide projects and initiatives such as teaching workshops and online pedagogical resources.
7. Represents General Education on a variety of university- and system-wide committees.
8. Maintains historical records and data related to General Education at UH Mānoa.
9. Stays up to date on national trends and research related to General Education through attendance at and participation in national conferences, and through research projects at UH Mānoa.

HONORS PROGRAM – Org Code: MAHON

The honors program provides qualified undergraduate students with the opportunity to complete a baccalaureate program with Honors through specialized curriculum and faculty-mentored Honors Projects.

Major functions include:

1. Operates a four-year program, which provides academically promising students the access to enriched General Education courses (A-sections) and small, interdisciplinary and/or experiential seminars unique to Honors, and personalized advising.
2. Operates a two-year upper-division program for incoming juniors to complete a research/project intensive Honors pathway in the Junior and Senior years.
3. Awards academic designations for the Honors Program on the diploma and transcript, as approved by the UHM Honors Council and Honors Faculty Committee.
4. Supports the sharing of undergraduate research and creative work through the Undergraduate Showcase, Mānoa Horizons, an undergraduate journal, and collaborative partnerships with units across campus.
5. Supports students applying for prestigious extramural scholarship and fellowship opportunities such as The Truman Scholarship, The Rhodes Scholarship, and others.

INTERDISCIPLINARY STUDIES PROGRAM – Org Code: MAIS

The Interdisciplinary Studies program offers the BA in Interdisciplinary Studies to provide students with the opportunity to pursue innovative, multidisciplinary degrees designed collaboratively by faculty experts.

Major functions include:

1. Assists students with the design and implementation of individualized BA degree paths that are not restricted to conventional college boundaries and reflect student interests in emerging or fields of study not represented in the current array of degrees
2. Assists and engages faculty in interdisciplinary collaboration to develop curriculum, advance research and creative innovation and enhance student opportunities to participate in interdisciplinary programming.
3. Builds student capacity in interdisciplinary thinking, problem-based learning, and research/creative practice through interdisciplinary courses, programing, civic engagement and student mentoring.

ROTC/AIR ROTC/MILITARY SCIENCES – Org Code: MAMSCI

The ROTC program attracts, motivates, and prepares selected students with potential to serve as commissioned officers in Army, Air Force and Navy to provide an understanding of the fundamental concepts and principles of military art and science; to develop leadership and managerial potential, a basic understanding of associated professional knowledge, a strong sense of personal integrity, honor, and individual responsibility, and an appreciation of the requirements for national security.

GRADUATE DIVISION – Org Code: MAGD

The Graduate Division oversees policies and procedures for all existing academic programs at the graduate-level. In collaboration with colleges and schools, and with the Office of the Vice Provost for Academic Excellence, supports and reviews the development of new degrees and certificates. As graduate education inherently involves both academics and research, Graduate Division works closely with the Office of the Vice Provost for Research and Scholarship to facilitate and support graduate programs in the academic units seeking research support and funding opportunities for their graduate students. In conjunction with the Office of the Vice Provost for Student Success, Graduate Division plans, implements and directs graduate student success initiatives at the campus level. While the Graduate Division does not oversee recruitment and admissions, the unit works closely to support such functions under the Vice Provost for Enrollment Management and importantly coordinates with academic units on recruitment, admissions, retention and graduation matters.

This office works collaboratively with graduate programs within the schools and colleges to ensure graduate student success and support graduate program goals and objectives. The office develops and sustains relationships with key constituents, such as enrolled graduate students, Mānoa deans, the Vice Provosts, academic departments and respective graduate programs.

OFFICE OF THE DEAN

- Convenes the Graduate Council and Graduate Assembly to address graduate education initiatives, programs, and policies.
- Appoints graduate chairs and graduate faculty and maintains the Graduate Division website tool to select eligible graduate committee members.
- Works closely with graduate chairs on all matters regarding their duties, responsibilities and their graduate program.

- Collaborates with the Vice Provost for Academic Excellence, deans, and graduate chairs on curricular and program development and modification.
- Collaborates with the Office of the Vice Provost for Academic Excellence on the review of graduate degree programs.
- Collaborates with the Office of the Vice Provost of Student Success to support graduate student success, including by offering Graduate Student Orientation and professional and individual development workshops opportunities.
- Acts as PI for extramural student awards such as the NSF graduate fellows, Fulbright-Hays, Ford, and others.
- Collaborates with the Office of the Vice Provost for Research and Scholarship on identifying and pursuing funding opportunities for graduate students to support their research activities.
- Collaborates with the Office of the Vice Provost for Enrollment Management and coordinates with academic programs on the recruitment and retention of graduate students.
- Assists graduate students with the informal resolution of problems related to their academic programs or assistantships, refers students to appropriate campus or system offices to seek solutions or initiate complaints when necessary, and adjudicates Step 3 formal complaints.
- Provides graduate education-related data and reports to internal and external constituents.
- Works closely with officers of the Graduate Student Organization regarding graduate education concerns.
- Develops and monitors implementation of international agreements and programs in collaboration with graduate programs, partner institutions, the Assistant Provost for Global Engagement and the Vice Provost for Academic Excellence.
- Completes national surveys related to graduate education (e.g. CGS survey, NIH-NSF GSS survey)

INFORMATION TECHNOLOGY

- Provides technical leadership and development support for Graduate Division, which includes hardware and software evaluation, installation, support, maintenance, and upgrade.
- Extracts data for decision making and reporting obligations for Graduate Division, graduate programs, and external organizations.
- Ensures the security of Graduate Division data, which includes securing all electronic data stored within the office utilizing both hardware and software protection, liaising with the Office of Data Governance for data sharing, and verifying that all PII data are protected or encrypted.
- Maintains and updates internet presence, which includes the Graduate Division website, an intranet web server for access within University of Hawaii, and social media outlets.
- Develops mission critical software programs involving data exchange among multiple platforms, databases, programming languages, and protocols.
- Serves as technical liaison between Graduate Division, Banner Central, and other offices.
- Provides training and support of professional and support staff in all hardware and software used in Graduate Division.

- Acquires and maintains all IT-related equipment (including hardware, software and peripherals) and maintenance contracts.

GRADUATE STUDENT SERVICES

- Manages and maintains records for graduate and post-baccalaureate unclassified programs; ensures FERPA compliance.
- Provides advising for graduate students and graduate programs on matters related to Graduate Division requirements, policies, and procedures.
- Reviews and oversees the processing of all exceptions to hire graduate assistants.
- Disseminates and processes all Graduate Assistantship tuition exemptions approved by the respective deans.
- Generates and processes university-initiated immigration documents for new graduate students for designated schools and colleges.
- Develops and maintains academic progress records for all graduate students which includes the following:
 - actions to support 7-year time to degree (correspondences, approvals, extensions, probations and dismissal actions)
 - academic GPA probation and dismissals
 - lack of academic progress
 - leave of absence requests
- Oversees and processes registration-related exceptions to include, but not limited to, change in registration, withdrawals, change of grades/audit approvals, time conflict and max credit overloads, change in level, inactive procedures, etc.
- Processes and monitors academic petitions related to all graduate student records which includes course substitutions or waivers, credit transfers, petitions to count undergraduate excess credits towards higher level degree, pathway calculations, etc.
- Maintains the records for all graduate programs which include final oral examination defenses, foreign language exams, proposal defenses, and comprehensive exams.
- Reviews and processes committee forms, which include thesis and doctoral progress, petition to revise committee, remote committee participation, and ABD certificate issuance.
- Oversees the submission of theses and dissertations through ETD ProQuest, Survey of Earned Doctorates, and Hamilton Library.
- Maintains, monitors, and processes graduation procedures for students in master's, doctoral and graduate certificate programs to include processing graduation applications for degree award and certification of degree award, coordinating with graduate chairs to ensure all requirements are met for each graduate's academic journey towards graduation, processing Masters En-Route, processing temporary graduation certificates, and handling the signing, reporting and awarding of graduate certificates.
- Oversees and provides the master's and doctoral graduation lists to the commencement office for their commencement program.
- Certifies all degree requirements for graduation and provides the final graduation lists to the appropriate offices (Registrar's office, Professional and Vocational Licensing Division, Survey of Earned Doctorates, Hamilton Library, and ProQuest).
- Oversees the STAR online degree audit system for graduate programs.
- Manages all of the electronic forms for Kuali build.

OFFICE OF FACULTY EXCELLENCE - Org. Code: MAOFE

The role of the Office of Faculty Excellence is to recruit, retain and support a diverse world-class university faculty, to provide resources and support across the faculty career cycle, and to support and engender excellence in teaching, research and service. The office also coordinates, develops, and promotes the programing and resources to promote faculty excellence across the career cycle at the flagship, research-intensive campus and develops and supports innovative programs and resources to advance faculty work.

The office supports faculty excellence through two units:

- Academic Personnel Office
- Office of Faculty Develop and Academic Support

ACADEMIC PERSONNEL OFFICE – Org Code: MAAPO

The Academic Personnel Office supports the academic life cycle ranging from recruitment to retirement. This office promotes equitable hiring practices, while enhancing development, and continued learning. It also ensures compliance with Federal, State, university-wide, and Collective Bargaining Agreement policies and procedures. The Academic Personnel Office provides advice and guidance on matters related to appointments, professional and career advancement, and assistance with dispute/grievance management, and is committed to providing the support and training needed throughout the different phases in the academic life cycle to enhance the working and learning environment at UH Mānoa.

Major functions include:

1. Identifies, develops, and coordinates professional development and advancement for executives, academic leaders, and faculty members.
2. Reviews, advises, and provides guidance to executives, academic leaders, faculty members, and administrative support staff on academic personnel, instructional, and/or curriculum matters.
3. Serves as the Provost's designee for complaints, grievances, and disciplinary actions.
4. Participates in the formulation of contract proposals and negotiating strategy.
5. Assists in developing campus-wide policies and procedures for academic personnel issues working in concert with System offices and policies.
6. Provides advice on matters relating to faculty and executive personnel actions, including appointment, reappointment, tenure, promotion, leaves, compensation etc.
7. Coordinates faculty contract renewal, tenure, promotion and review of tenured faculty.
8. Administers faculty contract provisions and participates in formulating contract proposals.
9. Implements Executive directions and Board policies regarding faculty and executive employees.

OFFICE OF FACULTY DEVELOPMENT AND ACADEMIC SUPPORT – Org Code: MAOFDA

The Office of Faculty Development and Academic Support (OFDAS) is responsible for providing instructional and professional development activities and services for UH Mānoa faculty and academic staff. OFDAS and its units are actively engaged in providing support in the areas of teaching, assessment, and instructional technology, with distinct foci and collaboration within OFDAS to respond to faculty requests and needs. Activities and services are provided through the Center for Teaching Excellence and the Faculty Mentoring Program.

Major functions include:

1. Assists with policy development and budgetary processes in areas of faculty development and new directions and priorities in teaching and instructional research.
2. Provides professional development and training and leadership programs and events for faculty, department chairs, specialists, researchers, graduate teaching assistants, etc.
3. Produces instructional publications, such as teaching related handbooks and manuals.
4. Coordinates faculty recognition and incentive programs such as excellence in teaching and community service awards.
5. Provides supervision, support, counsel, and infrastructure to directors and coordinators of the Center for Teaching Excellence (CTE) and the Faculty Mentoring Program (FMP).

Center for Teaching Excellence – Org Code: MACTE

Responsible for supporting the improvement, development and enhancement of university teaching, and the rewarding of excellent teaching achieved through the development of teaching effectiveness for faculty and teaching assistants through:

1. Develops and organizes Instructional Development presentations, seminars and workshops on best practices and innovations in teaching and learning;
2. Develops and hosts three-day New Faculty Orientations (NFO) and TA Trainings (TAT) prior to each semester;
3. Provides professional development opportunities for instructional faculty to enhance and better integrate their knowledge and understanding of the cultures, histories, and peoples of Hawai'i;
4. Provides confidential Mid-Semester Evaluations of teaching performance and course assessment services to generate immediate improvements to a course in session;
5. Offers individual consultations on teaching practices and mentoring of faculty and TAs in their professional development;
6. Administers the annual Mānoa Teaching and Service Awards that honor members of the faculty and staff who have demonstrated excellence in their teaching and community service;
7. Works directly and collaboratively with individual faculty and TAs, as well as with units, departments, colleges/schools; and,
8. Develops new and renovated teaching and learning spaces for collaborative and innovative classroom practices.

Faculty Mentoring Program - Org. Code: MAFMP

Responsible to provide confidential, professional development support to new, junior and senior Mānoa faculty through:

1. FMP Dossier Library of successful dossiers from a range of faculty of varied classifications and departments;
2. Professional development events, including the FMP Summer Dossier Series with seminars and panels on the processes involved in successful professional achievement in academia;
3. Mentor/Mentee Pairing between junior and senior-tenured faculty from outside their own department or college.

MĀNOA CATALOG OFFICE – ORG CODE: MACAT (UPDATED)

The Mānoa Catalog Office designs, edits, formats, and produces the Mānoa catalog, in consultation with all UH Mānoa units.

Other major functions include:

1. Maintains and updates the Bachelor Degree Program Sheets (BDPS) and Sample Four Year Academic Plans in consultation with all units who have a bachelor degree.
2. Oversees the Council of Academic Advisors bachelor degree program sheet committee.
3. Oversees the development, reviews content and appearance of, and maintenance for the websites for the Mānoa Catalog, the Bachelor Degree Program Sheets and Sample Four Year Academic Plans, and the associated units.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE PROVOST FOR STUDENT SUCCESS

FUNCTIONAL STATEMENT

OFFICE OF THE VICE PROVOST FOR STUDENT SUCCESS (OVPSS) – Org Code: TBD
(UPDATED)

The Office of the Vice Provost for Student Success (OVPSS) provides leadership for the planning, direction, coordination, and executive management of all student service areas under the auspices of the Vice Provost for Student Success (VPSS) including student services administration; responsibility for the planning, direction, development, coordination, and management of programs aimed at increasing student well-being, and academic and co-curricular success at the University of Hawai'i at Mānoa. The Vice Provost for Student Success (VPSS) serves as the senior student officer and policy advisor to the Provost in assigned areas and is also a member of the Mānoa Cabinet and the Provost's Council.

The VPSS has the authority to oversee and develop programs to serve students; develop, promulgate and enforce student policies; and to take actions to improve student services. The VPSS interacts with other UHM Vice Provosts, Deans, Directors and governance representatives from student, faculty, staff and Native Hawaiian governance groups. VPSS works with the Vice Provost for Educational Excellence and other administrators on academic advising, tutoring, and other issues as appropriate to ensure the optimal delivery of student services. The VPSS works with the VPEM to strategize on enrollment practices, and ensures the enrollment marketing/branding aligns with student initiatives and programs. The VPSS works with the Chief Business Officer to conduct regular space evaluations to ensure that services are provided at the locations that are most accessible to students and that overall use of space is maximized. The VPSS works with Manoa CARES and the Office of Institutional Equity and Title IX to build on feedback and continuously improve services to students.

The VPSS provides leadership and strategic direction for the following units and programs:

Administrative Services

Office of the Dean of Students

Student Co-Curricular Services

- Onboarding activities
- Student Life and Development
- Mānoa Career Center
- University Health Services
- Student Residential life
- Counseling and Student Development
- Student Conduct
- Children's Center

Student Diversity and Inclusion
 KŌKUA (Disability Services)
 Office of Multicultural Student Services
 College Opportunities Program
 Women's Center
 LGBTQ+
 Veteran Student Services
 Graduate Professional Access Program
 Health Careers Opportunities Program
 Federal/State granted programs

Student Academic Success
 Mānoa Advising/Advisors (Mānoa Advising Center, Mānoa Transfer Coordination
 Center, Pre-Health/Pre-Law Advising, Student-Athlete Academic Services)
 First year program
 Learning assistance Center (including Online Learning Academy)
 Civic engagement and Service Learning
 (including Service Learning & Hawaii Pacific Islands Campus Compact)
 Commencement

Specific OVPSS responsibilities include the following:

1. Develops and coordinates a campus-wide student development philosophy that drives all of the facets of student services.
2. Creates an environment of seamless student services.
3. Provides leadership and support to student services' faculty and staff.
4. Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
5. Implements ways of attracting and training a staff of high quality.
6. Oversees fundraising and grant writing functions for student services.
7. Conducts research, assessment, and performance measurement functions for student services.
8. Identifies and acts upon student priorities to improve student life.
9. Serves as an advocate and promoter for students within the management structure of the UH Mānoa, the UH System, and the outside community. Coordinates deadlines for student services to ensure maximization of staff time and ease of access by students.
10. Ensures the provision of high quality, comprehensive student support services.
11. Develops mechanisms and support for improvements in student life.
12. Plans for a vibrant and lively campus life.
13. Conducts evaluations of student services and programming.
14. Serves as the chief decision-maker for program, budget, and personnel for all units of the UH Mānoa's student services and efficiently manages all funds collected or utilized for student services.
15. Conducts assessment and evaluation of student services and implements continuous quality improvement and implements and oversees a formal program review process.
16. Provides information technology support for all units within student services.
17. Provides information and assistance to students through the Kiosk.
18. Redesigns processes in support of electronic delivery of services.
19. Provides opportunities for cross-training and customer service training for all employees within student services.

20. Oversees responsibilities in statutory compliance areas such as the Americans with Disabilities Act, discrimination, and 504 compliance areas.
21. Collaborates with enrollment management programs in areas including recruitment, admission, financial aid and scholarships, registration, student records, and orientation.

OFFICE OF THE DEAN OF STUDENTS – Org Code: MADNST

The Dean of Students reports directly to the VPSS and is responsible for supporting assigned student success initiatives and programs.

Major functions include:

1. Provides leadership to direct relevant campus programs and departments that promote students' intellectual and interpersonal development.
2. Promotes partnerships between the formal academic experiences and the educational experiences which contribute equally outside of the formal classroom environment.
3. Provides leadership relative to professional development, support, mentoring and counseling for student services personnel.
4. Fosters collaboration among units. Provides opportunities for cross-training and customer service training for all employees within student services.
5. Oversees student affairs faculty actions related to promotion, tenure and evaluation.
6. Establishes common priorities that support the mission of the division to improve student life. Develops mechanisms and support for improvements in student life.
7. Formulates, develops, implements and evaluates policies and regulations pertaining to student life, especially those related to alcohol and drug use, student conduct and student residences.
8. Plans for a vibrant and lively campus life.
9. Consults regularly with the Associated Students of the University of Hawai'i and the Graduate Student Organization and other student groups as appropriate.
10. Establishes a student culture where diversity is encouraged and where students learn to respect differences, take responsibility for their actions, and exercise leadership.
11. Researches, evaluates, develops and recommends policies and procedures for Student Affairs and for other related services that impact students.
12. Represents the university in the community on matters pertaining to student personnel programs and activities.

ADMINISTRATIVE SERVICES OFFICE – Org Code: MAASVS

The Administrative Services Office supports the Vice Chancellor for Students and provides administrative support to all of the units reporting to the Vice Chancellor for Students.

Major functions include:

1. Formulates annual operating budgets and develops allocations to the operating units.
2. Develops expenditure plans and maintains expenditure controls, which require analyzing program needs to determine variances and the recommendation to the resolution of these variances.
3. Serves as the purchasing office for student services, by reviewing and preparing

procurement and payment documents for compliance to policies and procedures, as well as accuracy.

4. Maintains accounting records.
5. Plans, organizes, coordinates, and reviews all personnel management and EEO/AA functions for student services units.
6. Share responsibility for enforcement of the campus equal employment opportunity policies among student services units.
7. Serves as the divisional resource unit responsible for the implementation of all official personnel policies and procedures, monitoring, and maintenance of all personnel records and other required documents.
8. Manages the Queen Lili'uokalani Center for Student Services.

STUDENT CO-CURRICULAR SUCCESS (UPDATED)

The student co-curricular success programs include the following:

- Onboarding activities
- Student Life and Development
- Mānoa Career Center
- University Health Services
- Student Residential life
- Counseling and Student Development
- Student Conduct
- Children's Center

ONBOARDING ACTIVITIES

To support and foster student success, various onboarding initiatives and activities (New Student Orientation, first day of the academic year kick off, student mentoring program, etc.) are developed and implemented to enhance growth and engagement in the campus community.

STUDENT LIFE AND DEVELOPMENT – Org Code: MASLD

The Office of Student Life and Development reports to the OVPSS and pursues as its primary mission the provision of a spectrum of involvement and learning opportunities for students through innovative programs and quality services which promote leadership, life skills, and personal development while enhancing campus life. In fulfilling this mission, the Office of Student Life and Development pursues **two basic goals**: 1) to provide co-curricular programs and learning opportunities which contribute to the quality of life for students by meeting their intellectual, social, recreational, physical, emotional and moral development needs; and 2) to promote leadership and self-direction among those students who become involved in managing student life activities on campus or who assume an active partnership role in campus governance. Inherent in pursuing these two goals are a product outcome and a process outcome, both of equal importance. Through the delivery of services and programs (**the product**) that meet the developmental needs of the general student population, the Office of Student Life and Development involves students in organizational governance (**the process**) that fosters the development of personal and organizational leadership.

The mission and goals of the department of Student Life and Development are fulfilled through five core functions: program or service administration; organizational advising and support; facility operations; organizational training and development; and staff efficacy and renewal as described below.

- **Program or Service Administration** is a core function that involves the coordination and oversight of programs and services offered by the department. This function includes such tasks as the continuous analysis of service/program operations to improve operational efficiency and effectiveness; the development of scope of service/program changes to respond to assessed needs; supervision of service or program operations; the development of systematic marketing to promote use of

program or service; the assessment of service or program for customer use, satisfaction, and cost benefits; the identification and analysis of preventive maintenance and repair of service area or program needs; and the administration of vendor contracts applicable to service area or program.

- **Organizational Advising & Support** is a form of counseling and offering educational assistance to students in groups. This form of educational assistance involves assessing student and organizational needs; and instructing and counseling students to develop their interpersonal and leadership skills to work effectively in organizational or team settings. This also involves articulating and advocating the needs and interests of students to the University and conversely, representing, supporting, and communicating the University's mission, institutional needs, and policies to students and student groups. Additionally, this core function involves providing fiscal oversight and program coordination for activities and programs offered by assigned student groups.
- **Facility Operations** is a core function that involves the oversight of facility management and maintenance of the Campus Center, Hemenway Hall, and other related student life facilities (e.g. student publications buildings, intramural sports and recreational leisure facilities, etc.). This function includes analyzing facility operations; developing short-range and long-range plans for preventive maintenance and repairs; monitoring and directing the renovation, expansion and repair projects for facilities including replacing equipment and furnishings; and administering maintenance contracts for major mechanical systems including air conditioning, electrical system, gas and water systems, elevators, etc. This also requires that facility operating hours are adhered to, that facilities and services are properly prepared for opening and closing, and that proper controls are in place for facility security, key access, etc. to assure the safety and maintenance of buildings, grounds, and persons.
- **Organizational Training & Development** is another core function that is delivered via instruction in both classroom and out-of-classroom settings. This function includes such tasks as researching existing literature, websites, and journals on assigned training topics; formulating learner outcomes; designing instructional methods and materials to achieve learner outcomes; delivering instruction and training; and evaluating instructional methods and materials to refine and improve training.
- **Staff Efficacy & Renewal** is a core function that promotes continuous staff development to enhance individuals' effectiveness in serving students with intentionality and efficacy. This function acknowledges the need to develop those professionals who serve and develop students.

Student Life and Development is comprised of four sections reporting to the Director and described below. Each section contributes to the fulfillment of the department's mission by performing a differential ratio of the five core functions described earlier with a specialized focus as follows:

Student Life Business Services – Org Code: MABSSL

1. Budget development, preparation, maintenance, and variance.
2. Financial accounting including revenue and cash deposits, purchasing, bond payments, and audits.
3. Personnel recruitment, processing, payroll, and records management.
4. Building management including facility use, property management, building security, and project management for new construction and renovation projects.
5. Facility maintenance and repair.
6. Universal debit card program including service development & design, operating process system design, training and development of end users.
7. Divisional food service program including contract management and oversight.
8. UPASS student transportation program including contract management and oversight.
9. Alternative funding resource development.

Student Events & Campus Life Services – Org Code: MASESL

1. Organizational advising and program/fiscal support for Campus Center Board, Activities Council, Board of Publications, Ka Leo O Hawai'i, Hawai'i Review, Broadcast Communication Authority, KTUH-FM campus radio station, and videocast UH Productions.
2. Organizational training and development for Campus Center Board, Activities Council, Board of Publications, Ka Leo O Hawai'i, Hawai'i Review, Broadcast Communication Authority, KTUH-FM campus radio station, and videocast UH Productions.
3. Student employee training and development.
4. Advertising sales development and oversight.
5. Publications operations including billing, accounts receivables, and circulation.
6. Meeting and event services including sales/event planning, reservations & scheduling, production setups, equipment upkeep and inventory, onsite program coordination, and event evaluation.
7. Service administration of student operated services including computer lab, lounge, graphics, gamesroom, and ticket and information.
8. Service liaison for contracted vendors including American Savings Bank, UH Federal Credit Union, automated teller machines, barbershop, Subway, dental hygiene, and UH Bookstore.

Student Involvement & Leadership Development Programs – Org Code: MASISL

1. Organizational advising and program/fiscal support for Associated Students of the University of Hawai'i, Graduate Student Organization, and Student Activity and Program Fee Board.
2. Organizational training and development for Associated Students of the University of Hawai'i, Graduate Student Organization, and Student Activity and Program Fee Board.
3. Leadership education and development (credit classes; workshops and training for student volunteers, student organizations, and students; organizational consultation).
4. New student programs including summer freshmen orientation, parent and family orientation, transfer student orientation.
5. Registered Independent Organizations (resource liaison, program consultation, benefits advising, annual organization registration and orientation, hazing awareness training).

Student Recreation Services – Org Code: MASRSL

1. Organizational advising and program/fiscal support for Recreational Sports Programming Council, SAFC Mānoa Maniacs, and recreational services policy board.
2. Organizational training and development for Recreational Sports Programming Council, SAFC Mānoa Maniacs, and recreational services policy board.
3. Organized recreational play including registration and signups, and recruitment and training of officiating crews.
4. Informal recreational play including gyms, fitness centers, facility management, equipment inventory and maintenance, and recruitment and training of student staff.
5. Recreational equipment rental.
6. Recreational Wellness and Leisure programs including Teams Course, crafts, dance and performance arts, fitness, personal wellness, outdoor land and water recreation, class registration and signups, instructor recruitment and support, and recruitment and training of student instructors.

MĀNOA CAREER CENTER - Org Code: MACSCD (UPDATED)

The Mānoa Career Center oversees all workplace and employment functions for students. They work to ensure a successful transition into the workplace through student employment opportunities, career development activities, internships, cooperative education, and career services through three units.

Career Services – Org Code: MACSCD

1. Provides comprehensive and progressive individual and group career counseling to enable students to make appropriate decisions and choices.
2. Develops and implements intervention programs for the purpose of career development awareness, academic retention during participation in work-based learning, and acquisition of professional practices as it relates to career planning. Collaborates with Enrollment Management, Academic Excellence, and Research and Scholarship support programs as appropriate.
3. Develops, implements, and evaluates career programs to increase student awareness of, and participation in, employment and career services programs.
4. Assists students and alumni in matters related to careers, vocations, and employment by maintaining a career library, job announcements, and credential file.
5. Promotes the UH Mānoa at and through career fairs and recruitment opportunities.
6. Maintains a close relationship with the University of Hawai'i Alumni Association and utilizes alumni to assist students in career decision-making and networking.
7. Conducts evaluative assessments on programs and services offered to ensure support of the University of Hawai'i mission, specifically in student learning, retention, and recruitment.
8. Participates in research and remains updated in current employment trends and issues through local, regional, and national associations.
9. Coordinates with Student Academic Success and Enrollment Management for the provision of Service Learning opportunities to students.

Cooperative Education– Org Code: MACECD

1. Facilitates student work-based learning through progressive career development programming and collaborative partnerships with a spectrum of employers, community, faculty, and staff.
2. Articulates the relationship between academic studies and work-based learning through programming, counseling, and policy recommendations.
3. Administers cooperative education and internship opportunities in coordination with academic units.
4. Partners with the University and business community to develop a comprehensive career/life planning approach to prepare a skilled, civically responsible workforce that will meet the changing needs of the workplace.

Student Employment Services – Org Code: MASECD

1. Interactive database for the purpose of employment processing, student and employer tracing, job posting, and student referrals.
2. Ensures compliance of programming with University, state, and federal laws and regulations in the employment arena including, but not limited to, equal employment opportunity, labor law, civil rights legislation, and federal program guidelines.
3. Serves as advocate for students in employment matters.
4. Administers the Federal Work Study Program, Job Location & Development, and other federal programs as appropriate.
5. Assists all campus employers in filling student assistant positions.
6. Works with Enrollment Management to ensure coordination of employment components of financial aid packages.

UNIVERSITY HEALTH SERVICES – Org Code: MADRHW

The University Health Services reports to the VPSS and oversees all wellness-related services for students through six units. Major functions include:

Administrative Support – Org Code: MAASHW

1. Provides administrative unit support services for department operations including, but not limited to, cashiering, insurance billings and a wide variety of personnel and fiscal matters.
2. Maintain student and patient health records.

Health Education and Promotion – Org Code: MAHPHW

1. Offers public health education programming.
2. Assesses campus health and students' health needs, perceptions, and behaviors.
3. Utilizes peer education and service learning to deliver health education programming.
4. Performs outreach such as small group and health fairs and in-house counseling and information dissemination.
5. Operates a health resource center.
6. Operates services for the prevention and treatment of substance abuse among students.
7. Provides referrals to psychological counseling or medical services through a well-

- developed referral process.
8. Offers health insurance through a student insurance option, as well as tracks commensurate insurance options for international and graduate assistants, including other units in the UH system.
 9. Provides health counseling/education/prevention in such areas as nutrition and body image, alcohol/other drug use, responsible sexuality, tobacco, and wellness/stress reduction.
 10. Provides clinical training and teaching opportunities in Health Services.
 11. Provides practicum and internship opportunities and assistance with student projects.

Medical Staff – Org Code: MAMSHW

1. Provides health care services to students through walk-in medical care.
2. Operates specialty clinics such as Women's Health, Sports Medicine, Physical Therapy, Dermatology, Nutrition, STD screening, and anonymous HIV testing.
3. Provides consultation and campus policy development on public health risks.
4. Trains students in health professions and assists with research projects.
5. Performs public health functions of disease prevention, surveillance, reporting, and control.

Nursing Staff – Org Code: MANSHW

1. Provides health care services to students through walk-in medical care.
2. Provides immunizations, TB tests, travel advice, and physical exams.
3. Performs health clearance for all entering students.
4. Provides Red Cross and other first aid training to students, faculty, and staff.

Laboratory – Org Code: MALBHW

1. Provides laboratory services.

Pharmacy – Org Code: MAPHHW

1. Operates a pharmacy.

STUDENT RESIDENTIAL LIFE - Org Code: MASHS (UPDATED)

The Student Residential Life Office reports to the VPSS and works to challenge and support students within the context of a learning community, to recognize and define themselves as unique, evolving, and self-directed individuals who develop a value system for life-long learning and good citizenship. The Student Residential Life Office supports residential life through its student housing services administration and residential life, and operations units. .

Administration – Org Code: MAADSH

1. Ensures that the housing program is compliant with all applicable federal, state and local laws, and Board of Regent and University policies.

2. Conducts assessments of housing expenditures, evaluates services, and directs the development of comprehensive and dynamic financial plans intended to support department goals and mission.
3. Develops expenditure plans and maintains expenditure controls, requiring analyses of program needs to determine variances and makes recommendations for cost reductions/increases.
4. Serves as the purchasing unit for student housing, ensures funds are encumbered, reviews and prepares procurement and payment documents for compliance with policies and procedures, as well as accuracy.
5. Exercises budgetary oversight for delegated accounts.
6. Interprets UH payroll policies and procedures and ensures departmental compliance.
7. Serves as the collections unit. Establish and oversee policies and procedures to prevent and resolve account receivables in the student and conference housing programs.
8. Oversees the residential food service program including contract management and oversight.
9. Coordinates and reviews all personnel management and EEO/AA functions for department.
10. Monitors and maintains all official personnel records and other required documents.
11. Keeps abreast of technological innovations to improve efficiency, effectiveness, and quality of services for residents.
12. Develops focused marketing strategies to increase desired customer response.
13. Collaborates with appropriate University departments and programs to evaluate and revise policies and procedures to ensure programmatic compliance, efficiency, and effectiveness.
14. Reviews and evaluates various means by which information is disseminated to stakeholders and takes necessary measures to improve information flow.
15. Ensures that the management of assignments and conference housing programs are compliant with federal, state and local laws, and University policies.
16. Administers housing applications, student and conference housing contracts, and room assignments in close coordination with external departments such as Enrollment Management, Financial Aid Services and Scholarships, Athletics, Cashier's Office, and KOKUA program.
17. Coordinates with and provides information to Enrollment Management and collaborates on the development of the Enrollment Management Plan.
18. Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student growth.
19. Develops/implements training programs for staff development, efficiency, and effectiveness.

Residential Life – Org Code: MARLSH

1. Promotes independent living, responsibility, community standards, and academic commitment through the operation of well-maintained, clean, and safe housing for students.
2. Spearheads promotion of community and student development through human issues education, faculty involvement, and leadership programs.
3. Works with colleagues to direct, supervise, and lead a residential life program,

blending student development theory with values inherent in the educational mission of the University.

4. Delivers high quality residence hall retention efforts, develops special housing initiatives, and plans/develops initiatives that support the academic mission of the University in residential communities.
5. Develops/implements training programs for staff efficiency and effectiveness.
6. Provides special initiatives to build recruitment and retention programs for diverse student populations in coordination with the Office of Student Diversity and Inclusion.
7. Collaborates with various campus offices to promote a greater understanding of, and appreciation for, different cultures amongst residents.
8. Conducts needs assessments, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
9. Develops training and marketing materials to promote student leadership development.
10. Provides opportunities to create and conduct academic-based leadership development courses.
11. Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student communication.
12. Creates programming that promotes a sense of belonging.
13. Develops, plans, and implements highly effective residential life activities and other co- curricular social and educational events.
14. Oversees development and training of student paraprofessionals.
15. Enforces community standards guidelines and performs behavioral interventions in accordance with student development theory and University policy.
16. Establishes dedicated graduate student housing to attract and retain top graduate and professional students.
17. Advises and supports leadership development, implements community standards, and promotes self-governance through residence hall councils.
18. Coordinates proactively with the Department of Public Safety and the Honolulu Police Department, as appropriate, to provide a safe environment for residents.
19. Collaborates with New Student Orientation to provide students the opportunity to develop learning skills, attitudes, and familiarization with the campus that are necessary for success during the first year.
20. Develops and implements programming to support new students in their transition into the University of Hawai'i at Mānoa.
21. Develops and implements programming to support transfer students in their transition to the University of Hawai'i at Mānoa.
22. Assists students in identifying off-campus housing.

Student Residential Life Operations

1. Promotes independent living, responsibility, community standards, and academic commitment through the operation of well-maintained, clean, and safe housing for students.
2. Provides leadership, direction, and guidance in the planning, design, and maintenance of the residence halls and grounds.
3. Conducts assessments, evaluates activities, and directs the development of a comprehensive program of facility maintenance intended to support department goals

and mission.

4. Manages maintenance and custodial services for facilities in a manner that provides prompt and appropriate service to the residential community and workplace.
5. Manages repair and maintenance program for student housing facilities to ensure provision of safe, well-maintained facilities for the residential community and workplace.
6. Oversees the maintenance and landscaping of residential buildings and grounds.
7. Coordinates and implements a Preventive Maintenance Plan for housing facilities.
8. Works in partnership with campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the housing programs.
9. Provides leadership in developing and implementing a comprehensive environmental and energy policy in support of the University's strategic sustainability goals.
10. Develops/implements training programs for staff efficiency and effectiveness.
11. Responsible for space and inventory management of supplies, equipment and furniture.

COUNSELING & STUDENT DEVELOPMENT – Org Code: MADRCL

The Office of Counseling reports to the VPSS and oversees all counseling-related services for students through two units Counseling Services (Org Code: MACLCL) and Testing (Org Code: MATECL).

Major functions include:

1. Provides personal counseling services.
2. Provides crisis response.
3. Provides psychiatric consultation services for students to promote the development of intellectually, emotionally, and physically mature individuals.
4. Provides clinical training and teaching opportunities in Counseling Services.
5. Serves as a clinical internship and practicum site.
6. Makes appropriate referrals for career counseling to Mānoa Career Center.
7. Works closely with residential life to provide on-site emergency coverage.
8. Works closely with Health and Wellness education to provide workshops, outreach, and educational opportunities for the campus.
9. Administers tests for clinical assessment purposes.

STUDENT CONDUCT – Org Code: MAJDFA

The Office of Student Affairs oversees all formal judicial affairs involving students.

1. Upholds students' rights under the Family Educational Rights and Privacy Acts.
2. Compiles conduct code violation statistics in accordance with relevant statutes.
3. Works with both students who have been accused of violations of UH Mānoa standards and the victims of such violations.
4. Conducts fact-finding investigations and adjudicates disputes involving the student conduct code.
5. Convenes the Academic Grievance Committee to adjudicate those grievances.
6. Conducts fact-finding investigations and reports for student discrimination complaints.
7. Conducts fact-finding and adjudication of student employment grievances.

8. Educates students on community responsibilities and living as a member of a community.
9. Works with Student Residential Life to train relevant staff on the judicial process and develops the student staff's confrontation, communication, and leadership skills.
10. Educates incoming students about the UH Mānoa Student Conduct Code and Academic Grievance Procedures.
11. Develops and presents preventative and educational programs for all students regarding their rights and responsibilities.
12. Develops and presents programs to assist students in their intellectual, ethical, and moral development.
13. Conducts assessment efforts to evaluate benefits of the sanctions and educational programming for students.
14. Coordinates with the Matsunaga Institute for Peace to ensure smooth operations in dispute resolution and appropriate division of roles between advocate and arbiter.
15. Supports the Office of Institutional Equity and Title IX by serving as an investigator or decision maker for formal Title IX investigations/cases.

CHILDREN'S CENTER – ORG CODE: MACC

The Children's Center at UH Mānoa provides child care services to student parents, faculty, and staff and provides training opportunities for the development of competent professionals in quality integrated child care services.

STUDENT DIVERSITY AND INCLUSION – Org Code: MASEED

The Office of Student Diversity and Inclusion promotes diversity, supports minority students, and promotes access at the UH Mānoa through its various programs. Specific programs include the following:

KŌKUA (Disability Services)
Office of Multicultural Student Services
Veteran Student Services
Graduate Professional Access Program
Health Careers Opportunities Program
Women's Center
LGBTQ+
College Opportunities Program
Federal/State Granted Programs

The major functions include:

1. Implements policies and supports campus and outreach programs to encourage campus diversity, provide equal educational access and accommodate different learners.
2. Provides programs that promote educational equity for needs and interests of Native Hawaiian and other under-represented minorities on campus. Administers the Kua'ana

Student Services program and partners with Nā Pua No’eau, Hawai’i inuiākea School of Hawaiian Knowledge Native Hawaiian Student Services and other university, pre-college and community programs to promote educational equity for the needs and interests of Native Hawaiians.

3. Provides direct services and supports programs at Mānoa, systemwide, lower education, and with community groups to promote access and success for student populations that are first generation college students, under-served and underrepresented in higher education, which include, but are not limited to: African Americans, Filipinos, Hispanic, Laotian and Vietnamese, Native American/Alaska Natives, Native Hawaiians, Samoans and other Pacific Islanders.
4. Provides student support services for equal access and success of students with disabilities, low-income, gay/lesbian/bisexual and transgendered, student parents, women, disadvantaged students, and veterans.
5. Provides a comprehensive range of services including administering the Health Careers Opportunity Program, Graduate Professional Access, Online Learning Academy, career and workforce development, and research on diversity and barriers to equal access.
6. Administers specific merit and need based scholarships that support equity and diversity.
7. Administer non-credit programs for senior citizens attending classes.
8. Supports the Mānoa Commission on Diversity, Diversity and Equity Initiative, and other activities relating to the university’s strategic goals on equity and diversity.

KOKUA (DISABILITY SERVICES) – ORG CODE: MAKOKU

The KŌKUA program provides academic support services to students with disabilities as mandated by federal and state laws, policies and procedures.

The major functions are:

1. Provides comprehensive, customized and confidential disability access services to students with disabilities.
2. Provides technical assistance on federally mandated “equal access” by students with disabilities to faculty, staff and administration.
3. Supports the Commission on Disability Access.

OFFICE OF MULTICULTURAL STUDENT SERVICES

The Office of Multicultural Student Services provides transfer assistance to underrepresented minority students.

The major functions are:

1. Provides tutorial assistance, cultural awareness and recreational activities to underrepresented students at public elementary and intermediate/middle schools through early intervention programs.
2. Provides peer tutorial and mentoring programs to promote proactive academic advising for under-represented minority students.
3. Operates academic support services for underrepresented minorities on campus, including Filipinos, Southeast Asians, and Samoans.

4. Provides support services and advocacy for underrepresented minorities on campus.

COLLEGE OPPORTUNITIES PROGRAM – ORG CODE: MACOP

The COP recruits, screens, selects and prepares high-risk Hawai'i residents for a successful first year on the Mānoa campus; administers summer academic enrichment programs and follow up activities for underrepresented minority students; and offers retention services for minority programs participants during the second semester.

WOMEN'S CENTER – ORG CODE: MAWC

The Women's Center provides support services and advocacy for female students, faculty, and staff through a resource library, cultural activities, referrals, and programs that respond to special concerns of women.

Major functions include:

1. Provides support services and advocacy for lesbian, gay, bisexual, transgender, and queer (LGBTQ) students, faculty and staff through a + resource library, cultural activities, referrals, and programs that respond to specific concerns of LGBTQ+ people.
2. Supports the Commission on LGBTI.
3. Operates academic support services for LGBTQ+ and female students
4. Provides programming to support welfare recipients to work on campus as part of their public assistance.
5. Provides assistance to welfare recipients in navigating the University and State Department of Human Services offices to support their educational pursuits.
6. Operates programming to prevent sexual assault and relationship violence among students.

LGBTQ+

1. Lesbian, Gay, Bisexual, Transgender & Queer+ (LGBTQ+) Center works to maintain a safe and inclusive campus environment that is free from harassment and discrimination.
2. Empower students to create healthy living-learning communities, enhance interpersonal growth, and celebrate academic achievement.

VETERAN STUDENT SERVICES

The Veteran Student Services operates student services and academic support services to student veterans and military connected students.

The major functions are:

1. Provides support services and advocacy for student veterans and other military connected students through campus programming, educational workshops, and other special events related to specific concerns of these populations.
2. Provides assistance with GI Bill benefits, VA educational benefits, and other specialized services for student veterans and military connected students.

3. Provides technical assistance on issues related to student veterans and military connected students for faculty, staff, and administration.
4. Supports the UHM Student Veterans of America chapter.

GRADUATE PROFESSIONAL ACCESS PROGRAM

The Graduate Professional Access Program promotes the success of first generation, low income, and underserved students primarily in the Science, Technology, Engineering and Math (STEM) disciplines.

HEALTH CAREERS OPPORTUNITIES PROGRAM

The Health Careers Opportunity Program provides an educational pathway to health careers at UH Manoa, Kapiolani Community College, and Leeward Community College. Students receive academic advising, individualized counsel and other support services as they pursue health degree programs.

FEDERAL/STATE GRANTED PROGRAMS

Programs include :

Student Support Services
 Mānoa Educational Talent Search (METS)
 Hawaii Educational Talent Search (HETS)
 Child Care Access Means Parents in School
 GEAR UP
 Program for After-School Literacy Support (PALS)/Place-Based Learning and
 Community Engagement in Schools
 Senior citizen visitor program
 Student Parents at Mānoa
 Bridge to Hope

STUDENT ACADEMIC SUCCESS - ORG CODE: TBD (UPDATED)

The Office of Student Academic Success supports the student experience and academic success while at UH Mānoa. Specific programs and learning spaces include the following:

Student Success Center
 Mānoa Advisors
 - Mānoa Advising Center
 - Mānoa Transfer Coordination Center
 - Pre-Health/Pre-Law Advising Center
 - Student-Athlete Academic Services
 First Year Programs
 Learning Assistance Center
 Civic Engagement and Service Learning
 Mānoa Testing Center
 Commencement

In addition, the Office of Student Academic Success is responsible for the management, oversight and daily operations of the Student Success Center at Sinclair and other support programs such as the Mānoa Testing Center. The Student Success Center's goal is to improve the student experience by providing state-of-the-art, easy access to academic advising, campus services and modern spaces for studying and collaboration.

STUDENT SUCCESS CENTER

The Student Success Center (SSC) oversees the management oversight and daily operations of Sinclair Library and other support programs including the Mānoa Testing Center.

The Student Success Center provides a place for students to address individual needs with mentors, tutors, advisors, counselors, and/or professors. At the entrance to the center, the Information Concierge Desk has staff available to assist students in finding the help they need, including referral to other departments on campus, which support students in their academic work. In addition, the center hosts a number of academic advising and support partners. Generous study spaces with electrical power for personal devices are spread throughout the first floor. Group study rooms with media equipment are available for student use via online reservation. The center is open long hours and permits students to bring their own food, all in a space that has natural light and air.

MĀNOA ADVISORS – Org Code: MAMAC

The Mānoa Advisors division is comprised of four campus-wide academic advising units that serve students in diverse populations as they work towards their academic goals: Mānoa Advising Center, Mānoa Transfer Coordination Center, Pre-Health/Pre-Law Advising Center, and Student-Athlete Academic Services. The advising units work with students who are exploring their major options, preparing for and transferring to UH Mānoa, pre-professional students working toward health and law programs, and student-athletes. These student populations pursue majors across the entire UH Mānoa campus and, thus, the Mānoa Advisors collaborate with colleagues across all academic units in order to support and advise students. Due to the distinct, independent, and unique functions of these offices, each unit has its own Director/Department Chair who oversees the day-to-day operations of its office.

The Director will coordinate the efforts, resources, and budget of the four units and will report to the Assistant Vice Provost of Student Academic Success. The Director works collaboratively with administrators, governance groups and school/college advisors to establish consistent campus-wide advising policies and practices to be implemented at both central and school/college levels. As a campus-wide advising advocate, the Director has the responsibility to ensure the most effective student experience by improving campus-wide communication and collaboration between central and school/college units; managing policies and procedures related to academic advising; ensuring consistency, integration and quality of advising; ensuring equitable access to advising for all students and representing academic advisors and their concerns to administration for consideration in campus decisions.

The Director has the authority to work with the Deans and Directors and the respective advising units in each of the schools/colleges as well as with units that provide campus-wide services, to discuss and propose campus-wide policies and practices; oversee the implementation and execution of campus-wide initiatives, coordinate advisor training and professional development, ensure accountability in conducting regular assessment of advising for continuous improvement, establish consistent execution of campus-wide policies in collaboration with the Mānoa Faculty Senate, Mānoa Staff Senate and Mānoa Deans, Directors and administrators.

Mānoa Advising Center

Mānoa Advising Center (MAC) provides advising for all Exploratory (undeclared) students in the following pathways: EX (Exploratory), EXAH (Exploratory Arts & Humanities), EXB (Exploratory Business), EXHS (Exploratory Health Sciences), EXSS (Exploratory Social Sciences), and EXST (Exploratory STEM). MAC is staffed by both academic advisors and peer advisors. MAC's mission is to assist students in finding the majors that best fit their interests, abilities, and goals and connect them to their majors as soon as possible in order to encourage active participation, involvement, and engagement. MAC operates as a college/school level advising office because it provides comprehensive services. MAC advisors are intentionally placed outside of any graduating college/school to serve as experts in understanding how to best support students to enter the over 100 majors offered at the University and are well positioned to present all potential majors options to students. MAC also serves declared students who are considering switching majors or who wish to weigh their options. MAC advisors serve as liaisons to the various majors offered on campus and provide targeted messaging, workshops, and a series of courses designed to assist students in major selection through self-reflection, awareness of identity, and career and major exploration. MAC students are required to fulfill mandatory advising every semester until they are in their declared major. Since MAC advisors are involved in connecting students to prospective majors, they are purposefully engaged in the broader campus community in order to best serve their students. They lead cross-campus programs and initiatives, including:

- Exploratory Program
 - UNIV 140, 240, 340
- Mānoa Peer Advisor Program
 - UNIV 350, 450
- New Student Advising
- Mānoa Sophomore Experience

Mānoa Transfer Coordination Center

The mission of the Mānoa Transfer Coordination Center (MTCC) is to facilitate the smooth transition of transfer students into UH Mānoa. MTCC supports transfer student success through collaboration with faculty and staff at UH partner campuses, coordination of the Ka'ie'ie program, and providing advising support throughout the transfer process. The goal of these efforts is to advocate for transfer student needs and to increase student access and completion at UH Mānoa. To learn more about Ka'ie'ie, visit www.uhcc.hawaii.edu/kaieie.

Major Functions include:

1. Implement, manage, and market the Ka'ie'ie Degree Pathway Program at all seven partner UH Community College campus.
2. Manage caseload of Ka'ie'ie students at each CC campus.
3. Provide pre-transfer academic advising and planning for students at assigned University of Hawai'i Community College campuses who are preparing for transfer to UH Mānoa.
4. Advocate for transfer student needs on the UH Mānoa campus via participation in campus wide councils, boards and committees.
5. Represent UH Mānoa on the seven UH Community College campuses.
6. Represent UH Mānoa on UH System convenings related to transfer within the system including: Academic Advising and Transfer Network (AATN), Returning Students Workshops, UH Transfer Day system wide planning, STAR Pinning Workgroup, etc.
7. Provide transfer knowledge for UHM faculty and staff and support articulation and transfer efforts between UHM and partner campuses.
8. Connect UHM programs with UHCC colleagues to improve information flow, to support more accurate and timely advising for potential transfer students and to highlight transfer student needs.

Pre-Health/Pre-Law Advising Center

The Pre-Health/Pre-Law Advising Center (PAC) is a walk-in resource open to the public for those interested in law, medicine, or other health fields (dentistry, occupational therapy, optometry, pharmacy, physician assistant, physical therapy, etc.). PAC advisors help students explore and clarify their career goals, plan appropriate course work, find opportunities to gain experience, apply to professional programs, review personal statements and résumés, provide mock interviews and hold workshops throughout the year.

Major functions include:

1. Create and provide resources and tools that provide advisees with accurate and relevant information.
2. Engage with advisees through individual advising, workshops and events.
3. Outreach to advisees through communication and events.
4. Help address common issues advisees face.
5. Provide various options and opportunities for students to develop professionally and personally and to achieve their professional goals.
6. Collaborate with organizations within and outside of the UHM campus that would benefit our students.

Student Athlete Academic Services – Org Code: MASAAS

The mission of Student-Athlete Academic Services is to: Support the recruitment, retention and graduation of all student-athletes at UHM; Monitor academic eligibility, certification and prepare documentation as mandated by the NCAA; Provide comprehensive support services to facilitate students' personal and academic growth and foster increased academic engagement, responsible citizenship, and leadership.

Major functions:

1. Provides mandatory advising for current student-athletes and functions as the primary advisor for all exploratory student-athletes. SAAS advisors collaborate with UHM's school/college/department advising office(s) to support the degree completion of each student-athletes. In addition, SAAS provides academic advising to prospective student-athletes.
2. Provides information about institutional policies and procedures and NCAA bylaws to student-athletes, coaches, faculty, and staff.
3. Monitors, documents, and supports student-athlete academic progress and eligibility according to NCAA bylaws and athletic conference policies and procedures.
4. Develops and implements a wide variety of targeted programs to support student-athletes and foster their holistic development.
5. Supports equity, inclusion, and diversity by integrating culturally responsible practices into services and programs.
6. Consults with coaches, athletic department staff, and faculty to advocate for the academic needs of student-athletes.
7. Supports student-athletes in creating and implementing personalized academic success plans.
8. Participates within the university community through service on campus-wide committees and within the broader advising community through professional organizations.
9. Develops, collects, and distributes assessments to analyze services and programs, which informs program development and advising approaches.

LEARNING ASSISTANCE CENTER – Org Code: MALAC

The Learning Assistance Center (LAC) applies a holistic approach in providing educational support services and programs to address students' needs in relation to achieving academic goals in a structured, collaborative learning environment designed to develop independent, effective learners. LAC services assist students in establishing effective strategies for studying independently and with others, adjusting learning approaches and behaviors to fit their unique needs, and developing a functional understanding of course content. LAC's tutors participate in continual training that develops their leadership and communication skills, and the ability to work effectively with the University's diverse population.

Major programs include:

- **Peer Tutoring** - Individual and small group content area tutoring.
- **Supplemental Instruction (SI)** - Weekly study group that focuses on collaboration and interaction facilitated by trained tutors to help students understand and apply course content with guidelines provided by the course instructor.
- **Housing Success Center** - Evening walk-in tutoring in the residential hall.
- **Academic Coaching** – A comprehensive service for students to improve their academic self-management and learning skills, and develop a strong sense of ownership in their success.

FIRST YEAR PROGRAMS – Org Code: MAFYP

The First Year Programs increases student engagement by bringing diverse groups of first-year students with similar interests together to study, learn, and build community through

learning communities and first year experience coursework committed to supporting educational, developmental, and social needs.

Major functions include:

1. Manages the development of learning communities to improve the quality of the undergraduate academic experience.
2. Develops first year coursework to improve student success and retention.

OFFICE OF CIVIC AND COMMUNITY ENGAGEMENT – Org Code: MASL

The Office of Civic and Community Engagement offers UHM students and community agencies the opportunity to participate in a partnership of volunteer services. Major functions include:

1. Functions as a clearinghouse linking students interested in donating time and experience with volunteer agencies within the community.
2. Coordinates grants received for service learning.
3. Provides programming to coordinate and infuse volunteer programming into learning pedagogy. Reports on measures and metrics to determine costing and outcomes.
4. Serves as the headquarters for Hawai'i/Pacific Islands Campus Compact, a membership organization of presidents and chancellors to promote civic engagement in higher education. Hawai'i/Pacific Islands Campus Compact also provides opportunities for students to become members of AmeriCorps, a federal service program.
5. Managing the Service Learning & Hawaii Pacific Islands Campus Compact.

Service Learning & Hawaii Pacific Islands Campus Compact – Org Code: MASLCC (Non-Appropriated Funds)

To support the civic engagement mission of Higher Education. Funding and training are obtained to incorporate service into courses; community organizations receive volunteers and outreach assistance, and students receive access to educational funding and service opportunities.

MĀNOA TESTING CENTER

The Mānoa Testing Center (MTC) offers exam proctoring support services for UH Mānoa faculty and students.

The following services are provided by MTC:

- Instructor self-administered online remote proctor training sessions
- Compensation allowances for additional proctors who are identified by instructors
- Additional remote student proctors for eligible *online* exams
- In-person synchronous exams for students who are unable to meet online remote testing requirements
- In-person distance learning and student-athlete exam proctoring
- A method for students to “find their own proctor” if they are unable to meet online remote

- testing requirements *AND* are unable to come into MTC
- In-person make-up exams for eligible courses
- Graduate/professional school entrance exam room reservation

COMMENCEMENT

To support commencement related functions, the activities including the planning for and coordination of Mid-Year and Spring commencements, are developed and implemented in consultation with the Office of the Provost and the Office of the Vice Provost for Academic Excellence.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF VICE PROVOST FOR ENROLLMENT MANAGEMENT

FUNCTIONAL STATEMENT

OFFICE OF VICE PROVOST FOR ENROLLMENT MANAGEMENT - Org Code: MAEM

The Office of the Vice Provost for Enrollment Management (OVPEM) has leadership responsibilities for the planning, direction, coordination and management of the enrollment services and initiatives for the UH Mānoa. The Vice Provost for Enrollment Management (VPEM) serves as the senior enrollment management officer and policy advisor to the Provost on enrollment matters and is a member of the Mānoa Cabinet and Provost's Council.

The VPEM partners with academic deans, chairs, faculty, vice provosts and other administrative leaders to achieve and maintain the University's optimal enrollment. Given this focus, the VPEM will lead an integrated and robust enrollment function that will strategically position UH Mānoa for long-term and sustainable student growth and success. The VPEM will develop and operationalize a comprehensive integrated strategic enrollment management philosophy, that spans the lifetime of a student—from prospect to alum.

The VPEM provides leadership and is responsible for cross-divisional and departmental collaboration and coordination to optimize student success goals and strategies from recruitment through graduation and beyond. The OVPEM will develop enrollment goals and a strategic enrollment management (SEM) plan in consultation with University and Academic leadership. Under the leadership of the VPEM, enrollment management programs will provide seamless services to undergraduate and graduate students for recruitment, admissions, financial aid and scholarships, registration and student records and assist in the transition into and through college life. The VPEM and OVPEM works collaboratively with the Vice Provost for Student Success and Student Success Offices to provide support for the University's student success goals and strategies by assisting with the development of retention and degree completion strategies; building strategic alignments between enrollment and student success to support a seamless and cohesive student experience; and developing areas of collaboration; and collaborating with and assisting all constituent university offices to plan and carryout new student orientations. The VPEM also works collaboratively to support College/school/department recruitment efforts and the Schools and colleges and alums to assist with enrollment goals and objectives.

The VPEM provides leadership and strategic direction for the following centralized areas: University marketing and brand management, including digital marketing and setting website standards for enrollment management units; Early College recruitment and processing and review of agreements; transfer student enrollment (new student enrollment, transition and retention); international admissions and recruitment; enrollment technology and data analytics.

In addition, the VPEM provides leadership and strategic direction for the following units:

- Office of Admissions (including undergraduate and graduate admissions)
- Office of the Registrar

- Office of Financial Aid Services and Scholarships

Specific OVPEM responsibilities include the following:

- A. In support of the chief enrollment officer
 1. As a member of the provost's team, develops relationships with the Graduate Division, schools and colleges and within academic affairs, student success and other campus partners to ensure seamless services and support throughout a student's academic and personal UH Mānoa experience.
 2. Collaboratively develops a strategic plan for enrollment that is aligned with the UH Mānoa's Vision, Mission and Strategic Plan.
 3. Engages the campus community across divisions and departments in discussions about the UH Mānoa's enrollment vision and strategies.
 4. Establishes and maintains collaborative partnerships with graduate division, schools, colleges, research units, academic departments and academic leadership to reach and sustain graduate and undergraduate new student enrollment, overall enrollment, retention and student success goals.
 5. Collaboratively develops enrollment and revenue projections.
 6. Operationalizes the Strategic Enrollment Management (SEM) plan to meet headcount and revenue goals.
 7. Strategically utilizes data to reach enrollment goals and objectives.
 8. Represents Enrollment Management on university, college and school, and departmental strategic planning committees as requested and needed.
 9. Provides budget administration for OVPEM operations.
- B. In support of the campus mission and objectives
 1. Provides guidance and supervision to the Offices of Admissions, the Registrar, Financial Aid Services and Scholarships.
 2. Works collaboratively with deans and academic departments to coordinate Mānoa's Early College recruitment and processing, and review Early College agreements.
 3. Leads and inspires an innovative and effective enrollment management team.
 4. Designs and implements strategic recruitment and admission plans to meet undergraduate and graduate enrollment goals.
 5. Designs and implements financial aid awarding strategies to best leverage scholarship dollars.
 6. Oversees and ensures that financial aid processes, procedures, awarding and reconciliations are conducted in accordance with state and federal regulations and procedures.
 7. Develops and guides marketing strategies and brand management for recruitment.
- C. In support of analytical and technological capabilities
 1. Ensures consistent and accurate use of enrollment data in collaboration with-UH System IR, Mānoa IR Offices and other UH Mānoa departments, units, colleges, and schools as appropriate.
 2. Utilizes data to meet enrollment goals and objectives.
 3. Produces regular and systematic comparative reports that detail annual monthly, weekly and daily progress toward enrollment goals.

4. Employs national and international trends in higher education and developments in competitor institutions in planning and setting enrollment strategies.
5. Effectively utilizes predictive modeling for admissions, recruitment, financial aid and retention.
6. Provides expertise and understanding of how and which (current and future) institutional technologies can assist the University to optimize enrollment results and ensure the most efficient and effective use of staff resources.
7. Manages the student information system for the UH Mānoa campus in consultation with the Office of the Vice Provost for Student Success, Office of the Vice Provost for Academic Excellence and the Office of the Vice Provost for Research and Scholarship.

OFFICE OF ADMISSIONS Org Code: MAOAEM

The Office of Admissions (OOA) is responsible for planning, implementing and directing the activities and overseeing policies and procedures for undergraduate and graduate admissions, recruitment, counseling and admission operations, except for Medicine, Law and Business. The Director of Admissions, in consultation with the VPEM, is responsible for meeting annual enrollment targets for first-year undergraduate and graduate student, transfer, and international students.

The OOA works collaboratively with other enrollment offices to organize and maintain a highly efficient, and team-based enrollment model. The office is responsible for developing and sustaining relationships with key constituents, such as prospective students, parents, high school and independent counselors, alumni and community colleges. In addition, this office works closely with Mānoa schools and colleges, academic departments, faculty and the Graduate Division under the Vice Provost for Academic Excellence. The office works closely with the Graduate Division to support graduate student success from admissions to graduation

Major Functions include:

1. Works in conjunction with the Vice Provost for Enrollment Management (VPEM) on all matters related to the development and implementation of strategic enrollment plans and meeting the University's short-term and long-term enrollment goals.
2. Serves as a campus resource for recruitment, admissions and enrollment, establishing relationships with key partners in all areas.
3. Assists in setting annual recruitment targets in consultation with the VPEM.
4. Develops strategic, data-driven new student admissions recruitment, marketing, and enrollment strategies and goals with the VPEM.
5. Works collaboratively with the Graduate Division on orientation activities for newly admitted graduate students.
6. Partners with University administration, faculty committees, students, athletics and external organizations to manage a holistic admission plan.
7. Consults with faculty to establish admission's policies and procedures, including admission criteria, for new and transfer domestic and international students. In addition, collaboratively works with the VPEM, Graduate Division, schools and colleges, and departments to establish admission's policies and procedures, including admission criteria, for new graduate students to the University.

8. Responsible for the recruitment, selection and enrollment of new first-year and transfer students, including oversight of the application review process.
9. Processes initial applications for new graduate students and ensures appropriate departments and programs receive application materials that are collected at the campus level.
10. Participates in developing and implementing recruitment and communication strategies with the VPEM, the Associate Director of Recruitment and the Enrollment Marketing Manager.
11. In collaboration with the Associate Director for Recruitment and the Enrollment Branding and Communication Manager, oversees marketing/target analysis, lead generation oversight, prospect-enrollment pipeline development; high school outreach and off-campus recruitment events; coordinate alumni volunteer programs; and develop print and electronic admission materials, web content and social media.
12. In conjunction with the Associate Director for Recruitment, oversees territory management plans and monitors the travel budget for admissions staff members related to recruitment and outreach activities.
13. In collaboration with the Associate Director for Operations, oversees and provides guidance for the operational support of admissions operational functions
14. With the associate directors oversees the hiring process, training and evaluation of admission staff members.
15. Provides leadership development and training of departmental and University staff and faculty in areas related to admission, marketing and recruitment of students.
16. Knowledge of enrollment management best practices, NACAC guiding principles, and the Family Education Rights and Privacy Act
17. Presents and analyzes data regarding new student admissions to assess status toward goals, areas of concern, and relevant trends, and use of that data to direct recruitment initiatives mid-cycle and for future planning.
18. Assesses and assists in developing needed technologies to increase service to students and efficiencies in processes.
19. Assist in developing, implementing and marketing new articulation agreements with other institutions to encourage more transfer students to attend UH Mānoa.
20. Evaluates prior college-level work from other U.S. institutions, foreign institutions, military service and schooling, Advanced Placement Program, and College Level examination.
21. Consulting with academic departments, determines course transferability and course equivalencies.
22. Continuously evaluates the effectiveness and efficiency of the means by which applications are solicited, reviewed, and acted upon.
23. Continually assesses admissions standards and academic policies related to admission of students and transfer of coursework; recommends changes when appropriate.
24. Specific to graduate admissions:
 - a. Processes admission applications to include moving application to appropriate academic departments. Conducts admissions evaluation for graduate programs including master's, doctoral, professional degrees and graduate certificates to include GPR calculations, transcript articulation, credential maintenance and admissions requirement adherence.
 - b. Manages the movement of admissions files between the University Registrar's Office, academic departments and the Graduate Division.

- c. Monitors and awards fee waivers and/or tuition differentials for designated groups (e.g. McNair Scholars, Special talents, WGRP).
- d. Coordinates mailing of all official UH Mānoa admissions letters.
- e. Processes Banner and Touchnet reconciliation.
- f. Intakes and processes Statement of Intent to Register (SIR).
- g. Collects, processes and maintains supporting admissions documentation.
- h. Maintains records of official and unofficial test scores.

OFFICE OF THE UNIVERSITY REGISTRAR - Org Code: MARGEM

The Office of the University Registrar (OUR), ensures the integrity, accuracy, and security of all academic and educational records of the UH Mānoa's students and has a critical role in ensuring compliance with federal, state, and other regulatory agencies. The OUR is the university resource regarding institutional academic policies and practices and serves as the custodial office for academic records and plays a central role in the development and implementation of University academic and administrative policies requiring significant interaction and collaboration with other departments within the University as well as administration, faculty, staff, and students. In addition, the office provides leadership in advancing the University's student information systems and innovates new capabilities to advance operational efficiency and effectiveness.

Major functions include:

1. Monitors the approval process for curricular proposals and other changes that affect the college's catalog, class schedules, and databases, and implements those changes.
2. Supports the enrollment management effort by providing essential data and management information.
3. Develops and implements short and long-term strategies that meet the goals of the department and division in alignment with Mānoa's priorities and mission.
4. Manages registration, grading, verification of graduation and production of diplomas.
5. Provides current and past students with official documentation of their academic record including transcripts, verification of enrollment, and verification of degree.
6. Oversees the permanent storage and maintenance of student academic records.
7. Provides functional leadership for the administration of the student information systems.
8. Plans, coordinates, and administers the registration process. Evaluates the effectiveness and the efficiency of the registration procedures utilized.
9. Plans, coordinates, and administers grade reporting for the fall and spring regular day semesters.
10. Establishes, implements, and manages procedures for students petitioning to graduate.
11. Establishes procedures for creating and maintaining student records in accordance with accepted national standards, University rules and regulations, and Federal privacy regulations
12. Creates and maintains official academic records for all students in conformance with the established standard of accuracy.
13. Establishes procedures for reporting student enrollment information in compliance with federal financial aid compliance rules.
14. Establishes procedures to safeguard the confidentiality of records in accordance with federal and state legislation (e.g., the Family Educational Rights and Privacy Act of 1974) and University policies and procedures.

15. Administers Veteran's Administration benefits for all qualified veterans and/or dependents.
16. Responsible for NCAA athletic eligibility certification.
17. Oversees day-to-day management of policies, procedures and processes in the OUR.
18. Supervises and manages staff to provide excellent service to all stakeholders.
19. Mentors and leads OUR staff with attention to professional development and training.
20. Serves as a member of appropriate college committees as appointed.

OFFICE OF FINANCIAL AID SERVICES AND SCHOLARSHIPS - Org Code: MAFAEM

The Office of Financial Aid and Scholarships is responsible for leading the strategic planning and implementation of financial aid awards, communication plans, business processes and student service redesign, budget management, supervision of employees, operations management, and successful collaboration with academic schools/colleges and other university constituents. The department ensures federal and state regulatory compliance, develops best practices, and is the leading authority on all matters pertaining to financial aid, working collaboratively with the Bursar's and Cashier's office.

Major functions include:

1. Sets the strategic direction for financial aid, scholarships and awarding with specific focus on improving yield of incoming students and retention of current students.
2. Oversees a team who advise current and prospective students and families on all aspects of financial aid. This includes ensuring that students are informed of the financial aid process and requirements; application and verification procedures; available financial aid programs; educational costs; and financial management strategies including loans, financing options, payment plans and other student finance related matters.
3. Directs all day-to-day office activity to ensuring effective planning, supervision, staff training, communication, developing and implementing policies and procedures, regulatory compliance, fiscal management, data analysis, quality assurance, and reporting.
4. Advises the institution on matters relating to compliance with applicable rules, regulations and policies affecting the eligibility, availability and delivery of student financial aid.
5. Establishes best practices and processes to ensure regulatory compliance.
6. Oversees audits and program reviews.
7. Devises and implements strategies to ensure the financial aid office works collaboratively with admissions, schools, colleges and departments to strategically recruit talented students to meet the University's enrollment goals.
8. Oversees internal and external communication approaches, mechanisms, and literature used to inform students and families about financial aid/student accounting policies and procedures.
9. Leads the implementation of strategic awarding/predictive modeling to expend university scholarship funds strategically and responsibly to meet enrollment goals.
10. Provides oversight of scholarship programs and department/colleges to ensure timely awarding of funds in line with the mission and goals of the institution.

11. Collaborates with Development and Alumni Relations to develop strategic awarding of restricted funds to serve both students and donors appropriately.
12. Ensures availability of professional development opportunities for financial aid staff with ongoing training to improve awareness of the ever-changing higher education landscape.
13. Continually automates processes and procedures to ensure data integrity and to expedient delivery of information to students.
14. Provides timely and accurate information to applicants regarding availability of funds, application procedures, need analysis methodologies, and awarding criteria.
15. Identifies and secures appropriate student financial aid funds from federal, state, and private sources.
16. Develops, coordinates, and participates in outreach activities with various on and off-campus partnerships, including, but not limited to, the Admissions Office, Student Success units, community colleges, high schools, and community service organizations.
17. Develops and oversees implementation of a financial literacy initiative to better equip students and families to make sound, informed decisions on the implications of loan debt, payment plans, and financing their college education.
18. Assists in the develop academic student success modules/courses that promote financial literacy and student success.
19. Summarizes data from multiple sources, prepare management reports, and presentations.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE PROVOST FOR RESEARCH AND SCHOLARSHIP
FUNCTIONAL STATEMENT

OFFICE OF THE VICE PROVOST FOR RESEARCH AND SCHOLARSHIP (OVPRS) –
Org Code: MAVCRS

The Office of the Vice Provost for Research and Scholarship (OVPRS) has leadership responsibility for the planning, direction, initiation, development, and coordination of research and scholarly work at UH Mānoa. The Office promotes and facilitates activities that advance UH Mānoa’s distinction as a Carnegie R1 doctoral university with “Highest Research Activity.” The Vice Provost for Research and Scholarship (VPRS) serves as the senior research officer and policy advisor to the Provost on research matters and is a member of the Mānoa Cabinet, the Provost’s Council and the Mānoa Leadership Team.

The VPRS has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Mānoa Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for research compliance of the faculty, students and staff with Federal and State regulations, and to take actions to improve the research climate at the UH Mānoa.

In support of deans and directors, the VPRS and OVPRS direct the UH Mānoa’s research programs through the development of governing policies, the conduct of program planning and assessment, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources. The OVPRS is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The OVPRS facilitates and encourages innovation, technology transfer, and economic development activities at the UH Mānoa by interacting with UH System Office of Innovation and Commercialization responsible for supporting these activities.

The VPRS provides leadership and strategic direction for the following units:

- Strategic Research Development
- Postdoctoral and Student Research
- Environmental Health and Safety Office

Specific OVPRS responsibilities include the following:

1. Initiates and develops long-range planning for research at the UH Mānoa.
2. Facilitates the activities of the research units and programs through the respective academic deans and directors.
3. Manages strategic initiatives, research program development, and business operations of the OVPRS.
4. Finds means by which the research environment can be improved and made more conducive to research and advising faculty about strategic research funding

- opportunities and development.
5. Identifies opportunities for Federal and private funding of research and helping researchers seek extramural grant support for their research.
6. Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiatives headed by the OVPRS, and the management of internal resource allocations within the OVPRS.
7. Provides advice, assistance, financial support, and administrative guidance for new strategic research programs during the formative or start-up phases.
8. Provides support for research opportunities for graduate students at the UH Mānoa.
9. Facilitates postdoctoral research and affairs in collaboration with programs and units at UH Mānoa
10. Administers and coordinates a campus-wide Undergraduate Research Opportunities Program for undergraduate students in all disciplines.
11. Interacts with the UH System Office of the Vice President for Research and Innovation (including Office of Research Services, Office of Innovation and Commercialization, and Office of Research Compliance) to foster research, technology transfer, and commercialization activities at the UH Mānoa.
12. Assists in the review of and consultation on non-sponsored research agreements between UHM and non-UH entities to ensure conformity with statutory, regulatory, and UH policy and procedural requirements.
13. Selects/appoints UH Mānoa representatives to various external and internal boards and committees associated with University research programs.
14. Serves as the Provost's representative and advisor on interactions with the Research Corporation of the University of Hawai'i.
15. Serves as the Provost's representative for research with a variety of individuals, groups and agencies, both inside and outside the UH Mānoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the UH Mānoa's research programs and capabilities.
16. Supports the Provost in other research matters as directed.

STRATEGIC RESEARCH DEVELOPMENT – Org Code: TBD

Strategic Research Development is responsible for strategic, proactive, and capacity-building activities designed to facilitate individual Principal Investigators and their research teams in attracting extramural research funding, creating internal and external relationships, and developing and implementing strategies focused on advancing institutional competitiveness in targeted areas of strengths.

Major functions include:

1. Identifies and disseminates extramural research funding opportunities targeted to faculty members' research expertise.
2. Fosters research team building via promoting and providing guidance for intra- and extra- mural interdisciplinary collaborations among faculty at campus, state, national, and international levels.
3. Identifies and assists faculty in applying for honorific awards.
4. Fosters innovative research directions in support of UH Mānoa's strategic goals

- and initiatives via catalyzing new cross-disciplinary research initiatives.
- 5. Manages and coordinates UH Mānoa faculty expertise database and other collaboration analytic tools.
- 6. Manages faculty research travel award program.
- 7. Coordinates and manages UH Mānoa limited submission opportunities process in collaboration with the UH Office of Research Service.
- 8. Convenes a campus-wide research administrative support committee.

POSTDOCTORAL & STUDENT RESEARCH – Org Code: TBD

Postdoctoral and Student Research at UH Mānoa promotes, enhances, and supports a vibrant research community campus-wide. The Postdoctoral and Student Research office is responsible for facilitating the engagement of postdoctoral researchers, undergraduate and graduate students in research and creative work activities related to their disciplines and assisting in advancing a supportive research and creative work campus culture that optimizes academic and professional growth.

Major functions include:

1. Administers the Undergraduate Research Opportunities Program (UROP) including development, coordination, and management of faculty-mentored undergraduate research and creative work opportunities across all disciplines at UH Mānoa. Programs and activities supported by UROP include: the Summer Undergraduate Research Experience (SURE) program, the SURE Symposium, Undergraduate Showcase Events and other undergraduate student presentation venues, UROP funding opportunities, and UROP Council (UROC).
2. Facilitates and supports graduate student research and scholarly work in collaboration with graduate degree programs, UH Mānoa Graduate Student Organization, and the Graduate Division by helping graduate students identify and pursue funding opportunities for research and scholarly work in efforts to promote graduate student research activities.
3. Facilitates postdoctoral research scholars' career advancement and promotes an enriched community for postdoctoral research scholars in collaboration with programs and units at UH Mānoa.

ENVIRONMENTAL HEALTH & SAFETY OFFICE – Org Code: MAEHSO

The Environmental Health & Safety Office (EHSO) works to promote a safe R1 campus environment through the development and administration of health and safety programs critical to education and research. The EHSO includes the following functional units: Radiation Safety, Diving Safety, Occupational Health and Safety, Hazardous Materials Management, and Environmental Compliance.

Major functions include:

1. RADIATION SAFETY – Org Code: MARSEH

Monitors the procurement, use, storage, and disposal of radioactive isotopes and radiation sources in accordance with the University's Nuclear Regulatory Commission

(NRC) license. Monitors the safe use of level 3 and 4 lasers in accordance with the Laser Safety Program.

2. DIVING SAFETY – Org Code: MADSEH

Monitors the safe conduct of compressed gas diving, for University scientific, educational and/or commercial diving activities using SCUBA and/or other underwater diving life support systems, as required by federal and state commercial diving regulations, and consensus national community standards.

3. OCCUPATIONAL HEALTH & SAFETY – Org Code: MAOHEH

Monitors laboratories, facilities and operations for compliance with federal and state rules and regulations related to workplace safety and health via consultation, inspection, hazard evaluation and training.

4. HAZARDOUS MATERIALS MANAGEMENT – Org Code: MAHMEH

Manages the identification, classification, storage and transportation of potentially hazardous chemicals. Also manages the disposal of hazardous wastes generated by University operations in accordance with federal and state regulations.

5. ENVIRONMENTAL COMPLIANCE – Org Code: MAECEH

Monitors University operations for compliance with U.S. Environmental Protection Agency and State of Hawai'i rules and regulations related to the protection of the environment (e.g. storm water management, air and water pollution).

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF GLOBAL ENGAGEMENT

FUNCTIONAL STATEMENT

MĀNOA OFFICE OF GLOBAL ENGAGEMENT - Org Code: TBD

The Mānoa Office of Global Engagement (OGE) provides leadership for advancing programs and initiatives that increase the global connectedness and stature of UH Mānoa, and provide experiential learning opportunities at national and international levels. The EM serves as advisor to the Provost on related members and is a member of the Provost's Council with authority to establish policies and procedures necessary to implement system policies and procedures, comply with federal and state laws, regulations and reporting requirements, and implement sound practices.

The EM provides leadership and strategic direction for the following units:

- Mānoa International Exchange
- Study Abroad Center
- National Student Exchange
- International Student Services
- Faculty and Scholar Immigration Services

Specific OGE responsibilities include the following:

1. Develops strategic plan and broad campus-wide strategies and appropriate policy for global engagement and internationalization that support the positioning of UH Mānoa as a premiere Asia-Pacific research university.
2. Integrates and infuses global perspective and engagement throughout the entire institution and in teaching, research and service initiatives, partnering with senior leadership on building intercultural competency and endeavors and working with deans and directors on multi-disciplinary and innovative approaches.
3. Brings awareness of and leverages international partnerships and networks with various countries, institutions and non-government organizations to better serve the mission and vision of the campus.
4. Ensures compliance with applicable federal and state laws, regulations and reporting requirements including Section 117 of the Higher Education Act of 1965, and appropriately aligns strategic and policy direction.
5. Provides central expertise and strategic support on international matters including but not limited to:
 - a. Coordination with system offices including academic planning and policy, research and innovation, legal affairs, export controls and risk management to safeguard the university.
 - b. Development and implementation of policy, procedures and guidelines for international agreements, partnerships, initiatives and activities; provision of service and guidance to schools and colleges; and ensure consistent approach

- on routine and specialized agreements in accordance with system and campus direction.
- c. Provision of protocol support and guidance for the campus.
- d. Provision of sound logistical support and advice for campus faculty, student exchanges and visits abroad, as well as visiting scholars and students from abroad, on matters including international travel safety and security.
- e. Communication of Fulbright program and various international scholarship opportunities.
- 6. Collaborates with senior administrators on cultivating research, professional development and experiential learning abroad for faculty and staff, and works with appropriate leadership on student experiences.
- 7. Coordinates the university's physical presence abroad through global portals as needed, as well as collaborating with administrators on creating physical as well as academic and research spaces for international visitors and students on campus.
- 8. Collaborates with faculty, scholar and student immigration services to provide support for petition, certification and/or visa matters for employees, scholar visitors and students.

MĀNOA INTERNATIONAL EXCHANGE - Org Code: MAMIEX

Mānoa International Exchange (MIX) serves as the UH primary point of contact and key resource on developing, implementing and maintaining international exchange agreements and partnerships with foreign institutions, with reporting functions related to such agreements.

Major functions include:

- 1. Coordinates application, accommodation, arrival and orientation activities for incoming international exchange non-degree seeking students from both partner and non-partner institutions.
- 2. Coordinates promotion, selection, application, and pre-departure orientation activities for outbound UH students.
- 3. Oversees the administration and allocation of tuition waivers supporting international student exchange programs.
- 4. Provides support services to UH students abroad.
- 5. Provides support services to international students from exchange partner institutions and non-partner institutions.

STUDY ABROAD CENTER - Org Code: MASTAB

The UHM Study Abroad Center (SAC) together with the Council on Study Abroad develops, administers, implements, delivers, and evaluates Study Abroad programs conducted at overseas institutions of higher education for the UHM. While the Study Abroad programs have carefully identified academic objectives that reflect and complement UHM undergraduate curriculum, Study Abroad programs provide “hands on” and “in-country” experiences that enable students to analyze, appreciate, comprehend, and interpret global circumstances; situate the United States as a part of the present global community; broaden perspectives, develops competence, and improve students' ability to make personal and public policy decisions as responsible citizens of an international society who are informed about world relations and are

capable of considering national as well as international perspectives. UHM faculty are directly integrated into most programs as Resident Directors who also offer UHM classes on site.

SAC's emphasis for students is on undergraduate degree programs. The courses offered in Study Abroad Programs are articulated and mapped into each student's curriculum by Study Abroad Advisers who are embedded in a variety of College Advising Centers. Faculty are appointed in these Study Abroad Programs by the Study Abroad Council so that they can teach, conduct research, develop new courses, mentor and monitor students for academic progress in these programs. The Study Abroad Center operates as a self-sustaining unit and utilizes the funds it generates to support programs.

The major functions of the SAC include:

- Articulates courses taught overseas as UHM resident course credits in various fields with the approval of respective department faculty or curriculum committees
- Enrolls Study Abroad students in UHM courses while they simultaneously take courses at overseas institutions of higher education
- Ensures through comprehensive student advising and follow-up that students are enrolled in overseas courses that fulfill a student's general education, diversification, focus, certificate, major or graduation requirement so that time to graduation is maintained
- Encourages faculty to offer courses in Study Abroad programs that offer focus designations and facilitates the process with the General Education Office
- Facilitates faculty initiatives through SAC's Faculty Sponsored Study Tours (FaSST) by providing risk assessment, program and budget development, risk management to both faculty and students
- Works with the UHM Honors Program, recognizing that both Programs are encouraging academic excellence
- Develops guidelines for course syllabi and experiential learning activities for UHM faculty who wish to teach abroad in Study Abroad and FaSST programs
- Converts and reports student grades received from higher education overseas to the equivalent UHM grades and forwards to the UHM records office
- Assesses Study Abroad Program Learning Objectives periodically to determine that Program objectives are met. Adjusts the pedagogy and or objectives accordingly and conducts self-assessment for five-year program reviews
- Collaborates with the University Research Opportunity Program (UROP) so that Study Abroad faculty are able to engage students in research-based courses (CURE) in summer, semester, and year programs
- Develops comprehensive student budgets and financial policies in compliance with University policies and works with Financial Aid Services and Scholarships to ensure students are funded according to their eligibility for studying abroad
- Identifies Study Abroad scholarship donors and works with UH Foundation to establish endowments to grow student scholarship opportunities
- Negotiates and develops Partnership Agreements with overseas institutions of higher education

Additionally, in accordance with EP 8.200 the Center is designated as the Risk Management Office for most UHM overseas programs that provides academic credits. As a result, SAC conducts

- Risk management training in terms of student health, safety, security, risk assessment and management through a variety of means, including on-site inspection and program evaluations in accordance with WASC standards
- Provides a minimum of 12 hours of comprehensive cross-cultural training prior to departure that relate to academic, and studying and living abroad to ensure success and a standard of care for both students and faculty
- Provides regular workshops and training for Faculty in Study Abroad and Faculty Sponsored Study Tours (FaSST) in health, safety, risk, and liability that includes Discrimination and Privacy laws as they relate to Study Abroad Programs
- Monitors both students and faculty for the term abroad and provides relevant support
- Develops all risk, liability, and release of liability documents

The Council on Study Abroad guides the Center in accordance with its By-laws and Charges. The Council is the Study Abroad Center's policy making body and its curriculum, personnel and grievance committee. Members of the Council are appointed by the Manoa Faculty Senate Executive Committee through its Committee on Faculty Services. The Director of SAC is an ex-officio member of the Council. The Council:

- Works with the Study Abroad Director and is integrally involved in the areas of policy, academic program development, program assessment, selection of faculty members to direct individual study abroad programs
- Encourages, provides advice and guidance for faculty members who wish to apply for resident faculty directorship for study abroad programs
- Reviews and provides input in the development of Study Abroad course guidelines, Study Abroad Student Learning Objectives, Study Abroad Program Objectives, Study Abroad Standards of Behavior, and Study Abroad Grievance Procedures and Hearing
- Updates and modifies the SAC Council By-laws and charges
- Convenes the Study Abroad Grievance Committee as needed
- Convenes and forms the Center's Faculty Personnel Committee when needed within University and UHPA policies
- Participates and provides input in the Center's five-year program review

NATIONAL STUDENT EXCHANGE - Org Code: MASTEX

The National Student Exchange program serves as UH Mānoa liaison to the National Student Exchange consortium administration and 200 participating university NSE offices.

The major functions include:

1. Promotes NSE at university recruitment events, to inform potential students, parents, and high school advisors of degree-enhancing UHM opportunities.
2. Publicizes NSE for current UHM students, processes applications, and negotiates placements at appropriate schools.
3. Verifies academic eligibility of outgoing students, and provides advising referrals to course equivalent websites and departmental major advisors.
4. Accepts placements of students from consortium schools, providing advance detailed campus information and campus/cultural orientation on arrival.

5. Serves as liaison for incoming students with UHM Admissions, Records, Financial Aid, Campus Housing, Student Employment, and Counseling Center, as well as academic departments for clearance of course registration.

INTERNATIONAL STUDENT SERVICES - Org code: MASSIN

The International Student Services program provides support services for international students.

The major functions include:

1. Assists in processing visa documents and certifications to acquire and maintain appropriate visa status for UH Mānoa F-1 and J-1 students.
 - a. Provides services to non-immigrants needing assistance in obtaining and maintaining legal status in the U.S.
 - b. Provides pre-arrival information, orientation programs and informational briefings.
 - c. Interprets regulations affecting non-immigrant student status in the U.S.
 - d. Provides support services designed to assist students with transition, adjustment and culture sharing.
 - e. Advises students through individual consultation and group workshops, and disseminate timely regulatory information.
 - f. Monitors compliance with federal and UH health insurance policies.
 - g. Develops and recommends policies and procedures for non-immigrant student employment and international student status.
 - h. Serves as a resource to the campus and UH system community in matters relating to student non-immigrant status.
 - i. Ensures compliance with all applicable federal laws, with a priority on SEVIS compliance.
 - j. Serves as a liaison between the university and federal agencies on immigration matters pertaining to its international students.
2. Administers selected scholarships and tuition waivers designated for international students.
3. Provides data on non-immigrant students to internal and external organizations.
4. Serves as an advocate for international students.

FACULTY AND SCHOLAR IMMIGRATION SERVICES - Org code: MAFSIS

The Faculty and Scholar Immigration Services provide UH systemwide immigration and support services for international employees.

Major functions include:

1. Prepares and files non-immigrant and immigrant petitions and labor certification applications on behalf of UH for international employees.
2. Provides UH systemwide administration of the Exchange Visitor Program for all J-1 categories, except for UHM students.
3. Processes visa documents and certifications for J-1/J-2 exchange visitors.
4. Provides pre-arrival information, orientation programs, and informational briefings.
5. Conducts SEVIS implementation and compliance including reporting and monitoring requirements.

6. Serves as a central resource for advising, assisting, and disseminating information on immigration and health insurance to international employees and scholars.
7. Maintains a central immigration database of UH-sponsored international employees and scholars, from which it generates statistical and narrative reports.
8. Establishes and updates University immigration policies and procedures and interprets U.S. immigration regulations.
9. Serves as a liaison between the university and federal agencies on immigration matters pertaining to its international employees.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
MĀNOA CARES
(CAMPUS AWARENESS, RESPONSE, EDUCATION AND SOLUTIONS) (Mānoa)

FUNCTIONAL STATEMENT

MĀNOA CARES - Org Code: TBD

The Mānoa CARES office aspires to provide management in building and supporting the continuous cultivation of a campus community that exemplifies ‘ohana and kuleana between each other and our relationship to ‘āina. With adequate staffing and resources, the goals and objectives include creating a safe, welcoming, and equitable UH Mānoa climate for students, faculty, and staff of all backgrounds and beliefs by advancing diversity, cultivating community values, providing a confidential resource to the maximum extent permitted by law, and offering alternative dispute resolution means to address interpersonal conflict and issues occurring in the university’s learning and work environment. The Director serves as advisor to Provost on related matters, and is a member of the Provost’s Council with authority to establish policy and procedures necessary to implement system policies and procedures through sound practices.

The Mānoa CARES supports, promotes, and advances diversity and inclusion on campus through proactive engagement, collaboration, and communication with both internal and external groups. The Office works to empower the campus community to create an exceptional environment that provides a high level of service. The Office performs this function in accordance with all applicable guidelines, rules, statutes, and policies that govern the University. As a newly established office, Mānoa CARES will work towards establishing positions and operations for the following units:

- Office of Cultivating Community Values
- Office of Conflict Management

Mānoa CARES works closely and collaboratively with the proposed Office of Institutional Equity and Title IX (OIET9). Each office is functionally independent relative to purpose and responsibilities. However, inherent within each office is a dedicated section to training and education relevant to their kuleana. but the outcomes for each office contribute to cultivating a campus atmosphere where values including, but not limited to ‘ohana and kuleana, permeate all of life on campus.

In addition, this office collaborates with a coalition of campus units in building a foundation to cultivate a healthy climate and campus-wide values for the Mānoa community. This includes the Campus Climate Committee; Native Hawaiian Place of Learning Advancement Office; the Truth, Racial Healing and Transformation team; student diversity and inclusion programs (i.e., LGBTQ+); and the Institutional Equity and Title IX educational programming unit.

Specifically, the Mānoa CARES responsibilities include the following:

1. Serves as a liaison between the Mānoa campus and other units within the University, and other governmental units (including schools and the Legislature), and the

- community at large (to include civic groups, business leaders, and social agencies).
2. Establishes planning parameters for the development of the office's strategic plan for the campus, program plans (i.e., training), budget and expenditure plans, and staffing plans for its units.
3. With appropriate staffing and resources, mediates and addresses informal grievances, conflicts, disputes and issues on the campus involving faculty, staff and students within appropriate policies and procedures, established guidelines, and sound practices.

OFFICE OF CULTIVATING COMMUNITY VALUES

Mānoa CARES will work towards establishing a fully functioning Office of Cultivating Community Values (OCCV). OCCV will serve as the primary unit to drive campus commitment in developing, sustaining and embracing the Mānoa culture. This office builds a foundation for inclusive excellence where students, faculty, and staff can expect equity, support diversity, and practice inclusion.

Major functions include:

1. Perpetuates the values of 'ohana and kuleana.
2. Works directly with campus leaders and stakeholders to measure, influence and respond to the current attitudes, behaviors and standards of faculty, staff, administrators and students, and its impact on the learning and working environment.
3. Recommends campuswide policy to support the pillars in our community values.
4. Provides training and leadership on matters of equity, diversity, and inclusion within the campus community with an emphasis on the concepts of 'ohana and kuleana.
5. Provides direct assistance and guidance to campus departments and units to develop a framework and skill sets for addressing and managing issues of microaggression and other forms of hostility in a way that builds an inclusive, supportive campus environment where every member of the campus community is valued.
6. Develops and implements campus initiatives as well as education and training to provide campus wide impact, including caring service at point-of-contact to help address questions and issues with appropriate units.

OFFICE OF CONFLICT MANAGEMENT

Mānoa CARES will work towards establishing a fully functioning Office of Conflict Management (OCM). OCM will be responsible for helping individuals resolve disputes, manage conflicts, and navigate to the appropriate campus units and services. To achieve its objectives, OCM will serve to intake situations and provide services as a confidential resource, to the maximum extent permitted by law, and provide support for students and employees when disputes and conflicts arise between individuals or groups of individuals. In addition, OCM will make necessary referrals to other offices for formal processes where appropriate. This office will have three different components to fully respond and assist the campus in resolving disputes and managing conflict.

1. Confidential advocates to the maximum extent permitted by law that may assist the individual by informing them about and helping them to objectively assess the options available both on and off campus, and through informal and formal campus processes.
2. Services to support an environment where difficult conversations may occur through

- facilitated conversations, mediation, and workplace audits. OCM assists units to engage in difficult conversations, resolve disputes, manage conflict, and agree on unit norms that will facilitate productivity.
3. Training and outreach services to help the campus community develop the skills needed to more effectively address and resolve disputes and manage conflict.

Major functions include:

1. Intakes information and carefully assesses situation and issues.
2. Provides forms of alternate dispute resolution, such as facilitated conversations and mediation in lieu of formal grievances and complaints. Such alternate forms would effectively resolve disputes or short-term disagreements that impact the learning and working environments on campus and objectively assists students and employees in facilitating communications with one another and mutually determining desired outcomes and steps.
3. Provides services that help individuals or groups of individuals to manage conflicts or long-term disagreements.
4. Provides students and employees with information regarding their rights and options, including formal processes, and any available internal and external resources for dispute resolution and conflict management.
5. Provides necessary confidential advocacy services for the Mānoa campus.
6. Provides support and makes appropriate referrals to Office of Institutional Equity and Title IX for matters requiring formal processes.
7. Serves as an accessible and informal place to and manage conflict to strengthen the campus' ability to quickly respond to student and employee issues resulting in healthier relationships within the campus community.
8. Provides and assists with facilitation and implementation of training programs for employees and students regarding dispute resolution and conflict management best practices.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
EQUITY ASSURANCE OFFICE

FUNCTIONAL STATEMENT

EQUITY ASSURANCE OFFICE (Hybrid) - Org Code: TBD (UPDATED)

The Equity Assurance Office (EAO) navigates a principled and sustainable path forward to best achieve equity and diversity for the employees and students of the University of Hawaii, in a manner compliant with current and evolving federal and State laws and regulations. This hybrid EAO affirms a fair and neutral compliance function, which supports robust enforcement by the campuses and System offices of the letter of, and the intent behind anti-discrimination laws including Title VII, ADA, Title IX, VAWA, Clery Act, and related internal University policies and procedures, including Executive Policies 1.202 and 1.204. In addition, this office implements Act 208, Session Laws 2016, and its intent which serves to campuses, ensure systemwide consistency for compliance, prevention, training, and ensure mandates are carried out. In doing so, this office serves as the designated UH System and UH Manoa office for all reports or complaints of alleged violations of discrimination laws, rules, regulations, and related University policies and procedures, and in providing systemwide policy guidance, works with designated personnel on other campuses to address reports or complaints made at those campuses.

The Director of EAO serves as advisor to the President on related matters, and is a member of the Mānoa Provost Council and other relevant system and UH Manoa campus teams. The Office establishes systemwide policy and procedures to advance equity, diversity and compliance; ensures systemwide education and training regarding those system policies and procedures; and provides tools and procedures to ensure responsible compliance across the UH campuses. In addition, the Office implements supportive measures and manages all aspects of formal cases for UH Mānoa and UH System offices.

The Director provides leadership for the following EAO units:

- Education, Outreach & Compliance (systemwide)
- Case Management (UH System Offices and UH Manoa)

The office supports the entire University in responding timely and effectively to reports and complaints of discrimination, and collaborating with campuses in complying with related UH policies and procedures. The office also collaborates with the Office of Human Resources, Office of General Counsel, respective campus Title IX and EEO/AA offices, and other system and campus offices as appropriate. The office also coordinates with the respective campus Title IX and EEO/AA coordinators, partners and stakeholders to provide reporting parties and responding parties with needed support services, resources and tools such as a shared systemwide case management system. The office also develops, oversees and coordinates the delivery of system-wide education, training and outreach programming for students and employees related to preventing and responding to discrimination. In addition, the office supports and conducts investigations of equity related complaints for specifically UH Mānoa campus and UH System offices.

The office works closely and collaboratively with Mānoa CARES and other campus climate, community values and conflict management offices to provide resources and supportive measures for students and employees, and to improve training and education. The office is also responsible for providing external information and reports as well as responding to questions of concerns relating to matters under its purview for UH Mānoa or the UH System.

Specifically, the EAO responsibilities include the following:

1. Develops systemwide policy for all forms of discrimination across protected classes, collaborating with EAO units and systemwide constituents.
2. Responds to external complaints, including formal matters commenced by the U.S. Department of Education Office of Civil Rights, and coordinates with respective campus.
3. Assesses systemwide compliance of equity related and anti-discrimination laws, including pay equity. Ensures university compliance with federal and state mandates, including the Violence Against Women Act and appropriate reauthorization mandates.
4. Gathers and reports on EEO / AA data for federal reporting purposes, coordinating with the respective campus.
5. Develops consistent systemwide practices and provides consistent information across the campuses.
6. Develops and conducts systemwide education and training of employees, supervisors and administrators on equity areas including discrimination prevention and response.
7. Leads a centralized case management system to be utilized systemwide.
8. Develops UH System and UH Mānoa Affirmative Action plans, and collaborates with other campuses as appropriate.
9. Serves as the Title IX and EEO / AA office for UH System offices and UH Mānoa campus.
10. Works with CAO units to seek community partnerships and additional funding sources.

EDUCATION, OUTREACH AND COMPLIANCE - Org Code: TBD (UPDATED)

This unit ensures effective systemwide education of employees and students on institutional equity.

Major functions include:

1. Develops and conducts systemwide training on all equity areas including Title IX, equal opportunity and affirmative action, and disability, and onboards new representatives
2. Provides administrative support for the UH Commission on Status of Women and LGBTQ+ Commission.
3. Serves as Lead BIT for System and UH Mānoa, and confirm BITS for other campuses
4. Conducts systemwide climate surveys, working collaboratively with campus climate efforts to assess patterns and improve climate.
5. Tracks system and campus compliance with and appropriate implementation of federal and state mandates, including the VAWA/CLERY requirements regarding notification of rights, training, programming and support services.
6. Implements an effective and efficient systemwide data management system that provides timely and accurate data to assist campuses, track patterns, generate legislative reports and other ad hoc reports.
7. In collaboration with CAO Director and Case Management Unit Director, provides technical assistance to all 10 campuses

8. Assists the Director in managing CAO contracts and partnerships.

CASE MANAGEMENT - Org Code: TBD (UPDATED)

This unit is responsible for overseeing the development and implementation of an effective systemwide case management system, and developing case managers who will process and manage cases specific for UH Mānoa and System offices, and as requested by other campuses (resources permitting), to ensure they are handled appropriately and investigations are thorough, fair and timely, and to coordinate the availability of supportive measures for students and employees. In addition, this unit also trains and manages a professional group of neutral investigators for UH System offices and UH Mānoa campus to more fully and more expeditiously investigate all types of discrimination cases in light of evolving state and federal laws.

Major functions include:

1. Coordinates and provides supportive measures and related training for UH System offices and UH Manoa campus, and as requested by other campuses (resources permitting).
2. Coordinates and provides informal resolution and related training for UH System offices and UH Manoa campus, and as requested by other campuses (resources permitting).
3. Coordinates and oversees responses to external complaints and other inquiries from agencies such as US Office of Civil Rights, US Equal Employment Opportunity Commission, and Hawaii Civil Rights Commission for UH System offices and UH Manoa campus
4. For UH System offices and UH Manoa campus, coordinates and provides appropriate staffing for decision makers, including training decision makers to analyze the fact finding reports in an unbiased manner and write reports in a more consistent manner.
5. Coordinates with other campus's Title IX coordinators and EEO/AA leads and collaborates on consistent practices across all campuses.
6. Provides and supports a systemwide case management system to support all UH Title IX and EEO/AA offices.
7. Provides professional fact-finders/investigators for discrimination cases at UH System and UH Mānoa, and as needed, workplace violence cases.
8. Provides formal investigation training for UH System offices and UH Manoa campus.
9. Works with human resources and research misconduct investigators for UH System and UH Manoa cases to conform protocols, practices and report-writing.
10. Conducts investigations of and responds to external complaints made to agencies such as US Office of Civil Rights, US Equal Employment Opportunity Commission, and Hawaii Civil Rights Commission for UH System offices and UH Manoa.

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

FUNCTIONAL STATEMENT

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION (UPDATED)

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

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

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

*No changes to the remaining sections of the Office of the Vice President for Administration's functional statement.

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
**OFFICE OF THE VICE PRESIDENT FOR INFORMATION TECHNOLOGY/
CHIEF INFORMATION OFFICER**

FUNCTIONAL STATEMENT

INTRODUCTION

Information Technology Services has responsibility and authority for University of Hawai'i information technologies including telecommunications, academic computing and administrative information systems. It has operational responsibility for UH-Mānoa campuswide IT facilities and services, and Systemwide responsibility for IT planning, policy, coordination, external relations and operational activities cutting across campuses.

MAJOR FUNCTIONS

Provides a broad range of information technology facilities to meet the instruction, research, public service and administrative needs of the University community, including appropriate centralized computing facilities, systems, and services for the System, campuswide computer lab facilities for UH Mānoa, and libraries of enterprise software.

Provides a broad range of information technology services to meet the instruction, research, public service and administrative needs of the University community, including dissemination of information relating to the use of information technology in higher education, provision of informal workshops, seminars, training and documentation in the effective use of information technologies, and consultation and support in the planning and use of information technologies to meet specific functional needs. Monitors design, planning and development of Mānoa instructional rooms and equipment requirements to ensure environment conducive for teaching and learning,

Provides effective and secure administrative information systems (fiscal, student, human resources, budget, etc.) and assists users in accessing these systems for transaction processing, updating information, and retrieving relevant data and reports.

Provides effective and economical telecommunications networks that supply voice, data and video services to meet Systemwide needs relating to instruction, research, public service and administration, including the provision of Systemwide access to and external liaison with state, national and international networks and information technology services.

Provides instructional technologies to facilitate Statewide access to high-quality higher education; coordinates Systemwide use of shared telecommunications and distance education technologies; and operates UH Mānoa-based distance education technologies and systems.

Provides development of new technology resources that support academic policies and programs, and retrieves critical student data from university systems. May act as trustee for data in designated systems.

Makes available robust and modern cyberinfrastructure capabilities and services for the Statewide UH research community including high performance computing, research data storage, research data management support, scientific visualization, and collaborative research environments.

Develops strategic plans, programs and policies pertaining to all aspects of information technology; provides consultation to University executive offices relating to information technology; promotes and represents the university's information technology activities, programs and plans within the University and to relevant Statewide, national and international communities.

STATE OF HAWAII
UNIVERSITY OF HAWAII
SYSTEMWIDE ADMINISTRATION
**OFFICE OF THE VICE PRESIDENT FOR
LEGAL AFFAIRS AND UNIVERSITY GENERAL COUNSEL**

FUNCTIONAL STATEMENT

INTRODUCTION

The Office of the Vice President for Legal Affairs and University General Counsel provides legal services to the Board of Regents, the President, administrators, and staff of the University of Hawai'i.

MAJOR FUNCTIONS

- Provides, coordinates, and oversees all legal services to the University.
- Provides advice and counsel regarding University policies, procedures and practices, strategies and proposed courses of action.
- Represents the University in federal and State court, administrative hearings, arbitrations, and contract negotiations.
- Provides advice and counsel to senior level executives and administrators on all legal matters and issues; participates in system level strategic efforts to support the President and others.
- Represents the University in all administrative proceedings and all courts in litigation matters, including torts and employment matters.
- Reviews and approves as to legality and form contractual documents.
- Furnishes legal opinions as requested by the Board of Regents and senior level executives, including legal memoranda.
- Makes settlement recommendations to the University administration.
- Performs legal research.
- Prepares and reviews legal documents including contracts and agreements to ensure that such documents comply with applicable laws, statutes, and University policy and are appropriately drafted to accomplish the University's objectives in the matter.
- Provides assistance in drafting rules and policies.
- Meets regularly with clients to prepare for cases and keeps the University administration apprised of major cases.
- Provides training on legal issues to University administrators and staff.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
**MĀNOA NATIVE HAWAIIAN
PLACE OF LEARNING ADVANCEMENT OFFICE**

FUNCTIONAL STATEMENT

MĀNOA NATIVE HAWAIIAN PLACE OF LEARNING ADVANCEMENT OFFICE –
Org Code: TBD

In alignment with the UH System’s commitment to being a foremost Indigenous serving institution and UH Mānoa’s commitment to becoming a Hawaiian place of learning, this office assists UHM executive leadership in the overall strategic development, collaboration, and partnering required to create a Native Hawaiian place of learning at UHM. In particular, this office uses the following as guiding documents:

- 1986 Ka’ū Report
- 2012 Hawai’i Papa O Ke Ao
- 2012 Ke Au Hou
- 2016 Ka Ho’okō Kuleana
- UHM Strategic Plan
- UH Strategic Directions 2015-2021

Major functions include:

- a. Acts as a lead, in partnership with faculty, staff, students, and administrators, in implementing the recommendations and goals from:
 - 1986 Ka’ū Report
 - 2012 Hawai’i Papa o ke Ao Report
 - 2012 Ke Au Hou Native Hawaiian Advancement Task Force Report
 - 2016 Ka Ho’okō Kuleana Report
 - UHM Strategic Plan
 - UH Strategic Directions 2015-2021

With a particular focus on the following areas:

- NH Student Success
- NH staff and faculty development and support for all staff and faculty to engender a campus environment that embraces aloha ‘āina
- Cultivating a Native Hawaiian Environment
- Native Hawaiian Community Engagement

- b. Works with the Kūali’i Council to promote a Native Hawaiian place of learning.
- c. Acts as a lead/co-lead facilitator and/or researcher representing UHM in Hawai’i’s communities by cultivating and developing relationships to learn and identify the needs and assets of the communities, with particular focus on Native Hawaiians and other

underrepresented populations at UHM, to inform the implementation of the NH Reports and the advancement of a Native Hawaiian place of learning.

- d. Collaborates with Hawai'i's communities to create instructional design that engages UHM administration, faculty, staff, and students in learning about the needs and assets of Hawai'i's communities, with particular focus on Native Hawaiian and other underrepresented populations at UHM, to inform the implementation of the NH Reports and the advancement of a Hawaiian place of learning.
- e. Plans and executes, with UHM administration, faculty, staff, students, and communities, collaborative programs and efforts within UHM and also in the given communities that address the identified needs and assets, with particular focus on Native Hawaiian and other underrepresented populations at UHM to inform the implementation of the NH reports and the promotion of a Hawaiian place of learning.
- f. Collaborates and partners with UHM students, faculty, staff, and administrators to create policies and practices that promote a Native Hawaiian place of learning.
- g. Documents and evaluates the work of implementing the NH Reports and the promotion of a Native Hawaiian place of learning (e.g., as examples of organizational change, higher education leadership, and transformation of campus culture) in publications, white papers, posters, presentations, and a comprehensive website for various audiences.
- h. In partnership with Kūali'i Council, advises UHM executive leadership on Native Hawaiian affairs.

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
MĀNOA OFFICE OF BUSINESS AND FINANCE

FUNCTIONAL STATEMENT

MĀNOA OFFICE OF BUSINESS AND FINANCE - Org Code: MAVCAF

The Mānoa Office of Business and Finance provides leadership and executive management over campus budget and financial functions, management reporting and campus analytics, and administrative services for the UH Mānoa. The Chief Business Officer (CBO) serves as the senior business and financial officer and advisor to the President and Provost, and is a member of the Mānoa Cabinet and the Provost's Council.

The CBO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the UH Mānoa as they pertain to campus financial management and administrative services. Established campus policies are endorsed by the Provost, approved by the President, and disseminated and published on the official Mānoa policies, procedures, and guidelines website.

The CBO consults the President, Provost, Vice Provosts, deans, directors and governance representatives of the faculty, staff, student groups as appropriate in developing and implementing campus policies and procedures. In addition, the CBO coordinates with the offices of the President and with the Mānoa Cabinet, the Provost's Council, and the Mānoa Leadership Team on financial and administrative matters as appropriate.

The CBO provides leadership and strategic direction for the following units:

- Financial Management and Analytics
- Business Services Center

FINANCIAL MANAGEMENT AND ANALYSIS – Org Code: MABDMA

This unit is responsible for the financial management for the campus including long range financial planning, comprehensive campus analytics, financial and management reporting, budget preparation and implementation, position control, and campus reserve management. This unit also reviews proposed programmatic changes for financial impact to campus budget.

Major functions include:

1. Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation and coordination of budget testimonies to the legislature, and analysis of various versions of the budget.
2. Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution policies and instructions; monitoring and analysis of expenditures and reserve balances; position control; and review of unfunded budget proposals. Allocates academic resources and academic positions in accordance with Provost's directives.

3. Provide external financial reporting, management data and reporting, financial analysis of campus units, and comprehensive campus analytics in support of decision making.
4. Interface with UH Chief Financial Officer (CFO), the State financial leadership, and the Legislative representatives regarding all UH Mānoa management matters.
5. Prepares intermediate and long-term financial projections in support of operating budgets and the University and campus strategic plans.
6. Reviews proposed programmatic changes for financial impact.

BUSINESS SERVICES CENTER – Org Code: MAFSAC

This unit is responsible for providing administrative services for the campus including interfacing with UH CFO, State, and Legislature regarding all UH Mānoa management matters, communication of new policies/procedures to affected employees, coordination and review of organizational reports and reorganizations, oversight of audit responses, and performance of compliance reviews. Provides comprehensive financial and human resources services for end users of various offices. Reviews action memos, legal services requests and other documents generated by campus units prior to submission to President.

Major functions include:

1. Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal administrators; conducts compliance reviews of campus units to identify areas for improved consistency and adherence to policies and procedures; provides guidance regarding best practices.
2. Provides fiscal training and mentoring to campus fiscal administrators.
3. Provides guidance and assistance to campus fiscal administrators in preparation of internal and external audit responses. Oversees development and implementation of corrective action plans addressing audit and risk management findings and recommendations.
4. Provides comprehensive business office services to designated units, including fiscal and human resources services as applicable.
5. Provides back-up fiscal support to campus units experiencing staff shortages.
6. Coordinates annual organizational reports and re-organization requests; advises with regard to applicable policies and procedures.

ATTACHMENT:

**DETAILED CHANGES
AND LISTING**

**ATTACHMENT:
SUMMARY OF CURRENT AND PROPOSED ORGANIZATIONAL LOCATIONS BY UNIT NAME**

Current Unit Name	Current Location	Proposed Unit/Program Name	Proposed Location
Office of Business and Finance	Office of the President	No change	No change
Mānoa Intercollegiate Athletics	Office of the President	No change	No change
Mānoa Native Hawaiian Affairs	Office of the President	Mānoa Native Hawaiian Place of Learning Advancement Office	No change
Office of the Vice Chancellor for Academic Affairs (OVCAA)	Office of the Provost	Office of the Vice Provost for Academic Excellence (OVPAE)	No change
Office of the Vice Chancellor for Research (OVCR)	Office of the Provost	Office of the Vice Provost for Research and Scholarship (OVPRS)	No change
Office of the Vice Chancellor for Students (OVCS)	Office of the Provost	Office of the Vice Provost for Student Success (OV PSS)	No change
Colleges, Schools, ORUS and Institutes	Office of the Provost	No change	No change
Office of Undergraduate Education	OVCAA	---	Functions reorganized within OVPAE and OPVPSS
Academic Development and Technology (STAR)	OVCAA-Undergraduate Education	Unit name under review	Information Technology Services (ITS)
Honors Program	OVCAA-Undergraduate Education	No change	OVPAE
Interdisciplinary Studies Program	OVCAA-Undergraduate Education	No change	OVPAE
Military Science	OVCAA-Undergraduate Education	ROTC	OVPAE
Aerospace Studies	OVCAA-Undergraduate Education	ROTC	OVPAE
Mānoa Advising Center	OVCAA-Undergraduate Education	Mānoa Advising	OV PSS-Student Academic Success

Current Unit Name	Current Location	Proposed Unit/Program Name	Proposed Location
Pre-Health/Pre-Law Advising Center	OVCAA-Undergraduate Education	Mānoa Advising	OVPSS-Student Academic Success
First Year Programs	OVCAA-Undergraduate Education	(UPDATED) First Year Programs	OVPSS-Student Academic Success
Student Athlete Academic Services	OVCAA-Undergraduate Education	Mānoa Advising	OVPSS-Student Academic Success
Civic and Community Engagement	OVCAA-Undergraduate Education	Office of Civic Engagement and Service Learning	OVPSS-Student Academic Success
Service Learning and Hawai'i Pacific Islands Campus Compact	OVCAA-Undergraduate Education	---	Included in OVPSS-Student Academic Services
Learning Assistance Center	OVCAA-Undergraduate Education	No change	OVPSS-Student Academic Success
Mānoa Catalog Office	OVCAA-Undergraduate Education	No change	OVPAE
Student Support Services	OVCAA-Undergraduate Education	Included in Federal and State Granted Programs	OVPSS-Student Diversity and Inclusion
International and Exchange Programs	OVCAA	Office of Global Engagement	Office of the Provost
Faculty and Scholar Immigration Services	OVCAA-International and Exchange Programs	No change	Office of Global Engagement
International Student Services	OVCAA-International and Exchange Programs	No change	Office of Global Engagement
Study Abroad Center	OVCAA-International and Exchange Programs	No change	Office of Global Engagement
National Student Exchange	OVCAA-International and Exchange Programs	No change	Office of Global Engagement

Current Unit Name	Current Location	Proposed Unit/Program Name	Proposed Location
Mānoa International Exchange	OVCAA-International and Exchange Programs	No change	Office of Global Engagement
---	---	Office of Faculty Excellence (staffing existed within academic personnel office)	OVPAE
Academic Personnel Office	OVCAA	No change	OVPAE-Office of Faculty Excellence
Mānoa Institutional Research	OVCAA	No change	Office of the Provost
Assessment Office	OVCAA	(UPDATED) Assessment and Curricula Support Center	OVPAE
Office of Faculty Development and Academic Support (OFDAS) including Center for Teaching Excellence	OVCAA	Office of Faculty Development and Academic Support (OFDAS)	OVPAE-Office of Faculty Excellence
OFDAS – Center for Instructional Support	OVCAA - OFDAS	---	Functions reorganized to ITS–Academic Technologies
General Education Office	OVCAA	No change	OVPAE
Mānoa Writing Program	OVCAA	--	Functions reorganized to General Education Office
Graduate Division	OVCAA	Unit functions have been reorganized, with name continuing under OVPAE	Graduate recruitment, admissions, enrollment: OVPEM-Office of Admissions Graduate student records and services: OVPAE-Graduate Division Graduate Research and professional development support: OVPRS

Current Unit Name	Current Location	Proposed Unit/Program Name	Proposed Location
UH Press	OVCAA	No change	Office of the Provost
Library Services	OVCAA	No change	Office of the Provost
Environmental Health and Safety Office	OVCR	No change	OVPRS
Office of the Dean of Students	OVCS	Dean of Students role continues to exist, with responsibility for units under Student Co-Curricular Success	OVPSS
Student Life and Development	OVCS – Office of Dean of Students	No change	OVPSS – Student Co-Curricular Success
University Health Services	OVCS – Office of Dean of Students	No change	OVPSS – Student Co-Curricular Success
Mānoa Career Center	OVCS – Office of Dean of Students	No change	OVPSS – Student Co-Curricular Success
Judicial Affairs	OVCS – Office of Dean of Students	Student Conduct	OVPSS – Student Co-Curricular Success
Counseling and Student Development	OVCS – Office of Dean of Students	No change	OVPSS – Student Co-Curricular Success
Student Housing Services	OVCS – Office of Dean of Students	(UPDATED) Student Residential Life	(UPDATED) OVPSS – Student Co-Curricular Success
Student Equity, Excellence and Diversity (SEED)	OVCS – SEED	Student Diversity and Inclusion	OVPSS
Children’s Center	OVCS – SEED	No change	OVPSS – Student Co-Curricular Success
College Opportunities Program	OVCS – SEED	No change	OVPSS- Student Diversity and Inclusion
KŌKUA	OVCS – SEED	No change	OVPSS- Student Diversity and Inclusion
Office of Multicultural Student Services	OVCS – SEED	No change	OVPSS- Student Diversity and Inclusion

Current Unit Name	Current Location	Proposed Unit/Program Name	Proposed Location
Women's Center	OVCS – SEED	No change	OVPSS- Student Diversity and Inclusion
---	---	LGBTQ+	OVPSS- Student Diversity and Inclusion
---	---	Veteran Student Services	OVPSS- Student Diversity and Inclusion
Enrollment Management	OVCS – Enrollment Management	Office of the Vice Provost for Enrollment Management (OVPEM)	OVPEM
Office of Admissions	OVCS – Enrollment Management	No change	OVPEM
Office of Registrar	OVCS – Enrollment Management	No change	OVPEM
Financial Aid Services	OVCS – Enrollment Management	Financial Aid Services and Scholarships	OVPEM

ATTACHMENT:

DETAILED CHANGES TO ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS

1. Overview chart, since Phase 1:

- a. Mānoa Leadership Team has disbanded and has been deleted. The Mānoa Leadership Team met on quarterly basis and Provost's Council met on monthly basis (monthly). However, to ensure timely discussion and communication of information, the members were significantly the same and agenda items were repetitive. Therefore, it was determined to keep the monthly Provost Council meetings, disband the Mānoa Leadership group, and the President would attend Provost's Council as needed.
- b. Mānoa Business and Finance continues to organizationally report to the President, and continues to work closely with both President and Provost.
- c. Mānoa Office of the Ombudsperson has been removed. Positions have been incorporated into the proposed Office of Mānoa CARES (with ombudsman type functions and services permissible).

2. President's Office. As the campus CEO, the President will continue to oversee the Provost, Mānoa Office of Business and Finance, Intercollegiate Athletics and Native Hawaiian Place of Learning Advancement Office. Campus governance groups (ASUH, GSO, Faculty Senate, Staff Senate, Kūali'i Council) continue to work with the President as the campus CEO.

Specific proposed actions:

- a. Mānoa Leadership Team box has been disbanded and has been removed.
- b. Native Hawaiian Affairs has been renamed to Native Hawaiian Place of Learning Advancement Office which better reflects the focus and intention of the office. In addition, a functional statement has also been developed for this office. Current APT staff support is reflected, and was missing from the July 2020 update.
- c. **(UPDATED)** Equity Assurance Office (EAO) will report to the President. See below EAO section for additional information.
- d. Office of the Ombudsperson has been deleted, and the Specialist positions (faculty, 70149 and 88099) will be reassigned to the newly established Mānoa CARES and continue to provide advocacy services.
- e. Other reassigned positions:
 - a. Private secretary (Civil Service #100053) to be vacant effective December 1, 2020) and vacant Secretary (Civil Service, #15584) will be transferred to the campus position pool.

- b. Assistant to Senior Executive (EM, #89558) will be reassigned to the Office of Business and Finance, and continue to provide administrative support to campus leadership. Position will report to the proposed Chief Business Officer, #89354.
 - c. Administrative and Fiscal Support Specialist (APT, #77952) will be moved to the Office of Business and Finance, reporting to the proposed Chief Business Officer, #89354. The incumbent has been reassigned to support the College of Education since September 2019.
 - d. Assistant to Senior Executive (EM, #89459) is being proposed to transfer to Mānoa CARES and report to the President, #89058. Please see Mānoa CARES section.
 - e. Administrative Officer (APT, #81280) and Administrative and Fiscal Support Specialist (APT, #77682) will be reassigned to the proposed Mānoa CARES. Both positions will report to the proposed Mānoa CARES leader (EM, #89459). Please see Mānoa CARES section.
 - f. (UPDATED) Dir and Title IX Coordinator (EM, #89555), Institutional Policy Analysts (APT #77122, #77262), and Administrative and Fiscal Support Specialist (APT, #80930) will be reassigned to the proposed Equity Assurance Office. Please see EAO section.
 - g. Public Information Specialist (APT, #78873) will be reassigned to the Office of the Provost and continue to support campus government relations and community affairs matters, as well as support the Provost Office and campus initiatives. Position will report to #89104, Provost.
- f. Governance groups remain unchanged: Mānoa Faculty Senate, Mānoa Staff Senate, Associated Students of UH Mānoa (ASUH), UHM Graduate Student Organization (GSO), and Kūali'i Council. In addition, the staffing for Mānoa Faculty Senate remains reflected.
- g. Charts reflect the positions swept by HB2200.
3. Provost's Office. The staffing of the Provost office has been reflected, and the Provost will oversee seven major areas: academic excellence, student success, enrollment management, research and scholarship, global engagement, Mānoa CARES, and all the colleges, schools, ORUs and institutes. Support units such as campus libraries, UH Press and Mānoa institutional research office (MIRO) will also report directly to Provost.
- a. Proposed actions include:
 - i. Reassign positions from former Office of the Vice Chancellor for Academic Affairs to the current Office of the Provost:
 - 1. Administrative Officer (APT, #78429) will continue to serve as administrative support to the Provost. Position continues to report to #89104, Provost.

2. Assistant to Senior Executive (EM, #89434) will continue to serve as senior advisor to the Provost. Position continues to report to #89104, Provost.
 3. Administrative and Fiscal Support Specialist (APT, #78055) will provide administrative office support. Position continues to report to #89434, Assistant to Senior Executive.
 4. Administrative Officer (APT, #78229) will continue to provide budget and fiscal support to the Provost. Position continues to report to #89104, Provost.
- ii. Reassigned positions to support campuswide initiatives:
1. Marketing Specialist (APT, #80096) will be reassigned from the former Office of the Vice Chancellor for Enrollment Management to provide marketing support. Position will now report to #89104, Provost.
 2. As mentioned previously, Public Information Specialist (APT, #78873) will be reassigned and continue to support campus government relations and community affairs matters, as well as support the Provost Office and campus initiatives. Position will report to #89104, Provost.
- iii. Create four (4) vice provost offices, each lead by a proposed vice provost with responsibility for providing executive leadership, vision and direction in the specific area of assignment, and assisting the provost in developing and advancing strategic plans in support of campus goals and objectives and alignment with the priorities of the University of Hawai'i System.
1. Office of the Vice Provost for Academic Excellence
 2. Office of the Vice Provost for Student Success
 3. Office of the Vice Provost for Enrollment Management
 4. Office of the Vice Provost for Research and Scholarship
- iv. Create Mānoa CARES (Campus Awareness, Response, Education and Solutions) lead by a director responsible for assisting the provost in developing programs and action plans in support of strategic plans, goals and objectives:
- v. Continue the direct reporting relationship between the following offices and the Provost:
1. Mānoa Institutional Research Office (MIRO). No changes to staffing, structure or functional statement.
 2. UH Press. No changes to staffing, structure or functional statement.
 3. Library Services. No changes to staffing, structure or functional statement.
 4. Colleges, Schools, ORUS and Institutes
 5. International & Exchange Programs is proposed to be renamed to Office of Global Engagement, with a larger scope at the leadership

level to develop and foster a strategic international plan for UH Mānoa. This office will continue to include Mānoa International Exchange, Study Abroad Center, National Student Exchange, International Student Services, and Faculty and Scholar Immigration Services. The details will be covered in the Office of Global Engagement.

- vi. Transfer the following offices and functions from the current Office of the Vice Chancellor for Academic Affairs, which currently reports to Provost:

1. Undergraduate education programs being proposed for transfer:

- a. Academic Development and Technology (STAR) to be transferred to a unit under the direction of the Vice President for Information Technology Services. Unit name is being reviewed for revision. See ITS section.
- b. Honors Program, Interdisciplinary Studies Program, Military Science, Aerospace Studies, and Mānoa Catalog Office to be reorganized under the purview of the Office of the Vice Provost for Academic Excellence. See OVPAE section.
- c. Mānoa Advising Center, Pre-Health/Pre-Law Advising Center, First Year Program, Student Athlete Academic Services, Office of Civic and Community Engagement, Learning Assistance Program to be reorganized to become Student Academic Success under the purview of the Office of the Vice Provost for Student Success. See OVPSS section.
- d. Student Support Services to be reorganized as part of the proposed Student Diversity and Inclusion (current Student Equity, Excellence and Diversity) under the purview of the Office of the Vice Provost for Student Success. See OVPSS section.
- e. Service Learning and Hawai'i Pacific Islands Campus Compact are no longer reflected as separate entities and proposed to be combined with the existing Office of Civic and Community Engagement and retitled to Office of Civic Engagement and Service Learning.

2. Academic Personnel Office is being proposed as part of the proposed Office of Faculty Excellence, under the purview of the Office of the Vice Provost for Academic Excellence. See OVPAE section.

3. (UPDATED) Assessment Office is being reorganized under the purview of the Office of the Vice Provost for Academic Excellence and retitled to Assessment and Curricula Support Center. See OVPAE section.

4. Office of Faculty Development and Academic Support is being proposed for transfer to the Office of Faculty Excellence under the purview of the Office of the Vice Provost for Academic Excellence. See OVPAE section.
 5. General Education Office is being proposed for reorganization under the Office of the Vice Provost of Academic Excellence. See OVPAE section.
 - vii. (UPDATED) Transfer IT Specialist (APT, #78914, vacated effective December 1, 2020) to the Office of Business and Finance, to report to #89354, and provide IT support to the Office of the Vice Provost for Academic Excellence, the Office of the Vice Provost for Research and Scholarship and the Office of Business and Finance. This movement sets the pathway for further information technology related shared services and effective collaboration amongst the Vice Provosts offices and their respective Vice Provosts.
 - viii. Remove the Mānoa Writing Program currently under the Office of the Vice Chancellor for Academic Affairs as the program's functions had already been absorbed by the General Education Office.
 - ix. Formally reflect the Provost's Council which has been in effect since April 2019.
4. Academic Excellence. The name was clarified to reflect the larger academic nature and scope of the office, with the proposed Vice Provost for Academic Excellence serving as a senior administrator directly shaping the academic direction and policy for the campus. The offices under direct purview manage and coordinate course design and curriculum, program development and faculty human resources and support.

A significant change is the proposed restructure of functions that support our graduate students and programs. In the effort to focus on grouping functions based on the objectives set forth in 2018, the current graduate division was divided and areas combined with the new proposed offices.

a. Proposed actions include:

- i. Redescribe Associate Vice Chancellor for Academic Affairs (EM, #89169) to proposed Vice Provost for Academic Excellence (EM).
- ii. Retain the following four direct reports:
 1. Academic Affairs Program Officer (EM, #89009)
 2. Educational Specialist (APT, #79837), who continues to report to #89009.
 3. (UPDATED) Mānoa Catalog Specialist (APT, 80812) will be relocated from the Office of Undergraduate Education to report to #89169, and continue to support Mānoa Catalog operations.

4. Human Resources Specialist (APT, #79166) will now report to #89169 and continue to support executive searches and other related initiatives and activities that cross various leadership offices.
- iii. Align seven programs, described in an earlier section, as direct reports:
1. (UPDATED) Assessment and Curricula Support Center. This unit consists of the current Assessment Office (2 Faculty Specialist, #70143 and #70144) and will continue to report to #89169.
 2. General Education Office. No change in supervisor, and no significant changes in staffing, structure or functional statements.
 3. Honors Program. This unit has been reassigned from the current Office of Undergraduate Education to the proposed Office of the Vice Provost for Academic Excellence. The position will report to #89169. No significant changes in staffing, structure or functional statements.
 4. Interdisciplinary Studies. This unit has been reassigned from the current Office of Undergraduate Education to the proposed Office of the Vice Provost for Academic Excellence. The position will report to #89169. No significant changes in staffing, structure or functional statements.
 5. ROTC. This unit has been reassigned from Office of Undergraduate Education to Academic Excellence, and now includes the Army, Air Force, and Navy ROTC. Update to current staffing and functional statements. The leads will report to #89169.
 6. Graduate Division. In working towards the goals set forth in 2018, the current function was reviewed at great length. In this final proposal, the current functions pertaining to graduate recruitment and admissions are proposed for transfer to the Office of the Vice Provost for Enrollment Management. See OVPEM section. The current function of graduate fellowships and research opportunities is being proposed for transfer to the Office of the Vice Provost for Research and Scholarship. See OVPRS section. The remaining functions will continue in this updated Graduate Division.

These efforts support the goals of strong and strategic enrollment management in recruitment and retention, and meaningful integration of research and education.

The proposed actions are:

- a. Student Services Specialist positions #78265, #80607 and #78738 are being proposed for transfer to the Office of Admissions under the purview of the OVPEM. These positions will be direct report to the Director of Admissions, #81154.

- b. The remaining positions within the current Graduate Division will continue to be organizationally located in the Graduate Division for phase 2 reorganization purposes. However, the work will be modified to include collaborative work with efforts in the other Vice Provost offices, and in particular with the OVPR.

For example, IT specialists #81628 and #79082 will provide collaborative support to initiatives and operations that involve graduate student recruitment, admissions and services, research opportunities and scholarship.

Likewise, Academic Support Specialist (APT #80566) will assist the OVPRS with functions that will be transitioning to the OVPRS to support graduate research opportunities and post doctoral affairs.

- 7. Faculty Excellence. This office is being proposed to combine the academic personnel office and office of faculty Development and Academic Support under the purview of the current Assistant Vice Chancellor for Academic Personnel (proposed Assistant Vice Provost, #89214). The alignment of both programs under one leadership will support synergies and efforts to support our faculty.

(UPDATED) In addition, with efforts to support faculty instructional needs in light of reduced staffing, the Center for Instructional Support functions and two Electronic Technician positions (#80723 and #81344) are being proposed for transfer to the Information Technology Services, under the purview of the Vice President for Information Technology and Chief Information Officer. The Media Specialist (#81678) will remain in OFDAS and position to be redescribed.

In addition, the OFDAS Center for the Study of Multicultural Higher Education is no longer reflected as the functions have been integrated into the larger OFDAS.

- iv. The Mānoa Writing Program has been removed from the organizational chart as it has been supported by the current General Education Office.
 - v. Charts reflect the positions swept by HB2200 and SB126, SLH 2020.
- 5. Student Success. A conceptual change reflected in the proposal is a transition from the concept of student services to a broadened focus on programs that support student success from an advising, co-curricular programs and student support perspective. This supports the reorganization goal to improve student success outcomes through integrated support for both academic success and student growth and development. The proposed Office of the Vice Provost for Student Success will continue to include the programs that previously fell under the purview of student services. The proposed unit names are:

- a. Student Co-Curricular Success, which has been updated from the Office of the Dean of Students
- b. Student Diversity and Inclusion, currently the Student Equity, Excellence and Diversity (SEED)
- c. Student Academic Success, a new unit name of existing programs under the Office of the Vice Provost for Student Success.

(UPDATED) There are two significant organizational changes. The first change is the relocation of enrollment management functions to report directly to the Provost as the proposed Office of the Vice Provost for Enrollment Management. The second change is the grouping of programs that also support the academic endeavors of student success, and therefore create a Student Academic Success unit. This includes the consolidation of Mānoa advisors from four existing advising units: Mānoa Advising Center including Mānoa Peer Advisors, Mānoa Transfer Coordination Center, Pre-Health/Pre-Law Advising, and Student-Athlete Academic Services. In addition, the First Year Programs, Learning Assistance Center, Civic Engagement and Service Learning, and Commencement functions would also be included with Student Academic Success.

d. Proposed actions include:

- i. Redescribe the Vice Chancellor for Students (EM, #89325) to the proposed Vice Provost for Student Success. The Vice Provost team and administrative services office team remain relatively unchanged.
- ii. Create three program groups under the proposed Vice Provost for Student Success: Student Co-Curricular Success, Student Diversity and Inclusion (formerly SEED), and Student Academic Success.

iii. Student Co-Curricular Success

- 1. The Associate Vice Chancellor (EM, #89309) will continue to serve as the Dean of Students and oversee the following programs under its purview:
 - a. Onboarding functions are being proposed for inclusion in the OVPSS functional statement. New function with staffing to be reallocated when budget permits
 - b. Student Life and Development. No significant changes to staffing, structure or functional statements.
 - c. (UPDATED) Student Residential Life. Renamed from Student Housing to Student Residential Life to reflect the current terminology used in the industry. We have deferred the original proposed action of transferring the operations unit and will continue to discuss.
 - d. Counseling and Student Development. No significant changes to staffing, structure or functional statements.

- e. Mānoa Career Center. No changes to structure or functional statements.
- f. University Health Services. No significant changes to staffing, structure or functional statements.
- g. Student Conduct. Renamed from Judicial Affairs. No significant changes to structure or functional statements.
- h. Children's Center. Change in supervisor from #89469 to #89309. In addition, the program will be relocated from former SEED to proposed Student Co-Curricular Success. This organizational change appropriately places the Children's Center with other related programs; the Children's Center has grown to serve the children and families of the UH Mānoa and serves as a learning environment for the early childhood program students as well as early childhood professionals. No changes to staffing, structure or functional statements.
- i. Charts reflect the positions swept by HB2200 and SB126, SLH 2020.

iv. Student Diversity and Inclusion

1. The unit is being renamed to update more recent terminology and align with focus on student diversity and inclusion. This continues to build on the strong direction of the former and current Student Equity, Excellence and Diversity leadership. The Assistant Vice Chancellor for Students (proposed Assistant Vice Provost, EM, #89479) will continue to lead the unit which is comprised of the following programs:
 - a. KŌKUA Office. No changes to staffing, structure or functional statement.
 - b. Office of Multicultural Student Services. No changes to staffing, structure or functional statements.
 - c. College Opportunities Program. No changes to staffing, structure or functional statements.
 - d. Women's Center. No changes to staffing, structure or functional statements.
 - e. Veteran Student Services. The program recognizes the provision of support and services to enhance veteran success as a student. As the sole staff position was swept by HB2200 and SB 126, SLH 2020, appropriate temporary staffing will provide a level of service coverage.

- f. LGBTQ . The program recognizes the provision of support and services to enhance success as a LGBTQ+ student. This program is supported by a specialist type faculty.
- g. Graduate Professional Access Program. The program is being proposed for inclusion in the OVPSS functional statement. This program is supported by a specialist type faculty.
- h. Health Careers Opportunities. The program is being proposed for inclusion in the OVPSS functional statement. This program is supported by a specialist type faculty.
- i. Senior Citizen Visitor Support program. The program is being proposed for inclusion in the OVPSS functional statement and is supported by a graduate assistant.
- j. Federal and state granted programs. This unit reflects the remaining extramurally funded programs that are currently under the SEED unit. Programs include Mānoa Educational Talent Search (METS), Hawai'i Educational Talent Search (HETS), Child Care Access Means Parents in School, GEAR UP Mānoa, GEAR UP Waipahu, Program for After-School Literacy Support (PALS)/Place-based Learning and Community Engagement in School (PLACES), and Student Support Services.

The extramurally funded Student Support Services is proposed for transfer from the Office of Undergraduate Education, and will be organized with other similar outreach and student support programs.

2. Charts reflect the positions swept by HB2200 and SB126, SLH 2020.

v. Student Academic Success

- 1. This is a newly created unit of existing programs that will support the reorganization goal to improve student success outcomes through integrated support for both academic success and student growth and development.

Proposed actions include:

- a. Reassign Assistant Vice Chancellor (proposed Assistant Vice Provost, EM, #89010) from the Office of Undergraduate Education to the Office of Student Academic Success to lead this new endeavor.
- b. Positions #89010 (EM), #900930 (Civil Service), and #81335 (APT) are proposed for transfer from the current Office of

Undergraduate Education to the Office of Student Academic Success. The unit is comprised of the following programs:

- c. (UPDATED) Mānoa Advisors. This unit now provides a strong, comprehensive advising team that builds upon the expertise and experience of current teams: Mānoa Advising Center including Mānoa Transfer Coordination Center, Pre-Health/Pre-Law Advising, Student-Athlete Academic Services, Mānoa Peer Advisors.
- d. (UPDATED) Learning Assistance Center, including OnLine Learning Academy. No changes to staffing, structure or functional statements.
- e. (UPDATED) First Year Programs. No changes to staffing, structure or functional statements.
- f. Civic Engagement and Service Learning. The Office of Civic and Community Engagement is proposed to be combined with Service Learning and Hawaii Pacific Islands Campus Compact. No changes to staffing. .
- g. Commencement. Proposed transfer of function from former Office of Vice Chancellor for Academic Affairs. Implementation of this transfer to occur when appropriate staffing is allocated and budget permits.

2. Charts reflect the swept by HB2200 and SB126, SLH 2020.

6. Enrollment Management. This office has been repositioned as a direct report to Provost to recognize the critical role for the campus. The current areas of admissions, registration, financial aid and scholarships remain under the proposed Vice Provost for Enrollment Management (EM, #89133). A significant change is to add the graduate enrollment management related functions and operations within the current Office of Admissions to maximize resources, build upon strong, effective practices for undergraduate and graduate students. There was campus feedback requesting to keep the current Graduate Division intact, however, the relocation of functions primarily between academic excellence and enrollment management will strengthen our expertise and resources, especially in light of the current budget situation.

a. Proposed actions include:

- i. Redescribe Assistant Vice Chancellor for Enrollment Management (EM, #89133) to a proposed Vice Provost for Enrollment Management (EM). The scope and complexity of the work remain relatively unchanged.
- ii. There is a proposed updated office name change from, Financial Aid Services to Office of Financial Aid Services and Scholarships. There are no changes to the proposed unit names for the Office of Admissions and, Office of the Registrar.

- iii. Marketing Specialist (APT, #80096) is being proposed for transfer from Office of Enrollment to the Office of the Provost, as a direct report to the Provost and assisting with campuswide marketing initiatives.
- iv. (UPDATED) Relocate the scheduler (APT, #81742) to the Office of the Vice Provost for Academic Excellence as a direct report to the Vice Provost which best coordinates scheduling of courses with catalog and other academic support .
- v. Office of Admissions
 - 1. The organizational structure for admissions, records and financial aid has evolved over time, and has moved under the purview of student affairs or academic affairs depending on the campus direction. With this reorganization, the Admissions Manager (APT, 81154) is proposed as the overall manager for this office including oversight of recruitment efforts in addition to admissions.
 - 2. (UPDATED) Student Services Specialists (APT, #78265, #80607, #78738) are being proposed for transfer from the Graduate Division to the Office of Admissions, to be responsible for assisting #81154 with graduate admissions efforts and work to support graduate recruitment efforts.
 - 3. Admissions Manager (APT, #80463) is being proposed as additional direct report to #81154.
- b. The Office of the Registrar has no further changes to staffing, structure or functional statements, other than the reorganization of the scheduler (APT, 81742) to be a direct report to the proposed Vice Provost for Enrollment Management.
- c. Charts reflect the positions swept by HB2200 and SB126, SLH 2020.

7. Research and Scholarship

The programs reporting to the proposed vice provost remain unchanged. A change from the initial conceptual design is to move Graduate Division leadership, policy and procedure development, and graduate student support services to the Office of the Vice Provost for Academic Excellence. The functions of graduate recruitment and admissions will be under the purview of the Office of the Vice Provost for Enrollment Management. The functions supporting graduate student fellowships will be under the purview of the Vice Provost for Research and Scholarship, as this office will also expand to oversee graduate and undergraduate student research opportunities, and postdoctoral affairs.

- a. Proposed actions include:
 - i. Redescribe Vice Chancellor for Research (EM, #89112) to proposed Vice Provost for Research and Scholarship. The scope and complexity of the work remain relatively unchanged.

- ii. Add position to serve as director for the proposed Postdoctoral and Student Research. This unit will be responsible for overseeing policies, procedures and practices pertaining to effectively overseeing post-doctoral research as well as our undergraduate and graduate student research opportunities. efforts.
 - iii. No significant change to staffing, structure or functional statements.
 - iv. No change to the structure and functional statements of the Environmental Health and Safety Office.
 - b. Charts reflect the positions swept by HB2200 and SB126, SLH 2020.
8. Global Engagement. This re-envisioned role emphasizes the importance of this office to develop a comprehensive and sustainable global strategy that will direct our campus relationships and educational endeavors with desired and necessary international intuitions and partners.
- a. Proposed actions include:
 - i. Relocate this office as direct report to the Provost which emphasizes the campus leadership commitment to strategic global engagement with institutions and agencies. The Assistant Vice Chancellor (Proposed Assistant Provost, EM, #89275) will be redescribed. The following programs currently report to #89275 and will continue to fall under this office purview:
 - 1. Mānoa International Exchange. No major change to staffing, structure or functional statements.
 - 2. Study Abroad Center No change to staffing or structure. Update to functional statements, and reflects the essential collaborative work with the proposed Office of the Vice Provost for Academic Excellence. While there were numerous comments to move this program to the proposed Office of the Vice Provost for Academic Excellence, the objective to consolidate and strengthen the global presence of the campus will be enhanced by retaining the current programs under a new envisioned program. In addition, programs like Study Abroad will need to continue to partner with units, programs and colleagues in other campus areas such as academic excellence to best support faculty and students. A footnote on both the Office of the Vice Provost for Academic Excellence and the Office of Global Engagement reflect this collaborative working relationship with Study Abroad Center and OVPAE.
 - 3. (UPDATED) National Student Exchange. No major change to staffing, structure or functional statements. Collaborates with the Office of the Vice Provost for Student Success on NSE related matters.

4. International Student Services. No major change to staffing, structure or functional statements.
 5. Faculty and Scholar Immigration Services. No major change to staffing, structure or functional statements.
- ii. Charts reflect the positions swept by HB2200 and SB126, SLH 2020.
9. **(UPDATED)** Mānoa CARES (Campus Awareness, Response, Education and Solutions). The Mānoa CARES and the Equity Assurance Office are two new offices that are being proposed, with staffing from existing programs, and will support the reorganization goal to strengthen, streamline and clarify advocacy and compliance programs that support protected classes. It is imperative for these two units to work collaboratively as their individual office initiatives help to achieve the overall goal.

The proposed Mānoa CARES unit will report to the Provost, with two reporting units of Office of Cultivating Community Values and Office of Conflict Management.

a. Proposed Mānoa CARES actions include:

- i. Provides management in building and supporting the continuous cultivation of a campus community that exemplifies 'ohana and kuleana between each other and our relationship to the aina. In addition, this office supports, promotes and advances diversity and inclusion on campus through proactive engagement, collaboration and communication with both internal and external groups.
- ii. Combines Administrative Officer (APT, #81280) and Administrative and Fiscal Support Specialist (APT, #77682) from the current campusHELP and individual positions of the Civil Rights Specialist (faculty type specialist, #88099), the UHM Advocate (faculty type specialist, #70149), and University Academic Affairs Program Officer (EM, #89459).
 1. 89459 would be redescribed to serve as Director of Mānoa CARES.
 2. #81280 and #77682 would initially continue to support the campus HELP office, and help to transition to an in-take support role.
 3. #88099 and #70149 would continue to provide advocacy services.
- iii. To effectively achieve the goals set forth in the functional statement, additional positions will need to be added over time as budget permits. The functional team stressed the importance of recognizing the 2 separate units, although with limited staffing, to recognize the goal for Mānoa CARES.
- iv. **(UPDATED)** In addition, this director will work to facilitate a Mānoa CARES coalition with units across the campus focused on building a foundation to cultivate a healthy climate and campuswide values for the Mānoa community. Such coalition members proposed for inclusion are the Campus Climate Committee; Native Hawaiian Place of Learning Advancement Office; the Truth, Racial Healing and Transformation team; student diversity and inclusion programs such as LGBTQ+; and the Equity Assurance Office units.

10. (UPDATED) Equity Assurance Office (EAO). As mentioned previously, the Mānoa CARES and EAO will support the reorganization goal to strengthen, streamline and clarify advocacy and compliance programs that support protected classes. Working collaboratively is key to both programs' success. The EAO is a hybrid office, providing system-wide educational programming, and serving the UH Mānoa campus and the UH System offices with supportive measures, case management and investigations.

The office function is to navigate a principled and sustainable path forward to best achieve equity and diversity for students and employees of the University of Hawai'i, in a manner compliant with current and evolving federal and State laws and regulations. The office affirms a fair and neutral compliance function. EAO combines the current office staffing and functions of UH System Office of Institutional Equity, UH System/Mānoa Office of Equal Employment Opportunity/Affirmative Action (EEO/AA), and UH Mānoa Title IX and provides a coordinated, collaborative approach towards education, case management and investigations.

a. Proposed Equity Assurance Office (EAO) actions include:

1. Director of EEO&AA (EM, 89236) will be reorganized from System/Mānoa EEO/AA and redescribed to serve as the Director of this office.
2. Secretary III (Civil Service) and Institutional/Policy Analyst (APT, 81959) will be reorganized from System/Mānoa EEO/AA to provide staff support.
3. Education, Outreach and Compliance. Director of Institutional Equity (EM, 89552) will be reorganized from the current OIE and reassigned to lead this unit. Operations Coordinator (APT, #78001) and Investigator (APT, #80852) will also be reorganized to support this unit.
4. (UPDATED) Case management. Director and Title IX Coordinator (EM, #89555) and Administrative and Fiscal Support Specialist (APT, 80930) will transfer from UH Mānoa Title IX to this proposed unit. In addition, Institutional/Policy Analyst (APT, 81963) and Investigator (APT, #78670) from System/Mānoa EEO/AA, and Institutional/Policy Analysts (APT, #77262 and #77122) currently in Mānoa T9 will support the unit work.

11. (UPDATED) Office of the Vice President for Administration

The System Office of Institutional Equity will be combined with EEO/AA and Mānoa Title IX to form the Equity Assurance Office.

12. Office of the Vice President for Information Technology/Chief Information Officer

To better support campus technology needs, two units are being proposed for transfer to the Office of the Vice President for Information Technology/Chief Information Officer (EM, #89268).

a. Proposed actions include:

- i. Academic Development & Technology (known as STAR) office will be transferred from the Office of Undergraduate Education and will now report to the Vice President for IT/CIO which provides further leadership, infrastructure and economical support. The STAR office staffing will remain under the leadership of IT manager (APT, #80696), who will report directly to the Vice President. The unit name is being reviewed for revision.
 - ii. (UPDATED) Two positions in the current Center for Instructional Support office, Electronics Technician (APT #80723 and APT #81344), will be transferred from the Office of Faculty Development and Academic Support (OFDAS), and will be integrated with ITS Academic Technologies. This proposed transfer will maximize planning and services to the campus, providing additional support to the CIS team members amidst reduced staffing and evolving technology.
13. Office of Business & Finance. This office will continue to report to the President and work collaboratively with both the President and the UH Mānoa Provost. As described in Phase 1, this leader has been working with both President and Provost to address budget and financial matters, including the current budget outlook and projections.

a. Proposed actions include:

- i. Redescribe the current Vice Chancellor for Administration, Finance and Operations (Proposed Chief Business Office, EM, #89354) and appoint.
- ii. (UPDATED) Vacant Secretary II (Civil Service, #15584) from the Mānoa President's Office has been placed in campus position pool. Assistant to Senior Executive (EM, #89558) and Administrative and Fiscal Support Specialist (APT, 77952) will be relocated from the Mānoa President's Office to the Office of Business and Finance, reporting to the proposed Chief Business Officer, #89354.
- iii. IT Specialist (APT, 78914) will be reorganized from the Office of the Vice Chancellor for Academic Affairs to provide collaborative support to the Office of the Vice Provost for Academic Excellence, Office of the Vice Provost for Research and Scholarship, and the Office of Business and Finance. This sets a possible future pathway for continued shared services within the leadership offices.
- iv. Mānoa Budget Office is proposed for retitling to Financial Management and Analysis to reflect the broader scope of its current responsibilities including financial management analysis and reporting needs. The office had already been performing that scope and level of work. No significant change to staffing, structure or functional statement.

- v. Office of Finance and Accounting is proposed for retitling to Business Services Center, to also reflect the wide scope of expertise provided to the campus as well as to the Offices of the President (for Mānoa matters), the Office of the Provost, the Office of the Vice Provost for Academic Excellence, the Office of the Vice Provost for Research and Scholarship, and other assigned campus areas. Functions include providing expertise and consistency in managing and processing transactions in accordance with sound campus procedures. No significant change to staffing, structure or functional statement.
- vi. Charts reflect the positions swept by HB2200, SLH 2020.

ATTACHMENT:

**DETAILED LISTING OF POSITIONS TO INCLUDE ALLOCATED AND AUTHORIZED BJ/BT
POSITIONS IMPACTED BY THE REORGANIZATION**

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
President	0079192	APT	INSTITUTIONAL SUPPORT	Filled	Mānoa Faculty Senate	Mānoa Faculty Senate	No change
President	0081747	APT	INSTITUTIONAL SUPPORT	Filled	Native Hawaiian Affairs, Mānoa President's Office	Mānoa Native Hawaiian Place of Learning Advancement Office, UH President's Office	Office name update
President	0089560	EM	U ACAD AFFRS PGRM OFFCR (UHM)	Filled	Native Hawaiian Affairs, Mānoa President's Office	Mānoa Native Hawaiian Place of Learning Advancement Office, UH President's Office	Office name update
President	0015584	Civil Service	Secretary II	To campus pool	Mānoa President's Office	To campus pool	To campus pool
President	0100053	Civil Service	Private Secretary II	Vacant (eff 12/1/20); to campus pool	Mānoa President's Office	To campus pool (vacant 12/01/20)	To campus pool (vacant 12/01/20)
President	80180	APT	INSTITUTIONAL SUPPORT	Filled	UH President's Office	UH President's Office	No change
President	89058	EM	PRESIDENT, UH	Filled	UH President's Office	UH President's Office	No change
President	89362	EM	ASST TO SENIOR EXECUTIVE	Filled	UH President's Office	UH President's Office	No change
President	89495	EM	ASST TO SENIOR EXECUTIVE	Filled	UH President's Office	UH President's Office	No change
President_SWEPT	0078138	APT	INSTITUTIONAL SUPPORT	SWEPT	Office of the President	SWEPT	SWEPT
President_SWEPT	0089261	EM	CHANCELLOR	SWEPT	Mānoa President's Office	SWEPT	SWEPT
President_SWEPT	0089365	EM	Admin Asst to Chancellor, UHM	SWEPT	Mānoa President's Office	SWEPT	SWEPT

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Provost	78322	APT	INST/POLICY ANALYST	Filled	Mānoa Institutional Research Office, Office of the Vice Chancellor for Academic Affairs	Mānoa Institutional Research Office, Office of the Provost	Administrative reorganization
Provost	80910	APT	IT SPECIALIST	Filled	Mānoa Institutional Research Office, Office of the Vice Chancellor for Academic Affairs	Mānoa Institutional Research Office, Office of the Provost	Administrative reorganization
Provost	89461	EM	U ACAD AFFRS PGRM OFFCR (UHM)	Filled	Mānoa Institutional Research Office, Office of the Vice Chancellor for Academic Affairs	Mānoa Institutional Research Office, Office of the Provost	Administrative reorganization
Provost	0078055	APT	INSTITUTIONAL SUPPORT	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Provost	Administrative reorganization
Provost	0078229	APT	INSTITUTIONAL SUPPORT	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Provost	Administrative reorganization
Provost	0078429	APT	INSTITUTIONAL SUPPORT	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Provost	Administrative reorganization
Provost	0078873	APT	INFO, EVENTS & PUBLICATIONS	Filled	Mānoa President's Office	Office of the Provost	Administrative reorganization
Provost	0080096	APT	INSTR & STUD SUPP	Filled	Office of Enrollment Management	Office of the Provost	Administrative reorganization
Provost	89104	EM	PROVOST	Filled	Office of the Provost	Office of the Provost	Administrative reorganization
Provost	0089434	EM	ASST TO SENIOR EXECUTIVE	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Provost	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Academic Excellence	0079166	APT	INSTITUTIONAL SUPPORT	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence	0079837	APT	ACADEMIC SUPPORT	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence	0080812	APT	ACADEMIC SUPPORT	Filled	Mānoa Catalog Office, Office of Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence (UPDATED)	0081742	APT	ACADEMIC SUPPORT	Filled	Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence	0089009	EM	U ACAD AFFRS PGRM OFFCR (UHM)	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence	0089169	EM	ASSOC VICE CHANCELLOR, UHM	Filled	Office of the Vice Chancellor for Academic Affairs	Office of the Vice Provost for Academic Excellence	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Academic Excellence_A	0070143	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Filled	Assessment Office, Office of the Vice Chancellor for Academic Affairs	Curricular/Instructional Excellence Office, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0070144	Faculty	SPECIALIST, UHM, 11-MO	Filled	Assessment Office, Office of the Vice Chancellor for Academic Affairs	Curricular/Instructional Excellence Office, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0042309	Civil Service	Secretary II	Filled	General Education Office, Office of the Vice Chancellor for Academic Affairs	General Education Office, Office of the Vice Provost for Academic Excellence	Administrative leadership organization
Academic Excellence_A	0080836	APT	ACADEMIC SUPPORT	Filled	General Education Office, Office of the Vice Chancellor for Academic Affairs	General Education Office, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0081997	APT	ACADEMIC SUPPORT	Filled	General Education Office, Office of the Vice Chancellor for Academic Affairs	General Education Office, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0083124	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0084563	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0087431	Faculty	ASSOC PROF, UHM 11-MO	Filled	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0088190	Graduate Asst	GRADUATE ASSISTANT, 9-MO	Vacant	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0077070T	APT	ACADEMIC SUPPORT	Filled	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0079545T	APT	ACADEMIC SUPPORT	Filled	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0085464T	Faculty	ASST PROF, UHM, 11-MO	Vacant	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0088933T	Faculty	ASST PROF, UHM, 9-MO	Vacant	Honors Program, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Honors Program, Office of the Vice Provost for Academic Excellence	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Academic Excellence_A	0082099	Faculty	MANOA 9-MO FACULTY	Vacant	Interdisciplinary Studies, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Interdisciplinary Studies, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0083798	Faculty	ASSOC PROF, UHM 11-MO	Filled	Interdisciplinary Studies, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Interdisciplinary Studies, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0086356	Faculty	PROFESSOR, UHM, 11-MO	Filled	Interdisciplinary Studies, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Interdisciplinary Studies, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0043067	Civil Service	Secretary II	Filled	Military Science, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	ROTC, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_A	0079151	APT	INSTITUTIONAL SUPPORT	Filled	Aerospace Studies, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	ROTC, Office of the Vice Provost for Academic Excellence	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Academic Excellence_B	0026604	Civil Service	Secretary III	Filled	Office of the Dean, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0041853	Civil Service	Office Assistant IV	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0078687	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0079082	APT	INFORMATION TECHNOLOGY	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0080275	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0080480	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0080566	APT	ACADEMIC SUPPORT	Filled	Office of the Dean, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0080634	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0081275	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0081537	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0081628	APT	INFORMATION TECHNOLOGY	Filled	Information Technology, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0084519	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Office of the Dean, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence_B	0089040	EM	DEAN (UHM), GRADUATE DIVISION	Filled	Office of the Dean, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Academic Excellence _B	0089060	EM	Associate Dean, UHM	Filled	Office of the Dean, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Graduate Division, Office of the Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _B_SWEPT	0017377	Civil Service	Office Assistant IV	SWEPT	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	SWEPT	SWEPT

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Academic Excellence _C	0077171	APT	INSTITUTIONAL SUPPORT	Filled	Academic Personnel Office, Office of the Vice Chancellor for Academic Affairs	Academic Personnel, Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0089556	EM	U ACAD AFFRS PGRM OFFCR (UHM)	Filled	Academic Personnel Office, OVCAA	Academic Personnel, Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0014349	Civil Service	Secretary III	Filled	Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Development and Academic Support, Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0077751	APT	ACADEMIC SUPPORT	Filled	Center for Teaching Excellence, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Development and Academic Support, Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0080687	APT	MEDIA DESIGN & PRODUCTION	Filled	Center for Instructional Support, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Development and Academic Support, Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0080688	APT	MEDIA DESIGN & PRODUCTION	Filled	Center for Instructional Support, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Development and Academic Support, Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C (UPDATED)	0081678	APT	MEDIA DESIGN & PRODUCTION	Filled	Center for Instructional Support, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Development and Academic Support, Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0083597	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Center for Teaching Excellence, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Development and Academic Support, Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0086264	Faculty	SPECIALIST, UHM, 11-MO	Filled	Center for Teaching Excellence, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Development and Academic Support, Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence _C	0079601	APT	INSTITUTIONAL SUPPORT	Filled	Academic Personnel Office, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Academic Excellence _C	0089214	EM	ASST VICE CHANCELLOR, UHM	Filled	Academic Personnel Office, Office of the Vice Chancellor for Academic Affairs	Office of Faculty Excellence, Office of Vice Provost for Academic Excellence	Administrative reorganization
Academic Excellence- C_Swept	0077515	APT	MEDIA DESIGN & PRODUCTION	SWEPT	Center for Instructional Support, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	SWEPT	SWEPT
Academic Excellence- C_Swept	0081012	APT	MEDIA DESIGN & PRODUCTION	SWEPT	Center for Instructional Support, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	SWEPT	SWEPT

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success	0078065	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Services Office, Office of the Vice Chancellor for Students	Administrative Services Office, Office of Vice Provost for Student Success	Administrative reorganization
Student Success	0080089	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Services Office, Office of the Vice Chancellor for Students	Administrative Services Office, Office of Vice Provost for Student Success	Administrative reorganization
Student Success	0080146	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Services Office, Office of the Vice Chancellor for Students	Administrative Services Office, Office of Vice Provost for Student Success	Administrative reorganization
Student Success	0081879	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Services Office, Office of the Vice Chancellor for Students	Administrative Services Office, Office of Vice Provost for Student Success	Administrative reorganization
Student Success	0081902	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Services Office, Office of the Vice Chancellor for Students	Administrative Services Office, Office of Vice Provost for Student Success	Administrative reorganization
Student Success	0078217	APT	INFORMATION TECHNOLOGY	Filled	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success	0078218	APT	INFORMATION TECHNOLOGY	Filled	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success	0078462	APT	INFORMATION TECHNOLOGY	Filled	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success	0079316	APT	INSTITUTIONAL SUPPORT	Filled	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success	0080893	APT	INSTITUTIONAL SUPPORT	Filled	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success	0083035	Faculty	SPECIALIST, UHM, 11-MO	Vacant	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success	0089309	EM	ASSOC VICE CHANCELLOR, UHM	Vacant	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success	0089325	EM	VICE CHANCELLOR, UHM	Filled	Office of the Vice Chancellor for Students	Office of the Vice Provost for Student Success	Administrative reorganization
Student Success - Swept	0080661	APT	INSTR & STUD SUPP	SWEPT	Office of the Vice Chancellor for Students	SWEPT	SWEPT
Student Success - Swept	0082864	Faculty	JR SPECIALIST, UHM, 11-MO	SWEPT	Office of the Vice Chancellor for Students	SWEPT	SWEPT
Student Success - Swept	0089298	EM	DIRECTOR OF STUDENT AFFAIRS	SWEPT	Office of the Vice Chancellor for Students	SWEPT	SWEPT

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_A	0070084	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Student Events and Campus Life Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0078991	APT	INSTR & STUD SUPP	Filled	Student Events and Campus Life Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0080631	APT	INSTR & STUD SUPP	Filled	Student Events and Campus Life Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0080942	APT	INSTR & STUD SUPP	Filled	Student Events and Campus Life Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0081486	APT	INSTR & STUD SUPP	Vacant	Student Events and Campus Life Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0088328	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Events and Campus Life Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0088334	Faculty	JR SPECIALIST, UHM, 11-MO	Vacant	Student Events and Campus Life Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0081480T	APT	RESEARCH SUPPORT	Filled	Student Life Development, Office of Dean of Students, Office of Vice Chancellor for Students	Student Events and Campus Life Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_A	0070078	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Student Involvement and Leadership Development Programs, Student Life and Development, Office of the Vice Chancellor for Students	Student Involvement and Leadership Development Programs, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A	0081510	APT	INSTR & STUD SUPP	Filled	Student Involvement and Leadership Development Programs, Student Life and Development, Office of the Vice Chancellor for Students	Student Involvement and Leadership Development Programs, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A	0083705	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Involvement and Leadership Development Programs, Student Life and Development, Office of the Vice Chancellor for Students	Student Involvement and Leadership Development Programs, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A	0025329	Civil Service	Janitor II	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0025392	Civil Service	Janitor II	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0028597	Civil Service	Building Maintenance Worker I	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0044085	Civil Service	Building & Grounds Utility Wkr	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0044089	Civil Service	Janitor III	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0044109	Civil Service	Building & Grounds Utility Wkr	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0045379	Civil Service	Building & Grounds Utility Wkr	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_A	0046560	Civil Service	Janitor II	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0078450	APT	INSTITUTIONAL SUPPORT	Vacant	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0078831	APT	INSTR & STUD SUPP	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0079129	APT	INSTR & STUD SUPP	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0079408	APT	INSTITUTIONAL SUPPORT	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0079661	APT	INFORMATION TECHNOLOGY	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0080163	APT	INSTITUTIONAL SUPPORT	Vacant	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0080649	APT	INSTITUTIONAL SUPPORT	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0080660	APT	INSTR & STUD SUPP	Vacant	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0900359	Civil Service	Building & Grounds Utility Wkr	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_A	0900563	Civil Service	Janitor II	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0900564	Civil Service	Janitor II	Filled	Student Life Business Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Life Business Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0080913T	APT	INSTR & STUD SUPP	Vacant	Student Life Development, Office of Dean of Students, Office of Vice Chancellor for Students	Student Recreation Services, Student Life and Development, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_A	0026460	Civil Service	Office Assistant III	Filled	Student Recreation Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Recreation Services, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A	0077071	APT	INSTR & STUD SUPP	Filled	Student Recreation Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Recreation Services, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A	0079313	APT	INSTR & STUD SUPP	Filled	Student Recreation Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Recreation Services, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A	0080025	APT	INSTR & STUD SUPP	Filled	Student Recreation Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Recreation Services, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A	0083512	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Recreation Services, Student Life and Development, Office of the Vice Chancellor for Students	Student Recreation Services, Student Life and Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_A_SWEP T	0078447	APT	INSTR & STUD SUPP	Swept	Student Life and Development, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Student Success_A_SWEP T	0089190	EM	DIRECTOR OF STUDENT AFFAIRS	Swept	Student Life and Development, Office of the Vice Chancellor for Students	SWEPT	SWEPT

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_B	0070072	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0078476	APT	INFORMATION TECHNOLOGY	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0078604	APT	INFORMATION TECHNOLOGY	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0078605	APT	INSTR & STUD SUPP	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0081434	APT	INSTR & STUD SUPP	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0081481	APT	INSTR & STUD SUPP	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0082642	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0082644	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0082701	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_B	0088325	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	Mānoa Career Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_SWEPT	0079844	APT	INSTR & STUD SUPP	Swept	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	SWEPT	SWEPT
Student Success_SWEPT	0088125	Faculty	ASST SPECIALIST, UHM, 11-MO	Swept	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	SWEPT	SWEPT
Student Success_SWEPT	0080453T	APT	MEDIA DESIGN & PRODUCTION	Swept	Mānoa Career Center, Office of Dean of Students, Office of Vice Chancellor for Students	SWEPT	SWEPT

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_C	0025410	Civil Service	Office Assistant IV	Filled	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0079646	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0079715	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0080944	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0112430	Civil Service	Cashier I	Filled	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0077388T	APT	INSTITUTIONAL SUPPORT	Vacant	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0078154T	APT	INFORMATION TECHNOLOGY	Filled	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0079647T	APT	INSTITUTIONAL SUPPORT	Filled	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Administrative Support, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0070079	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Health Education and Promotion, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Health Education and Promotion, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0077077T	APT	MEDIA DESIGN & PRODUCTION	Filled	Health Education and Promotion, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Health Education and Promotion, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization

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Student Success_C	0078112T	APT	INSTR & STUD SUPP	Filled	Health Education and Promotion, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Health Education and Promotion, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0088317	Faculty	SPECIALIST, UHM, 11-MO	Filled	Health Education and Promotion, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Health Educational and Promotion, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0080671	APT	ALLIED HEALTH & SAFETY	Filled	Laboratory, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Laboratory, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0041706	Civil Service	Advanced Practice RN II	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0083261	Faculty	SPECIALIST, UHM, 11-MO	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0083397	Faculty	SPECIALIST, UHM, 11-MO	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0084576	Faculty	SPECIALIST, UHM, 11-MO	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0088322	Faculty	SPECIALIST, UHM, 11-MO	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0070085T	Faculty	SPECIALIST, UHM, 11-MO	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0079293T	APT	ALLIED HEALTH & SAFETY	Vacant	University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_C	0084576A	Faculty	SPECIALIST, UHM, 11-MO	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0088319T	Faculty	SPECIALIST, UHM, 11-MO	Filled	Medical Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Medical Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0010312	Civil Service	Registered Nurse IV	Filled	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0013615	Civil Service	Registered Nurse III	Filled	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0013616	Civil Service	Registered Nurse III	Filled	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0018091	Civil Service	Registered Nurse III	Vacant	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0022672	Civil Service	Registered Nurse III	Vacant	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0054817	Civil Service	Para Medical Assistant II	Filled	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0900023	Civil Service	Para Medical Assistant II	Filled	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0900468	Civil Service	Registered Nurse III	Filled	Nursing Staff, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Nursing Staff, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_C	0078521	APT	ALLIED HEALTH & SAFETY	Filled	Pharmacy, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Pharmacy, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0078234T	APT	ALLIED HEALTH & SAFETY	Filled	Pharmacy, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Pharmacy, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0081805T	APT	ALLIED HEALTH & SAFETY	Filled	Pharmacy, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	Pharmacy, University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0082341	Faculty	SPECIALIST, UHM, 11-MO	Filled	University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0077721T	APT	INSTUTIONAL SUPPORT	Vacant	University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0078168T	APT	INSTR & STUD SUPP	Filled	University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0078503T	APT	INSTR & STUD SUPP	Filled	University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0079248T	APT	INSTR & STUD SUPP	Filled	University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C	0080552T	APT	INSTR & STUD SUPP	Filled	University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	University Health Services, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_C Swept	0083539	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Swept	Administrative Support, University Health Services, Office of the Dean of Students, Office of the Vice Chancellor for Students	SWEPT	SWEPT

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_D	0018701	Civil Service	Office Assistant IV	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0028336	Civil Service	Cashier I	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0077029	APT	INSTITUTIONAL SUPPORT	Vacant	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0077097	APT	INFORMATION TECHNOLOGY	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078311	APT	INFORMATION TECHNOLOGY	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078729	APT	INSTITUTIONAL SUPPORT	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078732	APT	INSTR & STUD SUPP	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0079170	APT	INSTITUTIONAL SUPPORT	Vacant	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0079330	APT	INSTR & STUD SUPP	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0079885	APT	INSTR & STUD SUPP	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080193	APT	INSTITUTIONAL SUPPORT	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080219	APT	INSTR & STUD SUPP	Vacant	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080298	APT	INSTITUTIONAL SUPPORT	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_D	0081103	APT	INSTITUTIONAL SUPPORT	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0081361	APT	INFORMATION TECHNOLOGY	Filled	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0081612	APT	INSTITUTIONAL SUPPORT	Vacant	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0077010T	APT	INSTR & STUD SUPP	Vacant	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0081938T	APT	INSTITUTIONAL SUPPORT	Vacant	Administration, Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life - Administration, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0023582	Civil Service	Office Assistant III	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0028545	Civil Service	Office Assistant III	Vacant	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078542	APT	INSTR & STUD SUPP	Vacant	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078730	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078731	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078959	APT	INSTR & STUD SUPP	Vacant	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_D	0078960	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078961	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078962	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080594	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080595	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080597	APT	INSTR & STUD SUPP	Vacant	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080598	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080630	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080764	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0080825	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_D	0080924	APT	INSTR & STUD SUPP	Vacant	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0081611	APT	INSTR & STUD SUPP	Filled	Student Housing Services - Residential Life, Office of the Vice Chancellor for Students	Student Residential Life - Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_D	0089007	EM	DIRECTOR OF STUDENT AFFAIRS	Filled	Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life, Co-Curricular Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_D	0078728	APT	INSTR & STUD SUPP	Filled	Student Housing Services, Office of the Vice Chancellor for Students	Student Residential Life- Residential Life, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success (UPDATED)	0013578	Civil Service	Building Maintenance Worker I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0013578	Civil Service	Building Maintenance Worker I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0024251	Civil Service	Groundskeeper II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0031242	Civil Service	Building Maintenance Worker I	Vacant	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0031246	Civil Service	Groundskeeper I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0077005	APT	FACILITIES PLANNING & DESIGN	Vacant	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0078141	APT	PHYSICAL PLANT MGT	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success (UPDATED)	0079641	APT	PHYSICAL PLANT MGT	Vacant	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0080629	APT	PHYSICAL PLANT MGT	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0081680	APT	ALLIED HEALTH & SAFETY	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0081942	APT	PHYSICAL PLANT MGT	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0110585	Civil Service	Building Maintenance Worker I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0112609	Civil Service	Building Maintenance Worker I	Vacant	Operations-Student Housing Services, Office of Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900513	Civil Service	Building Maintenance Worker I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success (UPDATED)	0900514	Civil Service	Building Maintenance Worker I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900548	Civil Service	Building Maintenance Supvr I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900603	Civil Service	Plumber I	Vacant	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900604	Civil Service	Electrician I	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900850	Civil Service	Janitor III	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900851	Civil Service	Janitor III	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900852	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success (UPDATED)	0900853	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900854	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900855	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900856	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900857	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900858	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900859	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success (UPDATED)	0900860	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900861	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900862	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900863	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900864	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900865	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900866	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900867	Civil Service	Janitor II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success (UPDATED)	0900918	Civil Service	General Laborer II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900919	Civil Service	General Laborer II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900920	Civil Service	General Laborer II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900921	Civil Service	General Laborer II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900922	Civil Service	General Laborer II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success (UPDATED)	0900923	Civil Service	General Laborer II	Filled	Student Housing Services-Operations, Office of the Vice Chancellor for Students	Student Residential Life - Operations, Campus Operations and Facilities, Office of the Vice Provost for Student Success	Administrative reorganization

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Student Success_E	0078917	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080029	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080109	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080232	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080233	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080541	APT	INSTR & STUD SUPP	Vacant	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080588	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080611	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080739	APT	INSTITUTIONAL SUPPORT	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080881	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0900929	Civil Service	Kitchen Helper	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0077364T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0077527T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

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Student Success_E	0077603T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0078467T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0078468T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0078845T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0079616T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0079618T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0079619T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0079799T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080234T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080424T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080455T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080702T	APT	INSTR & STUD SUPP	Filled	Children's Center, SEED, Office of the Vice Chancellor for Students	Children's Center, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0070077	Faculty	ASST SPECIALIST, UHM, 11-MO	Vacant	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_E	0070081	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0070082	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0078966	APT	INSTR & STUD SUPP	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0080632	APT	INSTR & STUD SUPP	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0082048	Faculty	SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0082698	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0083151	Faculty	SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0084139	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0088146	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0070080T	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0070083T	Faculty	ASST SPECIALIST, UHM, 11-MO	Vacant	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0078972T	APT	INSTR & STUD SUPP	Filled	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0088764T	Faculty	ASST SPECIALIST, UHM, 11-MO	Vacant	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_E	0077691	APT	INSTR & STUD SUPP	Filled	Judicial Affairs, Office of the Dean of Students, Office of the Vice Chancellor for Students	Student Conduct, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0078530	APT	INSTR & STUD SUPP	Vacant	Judicial Affairs, Office of the Dean of Students, Office of the Vice Chancellor for Students	Student Conduct, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E	0089485	EM	DIRECTOR OF STUDENT AFFAIRS	Filled	Judicial Affairs, Office of the Dean of Students, Office of the Vice Chancellor for Students	Student Conduct, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E_SWEP T	0070075	Faculty	SPECIALIST, UHM, 11-MO	Swept	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	SWEPT
Student Success_E_SWEP T	0081782	APT	INSTR & STUD SUPP	Swept	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	SWEPT
Student Success_E_SWEP T	0083635	Faculty	SPECIALIST, UHM, 11-MO	Swept	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E_SWEP T	0085059	Faculty	ASST SPECIALIST, UHM, 11-MO	Swept	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_E_SWEP T	0085063	Faculty	ASST SPECIALIST, UHM, 11-MO	Swept	Counseling and Student Development, Office of Dean of Students, Office of Vice Chancellor for Students	Counseling and Student Development, Co-Curricular Success, Office of Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_F	0023086	Civil Service	Office Assistant IV	Filled	College Opportunities Program, SEED, Office of the Vice Chancellor for students	College Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0078538	APT	INSTR & STUD SUPP	Filled	College Opportunities Program, SEED, Office of the Vice Chancellor for students	College Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080606	APT	INSTR & STUD SUPP	Filled	College Opportunities Program, SEED, Office of the Vice Chancellor for students	College Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0083548	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	College Opportunities Program, SEED, Office of the Vice Chancellor for students	College Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080732T	APT	INSTR & STUD SUPP	Filled	College Opportunities Program, SEED, Office of the Vice Chancellor for students	College Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080736T	APT	INSTR & STUD SUPP	Filled	College Opportunities Program, SEED, Office of the Vice Chancellor for students	College Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080746T	APT	INSTR & STUD SUPP	Filled	College Opportunities Program, SEED, Office of the Vice Chancellor for Students	College Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0082637	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Graduate Professional Access Program, SEED, Office of the Vice Chancellor for Students	Graduate Professional Access Program, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0070071	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	SEED, Office of the Vice Chancellor for Students	Health Careers Opportunities Program, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0077032	APT	INSTITUTIONAL SUPPORT	Filled	KŌKUA, SEED, Office of the Vice Chancellor for Students	KŌKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0078262	APT	ACADEMIC SUPPORT	Filled	KŌKUA, SEED, Office of the Vice Chancellor for Students	KŌKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080608	APT	ACADEMIC SUPPORT	Filled	KŌKUA, SEED, Office of the Vice Chancellor for Students	KŌKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080636	APT	ACADEMIC SUPPORT	Filled	KŌKUA, SEED, Office of the Vice Chancellor for Students	KŌKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080666	APT	ACADEMIC SUPPORT	Filled	KŌKUA, SEED, Office of the Vice Chancellor for Students	KŌKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_F	0081102	APT	ACADEMIC SUPPORT	Filled	KÖKUA, SEED, Office of the Vice Chancellor for Students	KÖKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0081566	APT	ACADEMIC SUPPORT	Filled	KÖKUA, SEED, Office of the Vice Chancellor for Students	KÖKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0078963T	APT	ACADEMIC SUPPORT	Vacant	KÖKUA, SEED, Office of the Vice Chancellor for Students	KÖKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0081903T	APT	ACADEMIC SUPPORT	Filled	KÖKUA, SEED, Office of the Vice Chancellor for Students	KÖKUA, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0070074	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Women's Center, SEED, Office of the Vice Chancellor for Students	LGBTQ+, Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0043052	Civil Service	Office Assistant III	Filled	Office of Multicultural Student Services, SEED, Office of the Vice Chancellor for Students	Office of Multicultural Student Services, Student Diversity and Inclusion, Office of the Vice Chancellor for Student Success	Administrative reorganization
Student Success_F	0080517	APT	ACADEMIC SUPPORT	Vacant	Office of Multicultural Student Services, SEED, Office of the Vice Chancellor for Students	Office of Multicultural Student Services, Student Diversity and Inclusion, Office of the Vice Chancellor for Student Success	Administrative reorganization
Student Success_F	0081799	APT	INSTR & STUD SUPP	Filled	Office of Multicultural Student Services, SEED, Office of the Vice Chancellor for Students	Office of Multicultural Student Services, Student Diversity and Inclusion, Office of the Vice Chancellor for Student Success	Administrative reorganization
Student Success_F	0081801	APT	INSTR & STUD SUPP	Filled	Office of Multicultural Student Services, SEED, Office of the Vice Chancellor for Students	Office of Multicultural Student Services, Student Diversity and Inclusion, Office of the Vice Chancellor for Student Success	Administrative reorganization
Student Success_F	0077860	APT	INSTR & STUD SUPP	Filled	SEED, Office of the Vice Chancellor for Students	Student Diversity and Inclusion, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_F	0070069	Faculty	SPECIALIST, UHM, 11-MO		SEED, Office of the Vice Chancellor for Students	Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0078525	APT	INSTITUTIONAL SUPPORT	Filled	SEED, Office of the Vice Chancellor for Students	Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0081063	APT	ACADEMIC SUPPORT	Filled	SEED, Office of the Vice Chancellor for Students	Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0081088	APT	INSTITUTIONAL SUPPORT		SEED, Office of the Vice Chancellor for Students	Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0082594	Faculty	ASST SPECIALIST, UHM, 11-MO		SEED, Office of the Vice Chancellor for Students	Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_F	0089479	EM	ASST VICE CHANCELLOR, UHM	Filled	Office of Student Equity, Excellence and Diversity, Office of the Vice Chancellor for Students	Student Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0084581	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Vacant	Women's Center, SEED, Office of the Vice Chancellor for Students	Women's Center, Student Diversity and Inclusion, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_F	0088333	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Women's Center, SEED, Office of the Vice Chancellor for Students	Women's Center, Student Diversity and Inclusion, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_F	0088964T	Faculty	JR SPECIALIST, UHM, 11-MO	Vacant	Women's Center, SEED, Office of the Vice Chancellor for Students	Women's Center, Student Diversity and Inclusion, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_F	0088967T	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Women's Center, SEED, Office of the Vice Chancellor for Students	Women's Center, Student Diversity and Inclusion, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_F	0088963T	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Women's Center/SEED/Office of the Vice Chancellor for Students	Women's Center/Diversity and Inclusion/Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F_SWEP T	0070070	Faculty	JR SPECIALIST, UHM, 11-MO	Swept	SEED, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Student Success_F_SWEP T	0078261	APT	ACADEMIC SUPPORT	Swept	KŌKUA, SEED, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Student Success_F_SWEP T	0078524	APT	INSTR & STUD SUPP	Swept	SEED, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Student Success_F_SWEP T	0078526	APT	INSTR & STUD SUPP	Swept	Women's Center, SEED, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Student Success_F_SWEP T	0078970	APT	INSTR & STUD SUPP	Swept	SEED, Office of the Vice Chancellor for Students	SWEPT	SWEPT

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_F	0080574T	APT	ACADEMIC SUPPORT	Vacant	Student Support Services, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Student Support Services, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0080648T	APT	INSTR & STUD SUPP	Filled	Student Support Services, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Student Support Services, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F	0081637T	APT	INSTR & STUD SUPP	Filled	Student Support Services, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Student Support Services, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0081648T	APT	ACADEMIC SUPPORT	Filled	Gear Up Mānoa, SEED, Office of the Vice Chancellor for Students	Gear Up Mānoa, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0081653T	APT	ACADEMIC SUPPORT	Filled	Gear Up Mānoa, SEED, Office of the Vice Chancellor for Students	Gear Up Mānoa, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0081656T	APT	ACADEMIC SUPPORT	Filled	Gear Up Mānoa, SEED, Office of the Vice Chancellor for Students	Gear Up Mānoa, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0081660T	APT	ACADEMIC SUPPORT	Filled	Gear Up Mānoa, SEED, Office of the Vice Chancellor for Students	Gear Up Mānoa, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0081670T	APT	ACADEMIC SUPPORT	Filled	Gear Up Mānoa, SEED, Office of the Vice Chancellor for Students	Gear Up Mānoa, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0081674T	APT	INSTITUTIONAL SUPPORT	Filled	Gear Up Mānoa, SEED, Office of the Vice Chancellor for Students	Gear Up Mānoa, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0077693T	APT	INSTR & STUD SUPP	Vacant	Gear Up Waipahu, SEED, Office of the Vice Chancellor for Students	Gear Up Waipahu, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0078901T	APT	INSTITUTIONAL SUPPORT	Filled	Gear Up Waipahu, SEED, Office of the Vice Chancellor for Students	Gear Up Waipahu, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0078913T	APT	ACADEMIC SUPPORT	Filled	Gear Up Waipahu, SEED, Office of the Vice Chancellor for Students	Gear Up Waipahu, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0077982T	APT	ACADEMIC SUPPORT	Vacant	HETS, SEED, Office of the Vice Chancellor for Students	HETS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0078508T	APT	ACADEMIC SUPPORT	Filled	HETS, SEED, Office of the Vice Chancellor for Students	HETS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0080288T	APT	ACADEMIC SUPPORT	Vacant	HETS, SEED, Office of the Vice Chancellor for Students	HETS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_F(a)	0081812T	APT	ACADEMIC SUPPORT	Filled	HETS, SEED, Office of the Vice Chancellor for Students	HETS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0081925T	APT	ACADEMIC SUPPORT	Filled	HETS, SEED, Office of the Vice Chancellor for Students	HETS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0081971T	APT	ACADEMIC SUPPORT	Filled	HETS, SEED, Office of the Vice Chancellor for Students	HETS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0078263T	APT	ACADEMIC SUPPORT	Filled	METS, SEED, Office of the Vice Chancellor for Students	METS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0079030T	APT	ACADEMIC SUPPORT	Vacant	METS, SEED, Office of the Vice Chancellor for Students	METS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0079031T	APT	ACADEMIC SUPPORT	Filled	METS, SEED, Office of the Vice Chancellor for Students	METS, Diversity and Inclusion, Office of the Vice Chancellor for Students	Administrative reorganization
Student Success_F(a)	0077110T	APT	INSTR & STUD SUPP	Vacant	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0079144T	APT	INSTR & STUD SUPP	Vacant	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0079190T	APT	INSTITUTIONAL SUPPORT	Filled	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0079402T	APT	INSTR & STUD SUPP	Filled	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0088144T	Faculty	JR SPECIALIST, UHM, 11-MO	Vacant	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0088762T	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0088763T	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0088766T	Faculty	JR SPECIALIST, UHM, 11-MO	Vacant	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0088951T	Faculty	SPECIALIST, UHM, 11-MO	Filled	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0088965T	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	PALS/PLACES, SEED, Office of the Vice Chancellor for Students	PALS/PLACES, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_F(a)	0083746T	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Support Services, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Student Support Services, Diversity and Inclusion, Office of Vice Provost for Student Success	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_G	0070159	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Learning Assistance Center, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Learning Assistance Center, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G	0088143	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Filled	Learning Assistance Center, Office of Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Learning Assistance Center, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G (UPDATED)	0079639	APT	ACADEMIC SUPPORT	Filled	Office of Civic and Community Engagement, Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Office of Civic Engagement and Service Learning, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G (UPDATED)	0084173	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Office of Civic and Community Engagement, Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Office of Civic Engagement and Service Learning, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G (UPDATED)	0070156	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	First Year Programs, Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Office of First Year Programs, Student Academic Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_G (UPDATED)	0083772	Faculty	ASST PROF, UHM, 9-MO	Vacant	First Year Programs, Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Office of First Year Programs, Student Academic Success, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_G	0081335	APT	INSTITUTIONAL SUPPORT	Filled	Office of Undergraduate Education	Student Academic Services, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_G	0089010	EM	ASST VICE CHANCELLOR, UHM	Filled	Office of Undergraduate Education	Student Academic Services, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_G	0900930	Civil Service	Secretary III	Filled	Office of Undergraduate Education	Student Academic Services, Office of Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0070062	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0070063	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Filled	Pre-Health/Pre-Law Advising Center, Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0070066	Graduate Asst	GRADUATE ASSISTANT, 11-MO	Filled	Student Athlete Academic Services, Office of Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_G(a) (UPDATED)	0070067	Graduate Asst	GRADUATE ASSISTANT, 11-MO	Filled	Student Athlete Academic Services, Office of Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0070155	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0070157	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0070158	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0070160	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0078343	APT	INSTITUTIONAL SUPPORT	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0081569	APT	INSTR & STUD SUPP	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0082079	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0082168	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0082300	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0082671	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Student Success_G(a) (UPDATED)	0082903	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0083392	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0084175	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0084963	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0085340	Faculty	JR SPECIALIST, UHM, 11-MO	Vacant	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0085633	Faculty	JR SPECIALIST, UHM, 11-MO	Vacant	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0086126	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Mānoa Advising Center, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0088937	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Student Athlete Academic Services, Undergraduate Education, Office of Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0077458T	APT	ACADEMIC SUPPORT	Filled	Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0085066T	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization
Student Success_G(a) (UPDATED)	0088931T	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	Undergraduate Education, Office of the Vice Chancellor for Academic Affairs	Mānoa Advising, Student Academic Success, Office of the Vice Provost for Student Success	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Enrollment Management	0077044	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077250	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078224	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078225	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078226	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078227	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078245	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078760	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078761	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078951	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080052	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080717	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080922	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Enrollment Management	0081151	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081606	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081608	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081609	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081913	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0079461T	APT	INSTR & STUD SUPP	Filled	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0079617T	APT	INSTR & STUD SUPP	Vacant	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Financial Aid Services and Scholarships, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078228	APT	INFORMATION TECHNOLOGY	Filled	Information and Computer Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Information and Computer Services, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080017	APT	INFORMATION TECHNOLOGY	Filled	Information and Computer Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Information and Computer Services, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080018	APT	INFORMATION TECHNOLOGY	Filled	Information and Computer Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Information and Computer Services, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081134	APT	INFORMATION TECHNOLOGY	Filled	Information and Computer Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	Information and Computer Services, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0026538	Civil Service	Office Assistant IV	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of the Vice Provost for Enrollment Management	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Enrollment Management	0078265	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Office of Admissions, Office of the Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078738	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Office of Admissions, Office of the Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080463	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of the Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080607	APT	INSTR & STUD SUPP	Filled	Graduate Student Services, Graduate Division, Office of the Vice Chancellor for Academic Affairs	Office of Admissions, Office of the Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0011496	Civil Service	Office Assistant IV	Vacant	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0013495	Civil Service	Office Assistant IV	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0014866	Civil Service	Secretary II	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077130	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077519	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077521	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077885	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078215	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078406	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization

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					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Enrollment Management	0078658	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078659	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078660	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078702	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078703	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078716	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078826	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078827	APT	INSTITUTIONAL SUPPORT	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078841	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0079845	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080530	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080625	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080626	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Enrollment Management	0081071	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081154	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081414	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081734	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081832	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081847	APT	INSTR & STUD SUPP	Vacant	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0900015	Civil Service	Office Assistant IV	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0900016	Civil Service	Office Assistant III	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077015T	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078953T	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081555T	APT	INSTR & STUD SUPP	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Admissions, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0013494	Civil Service	Office Assistant III	Filled	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0014865	Civil Service	VICE CHANCELLOR, UHM	Vacant	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Enrollment Management	0015502	Civil Service	Office Assistant IV	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0021430	Civil Service	Office Assistant IV	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0026539	Civil Service	Office Assistant III	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0040006	Civil Service	Office Assistant IV	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078405	APT	INSTR & STUD SUPP	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078657	APT	INSTR & STUD SUPP	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078828	APT	INSTR & STUD SUPP	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0079064	APT	INSTR & STUD SUPP	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0080658	APT	INSTR & STUD SUPP	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0081614	APT	INSTR & STUD SUPP	Filled	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	Office of the Registrar, Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077488	APT	INSTITUTIONAL SUPPORT	Filled	Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of the Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0077518	APT	INSTITUTIONAL SUPPORT	Filled	Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	0078674	APT	INSTITUTIONAL SUPPORT	Filled	Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Vice Provost for Enrollment Management	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Enrollment Management	0080547	APT	INFO, EVENTS & PUBLICATIONS	Filled	Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management	89133	EM	ASST VICE CHANCELLOR, UHM	Vacant	Office of Enrollment Management, Office of the Vice Chancellor for Students	Office of Vice Provost for Enrollment Management	Administrative reorganization
Enrollment Management_SWE PT	0000750	Civil Service	Office Assistant IV	Swept	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	SWEPT	SWEPT
Enrollment Management_SWE PT	0014864	Civil Service	Office Assistant IV	Swept	Office of the Registrar, Office of Enrollment Management, Office of Vice Chancellor for Students	SWEPT	SWEPT
Enrollment Management_SWE PT	0015501	Civil Service	Office Assistant IV	Swept	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Enrollment Management_SWE PT	0077520	APT	INSTR & STUD SUPP	Swept	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Enrollment Management_SWE PT	0078105	APT	INSTR & STUD SUPP	Swept	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Enrollment Management_SWE PT	0078825	APT	INSTR & STUD SUPP	Swept	OFFICE OF ADMISSIONS	SWEPT	SWEPT
Enrollment Management_SWE PT	0081297	APT	INSTR & STUD SUPP	Swept	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Enrollment Management_SWE PT	0081607	APT	INSTR & STUD SUPP	Swept	Financial Aid Services, Office of Enrollment Management, Office of the Vice Chancellor for Students	SWEPT	SWEPT
Enrollment Management_SWE PT	0077461	APT	INSTR & STUD SUPP	Swept	Office of Admissions, Office of Enrollment Management, Office of the Vice Chancellor for Students	SWEPT to Campus Pool	SWEPT to Campus Pool
Enrollment Management_SWE PT	0079819	APT	INSTITUTIONAL SUPPORT	Swept	Office of Enrollment Management	SWEPT to Campus Pool	SWEPT to Campus Pool

ATTACHMENT: DETAILED LISTING OF POSITIONS IMPACTED BY THE REORGANIZATION

					Classification/Organizational/Functional Change. Identify whether position is vacant (V) or filled (F)		
Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Research and Scholarship	0080406	APT	INSTITUTIONAL SUPPORT	Filled	Office of the Vice Chancellor for Research	Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship	0089112	EM	VICE CHANCELLOR, UHM	Filled	Office of the Vice Chancellor for Research	Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship	0089455	EM	ASST VICE CHANCELLOR, UHM	Filled	Office of the Vice Chancellor for Research	Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship	0900322	Civil Service	Secretary IV	Filled	Office of the Vice Chancellor for Research	Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship	0078291T	APT	RESEARCH SUPPORT	Filled	Postdoctoral and Student Research Support, Office of the Vice Chancellor for Research and Scholarship	Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_SWEP T	0077673	APT	RESEARCH SUPPORT	Swept	Office of Vice Chancellor for Research	SWEPT	SWEPT
Research and Scholarship_SWEP T	0089549	EM	RESEARCH PROGRAM OFFICER	Swept	Office of Vice Chancellor for Research	SWEPT	SWEPT

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Research and Scholarship_A	0077255	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0077580	APT	INSTITUTIONAL SUPPORT	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0077581	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0077581	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0078711	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0080411	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0080497	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0080794	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0080795	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0080796	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0080901	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0080992	APT	INSTITUTIONAL SUPPORT	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0081031	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Research and Scholarship_A	0081104	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0081140	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0081354	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0081665	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization
Research and Scholarship_A	0081701	APT	ALLIED HEALTH & SAFETY	Filled	Environmental Health and Safety Office, Office of the Vice Chancellor for Research	Environmental Health and Safety Office, Office of the Vice Provost for Research and Scholarship	Administrative reorganization

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Global	0077796	APT	INSTITUTIONAL SUPPORT	Filled	Faculty and Scholar Immigration Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	Faculty and Scholar Immigration Services, Office of Global Engagement	Administrative reorganization
Global	0079329	APT	INSTITUTIONAL SUPPORT	Filled	Faculty and Scholar Immigration Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	Faculty and Scholar Immigration Services, Office of Global Engagement	Administrative reorganization
Global	0079458	APT	INSTITUTIONAL SUPPORT	Filled	Faculty and Scholar Immigration Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	Faculty and Scholar Immigration Services, Office of Global Engagement	Administrative reorganization
Global	0081015	APT	INSTITUTIONAL SUPPORT	Filled	Faculty and Scholar Immigration Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	Faculty and Scholar Immigration Services, Office of Global Engagement	Administrative reorganization
Global	0070148	Faculty	JR SPECIALIST, UHM, 11-MO	Filled	International Student Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	International Student Services, Office of Global Engagement	Administrative reorganization
Global	0077426	APT	INSTITUTIONAL SUPPORT	Filled	International Student Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	International Student Services, Office of Global Engagement	Administrative reorganization
Global	0078356	APT	ACADEMIC SUPPORT	Filled	International Student Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	International Student Services, Office of Global Engagement	Administrative reorganization
Global	0080065	APT	INFORMATION TECHNOLOGY	Filled	International Student Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	International Student Services, Office of Global Engagement	Administrative reorganization
Global	0088147	Faculty	ASSOC SPECIALIST, UHM, 11-MO	Filled	International Student Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	International Student Services, Office of Global Engagement	Administrative reorganization

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Global	0081128	APT	ACADEMIC SUPPORT	Filled	Mānoa International Exchange, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Mānoa International Exchange, Office of Global Engagement	Administrative reorganization
Global	0081158	APT	ACADEMIC SUPPORT	Filled	Mānoa International Exchange, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	Mānoa International Exchange, Office of Global Engagement	Administrative reorganization
Global	0085057	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	National Student Exchange, Office of Global Engagement	Administrative reorganization
Global	0086268	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	National Student Exchange, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	National Student Exchange, Office of Global Engagement	Administrative reorganization
Global	0079265	APT	INSTITUTIONAL SUPPORT	Filled	International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Office of Global Engagement	Administrative reorganization
Global	89275	EM	AVC, UHM	Filled	Former School of Pacific and Asian Studies	Office of Global Engagement	Administrative reorganization
Global	0081118T	APT	ACADEMIC SUPPORT	Filled	International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Office of Global Engagement	Administrative reorganization
Global	0070147	Faculty	ASST SPECIALIST, UHM, 11-MO	Filled	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Study Abroad Center, Office of Global Engagement	Administrative reorganization
Global	0081594	APT	ACADEMIC SUPPORT	Filled	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Study Abroad Center, Office of Global Engagement	Administrative reorganization
Global	0088327	Faculty	SPECIALIST, UHM, 11-MO	Filled	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Study Abroad Center, Office of Global Engagement	Administrative reorganization
Global	0077148T	APT	ACADEMIC SUPPORT	Filled	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Study Abroad Center, Office of Global Engagement	Administrative reorganization

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Global	0079389T	APT	INSTITUTIONAL SUPPORT	Vacant	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Study Abroad Center, Office of Global Engagement	Administrative reorganization
Global	0081133T	APT	ACADEMIC SUPPORT	Filled	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Study Abroad Center, Office of Global Engagement	Administrative reorganization
Global	0081216T	APT	ACADEMIC SUPPORT	Filled	Study Abroad Center, International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	Study Abroad Center, Office of Global Engagement	Administrative reorganization
Global_SWEPT	0080263	APT	INSTITUTIONAL SUPPORT	Swept	International Student Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	SWEPT	SWEPT
Global_Swept	0083747	Faculty	JR SPECIALIST, UHM, 11-MO	Swept	International Student Services, International and Exchange Programs, Office of the Vice Chancellor for Academic Affairs	SWEPT	SWEPT
Global_Swept	0089500	EM	ASST VICE CHANCELLOR, UHM	Swept	International and Exchange Programs, Office of Vice Chancellor for Academic Affairs	SWEPT	SWEPT

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Mānoa CARES	0070149	Faculty	ASST SPECIALIST, UHM, 11-MO	Vacant	Mānoa President's Office	Mānoa CARES	Administrative reorganization
Mānoa CARES	0077682	APT	INSTITUTIONAL SUPPORT	Filled	campusHELP, Mānoa President's Office	Mānoa CARES	Administrative reorganization
Mānoa CARES	0081280	APT	INSTITUTIONAL SUPPORT	Filled	Mānoa President's Office	Mānoa CARES	Administrative reorganization
Mānoa CARES	0088099	Faculty	SPECIALIST, UHM, 11-MO	Filled	Mānoa President's Office	Mānoa CARES	Administrative reorganization
Mānoa CARES	0089459	EM	U ACAD AFFRS PGRM OFFCR (UHM)	Vacant	Mānoa President's Office	Mānoa CARES	Administrative reorganization
Mānoa CARES-SWEPT	0077915	APT	INSTITUTIONAL SUPPORT	Swept	campusHELP, Mānoa President's Office	SWEPT	SWEPT

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Equity Assurance Office (UPDATED)	46094	Civil Service	Secretary III	Filled	EEO/AA Office, Office of the Vice President for Legal Affairs/University General Counsel	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	0077122	APT	INSTITUTIONAL SUPPORT	Filled	Mānoa Title IX, Mānoa President's Office	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	0077262	APT	INSTITUTIONAL SUPPORT	Filled	Mānoa Title IX, Mānoa President's Office	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	78001	APT	INSTITUTIONAL SUPPORT	Filled	Office of Institutional Equity, Office of Vice President for Administration	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	78670	APT	INSTITUTIONAL SUPPORT	Filled	EEO/AA Office, Office of the Vice President for Legal Affairs/University General Counsel	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	80852	APT	INSTITUTIONAL SUPPORT	Filled	Office of Institutional Equity, Office of Vice President for Administration	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	0080930	APT	INSTITUTIONAL SUPPORT	Filled	Mānoa Title IX, Mānoa President's Office	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	81959	APT	INSTITUTIONAL SUPPORT	Filled	EEO/AA Office, Office of the Vice President for Legal Affairs/University General Counsel	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	81963	APT	INSTITUTIONAL SUPPORT	Filled	EEO/AA Office, Office of the Vice President for Legal Affairs/University General Counsel	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	89263	EM	DIR OF EEO&AA	Filled (Interim)	EEO/AA Office, Office of the Vice President for Legal Affairs/University General Counsel	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	89552	EM	DIR OF INSTITUTIONAL EQUITY	Filled	Office of Institutional Equity, Office of Vice President for Administration	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office (UPDATED)	0089555	EM	TITLE IX COORDINATOR	Filled	Mānoa Title IX, Mānoa President's Office	Equity Assurance Office, Office of the President	Administrative reorganization
Equity Assurance Office_SWEPT (UPDATED)	77440	APT	INSTITUTIONAL SUPPORT	Swept	Office of Institutional Equity, Office of Vice President for Administration	SWEPT	SWEPT
Equity Assurance Office_SWEPT (UPDATED)	89553	EM	INSTITUTIONAL EQUITY OFFICER	Swept	Office of Institutional Equity, Office of Vice President for Administration	SWEPT	SWEPT

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Equity Assurance Office_SWEPT (UPDATED)	89554	EM	INSTITUTIONAL EQUITY OFFICER	Swept	Office of Institutional Equity, Office of Vice President for Administration	SWEPT	SWEPT

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Information Technology Services	0078349	APT	INFORMATION TECHNOLOGY	Filled	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0078413	APT	INFORMATION TECHNOLOGY	Filled	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0080696	APT	INFORMATION TECHNOLOGY	Filled	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0077863T	APT	INSTITUTIONAL SUPPORT	Filled	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0077996T	APT	INFORMATION TECHNOLOGY	Filled	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0079080T	APT	ACADEMIC SUPPORT	Filled	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0079491T	APT	INFORMATION TECHNOLOGY	Vacant	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0079496T	APT	INFORMATION TECHNOLOGY	Vacant	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0079762T	APT	INFORMATION TECHNOLOGY	Filled	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0081690T	APT	INFORMATION TECHNOLOGY	Vacant	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization

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Information Technology Services	0081946T	APT	INSTITUTIONAL SUPPORT	Vacant	Academic Development and Technology, Office of Undergraduate Education	Academic Development and Technology, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0080723	APT	MEDIA DESIGN & PRODUCTION	Filled	Center for Instructional Support, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Academic Technologies, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0081344	APT	MEDIA DESIGN & PRODUCTION	Filled	Center for Instructional Support, Office of Faculty Development and Academic Support, Office of the Vice Chancellor for Academic Affairs	Academic Technologies, Office of the Vice President for Information Technology/Chief Information Officer	Administrative reorganization
Information Technology Services	0081917T	APT	INFORMATION TECHNOLOGY	Swept	Academic Development and Technology, Office of Undergraduate Education	SWEPT to campus pool	SWEPT to campus pool

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Proposed Chart Nos.	Affected Position No.(s)	Position Class	Position Title	Vacant or Filled (as of Nov 2020)	From (Office name):	To (Office name):	Basis for Change/Impact on Position
Business & Finance	77303	APT	INSTITUTIONAL SUPPORT	Vacant	Business Services Center, Office of Business and Finance	Business Services Center, Office of Business and Finance	No change
Business & Finance	77582	APT	INSTITUTIONAL SUPPORT	Filled	Business Services Center, Office of Business and Finance	Business Services Center, Office of Business and Finance	No change
Business & Finance	79002	APT	INSTITUTIONAL SUPPORT	Filled	Business Services Center, Office of Business and Finance	Business Services Center, Office of Business and Finance	No change
Business & Finance	79440	APT	INSTITUTIONAL SUPPORT	Filled	Business Services Center, Office of Business and Finance	Business Services Center, Office of Business and Finance	No change
Business & Finance	79441	APT	INSTITUTIONAL SUPPORT	Filled	Financial Mgmt & Analysis, Office of Business and Finance	Financial Mgmt & Analysis, Office of Business and Finance	Change in supervisor
Business & Finance	80898	APT	INSTITUTIONAL SUPPORT	Filled	Financial Mgmt & Analysis, Office of Business and Finance	Financial Mgmt & Analysis, Office of Business and Finance	Change in supervisor
Business & Finance	81820	APT	INSTITUTIONAL SUPPORT	Filled	Financial Mgmt & Analysis, Office of Business and Finance	Financial Mgmt & Analysis, Office of Business and Finance	Change in supervisor
Business & Finance	0077952	APT	INSTITUTIONAL SUPPORT	Filled	Mānoa President's Office	Office of Business and Finance	Administrative reorganization
Business & Finance	0078219	APT	INFORMATION TECHNOLOGY	Filled	Office of Business and Finance	Office of Business and Finance	No change
Business & Finance	0078914	APT	INFORMATION TECHNOLOGY	Vacant (12/01/20)	Office of the Vice Chancellor for Academic Affairs	Office of Business and Finance	Administrative reorganization
Business & Finance	0080811	APT	INSTITUTIONAL SUPPORT	Filled	Office of Business and Finance	Office of Business and Finance	No change
Business & Finance	0080952	APT	INSTITUTIONAL SUPPORT	Filled	Office of Business and Finance	Office of Business and Finance	No change
Business & Finance	0089354	EM	VICE CHANCELLOR, UHM	Filled	Office of Business and Finance	Office of Business and Finance	No change
Business & Finance	0089558	EM	ASST TO SENIOR EXECUTIVE	Filled	Mānoa President's Office	Office of Business and Finance	Administrative reorganization
Business & Finance_SWEPT	0018549	Civil Service	Secretary IV	Swept	Office of Business and Finance	SWEPT	SWEPT
Business & Finance_SWEPT	77254	APT	INSTITUTIONAL SUPPORT	Swept	Office of Business and Finance	SWEPT	SWEPT
Business & Finance_SWEPT	0089271	EM	ASST VICE CHANCELLOR, UHM	Swept	Office of Business and Finance	SWEPT	SWEPT

ATTACHMENT:

CONSULTATION
DOCUMENTS

FORMAL CONSULTATION LETTERS SENT NOVEMBER 2020 TO THE FOLLOWING:

- MĀNOA FACULTY SENATE**
- MĀNOA STAFF SENATE**
- ASSOCIATED STUDENTS OF THE UNIVERSITY OF HAWAI'I**
- GRADUATE STUDENT ORGANIZATION**
- KUALII COUNCIL**
- UNIVERSITY OF HAWAI'I PROFESSIONAL ASSEMBLY**
- HAWAI'I GOVERNMENT EMPLOYEES ASSOCIATION**
- UNITED PUBLIC WORKERS**





UNIVERSITY
of HAWAII®

David Lassner
President

November 18, 2020

MEMORANDUM

TO: Paul McKimmy
Senate Executive Committee Chair, Mānoa Faculty Senate
Via Email: mckimmy@hawaii.edu

FROM: David Lassner  President
Michael Bruno  UHM Provost

SUBJECT: PHASE 2, UH MĀNOA ADMINISTRATIVE REORGANIZATION PROPOSAL

We request your input and comments on the proposal for Phase 2 of the UH Mānoa administrative reorganization as part of the formal consultation. In support of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

As you may recall, in November 2018, the Board of Regents approved a concept for a UH Mānoa redesign. In our January 2019 consultation letter, we had advised that the formal reorganization to effectuate this change would be conducted in phases. After consultation with the governance groups, in March 2019, the Board of Regents approved Phase 1 which recombined the positions of President of the University of Hawai'i System and Chancellor of the University of Hawai'i at Mānoa (UH Mānoa), and the created the UH Mānoa Provost to serve as the chief academic officer for the campus and Mānoa's independent voice in UH System deliberations.

Phase 2 has taken more thoughtful time and consideration. In this phase, we propose the organizational structure and the updated functional statements for the offices that report to the Provost, and the Mānoa offices that report to the President and the hybrid Vice President for Administration and the Vice President for Information Technology.

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c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa

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David Lassner
President

November 18, 2020

MEMORANDUM

TO: Jaret Leong
Mānoa Staff Senate
Via Email: jaretl@hawaii.edu

FROM: David Lassner  President
Michael Bruno  UHM Provost

SUBJECT: PHASE 2, UH MĀNOA ADMINISTRATIVE REORGANIZATION PROPOSAL

We request your input and comments on the proposal for Phase 2 of the UH Mānoa administrative reorganization as part of the formal consultation. In support of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

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David Lassner
President

November 18, 2020

MEMORANDUM

TO: Donovan Albano
President, Associated Students of the University of Hawai'i
Via Email: asuh@hawaii.edu

FROM: David Lassner  President
Michael Bruno  UHM Provost

SUBJECT: PHASE 2, UH MĀNOA ADMINISTRATIVE REORGANIZATION PROPOSAL

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David Lassner
President

November 18, 2020

MEMORANDUM

TO: Maura Stephens-Chu
President, Graduate Student Organization
Via Email: gsopres@hawaii.edu

FROM: David Lassner  Michael Bruno 
President UHM Provost

SUBJECT: PHASE 2, UH MĀNOA ADMINISTRATIVE REORGANIZATION PROPOSAL

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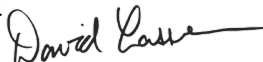

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David Lassner
President

November 18, 2020

MEMORANDUM

TO: Lawrence Keali'i'olu'olu Gora
Kūali'i Administrator, Kūali'i Council
Via Email: lgora@hawaii.edu

FROM: David Lassner  President Michael Bruno  UHM Provost

SUBJECT: PHASE 2, UH MĀNOA ADMINISTRATIVE REORGANIZATION PROPOSAL

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David Lassner
President

November 18, 2020

Mr. Randy Perreira
Executive Director
Hawai'i Government Employees Association
888 Mililani Street, Suite 601
Honolulu, Hawai'i 96813-2991

Via Email: service@hgea.org

Dear Mr. Perreira:

We request your input and comments on the proposal for Phase 2 of the UH Mānoa administrative reorganization as part of the formal consultation. In support of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

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Sincerely,

Handwritten signature of David Lassner.

David Lassner
President

Handwritten signature of Michael Bruno.

Michael Bruno
UHM Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa

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David Lassner
President

November 18, 2020

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

Via Email: fern@uhpa.org

Dear Mr. Fern:

We request your input and comments on the proposal for Phase 2 of the UH Mānoa administrative reorganization as part of the formal consultation. In support of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

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Sincerely,

Handwritten signature of David Lassner.

David Lassner
President

Handwritten signature of Michael Bruno.

Michael Bruno
UHM Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa

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David Lassner
President

November 18, 2020

Ms. Liz Ho
Administrator
United Public Workers
1426 North School Street
Honolulu, Hawai'i 96817

Via Email: lho@afscme.org

Dear Ms. Ho:


We request your input and comments on the proposal for Phase 2 of the UH Mānoa administrative reorganization as part of the formal consultation. In support of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

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Sincerely,


David Lassner
President


Michael Bruno
UHM Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa

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CONSULTATION CORRESPONDENCE

- Associated Students of the University of Hawai'i
 - o ASUH comments received January 29, 2021; UH response sent March 11, 2021
- Graduate Students Organization
 - o GSO comments received January 4, 2021; UH response sent March 11, 2021
- Mānoa Faculty Senate
 - o Committee on Administration and Business Resolution in opposition of Phase 1 and Phase 2 Reorganization of the Mānoa Management Structure was approved on March 24, 2021.
- Mānoa Staff Senate
 - o MSS comments received February 1, 2021; UH response sent March 11, 2021
 - o Additional comments received March 12, 2021 (Graduate Division); UH response sent March 17, 2021
 - o Additional comments received March 12, 2021 (compliance)
- Kualii Council
 - o No comments received
- Hawai'i Government Employees Association
 - o HGEA comments received February 5, 2021; UH response sent March 11, 2021
 - o Additional comments sent March 29, 2021; UH response sent April 8, 2021
- United Public Workers
 - o UPW comments received February 1, 2021; UH response sent March 11, 2021
- University of Hawai'i Professional Assembly
 - o UHPA comments received February 11, 2021; UH response sent March 11, 2021
 - o Additional comments received March 17, 2021; UH response sent April 8, 2021



ASUH


Associated Students of the University of Hawai'i
YOUR STUDENT GOVERNMENT

January 29, 2021

MEMORANDUM

TO: Michael Bruno
Provost, University of Hawai'i at Mānoa

David Lassner
President, University of Hawai'i

FROM: Donavan Albano 
President, Associated Students of the University of Hawai'i at Mānoa (ASUH)

SUBJECT: **ASUH Feedback on Proposed Phase 2 Administrative Reorganization**

Mahalo nui for the invitation to provide feedback on the proposed Phase 2 Administrative Reorganization. ASUH provided undergraduate students with the opportunity to provide input via a survey and would like to provide the following comments.

We acknowledge and understand the shift in the proposal approach from budget-neutral to cost-reductive. Recognizing the need for administrative reorganization, we express the importance of prioritizing student instruction and health, especially with a cost-reductive approach that may render services and programs that are important to students under-supported. It must be ensured that the various essential resources and services are easily accessible and readily available, including virtually. Overall, we are glad that steps are being taken to prioritize and maintain equity, diversity and inclusion, campus climate, Native Hawaiian affairs, and student research and scholarship.

With the current hiring freeze and the reduction of positions in the Counseling and Student Development Center caused by sweeping from the legislature, we would like to reiterate that a priority for the University must continue to be counseling and mental health services. While this has been an issue prior to the economic crisis, the COVID-19 pandemic has impacted students in various ways, and these services must always be accessible to students.

Under the proposed Office of the Vice Provost for Student Success, we are glad to see the recognition of LGBTQ+ Student Services under Student Diversity and Inclusion. The creation of the Mānoa CARES office and Office of Institutional Equity and Title IX have also been positively supported by some students.

Regarding the proposal to remove the Office of the Ombudsperson and have “ombudsman type functions and services permissible”¹ incorporated into the proposed Mānoa CARES Office, we are concerned that with the many functions of this office and lack of positions (especially with the plan to “establish the Conflict Management and General Advocate positions when the budget permits”²), that potential issues shared by students may be de-prioritized. We urge that administration ensures that effective training is provided to those within advocacy services that would deal with both informal conflict resolution and formal grievances. Navigating these sometimes complex and difficult processes can be discouraging or intimidating for students, and it should be a priority that there be advocates that are able to easily navigate these practices with students and are accessible to the university community.

Generally, we hope that the administrative reorganization, with continued consultation from the various offices, organizations and programs, provides clarity and support to the UH Mānoa community. ASUH appreciates the hard work and contributions of the design teams and administrators who crafted the proposal. We are grateful for the opportunity to provide feedback and look forward to working with you to ensure that students are consistently supported and consulted, as operation changes and reorganizations impact us and our higher education experiences.

¹ http://www.manoa.hawaii.edu/ovcafo/neworg_charts/reorg/PendingReorg-ManoaReorgPhase2.pdf (pg. 268)

² http://www.manoa.hawaii.edu/ovcafo/neworg_charts/reorg/PendingReorg-ManoaReorgPhase2.pdf (pg. 166)

University of Hawai'i at Mānoa
Phase 2 of the Mānoa Administrative Reorganization Proposal
Graduate Student Organization Feedback
January 4th, 2021

It is evident from this proposal that the state economic crisis caused by the COVID-19 pandemic will have a substantial impact on university operations in the coming years. The Graduate Student Organization acknowledges and understands the shift in the approach to the proposal, from budget-neutral to cost-reductive. We appreciate the reduction in EM positions and the salary cuts to remaining positions. Concurrently, however, we are concerned about the results of such position- and cost-reductions, which would leave particular offices - which are important to graduate students and the student body as a whole - under-supported for an unspecified length of time.

Our greatest areas of concern are in the Office of the Vice Provost for Research & Scholarship (OVPRS), the Mānoa CARES Office, and the Office of the Vice Provost for Student Success (OVPS). We appreciate that the proposed reorganization aims to “[strengthen] our efforts to support our graduate students pursuing graduate degrees” (9) and that OVPRS “is working towards dedicated focus on graduate research opportunities” (9). However, the proposal provides no guarantee of if/when currently vacant positions intended to support graduate students will be filled. Currently, there is one temp position - for the Undergraduate Research Opportunities Program - in the entire office for Postdoctoral and Student Research.

There are currently only five positions in the Mānoa CARES Office, and two of those are vacant. Again, there are promises of increasing positions in the office when the funds are available, but there's no indication of when that will be. This leaves us concerned about the efficacy and impact of this office and its programs and services. GSO has long advocated for an ombudsperson position at UHM, and many students' and employees' experiences would be greatly improved by a confidential advocate who could guide them through both best practices for informal conflict resolution and the complex (often to the point of discouragement) processes for formal grievances. Supporting these endeavors - and thus this office - should be a priority for the university.

Another priority for the university should be counseling and mental health services. However, we are seeing a significant reduction in the number of positions in the Counseling and Student Development Center. Now more than ever, community members (students and employees) need these services - there is a mental health epidemic in higher education. One of the stated original goals of the reorganization is “Improved student success outcomes through integrated support for both academic success and student growth and development” (4). This cannot be achieved without bolstering counseling and mental health services; this has been an issue since well before the COVID-19 pandemic and economic crisis.

We ask the Administration to think again about the University's priorities and goals. What could we do if we further reduce salaries and/or EM and administrative positions? Only about 7% of

UHM EM positions (3% System-wide) have been eliminated. We still have so many Assistant/Associate Deans and Directors. Greater research support has a clear and direct connection to the reorganization's goal to "[enhance] and strengthen Mānoa's role as a premiere Asia-Pacific focused global 'R1' research university" (4). But counseling and conflict resolution resources are not "extras" - they are *essential* services. Graduate students are what *make* Mānoa "a premiere Asia-Pacific focused global 'R1' research university." Besides the fact that we conduct our own innovative research, we also provide crucial support to faculty researchers - by assisting them with their own research projects which they could not do alone, and by teaching core undergraduate classes and thus giving faculty more time for research. Research support, conflict resolution, and counseling are necessary resources that not only benefit the entire UHM 'ohana, but they particularly allow graduate students to thrive and contribute to our communities, Hawai'i, and the world with our research and service.



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David Lassner
President

March 11, 2021

MEMORANDUM

TO: Donovan Albano, ASUH President, UH Mānoa
(asuhpres@hawaii.edu)

Maura Stephens-Chu, GSO President, UH Mānoa
(gsopres@hawaii.edu)

FROM: Michael Bruno, Provost, UH Mānoa *Michael Bruno*

David Lassner, President, UH *David Lassner*

SUBJECT: ASUH and GSO Feedback on UH Mānoa Proposed Phase 2 Administrative Reorganization

This response serves to acknowledge the ASUH and GSO feedback submitted respectively on January 29, 2021 and January 4, 2021. Your thoughtful comments were shared with the design team as well as the functional team leads, and discussed further. As both of your organizations had comments on some similar areas, we thought it would be beneficial to respond in one letter. Your letters and our response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

We want to highlight the following points:

- Mental health services. While the legislature did sweep our vacant counselor positions as well as a few of our health services positions, we remain committed to advocating for increased resources to serve our students and university community. We understand the increasing need for mental health services, especially highlighted during the pandemic, and have been working with our student counseling and development team to determine ways to provide continued access. As you are aware, the Counseling and Student Development Center has launched new initiatives, projects, and practices during the pandemic to ensure increased communication to students and access to the center. We will continue to enhance our approaches and look forward to working with the ASUH and GSO regarding student needs.
- MānoaCares Office. The pandemic has impacted our state and our university financial resources. The recruitment for the existing advocate position was recommended by the Provost and approved by the President, and as such, the recruitment began last fall. We continue to recognize and remain committed to providing additional resources in this area. We also acknowledge your request for effective training in areas including conflict resolution and navigating formal grievances.
- Student Research. We remain committed to staffing this area once our budget situation improves. We look forward to the further development of this area, and we are excited

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by the prospect of engaging even more graduate and undergraduate students in world-class research, and highlighting the knowledge and skills of our students.

- Diversity and Inclusion. We do want to affirm our continued commitment to diversity and inclusion, as seen through the formal recognition of the office of LGBTQ+ and veteran affairs.

We look forward to continuing to work with ASUH and GSO on future endeavors, as we collaboratively work together to position UH Mānoa for a bright future as we recover from the pandemic and move forward through these financially challenging times.

Mahalo for your support and assistance with Phase 2 of this reorganization proposal.

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Sarah Hiramaki, OHR
Sheila Izuka, OVCAFO
Debra Ishii, Mānoa President's Office



Presented to the Mānoa Faculty Senate by the Committee on Administration & Budget (CAB) for a vote of the full Senate on March 24, 2021, a resolution opposing the Phase I and II Reorganization of the Mānoa Management Structure. Approved by the Mānoa Faculty Senate on March 24, 2021 with 32 votes (72.73%) in support; 12 votes (27.28%) opposed; and 9 abstentions.

**Resolution Opposing the Phase I AND II Reorganization
of the Mānoa Management Structure**

WHEREAS, the Mānoa Faculty Senate is required to evaluate and provide recommendations on the Phase II Reorganization of Mānoa's Management structure, relating to the creation of Vice-Provost offices and subsequent reorganizations under their leadership; and,

WHEREAS, the Mānoa Faculty Senate's Executive Committee referred both the Phase I and Phase II reorganizations to the Committee on Administration and Budget (CAB) for review, consideration, and recommendations; and,

WHEREAS, the Mānoa Faculty Senate previously stated that it "reserve[d] the right to endorse or oppose the reorganization in its entirety [including Phase I] after all phases of the proposal have been received, evaluated, and considered¹"; and,

WHEREAS, this reorganization lacks innovation, consisting primarily of renaming executive and management titles, and realigning the duties and responsibilities of these officers on Mānoa following the implementation of Phase I; and,

WHEREAS, the Phase I and II proposals concentrate authority within the President/CEO, resulting in less autonomy for the University of Hawai'i's (UH) flagship campus, particularly due to the Mānoa Office of Business and Finance reporting directly to the University of Hawai'i at Mānoa CEO rather than the Provost; and,

WHEREAS, consultative opportunity was denied regarding the reporting line of the Office of the Mānoa Business and Finance, that replaced the Office of the Vice Chancellor for Administration, Finance and Operations; and,

WHEREAS, this concentration of authority is exacerbated by Administrative Policy A3.101 University of Hawai'i Organizational and Functional Changes, authorizing the President to make administrative changes at

¹ [Resolution Opposing the Phase I of the Reorganization of the Mānoa Management Structure](#) (February 20, 2019)



two levels below the President while approving changes at UHM CEO one level below, leading to a consolidation of power in an individual with limited oversight and potential conflicts-of-interest; and,

WHEREAS, The Phase II proposal as written does not provide an itemized list for budget savings, eliminated positions, and created positions, providing no way to verify the proposed savings are accurate, nor is there discussion in the document regarding overall ‘efficiencies, service improvements or other benefits that will be achieved as a result of this reorganization’. These elements are required in the body of proposal per A3.101, p5, Section 5a, 1(d) “Reorganizational Proposals”; and,

WHEREAS, the proposed Phase II reorganization lacks strategic direction, failing to incorporate the overall goals of the 2015-2025 Strategic Plan for UH Mānoa (UHM); and,

WHEREAS, specific elements within the Phase II proposal remain underdeveloped, particularly First Year Programs, Graduate Division, Global Engagement, Advising, and Mānoa’s Research and Scholarship office; and,

WHEREAS, the Phase II proposal provides no clear criteria to evaluate its implementation, particularly with regard to student success; and,

WHEREAS, insufficient opportunities were provided for individual units or faculty members to provide feedback during the design phase of the Phase II proposal, and no guidance was provided post-release for how individual units or faculty members should provide feedback, or even if it would be considered²; and,

WHEREAS, the Mānoa Faculty Senate can provide only global, rather than department or unit-specific feedback; consultation with the Senate does not replace direct consultation with individual units.

THEREFORE, BE IT RESOLVED, until the aforementioned issues are addressed, the Mānoa Faculty Senate is unable to support, and thus opposes, both Phase I and Phase II Reorganization of the Mānoa Management Structure.

² For one example, First Year Programs (FYP) is currently placed under Student Affairs (Student Success) when all campuses within the Cal State system place FYP under Academic Affairs (Academic Excellence). There are concerns regarding the name of the program, budget, and proximity to academics.



February 1, 2021

David Lassner, President
Michael Bruno, Provost
University of Hawai'i at Mānoa
2444 Dole Street, Bachman 202
Honolulu, HI 96822

Dear President Lassner and Provost Bruno:

Thank you for allowing the Mānoa Staff Senate (MSS) additional time to consult with staff employees, to gather their feedback, and to compile the following questions, thoughts, and recommendations received. This is the first major reorganization the MSS team is taking an active part in and we have learned how important our role is to provide a safe place for staff to share their views and to collaborate with campus partners in a meaningful way to move the university forward.

With both your support, the MSS team has been able to participate in the academic unit meetings on the budget committee proposals and unit responses. The direct consultation by administration with affected faculty and staff of the various academic units has been productive and inclusive in reaching common understanding and objectives. Although time consuming, this approach has provided valuable insights from those in the field doing the work and has fostered a "one Mānoa" feel which is greatly needed as we transition forward.

We have come to understand there are non-academic units who have not been afforded the same opportunities as the academic units. There are many staff affected by the Phase 2 Administrative Reorganization who have shared that they were not consulted regarding the proposed changes, only informed of the upcoming changes in organizational structure. This includes Title IX, Student Housing Services, and Graduate Division. We humbly include the feedback received by staff and request equitable remedies for these units to

University of Hawai'i at Mānoa Staff Senate

Email: uhmstaff@hawaii.edu | Website: manoa.hawaii.edu/staffsenate

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President David Lassner
Provost Michael Bruno
February 1, 2021
Page 2

enable effective decisions to be made and to create a campus climate that is inclusive of all.

Please find attached the staff feedback received for the five (5) main areas/departments □ Title IX, Student Housing Services, Academic Advising, Graduate Division, and Enrollment Management. Each section concludes with MSS recommendations. As a priority, the MSS requests for President/Provost + appropriate heads + department staff + MSS representative to meet to share and discuss the proposed changes for each of the units mentioned (with the exception of academic advising), to answer questions staff may have, and to discuss staff recommendations for greater understanding and decision-making going forward. This request is in line with the meetings that have taken place for the academic units. We ask for the same respect and consideration for our staff employees.

Thank you for the opportunity to share the valuable input of our staff employees. We look forward to your response on each of the recommendations so we can connect back and inform staff employees. Please contact me at msschair@hawaii.edu and the MSS Executive Board at uhmstaff@hawaii.edu if there are any questions on the information provided.

Mahalo nui loa,

Jaret KC Leong
Chair

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Debra Ishii, Senior Executive, UH Mānoa

FEEDBACK BY DEPARTMENT/UNIT BASED UPON STAFF RESPONSES RECEIVED

I. TITLE IX

- A. Consultation with staff did not take place on the proposed changes.
- B. The rationale for the proposed changes and personnel moves reflected in the reorganization document is not clear.

MSS RECOMMENDATION: President/Provost + Mānoa Title IX staff + Office of Institutional Equity staff + Equal Employment Opportunity/Affirmative Action staff + MSS representative meet to share and understand the proposed changes, to answer questions staff may have, and to review options staff propose.

Note: Some employees have expressed concerns about not being able to openly discuss and share issues with direct supervisors present.

II. STUDENT HOUSING

- A. Consultation with staff did not take place on the proposed changes.
- B. Concerns were raised that decisions are being proposed without the full understanding of the requirements in managing student housing operations vs a faculty and staff housing program and the daily collaboration required between housing administration, residential life, and operations.
- C. The proposed changes are not clearly explained and do not seem to support student success as a priority.
- D. Throughout the proposal, it is stated that “The residential life administration unit will continue to be reviewed to determine appropriate support to residential life operations, residential life programs and residential life administrative programs in areas including human resources, fiscal management and information technology support.” What does this mean? Greater elaboration on this point is needed to understand the vision for Student Housing Services.
- E. Currently, the three (3) units under Student Housing Services are funded and supported each fiscal year by balancing and adjusting priorities. How will funding for housing operations work with the proposed move of the operations function to the Office of Campus Operations under the Vice President of Administration?

MSS RECOMMENDATION: There are other detailed concerns that were brought up in addition to the above which include inquiries on position moves and how future operations in certain areas will be handled. The information will be provided to Debra Ishii for dissemination to the President/Provost and appropriate persons for discussion. We again highly recommend President/Provost + appropriate heads + Student Housing Services staff + MSS representative meet to share and

understand the proposed changes, to answer questions staff may have, and to discuss staff recommendations and feedback.

III. ACADEMIC ADVISING

MSS RECOMMENDATION: The MSS fully supports the creation of an upper-level position to advocate for all academic advising on the Mānoa campus as recommended by the Excellence in Academic Advising (EAA) report dated November 8, 2019. It is important to build the appropriate structure for academic advising with an upper-level position (Assistant or Associate Vice Provost) with authority to execute and implement campus-wide initiatives.

As the EAA report noted, “a campus-wide advising advocate would ensure the best possible student experience by improving campus-wide communication and collaboration between units; managing policies and procedures related to academic advising; ensuring consistency, integration, and quality of advising; ensuring equitable access to advising for all students; and representing academic advisors and their concerns to upper administration and in campus decisions” (page 12).

As mentioned above, the MSS recommends this upper-level position to be an Assistant or Associate Vice Provost with the authority to formulate and execute the above duties and responsibilities. The MSS acknowledges the additional cost this will require and the implications to the budget in our current fiscal environment. Therefore, we ask that this vision be reflected in the proposal. The details on the organizational structure of this function requires the input and involvement of the Mānoa academic advising community, including the Council of Academic Advisors, Mānoa Advising Center, and academic advisors at the respective departments/units.

IV. GRADUATE DIVISION

A. Verbal notification was provided regarding position moves from Graduate Division to Enrollment Management without additional information or consultation. No one explained why the changes are being proposed and how duties and responsibilities may change.

As page 278 of the proposal reflects, “A significant change is to add the graduate enrollment management related functions and operations within the current Office of Admissions to maximize resources, build upon strong, effective practices for undergraduate and graduate students” and “...the relocation of functions primarily between academic excellence and enrollment management will strengthen our expertise and resources, especially in light of the current budget situation.” Please explain how the change will achieve the stated goals.

- B. The objective of most reorganizations is to consolidate and streamline similar functions for greater efficiency. The admissions function also resides under Shidler College of Business, JABSOM and Law School. Please explain why the admissions function in these areas are not affected.
- C. The proposal states that “During the process, several alternatives were explored in terms of placement of units. Various units, such as Graduate Division, Study Abroad, Climate, Compliance, Advising, certain student support offices, etc., were considered for placement in different areas” (Narrative, Section II.C. page 10). What are some of the research done to show that this model of having graduate admissions together with undergraduate admissions is more effective than the current one-stop shop (cradle to grave) model?

MSS RECOMMENDATION: In addition to the above, questions regarding certain positions and details were also raised. We again highly recommend President/Provost + appropriate heads + Graduate Division staff + MSS representative, meet to share and understand the proposed changes, to answer questions staff may have, and to discuss staff recommendations and feedback.

V. ENROLLMENT MANAGEMENT

- A. Based upon the proposal, the three (3) major roles added to Enrollment Management are graduate recruitment, scholarship oversight, and financial literacy. Concerns were raised because the proposal does not include additional staff to handle the increased responsibilities. This creates anxiety for some, who are already stretched thin, regarding the likelihood of increased workloads without appropriate compensation.

MSS RECOMMENDATION: To address the concerns raised, the MSS proposes two (2) steps. The first is to acknowledge and reflect that appropriate staff support will be established without affecting the workload level of current employees without their consultation. The second is to discuss any additional workload with affected employees up front and to ensure appropriate pay increases are provided in conjunction with their new responsibilities. The MSS clearly understands that the appropriate unions will need to be part of the process.



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David Lassner
President

March 11, 2021

MEMORANDUM

TO: Jaret Leong
Chair, Mānoa Staff Senate
(msschair@hawaii.edu)

FROM: Michael Bruno, Provost, UH Mānoa *Michael Bruno*
David Lassner, President, UH *David Lassner*

SUBJECT: MSS Feedback on UH Mānoa Proposed Phase 2 Administrative Reorganization

We acknowledge receipt of your letter dated February 1, 2021 regarding the Phase 2 UH Mānoa Administrative Reorganization. This letter is in response to the MSS recommendations. Both your letter and our response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

1. *TITLE IX. MSS RECOMMENDATION: President/Provost + Mānoa Title IX staff + Office of Institutional Equity staff + Equal Employment Opportunity/Affirmative Action staff + MSS representative meet to share and understand the proposed changes, to answer questions staff may have, and to review options staff propose.
Note: Some employees have expressed concerns about not being able to openly discuss and share issues with direct supervisors present.*

UH Response: In response to your recommendation, we invited the individuals from the current Mānoa Title IX Office, together with the EEO/AA and OIE teams, to meet with President Lassner, Provost Bruno, Vice President Gouveia and Associate Dean Fletcher on February 24, 2021 via a zoom meeting. Vice President Gouveia and Associate Dean Fletcher were the co-leads for the functional team "Team 5: Equity, Climate and Conflict Resolution". In addition, MSS Executive Board member Chow and Senator Dionne were invited to attend as requested. President Lassner addressed the entire team, which included Director Uwono and Director Rose, for the first portion of the meeting. President Lassner reviewed the proposed changes and rationale. Then Directors Uwono and Rose left the meeting so the remaining time could be dedicated to staff only. This provided an opportunity for staff to ask questions and provide comments and suggestions without feeling chilled by the presence of their supervisor.

We sent a reminder to those invited to the meeting to submit their comments and suggestions as soon as possible so that the design team can determine if modifications will need to be made to the organization chart, unit titles and functional statements, and we anticipate change in our final reorganization proposal that staff indicated would address some of their concerns.

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2. *STUDENT HOUSING. MSS RECOMMENDATION: There are other detailed concerns that were brought up in addition to the above which include inquiries on position moves and how future operations in certain areas will be handled. The information will be provided to Debra Ishii for dissemination to the President/Provost and appropriate persons for discussion. We again highly recommend President/Provost + appropriate heads + Student Housing Services staff + MSS representative meet to share and understand the proposed changes, to answer questions staff may have, and to discuss staff recommendations and feedback.*

UH Response: The design team has spent the past few weeks revisiting our proposal with regards to student housing and its operations and administrative unit. We drilled more deeply into the special-funded nature of the unit, and the multifaceted complex financial and administrative requirements across the areas of student residential life, facilities and administration required to safely sustain a large community on a 24/7 basis. As a result, we have decided to defer this aspect of the reorganization from the rest of Phase 2 for now. We remain committed to the integration of the student housing facilities program with the rest of facilities planning and management for the campus, but do not want to delay the rest of Phase 2 reorganization while we work through the additional details associated with administering our Student Housing program safely, effectively and efficiently. We expect to prepare a separate reorganization after further discussion and consultation.

3. *ACADEMIC ADVISING. MSS RECOMMENDATION:the MSS recommends this upper-level position to be an Assistant or Associate Vice Provost with the authority to formulate and execute the above duties and responsibilities. The MSS acknowledges the additional cost this will require and the implications to the budget in our current fiscal environment.*

Therefore, we ask that this vision be reflected in the proposal. The details on the organizational structure of this function requires the input and involvement of the Mānoa academic advising community, including the Council of Academic Advisors, Mānoa Advising Center, and academic advisors at the respective departments/units.

UH Response: With the information received from members of the academic advising team, we are in the process of working with Interim Assistant Vice Chancellor Oliveira to further strengthen the proposal to include revising the organizational chart and functional statement, and outlining the leadership and authority needed to support this important area of student academic success for both the proposed leader of the overall advising unit and the leader of the larger student academic success unit. Interim Assistant Vice Chancellor Oliveira is working with the leads on recommending suggestions to the proposal that will clarify areas and support the overall goals.

4. *GRADUATE DIVISION. MSS RECOMMENDATION: In addition to the above, questions regarding certain positions and details were also raised. We again highly recommend President/Provost + appropriate heads + Graduate Division staff + MSS representative,*

meet to share and understand the proposed changes, to answer questions staff may have, and to discuss staff recommendations and feedback.

UH Response: In response to your recommendation, we invited the Graduate Division team to meet with Provost Bruno, interim Associate Vice Chancellor Lyons, interim Vice Chancellor Ideta, Professor Irvine and interim Vice Chancellor Yamaguchi on February 26, 2021. Provost Bruno, interim Associate VC Lyons, interim VC Ideta and Professor Irvine are members of the design team that has been leading the effort for the overall proposed phase 2 administrative reorganization for the campus. In addition, interim Associate VC Lyons and Professor Irvine led the functional "educational excellence" team which helped to propose the structure for units reporting to the proposed Vice Provost for Academic Excellence (where Graduate Division is proposed to be organizationally located). Professor Irvine and former Assistant VC (Enrollment Management) Shabazz led the functional "enrollment management" team, and Interim Assistant VC Yamaguchi has since been involved in discussions pertaining to enrollment management. In addition, MSS Executive Board member Nakasato and Senator Rote were invited and did attend. The entire team met in the first portion of the meeting, which included Dean Aune and Associate Dean Maeda. The remaining time was dedicated to staff only and provided opportunity for staff to ask questions and provide comments and suggestions.

We sent a reminder to those invited to the meeting to submit their comments and suggestions as soon as possible for the design team's consideration.

5. *ENROLLMENT MANAGEMENT. MSS RECOMMENDATION: To address the concerns raised, the MSS proposes two (2) steps. The first is to acknowledge and reflect that appropriate staff support will be established without affecting the workload level of current employees without their consultation. The second is to discuss any additional workload with affected employees up front and to ensure appropriate pay increases are provided in conjunction with their new responsibilities. The MSS clearly understands that the appropriate unions will need to be part of the process.*

UH Response:

Interim Assistant VC Yamaguchi is committed to working with the existing enrollment management team members and the three additional team members proposed for transfer from the Graduate Division to discuss how work may be accomplished and coordinated. As with any change, the transition may require additional time for learning and understanding. In time, it is expected that all team members will be able to see how the enrollment resources such as integrated recruitment strategy and approach, improved access to application status, and coordinated effort for all students assists in successful enrollment planning and management. Interim Assistant VC Yamaguchi is committed to discussing unit workloads with unit supervisors and continuing to provide employees the opportunity to review and comment on proposed changes in duties.

Should you have questions on the responses provided, please advise by March 22, 2021. If we do not hear from you by the above date, we will assume there are no further comments on the reorganization proposal. Should there be any questions, you may contact either one of us, or

have your staff contact Debra Ishii, Executive Assistant, (808-956-7500 or debrai@hawaii.edu).

Mahalo for your support and assistance with Phase 2 of this reorganization proposal.

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Sarah Hirakami, OHR
Sheila Izuka, OVCAFO
Debra Ishii, Mānoa President's Office



Aloha President David Lassner, Provost Michael Bruno, VP for Administration Jan Gouveia, and Functional Team Lead Chip Fletcher ~

Our sincere **“mahalo”** for meeting with us on February 24, 2021 to answer and clarify questions staff employees had on the OIET9 portion of the Administrative Reorganization Proposal. It was valuable to have a better understanding of the rationale for the changes and to be part of the process to constructively contribute to the betterment of the university.

A recap of key points and concerns raised at the meeting include the following:

- There will be a national search to fill the Director position (#89236).
- Administration is open to changing the name of the new office, currently reflected as Office of Institutional Equity and Title IX.
- The two "boxes" – Supportive Measures & Case Management + Investigations - on the proposed organizational chart will be combined.
- Administration would like to better understand what staff in these units actually do vs. their job title and position descriptions.

Please let us know if there are other points or concerns we have missed. We look forward to working together to make our university a great place to be.

Thank you for your inclusive leadership and support.

Mahalo nui loa,

Carl Dionne

Carl Dionne

Mānoa Staff Senate Group Lead

Jenny Chow

Jenny Chow

Executive Board Liaison

c: Debra Ishii – President's Office
Mānoa Staff Senate Executive Board



Aloha Provost Michael Bruno, Associate VCAA Laura Lyons, VCS Lori Ideta, Functional Team Lead Christine Irvine, and Acting AVC for EM Ryan Yamaguchi ~

Our sincere **“mahalo”** for meeting with us on February 26, 2021 to answer and clarify questions staff employees had on the Graduate Division portion of the Administrative Reorganization Proposal. It is valuable to be part of the process and to be able to constructively contribute to the betterment of the university.

The following are remaining concerns gathered from staff after the February 26 meeting:

Logistical, budgetary and operational details yet to be confirmed:

- How will shared services between Graduate Division, Enrollment Management, and Research and Scholarship be determined and coordinated? Who will be involved in this decision-making process? How will responsibilities across units be prioritized for affected APTs?
- How will Graduate Division and the Academic Support Specialist position be impacted once the Director for the Postdoctoral and Student Research position is established?
- How will Graduate Division's budget resources be impacted by the proposed changes? What annual funding resources will be secured to guarantee Graduate Division employee positions and operations?
- Will a progress review be done annually by both Graduate Division and Enrollment Management to reassess, regroup and modify this new alignment for graduate admissions? What will the criteria be for evaluating the success of the move and will the graduate programs be involved in the annual review process?

Please let us know if there are other points or concerns we have missed. We look forward to hearing back on the above as we move forward.

Thank you for your inclusive leadership and support.

Mahalo nui loa,

Cindy Rote
Mānoa Staff Senate Group Lead

Laura Nakasato
Executive Board Liaison

c: Debra Ishii - President's Office
Mānoa Staff Senate Executive Board



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Office of the President

MEMORANDUM

March 17, 2021

TO: Mr. Jaret Leong, Chair, MSS
Ms. Laura Nakasato, Executive Board, MSS
Ms. Cindy Rote, Senator, MSS
Email: msschair@hawaii.edu, laurashi@hawaii.edu, crote@hawaii.edu

FROM: Michael Bruno, Provost, UH Mānoa *Michael Bruno*
David Lassner, President, UH *David Lassner*

SUBJECT: MSS Feedback on UH Mānoa Proposed Phase 2 Administrative Reorganization

We acknowledge the email and letter received on March 12, 2021 from Chair Nakasato and Senator Rote regarding follow-up questions from the Graduate Division staff. This letter includes our response, and both this letter and response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

1. *MSS: How will shared services between Graduate Division, Enrollment Management, and Research and Scholarship be determined and coordinated? Who will be involved in this decision-making process? How will responsibilities across units be prioritized for affected APTs?*

UH Response: For these specific units, shared services will be coordinated between the designated supervisor of affected positions and the current senior leaders of the respective offices (e.g., Associate VC for Academic Affairs, VC for Research, VC for Students, and Assistant VC for Enrollment Management), and later by the proposed vice provosts for academic excellence, research and scholarship, and enrollment management. Upon approval of the reorganization, there will be further discussion regarding specific current work projects and duties which will include discussion with affected employees to determine priorities and appropriate workload.

As we mentioned in the February 26, 2021 meeting, each position will have one, designated official supervisor.

2. *MSS: How will Graduate Division and the Academic Support Specialist position be impacted once the Director for the Postdoctoral and Student Research position is established?*

UH Response: Upon approval of the reorganization and the proposed functional statements, detailed discussions regarding coordination of functions and responsibilities will begin and will include the Academic Support Specialist/APT position in Graduate Division, the current Graduate Division Dean or representative, and the current VC for Research.

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When the budget permits and the director/coordinator for Postdoctoral & Student Research is filled on an interim or regular basis, we anticipate the Graduate Division's APT will collaborate with the Office of the Vice Provost for Research & Scholarship (OVPRS) on graduate student research funding opportunities.

The proposed director/coordinator of Postdoctoral & Student Research will have responsibilities including, but not limited to, assisting the proposed vice provost develop appropriate policies, procedures, and practices to effectively manage and ensure the professional development of postdoctoral researchers. Also, in collaboration with programs and UHM units, this director position will provide support for students (graduate and undergraduate) seeking funding opportunities for research and creative work, thereby engaging more students in world-class research and strengthening the experience and skills of our students. As a result, with a dedicated director in OVPRS, the Graduate Division's Academic Support Specialist/APT and Graduate Division will continue to remain integral partners in this growing endeavor that benefits our students in UHM's Carnegie R1 doctoral campus with "Very High Research Activity."

3. *MSS: How will Graduate Division's budget resources be impacted by the proposed changes? What annual funding resources will be secured to guarantee Graduate Division employee positions and operations?*

UH Response: As mentioned in the February 26 meeting, the current budget and sources of funds are being reviewed so we may better understand the financial situation in order to make proper budgetary plans.

4. *MSS: Will a progress review be done annually by both Graduate Division and Enrollment Management to reassess, regroup and modify this new alignment for graduate admissions? What will the criteria be for evaluating the success of the move and will the graduate programs be involved in the annual review process?*

UH Response: The entire UH Mānoa leadership team is fully committed to providing an integrated approach leveraging modern tools, technologies and approaches for admissions for both undergraduate and graduate students. In addition, we are committed to the Graduate Division focusing on the success of our graduate students, who we recognize face some challenges that are distinct from most undergraduates. Our goal is to increase the number of graduate students enrolled and their success within UH Mānoa throughout their time with us. Enrollment Management, Graduate Division, the Provost and Vice Provosts will be reviewing feedback and outcomes on an ongoing basis to identify ways to continuously improve and strengthen our services and support. If we need to revisit a change or process, then we will.

Should there be any questions, you may contact either one of us, or have your staff contact Debra Ishii, Executive Assistant (808-956-7500 or debrai@hawaii.edu).

Mahalo for your support and assistance with Phase 2 of this reorganization proposal.

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Sheila Izuka, OVCAFO
Debra Ishii, Mānoa President's Office



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

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www.hgea.org

February 5, 2021

Mr. David Lassner, President
Mr. Michael Bruno, Provost
University of Hawaii
Bachman Hall
2444 Dole Street
Honolulu, Hawaii 96822

Dear President Lassner and Provost Bruno:

**Subject: Consultation Regarding the University of Hawaii at Manoa
Administration Reorganization Proposal – Phase II**

This is in response to your November 18, 2020 letter requesting consultation regarding 'Phase II' of the reorganization of the University of Hawaii at Manoa. Thank you for allowing us additional time to respond.

We have reviewed the information provided and have the following initial comments and questions.

1. Please share the proposed timetable or schedule for the implementation of this Phase II reorganization? Given the magnitude of the proposed changes and the wide range of impacts to programs and services where some of the changes should be subject to further discussion with staff, does the University anticipate a staggered implementation?
2. According to, NARRATIVE, III. IMPACT RESOURCES AND THE UNIVERSITY, B. Impact on operational resources; 1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc., 'Position descriptions for positions will be updated as appropriate to align with the functions of the assigned units and assigned work to the positions...'
 - a. When will proposed position descriptions (PD) be provided to the impacted employees for review?
 - b. Please provide a copy of the current and proposed position descriptions (PD).
3. According to, NARRATIVE, III. IMPACT RESOURCES AND THE UNIVERSITY, B. Impact on operational resources; 3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction, 'There is no proposed reduction in currently employed faculty/staff? There will

be a reduction of at least 45 positions in campus administration structure with the completion of this reorganization.'

- a. Please provide a list of the 45 positions referenced above and confirm that these positions are currently vacant.
 - b. Please provide a list of all vacant positions and share any known plans regarding any of the positions.
4. According to the attachments titled, SUMMARY OF CURRENT AND PROPOSED ORGANIZATIONAL LOCATIONS BY UNIT NAME and DETAILED CHANGES TO ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS, it is our understanding that changes are being proposed for the following offices. However, with all due respect, many of the proposed changes are not described in detail. We would appreciate more detailed information regarding how this reorganization will affect the following programs.
 - a. Enrollment Management, Office of the Vice Chancellor for Students
 - b. Student Housing Services, Office of the Dean of Students, Office of the Vice Chancellor for Students
5. According to the attachment titled, Proposed Functional Statement, OFFICE OF VICE PROVOST FOR ENROLLMENT MANAGEMENT – Org Code: MAEM, the 3rd paragraph, 3rd sentence states, *'Under the leadership of the VPEM, enrollment management programs will provide seamless services to undergraduate and graduate students for recruitment, admissions, financial aid and scholarships, registration and student records and assist in the transition into and through college life.'*
 - a. While we understand that increasing staff and adding positions is not an option at this time, we have concerns regarding the additional workload placed on Enrollment Management staff. Please address the comment that the workload is not sustainable moving forward with the added roles to current staff.
 - b. We request that a classification review be conducted of the affected positions.
6. Please share more information regarding the reporting change for the staff of the current Student Housing – Operations to the proposed President, University of Hawaii, Vice President for Administration (Hybrid), Office of Campus Operations & Facilities, Operations.
 - a. How will this change impact the positions descriptions of the affected employees?
 - b. Will the proposed position descriptions be shared with the employees prior to the completion of this reorganization?
7. Regarding Student Housing Services, aside from the changes being proposed in this reorganization, are there additional changes planned or being considered as part of the longer-range plan for student housing/residential life?

8. Regarding the Graduate Division, please share more details and the justification provided for the proposed transfer of graduate recruitment and admissions to the Office of the Vice Provost for Enrollment Management. It appears that the movement of the graduate admissions function from the Graduate Division could result in the program being less efficient in serving graduate programs and students.
9. Regarding the attachment titled, DETAILED LISTING OF POSITIONS TO INCLUDE ALLOCATED AND AUTHORIZED BJ/BT POSITIONS IMPACTED BY THE REORGANIZATION, last column with the heading, 'Basis for Change/Impact on Position', please elaborate and share more details where the entry currently reads, 'Administrative reorganization'.
10. Regarding the proposed Office of Institutional Equity and Title IX, Office of the President which *'combines the current office staffing and functions of UH System Office of Institutional Equity, UH System/Manoa Office of Equal Employment Opportunity/Affirmative Action (EEO/AA), and UH Manoa Title IX and provides a coordinated, collaborative approach toward education, case management and investigations*, please share more information regarding how the University will address and ensure campus and/or system independence or autonomy where required and avoid any appearance of conflict in matters this office is responsible for.

During Phase I and throughout the process of gathering input from affected employees regarding the current reorganization, many have expressed concern about the proposed changes. There are still many concerns that the proposed changes are not being shared with staff or being fully presented in this consultation. And, it will be these employees who will ultimately be tasked to perform the functions and duties within this new organizational structure. We again encourage your administration to continue the efforts to communicate with staff and ensure that it takes place at all levels to share information and consider staff input and feedback regarding this major reorganization.

Based on the questions and comments above, we are not able to concur with this proposed reorganization at this time. We look forward to your written response as we continue with full and meaningful consultation on this matter.

Please contact me at 543-0070 or schun@hgea.org if there are any questions.

Sincerely,



Sanford Chun
Executive Assistant for Field Services



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David Lassner
President

March 11, 2021

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

Via Email: schun@hgea.org

Dear Mr. Chun:

We acknowledge receipt of your letter dated February 5, 2021 regarding the Phase 2 UH Mānoa Administrative Reorganization. This letter is in response to your questions, comments and information requests. Both your letter and our response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

1. *HGEA: Please share the proposed timetable or schedule for the implementation of this Phase II reorganization? Given the magnitude of the proposed changes and the wide range of impacts to programs and services where some of the changes should be subject to further discussion with staff, does the University anticipate a staggered implementation?*

UH Response: As the reorganization concepts have been shared with the campus since 2017 and based on the comments received, we plan to submit to the Board of Regents upon conclusion of the formal consultation, targeting the April BOR meeting. We recognize that implementation and transitional plans will require additional discussion, and that these will generally occur over time once the reorganization is officially approved. As we transition to vice provost offices, the current vice chancellor offices are prepared to help facilitate discussions for areas under their purview, or with areas across the campus that require collaboration and coordination for implementation.

2. *HGEA: According to, NARRATIVE, III. IMPACT RESOURCES AND THE UNIVERSITY, B. Impact on operational resources:, 3. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc. 'Position descriptions for positions will be updated as appropriate to align with the functions of the assigned units and assigned work to the positions...'*
 - a. *HGEA: When will proposed position descriptions (PD) be provided to the impacted employees for review?*

UH Response: Yes, proposed position descriptions will be provided to employees after the reorganization is approved. For many units, further implementation discussions with the affected employees will occur first, prior to developing the updated position descriptions. Administrators will advise supervisors to discuss

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proposed changes to the duties with employees, and provide the opportunity to ask questions to clarify assignments.

- b. *HGEA: Please provide a copy of the current and proposed position descriptions (PD).*

UH Response: Given the large number of positions involved, we would be able to provide current position descriptions for positions that you request. Proposed position descriptions will be discussed with employees once the reorganization is approved, and thereafter submitted for approval.

3. *HGEA: According to, NARRATIVE, III. IMPACT RESOURCES AND THE UNIVERSITY, B. Impact on operational resources:, 3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction. 'There is no proposed reduction in currently employed faculty/staff? There will be a reduction of at least 45 positions in campus administration structure with the completion of this reorganization.'*

- a. *Please provide a list of the 45 positions referenced above and confirm that these positions are currently vacant.*

UH Response: See attachment.

- b. *Please provide a list of all vacant positions and share any known plans regarding any of the positions.*

UH Response: See attachment which is based on the proposal attachment "Detailed listing of positions impacted by the reorganization". A memo dated March 24, 2020, and subsequent memos dated April 9, 2020 and May 1, 2020, were issued regarding the University's hiring freeze. The freeze pertained to all new UH hires into regular (permanent or temporary) positions using non-extramural funds to include general funds, tuition and fee special funds, research and training revolving funds, and other special and revolving funds. The President has the authority to approve an exception request, with recommendation by the Mānoa Provost and Mānoa Chief Business Officer (Vice Chancellor for Administration, Finance and Operations). Decisions regarding the priority of filling vacant positions remain under discussion.

4. *HGEA: According to the attachments titled, SUMMARY OF CURRENT AND PROPOSED ORGANIZATIONAL LOCATIONS BY UNIT NAME and DETAILED CHANGES TO ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS, it is our understanding that changes are being proposed for the following offices. However, with all due respect, many of the proposed changes are not described in detail. We would appreciate more detailed information regarding how this reorganization will affect the following programs.*

- a. Enrollment Management, Office of the Vice Chancellor for Students
- b. Student Housing Services, Office of the Dean of Students, Office of the Vice Chancellor for Students

UH Response:

For Enrollment Management, the graduate student-related recruitment, admissions, scholarship and records functions will be transferring to the Office of the Vice Provost for Enrollment Management, along with 3 APT positions: 0078265 (vacant as of Feb 2021), 0078738 (filled) and 0080607 (filled). The transfer of the 3 positions will provide additional support for the recruitment and admissions unit. There are ongoing efforts with regard to the enhanced information system, which will help all within enrollment management to access applicant information and see the status of applications in a timely manner. With regard to scholarship and records, Interim Assistant Vice Chancellor Yamaguchi is working with his managers on approaches to integrating the graduate student-related work. This reorganization will support the overall campus effort to provide all students a consistent level of support with regard to enrollment management, and leverage existing systems and tools especially in light of the current budget situation. There was discussion to establish a unit dedicated to graduate student-related enrollment management functions, however, as the budget situation is not improving, the decision was made to integrate these functions within our current enrollment management teams to provide the best level of support to our students as well as to those positions and individuals transferring to enrollment management. Interim Assistant Vice Chancellor Yamaguchi does intend to discuss the changes to work and duties, and engage the affected employees in the transition and implementation planning efforts.

For student housing services, the design team has spent the past few weeks revisiting our proposal with regards to student housing and its operations and administrative unit. We drilled more deeply into the special-funded nature of the unit, and the multifaceted complex financial and administrative requirements across the areas of student residential life, facilities and administration required to safely sustain a large community on a 24/7 basis. As a result, we have decided to defer this aspect of the reorganization from the rest of Phase 2 for now. We remain committed to the integration of the student housing facilities program with the rest of facilities planning and management for the campus, but do not want to delay the rest of Phase 2 reorganization while we work through the additional details associated with administering our Student Housing program safely, effectively and efficiently. We expect to prepare a separate reorganization after further discussion and consultation.

5. *HGEA: According to the attachment titled, Proposed Functional Statement, OFFICE OF VICE PROVOST FOR ENROLLMENT MANAGEMENT- Org Code: MAEM, the 3rd paragraph, 3rd sentence states, 'Under the leadership of the VPEM, enrollment management programs will provide seamless services to undergraduate and graduate students for recruitment, admissions, financial aid and scholarships, registration and student records and assist in the transition into and through college life.'*
 - a. *While we understand that increasing staff and adding positions is not an option at this time, we have concerns regarding the additional workload placed on Enrollment Management staff. Please address the comment that the workload is not sustainable moving forward with the added roles to current staff.*
 - b. *We request that a classification review be conducted of the affected positions.*

UH Response: As mentioned earlier, Interim Assistant Vice Chancellor Yamaguchi is committed to working with the existing enrollment management team members and the three additional team members from the Graduate Division to discuss how work may be supported, streamlined and coordinated. As with any change, the early stages of the transition may require additional time for learning and understanding. In time, it is expected that team members will be involved in discussions on how to better recruit and serve students in light of enrollment resources such as integrated recruitment strategy and approach, improved access to application status, and a coordinated effort for all students. Graduate Division and Enrollment Management have developed independently and we continue to support both overall endeavors in improving our services to all students and leveraging available resources and tools.

Interim Assistant Vice Chancellor Yamaguchi is also continuing to discuss matters with his supervisory personnel as well as team members to provide insights and to develop a fair and effective approach. Position descriptions and classification will be reviewed, and position descriptions updated as appropriate, as part of the transition process.

6. *HGEA: Please share more information regarding the reporting change for the staff of the current Student Housing- Operations to the proposed President, University of Hawaii, Vice President for Administration (Hybrid), Office of Campus Operations & Facilities, Operations.*
- a. *How will this change impact the positions descriptions of the affected employees?*
 - b. *Will the proposed position descriptions be shared with the employees prior to the completion of this reorganization?*

UH Response: See response to item 4 regarding student housing services.

7. *HGEA: Regarding Student Housing Services, aside from the changes being proposed in this reorganization, are there additional changes planned or being considered as part of the longer-range plan for student housing/residential life?*

UH Response: See response to item 4 regarding student housing services.

8. *HGEA: Regarding the Graduate Division, please share more details and the justification provided for the proposed transfer of graduate recruitment and admissions to the Office of the Vice Provost for Enrollment Management. It appears that the movement of the graduate admissions function from the Graduate Division could result in the program being less efficient in serving graduate programs and students.*

UH Response: The management of enrollment related matters has become a high priority for many higher education institutions. The University of Hawai'i at Mānoa made this a priority back in 2005 with the recognition of an enrollment management organizational structure with a dedicated leader. Over the decade, we have developed a better understanding of our enrollment environment and worked towards making informed decisions as to strategy and approach to attract interested students, assist

students through the admissions process, provide students guidance on scholarship resources, and coordinate opportunities to ensure appropriate resource allocation. We believe that our graduate student recruitment efforts can be greatly enhanced by the marketing and branding expertise and experience presently resident in Enrollment Management. We also believe that the persons responsible for graduate admissions functions will benefit significantly from the systems, tools, and expertise residing in Enrollment Management. In light of the current budget situation, this proposed change has the additional advantage of allowing us to leverage existing resources.

We are working towards a strategic and coordinated approach to recruitment and admissions at all levels, while recognizing the uniqueness of our graduate programs. It is important to note that all other, non-admissions/recruitment/records/scholarship functions, which currently reside in the Graduate Division, will remain in the Graduate Division. The proposed Vice Provost for Enrollment Management and the proposed Vice Provost for Academic Excellence, who will oversee the Graduate Division, will work together to ensure a collaborative approach that benefits our students, and highlights the strengths of all programs, both undergraduate and graduate.

9. *HGEA: Regarding the attachment titled, DETAILED LISTING OF POSITIONS TO INCLUDE ALLOCATED AND AUTHORIZED BJ/BT UH Response: POSITIONS IMPACTED BY THE REORGANIZATION, last column with the heading, 'Basis for Change/Impact on Position', please elaborate and share more details where the entry currently reads, 'Administrative reorganization'.*

UH Response: Many positions will have a unit name change, with no change in supervisor. There are positions that may have a change in supervisor and change in unit, and that may be most reflective in the "From (Office name)" to "To (Office name)". Given the number of positions within this organization, Ms. Debra Ishii will be happy to meet with your representatives to review the changes, including the proposed impact to individual positions.

10. *HGEA: Regarding the proposed Office of Institutional Equity and Title IX, Office of the President which 'combines the current office staffing and functions of UH System Office of Institutional Equity, UH System/Manoa Office of Equal Employment Opportunity/Affirmative Action (EEO/AA), and UH Manoa Title IX and provides a coordinated, collaborative approach toward education, case management and investigations, please share more information regarding how the University will address and ensure campus and/or system independence or autonomy where required and avoid any appearance of conflict in matters this office is responsible for.*

UH Response: We will continue to work with the proposed team members to develop processes and protocols to minimize conflicts, including decision makers for cases pertaining to campus Title IX officers. This office will continue to provide systemwide policy development and guidance, and provide day-to-day case management and investigation support to the UH system and UH Mānoa campus.

In addition, we invited the individuals from the current Mānoa Title IX Office, together with the EEO/AA and OIE teams, to meet with President Lassner, Provost Bruno, Vice President Gouveia and Associate Dean Fletcher on February 24, 2021 via a zoom

meeting. Vice President Gouveia and Associate Dean Fletcher are the co-leads for the functional team "Team 5: Equity, Climate and Conflict Resolution". In addition, Mānoa Staff Senate (MSS) Executive Board member Chow and Senator Dionne were invited to attend as requested. President Lassner addressed the entire team, which included Director Uwono and Director Rose, for the first portion of the meeting. President Lassner reviewed the proposed changes and rationale. Then Directors Uwono and Rose left the meeting so the remaining time could be dedicated to staff only. This provided an opportunity for staff to ask questions and provide comments and suggestions without feeling chilled by the presence of their supervisor.

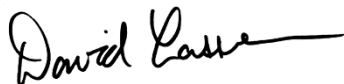
11. HGEA: During Phase I and throughout the process of gathering input from affected employees regarding the current reorganization, many have expressed concern about the proposed changes. There are still many concerns that the proposed changes are not being shared with staff or being fully presented in this consultation. And, it will be these employees who will ultimately be tasked to perform the functions and duties within this new organizational structure. We again encourage your administration to continue the efforts to communicate with staff and ensure that it takes place at all levels to share information and consider staff input and feedback regarding this major reorganization.

UH Response: We have discussed our need for ongoing communication with the design team, the leaders of which will assist the Office of the President and the Office of the Provost to implement the approved organizational structure. We will continue to work with our leaders and supervisors to keep staff informed, and to provide opportunity for comments and feedback regarding the reorganization and the implementation plans.

Should you have questions on the responses provided, please advise by March 22, 2021. If we do not hear from you by the above date, we will assume there are no further comments on the reorganization proposal. Should there be any questions, you may contact one of us, or have your staff contact Debra Ishii, Executive Assistant, (808-956-7500 or debrai@hawaii.edu).

Mahalo for your support and assistance with Phase 2 of this reorganization proposal.

Sincerely,



David Lassner
President



Michael Bruno
UHM Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Executive Director Perreira, HGEA
Field Support & Consultation Specialist Hata, HGEA
Sarah Hirakami, OHR
Sheila Izuka, OVCAFO
Debra Ishii, Mānoa President's Office

Position Number	Current Unit	Current EAC Div	Current EAC Branch	Current EAC Sec	Current Position Title
0000750	OSA	STUDENT AFFAIRS	D U S A-A VP	ADMISSIONS & RECORDS	Office Assistant IV
0014864	OSA	STUDENT AFFAIRS	ENROLLMENT MANAGEMEN	OFFICE OF ADMISSIONS	Office Assistant IV
0015501	OSA	STUDENT AFFAIRS	D U S A-A VP	ADMISSIONS & RECORDS	Office Assistant IV
0017377	VCAA	RES & DEAN OF GRAD D	GRADUATE DIV	GRAD DIV DEANS OFF	Office Assistant IV
0018549	VCAFO	CHANCELLOR, UH MANOA	VC ADMIN AFF		Secretary IV
0070070	OSA	STUDENT AFFAIRS	STUDT EQUITY EXC & D		JR SPECIALIST, UHM, 11-MO
0070075	OSA	STUDENT AFFAIRS	DN S & S SVS	COUNSL & STU DEV CTR	SPECIALIST, UHM, 11-MO
0077254	VCAFO	CHANCELLOR, UH MANOA	FINCL & PHYS RES MGM	MANOA BUDGET	INSTITUTIONAL SUPPORT
0077461	OSA	STUDENT AFFAIRS	ENROLLMENT MANAGEMEN	OFFICE OF ADMISSIONS	INSTR & STUD SUPP
0077515	VCAA	CHANCELLOR, UH MANOA	ACAD PERSONNEL	OFF FAC DEV & ACAD S	MEDIA DESIGN & PRODUCTION
0077520	OSA	STUDENT AFFAIRS	D U S A-A VP	ADMISSIONS & RECORDS	INSTR & STUD SUPP
0077673	VCR	CHANCELLOR, UH MANOA	VC RESEARCH & GRAD E		RESEARCH SUPPORT
0077915	MCO	CHANCELLOR, UH MANOA	MANOA CHANCELLOR'S O		INSTITUTIONAL SUPPORT
0078105	OSA	STUDENT AFFAIRS	ENROLLMENT MANAGEMEN	OFFICE OF ADMISSIONS	INSTR & STUD SUPP
0078138	VCAA	CHANCELLOR, UH MANOA	VC FOR ACADEMIC AFF		INSTITUTIONAL SUPPORT
0078261	OSA	STUDENT AFFAIRS	STUDT EQUITY EXC & D	KOKUA	ACADEMIC SUPPORT
0078447	OSA	STUDENT AFFAIRS	DN S & S SVS	STUDENT LIFE & DEVEL	INSTR & STUD SUPP
0078524	OSA	STUDENT AFFAIRS	STUDT EQUITY EXC & D		INSTR & STUD SUPP
0078526	OSA	STUDENT AFFAIRS	STUDT EQUITY EXC & D	WOMENS CENTER	INSTR & STUD SUPP
0078825	OSA	STUDENT AFFAIRS	D U S A-A VP	ADMISSIONS & RECORDS	INSTR & STUD SUPP
0078970	OSA	STUDENT AFFAIRS	STUDT EQUITY EXC & D		INSTR & STUD SUPP
0079132	VCAA	CHANCELLOR, UH MANOA	UNDERGRADUATE EDUC	GEN ED/MWP	ACADEMIC SUPPORT
0079819	OSA	STUDENT AFFAIRS	ENROLLMENT MANAGEMEN		INSTITUTIONAL SUPPORT
0079844	OSA	STUDENT AFFAIRS	DN S & S SVS	MANOA CAREER CENTER	INSTR & STUD SUPP
0080263	VCAA	CHANCELLOR, UH MANOA	INTERNTL & EXCH	INTL STUDENT SERV	INSTITUTIONAL SUPPORT
0080661	OSA	STUDENT AFFAIRS	VC STUDENTS		INSTR & STUD SUPP
0081012	VCAA	CHANCELLOR, UH MANOA	ACAD PERSONNEL	OFF FAC DEV & ACAD S	MEDIA DESIGN & PRODUCTION
0081297	OSA	STUDENT AFFAIRS	ENROLLMENT MANAGEMEN	OFFICE OF ADMISSIONS	INSTR & STUD SUPP
0081607	OSA	STUDENT AFFAIRS	D U S A-A VP	FINANCIAL AID SERV	INSTR & STUD SUPP
0081782	OSA	STUDENT AFFAIRS	DN S & S SVS	COUNSL & STU DEV CTR	INSTR & STUD SUPP
0082864	OSA	STUDENT AFFAIRS	VC STUDENTS		JR SPECIALIST, UHM, 11-MO
0083539	OSA	STUDENT AFFAIRS	DN S & S SVS	STUDENT HEALTH SERV	ASSOC SPECIALIST, UHM, 11
0083635	OSA	STUDENT AFFAIRS	DN S & S SVS	COUNSL & STU DEV CTR	SPECIALIST, UHM, 11-MO
0083747	VCAA	CHANCELLOR, UH MANOA	INTERNTL & EXCH	INTL STUDENT SERV	JR SPECIALIST, UHM, 11-MO
0085059	OSA	STUDENT AFFAIRS	DN S & S SVS	COUNSL & STU DEV CTR	ASST SPECIALIST, UHM, 11-
0085063	OSA	STUDENT AFFAIRS	DN S & S SVS	COUNSL & STU DEV CTR	ASST SPECIALIST, UHM, 11-
0088125	OSA	STUDENT AFFAIRS	DN S & S SVS	CTR CAREER DEV & ST	ASST SPECIALIST, UHM, 11-
0089190	OSA	STUDENT AFFAIRS	DN S & S SVS	STUDENT LIFE & DEVEL	DIRECTOR OF STUDENT AFFAI
0089261	MCO	CHANCELLOR, UH MANOA	MANOA CHANCELLOR'S O		CHANCELLOR
0089298	OSA	STUDENT AFFAIRS	VC STUDENTS		DIRECTOR OF STUDENT AFFAI
0089365	MCO	CHANCELLOR, UH MANOA	MANOA CHANCELLOR'S O		Admin Asst to Chancellor,
0089500	VCAA	CHANCELLOR, UH MANOA	INTERNTL & EXCH	AVC INTL & EXCH	ASST VICE CHANCELLOR, UHM
0089549	VCR	CHANCELLOR, UH MANOA	VC RESEARCH & GRAD E		RESEARCH PROGRAM OFFICER
0080453T	OSA	STUDENT AFFAIRS	DN S & S SVS	MANOA CAREER CENTER	MEDIA DESIGN & PRODUCTION
0081917T	VCAA	CHANCELLOR, UH MANOA	UNDERGRADUATE EDUC	AVC UNDERGRAD ED	INFORMATION TECHNOLOGY



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March 25, 2021

Mr. David Lassner, President
Mr. Michael Bruno, Provost
University of Hawaii
Bachman Hall
2444 Dole Street
Honolulu, Hawaii 96822

Dear President Lassner and Provost Bruno:

**Subject: Consultation Regarding the University of Hawaii at Manoa
Administration Reorganization Proposal – Phase II**

Thank you for your letter dated March 11, 2021 in response to our questions and concerns regarding 'Phase II' of the reorganization of the University of Hawaii at Manoa. Thank you for allowing us additional time to respond.

We have reviewed the information provided and have the following additional comments and questions.

1. According to the responses provided to our questions regarding Enrollment Management (#4 and #5), Interim Assistant Vice Chancellor Yamaguchi is working with supervisory personnel and will *'engage affected employees in the transition and implementation planning efforts'* of this reorganization. What assurances can you provide that decisions and plans made under Interim Assistant Vice Chancellor Yamaguchi's leadership will continue when this assistant vice chancellor position is filled permanently?
2. Based on the response provided to our question (#10) regarding the proposed Office of Institutional Equity and Title IX (OIET9), we do have some additional questions and ongoing concerns regarding the proposed combining of the UH System Office of Institutional Equity, UH System/Manoa Office of Equal Employment Opportunity/Affirmative Action (EEO/AA), and UH Manoa Title IX Office.
 - a. How does this new Office of Institutional Equity and Title IX (OIET9) plan to comply with the legislative intent to serve all the campuses and ensure system-wide consistency in both compliance and prevention efforts?
 - b. How will funding appropriated for the purposes of supporting all UH campuses Title IX initiatives continue to be equitably proportioned under this new hybrid OIET9?

- c. Please respond to the concern that this reorganization proposal separates or siloes education and training from the policy development and compliance functions of this new hybrid office which would appear to conflict with the purpose to increase the efficiency and effectiveness of educational programming.
- d. With this reorganization, what office will be the appropriate point-of-contact for students and employees seeking to make a complaint against or related to the Manoa Title IX Coordinator and for those who are unclear about their options or what resources are available?
- e. Please respond to the concern that mandates of the Violence Against Women Act (VAWA) - 2014 reauthorization (e.g., gender violence programming and education) are not noted in the major responsibilities of the proposed OIET9.
- f. Please respond to the concern that the confidential advocacy unit and functions are not identified in the proposed hybrid OIET9.

We again encourage your administration to continue the efforts to communicate with staff and ensure that it takes place at all levels to share information and consider staff input and feedback regarding this major reorganization.

Based on the additional questions and comments above, we are not able to provide our concurrence with this proposed reorganization at this time. We look forward to your written response.

Please contact me at 543-0070 or schun@hgea.org if there are any questions.

Sincerely,



Sanford Chun
Executive Assistant for Field Services



UNIVERSITY
of HAWAII®

April 8, 2021

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

Via Email: schun@hgea.org

Dear Mr. Chun:

We acknowledge receipt of your letter dated March 25, 2021 and received March 29, 2021 regarding the Phase 2 UH Mānoa Administrative Reorganization. This letter is in response to your questions and comments. Both your letter and our response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

1. *HGEA*: According to the responses provided to our questions regarding Enrollment Management (#4 and #5), Interim Assistant Vice Chancellor Yamaguchi is working with supervisory personnel and will 'engage affected employees in the transition and implementation planning efforts' of this reorganization. What assurances can you provide that decisions and plans made under Interim Assistant Vice Chancellor Yamaguchi's leadership will continue when this assistant vice chancellor position is filled permanently?

UH Response: The conceptual plan for the Mānoa administrative reorganization has not significantly changed since originally proposed in 2017, which reflects the thoughtful and strategic direction and planning for the campus irrespective of the individuals in senior leadership positions. We remain committed to working with our administrators, supervisors and employees to implement the reorganization, including any transitioning and change of personnel. With any transition, there will be discussions to ensure an effective transition, as done with former Assistant Vice Chancellor Shabazz, Interim Assistant Vice Chancellor Yamaguchi, and Interim Vice Chancellor Ideta. We can ensure that these discussions and transition planning will occur once the position is filled on a regular basis in the future. If there needs to be a modification or change in direction, additional discussions will take place with affected employees.

2. *HGEA*: Based on the response provided to our question (#10) regarding the proposed Office of Institutional Equity and Title IX (OIET9), we do have some additional questions and ongoing concerns regarding the proposed combining of the UH System Office of Institutional Equity, UH System/Mānoa Office of Equal Employment Opportunity/Affirmative Action (EEO/AA), and UH Mānoa Title IX Office.
 - a. *HGEA*: How does this new Office of Institutional Equity and Title IX (OIET9) plan to comply with the legislative intent to serve all the campuses and ensure system-wide consistency in both compliance and prevention efforts?

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UH Response:

First, we would like to share that based on comments from the staff and administrators of the affected offices, we are revising the name of this proposed office from Office of Institutional Equity and Title IX to Equity Assurance Office. The originally proposed educational programming unit name has been revised to proposed "Education, Outreach and Compliance" and the originally proposed case management and investigations units, will be combined to proposed "Case Management".

The overarching functions of the director's office continue to remain unchanged which is to serve campuses in establishing and updating university policies and procedures; keeping abreast of changes in legislation; implementing practices to comply with laws and mandates including Act 208, Session Laws 2016, and VAWA; establishing best practices for campuses and UH system offices; and providing systemwide education and training. These initiatives and efforts will be led by the proposed director of this office, and informed by and implemented with the expertise and assistance of the proposed office unit administrators for education, outreach and compliance and case management.

As a reminder, this is a hybrid office, which also has operational responsibility for UH Mānoa and UH system, but does not have such responsibility for other UH campuses. As such, this office provides case management and conducts investigations for UH system and UH Mānoa related cases. The hybrid nature of this office is similar to Information Technology Services. ITS leadership provides system wide policies, procedures, best practices and training, and has operational responsibility for Mānoa which is different than with the other campuses. We believe such integration ensures policy is informed by operations, as well as ensure policy compliance by operations, which strengthens our overall university compliance.

- b. HGEA: How will funding appropriated for the purposes of supporting all UH campuses Title IX initiatives continue to be equitably proportioned under this new hybrid OIET9?

UH Response: The new director, in consultation with unit leaders and campus directors, will determine appropriate allocation of funding for campuses and UH system offices as it relates to Title IX initiatives. We anticipate that budgets will be set at the start of the fiscal year, which will be based on office initiatives and priorities. Generally speaking, resources of the current OIE will continue to be assigned for systemwide education, outreach and compliance.

- c. HGEA: Please respond to the concern that this reorganization proposal separates or siloes education and training from the policy development and compliance functions of this new hybrid office which would appear to conflict with the purpose to increase the efficiency and effectiveness of educational programming.

UH Response: This proposal will not separate or silo the education and training or case management functions from policy development and compliance

functions. Rather, they are brought together under a single Office of Equity Assurance. We recognize a collaborative and consultative approach with internal experts and stakeholders is a best practice for policy development. The involvement of internal education, training and case management experts, along with other university units, is necessary to develop an informed policy.

While the director will be responsible for policy development, this is similar to the current practice in which multiple units and offices inform policy development and have the opportunity to provide comments before approval and implementation.

- d. HGEA: With this reorganization, what office will be the appropriate point-of-contact for students and employees seeking to make a complaint against or related to the Mānoa Title IX Coordinator and for those who are unclear about their options or what resources are available?

UH Response: The director will be designated to serve as the Mānoa Title IX Coordinator. Should there be a complaint against the director, the complaint would go to the next highest level such as President or President's designee. While we anticipate this would be infrequent to none, this is similar to the current approach when there may be complaints against high-level administrators.

- e. Please respond to the concern that mandates of the Violence Against Women Act (VAWA) - 2014 reauthorization (e.g., gender violence programming and education) are not noted in the major responsibilities of the proposed OIET9.

UH Response: In the introductory paragraph of the proposed functional statement, we reflected VAWA and other laws under the director's office. Both education and training and case management units within the office should be supporting the overarching equity assurance and compliance functions including compliance with Violence Against Women Act and other mandates. This concern was previously brought up by the staff of the Office of Institutional Equity and we have addressed in a revised functional statement version where we additionally referenced VAWA in the functional statement of the Education, Outreach and Compliance unit.

- f. Please respond to the concern that the confidential advocacy unit and functions are not identified in the proposed hybrid OIET9.

UH Response: The established advocacy positions are proposed to be located in the proposed Mānoa Cares Office, not the proposed Equity Assurance Office. We understand the current Office of Institutional Equity has managed casual hires and contractors who provide advocacy services to campuses, and we will work to ensure continuity of those services where needed. We want to highlight the importance of the climate (Mānoa Cares) and compliance (Equity Assurance Office) to work together to strengthen these two critical areas. Their administrative separate yet integrated efforts will provide a clear and coordinated approach for our employees and students.

With this response, we will be moving forward to the Board of Regents the proposal regarding Phase 2 of the reorganization of campus administration. We remain committed to working with

our employees through the implementation and transition. Should there be any questions, you may contact one of us, or have your staff contact Debra Ishii, Executive Assistant, (808-956-7500 or debrai@hawaii.edu).

Mahalo for your support and assistance with Phase 2 of this reorganization proposal.

Sincerely,

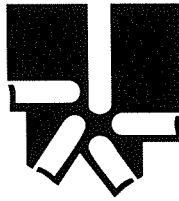


David Lassner
President



Michael Bruno
UHM Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Executive Director Perreira, HGEA (rperreir@hgea.org)
Field Support & Consultation Specialist Hata, HGEA (chata@hgea.org)
Sarah Hirakami, OHR
Sheila Izuka, OVCAFO
Debra Ishii, Mānoa President's Office



February 11, 2021

David Lassner, President
University of Hawaii
Office of the President
Bachman Hall, Room 202
2444 Dole Street
Honolulu, HI 96822

Michael Bruno, Provost
University of Hawaii at Manoa
Hawaii Hall, Room 209
2500 Campus Road
Honolulu, HI 96822

RE: Phase 2 UH Manoa Administrative Reorganization - Letter dated November 18, 2020

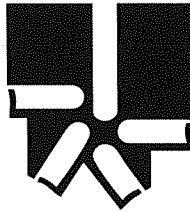
Dear President Lassner and Provost Bruno:

Pursuant to Article I, Recognition, Article III, Maintenance of Rights and Benefits, and Article XVII Representation Rights, paragraphs I. and §89-9(c), HRS, the University of Hawaii Professional Assembly (UHPA), acknowledges receipt of the above-cited proposal.

The UHPA appreciates the opportunity to provide feedback and comments on Phase 2 of the UH Manoa administrative reorganization which proposes changes to the organizational structure and updates the functional statements for the offices that reports to: 1) the Provost; 2) the Manoa offices that report to the President; 3) the hybrid Vice President for Administration; and 4) the Vice President for Information Technology. Based on UHPA's review, we have the following questions, comments, and informational requests regarding the proposed reorganization:

1. Narrative, II. Rationale For The Reorganization, Paragraph B., page 9, wherein it states in part: *"The organization proposes to move our residential life operations team to under the purview of the Office of Campus Operations and Facilities, Office of the Vice*

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PROFESSIONAL ASSEMBLY



President for Administration. This will foster synergies and collaborative expertise in serving our on-campus housing community for our students, faculty and staff. In bringing expertise together, the goal is to reduce operational expenses by leveraging the broader expertise in campus operations."

Question: What is the target goal in dollars (\$\$) that would result from this organizational move and what specific benefits, operational efficiencies, productivity, and responsiveness will be achieved?

2. Narrative, II. Rationale For The Reorganization, Paragraph B., page 9, wherein it states in part: *"The organization reaffirms the importance of this goal with the direct reporting of the Native Hawaiian Place of Learning Advancement Office to the President, and the collaborative initiatives of NHPOL and other Manoa offices to infuse Native Hawaiian values into our UH Manoa community practices and campus culture."*

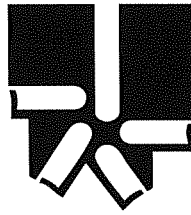
Question: What specific benefits, operational efficiencies, productivity, and responsiveness will be achieved by this new organizational structure?

3. Narrative, II. Rationale For The Reorganization, Paragraph B., page 9, wherein it states in part: *"In previous reorganizations, this can be seen with the recombination of the positions of UH President and UH Manoa Chancellor, the merging of UH system and UH Manoa communications and human resources offices, the movement of UH Manoa Campus Center Operations and Campus Services (bookstores, parking and other auxiliary services, university housing, etc.) under the purview of the Vice President for Administration."*

Question: What is the overall cost savings in dollars (\$\$) to date achieved by the prior organizational changes and what specific benefits, operational efficiencies, productivity, and responsiveness has been achieved by this new organizational structure?

4. Narrative, III. Impact on Resources and the University, Paragraph B., page 15, wherein it states in part: *"There will be no adverse impact on base pay for faculty and APT and civil Service staff resulting from actions resulting from the proposed Phase 2 reorganization. Additional temporary compensation such as administrative stipends and temporary adjustments will be reviewed based on the organizational or duty changes. Employees will be notified before any decision to end temporary compensation is implemented."*

Question: Is there a possibility that these "additional temporary compensation" would include subjects and matters provided to Unit 7 Faculty under the Unit 7 Agreement? If so, what are the specific additional temporary compensation being considered that would affect Unit 7 Faculty? If these matters, to be determined, impact and/or change



Unit 7 Faculty wages, hours, and terms and conditions of employment we believe that notification to UHPA would also be required.

5. Narrative, III. Impact on Resources and the University, Paragraph B., page 15, wherein it states in part: *"Functions will need to be fulfilled by reallocation of existing personnel and positions. Staffing for newly created or modified units will be from existing position allocations."* *"We recognize there are specific areas that may need additional resources, financial and human resources in the longer term. Such resources will need to be evaluated one the budget situation improves or if deemed as a high priority area warranting and exception to the 2020 budget and hiring freeze."*

Question: What impact, both negative and positive, will this have in serving and supporting Unit 7 Faculty? What types of administrative streamlining of services and support are being considered and how much administrative cost savings would the campus realize by this change? What are the specific areas that the campus has already determined is in need for additional resources, financial, and human resources? Please identify these areas by college, department, unit, and the type of resources required.

6. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success C., page 17, please provide clarification as to which Unit 7 employee is holding Position No. 0084576, as UHPA's records reflect two (2) employees Wischman, Kim and Wong, Wesley holding a UHM 11-MO Specialist Position under Position No. 0084576.

7. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success C., page 17, please provide clarification as to which Unit 7 employee is holding Position No. 0070085T, as UHPA's records reflect two (2) employees Sladky, Jonathan and Inouye, Jill holding a UHM 11-MO Specialist Position under Position No. 0070085T.

8. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success E., page 26, please provide clarification as to which Unit 7 employee is holding Position No. 0082698, as UHPA's records reflect two (2) employees Tom, Kristen and Henrie, James holding a UHM 11-MO Specialist Position under Position No. 0082698.

9. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success E., page 26, it's noted that Pos. No. 70080T is filled but UHPA's records do not reflect any Unit 7 employee in that subject position. Can you provide the name of the Unit 7 employee who occupies this position or if the number was listed incorrectly, please provide UHPA with an updated Pos. No.



David Lassner, President
Michael Bruno, Provost

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10. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Academic Excellence A, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Hill, Yao	0070143	Yes
Stirr-Bergh, Monica	0070144	Yes
Scally, Jayme	0083124	No
Ni Dhonacha, Siobhan	0084563	Yes
Gonzalez, Vernadette	0087431	Yes

11. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Academic Excellence B, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Mu, Xiaoxin	0084519	No

12. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Academic Excellence C, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Kane, Kathleen	0086264	Yes

13. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success A, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible



employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

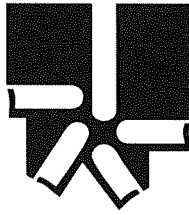
Faculty Name	Position #	Tenured (Y/N)
Matsui, Sandra	0070084	No
Chia, Sarah	0088328	No
Westfall-Senda, Mandy	0070078	Yes
Manini, BonnieJean	0083705	Yes
Baxa, Gari	0083512	Yes

14. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success B, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Tsutsumoto, Thomas	0070072	Yes
Fujinaka, Brent	0082642	Yes
Soba, Wendy	0082644	Yes
Jernigan, Kay	0082701	Yes
Arincorayan, Naomi	0088325	Yes

15. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success C, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Salzer, Kuulioalohaonalani	0070079	No
Scholly, Kristen	0088317	Yes



David Lassner, President
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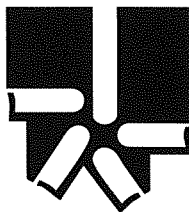
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Ong, Sharon	0083261	No
Frank, Jennifer	0083397	No
Wischman, Kim	0084576	No
Wong, Wesley	0084576	No
Nishida, Susan	0088322	No
Sladky, Jonathan	0070085T	No
Inouye, Jill	0070085T	No
Wong, Wesley	0084576A	No
Pan, Patrick	0088319T	No
Nichols, Andrew	0082341	Yes

16. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success E, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Yap, Michael	0070081	No
Fast, Katherine	0070082	No
Nahulu, Linda	0082048	No
Tom, Kristen	0082698	No
Henrie, James	0082698	Yes
Tanouye, Allyson	0083151	Yes
Im, Hannah	0084139	No
Jichaku, Patrick	0088146	Yes
Not Known	0070080T	

17. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success F, please describe the impact the



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Michael Bruno, Provost

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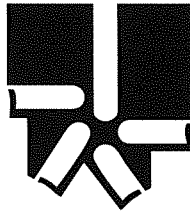
proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Maglaya, Michael	0083548	Yes
Quirk, Jennifer	0082637	No
Malate, Agnes	0070071	Yes
Miyamoto, Camaron	0070074	Yes
Ah Sam, Anna	0070069	Yes
Barnett, Jennifer	0082594	No
Bill, Teresa	0088333	Yes
Solomon, Angelique	0088967T	No
Yanuarua, Christopher	0088963T	No

18. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success F(a), please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Wakinekona, Lynette	0088762T	No
Wight, Terra	0088763T	No
Fukuda, Kay	0088951T	No
Jones, Tammy	0088965T	No
Watanabe, Barbara	0083746T	No

19. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success G, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or



David Lassner, President
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comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Pang, Adam	0070159	Yes
Woodruff, Rosemarie	0088143	Yes
Makino-Kanehiro, Megumi	0070062	Yes
Shiroma, Kiana	0070063	Yes
Harjati, Leilani	0070155	No
Clanin, Garrett	0070157	Yes
Terawaki, Megan	0070158	Yes
Nguyen, Andrew	0070160	No
Moffat, Katharine	0082079	No
Ambrozich, Kari	0082168	Yes
Brown, Jennifer	0082300	Yes
Millett, Eve	0082671	No
Thompson, Diana	0082903	No
Tsumoto, Courtney	0083392	Yes
Bovard, Penny-Bee	0084175	No
Eng, Matthew	0084963	Yes
Prepose-Forsen, Lauren	0086126	No
Clapp, Justin	0088937	Yes
Sibonga, Shauna	0085066T	No
McKee, Amy	0088931T	No
Pascua, Atina	0084173	Yes
Van Duser, Kyle	0070156	Yes

20. Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Global, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's



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policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

Faculty Name	Position #	Tenured (Y/N)
Ngo, Viet	0070148	Yes
Allen, Raymond	0088147	Yes
Yap, Allison	0085057	Yes
Tagalicod, Rayna	0086268	No
Chong, Vanessa	0070147	Yes
Rai, Sarita	0088327	Yes

At this time, UHPA respectfully requests that consultation on this matter continue as we look forward to the University's response to UHPA's questions, comments, and informational requests regarding the proposed Phase 2 UHM Administrative reorganization.

If you have any questions, please feel free to contact Dwight Takeno, UHPA Associate Executive Director at 593-2157 or via email at takeno@uhpa.org.

Thank you for your time and attention.

Sincerely,

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

Christian Fern
UHPA Executive Director

cc: Vice Presidents, UH System
Vice Chancellors, UH Manoa
James Kardash, UHPA Associate Executive Director
Dwight Takeno, UHPA Associate Executive Director



UNIVERSITY
of HAWAII®

David Lassner
President

March 11, 2021

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

Via Email: fern@uhpa.org and takeno@uhpa.org

Dear Mr. Fern and Mr. Takeno:

We acknowledge receipt of your letter dated February 11, 2021 regarding the Phase 2 UH Mānoa Administrative Reorganization. This letter is in response to your questions, comments and information requests. Both your letter and our response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

1. *UHPA: Narrative, II. Rationale For The Reorganization, Paragraph B., page 9, wherein it states in part: 'The organization proposes to move our residential life operations team to under the purview of the Office of Campus Operations and Facilities, Office of the Vice President for Administration. This will foster synergies and collaborative expertise in serving our on-campus housing community for our students, faculty and staff. In bringing expertise together, the goal is to reduce operational expenses by leveraging the broader expertise in campus operations.'*

Question: What is the target goal in dollars (\$\$) that would result from this organizational move and what specific benefits, operational efficiencies, productivity, and responsiveness will be achieved?

UH Response: The design team has spent the past few weeks revisiting our proposal with regards to student housing and its operations and administrative unit. We drilled more deeply into the special-funded nature of the unit, and the multifaceted complex financial and administrative requirements across the areas of student residential life, facilities and administration required to safely sustain a large community on a 24/7 basis. As a result, we have decided to defer this aspect of the reorganization from the rest of Phase 2 for now. We remain committed to the integration of the student housing facilities program with the rest of facilities planning and management for the campus, but do not want to delay the rest of Phase 2 reorganization while we work through the additional details associated with administering our Student Housing program safely, effectively and efficiently. We expect to prepare a separate reorganization after further discussion and consultation.

2. *UHPA: Narrative, II. Rationale For The Reorganization, Paragraph B., page 9, wherein it states in part: "The organization reaffirms the importance of this goal with the direct reporting of the Native Hawaiian Place of Learning Advancement Office to the President,*

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and the collaborative initiatives of NHPOL and other Mānoa offices to infuse Native Hawaiian values into our UH Mānoa community practices and campus culture."

Question: What specific benefits, operational efficiencies, productivity, and responsiveness will be achieved by this new organizational structure?

UH Response: No change is proposed in this office or function. The position of Native Hawaiian Affairs Program Officer, filled by Dr. Kaiwipunikauikawekiu "Punihei" Lipe, was created in 2017 as a direct report to the then Mānoa Chancellor. This reorganization now reflects the institutionalization of this office and its work to lead the implementation of the commitments in our last strategic plans, which are largely based on the four Native Hawaiian reports developed for the campus over the past 35 years. The work of the office is reported on at: <https://manoa.hawaii.edu/nhpol/>. This commitment to making UH Mānoa a Native Hawaiian place of learning, is reflected in the current UH Mānoa strategic plan (<https://manoa.hawaii.edu/strategicplan/>) which recognizes the rich knowledge systems which help us to care for Hawai'i, our people and our places and help sustain and transform our communities and beyond. This office supports campuswide efforts to infuse the richness of our Native Hawaiian knowledge, values and ways in curricula and services, which makes the University a special and unique place to learn, work and live for all students, faculty and staff. The office also continues to support the campuswide efforts to increase the enrollment and graduation rates for Native Hawaiian students, and to support the development of Native Hawaiian faculty and staff. This office also leads the nationally recognized campus work on Truth, Racial Healing and Transformation (TRHT), using a Hawaiian grounded approach, with the ultimate goal of supporting our campus and state to eliminate racism and create more equitable futures for all. Lastly, with the University as a contributor towards the state's economic success, this effort positions the University to incorporate our Native Hawaiian culture and values in our graduates, communities and beyond.

3. *UHPA: Narrative, II. Rationale For The Reorganization, Paragraph B., page 9, wherein it states in part: "In previous reorganizations, this can be seen with the recombination of the positions of UH President and UH Mānoa Chancellor, the merging of UH system and UH Mānoa communications and human resources offices, the movement of UH Mānoa Campus Center Operations and Campus Services (bookstores, parking and other auxiliary services, university housing, etc.) under the purview of the Vice President for Administration."*

Question: What is the overall cost savings in dollars (\$\$) to date achieved by the prior organizational changes and what specific benefits, operational efficiencies, productivity, and responsiveness has been achieved by this new organizational structure?

UH Response: A correction for the record. The UH Mānoa Campus Operations was reorganized under the Office of the Vice President for Administration. Campus Center Operations remains under the purview of the proposed Vice Provost for Student Success.

These specific reorganizations were previously anticipated to be cost neutral. The savings with regards to communications and human resources may be reflected in

reduced duplicative services and streamlined work processes, an increased group of professionals that would be able to serve both the UH Mānoa campuses as well as UH System, and thoughtful, integrated long-range strategic planning as well as consistent best practices and standards across the system.

For campus services, the reorganization has provided more informed decision-making around campus services for UH Mānoa with regards to long-range planning and sustainability, risk management and project delivery. With the movement of facilities to the Office of the Vice President for Administration, the improved collaboration, coordination and responsiveness of various facilities and campus services projects benefits the campus.

4. *UHPA: Narrative, III. Impact on Resources and the University, Paragraph B., page 15, wherein it states in part: "There will be no adverse impact on base pay for faculty and APT and civil Service staff resulting from actions resulting from the proposed Phase 2 reorganization. Additional temporary compensation such as administrative stipends and temporary adjustments will be reviewed based on the organizational or duty changes. Employees will be notified before any decision to end temporary compensation is implemented."*

Question: Is there a possibility that these "additional temporary compensation" would include subjects and matters provided to Unit 7 Faculty under the Unit 7 Agreement? If so, what are the specific additional temporary compensation being considered that would affect Unit 7 Faculty? If these matters, to be determined, impact and/or change Unit 7 Faculty wages, hours, and terms and conditions of employment we believe that notification to UHPA would also be required.

UH Response: Additional compensation would be in accordance with the Unit 7 agreement and university policies and procedures. In general, consideration of temporary or permanent changes to base salary will continue to go through the current negotiated processes, and stipends that are beyond the authority of deans and director will continue to be reviewed by Assistant Vice Chancellor McCreary and her team prior to review and approval by the Provost and President.

5. *UHPA: Narrative, III. Impact on Resources and the University, Paragraph 8., page 15, wherein it states in part: "Functions will need to be fulfilled by reallocation of existing personnel and positions. Staffing for newly created or modified units will be from existing position allocations." "We recognize there are specific areas that may need additional resources, financial and human resources in the longer term. Such resources will need to be evaluated once the budget situation improves or if deemed as a high priority area warranting and exception to the 2020 budget and hiring freeze."*

Question: What impact, both negative and positive, will this have in serving and supporting Unit 7 Faculty? What types of administrative streamlining of services and support are being considered and how much administrative cost savings would the campus realize by this change? What are the specific areas that the campus has already

determined is in need for additional resources, financial, and human resources? Please identify these areas by college, department, unit, and the type of resources required.

UH Response: The current proposal pertains to the administrative reorganization of the offices that report to the President and Provost. The post-pandemic planning effort, which involves discussions with schools and colleges, is a separate initiative.

This administrative reorganization is intended to provide an administrative structure that will reduce siloes, and build and strengthen collaboration and coordination between and across units. The reorganization strives to strengthen the recruitment and admissions for all students, irrespective if undergraduate or graduate; and support the entire success of the student through graduation. We also work towards providing effective services to our students and our university community with the existing resources we have, reviewing administrative opportunities to streamline processes and improve efficiencies. We continue to review possible shared services and continue to see how this can be done within some of our administrative units. This benefits our university community, including faculty, staff and students.

With the current financial situation due to the pandemic, we need to operate within existing resources. Areas that have been identified for consideration of additional resources have been reflected on the proposed organization charts, including undergraduate research opportunities, the proposed Mānoa Cares and Mānoa advising. There will be careful review of requests to establish and/or fill positions, as with current hiring freeze procedures. As we reassess priority functions and services, that will determine where resources should be allocated.

6. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success C., page 17, please provide clarification as to which Unit 7 employee is holding Position No. 0084576, as UHPA's records reflect two (2) employees Wischman, Kim and Wong, Wesley holding a UHM 11-MO Specialist Position under Position No. 0084576.*

UH Response: Position No. 84576 is filled by Kim Wischman. Position No. 84576A is filled by Wesley Wong.

7. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success C., page 17, please provide clarification as to which Unit 7 employee is holding Position No. 0070085T, as UHPA's records reflect two (2) employees Sladky, Jonathan and Inouye, Jill holding a UHM 11-MO Specialist Position under Position No. 0070085T.*

UH Response: Position No. 70085T is currently filled by Jonathan Sladky. Jill Inouye was previously in the position.

8. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success E., page 26, please provide*

clarification as to which Unit 7 employee is holding Position No. 0082698, as UHPA's records reflect two (2) employees Tom, Kristen and Henrie, James holding a UHM 11-MO Specialist Position under Position No. 0082698.

UH Response: Position No. 82698 is currently vacant as of January 2021. Kristen Tom and James Henrie were previous incumbents.

9. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success E., page 26, it's noted that Pos. No. 70080T is filled but UHPA's records do not reflect any Unit 7 employee in that subject position. Can you provide the name of the Unit 7 employee who occupies this position or if the number was listed incorrectly, please provide UHPA with an updated Pos. No.*

UH Response: Position No. 70080T is filled by Michael Yap.

10. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Academic Excellence A, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal, evaluations and recommendations?*

UH Response: For Hill and Stitt-Bergh, there are no anticipated changes to the established department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for the assessment area. For Scally, Ni Dhonacha and Gonzalez, there are no anticipated changes to the established procedures (inclusive of criteria) for the respective Honors Program; however, the Dean level may change. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

11. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Academic Excellence B, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH Response: For Mu, there are no anticipated changes to the established department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for the graduate division; however, the Dean level may change. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

12. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Academic Excellence C, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH Response: For Kane, there are no anticipated changes to the established department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for OFDAS; however, the Dean level may change. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

13. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success A, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH Response: For Matsui, Chia, Westfall-Senda, Manini and Baxa, the Office of Student Affairs has department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for all of the current student affairs units, and there are no anticipated changes. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

14. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success B, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH Response: For Tsutsumoto, Fujinaka and Sora, the Office of Student Affairs has department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for all of the current student affairs units, and there are no anticipated changes. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

15. *UHPA: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success C, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's*

policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?

UH Response: For the health services faculty members, the Office of Student Affairs has department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for all of the current student affairs units, and there are no anticipated changes. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

16. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success E, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH Response: For counseling and student development, the Office of Student Affairs has department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for all of the current student affairs units, and there are no anticipated changes. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

17. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success F, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH Response: For faculty members within the Office of Student Diversity and Inclusion, the Office of Student Affairs has department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for all of the current student affairs units, and there are no anticipated changes. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

18. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success F(a), please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH Response: For faculty members within the proposed Office of Student Diversity and Inclusion, the Office of Student Affairs has department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal for all of the current student affairs units, and there are no anticipated changes.

For faculty members that will transfer from the Office of Undergraduate Education to the proposed Office of Student Diversity and Inclusion, under the purview of the Vice Provost for Student Success, such faculty will need to decide whether to continue with their current applicable department or division procedures (inclusive of criteria) or apply the current student affairs procedures.

We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

19. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Student Success G, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH response: Faculty members who will transfer from the Office of Undergraduate Education to the proposed Office of Student Academic Success, under the purview of the Vice Provost for Student Success, will need to decide whether to continue with their current applicable department or division procedures (inclusive of criteria) for Mānoa Advising Center, Mānoa Transfer Coordination Center, Pre-Health/Pre-Law Advising Center, and Student-Athlete Academic Services, establish new procedures for their new Mānoa advising unit, or apply the current student affairs procedures. We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

20. *UHPA: Attachment: Detailed Listing of Positions Impacted by the Reorganization, Proposed Organization Chart Nos. Global, please describe the impact the proposed reorganization will have on the following tenured employees, tenure eligible employees, and contract employees in regards to the Department, Division, or comparable Unit's policies and procedures on tenure, promotion, and contract renewal evaluations and recommendations?*

UH response: For Study Abroad faculty, there are no anticipated changes to the established department or division procedures (inclusive of criteria) governing tenure, promotion or contract renewal.

Faculty members in International Student Services and National Student Exchange currently share the same department or division procedures so they will need to

determine whether to continue the current procedures or develop one under the proposed Global Engagement organization.

We will continue to work with Assistant Vice Chancellor McCreary in efforts to comply with Unit 7 agreement terms and to engage in appropriate discussions and/or notification to UHPA.

We also acknowledge UHPA's respectful request that consultation on this Phase 2 Administrative reorganization matter continue. Should you have questions on the responses provided, please advise by March 22, 2021. If we do not hear from you by the above date, we will assume there are no further comments on the reorganization proposal. Should there be any questions, you may contact either one of us or have your staff contact Debra Ishii, Executive Assistant (808-956-7500 or debrai@hawaii.edu).

Mahalo for your support and assistance with Phase 2 of this reorganization proposal.

Sincerely,



David Lassner
President



Michael Bruno
UH Mānoa Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Sheila Izuka, OVCAFO
Debra Ishii, Mānoa President's Office



UNIVERSITY OF HAWAII
PROFESSIONAL ASSEMBLY

March 17, 2021

David Lassner, President
University of Hawaii
Office of the President
Bachman Hall, Room 202
2444 Dole Street
Honolulu, HI 96822

Michael Bruno, Provost
University of Hawaii at Manoa
Hawaii Hall, Room 209
2500 Campus Road
Honolulu, HI 96822

RE: Phase 2 UH Manoa Administrative Reorganization Response - Letter
dated March 11, 2021

Dear President Lassner and Provost Bruno:

Pursuant to Article I, Recognition, Article III, Maintenance of Rights and Benefits, and Article XVII Representation Rights, paragraph I., of the 2017-2021 Unit 7 Agreement, and HRS, §89-9(c), the University of Hawaii Professional Assembly (UHPA), acknowledges receipt of the above-cited response.

The UHPA appreciates the University of Hawai'i's (UH) detailed explanations to UHPA's letter of February 12, 2021 and the UH's willingness to continue the consultation process over the Phase 2 Administrative Reorganization. Upon review of the UH's responses to UHPA's questions 10 - 17, UHPA acknowledges UH's position that there will be no anticipated changes for the affected Faculty Members in regards to their respective department or division procedures (inclusive of criteria) governing tenure,



UNIVERSITY OF HAWAII
PROFESSIONAL ASSEMBLY

David Lassner, President
Michael Bruno, Provost

March 17, 2021
Page 2

promotion, or contract renewals. Furthermore, if such preliminary determinations change we look forward to working with the UH Administration to ensure compliance with the Unit 7 Agreement.

For responses to UHPA's questions 18 - 20, we believe that the responses provided by the UH warrant further dialogue and conversations since the impact of the proposed reorganization on the affected Faculty Members will deviate from standard practices and would require an exemption, modification, or amendment to Article X, Department or Division Procedures Governing Tenure, Promotion, and Contract Renewal. As such, we respectfully request that discussions commence as soon as possible to enable the parties to determine the best course of actions to address the forthcoming situation.

If you have any questions regarding the above, please feel free to contact me at your earliest convenience 593-2157 or via email at takeno@uhpa.org.

Thank you for your time and attention.

Sincerely,

A handwritten signature in black ink, appearing to read "Dwight Takeno", written in a cursive style.

Dwight Takeno
UHPA Associate Executive Director

cc: Christian Fern, UHPA Executive Director
James Kardash, UHPA Associate Executive Director



UNIVERSITY
of HAWAII®

David Lassner
President

April 8, 2021

Mr. Christian Fern, Executive Director
Mr. Dwight Takeno, Associate Executive Director
University of Hawai'i Professional Assembly
1017 Palm Drive
Honolulu, Hawai'i 96814-1928
Via Email: fern@uhpa.org and takeno@uhpa.org

Dear Mr. Takeno:

We acknowledge receipt of the letter dated March 17, 2021 regarding the Phase 2 UH Mānoa Administrative Reorganization. This letter is in response to your comments. Both your letter and our response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

We would like to affirm that we will continue to work via Assistant Vice Chancellor McCreary should any preliminary determinations for the faculty in the current assessment, honors, graduate division, and OFDAS programs, and student affairs units (student life and development, career center, health services, counseling and student development, SEED) change regarding the procedures and criteria governing tenure, promotion or contract renewals.

For the current undergraduate education, study abroad, international student services and national student exchange programs, we acknowledge UHPA's position that further dialogue and conversations should occur as a result of a deviation from standard practices and changes to Article X procedural documents. We will continue to work with Assistant Vice Chancellor McCreary to engage in discussions with UHPA to determine the best course forward.

With this response, we will be moving forward to the Board of Regents the proposal regarding Phase 2 of the reorganization of the campus administration. We will continue to work with UHPA, as appropriate, through the implementation and transition efforts. Should there be any questions, you may contact either one of us or have your staff contact Debra Ishii, Executive Assistant, (808-956-7500 or debrai@hawaii.edu).

Mahalo for your support and assistance.

Sincerely,

Handwritten signature of David Lassner.

David Lassner
President

Handwritten signature of Michael Bruno.

Michael Bruno
UHM Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Beverly McCreary, UH Mānoa
Sarah Hirakami, OHR
Sheila Izuka, OVCAFO / Debra Ishii, Mānoa President's Office

2444 Dole Street, Bachman Hall
Honolulu, Hawai'i 96822
Telephone: (808) 956-8207
Fax: (808) 956-5286

An Equal Opportunity/Affirmative Action Institution



UPW CON-20-142

February 1, 2021

Dr. David Lassner, President
University of Hawaii
2444 Dole Street, Bachman Hall
Honolulu, HI 96822

Dr. Michael Bruno, UHM Provost
University of Hawaii
2444 Dole Street, Bachman Hall
Honolulu, HI 96822

Dear President Lassner and Provost Bruno:

Subject: University of Hawaii's Proposal for Phase 2 of the UH Manoa Administrative Reorganization

In accordance with Section 1 of the Unit 1 and Unit 10 Agreements, the United Public Workers has reviewed and investigated the proposal cited above.

The Union has no objections with the University of Hawaii's proposal for Phase 2 of the UH Manoa Administrative Reorganization.

We reserve the right to challenge the Employer's action, should a future violation occur.

Sincerely,

Elizabeth C. Ho
Administrator

cc: Loyna Kamakeeaina, Oahu Division Director

UNITED PUBLIC WORKERS
AFSCME Local 646, AFL-CIO
Administrator Liz Ho

TEL (808) 847-2631 EMAIL Lho@afscme.org 1426 North School Street, Honolulu, HI 96817





UNIVERSITY
of HAWAII®

David Lassner
President

March 11, 2021

Ms. Elizabeth C. Ho
Administrator
United Public Workers
AFSCME Local 646, AFL-CIO
1426 North School Street
Honolulu, Hawai'i 96817

Via Email: lho@afscme.org; consultations@upwhawaii.org

Dear Ms. Ho:

We acknowledge receipt of your letter dated February 1, 2021 regarding the Phase 2 UH Mānoa Administrative Reorganization. This letter is intended to update you on our recent decision regarding student housing services. Both your letter and our response will be posted at http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

The design team has spent the past few weeks revisiting our proposal with regards to student housing and its operations and administrative unit. We drilled more deeply into the special-funded nature of the unit, and the multifaceted complex financial and administrative requirements across the areas of student residential life, facilities and administration required to safely sustain a large community on a 24/7 basis. As a result, we have decided to defer this aspect of the reorganization from the rest of Phase 2 for now. We remain committed to the integration of the student housing facilities program with the rest of facilities planning and management for the campus, but do not want to delay the rest of Phase 2 reorganization while we work through the additional details associated with administering our Student Housing program safely, effectively and efficiently. We expect to prepare a separate reorganization after further discussion and consultation.

Should there be any questions, you may contact either one of us or have your staff contact Debra Ishii, Executive Assistant (808-956-7500 or debrai@hawaii.edu).

Mahalo for your support and assistance with Phase 2 of this reorganization proposal.

Sincerely,

A handwritten signature in black ink that reads "David Lassner".

David Lassner
President

A handwritten signature in black ink that reads "Michael Bruno".

Michael Bruno
UH Mānoa Provost

c: Vice Presidents, UH System
Vice Chancellors, UH Mānoa
Michele Hebblethwaite, UPW
Sarah Hirakami, OHR
Sheila Izuka, OVCAFO/Debra Ishii, Mānoa President's Office

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