

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE/  
CHIEF FINANCIAL OFFICER

FUNCTIONAL STATEMENT

INTRODUCTION

This office provides executive leadership in planning, organizing, directing, evaluating, and coordinating budget, financial management, and real property management/development functions across the entire UH system.

MAJOR FUNCTIONS

- Accounting
- Administrative/Fiscal (Execution) Services
- Assets Management
- Bond System Operations
- Budgeting and financial management
- Bursar and Cashiering Operations
- Disbursing and Payroll
- Government Relations
- Non-Campus Land Development
- Public Private Partnership (P3)
- Real Property Management
- Tax Services
- Treasury

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GOVERNMENTAL RELATIONS  
  
FUNCTIONAL STATEMENT

INTRODUCTION

Governmental Relations seeks to promote the mission of public higher education in Hawai'i by developing and strengthening relationships between the University and members of the State and County executive and legislative branches of government.

MAJOR FUNCTIONS

Governmental Relations ensures that the University's goals receive State recognition and support; appraises the University community of State and County government matters by monitoring legislation that has a potential impact on the University; responds to constituent inquiries; and collaborates with other University campuses and the community to build support for the University. The office also serves as the official point of contact for government constituencies. Responsibilities include but are not limited to:

- Develops and maintains effective working relationships with the executive and legislative branches of the State and County governments.
- Coordinates the University's efforts in communicating with government officers.
- Develops University policies for addressing governmental issues.
- Consolidates, edits, and finalizes administrative proposals for insertion into the annual administrative legislation package.
- Tracks UH-related legislative measures as they proceed through the State Legislature.
- Manages the coordination and tracking of UH-related bills, resolutions and ordinances as they proceed through the various city and county councils across the State.

- Provides an official contact point for State and County governmental issues.
- Develops effective advocacy plans on University issues to include University's constituencies and stakeholders.
- Facilitates the revising, repealing and/or creating of Hawai'i Administrative Rules for UH.

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OFFICE OF STRATEGIC DEVELOPMENT AND PARTNERSHIP  
  
FUNCTIONAL STATEMENT

INTRODUCTION

The Office of Strategic Development and Partnership shall be responsible to plan, develop, and execute strategic land and business development opportunities guided by the Systemwide Guiding Principles and Priorities in the Integrated Academic and Facilities Plan approved by the Board of Regents.

MAJOR FUNCTIONS

- Implement strategic initiatives that further the University's mission, by leveraging land and business opportunities for the University to meet its strategic goals.
- Provide market research, analysis, and evaluation in constructing development opportunities leveraging land assets to generate novel university revenues and to effectively utilize university assets.
- Collaborate on the development of specialized facilities and properties to address university and community needs that benefit university initiatives.
- Develop a systemwide plan for real estate assets that respects each campus mission while maximizing opportunities, including through the use of Public Private Partnership (P3) strategies where appropriate.
- Prioritize investment of fiscal resources to support academic programs and facilities that reflect the principles and priorities set forth in this plan.
- Manage real estate matters of property management, real estate development, use of university real estate, and university use of external property in conformance to university executive policies and university board of regents policies.
- Maintain administration and records of university real estate assets.

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SYSTEM ADMINISTRATIVE SERVICES

FUNCTIONAL STATEMENT

INTRODUCTION

The System Administrative Services office provides administrative support services for budget and fiscal services, and administration for undelegated University Systemwide Program Offices.

MAJOR FUNCTIONS

- Plans, coordinates and executes budget requests for UOH 900 Systemwide Offices.
- Coordinates, analyzes and prepares various reports requested by University Administrative Offices, Department of Budget and Finance, Legislature, etc.
- Plans, coordinates and executes the budget allotment for each Systemwide Program Office.
- Plans, coordinates, manages and monitors the expenditure levels and status of account balances for Systemwide Program Offices.
- Manages, coordinates and execute all procurement and fiscal requests by Systemwide Program Offices ensuring compliance with all State and Federal regulations for all sources of funds.
- Manages, coordinates and executes Systemwide Programs' contract and grants.
- Directs and coordinates the financial management of the Workers' Compensation and Unemployment Insurance Compensation programs of the University System.
- Directs and coordinates the financial management of the terminal vacation payout pool for the University System.

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FINANCIAL MANAGEMENT OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The Financial Management Office (FMO) provides centralized services supporting the University system in the major areas of payroll, disbursing, general accounting, revenue bonds, student accounts receivable and collection, short term cash investment, credit card processing and compliance, and tax. FMO is also responsible for coordinating and publishing the audited annual financial statements.

**MAJOR FUNCTIONS**

Plans, directs, and controls:

- Systemwide general accounting and capital asset accounting activities.
- Systemwide disbursing and payroll activities.
- Systemwide bursar, cashiering, and loan collection activities.
- Systemwide fiscal services activities.
- University Bond System activities.
- Systemwide tax services activities.
- Systemwide treasury activities.
- Fiscal administrator’s function for Financial Management operations.

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FINANCIAL MANAGEMENT OFFICE  
GENERAL ACCOUNTING – CAPITAL ASSET ACCOUNTING OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The General Accounting – Capital Asset Accounting Office provides systemwide support in the general accounting, financial reporting and analysis, cash management, capital asset accounting, and inventory management.

**MAJOR FUNCTIONS**

**GENERAL ACCOUNTING**

The responsibilities of General Accounting include overseeing accounting of all University funds; preparing the University's financial statements; interfacing with the State Department of Accounting and General Services (DAGS); advising fiscal administrators on accounting matters; assisting internal and external auditors; preparing special reports for management, the State, and external users; distributing interest income of the pool and interest-bearing accounts; assisting in the recordkeeping and write-off of student loan accounts receivable; monitoring and accounting for the endowment funds; assisting with the accounting and write-off related activities for other receivables; overseeing the property management and capital accounting for all fixed assets.

- Oversees accounting of all University funds
  - Maintains the accounting classification structure. Monitors the establishment of accounts and related attributes such as sub-fund groups, funds, appropriations, and object codes.
  - Reconciles endowment investment accounts, general ledger reports, and DAGS balances.
  - Keeps abreast of changes in college and university accounting, governmental accounting, State and Federal laws and University policies; and promulgates administrative procedures, modifies programs and procedures as necessary.
  - Performs cash management functions including bank positive pay analysis and corrections, check cancellations, and reissues.
- Prepares financial statements
  - Insures the complete and accurate recordation of accounting data.
  - Prepares trial balances, adjusting entries, and financial reports.
  - Assists in the required and discretionary audits of the University.
  - Submits financial information to the State by the agreed upon date.
- Records and reports accounting data with the State
  - Reimburses semi-monthly payroll costs to DAGS.
  - Requests new appropriations and subcodes.
  - Prepares State Journal Vouchers.
- Advises administrators on accounting matters such as:
  - Preparation of journal entries for the proper recordation of data, accruals, and adjusting entries.
  - Proper classification of accounting data.
  - Preparation of trial balances.
- Assist auditors
  - Schedules audits.
  - Prepares trial balances and schedules.
  - Briefs auditors on internal procedures and University transactions.
  - Reviews adjusting entries.
  - Publishes audited financial reports with footnotes.

- Prepares special reports as follows:
  - Management reports upon request.
  - Reports to rating agencies.
  - Endowment reports to the Board of Regents.
  - Endowment survey to NACUBO.
  - Integrated Postsecondary Education Data System (IPEDS) financial reports.
- Distributes interest income of the pool investments and interest bearing-checking account.
- Student Loans Accounting
  - In addition to the above duties, interfaces and reconciles data to a billing agency and collection agencies.
  - Assists financial aid administrators in the monitoring of cash, recording of collection charges, and reporting to State and Federal agencies.
- Endowment Fund Oversight
  - Records transactions applicable to endowment activities.
  - Distributes income in accordance with donors' wishes or Board policy.
  - Reconciles records to investment custodians.
- Agency Fund
  - Reviews transactions in the agency fund for proper recordation and classification of data such as deposits and investment transactions.
- Accounts Receivable
  - Assists in the forwarding of bad debts to collection agency or to the Office of the University General Counsel for write-off.
- Governmental Accounting Standards
  - Keeps abreast of changes in college and university accounting, governmental accounting, State laws and Federal regulations, University policies, and promulgates administrative procedures, modifies programs and procedures as necessary.
  - Reviews, assesses, and modifies the accounting system to ensure compliance with Governmental Accounting Standards Board Pronouncements and Statements.
  - Reviews, assesses, and implements Governmental Accounting Standards.

#### CAPITAL ASSET ACCOUNTING

- Directs, manages, and oversees the Systemwide property management system for all fixed assets accountable to the University in accordance with University, State, Federal, and other external agency requirements.
- Maintains a computerized property management system.
- Prepares property reports in compliance with University, State, Federal, and other external agency requirements such as:
  - Annual inventory report for use by University departments to conduct physical verifications of property.
  - Annual inventory report to the State Procurement Office.
  - Annual property reports for Federal sponsors.
  - Final closeout property reports for sponsored projects.
- Establishes capitalization policies and procedures for the proper accounting treatment of the University's capital assets to ensure conformity with State and Federal regulations and generally accepted accounting principles.
- Develops and issues policies and procedures on the management of personal property and real property.

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FINANCIAL MANAGEMENT OFFICE  
BURSAR'S OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

Provides systemwide leadership and management of the student accounts and loans receivable, overseeing the Cashier's Office, Student Loan Collection and Reports, and Accounts Receivable operations.

**MAJOR FUNCTIONS**

Plans and coordinates with systemwide leadership the current and past due collections of student accounts and loans receivables including but not limited to establishing and updating academic policies and procedures.

**BURSAR'S OFFICE**

- Responsible for the accounts receivable module of the student information system.
- Responsible for the student module of the electronic payment system.
- Responsible for the transfer of data from the student information system to the University's financial accounting system.
- Responsible for developing cashiering policies and procedures for student payments.
- Responsible for servicing and collecting student loans.

**CASHIER'S OFFICE**

- Posts, collects, and deposits tuition, fees, housing, meal plans, and other student charges posted on the student accounts. Audits and processes financial aid credit balances and refunds to students and parents.
- Coordinates daily campus security and armored car pick-up and deliveries with various departments and organizations for the University of Hawaii'i at Mānoa (UHM) campus. Coordinates special pick-up requests for armored car service.
- Assists all campuses on tuition collections, billings, and student refunds.
- Responsible for maintenance of system-wide financial obligation data in the student information system to ensure that policy is followed for students who have delinquent balances.
- Responsible for the maintenance of the Cashier's Office suspense and clearing accounts.
- Responsible for the control and coordination of the cashiering and related fiscal functions of the student information system as it relates to the student registration process. These include but are not limited to:
  - Dissemination of payment information, application of payment, future effective date, financial holds and policies for student registration.
  - The assessment, collection, cashiering, billing deposit and refunds for tuition and fees, and refunds of financial aid credit balances.
  - Maintenance of UHM tuition rules in the student information system.

## LOAN COLLECTION

- Responsible for the servicing and collection activities of campus-based student loans for the ten campuses of the University of Hawai'i System. These loans include: State Higher Education Loans and Hawai'i Educator Loans.
- Provides loan data to the billing servicer to ensure prompt and accurate billing of student loans.
- Performs collection activities on student loans, which includes assigning delinquent accounts to collection agencies for repayment and skiptracing lost borrowers.
- Reviews and monitors defaulted loans assigned to collection agencies.
- Authorizes legal action on defaulted loans. Processes legal documents for court and bankruptcy proceedings.
- Responds to complaints or disputes from borrowers contesting the delinquency of their loans. Participates in contested case hearings involving tax refund set-offs.
- Processes payments from student loan borrowers and third-party servicers.
- Coordinates the University's efforts to reduce loan defaults. Reviews uncollectible loans for write-off through the Office of the University General Counsel.

## REPORTS AND ACCOUNTS RECEIVABLE

- Responsible for drawing down Federal student loan funds from the Federal government.
- Responsible for issuance of applicable tax forms as it relates to the student account, i.e., 1098-T form.
- Responsible for setting the system-wide calendar for student accounts receivable events and dates.
- Responsible for the maintenance of accounts receivable related tables in the student information system.
- Assists campuses with the management and collection of delinquent student accounts receivable.
- Responsible for the reconciliation of tuition and fees between the student information and financial management systems.
- Responsible for the coordination of the write-off of bad debt per statute and policy.
- Responsible for various monthly, quarterly, and annual reports such as FISAP, faculty staff tuition waivers, and accounts receivable aging.

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FINANCIAL MANAGEMENT OFFICE  
DISBURSING AND PAYROLL OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The Disbursing and Payroll Office provides accounts payable and payroll services for the University of Hawaii System.

**MAJOR FUNCTIONS**

The Disbursing and Payroll Office is a University systemwide operation that is responsible for the review/pre-audit of all contracts, claims and payroll payments and the execution of all required payment processing activities and other accounts payable activities (e.g., vendor maintenance, centralized invoicing, UHGA check production, check distribution, 1099MISC/1042S withholding/reporting, etc.).

**PAYROLL OFFICE**

- Processes employee payroll payments.
- Coordinates and is responsible for the processing of accurate and timely payroll payments.
- Develops policies/procedures for processing payroll documents in accordance with Federal, State, and University regulations. Develops and implements payroll policies/procedures for the University's Administrative Procedures.
- Performs final pre-audit function activities with respect to the legality, propriety, and proper authorization on all payroll and fringe payment documents. Pre-audits and verifies payroll and fringe payment documents for compliance with statutes, policies, rules and regulations, and contractual obligations before processing payments on State payroll change schedules for payroll checks issued by the State payroll system.
- Pre-audits payroll source documents and processes information into both the University and State systems, including priority payroll, lump sum vacation, workers' compensation, and temporary disability payments, etc.
- Coordinates the distribution of all payroll checks.
- Coordinates and maintains the payroll system for processing payroll payments to University non-regular employees.
- Instructs and trains employees with fiscal authority and Personnel Officers on payroll related policies/procedures.
- Coordinates the distribution of Federal and State income tax information (Form W-2).
- Calculates and prepares net overpayment worksheets and process payroll adjustments (employer and employee) to DAGS. Coordinates employee repayment plans for salary overpayments.
- Compiles and posts taxable amounts for proper withholding and reporting of employee business expenses through the State payroll system (e.g., travel, mileage, uniform allowance, etc.).
- Coordinates processing of legal requests for information and garnishment orders (e.g., child support, court judgment, Federal and State levy, and IRS audits, etc.).
- Conducts research/analysis and responds to employee inquiries and complaints with respect to payroll payments.

- Completes employment verifications using payroll reports and submits directly to financial institutions.
- Coordinates all claims for non-received/lost payroll checks with DAGS.
- Processes any changes/corrections to an employees' name and/or social security number to ensure accuracy in reporting to external agencies (i.e., Social Security Administration, IRS, etc.).
- Work with unions to ensure accuracy of assessments of statutory dues for employees in respective unions (i.e., HGEA, UPW, UHPA).

#### ACCOUNTS PAYABLE SECTION

- Processes reimbursements and payments for goods and services.
- Coordinates and is responsible for the prompt and accurate payment, reimbursement, or transfer of all University obligations from State of Hawai'i appropriations or funds assigned to the University of Hawai'i.
- Develops policies/procedures for processing payment documents in accordance with Federal, State, and University regulations. Develops accounts payable policies/procedures for the University's Administrative Procedures.
- Performs pre-audit function activities with respect to the legality, propriety, and proper authority on all payments. Pre-audits and verifies payment documents for compliance with statutes, policies, rules and regulations, and contractual obligations before processing payments on UHGA checks (except for payroll checks issued by the State Payroll System).
- Coordinates the preparation, withholding and distribution of Federal and State income tax information on the Forms 1042S and 1099-MISC to payees Internal Revenue Service (IRS), and the State of Hawai'i. Maintains and reconciles non-employee reportable travel transactions for processing to IRS under Form 1099-MISC and Form 1042 regulations.
- Develops policies/procedures for processing and reporting of taxability of employee business expenses. Pre-audits reportable and taxable amounts for proper withholding and reporting through the University's Payroll to the State payroll system.
- Coordinates quarterly wage reporting as required by the State Department of Labor and Industrial Relations (DLIR). Coordinates processing of unemployment claims relating to University contract and claims transactions.
- Prepares Summary Warrant Vouchers for reimbursement and bond payments with supporting documentation for submission to the DAGS.
- Records and reconciles all General Fund contract and claims encumbrances with DAGS yearly at fiscal year end.
- Maintains and reconciles employee travel advances file for future accounting of travel expenses for each travel advance. Follow up with departments on all outstanding advances. Identifies all travel expenses that are reportable and taxable to IRS through the State payroll system for employees. Actively participates in the development, testing, and implementation of the University's travel system.
- Maintains and coordinates an on-line vendor table (data file) for field and central use. Assigns vendor codes for all payment documents for timely and accurate payment processing. Knowledgeable in maintaining electronically a large vendor master file for on-line viewing by field and central personnel, creating and paying vouchers on-line, and aiding vendors on payment status.
- Actively participate in the development, testing, and implementation of the University's financial management system. Instructs and trains fiscal administrators on data entry, policies, and procedures for electronic purchase order payment processing and encumbrance liquidation. Serves as help line, takes department calls, analyzes problems, and develops solutions at various stages of the payment process, both procedurally and

systematically. Knowledgeable of the purchasing system, accounts payable system, and financial accounting system; and their corresponding effects on each other.

- Designs and maintains University payment forms.
- Prepares payment requests and credit memos for all purchase orders and University contracts.
- Responsible for the coordination and production of UHGA checks and Automated Clearing House (ACH) transactions and outgoing bank wire transactions.

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FINANCIAL MANAGEMENT OFFICE  
BOND SYSTEM OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The Bond System Office is responsible for overseeing the administration and accounting for the University Bond System.

**MAJOR FUNCTIONS**

- Provides managerial oversight of the University Bond System to ensure compliance with Federal and State requirements.
- Develops and implements policies, rules, and procedures to ensure the self-financing nature of University Bond System Projects.
- Directs the University's bonds principal and interest debt service payments.
- Manages cash requirements from invested bond proceeds for construction expenditures and accounting of the invested bond proceeds.
- Coordinates with the Projects the auditor's financial audit requests for schedules and documents and for financial management reporting.
- Prepares trial balances for the University Bond System.
- Monitors the University Bond System's reserve levels.
- Coordinates and implements the reallocation of resources between University Bond System Projects, as approved by the University President or designee.
- Assists with preparation of prospectus and bond transaction documents; compiles and analyzes financial data relating to the sale of revenue bonds.
- Coordinates and assists with post-issuance compliance analysis on tax-exempt bonds issued by the University.

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FINANCIAL MANAGEMENT OFFICE  
FISCAL SERVICES OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The Fiscal Services Office supports the University financial systems and related reporting tools and provides general IT support for the Financial Management Office (FMO).

**MAJOR FUNCTIONS**

- Plans, coordinates, and controls the financial accounting system and reporting activities for the University of Hawai'i (UH) System.
- Plans and directs the analysis, design, development, implementation, and revision of the University's Systemwide accounting and reporting system.
- Represents the University in Statewide accounting system and reporting projects.
- Organizes and coordinates the fiscal year end closing for the University between FMO and ITS.
- Writes or directs the writing and issuance of the UH Administrative Procedures setting forth Systemwide accounting policies and procedures related to the Systemwide Financial Accounting System.
- Oversees University compliance with laws, rules, and administrative procedures pertaining to the Kualii Financial System (KFS) and JasperReports Server. Responsible for maintenance of the system configuration for KFS, JasperReports Server, and other reporting tools.
- Plans and implements the identification and documentation of needs for new financial system applications. Responsible for ensuring the successful replacement of the University's current systems with on-line systems that meets all identified requirements.
- Represents the University in the Kualii Financial System Customer Advisory Group and the Kualii Financial System Program Management Group.
- Develops and delivers functional user training for the financial information systems.
- Provides IT user support for the FMO offices.

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FINANCIAL MANAGEMENT OFFICE  
TAX SERVICES OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

Tax Services Office provides systemwide tax support services for departments at all campuses of the University.

**MAJOR FUNCTIONS**

- Directs the system specifications for tax reporting and withholding in the University's Kuali Financial System.
- Develops systemwide tax policies and administrative procedures to comply with broadly stated statutes, rules, and regulations.
- Coordinates the preparation of informational returns and tax returns, including the computation of taxes owed according to prescribed rates, laws, rules, and regulations.
- Organizes the compilation of periodic tax payments, information reporting, and other taxing authority requirements.
- Advises the University's most senior executives and managers on tax administration.
- Represents the University on matters related to taxes, including justifying and defending the University's tax position.
- Coordinates the implementation of tax strategies and procedures impacting operations along all functional and organizational lines of the University's campuses, colleges, schools, departments, and programs.
- Develops written procedures to resolve tax problems for University programs.
- Formulates program procedures on difficult tax problems where precedence does not exist by consulting tax laws, rules, and regulations.
- Ensures that all University tax procedures are in compliance with current tax laws.
- Plans and coordinates tax research by using the Internal Revenue Codes, statutes, rules, regulations, private letter rulings, IRS revenue procedures, technical advice memorandums, tax legislation to resolve complex or controversial tax problems.
- Implements policies and procedures based on the review and analysis of the rules and regulations. Keep abreast of new tax law developments.
- Plans and organizes workshops, information sessions, and user training to familiarize University personnel on new tax procedures and policies.

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FINANCIAL MANAGEMENT OFFICE  
TREASURY OFFICE**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

The Treasury Office manages the short-term investment program of the University and is responsible for the University's banking function, oversight of cash handling and management, establishment and notification of electronic funds transfers, deposit and bank reconciliation, dishonored checks, and change fund administration. The Treasury Office also coordinates the University's Payment Card Industry Data Security Standard (PCI DSS) process.

**MAJOR FUNCTIONS**

- Provide leadership and management of treasury operations for the University of Hawai'i System.
- Responsible for the reconciliation of cash receipts for the University System. This includes deposits to the University of Hawai'i General Account and the recording of the transactions in the financial system.
- Responsible for the bank reconciliation (cash receipts and disbursements) of the University of Hawai'i General Account.
- Responsible for recording returned checks in the University's financial system.
- Responsible for the transfer of General fund receipts to the State Treasury and the deposit of reimbursement claims from the State.
- Responsible for the administration of the change fund program, which includes establishment, decrease/close, permanent/temporary increases, change in custodian and or alternate custodian. Reviews all change fund overages and shortages.
- Develops and promulgates administrative procedures on cash management.
- Manages the short-term investment program of the University of Hawai'i, including the monitoring of collateral pledged to the University by financial institutions.
- Responsible for the administration and implementation of the:
  - Merchant services contract.
  - Banking services contract.
  - eCommerce services contract.
- Responsible for coordinating the PCI DSS activities to ensure that all credit card merchants are in compliance.
- Coordinates the fiscal year-end closing deposit activities to ensure the timely recording of cash receipts.

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UNIVERSITY BUDGET OFFICE

FUNCTIONAL STATEMENT

INTRODUCTION

The University Budget Office's mission is to provide overall leadership and direction in the preparation and execution of the University's operating budget. To that end, the office provides strategic advice and technical support for budget decision-making and resource allocation. The office also coordinates and administers all appropriated operating funds on a systemwide basis.

MAJOR FUNCTIONS

- Analyzes budget policy and budget policy options including the identification of trends and consequences.
- Coordinates development of management initiatives. Recommends policies, programs, issues, solutions, procedures, organization, and management practices for evaluation and appropriate action. Participates in the analyses of policies, programs, issues, management practices, procedures, organization, and problems.
- Provides strategic and technical support for budget decision-making.
- Provides assistance and advice to the University Board of Regents, University executives and program personnel on matters of budget direction and execution of financial administration. Provides direction on philosophy, design, policies, and procedures of the revenue/budget/resource allocation system.
- Advises and assists programs with University policy conformance, budgeting, expenditure control, and related budgetary management matters.
- Develops, implements and maintains a monitoring system to provide for the systematic review and evaluation of the resource allocation program, budgetary program plans, revenues, and expenditures.
- Reviews proposals for reorganization and recommends organizational changes as appropriate.