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## UNIVERSITY OF HAWAII

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION  
AND CHIEF FINANCIAL OFFICER

July 8, 2005

TO: CHANCELLORS Peggy Cha Leon Richards (Acting)  
Rockne Freitas Clyde Sakamoto  
Angela Meixell Peter Quigley (Acting)  
Ramsey Pedersen

SUBJECT: President's System Level Reorganization – Community Colleges

Attached are copies of the approved organizational charts and functional statements related to President's system level reorganization which establishes a new Office of the Vice President for Community Colleges. This reorganization was approved by the Board of Regents, effective June 21, 2005.

These documents are provided for your information and files. Should you have any questions, please call me at 956-6280.

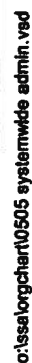
*for Michael T. Unebasami*  
Michael T. Unebasami  
Associate Vice President for Administration and  
Community College Operations

### Attachments

c Associate VP Michael Rota  
Director Mary Perreira  
Director Sandra Uyeno  
Director Michael Yoshimura

K:\WP-MS Word\Reorgs\Pres Reorg - June 2005.doc

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION



APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
JUN 21 2005

**Date**

STATE OF HAWAII  
UNIVERSITY OF HAWAII

MAJOR FUNCTIONS

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.

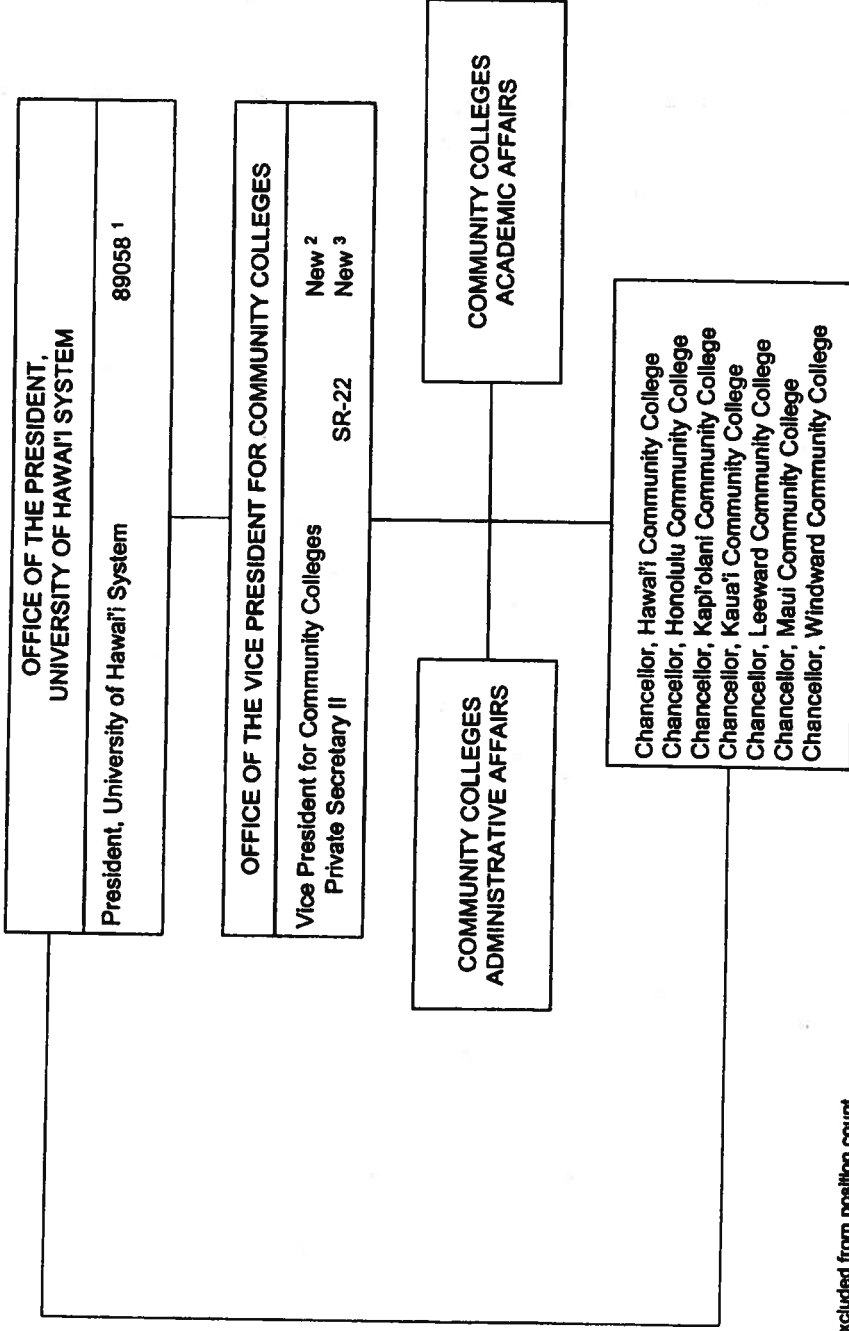
Is also responsible for inspecting and approving schools and training programs for which eligible recipients (veterans and dependents, in-service persons and reservists) can receive federal educational assistance.

- 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.

**PROPOSED**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR  
COMMUNITY COLLEGES

**POSITION ORGANIZATION CHART**



1 Excluded from position count  
2 Position count from abolished Position No. 89001  
3 Position count from abolished Position No. 100041

o:\ssalorgchrt10425 vp community colleges.vsd

APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
JUN 21 2005  
Date

General Fund Perm 2.00

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR COMMUNITY COLLEGES  
FUNCTIONAL STATEMENT

INTRODUCTION

The Office of the Vice President for Community Colleges provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the community college system and assures support for the effective operation of the community colleges with staff support by the Office of the Associate Vice President for Academic Affairs and the Office of the Associate Vice President for Administrative Affairs.

MAJOR FUNCTIONS

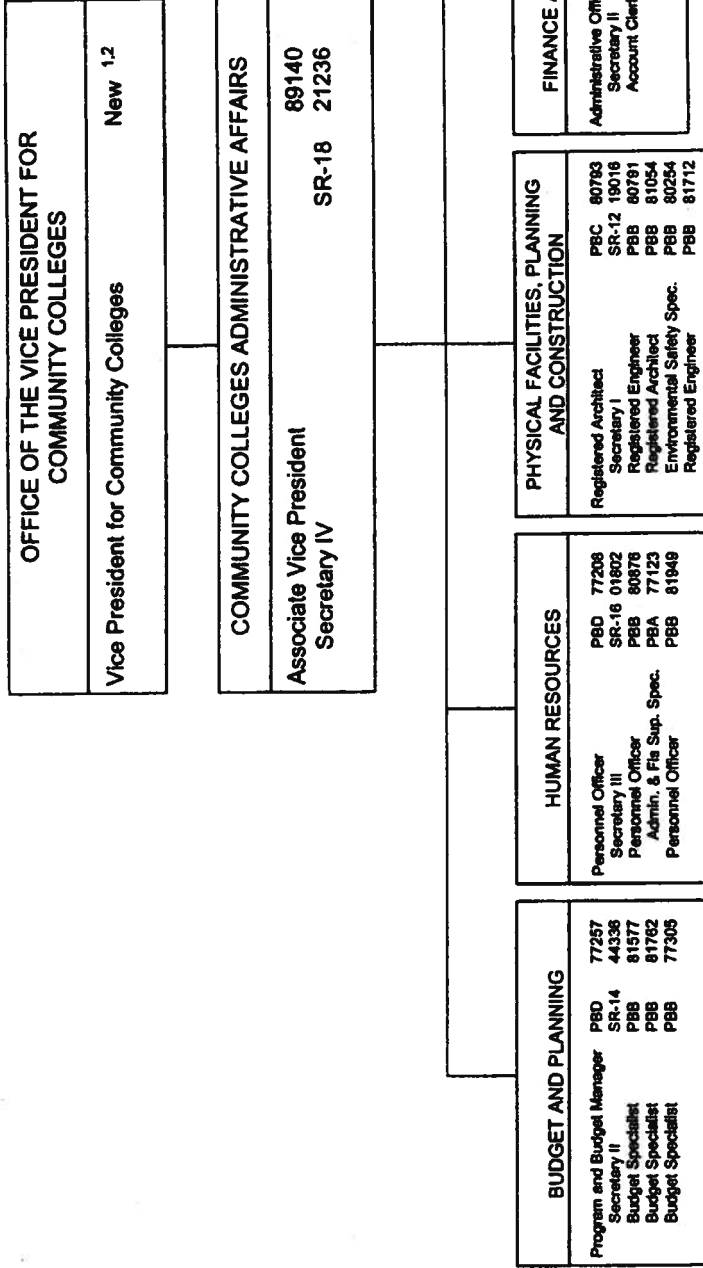
- Effectively represents the interests and needs of the community college system within the University system and with the external community and agencies, e.g., Accrediting Commission for Community and Junior Colleges.
- Acts as liaison between the community colleges and the Board of Regents.
- Ensures that the community college system provides effective services that support the community colleges in their missions and functions.
- Establishes a clear delineation between the operational responsibilities and functions of the community college system office and those of the community colleges and consistently adheres to this delineation in practice.
- Provides a fair distribution of resources that are adequate to support the effective operations of the community colleges.
- Ensures that the community college system effectively controls its expenditures.
- Ensures that the community college chancellors have full responsibility and authority to implement and administer delegated system policies without interference and holds the chancellors accountable for the operation of the colleges.
- Establishes effective means of communication between the Board of Regents, the University system administration, and the community colleges and assures that information is exchanged in a timely manner.

- **Evaluates community college Chancellors.**
- **Oversees administrative affairs planning, organization, direction, evaluation and coordination for the community colleges.**
- **Oversees academic affairs planning, policies, procedures and coordination that impact the development and implementation of academic objectives and goals for the community colleges.**

**PROPOSED**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR  
COMMUNITY COLLEGES  
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS

POSITION ORGANIZATION CHART



General Fund 22.00

1 Excluded from position count  
2 Position count from abolished position no. 89001

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APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
JUN 21 2005  
Date

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR COMMUNITY COLLEGES  
COMMUNITY COLLEGES ADMINISTRATIVE AFFAIRS

FUNCTIONAL STATEMENT

ADMINISTRATIVE AFFAIRS

This office is responsible for facilitation and coordination in all aspects of administrative affairs for community colleges including budget, human resources, facilities planning and management, and equal opportunity employment/affirmative action.

- Coordinates planning and management systems to promote policy coordination among the community colleges.
- Provides centralized support services in budgeting and planning, financial management, human resources, facilities planning and management and equal opportunity employment/affirmative action.
- Participates at the policy level on collective bargaining contract negotiations and contract interpretation including the handling of grievances.
- Coordinates activities involving relationships with senior system-wide and campus administrators, BOR and its committees, legislative committees and their staffs and with City, State and Federal agencies and community groups.
- Reviews, approves, if delegated, and processes administrative matters; conducts management and other studies; and issues required reports. Resolves problems and issues that have systemwide or inter-campus impact.
- Coordinates all activities relating to the Capital Improvements Program (CIP), and repairs and maintenance projects of the community colleges.
- Provides messenger and mail services to the various campuses.

Physical Facilities, Planning and Construction

- Coordinates long- and short-range physical facilities plans between community college chancellors and the Director of Capital Improvements.
- Coordinates activities with private contractors, Director of Capital Improvements, and



governmental inspectors, and acts as liaison between chancellors and the Director of Capital Improvements in the preparation of plans for new construction projects and building alterations.

- Coordinates preparation of capital improvements budget for community colleges in consultation with the chancellors and Director of Capital Improvements.
- Provides occupational and environmental health and safety support for the community colleges in coordination with the University of Hawai'i Environmental Health and Safety Office (EHSO) and the Director of Capital Improvements. The EHSO maintains systemwide responsibility for most of these health and safety functions.

#### Budget and Planning

- Coordinates, reviews, and prepares operating and CIP budgets and expenditure plans and reports required by the University, State and Federal governments.
- Develops community college systemwide program budget and allocation plans.
- Develops budgetary and control systems and procedures.
- Provides staff support in the review and analysis of organizational charts and functional statements. Coordinates the flow and approval of reorganization requests for the community colleges.
- Conducts special studies and analysis affecting the budget.

#### Finance and Operations

- Develops, reviews, and revises policies and operational fiscal affairs procedures in coordination with chancellors from community colleges.
- Supervises the compliance of existing University and governmental policies and regulations on fiscal matters.
- Coordinates, reviews, and administers extramural contracts and grants.
- Provides messenger and mail services to the various campuses.

#### Human Resources

- Develops and directs the personnel system for the community colleges, which include reviewing proposed personnel actions, advising the campus chancellors and program directors on the course of action.

- Provides overall community college systemwide leadership in the direction and goals for the personnel program, including development of personnel rules, policies and procedures and ensures appropriate implementation.
- Serves as the Community College Chancellors' principal advisor in interpreting and administering provisions of the various collective bargaining contracts. Serves as grievance hearings officer.
- Serves as principal liaison with the University System Office of Human Resources.
- Develops, plans, and coordinates staff development activities for the community colleges with Community College Chancellors. This includes providing training to upgrade skills and developing workshops to enrich and enhance professional knowledge and abilities. Identifies community college faculty and staff goals, objectives, and directions to respond to these needs.

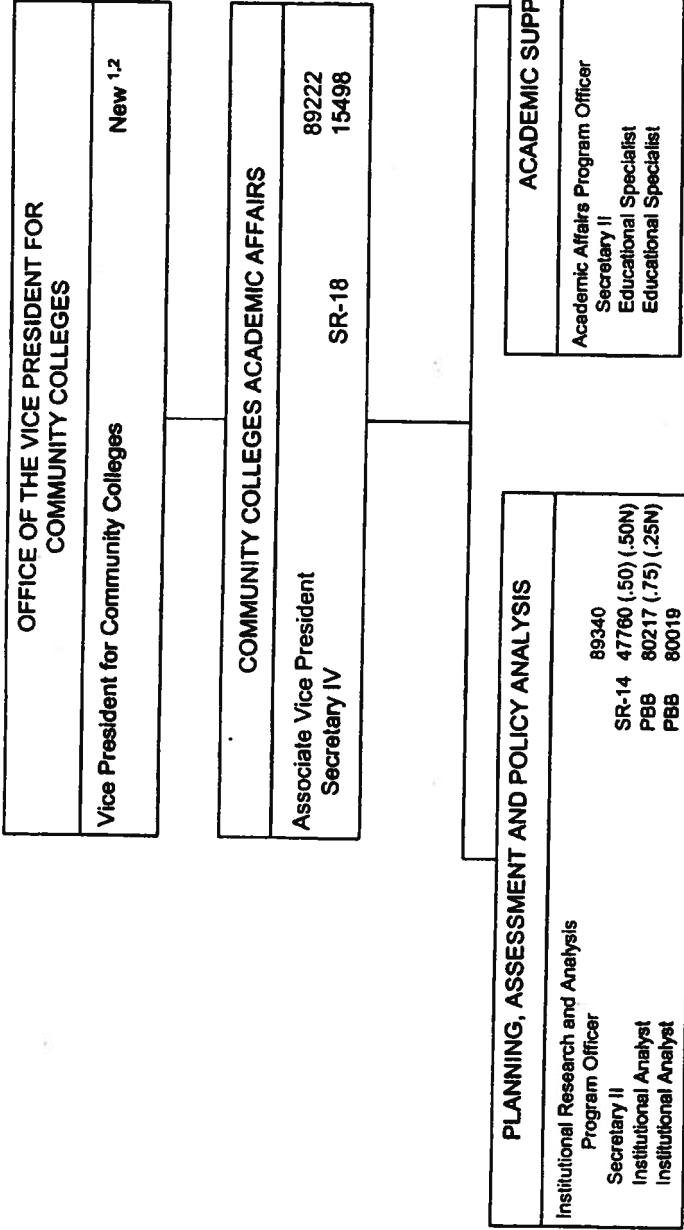
#### Equal Employment Opportunities/Affirmative Action

- Develops, coordinates and implements the equal employment opportunity and affirmative action program for the Community College System.
- Ensures compliance with Federal, State and University policies and procedures.
- Investigates grievances and complaints.
- Develops proactive programs and activities to address underutilization and to ensure the rights of protected individuals.

**PROPOSED**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR  
COMMUNITY COLLEGES  
COMMUNITY COLLEGES ACADEMIC AFFAIRS

**POSITION ORGANIZATION CHART**



<sup>1</sup> Excluded from position count  
<sup>2</sup> Position count from abolished position no. 89001

**Perm**  
8.25  
1.75

General Funds  
Federal Funds

**APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS**  
**JUN 21 2005**  
\_\_\_\_\_  
Date

**PROPOSED**

**STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR COMMUNITY COLLEGES  
COMMUNITY COLLEGES ACADEMIC AFFAIRS**

**FUNCTIONAL STATEMENT**

**ACADEMIC AFFAIRS**

**This office is responsible for providing leadership in internal operational policy-making that has impact on the development and implementation of community college systemwide academic plans, goals, objectives and assessments.**

- **Develops a strong planning base derived from the University Strategic Plan and Master Plan, and an understanding of campus missions as articulated in the Campus Academic Development Plans.**
- **Provides community college systemwide coordination and leadership in academic affairs in the areas of educational programs, intercampus and interagency relations, and special needs programs.**
- **Provides assistance to colleges in their pursuit of their educational goals including: academic planning, program development, and institutional assessment.**
- **Develops curriculum and programs to fulfill community education and vocational education needs.**
- **Negotiates or participates in negotiating training contracts with public and private agencies.**
- **Works with senior systemwide and campus administrators, Board of Regents and its committees, Legislative committees and their staffs, and with City, State and Federal agencies and community groups.**
- **Assists campuses in program, curriculum, and course development in fulfilling agencies' training needs.**
- **Provides leadership and coordination for student services and continuing education planning and programming.**
- **Provides leadership in developing programs interlinked with private sector businesses and the national and international community.**

- Creates and maintains linkages with community and governmental agencies to assess and to fulfill community education and training needs.

#### Academic Support Services

- Coordinates curriculum and program development through drafting academic policies and reviewing program proposals.
- Coordinates and facilitates inter-campus and intra-campus program articulation.
- Provides support for academic program management by reviewing program and degree proposals, assessing budget requests, and advising on academic personnel requests.
- Undertakes research on selected academic program development issues.
- Coordinates with the campuses, educational curriculum and academic programs by responding to community needs.

#### Academic Planning, Assessment and Policy Analysis

- Coordinates the development of the academic program planning process.
- Facilitates the completion of selected planning and evaluation activities including: the University Strategic Plan, community college strategic development plans, campus academic development plans, accreditation self-studies, and program reviews.
- Prepares selected reports to facilitate the management of academic programs.
- Supports program planning and evaluation by developing and maintaining an academic program database.
- Conducts selected policy analysis studies.

#### Career and Technical Education

- Coordinates the development of the community college federal career and technical education plan.
- Coordinates the development of federally funded career and technical educational activities and programs, and monitors their implementation.
- Facilitates the completion of the community college federal career and technical education evaluation activities.
- Prepares selected reports to facilitate the management of career and technical education programs.

- Coordinates with the campuses, the State Department of Education, and the Office of the State Director for Career and Technical Education in the development of articulated curricula.
- Conducts selected career and technical education policy analysis studies.

#### Student Affairs

- Develops and prepares community college systemwide policies regarding student services.
- Conducts analyses of student affairs policies and procedures to ensure programmatic consistency among campuses. Recommends resolution to identified problematic areas.
- Serves as community college resource in interpreting and applying policies and procedures in exceptional or unique student affair cases.

#### Workforce Development

- Identifies and develops community college linkages with private sector businesses and industries to address their workforce development and training needs.
- Develops and prepares community college systemwide policy regarding workforce development and training.
- Conducts analysis of community college policies and procedures to ensure programmatic consistency among campuses. Recommends resolutions to identified problematic areas.
- Represents the University and the community colleges on selected state and county workforce boards and councils.

OFFICE OF THE PRESIDENT, UNIVERSITY OF HAWAII SYSTEM	
President, University of Hawaii System	89058 <sup>1</sup>

OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE / CHIEF FINANCIAL OFFICER	
VP for Budget and Finance/CFO Private Secretary II	SR-22      89283 100055 <sup>2</sup>



CENTRAL ADMINISTRATIVE AFFAIRS	
Dir of Sys Admin Affrs	89310
Sec II	22222
Admin Off	81463
Admin Off	81173
Admin Off	80423
Adm & Fis Sup Sp	80905 <sup>2</sup>

- <sup>1</sup> Excluded from position count  
<sup>2</sup> To be redescribed  
<sup>3</sup> No change to internal organizational structure

Perm  
8.00

General Fund

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APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
JUN 21 2005

Date

**PROPOSED**

**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 the following aspects of UH System wide budget and financial management functions.**

**MAJOR FUNCTIONS**

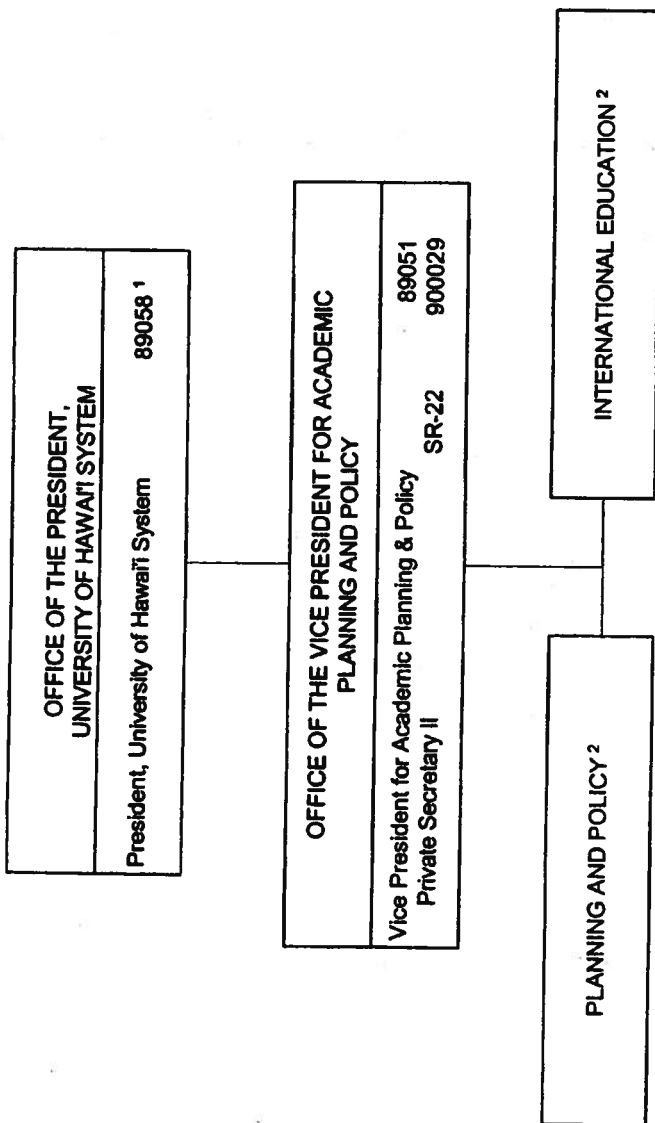
- . Accounting**
- . Assets management**
- . Bond system operations**
- . Disbursing and payroll**
- . Treasury**
- . Procurement and real property**
- . Budgeting**



**PROPOSED**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ACADEMIC  
PLANNING AND POLICY

**POSITION ORGANIZATION CHART**



<sup>1</sup> Excluded from position count  
<sup>2</sup> No change to internal organizational structure

o:\ssalorgchr10425 academic affairs.vsd

**APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS**

**JUN 21 2005**

**Date**

General Fund  
Perm  
2.00

**PROPOSED**

**STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING  
AND POLICY**

**FUNCTIONAL STATEMENT**

**INTRODUCTION**

This office provides executive leadership in collaboratively setting forth the system wide academic vision and goals for the University of Hawai'i.

**MAJOR FUNCTIONS**

- Advises the President and University executives on academic matters.
- Develops academic plans, policies and procedures. Reviews all academic policies and programs prior to action by the President.
- Oversees a council of campus chief academic officers.
- Develops and implements system wide tuition policies and procedures.
- Ensures that academic programs and activities meet the needs of students and the citizenry of the State of Hawai'i.
- Translates plans into phased implementation strategies and time lines.
- Develops effective and innovative academic strategies, e.g. articulation, to meet the identified needs of the University and its students.
- Promotes, encourages, and develops new instructional and major research efforts.
- Evaluates University academic programs for appropriateness, consistency, and effectiveness.
- Serves as academic liaison with State and federal academic educational boards and system wide University offices.
- In consultation with campus academic and student affairs offices, initiates and develops policies and procedures that require coordination among UH campuses, including but not limited to residency, admissions, enrollment management,

recruitment, records and registration, financial aid, tuition waivers, scholarships, and tuition differentials.

- Coordinates system wide student assessment, research and surveys with Institutional Research Office.

#### PLANNING AND POLICY

- Manages University-wide institutional long range planning efforts and provides planning support.
- Coordinates policy development/analysis and institutional assessment.
- Provides institutional research services and manages selected student assessment and service programs and information systems.
- Oversees system wide distance learning education planning, policies, procedures, and coordination.

#### INTERNATIONAL EDUCATION

- Oversees system wide international education planning, policies, procedures and coordination (International Education Programs and Exchange, Visiting Scholars and International Faculty Services, and International Partnerships and Entrepreneurship).

#### ACADEMIC PLANNING AND POLICY AND STUDENT AFFAIRS COLLABORATION

The Office of the UH System Vice President for Academic Planning and Policy and the Office of the UH System Vice President for Student Affairs will work closely and collaboratively in matters related to enrollment management, admissions, recruitment, records and registration, financial aid, tuition waivers, scholarships and tuition differentials. In general, the Vice President for Academic Planning and Policy will have jurisdiction and leadership for the initiation and development of policies related to these areas, while the Vice President for Student Affairs will have jurisdiction and leadership for coordinating among campuses the implementation of system wide student affairs policies.

**PROPOSED**

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ACADEMIC  
PLANNING AND POLICY  
OFFICE OF INTERNATIONAL EDUCATION

POSITION ORGANIZATION CHART

OFFICE OF THE VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY	
Vice President for Academic Planning and Policy	89051 <sup>1</sup>

OFFICE OF INTERNATIONAL EDUCATION	
Director of International Affairs	89380 <sup>2</sup>
Secretary II	51355 <sup>2</sup>
Educational Specialist	81158 <sup>2</sup>
Educational Specialist	81015 <sup>2</sup>

<sup>1</sup> Excluded from position count  
<sup>2</sup> To be redescribed

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APPROVED BY THE UNIVERSITY  
BOARD OF REGENTS  
JUN 21 2005  
Date

General Fund

Perm  
4.00

**PROPOSED**

**STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
SYSTEMWIDE ADMINISTRATION  
VICE PRESIDENT FOR ACADEMIC PLANNING AND POLICY  
OFFICE OF INTERNATIONAL EDUCATION**

**FUNCTIONAL STATEMENT**

The Office of International Education is responsible for providing leadership for facilitating and coordinating international education system wide in order to accomplish Goal 3 of the newly adopted University of Hawai'i strategic plan. The goal aims to "transform the international profile of the University of Hawai'i system as a distinguished resource in Hawaiian, Asian-Pacific affairs, positioning it as one of the world's foremost multicultural centers for global and indigenous studies."

Integral to meeting this goal is:

- Establishing and implementing system wide policies and procedures to ensure effective coordination of international student recruitment, marketing, admissions, immigration, study abroad, exchanges, academic and co-curricular support, visiting international delegations and scholar services.
- Integrating teaching, learning, curricular development, research and service to enable the University to become a model multicultural center and international education resource.
- Maintaining and developing contact with key international agencies, alumni, funding agencies and partner institutions in order to extend the University of Hawai'i's profile globally.

The following three major areas of international education initially to be included in this office include:

**International Education Programs and Exchange**

Provides students on a system wide basis with a wide range of education abroad opportunities to engage in study, research, service or internships by identifying appropriate international partners.

Facilitates global networking and intercultural exchanges involving students, faculty, visiting scholars, administrative staff through institutional linkages, partnerships and consortia arrangements.

Enables faculty and students to engage in multi-disciplinary international projects and programs.

Provides faculty with opportunities to be international and comparative in their teaching and research.

Maintain relations with funding agencies and foundations that enable UH faculty expertise to be utilized in technical assistance or international training projects.

### **Visiting Scholars and International Faculty Services**

Liaises with hosting academic unit to coordinate appointments of all UH-sponsored visiting scholars and international faculty.

Provides monthly orientation to incoming scholars as well as on-going scholar services including immigration and personal counseling.

Provides on-going staff training to UH units in order to meet all federal requirements for bringing visiting scholars and international faculty to UH campuses.

Coordinates scholar immigration matters and serves as the University's primary point of contact for the U.S. Department of State and immigration and Naturalization Services in implementation of federally-mandated electronic tracking systems.

### **International Partnerships and Entrepreneurship**

Facilitates business development opportunities for research and training partnerships, including international capacity building contracts, enhancing the University's external revenues.

Facilitates private-public partnerships with businesses and local, state, federal agencies and international governments in order to advance the University's role in international training and economic development.

Identifies and develops, in cooperation with the University of Hawai'i Foundation, international donor prospects.

Works with the Office of External Affairs and University Relations to facilitate communications and marketing for international education and special projects in support of individual campus missions.

Coordinates special projects in conjunction with individual campus initiatives, focusing on the University's international business and resource development efforts.

## VICE PRESIDENT FOR COMMUNITY COLLEGES

This is executive leadership work in directing the overall Community College system and its affairs. Work involves responsibility for developing and implementing policies, guidelines, and procedures concerning the system as set forth by the Board of Regents and the President and ensuring the continuing maintenance and adherence of such policies and procedures. Directs the development of plans and programs; makes recommendations to the appropriate supervisory or regulatory individuals or agencies concerning policies designed to advance the educational and public service goals of the Community College system; and consults with the Vice Presidents. Has extensive intercommunication with the agencies of the University system, governmental agencies, and the general public. Much emphasis of the work is placed on the coordination of Community College academic and related matters between the campuses in such areas as general education, liberal arts education, vocational education, and short term occupational training. Coordinates finance, human resources, physical facility construction and maintenance, and security. Direct supervision is exercised over the Chancellors of the Community Colleges.

Work requires extensive knowledge of community college system administration, organization and operations; knowledge of information technology capabilities and organization and resource management; and ability to provide effective leadership, develop and implement innovative and efficient changes, and communicate effectively with internal and external constituencies. Work is reviewed by the President for results and effectiveness.

In accordance with the Board of Regents' action taken on \_\_\_\_\_, this class is established as Vice President for Community Colleges, effective \_\_\_\_\_.

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Interim President, University of Hawai'i

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Date