MEMORANDUM

TO:    David Lassner
       President

FROM:  Robert Bley-Vroman
       Interim Chancellor

SUBJECT: Reorganization Proposal of the Office of the Chancellor at the University of Hawai‘i at Mānoa.

SPECIFIC ACTION REQUESTED:
We request your approval to create a Title IX Office to meet compliance requirements, to expand the Government Affairs function, and to improve the Office of Communications at the University of Hawai‘i at Mānoa for greater efficiency, visibility, and understanding, both internal and external to our campus community.

RECOMMENDED EFFECTIVE DATE:
Upon approval.

ADDITIONAL COST:
This reorganization is estimated to cost an additional $205,000 - $235,000 for the creation of the Title IX Office. Costs incurred for Government Affairs and Office of Communications will be covered with current resources.

PURPOSE:
The purpose of this reorganization is to gain the following efficiencies and service improvements:

- Expand the government affairs function to build stronger relationships and a unified message to government officials and community groups regarding UHM’s priorities and objectives.
- To bring greater visibility, understanding, recognition, and support to UHM as a destination and leader in higher education.
- To streamline and centralize gender equity compliance and response services and to improve campus level oversight capacity to ensure compliance with Title IX and other similar legislation.
BACKGROUND:
Pursuant to Administrative Procedure A3.101 *University of Hawai‘i Organizational and Functional Changes* dated March 2008, reorganizations that:

a) do not have an impact on BOR policy and/or laws;

b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;

c) do not incur significant additional expenses; or

d) do not have significant programmatic impact on the University

may be approved under delegated authority by the President for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

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

ACTION RECOMMENDED:
It is recommended that the creation of the *Title IX Office* to meet compliance requirements, to expand the *Government Affairs function*, and to improve the *Office of Communications* at the University of Hawai‘i at Mānoa for greater efficiency, visibility, and understanding be approved.

Should you have any questions, please contact Clifton Tanabe at 956-2697 or at cstanabe@hawaii.edu.

Attachments:
- Attachment 1: Executive Summary
- Attachment 2: Narrative
- Attachment 3: BJWT Position Worksheet
- Attachment 4: Current Organizational Charts and Functional Statements
- Attachment 5: Proposed Organizational Charts and Functional Statements
- Attachment 6: Letters and Responses

APPROVED / DISAPPROVED:

________________________________________________________________________  ________________ ________________
David Lassner        Date
Reorganization Proposal
Office of the Chancellor
University of Hawai‘i at Mānoa

Executive Summary

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

I. Purpose:
   Explain the purpose of this reorganization and the anticipated overall impact.
   The purpose and anticipated impact of this reorganization is to gain the following efficiencies and service improvements:
   - Expand the government affairs function to build stronger relationships and a unified message to government officials and community groups regarding UHM’s priorities and objectives;
   - To bring greater visibility, understanding, recognition, and support to UHM as a destination and leader in higher education; and
   - To streamline and centralize gender equity compliance and response services and to improve campus level oversight capacity to ensure compliance with Title IX and other similar legislation.

II. Major Elements of the Proposal:
   Explain or list the key changes being proposed in this reorganization relative to purpose and results.
   To meet the above purpose, the key changes being proposed in this reorganization include the following:
   - Move the government affairs function from the Office of Communications to the Office of the Chancellor. Establishing a direct link to the UHM leadership will foster greater understanding, focus, and service in meeting the priorities and needs of the campus.
   - Recruit a Director of Public Affairs to lead and develop a cohesive communications team to share positive stories with one unified campus voice to bring greater visibility, understanding, recognition, and support to UHM.
   - Create a Title IX Office and house a full-time coordinator to improve and enhance federal compliance capacity for addressing gender-based discrimination, harassment and violence reporting, interim measure implementation, investigation, and adjudication.

III. Resource Impact:
   Explain the resources impacted as a result of this reorganization. If there is no impact, reflect “None” for each category as appropriate.
A. **Budget**
   1. What is the estimated cost of the reorg?
      
      This reorganization proposal is estimated to cost $280,000 - $310,000 annually as outlined in the Narrative under Section III.A.1.

   2. Are additional funds needed? If so, how will the cost of the reorg be funded?
      
      Yes, additional funds in the amount of $205,000 - $235,000 will be needed annually for the Title IX Office. As a first step, funding for the full-time Title IX Coordinator to establish the Office has been included in the FB 2015-2017 request.

   3. Will the reorg result in cost savings or be cost neutral?
      
      Neither, this reorg proposal will incur additional costs to establish the Title IX Office as mentioned above to ensure compliance with Title IX regulations.

B. **Operational**
   1. What is the overall impact on faculty and staffing responsibilities, if any?
      
      The impact on the responsibilities of current faculty and staff affected by this reorg proposal will be more focused and a positive one as a cohesive approach is taken for the three (3) key aspects of this proposal (government affairs, communication, Title IX) to forge strong relationships and to construct a unified message on the priorities and goals of the university to enable UHM to accomplish its mission and goals more efficiently.

   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?
      
      Yes, there are four (4) additional personnel required:
      
      - Director of Public Affairs - Current allocated funds will be used to recruit for this position to lead the Office of Communications.
      - Title IX Coordinator – Funding for this position has been requested in the FB2015-2017 biennium budget. The recruitment will proceed upon approval of this reorg proposal and legislative funding support.
      - Title IX Deputy Coordinator – Recruitment for this position will proceed upon approval of this reorg and the availability of funding.
      - Title IX Compliance/Admin Support – Recruitment for this position will proceed upon approval of this reorg and the availability of funding.

   3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation?
      
      There will be no reduction in staff.

   4. Identify faculty/staff positions impacted by the anticipated changes.
      
      - Public Information Officer, PBC, #78873 (F)
      - Admin & Fiscal Support Spec, PBA, #77952 (F)
      - Director of Public Affairs, #89145 (V)
• Public Information Officer, PBB, #77451 (F)
• Public Information Officer, PBB, #78574 (F)
• Public Information Officer, PBB, #80951 (F)
• Public Information Officer, PBB, #81239 (F)
• Public Information Officer, PBB, #81787 (F)
• Title IX Coordinator – (New: Classification to be determined)
• Deputy Coordinator – (New: Classification to be determined)
• Compliance/Admin Support – (New: APT)

NOTE: For positions #15584 (F) and #78138 (F), the update is to correctly reflect the current operational workflow in the organizational charts and has no impact on the positions.

C. Space
1. Will additional space outside own resources/allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted?
   No additional space is required at this time.

IV. Consultation:
Explain or list the individuals and groups consulted and the key comments/feedback received.
The following groups/individuals have been consulted:
• Office of the Chancellor
• Vice Chancellors
• EEO/AA: Mie Watanabe (Title IX Coordinator for Employees)
• OVCS: Lori Ideta (Title IX Coordinator for Students)
• Office of the Ombudsperson
• UHM Finance and Accounting
• OVCAA
• Intercollegiate Athletics
• Mānoa Human Resources
• Women’s Center
• Office of Public Safety
• Office of Communications
• UH System Office of External Affairs and University Relations
Please see key comments/feedback in the Narrative under Section II.E.

V. Implementation:
Explain when and how this reorganization will be implemented. Identify anticipated effective date.
This reorganization will be implemented upon approval. The establishment of the Title IX office will commence upon approval of the budget request.
Reorganization Proposal
Office of the Chancellor
University of Hawai‘i at Mānoa

Narrative

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

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

The UH Mānoa Chancellor’s Office (MCO) works closely with Mānoa Vice Chancellors and provides leadership and direction to major academic units and research programs as well as to Mānoa’s faculty, staff, students, and constituencies. Key services provided by MCO include the following:

- Provides executive leadership in developing, planning, and administering the operations of the University of Hawai‘i at Mānoa (UHM).
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in ensuring the continuing excellence of UHM programs.
- Ensures effective and efficient administrative operations and programs/curriculum development with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the UHM’s faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing UHM’s programs.
- Prepares and presents both oral and written testimony on UHM matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai‘i campuses, internal and external organizations.

Aside from the Vice Chancellor Offices, John A. Burns School of Medicine, Richardson School of Law, and the Intercollegiate Athletics, the MCO is comprised of the following three (3) functional areas reporting to the Chancellor (#89261) as reflected in Chart I-A.

- **Mānoa Faculty Senate** – This advisory group is comprised of UHM faculty members and acts on behalf of the faculty for campus-wide matters.
- **Office of Communications** – This group provides leadership and direction for the planning, development, coordination, and management of the overall public and alumni relations, governmental relations, advancement, and special events strategy that brings greater visibility, recognition, and support to UHM.
- **Office of the Ombudsperson** – This office provides guidance, counseling, and advocacy for victims seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at UHM.

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

The objectives and goals for the restructured **Office of the Chancellor** and **Office of Communications** and the proposed new **Title IX Office** include the following:

**Office of the Chancellor**
- Have the government relations function play a key role in forging strong relationships and sending a unified message on the priorities and plans of the university to state legislators, government officials, and external entities to enable UHM to accomplish its mission and objectives more efficiently.
- Key responsibilities of the Government Affairs function will include the following:
  - Coordination of government relations across the UHM campus.
  - Actively monitor and communicate legislative and government actions that impact the campus to the Chancellor and appropriate campus units.
  - Serve as the lead advocate in establishing relations with external constituents including members of the State Legislature, Governor’s Office, local city officials, neighborhood boards, and other external entities whose policies and recommendations may relate or affect the UHM campus.
  - Recommend operational changes necessitated by legislative mandate, and to draft alternative policies and procedures to fulfill campus goals.
  - Work closely with UH System offices to develop and maintain mutually beneficial relations with the University’s multiple publics and to represent UHM to appropriate organizations.
  - Research, monitor, analyze, and evaluate legislation and regulation issues that may have an impact on UHM; determine appropriate action and recommend plan to be taken to Chancellor and appropriate executive offices.
Draft position papers and legislation that accurately reflects the interests of UHM and to engage with Legal Affairs and University General Counsel on issues related to Hawai’i law and policy.

Establish close working relationships with UHM leadership and departments to understand campus needs, priorities, and objectives to productively evaluate legislation and regulation issues and to communicate effectively with external groups.

Office of Communications

- To develop a cohesive team to provide leadership and direction for the planning, development, coordination, and management of public and alumni relations, advancement, and special events that brings greater visibility, understanding, recognition, and support to UHM as a destination and leader in higher education.
- It is proposed that the functions of this Office focus on the following areas to increase efficiency, improve communication, and share positive stories with one unified campus voice:
  - Create a collaborative news and social media function to increase awareness of the academic, research, programs, campus initiatives, and progress of UHM to internal and external constituents develop relationships with campus units, source stories (ground breaking achievements, public service initiatives, etc.), and distribute content in an integrated and comprehensive manner to promote the campus in a positive way, to market UHM to increase student enrollment, and to share UHM’s broader story to external audiences to increase support.
  - Increase the impact of outreach efforts by defining strategic media targets.
  - Conduct media/message training to assist UHM leadership and other university communicators how to respond to media.
  - Establish policies, practices, and procedures that will clearly communicate processes, establish consistency, and create a sense of shared mission and allow for communications efforts to have greater overall impact.
  - Develop and maintain productive and mutually beneficial relations and effectuate regular interaction and communication with UHM’s multiple publics including alumni, students (current and prospective), parents, friends of the University, donors, businesses, and community groups.
  - Manage UHM’s interaction with UH System offices and the news media.
  - Assist with publicity efforts, including stories, press releases, media advisories, fact sheets, op-eds, and other materials to publicize academic, research, outreach, and university news.
  - Responsible for coordinating UHM events and assisting campus units with event coordination, logistics, security, protocol, cultural issues, webcasting, and program concept, design, and production.
Title IX Office

- Enhance UHM’s federal compliance capacity by creating a centralized infrastructure for addressing gender-based discrimination, harassment and violence reporting, interim measure implementation, investigation, and adjudication.
- Establish and house a full-time Title IX Coordinator to improve campus level oversight capacity to ensure compliance with Title IX of the Education Amendments of 1972, the Violence against Women Act (VAWA), the Clery Act, and other similar legislation. After the establishment of the Office, the recruitment of a Deputy Coordinator and a Compliance/Administrative Support personnel is proposed as funding becomes available to facilitate education, and assist with advising, counseling, and alternative/informal dispute resolution services.
- Improve capacity to provide valuable training on gender-based discrimination, harassment, violence, and Title IX / VAWA compliance to increase overall safety for our campus community and reduce liability for UHM.
- Ensure University policies, procedures, protocols, and practices are in compliance with Title IX regulations.
- Provide and maintain annual statistical report on the number, nature and disposition of incidences, to identify patterns, and make recommendations for a safer campus environment.

The structure and function of Mānoa Faculty Senate and the Office of the Ombudsperson will remain unchanged.

II. RATIONALE FOR THE REORGANIZATION:
A. Provide background and relevant historical information.

The MCO organizational chart (currently reflected as Chart I and Chart I-A) was approved under the Reorganization of Mānoa Chancellor’s Office in February 2005 and has served the Mānoa campus under four (4) chancellors (Peter Englert, Denise Konan, Virginia Hinshaw, and Tom Apple) since its separation from UH System in 2001. The reorganization of 2005 established the Office of the Chancellor, aligned its authority and management with the organizational sub-structure at Mānoa, and resolved second-level staffing and management problems emerging from the system reorganization of December 2002. Since 2005, the offices of the Vice Chancellors (VCs) and units reporting to the respective VCs have undergone reorganizations as their role and function within the wider UHM campus became better defined.

Over the past five (5) fiscal years, state and local appropriations for higher education fell by eight percent (8%) nationally. Source: NACUBO – April 30, 2014 http://www.nacubo.org/Research/Research_News/Public_Funding_for_Higher_Education_Declines_8_Percent_from_FY08_to_FY13.html
For UHM, state appropriations fell ten percent (10%) from FY2009 (35%) to FY2013 (25%). Source: UH Mānoa FY 2015 Budget Presentation (Page 2) – October 2014 http://manoa.hawaii.edu/ovcafo/pdf/FY15BudgetPresentation.pdf
As a result, the function of government relations plays an increasingly key role in forging strong relationships and sending a unified message on UHM’s priorities and plans to state legislators, government officials, and external entities.

In addition, compliance with the provisions of Title IX and VAWA have begun to play an increasingly critical role on university campuses across the United States in reducing gender violence and creating a safe campus environment in recent years. The responsibilities of the UHM Title IX Coordinator is currently split between the Equal Employment Office (EEO) and the Office of Student Affairs (OSA) and held by two (2) different individuals, one at the UH System level and one at the UHM campus level. Furthermore, the responsibilities of the Title IX Coordinator are over and beyond each individual’s regular job duties which have made it difficult to ensure full compliance with existing laws and to sufficiently meet the needs of the campus community under Title IX and VAWA.

In August 2014, the Board of Regents appointed an Interim Chancellor for UHM. A review and discussion of the current structure with MCO staff members resulted in valuable feedback and insights to better serve the campus community.

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.

Communications / Government Affairs
With the recent appointment of the Interim Chancellor, the campus community has expressed the need to maintain the high standard for campus communication for greater discussion and transparency of campus issues. During the review of the current MCO structure, improvements in key areas, including the need for early notification and dialog between the Office of Communication and campus units, were identified. The Office of Communication also handles the government affairs function, internal communication, external communication, marketing, events planning, media relations, web/emergency communications, materials production, reports, etc. The current structure does not allow the required focus needed for the government affairs function due to staff members having to juggle multiple responsibilities within the Office. In addition, a unified effort to market UHM to increase student enrollment and to promote the accomplishments and efforts of campus departments/units to the university’s many publics is needed.

This reorganization proposes to move the government affairs function from the Office of Communication to the Office of the Chancellor for a direct link and greater focus on understanding and servicing the needs of UHM. This includes providing the UHM leadership team with information on legislative and government actions that impact the campus, operational changes and draft policies and procedures necessitated by legislative mandate, and to establish greater communication with UHM units to understand campus needs, priorities, and objectives to effectively evaluate legislative
and government issues and to compose position papers and legislation that benefit UHM. This function will continue to work closely with the Office of Communication and UH System offices to ensure unified relations and communications with internal and external entities.

With the above transition, recruitment for a full-time Director of Public Affairs will be implemented to lead the team in developing a communications campaign plan for UHM, inclusive of defined objectives, strategies, and measureable benchmarks to raise the profile of UHM. This involves an integrated approach to media relations and external communications, opportunities for media exposure, and developing a coordinated approach to telling UHM's broader story to both internal and external audiences with a unified voice.

**Title IX Office**
The current split structure, as explained in Section II.A, produces discrepancies and disparateness in the way cases are handled and does not allow the University to effectively align best practices in its efforts to fulfill and comply with Title IX and VAWA requirements. There is also a lack of understanding of Title IX, VAWA, and other similar legislation by the campus community and appropriate response in addressing concerns which may affect the safety of campus constituents and increase the University’s liability.

Therefore, this proposal seeks to establish a stand-alone Title IX office and to house a full-time Title IX Coordinator to serve both students and employees and to ensure UHM is in full compliance with the provisions of both Title IX and VAWA. Having a dedicated Title IX Coordinator will help resolve discrepancies and disparateness in the way cases are handled and also create greater understanding and recognition regarding the appropriate level of urgency and response required by Title IX, VAWA, and other civil rights legislation. The Title IX Coordinator will also collaborate with the Office of the Vice Chancellor for Students (OVCS) to establish interim safety accommodations and to work with the Office of the Ombudsperson and the Women's Center to ensure UHM students, faculty, and staff are aware of their options and resources with respect to reporting and filing complaints alleging sexual harassment, sexual assault, sexual misconduct and relationship violence. The Title IX Coordinator will also be responsible for the collection and reporting of relevant facts on Title IX incident reports and assessments, and collaborate with appropriate campus offices to coordinate and execute UHM’s response and investigation of complaints pursuant to Title IX in a timely manner.

The Office will work in collaboration with Intercollegiate Athletics, Office of Public Safety, Student Housing, and other key first responders and will be available to both the complainant and respondent. In addition, the Office will serve as a direct resource to both the on-campus and off-campus university community and will ensure impartiality and consistency.
It is also proposed that two (2) additional full-time staff, a Deputy Coordinator and Compliance/Administrative Support personnel be recruited when funding becomes available, to efficiently fulfill the complete scope of the office. This includes providing much needed education and training on civil rights legislation and appropriate support services to the campus community.

This reorganization proposal aligns with UHM’s 2011-2015 Strategic Plan, Achieving Our Destiny, in the following areas and also meets program and budget plans:

- **A Transformative Teaching and Learning Environment** → to create and ensure a positive, innovative, and safe campus environment for our students, faculty, staff, and visitors; and to increase student success.
- **An Engaged University** → to promote work that informs the campus community; increase partnerships and sharing with community organizations; and to increase appreciation and understanding.
- **Facilitating Excellence** → to increase transparency, efficiency and accountability in resource allocation; and improve communication to foster community engagement and student learning.

C. Explain other alternatives explored.

Other options taken into consideration include the following:

- **No change to current organizational structure** → This option does not facilitate the progress UHM needs to accomplish the following due to:
  - Effectively comply and address current federal laws on gender/equity compliance, including Title IX and VAWA, and to centralize compliance and response services for the campus community;
  - Provide and fulfill the requirements of the government affairs function the campus leadership needs in the current higher education landscape; and
  - Create an integrated communications and media approach to share UHM’s broader story to internal and external audiences and to respond and provide campus updates in a streamlined and coordinated effort.

- **Organizational structures of peer and benchmark institutions** → Structures of peer and benchmark institutions were reviewed, including the following:
  - University of California – Davis (Benchmark)
    - There is a Title IX Compliance Officer (Compliance and Policy, Office of the Provost and Executive Vice Chancellor) and a Title IX Athletics Administrative Advisory Committee composed of students, staff, and faculty that serve as an oversight and review body.
    - UC Davis provides a great example of strategic communication and also has a staff of 31 to execute its mission and goals.
      - There is a separate Government and Community Relations department actively engaged in building awareness, understanding, and support of
UC Davis’ vision and priorities with elected officials, business, community and civic leaders.  
http://gcr.ucdavis.edu/

- University of Washington (Benchmark)
  - The school has a Title IX/ADA Coordinator within the Office of Risk Management and works with seven (7) designated individuals responsible for coordinating compliance with Title IX. Involvement is based upon whether the investigation and resolution of allegations of sexual harassment and discrimination involves university employees, undergraduate students, graduate students, and/or athletic programs.  
http://f2.washington.edu/treasury/riskmgmt/compliance/titleIX
  - The Government Relations function is part of UW’s Office of External Affairs. There is an Office of Federal Relations which serves as the university’s chief representative in Washington D.C. and advises the university president on legislative strategy and communication to the university community regarding higher education issues. There is also an Office of State Relations focusing on higher education issues in Olympia and an Office of Regional & Community Relations which serves as a link between UW, the surrounding neighborhoods, civic groups, and local government.  
http://www.washington.edu/externalaffairs/govrelations/

- Colorado State University (Peer)
  - CSU has a Title IX Coordinator and a Deputy Coordinator/Director of Support and Safety Assessment which is part of the Office of Equal Opportunity.  
http://oeo.colostate.edu/title-ix-sexual-assault
  - The government relations function is at the Colorado State University System level and works on a wide variety of public policy issues on both the national and state level.  
http://www.csusystem.edu/about/government-relations
  
At the campus level, CSU has the Department of Public Relations responsible for informing the public and university community about events, programs, scholarship, research, and other CSU news.  
http://www.publicrelations.colostate.edu/

- University of Arizona – Tucson (Peer)
  - There is a Title IX Coordinator located within the Office of Institutional Equity along with three (3) Deputy Coordinators, one for students, one for faculty/staff, and one for athletics.  
http://titleix.arizona.edu/
  - The Office of University Relations houses the following seven (7) departments responsible for various functions:
    - ANSC Office of Public Affairs
    - Arizona Public Media
    - Marketing
    - University Relations – Phoenix
    - Alumni Association
Applicable information gathered from peer and benchmark institutions will be referenced and augmented to develop an optimal organizational structure over time that best fits the needs of the UHM campus.

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

**Title IX Office** → The proposed changes will improve campus level oversight capacity to ensure compliance with Title IX, VAWA, and Clery, by performing uniform training on gender-based discrimination, harassment, and violence, and providing education, advising, counseling, and alternative/informal dispute resolution services related to civil rights. The Title IX Office will service both the accused and the victim by informing them of their informal and formal options and to ensure required and immediate response are taken for assessing allegations and determining appropriate measures. Having a dedicated campus level Office available to both the complainant and respondent and which focuses to ensure impartiality and consistency is needed at UHM to meet the key aspects of federal compliance. In addition, a dedicated Title IX Coordinator will have clear responsibilities for servicing the campus and not have a host of other responsibilities to detract from increasing overall safety, reducing liability, and meeting compliance obligations.

**Government Affairs/Office of Communications** → The relocation of the government affairs function from the Office of Communication to the Office of the Chancellor will improve the relationship, communication, and coordination of legislative and government matters between the Chancellor’s Office and the campus leadership. Positive results are expected as a result of coordinated efforts to pass key legislation with “one UHM voice.” In addition, the Office of Communications will focus on an integrated approach to media relations and increase awareness of the research, programs, campus initiatives, and progress to internal and external constituents to raise the profile of UHM. Both functions will work closely together to provide increased services to the campus whenever possible and to maximize the impact of outreach/media efforts to raise the profile of UHM.

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.

**Title IX Office** → The following groups were consulted regarding the creation of the Title IX Office, including the two (2) employees currently serving as Title IX Coordinators at UHM, duties over and beyond their existing full-time responsibilities.
- Office of the Chancellor
- Office of Communications
• EEO/AA: Mie Watanabe (Title IX Coordinator for Employees)
• OVCS: Lori Ideta (Title IX Coordinator for Students)
• Office of the Ombudsperson
• OVCAA
• Intercollegiate Athletics
• Mānoa Human Resources
• Women’s Center
• Office of Public Safety

Discussion with the above groups resulted in the following comments/concerns:
• The need to have coordination across the different offices and efforts focused on addressing sexual harassment and hostile campus climate.
• Current Title IX Coordinator responsibilities are split between two different individuals in two different offices, one at the campus level and one at the system level. This is not ideal nor in line with best practices.
• The need to have one Title IX Coordinator for the campus and a single stand alone Title IX Office.
• The Title IX Office should be adequately staffed, ultimately, so that it can effectively address both educational, remedial and the investigative functions associated with Title IX.

Government Affairs/Communication → The following groups were informed and consulted regarding the relocation of the government affairs function to the Office of the Chancellor with an expanded role to better meet the objectives of UHM and a more focused role for the Office of Communications to promote a unified campus voice.
• Office of Communications
• Office of the Chancellor
• Vice Chancellors
• UH System Office of External Affairs and University Relations

Discussion with the above groups resulted in the following comments/concerns:
• The need to have the government affairs function play a more robust role in the current higher education landscape was recognized. The importance of coordinating information and efforts between UH System offices and the Mānoa campus on government matters was made.
• The government affairs staff should be involved in UHM leadership meetings and activities to fully understand the priorities and goals of the campus.
• Many campus units are currently working in silos resulting in lack of advance communication and updates to the Office, frequently resulting in the scramble for accurate information at the last minute to be able to issue appropriate responses to internal and external audiences.
• Current Communications staff has clear areas of responsibility, including events, marketing, broadcast media, internal communication, emergency communication, and web. It was recommended that the new structure be more of a team...
approach/effort with each staff having multi-functional responsibilities to ensure service levels are met and projects are completed in a timely manner.

- Need for better coordination with UH System on internal and external communications, especially during emergencies. Identify the role(s) UH System will play versus the campuses.

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

The benefits of this reorganization include the following efficiencies and service improvements:

- The expanded role of the government affairs function as a key part of the Chancellor’s Office will enable strong relationships to be built and a unified message to be sent to government officials and community groups regarding UHM’s priorities and objectives, enabling UHM to accomplish its mission and goals more efficiently. This will be achieved by the key responsibilities of the government affairs function as outlined under Section I.B. on page 2.
- The Office of Communications will re-focus its mission to bring greater visibility, understanding, recognition, and support to UHM as a destination and leader in higher education. The functions of the Office will be updated to include the responsibilities outlined under Section I.B. on page 3 to increase efficiency, improve communication, and share positive UHM stories with one unified campus voice.
- The Title IX Office will streamline and centralize gender equity compliance and response services and improve campus level oversight capacity to ensure compliance with Title IX, VAWA, and other similar legislation. Additional benefits for establishing this Office and having a full-time Title IX Coordinator is outlined under Section I.B. on page 3.

III. IMPACT ON RESOURCES AND THE UNIVERSITY

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

A. Impact on budget resources:

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

The recruitment and re-descriptions of the following positions is estimated to cost $280,000 – $310,000 annually as outlined below to achieve the goals and customer service levels highlighted in this proposal. F = Position Filled, V = Position Vacant

Office of the Chancellor - Government Affairs

16
• Public Information Officer, PBC, #78873 (F) → No change in cost.
  o Position description to be updated. Supervisor will remain as the Chancellor #89261.
• Secretary I, SR-12, #15584 (F) → No change in cost.
  o Position to be correctly reflected to report to the Assistant to Senior Executive #89459.
• Administrative Officer, PBB, #78138 (F) → No change in cost.
  o Position to be correctly reflected to report to the Assistant to Senior Executive #89459.
• Admin & Fiscal Support Spec, PBA, #77952 → No change in cost.
  o Position description to be updated. Supervisor to be changed to the Assistant to Senior Executive #89459.

Office of Communications
• Director of Public Affairs, #89145 (V) → $75,000
  o Position to be re-established and filled.
• Public Information Officer, PBB, #77451 (F) → No change in cost.
  o Position description to be updated.
• Public Information Officer, PBB, #78574 (F) → No change in cost.
  o Position description to be updated.
• Public Information Officer, PBB, #80951 (F) → No change in cost.
  o Position description to be updated.
• Public Information Officer, PBB, #81239 (F) → No change in cost.
  o Position description to be updated.
• Public Information Officer, PBB, #81787 (F) → No change in cost.
  o Position description to be updated.

Title IX Office
• Title IX Coordinator → $90,000 - $120,000
  o New position, pending approval, classification to be determined.
• Deputy Coordinator → $70,000
  o New position, pending approval and available funding, classification to be determined.
• APT PBA (Compliance/Admin Support) → $45,000
  o New position, pending approval and available funding.

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

Yes, additional funds for the creation of the Title IX Office will be needed. Funding for a full time Title IX Coordinator has been included in the current legislative budget request (FB2015-2017). In addition, funding for investigators to be shared across UH System campuses or to be placed at specific campuses including UHM has also been included in the budget request at the System level.
The recruitment for the Director of Public Affairs will be covered within current funding allocations.

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.

With regard to Governmental Affairs, the proposed change will include understanding, addressing and communicating the increasing importance and complex role legislative matters play in university support and policy. This includes developing campus wide strategies to educate and inform university members about legislative strategy and trends. It also includes gathering and evaluating data on legislative needs of UHM and making recommendations on policy and program development and maintenance.

With regard to the Title IX Office, the proposed changes will involve the coordination and cooperation from current existing units that focus on issues related to gender equity and sexual harassment/violence, including but not limited to; the Office of the Ombudsperson, Intercollegiate Athletics, Women’s Center, UHM Human Resources and the Office of the Vice Chancellor for Students.

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?

Yes, the following additional personnel will be required to improve services and to better meet the needs and requirements of the university.

- Director of Public Affairs #89145 will be re-established and recruitment for a qualified person with the right fit will be hired to lead the Office of Communications.
- Title IX Coordinator (new position) will be recruited upon approval to improve campus level oversight capacity and ensure compliance with Title IX, VAWA, and other similar legislation.
- Deputy Coordinator (new position) will be recruited upon approval and availability of funding.
- Compliance/Administrative Support (new position) will be recruited upon approval and availability of funding.

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

No reduction in staff.

4. Identify the positions impacted by position number, classification title, and anticipated changes.
Please refer to Section III.A.1 above.

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.?

Yes, there will be changes to supervisory/subordinate relationships as outlined in Section III.A.1 above. Yes, the proposed changes will streamline and centralize gender equity compliance and response services, government and legislative affairs, and communication efforts for UHM.

C. Impact on space resources:

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

No additional space will be required at this time. Space within existing resources has been identified to house the Title IX Coordinator and the Government Affairs position.

Once the Title IX Coordinator is selected and the Office established, recruitment and planning for the Deputy Coordinator and Compliance/Admin Support position will move forward based on the availability of funding & space and qualified candidate with the right fit.
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Chart No.(s)</th>
<th>Affected Position No.(s)</th>
<th>Classification/Organizational/Functional Change</th>
<th>Basis for Change/Impact on Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I-A</td>
<td>78873 (F)</td>
<td>Office of Communications Supervisor #89145 (V) to Office of the Chancellor Supervisor #89261 (F)</td>
<td>Focus on Gov't Affairs to better meet campus needs. PD to be updated.</td>
</tr>
<tr>
<td>2</td>
<td>I-A</td>
<td>15584 (F) 78138 (F)</td>
<td>Supervisor #89261 to Supervisor #89459 (F)</td>
<td>To correctly reflect the supervisor to be the Assistant to Senior Executive #89459</td>
</tr>
<tr>
<td>3</td>
<td>I-A</td>
<td>77952 (F)</td>
<td>Supervisor Executive Assistant (Abolished) to Supervisor #89459 (F)</td>
<td>To meet the support needs of the new structure.</td>
</tr>
<tr>
<td>4</td>
<td>I-A</td>
<td>89145 (V)</td>
<td>Office of Communications - Position to be re-established and filled upon approval.</td>
<td>To lead the Office of Communications in developing a communications plan for UHM as outlined in the reorg.</td>
</tr>
<tr>
<td>5</td>
<td>I-A</td>
<td>77451 (F) 78574 (F) 80951 (F) 81239 (F) 81787 (F)</td>
<td>Office of Communications (PBB) - PDs will be updated upon approval of this reorganization</td>
<td></td>
</tr>
</tbody>
</table>

Clifton Tanabe, Assistant to Chancellor
9-Feb-15 956-2697
Administrator's Signature, Name and Title Date Telephone Number

HR Review X
OFA Review X
CURRENT ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS
The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai‘i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber; fostering and encouraging superior instruction and research as the State’s sole research institution; champions higher education for the people of Hawai‘i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai‘i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai‘i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai‘i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai‘i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai‘i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

MAJOR FUNCTIONS OF THE OFFICE OF THE CHANCELLOR:

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai‘i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai‘i and the University of Hawai‘i at Mānoa. The Chancellor’s Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa’s faculty, staff, students, and constituencies.

The Chancellor’s Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai‘i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai‘i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai‘i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in
ensuring the continuing excellence of the University of Hawai‘i at Mānoa programs.

- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai‘i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai‘i at Mānoa’s faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University’s research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai‘i at Mānoa’s programs.
- Prepares and presents both oral and written testimony on University of Hawai‘i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai‘i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai‘i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai‘i at Mānoa’s representative.

Advisory Groups to the Chancellor:

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai‘i at Manoa, providing input on all issues affecting University of Hawai‘i graduate students and the University of Hawai‘i at Manoa campus. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various
entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai’i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali'i Council: This group is composed of faculty and staff of Native Hawaiian serving programs, and Native Hawaiian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawai’ians.

The units that report directly to the Office of the Chancellor include:
- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR

FUNCTIONAL STATEMENT

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OFFICE OF COMMUNICATIONS – Org Code: MAOCOM

The Office of Communications provides leadership and direction for the planning, development, coordination, and management of the overall public and alumni relations, governmental relations, advancement, and special events strategy that brings greater visibility, recognition, and support to the University of Hawai‘i at Mānoa as a leader in higher education. Specific responsibilities include developing and maintaining productive and mutually beneficial relations and effectuating regular interaction and communication with the University’s multiple publics such as alumni, students and prospective students, parents, friends of the University, donors, businesses and corporations, and community groups; coordinating and monitoring legislative and governmental actions that impact the campus; and providing support and serving as the liaison to the University of Hawai‘i Foundation. The Office is responsible for the management and coordination of the University of Hawai‘i at Mānoa’s interaction with the University of Hawai‘i at Mānoa System and the news media.

OFFICE OF THE OMBUDSPERSON – Org Code: MAOMBD

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai‘i at Mānoa.
PROPOSED
ORGANIZATIONAL CHARTS
AND
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APPROVED:

Robert Bley-Vroman
Interim Chancellor
PROPOSED - Approved By:

Robert Bley-Vroman, Interim Chancellor

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**OFFICE OF THE CHANCELLOR**
UNIVERSITY OF HAWAII AT MANOA
Org Code: MACHNC

Chancellor, #89261 1.00
Private Secretary II, SR-22, #100053 1.00
Administrative Assistant, #89365 1.00
Assistant to Senior Executive, #89459 1.00
Secretary I, SR-12, #15584 1.00
Admin & Fiscal Support Spec, PBA, #77952 1.00
Administrative Officer, PBB, #78138 1.00

Special Advisor for Hawaiian Affairs*
Faculty Athletic Representative (0.50)†

**Government Affairs**
Public Information Officer, PBC, #78873 1.00

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**MANOA FACULTY SENATE**
Org Code: MAFS

Chair, Manoa Faculty Senate††
Admin & Fiscal Support Spec, PBB, #79192 1.00
Office Assistant III, SR-08, #41556** 1.00

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**OFFICE OF COMMUNICATIONS**
Org Code: MAOCOM

Director of Public Affairs, #89145** 1.00
Secretary I, SR-12* 1.00
Public Information Officer, PBB 5.00
#77451, #78574, #80951, #81239, #81767

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**TITLE IX OFFICE**
Org Code: TBD

Title IX Coordinator*
Deputy Coordinator*
Compliance/Admin Support*

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**OFFICE OF THE OMBUDSPERSON**
Org Code: MAOMBD

Specialist*
Specialist Type Faculty: 2.00
#65485, #88099

* New, pending approval
** Position abolished, to be re-established
*** Position abolished
† Position annually elected by the Manoa Chancellor
†† Position annually elected by the Manoa Faculty Senate

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Dotted lines denote advisory relationships
FUNCTIONAL STATEMENT

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- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in ensuring the continuing excellence of the University of Hawai‘i at Mānoa programs.
- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai‘i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai‘i at Mānoa’s faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
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- Determines direction and priorities in response to new research and training goals.
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- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai‘i at Mānoa’s programs.
- Prepares and presents both oral and written testimony on University of Hawai‘i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
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- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai‘i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai‘i at Mānoa’s representative.

- Government Affairs: Coordinates government relations across the UHM campus and keeps UHM administration and appropriate units informed of legislation, regulations, laws, and policies affecting the UHM campus.
MĀNOA FACULTY SENATE – Org Code: MAFS

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Functions of this Office include:
• Develop and maintain productive and mutually beneficial relations and effectuate regular interaction and communication with the University's multiple publics such as alumni, students and prospective students, parents, friends of the University, donors, businesses and corporations, and community groups;
• Provide support and serve as the liaison to the University of Hawai‘i Foundation;
• Manage UHM’s interaction with UH System and the news media;
• Coordinate and promote campus programs, people, and initiatives to internal and external constituents in an integrated approach to increase awareness and raise the profile of UHM;
• Assist with publicity efforts, including press releases, fact sheets, and other publication and news materials; and
• Coordinate events, including logistics, security, protocol, cultural issues, webcasting, and program concept design and production on behalf of the Chancellor’s Office.

TITLE IX OFFICE - Org Code: TBA

This Office streamlines and centralizes the campus infrastructure for addressing gender-based discrimination, harassment, violence reporting, interim measure implementation, investigation, and adjudication to ensure UHM is in full compliance with Title IX of the Education Amendments of 1972, the Violence against Women Act (VAWA), and other similar legislation. The Title IX Office also provides training and education to the campus community to increase overall safety and reduce liability.

OFFICE OF THE OMBUDSPERSON – Org Code: MAOMBD

The Office of the Ombudsperson provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at UHM.

APPROVED:

____________________________________________ _____________________
Robert Bley-Vroman      Date
Interim Chancellor