MEMORANDUM

TO: Virginia S. Hinshaw
   Chancellor

VIA: Francisco Hernandez
     Vice Chancellor for Students

FROM: Jan Javinar
      Director, Student Life and Development

SUBJECT: Reorganization Proposal for Student Life and Development

SPECIFIC ACTION REQUESTED:

Your approval is requested of the attached reorganization proposal for the Office of Student Life and Development under the Office of the Vice Chancellor for Students.

RECOMMENDED EFFECTIVE DATE:

Immediately upon your approval.

ADDITIONAL COST:

No additional costs are associated with this reorganization.

PURPOSE:

The purpose of this reorganization is to further refine the December 2008 major reorganization of this department by updating section names, realigning supervisory relationships and positions with common program goals, re-conceptualizing the Administrative & Fiscal Support Section, and re-assigning the student media programs. The goals of shared responsibility and mutual interdependence will continue to apply to all units under Student Life and Development.

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 Chancellor 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 attached reorganization proposal for Student Life and Development under the Office of the Vice Chancellor for Students be approved.

Should you have any questions, please contact Jan Javinar at 956-4829 or at javinar@hawaii.edu.

Attachments:
1. Executive Summary – Attachment 1
2. Narrative – Attachment 2
3. Allocated and Authorized BJ/BT Positions Impacted by the Reorganization – Attachment 3
4. Current Organizational Charts and Functional Statements – Attachment 4
5. Proposed Organizational Charts and Functional Statements – Attachment 5
6. Copies of letters and responses from campus groups and union – Attachment 6

**APPROVED**

Virginia S. Hinshaw, Chancellor

Date

6-18-12
Executive Summary
Reorganization Proposal
Department of Student Life & Development, Office of Student Affairs
University of Hawai‘i at Mānoa

Executive Summary

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

I. Purpose:
Explain the purpose of this reorganization and the anticipated overall impact.

This proposed reorganization is a follow up as “part II” to the December 2008 major reorganization of the department. In that 2008 reorganization, units were restructured and reorganized to encourage department staff members to employ nimble and fluid approaches and to work more collaboratively through shared responsibility and accountability in order to achieve the department’s mission and core functions. The department has been operating with these approaches for about three years, and the need for additional changes to make the organization operate even more effectively, nimbly, and fluid-like has become more apparent. In addition, since the December 2008 major reorganization, the department has undertaken a number of initiatives and programs that significantly impact the quality of campus/student life and subsequently, the organizational effectiveness of the department.

II. Major Elements of the Proposal:
Explain or list the key changes being proposed in this reorganization relative to purpose and results.

Change Goal #1 ---- Renaming the Intramural Recreational Services section

It is proposed that the Intramural Recreational Services section be re-named to the Student Recreation Services (SRS) section. The proposed name of SRS comports this section’s name to the name patterns of the other major service sections of the department with an emphasis on students being the primary, but not exclusive beneficiaries.

Change Goal #2 ---- Realigning Supervisory Relationship within SUCLS

Within the Student Union & Campus Life Services unit, three administrative-professional-technical (APT) positions staff the meeting and event services function of the department. Conferencing needs have grown in scope and complexity with the number of participants using meeting rooms, conference rooms, banquet facilities, and catering. Attendant with increased use has been increased demands for more nuanced meeting services, technologies and approaches. This reorganization proposes to designate Student Services Specialist #78991 which is classified at the PBB level as the supervisor of the other two APTs, #80631 and #80942, both of which are classified as PBA. Currently, Position #78991 serves as a working supervisor of Positions #80631 and #80942.

Change Goal #3 ---- Realigning Positions with Common Program Goals

Since the December 2008 reorganization, positions have undergone re-description and refocusing. Two such positions include general funded Student Services Specialist, PBB, #77071 and general funded Student Services Specialist, PBA, #78447.
Position #77071, has been re-described, as of February 16, 2010, from serving as primary departmental liaison overseeing the new student affairs campus food service program and the new UPASS student transportation program to assisting in providing leadership and vision for a comprehensive campus recreation program. Consequently, this position, #77071 is proposed to be transferred from the Office of the Director of the department, #89190 to the re-named Student Recreation Services section to act as first deputy to the faculty lead of the section, Position #85083.

Position #78447, was established as an administrative-professional-technical (APT) classified position to provide first responder welcome and information for all department programs, services, and involvement opportunities. This position services the over two hundred registered student clubs and organizations that annually sign up to operate voluntarily on the Manoa campus. Subsequently, this position was re-described with some programmatic responsibilities for new student orientation and transition programs. This position will remain with the Office of the Director, position #89190 in recognition of the overarching duties and service this position provides for the department overall.

A third position, Student Services Specialist, PBB, #81137 remains vacant since the incumbent resigned from University service as of August 04, 2010. This position #81137 has been proposed for re-description with primary responsibility and oversight for the growing information technology needs and applications required by the department to address its expanded campus wide functions, services, and programs as described in Change Goal #4 below. Position #81137 is proposed to be transferred to the Director's office under supervision by Position #89190 given the need for departmental wide functional outlook and perspective.

**Change Goal #4 ---- Re-conceptualizing the Administrative & Fiscal Support section**

Since the December 2008 reorganization, the department has assumed program oversight for three major campus wide services and functions as shown below:

- a new campus-wide student transportation program;
- a newly structured management program for food service in the student union/student center and residence halls; and
- a newly proposed universal debit card program operating off of the identification cards for students, faculty, and staff.

Additionally, with the issuance of both general obligation and revenue bonds, the department is undertaking the construction, operation, and management of a new student recreation center as well as the planning, design, and renovation of new and existing meeting and conference rooms along with new offices for chartered student organizations and their programs.

Having the dedicated attention of a focused administrative unit led by a full-time staff person will enable the University to fulfill its legal, contractual, and bond obligations as well to build programmatic infrastructure crucial to the operational and financial success of the new programs, services, and constructed or renovated facilities. It is proposed therefore, that the Administrative & Fiscal Support section be re-conceptualized in its functions and that its role expanded with responsibility for not only managing the department’s financial resources, but also for “growing” those resources to sustain business operations, service relevance, and financial self-sufficiency. It is proposed that the section be more appropriately re-titled to Student Life Business Services reflecting the broadening of its role for the department.

It is further proposed that Student Services Specialist, PBB, Position #79129, established as of February 4, 2010, to oversee the student affairs food service program and the campus student transportation program known as UPASS under the direction of the Director, Position #89190, be
transferred to the new Student Life Business Services section with administrative and supervisory responsibility for the re-conceptualized unit.

The department's increased activity in the construction, operation, and management of a new student recreation center as well as in the planning, design, and renovation of new and existing meeting rooms, conference rooms, and offices for chartered student organizations and their programs will ultimately require consistent, purposeful, and timely maintenance, repair, and cleaning once the facilities are built and/or renovated. It is therefore, proposed to reallocate all positions responsible for building management, building and grounds maintenance, facility construction, facility maintenance, and facility repair and renovation currently situated in the Student Union and Campus Life Services section to the newly re-conceptualized and re-focused Student Life Business Services section.

**Change Goal #5 ---- Reassigning the student media programs**

The Student Involvement & Leadership Development Programs (SILDP) section, led by 1.00 FTE Specialist Faculty, Position #83705, currently provides organizational advising to five of the six BOR-chartered student organizations, including the:

- undergraduate student government, the Associated Students of the University of Hawaii (ASUH);
- graduate student government, the Graduate Student Organization (GSO);
- student print media governing board, the Board of Publications (BOP);
- student broadcast media governing board, the Broadcast Communication Authority (BCA); and
- fee allocation board, the Student Activity & Program Fee Board (SAPFB).

Additionally, the SILDP section provides educational services, including credit and noncredit leadership education as well as annual registration, training, and orientation to the campus registered independent clubs and organizations, including fraternities and sororities. SILDP section also develops, implements, and evaluates a comprehensive student orientation program for incoming undergraduates and their families. To establish a more wieldable span of control for the section lead, Specialist Faculty, Position #83705, this reorganization proposes to re-assign the student publications program and its associated personnel (including Positions #70084, #81486, and #88334) from the SILDP section to the Student Union & Campus Life Services section.

Since student media programs at the Manoa campus include both print media (i.e. student newspaper and student literary magazine) and broadcast media (i.e. student run radio station and student operated video and filmmaking programs using creative technologies), it is also proposed that the student broadcast media program be re-assigned from the SILDP section to the SUCLS section to foster the synergistic relationships already established and encouraged among the print and broadcast media student staff members and their advisors. This would include reallocating one specialist faculty position count, Position #82864, currently assigned to oversee the student broadcast media program, from the SILDP unit to the SUCLS section.

Once approved, Position #83705 will have three “direct reports” instead of five, and supervisory responsibility for three out of the five BOR-chartered student organizations described above, i.e. ASUH, GSO, and SAPFB.

The moniker “student union” goes beyond the campus center program and includes a comprehensive campus recreation, leisure and wellness program administered by the Student Recreation Services section, an entirely separate organizational unit of the department. Concurrent with the re-assignment of the student publications program and student broadcast media program described herein, it is further proposed that the section to which they are being re-assigned be renamed from Student Union & Campus Life Services (SUCLS) to Student Events & Campus Life Services (SECLS).
As a result of this reorganization, the Student Events & Campus Life Services (SECLS) section, led by 1.00 FTE Specialist Faculty, Position #88328, will provide organizational advising to three of the six BOR-chartered student organizations, including the:

- student print media governing board, the Board of Publications (BOP), together with three of its programs, the campus newspaper, Ka Leo O Hawai‘i; the campus literary magazine, Hawaii Review; and the student advertising sales program for student publications;
- student broadcast media governing board, the Broadcast Communication Authority (BCA), together with two of its programs, the campus radio station, KTUH-FM; the video production and filmmaking projects service, UH Productions; and
- student center governing board, the Campus Center Board (CCB) and its programming arm, the Activities Council (AC).

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? No financial costs anticipated. Opportunity costs and staff time to engage in implementation planning subsequent to approval will be incurred.

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

3. Will the reorg result in cost savings or be cost neutral? Intended to be cost neutral.

B. Operational

1. What is the overall impact on faculty and staffing responsibilities, if any? No impact on staffing functions and responsibilities are anticipated except as noted in relation to span of control for affected section leads.

2. Will additional faculty/support personnel be required? No

   If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization?

3. Will there be a reduction in faculty/staff? No

   If so, what steps are planned or have been taken to ensure proper consultation?

4. Identify faculty/staff positions impacted by the anticipated changes.

The positions impacted by this reorganization are described below by Change Goals.
O = Occupied position  V = Vacant position

Change Goal #1 ----- Renaming Intramural Recreational Services

No impact anticipated on any positions.

Change Goal #2 ----- Realigning Supervisory Relationship within SUCLS

Student Services Specialists, #80631 (O) and #80942 (O), in the SECLS section, performing meeting and event services functions will report to Student Services Specialist, PBB, #78991 (O). All position descriptions will be updated to reflect the new supervisory relationship.
Change Goal #3 ---- Realigning Positions with Common Program Goals

Student Services Specialist, PBB, #77071 (O) currently under the Director of the department, Position #89190 (O) will report to Specialist Faculty, #85083 (O), lead of the Student Recreation Services section. Position description will be updated to reflect new supervisory relationship.

Student Services Specialist, PBA, #78447 (O) currently under Student Services Specialist, PBB, #77071 will remain with the Director of the department, Position #89190 (O) given its departmental wide functional outlook and perspective. Position description will be reviewed and updated as needed.

Student Services Specialist, PBB, #81137 (V) will move from the Student Involvement & Leadership Development Programs section to the Office of the Director of the department, #89190 (O). The position description for #81137 has been updated to reflect primary responsibility and oversight for the growing information technology needs, applications, and functions required by the department.

Change Goal #4 ---- Re-conceptualizing the Administrative & Fiscal Support section

Student Services Specialist, PBB, #79129 (O) will move from the Director of the department, #89190 (O) to assume administrative and supervisory responsibility for the newly re-conceptualized Student Life Business Services (SLBS) section. Position description for #79129 will be updated to reflect this responsibility.

Administrative Officer, PBB, #80163 (O) will remain with the re-conceptualized Student Life Business Services section, reporting to Student Services Specialist, PBB, #79129 (O), head of the section. All existing subordinates to Administrative Officer, #80163 will remain unchanged in supervision. This includes Administrative Services Associates, all PBA, #78450 (O), #79408 (O), and #80649 (O).

Student Services Specialist, PBB, #80660 (O) currently under the Student Union & Campus Life Services (SUCLS) section headed by Specialist Faculty, #88328 (O), will report to Student Services Specialist, PBB, #79129 (O), head of the SLBS section. All existing subordinates to Student Services Specialist, #80660 will remain unchanged in supervision, and will likewise move from the SUCLS section to the SLBS section. This includes:

a) Building Maintenance Worker, #28597 (O) and existing subordinate Building & Grounds Utility Workers, #44085 (O), #44109 (O), and #45379 (O), and

b) Student Services Specialist, PBA, #78831 (O) and existing subordinate Janitor II staff, #25329 (O), #25392 (O), #44089 (O), #46560 (V), #900563 (V), and #900564 (V).

Change Goal #5 ---- Reassigning the Student media programs

Specialist Faculty, Position #70084 (O), currently under the Student Involvement & Leadership Development Programs (SILDP) section, headed by Specialist Faculty, #83705 (O), will move to the Student Engagement & Campus Life Services (SECLS) section. All existing subordinates to Specialist Faculty, #70084 will remain unchanged in supervision, and will likewise move from the SILDP section to the SECLS section. This includes Student Services Specialist, PBB, #81486 (O) and Specialist Faculty, #88334 (O). Additionally, Specialist Faculty, Position #82864 (O), currently under the SILDP section will likewise move to the SECLS section.
Specialist Faculty, Position #88328 will continue to serve as SECLS section lead. All existing subordinates to Specialist Faculty, #88328 will remain unchanged in supervision.

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*

IV. **Consultation:**

Explain or list the individuals and groups consulted and the key comments/feedback received.

This reorganization proposal was introduced at a department staff meeting of all members on Monday, July 11, 2011. Subsequent small group meetings were scheduled throughout summer 2011 with department staff concerns revolving around four broad clusters:

1) concerns specific to people or positions;
2) concerns related to the proposed refocused unit of Student Life Business Services;
3) concerns related to change; and
4) concerns outlining how a specific change may have organizational or procedural impact.

Given these clusters of concerns, a second draft was developed and discussed. Staff concerns about this second version centered around 5 areas:

1) change — especially how this structural change may not achieve the espoused goal of fostering cross-functioning and mutual interdependent behaviors; how some positions, programs or functions could be located in areas other than as proposed; and how this structural change may impact how individuals do their work;
2) business services unit — finding balance between financial bottom line and student learning focus/mission; and how will this new unit work on its own and in relation to other sections of the department;
3) name change — a new change goal affecting the department’s name raised concerns about the pros/cons of using the term “student union”; competing concerns about the purpose of a name as conveying program and professional identity versus the purpose of a name to facilitate branding to a market;
4) personnel — how specific individuals are being interchanged as section leads; and
5) IT position — duties and functions, scope of service.

The department management team, consisting of existing section leads of the department, went through the 5 areas of concerns and offered additional comments to clarify, reiterate, amplify, support and decline. The department director synthesized all feedback and offered three different approaches to organizing and structuring personnel and functions labeled:

a) thematic clusters with designated cluster leads;
b) thematic clusters with flexible cluster leads; and
c) flexible program units with flexible cluster leads.

The department management team examined the advantages and disadvantages of each approach with two additional approaches for restructuring offered by section leads on the management team. After much consideration, the general sense among the section leads was that a reorganization proposal should go forward that solely addresses “housekeeping” fixes (all Change Goals except
Change Goal 5). As a result of the feedback offered by both staff and the management team, Change Goal 5 was revised and the proposal for reorganization was moved forward given the general level of agreement articulated.

In reviewing and analyzing all feedback, the department director reworked and crafted a third draft by reexamining all departmental functions and reordering them into thematic sections. This third draft was presented for departmental staff comment during the months of January and February 2012, holding two open meetings where questions and answers were offered. Feedback revolved around questions of implementation and specific operational processes. It was acknowledged that in order to effectuate the orderly implementation of this reorganization, comprehensive staff planning and collaborative problems-solving would be necessary and initiated by the department leadership.

V. Implementation:

Explain when and how this reorganization will be implemented. Identify anticipated effective date. Upon approval with target date for full implementation beginning Fiscal Year 2013.
Narrative
Reorganization Proposal
Department of Student Life & Development, Office of Student Affairs
University of Hawaii at Manoa

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 department of Student Life & Development is a major branch within the division of Student Affairs at the University of Hawaii at Manoa. The current organizational structure of the department consists of 1.0 FTE excluded manager position who supervises the four major sections listed below.

- Administrative & Fiscal Support
- Student Union & Campus Life Services
- Intramural Recreational Services
- Student Involvement & Leadership Development Programs

The Director of Student Life & Development continues to provide overall direction, management, administration, and leadership to section leads in the development, implementation, and evaluation of programmatic and financial goals and objectives to fulfill the department’s mission.

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

This proposed reorganization is a follow up as “part II” to the December 2008 major reorganization of the department. In that 2008 reorganization, units were restructured and reorganized to encourage department staff members to employ nimble and fluid approaches and to work more collaboratively through shared responsibility and accountability in order to achieve the department’s mission and core functions. In general, staff and faculty employees have adjusted to the 2008 reorganization, and in so operating, the need for additional changes to make the organization operate even more effectively, nimble, and fluid-like have become apparent. During this same time, the department has undertaken a number of substantive initiatives and programs that significantly impact the quality of campus life and subsequently, the organizational effectiveness of the department. This proposal for reorganization incorporates these changes as described herein.

The philosophical approach and attendant goals of shared responsibility and mutual interdependence applies to the reorganization proposed herein; specifically, with the following change goals:

1. re-names the Intramural Recreational Services section to Student Recreation Services to better conform with the style of other sections where all sections start with “Student” to maintain focus on the primary beneficiary of department’s efforts;
2. re-aligns staff relationships within the Student Union & Campus Life Services section to establish a new supervisory line relationship;
3. re-aligns three positions with their program-related sections given updates to their position descriptions;
4. re-conceptualizes the Administrative & Fiscal Support section of the department to expand its role and assume a broader departmental wide function of business services with responsibility for not only managing the financial resources but also for “growing” the resources; and 
5. re-assigns the student media programs from the Student Involvement & Leadership Development Programs section to the Student Union & Campus Life Services section to be re-named the Student Events & Campus Life Services section.

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

As a result of a major department reorganization approved by the University of Hawaii at Manoa Chancellor’s Office in December 2008, the department of Campus Life was re-named to the department of Student Life & Development. This December 2008 reorganization reduced the number of sections in the department from five to four; abolished a clerical support section, reallocating the positions therein to other sections; and re-aligned positions with common program goals and objectives. The overall purpose of the December 2008 reorganization was to create an organizational structure that is program-oriented and that encourages staff members to employ nimble and fluid approaches to their creative execution of duties and responsibilities in serving changing student needs. The department of Student Life & Development has been operating for about three years under the major reorganization approved in December 2008.

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.

The department finds itself at a pivotal stage with new facility construction, major renovations, and new initiatives and programs that will contribute significantly to campus life. Explanations and rationales for each of the five specific change goals are discussed below.

*Change Goal #1 --- Renaming the Intramural Recreational Services section*

It is proposed that the Intramural Recreational Services section be re-named to the Student Recreation Services (SRS) section. The proposed name of SRS comports this section’s name to the name patterns of the other major service sections of the department with an emphasis on students being the primary, but not exclusive beneficiaries. In working to implement a change goal of the December 2008 reorganization where the staff of Intramural Sports and the staff of Leisure Programs were combined to strengthen the department’s capacity to implement a comprehensive campus recreation program, the staff members of the then newly-combined section engaged in a strategic planning process and met seven times over three months from May thru July 2009. One of the many outcomes of these planning meetings was a mission statement for the section and a desire that the section’s name reflect that students, through the payment of mandatory student fees (i.e., for FY2012, $175 per semester), are the primary source of financial support for the campus recreation program, even though the program serves all members of the University community.

*Change Goal #2 --- Realigning Supervisory Relationship within Student Union & Campus Life Services*

Within the Student Union & Campus Life Services unit, three administrative-professional-technical (APT) positions staff the meeting and event services function of the department. These are Student Services Specialists #78991, #80631, and #80942. Meeting and Event Services staff members serve all customers and users of student life departmental facilities by
advising them of appropriate room configurations, audio-visual and sound equipment needs, food service possibilities, potential program risks, facility costs, etc. Conferencing needs have grown in scope and complexity with the number of participants using meeting rooms, conference rooms, banquet facilities, and catering increasing by 70.7% rising from 145,911 in FY 1998 to 249,013 in FY 2008. Attendant with increased use has been increased demands for more nuanced meeting services, technologies and approaches.

This reorganization proposes to designate Student Services Specialist #78991 which is classified at the PBB level as the supervisor of the other two APTs, #80631 and #80942, both of which are classified as PBA. Designating #78991 as the supervisor will clearly establish an intermediate level professional with responsibility for exercising administrative leadership, supervision, and initiative to plan for future growth in this revenue-generating unit.

Change Goal #3 --- Realigning Positions with Common Program Goals

Since the December 2008 reorganization, positions have undergone re-description and refocusing. Two such positions include general funded Student Services Specialist, PBB, #77071 and general funded Student Services Specialist, PBA, #78447.

Position #77071, has been re-described, as of February 16, 2010, from serving as a primary departmental liaison overseeing the new student affairs campus food service program and the new UPASS student transportation program to assisting in providing leadership and vision for a comprehensive campus recreation program of intramural sports, recreational leisure, and personal wellness services. Consequently, this position, #77071 is proposed to be transferred from the Office of the Director of the department, #89190 to the re-named Student Recreation Services section to act as first deputy to the faculty lead of the section, Position #85083.

Position #78447, was established as an administrative-professional-technical (APT) classified position to provide first responder welcome and information for all department programs, services, and involvement opportunities. Since May 29, 2007, this Student Services Specialist position receives and handles phone, in-person, and internet inquiries from students, faculty, staff, incoming freshmen, parents, and the general public about the many services and programs offered by the department and the campus. Additionally, this position services the over two hundred registered student clubs and organizations that annually sign up to operate voluntarily on the Manoa campus. Subsequently, this position was re-described with some programmatic responsibilities for new student orientation and transition programs. This position will remain with the Office of the Director, position #89190 in recognition of the overarching duties and service this position provides for the department overall.

A third position, Student Services Specialist, PBB, #81137 remains vacant since the incumbent resigned from University service as of August 04, 2010. Since the functions previously performed by this position has been assumed by others, this position #81137 has been proposed for re-description with primary responsibility and oversight for the growing information technology needs and applications required by the department to address its expanded campus wide functions, services, and programs as described in Change Goal #4 below. With the proposed re-description, this position will be transferred to the Director’s office under supervision by Position #89190 given the need for departmental wide functional outlook and perspective.

Change Goal #4 --- Re-conceptualizing the Administrative & Fiscal Support section

Since the December 2008 reorganization, the department has assumed program oversight for three major campus wide services and functions as shown below:

- a new campus-wide student transportation program;
• a newly structured management program for food service in the student union/student center and residence halls; and
• a newly proposed universal debit card program operating off of the identification cards for students, faculty, and staff.

Additionally, with the issuance of both general obligation and revenue bonds, the department is undertaking the construction, operation, and management of a new student recreation center as well as the planning, design, and renovation of new and existing meeting and conference rooms, plus new offices for chartered student organizations and their programs.

Currently, the oversight for these major campus-wide programs as well as the new facility construction and facility renovation has been exercised reactively by the department director in conjunction with section leads on a “catch as catch can” basis, leaving little to no opportunity for comprehensive planning and strategic development for effective implementation and future growth in service scope. Having the dedicated attention of a focused administrative unit led by a full-time staff person will enable the University to fulfill its legal, contractual, and bond obligations as well as build programmatic infrastructure crucial to the operational and financial success of the new programs, services, and constructed or renovated facilities. It is proposed therefore, that the Administrative & Fiscal Support section be re-conceptualized in its functions and that its role be expanded with responsibility for, not only managing the department’s financial resources, but also for “growing” those resources to sustain business operations, service relevance, and financial self-sufficiency. With this re-conceptualization in function, it is proposed that the section be more appropriately re-titled to Student Life Business Services reflecting the broadening of its role for the department.

It is further proposed that Student Services Specialist, PBB, Position #79129, established as of February 4, 2010, to oversee the student affairs food service program and the campus student transportation program known as UPASS under the direction of the Director, Position #89190, be transferred to the new Student Life Business Services section with administrative and supervisory responsibility for the re-conceptualized unit. Working under the managerial direction of the department director in collaboration with section leads, Position #79129 will provide leadership and administrative oversight for the business functions and financial aspects of the department’s programs, services, projects, and activities. As head of this newly re-conceptualized Business Services unit, Position #79129 will determine organizational and program priorities, business strategies and financial resources to meet short-range and long-range goals to assure the financial viability and self-sufficiency of the department’s manifold programs and services. One of the primary foci of this position will be to support the continued growth of the department’s programs, services, projects, and activities by facilitating the integration of planning, budgeting, resource management, and departmental decision-making.

The department’s increased activity in the construction, operation, and management of a new student recreation center as well as in the planning, design, and renovation of new and existing meeting rooms, conference rooms, and offices for chartered student organizations and their programs will ultimately require consistent, purposeful, and timely maintenance, repair, and cleaning once the facilities are built and/or renovated. Consolidating the functions of maintenance, repair, and cleaning with the functions of planning, design, and construction, along with the functions of financial forecasting and performance, procurement and expenditures, investments, bond financing oversight, and alternative funding strategy development will bring the physical, human, material, and financial resources under one administrative “roof.” This consolidation will facilitate the department’s comprehensive planning and strategic development for effective implementation of, and future growth in, services and programs that have critical revenue generating potential. It is therefore, proposed to reallocate all positions responsible for building management, building and grounds maintenance, facility construction, facility maintenance, and facility repair and renovation currently situated in the Student Union and Campus Life Services section to the newly re-conceptualized and re-focused Student Life Business Services section. This includes Student
Services Specialist, PBB, Position #80660 that supervises: a) Building Maintenance Worker, Position #28597 and its existing subordinate Building & Grounds Utility Workers (Positions #44085, #44109, and #45379), and b) Student Services Specialist, PBA, Position #78831 and its existing subordinate Janitor II staff (Positions #25329, #25392, #44089, #46560, #900563, and #900564).

Change Goal #5 ---- Reassigning the student media programs

Under the December 2008 department reorganization, positions responsible for the student publications program within the Student Involvement & Leadership Development Programs section were realigned to report directly to Specialist Faculty, Position #83705. This included one Student Services Specialist, PBB, Position #81137, one Publications Specialist, PBA, Position #81486, and one Specialist Faculty, Position #88334. Subsequent to the December 2008 department reorganization, Publications Specialist, Position #81486 was re-described and re-classified as Student Services Specialist, PBB. Additionally, a new specialist faculty coordinator, Position #70084 was created using an available position count from Publications Specialist, PBB, #81186 which was previously abolished. This faculty coordinator, Position #70084 provides overall administrative oversight for the entire student publications program, including providing administrative leadership for the off-campus printing and circulation of the student newspaper.

The Student Involvement & Leadership Development Programs (SILDP) section, led by 1.00 FTE Specialist Faculty, Position #83705, currently provides organizational advising to five of the six BOR-chartered student organizations, including the:

- undergraduate student government, the Associated Students of the University of Hawaii (ASUH);
- graduate student government, the Graduate Student Organization (GSO);
- student print media governing board, the Board of Publications (BOP);
- student broadcast media governing board, the Broadcast Communication Authority (BCA);
- fee allocation board, the Student Activity & Program Fee Board (SAPFB).

Additionally, the SILDP section provides educational services, including credit and noncredit leadership education as well as annual registration, training, and orientation to the campus registered independent clubs and organizations, including fraternities and sororities. SILDP section also develops, implements, and evaluates a comprehensive student orientation program for incoming undergraduates and their families. To establish a more wieldable span of control for the section lead, Specialist Faculty, Position #83705, this reorganization proposes to re-assign the student publications program and its associated personnel from the SILDP section to the Student Union & Campus Life Services section.

Assigning the student publications program and its three associated personnel (Positions #70084, #81486, and #88334) to the Student Union & Campus Life Services (SUCLS) section creates organizational coherence by aligning comparable programs, the campus center program and the student publications program, under the same administrative unit. The re-assignment of these three student publications-related position counts into the SUCLS section aligns the two staffs who operate analogously in providing concrete deliverables in the form of direct daily student center services and/or "daily" student media like the campus newspaper and the semi-annual campus literary magazine. Realigning the student publications program and the campus center program will bring together under a common administrative section, staff members who derive their primary financial support from comparable mandatory student activity fees. In addition, because student media programs at the Manoa campus include both print media (i.e. student newspaper and student literary magazine) and broadcast media (i.e. student run radio station and student operated video and filmmaking programs using creative technologies), it is also proposed that the student broadcast media program be re-assigned
from the SILDP section to the SUCLS section to foster the synergistic relationships already established and encouraged among the print and broadcast media student staff members and their advisors. This would include reallocating one specialist faculty position count, Position #82864, currently assigned to oversee the student broadcast media program, from the SILDP unit to the SUCLS section together with the student publications program described earlier to strengthen the department’s capacity to provide a comprehensive student media program for the campus.

Once approved, Position #83705 will have three “direct reports” instead of five, and supervisory responsibility for three out of the five BOR-chartered student organizations described above (ASUH, GSO, and SAPFB). The student print media governing board, BOP, and the student broadcast media governing board, BCA will move to SUCLS.

Combining staff members of the student center program, the student publications program, and the student broadcast media program has the potential of moving the working relationships of staff members toward greater collaboration versus operating in independent functional silos. The aim is to increase efficiencies in operations, resources being shared, and cross-functional planning that yield responsive and relevant services that address students’ changing needs.

As the department undertakes the construction, operation, and management of a new student recreation center along with the planning, design, renovation, and modernization of new and existing meeting rooms for expanded conference services as well as new offices for chartered student organizations and their programs, the moniker “student union” goes beyond the campus center program and includes a comprehensive campus recreation and leisure program administered by the Student Recreation Services section, an entirely separate organizational unit of the department. Concurrent with the re-assignment of the student publications program and student broadcast media program described herein, it is further proposed that the section to which they are being re-assigned be re-named from Student Union & Campus Life Services (SUCLS) to Student Events & Campus Life Services (SECLS).

As a result of this reorganization, the Student Events & Campus Life Services (SECLS) section, led by 1.00 FTE Specialist Faculty, Position #88328, will provide organizational advising to three of the six BOR-chartered student organizations, including the:

- student print media governing board, the Board of Publications (BOP), together with three of its programs, the campus newspaper, Ka Leo O Hawai‘i; the campus literary magazine, Hawaii Review; and the student advertising sales program for student publications;
- student broadcast media governing board, the Broadcast Communication Authority (BCA, together with two of its programs, the campus radio station, KTUU-FM; the video production and filmmaking projects service, UH Productions; and
- student center governing board, the Campus Center Board (CCB) and its programming arm, the Activities Council (AC).

Additionally, the SECLS section provides institutionally funded campus services, privately contracted retail services, activity fee funded student operated services, and meeting services for conferencing in the student life facilities. Under this reorganization, Specialist Faculty, Position #88328, will have four “direct reports” instead of five currently in the SUCLS section, and supervisory responsibility for three out of the six BOR-chartered student organizations, together with the manifold student center services desired by the campus community.

C. Explain other alternatives explored.

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

This reorganization proposal endeavors to create an administrative structure that is program-oriented in structure and that encourages staff members to continually employ nimble and fluid approaches to their creative management of resources when accomplishing the department's mission. The proposed structure strives to move professional staff members toward working in more collaborative ways, sharing responsibility and sharing accountability for accomplishing the department's mission and goals. By concentrating professionals in broad administrative thematic sections, a "team" approach and cross-functionality will be the department’s method of operation in order to encourage staff members to continually re-think their delivery of service, especially when responding to changing student needs. This reorganization is intended to foster mutual interdependence within the department as well as to promote collaboration with units across the campus as professionals need to rely on colleagues for assistance in completing their assignments and tasks in fulfilling the department's mission.

E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted.

This reorganization proposal was introduced at a department staff meeting of all members on Monday, July 11, 2011. Subsequent small group meetings were scheduled throughout summer 2011 to solicit feedback, reactions, and input to a first draft as noted below:

- Custodial & Maintenance Staff, July 21, 2011
- Student Recreation Services Staff, July 26, 2011
- Student Union Staff, July 28, 2011
- Student Publications Staff, August 4, 2011
- Administrative & Fiscal Staff, August 12, 2011
- Student Involvement Staff, August 24, 2011

Department staff concerns revolved around four broad clusters:

1) concerns specific to people or positions;
2) concerns related to the proposed refocused unit of Student Life Business Services;
3) concerns related to change; and
4) concerns outlining how a specific change may have organizational or procedural impact.

Given these clusters of concerns, a second draft was developed and discussed at two sessions conducted on October 19, 2011, where all staff members were invited to attend one. Staff concerns about this second version centered around 5 areas:

1) change --- especially how this structural change may not achieve the espoused goal of fostering cross-functioning and mutual interdependent behaviors; how some positions, programs or functions could be located in areas other than as proposed; and how this structural change may impact how individuals do their work;
2) business services unit --- finding balance between financial bottom line and student learning focus/mission; and how will this new unit work on its own and in relation to other sections of the department;
3) name change --- a new change goal affecting the department’s name raised concerns about the pros/cons of using the term “student union”; competing concerns about the purpose of a name as conveying program and professional identity versus the purpose of a name to facilitate branding to a market;
4) personnel --- how specific individuals are being interchanged as section leads; and
5) IT position --- duties and functions, scope of service.

Staff feedback was discussed by the department management team consisting of existing section leads of the department on October 26, 2011. The team went through the 5 areas of concerns and offered additional comments to clarify, reiterate, amplify, support and decline.

In considering all the staff and department management team feedback, the department director synthesized the feedback and offered three different approaches to organizing and structuring personnel and functions to the department management team on November 9, 2011. The three approaches were labeled:

a) thematic clusters with designated cluster leads;
b) thematic clusters with flexible cluster leads; and
c) flexible program units with flexible cluster leads.

The advantages and disadvantages of each approach were thoroughly discussed. Approach A reflected the ordering of functions most closely corresponding to the department’s existing ordering of functions. As such, this was viewed as the least objectionable. Approach B kept the ordering of functions similar to Approach A without any specific individual designated as section lead with sections representing a collection of functions. Instead, section leads were identified in a box called Student Life Section Leads from which individuals could be flexibly assigned to lead a particular section from time to time. Team members expressed their reluctance to this approach since they felt that identifying specific individuals to lead specific sections would facilitate the future recruitment of section leads as well as create a sense of “team” amongst individual positions within a section. Approach C endeavored to break down functions to their smallest sensible, administratively efficient boxes with no leads for each of the five resulting boxes of functions. Similar to Approach B, individuals were placed in the Student Life Section Leads box and available to be appointed to provide leadership for a combination of program boxes of functions. Team members articulated concerns about Approach C similar to those for Approach B.

At a subsequent department management team meeting on November 30, 2011, two other approaches for restructuring developed by section leads on the management team were considered and discussed. The first approach proposed was similar to Approach A above, reflecting a different ordering of department functions. This approach endeavored to maintain a “Student Union” unit keeping facilities under one roof to foster big picture planning for all student life facilities and refocusing this unit on all services currently operated by the Campus Center program. Additionally, this approach proposed splitting the advising, training and development functions for policy governance and those advising, training and development functions for student government and funding into two separate sections, with one section offering training for credit and the other non-credit training. This approach was seen as not acknowledging the desire to expand the meaning of “student union” to be inclusive of both the campus center and student recreation programs. Additionally, this approach created one more section which is counterintuitive to the overall goal of this reorganization to concentrate professionals in broad thematic sections to foster cross-functionality, mutual interdependence, and collaboration. The proposed second approach endeavored to cluster department functions by the core functions of service/program administration; education, training, and development; and business operations and development. This second approach was the least developed and lacked any proposed assignments of specific individual positions.

After much consideration, the general sense among the section leads was that a reorganization proposal should go forward that solely addresses “housekeeping” fixes (all Change Goals except Change Goal 5). Sentiments expressed by the section leads about Change Goal 5 (re-assigning the student media programs) reiterated some staff feedback received in earlier consultation phases about the unclear need to combine the student publications program with the campus
center program, about the designation of the individual/position to serve as section lead, and about the perceived inconsistency in not also re-assigning the student broadcast program with the student publications program since these programs involve student media. As a result of the feedback, Change Goal 5 was revised and the proposal for reorganization was moved forward given the general level of agreement articulated.

In reviewing and analyzing all feedback, the department director reworked and crafted a third draft by reexamining all departmental functions and reordering them into thematic sections. This third draft was presented for departmental staff comment during the months of January and February 2012, holding two open meetings where questions and answers were offered. Feedback revolved around questions of implementation and specific operational processes. It was acknowledged that in order to effectuate the orderly implementation of this reorganization, comprehensive staff planning and collaborative problem-solving would be necessary and initiated by the department leadership.

Internal consultation included submitting the reorganization proposal to, and reacting to written suggestions from, the following campus groups:

- Vice Chancellor for Administration, Finance, & Operations
- Manoa Budget Office
- Manoa Finance & Accounting Office
- Manoa Human Resources

Employee labor unions including UHPA, HGEA, and UPW, together with the Manoa Faculty Senate, were consulted via letter dated 04-17-2012. UHPA responded by telephone on 04-27-2012 with a number of questions, and followed up by email dated 05-01-2012 indicating that it had no further questions. The Manoa Faculty Senate’s Committee on Administration & Budget met on 04-25-2012 to discuss the proposal where questions were responded to, by the proposal’s author. At a subsequent Senate meeting dated 05-02-2012, the Faculty Senate voted to recommend endorsement of the reorganization proposal. No comments were received from HGEA and UPW.

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 whether the reorganization will minimize confusion over authority, roles, and responsibilities.

With this reorganization, the department of Student Life & Development will continue to provide specialized service, organizational advising, and program support to chartered student organizations, registered independent organizations, and other students in comprehensive, purposeful, and responsive ways. Additionally, the department will enhance its role to promote and enhance the student life experience on campus by endeavoring to build “community” and “pride of place” among all students. The supervisor/subordinate reporting relationships are properly identified with the goal of maximizing clarity over authority, roles, and responsibilities.

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. What is the estimated cost of the reorg? No financial costs anticipated. Opportunity costs and staff time to engage in implementation planning subsequent to approval will be incurred.

2. Are additional funds needed? No
If so, how will the cost of the reorg be funded? N/A

3. Will the reorg result in cost savings or be cost neutral? This reorganization is intended to be cost neutral.

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.

No impact on staffing functions and responsibilities are anticipated except as noted in relation to span of control for affected section leads.

2. Will additional faculty/support personnel be required? No
If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase? N/A

3. Will there be a reduction in faculty/staff? No
If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction? N/A

4. Identify the positions impacted by position number, classification title, and anticipated changes.
The positions impacted by this reorganization are described below by Change Goals.
O = Occupied position V = Vacant position

Change Goal #1 ---- Renaming Intramural Recreational Services

No impact anticipated on any positions.

Change Goal #2 ---- Realigning Supervisory Relationship within SUCLS

Student Services Specialists, #80631 (O) and #80942 (O), in the SECLS section, performing meeting and event services functions will report to Student Services Specialist, PBB, #78991 (O). All position descriptions will be updated to reflect the new supervisory relationship.

Change Goal #3 ---- Realigning Positions with Common Program Goals

Student Services Specialist, PBB, #77071 (O) currently under the Director of the department, Position #89190 (O) will report to Specialist Faculty, #85083 (O), head of the Student Recreation Services section. Position description will be updated to reflect new supervisory relationship.

Student Services Specialist, PBA, #78447 (O) currently under the Director of the department, Position #89190 (O) will remain given its departmental wide functional outlook and perspective. Position description will remain as is.

Student Services Specialist, PBB, #81137 (V) will move from the Student Involvement & Leadership Development Programs section to the Office of the Director of the department, #89190 (O). The position description for #81137 has been updated to reflect primary responsibility and oversight for the growing information technology needs, applications, and functions required by the department.
Change Goal #4 ---- Re-conceptualizing the Administrative & Fiscal Support section

Student Services Specialist, PBB, #79129 (O) will move from the Director of the department, #89190 (O) to assume administrative and supervisory responsibility for the newly re-conceptualized Student Life Business Services (SLBS) section. Position description for #79129 will be updated to reflect this responsibility.

Administrative Officer, PBB, #80163 (O) will remain with the reconceptualized Student Life Business Services section, reporting to Student Services Specialist, PBB, #79129 (O), head of the section. All existing subordinates to Administrative Officer, #80163 will remain unchanged in supervision. This includes Administrative Services Associates, all PBA, #78450 (O), #79408 (O), and #80649 (O).

Student Services Specialist, PBB, #80660 (O) currently under the Student Union & Campus Life Services (SUCLS) section headed by Specialist Faculty, #88328 (O), will report to Student Services Specialist, PBB, #79129 (O), head of the SLBS section. All existing subordinates to Student Services Specialist, #80660 will remain unchanged in supervision, and will likewise move from the SUCLS section to the SLBS section. This includes:

a) Building Maintenance Worker, #28597 (O) and existing subordinate Building & Grounds Utility Workers, #44085 (O), #44109 (O), and #45379 (O), and

b) Student Services Specialist, PBA, #78831 (O) and existing subordinate Janitor II staff, #25329 (O), #25392 (O), #44089 (O), #46560 (V), #900563 (V), and #900564 (V).

Change Goal #5 ---- Reassigning the student media programs

Specialist Faculty, Position #70084 (O), currently under the Student Involvement & Leadership Development Programs (SILDP) section, headed by Specialist Faculty, #83705 (O), will move to the Student Engagement & Campus Life Services (SECLS) section. All existing subordinates to Specialist Faculty, #70084 will remain unchanged in supervision, and will likewise move from the SILDP section to the SECLS section. This includes Student Services Specialist, PBB, #81486 (O) and Specialist Faculty, #88334 (O). Furthermore, Specialist Faculty, Position #82854 (O), currently under the SILDP section, will likewise move to the SECLS section.

Specialist Faculty, Position #88328 will continue to serve as SECLS section lead. All existing subordinates to Specialist Faculty, #88328 will remain unchanged in supervision.

5. Will there be changes to supervisory/subordinate relationships? Yes as noted in sections IIB, IIF and IIIA4 described above

If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.? Based on the proposed reorganization, position descriptions for impacted positions will be submitted for update to reflect appropriate new supervisors, and duties and responsibilities. No impact to the banding levels is anticipated, except for Student Services Specialist, PBB, #79129 where an upgrade in band may occur. With the changes proposed in supervision by section leads, the span of control for direct reports will afford section leads the opportunity to engage in comprehensive section planning in order to refine and/or refocus existing scope of services as well as design and develop new services based on assessed student needs. In addition, with time to focus, section leads will be able to provide developmental supervision of their direct reports in order to improve staff effectiveness and efficacy to deliver services administratively and to instruct and train student leaders and student employees with purposeful intention.
C. Impact on space resources:
   1. Will additional space outside own resources/allocations be required? No
      If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? N/A
## Program Title:
Student Life & Development, Office of Student Affairs

<table>
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<tr>
<th>Item No.</th>
<th>Chart No.(s)</th>
<th>Affected Position No(s)</th>
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CURRENT
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
STUDENT LIFE & DEVELOPMENT

FUNCTIONAL STATEMENT

STUDENT LIFE & DEVELOPMENT – Org Code: MASLD

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

Student Life & Development is comprised of the following sections:

ADMINISTRATIVE & FISCAL SUPPORT – Org Code: MAASSL
STUDENT UNION & CAMPUS LIFE SERVICES – Org Code: MASULS
INTRAMURAL RECREATIONAL SERVICES – Org Code: MAIRSL
STUDENT INVOLVEMENT & LEADERSHIP DEVELOPMENT PROGRAMS — Org Code: MASILS

Each of the above offices contributes to the fulfillment of the department’s mission by performing a differential ratio of the five core functions below.

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

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

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

STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR STUDENTS
STUDENT LIFE & DEVELOPMENT
FUNCTIONAL STATEMENT

STUDENT LIFE & DEVELOPMENT – Org Code: MASLD

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

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

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

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

**STUDENT LIFE BUSINESS SERVICES – Org Code: MABSSL (to be confirmed – previously MAASSL)**

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

**STUDENT EVENTS & CAMPUS LIFE SERVICES – Org Code: MASESL (to be confirmed – previously MASUSL)**

- Organizational advising & program/fiscal support for Campus Center Board, Activities Council, Board of Publications, Ka Leo o Hawaii, Hawaii Review, Broadcast Communication Authority, KTUH-FM campus radio station, and video cast UH Productions
- Organizational training & development for Campus Center Board, Activities Council, Board of Publications, Ka Leo o Hawaii, Hawaii Review, Broadcast Communication Authority, KTUH-FM campus radio station, and video cast UH Productions
- Student employee training & development
- Advertising sales development & oversight
- Publications operations including billing, accounts receivables, and circulation
- Meeting & event services including sales/event planning, reservations & scheduling, production setups, equipment upkeep & inventory, onsite program coordination, and event evaluation
- Service administration of student operated services including computer lab, lounge, graphics, games room, and ticket & information
- Service liaison for contracted vendors including American savings bank, UH federal credit union, automated teller machines, barbershop, subway, dental hygiene, and UH bookstore

**STUDENT INVOLVEMENT & LEADERSHIP DEVELOPMENT PROGRAMS – Org Code: MASISL**

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

**STUDENT RECREATION SERVICES – Org Code: MASRSL (to be confirmed – previously MAIRSL)**

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

**APPROVED:**

[Signature]

Virginia S. Hinshaw – Chancellor

Date: 6-18-12
RESPONSES FROM LABOR UNIONS AND CAMPUS GROUPS
Proposed Reorganization of SLD
6 messages

James Kardash <kardash@uhpa.org>         Tue, May 1, 2012 at 9:44 AM
To: "javinar@hawaii.edu" <javinar@hawaii.edu>  
Cc: James Kardash <kardash@uhpa.org>

Hello Dr. Javinar, This is a brief follow-up to our telephone conversation re your April 17, 2012 communication to UHPA inviting comment on the above referenced matter. Thank you for your response to my few questions. The Union has no further questions.

Aloha,

-jimkardash

593-2157, ext#226

James D. Kardash, Ph.D.
Associate Executive Director

Jan Javinar <javinar@hawaii.edu>         Tue, May 1, 2012 at 10:24 AM
To: James Kardash <kardash@uhpa.org>

dr. kardash

I appreciate your followup and our conversation. Great to hear from a former colleague in the field.

Jan javinar
Director of Student Life & Development
MEMORANDUM

TO: Virginia Hinshaw, Chancellor
University of Hawai‘i at Mānoa

Kathy Cutshaw, Vice Chancellor for Administration, Finance and Operations
University of Hawai‘i at Mānoa

Francisco Hernandez, Vice Chancellor for Students
University of Hawai‘i at Mānoa

Jan Javinar, Director of Student Life and Development
University of Hawai‘i at Mānoa

FROM: Robert Cooney, Chair
Mānoa Faculty Senate

RE: Motion to Endorse the Proposed Reorganization of Student Life and Development

The attached Motion to Endorse the Proposed Reorganization of Student Life and Development was approved by the Mānoa Faculty Senate at the May 2, 2012 Senate meeting with 56 votes in support of approval and 4 against. The Reorganization Checklist is also attached.

The Committee on Administration and Budget (CAB) reviewed this issue and provided a report to the Senate at the May 2, 2012 Senate meeting. Documents pertaining to the Motion can be accessed in our documents archive at: http://www.hawaii.edu/uhmfs/documents/archive.html. The committee reports and deliberations can be accessed at: http://www.hawaii.edu/uhmfs/minutes/2011_12/index.html.

Please feel free to contact me if you have any questions or need additional information.
Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget (CAB) as a motion to endorse the reorganization proposal for Student Life and Development, dated April 13, 2012 at the May 2, 2012 Mānoa Faculty Senate Meeting. Approved by the Mānoa Faculty Senate at the May 2, 2012 Senate meeting with 56 votes in support of approval and 4 against.

MOTION TO ENDORSE PROPOSED REORGANIZATION OF STUDENT LIFE AND DEVELOPMENT

After review of the proposal the Committee on Administration and Budget of the Manoa Faculty Senate endorses the proposed reorganization proposal for Student Life and Development, dated April 13, 2012.

Reference material:

Student Life and Development Proposal:

Student Life and Development Website: http://www.manoa.hawaii.edu/studentlife/

Robert Cooney, Ph.D., Senate Chair

Richard W. Chadwick, Ph.D., Senate Secretary
Senate Committee name: Committee on Administration and Budget
Reorganization proposal: Reorganization Proposal for Student Life and Development
Date review completed: April 25, 2012

Summary of faculty senate committee review:

Committee consultation with Administration (names and meeting dates): Jan Javinar, Director of Student Life and Development, April 25, 2012

Committee consultation with affected units (names and meeting dates): Committee Chair received some input from affected faculty members about the reorganization.

Other committee consultations (names and meeting dates): Not applicable

Action recommended by the committee (check one):
- Endorse XX
- Endorse with Reservations
- Oppose
- Returned without recommendation

Comments (summary rationale for recommendation): The proposed reorganization has been vetted with faculty and staff in the unit. Several versions of the reorganization were proposed over time, inputs received and changes made to the proposal. Some concerns were raised by faculty and staff and seem to have been addressed in subsequent versions of the proposal.

Documentation of due diligence in faculty senate review of proposal:

Please provide comments to explain the committee’s rationale for each question. The lower the score, the more explanation there should be of shortcomings.

I. Adequacy of reorganization proposal documentation
(Score 1 to 5: 1 inadequate, 5 excellent, or NA – Not applicable)

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Comments</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Is the background and rationale for reorganization explained in sufficient detail to justify the organizational changes proposed?</td>
<td>Well written and well justified</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Are the groups affected by the reorganization (students, faculty, staff) identified and the impact of the reorganization on these groups</td>
<td>Yes, they are identified and impact explained</td>
<td>4</td>
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<tr>
<td>#</td>
<td>Question</td>
<td>Comments</td>
<td>Score</td>
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<tr>
<td>3</td>
<td>Are the supervisor/subordinate reporting relationships properly identified?</td>
<td>Yes but could be stronger</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Are the position numbers and position classifications accurate and properly listed in the proposal narrative and organizational charts?</td>
<td>Yes, positions of faculty and staff are identified</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Is specific qualitative and quantitative information provided to explain the problem being addressed and the benefits of the reorganization?</td>
<td>Qualitative data are provided regarding the reorganization. Quantitative data not provided.</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Are all resource requirements or savings fully explained?</td>
<td>Explained</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Do the estimated resource requirements or savings appear to be accurate?</td>
<td>Yes, cost neutral</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Are the estimated annual costs and/or benefits of the reorganization provided with an explanation of how these costs will be funded? (additional costs may include new positions, position reclassifications, office furniture or other expenses.)</td>
<td>Cost neutral</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Will additional or alternative space be required due to the reorganization?</td>
<td>Not applicable</td>
<td>NA</td>
</tr>
<tr>
<td>9a</td>
<td>If so, how are the space issues addressed?</td>
<td>Not applicable</td>
<td>NA</td>
</tr>
<tr>
<td>10</td>
<td>Have all documents and correspondence been posted on the OVCAFO website?</td>
<td>Reorganization was posted but no separate comments from stakeholders were posted</td>
<td>3</td>
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</tbody>
</table>

II. Appropriateness of Administration's process and consultation
(Score 1 to 5: 1 = process not followed, 5 process followed in the best of faith, or NA - Not applicable)

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</thead>
<tbody>
<tr>
<td>1</td>
<td>Is the reorganization being proposed by the appropriate administrative leader, and vetted with the appropriate superior?</td>
<td>Yes, apparently so</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Have the members of the affected unit been consulted?</td>
<td>According to the document and in conversation with some of the faculty affected, faculty and staff were involved in the process and input sought and incorporated. While the faculty/staff appear to not have been consulted as the proposal was developed, there were several opportunities for faculty and staff input to react to the initial proposal and that the proposal was modified along the way.</td>
<td>4</td>
</tr>
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</table>
### III. Merits of the proposal

(Score 1 to 5: 1 = proposal lacks merit, 5 = proposal achieves worthy goals, or NA = Not applicable)

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<tbody>
<tr>
<td>1</td>
<td>Does the reorganization address or resolve a problem that has been identified/experienced?</td>
<td>The proposed reorganization is a continuation of a previous reorganization in 2008, to improve efficiency and effectiveness of the Department.</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Have other alternatives been explored before proposing reorganization, such as changing work processes?</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>3</td>
<td>Is the reorganization consistent with the University strategic, program and financial plans?</td>
<td>Not well documented</td>
<td>3</td>
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<tr>
<td>4</td>
<td>Is the current organization inadequate to address the problems experienced?</td>
<td>As mentioned above, the reorganization proposes to advance the previous reorganization.</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>What are the specific anticipated benefits of reorganization?</td>
<td>To improve efficiency and to employ nimble and fluid approaches.</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Are the anticipated benefits significant enough to merit the effort of the reorganization?</td>
<td>They appear to be</td>
<td>4</td>
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<tr>
<td>7</td>
<td>Does the reorganization minimize confusion over authority, roles and responsibilities?</td>
<td>It seems to improve opportunities for collaboration.</td>
<td>4</td>
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<tr>
<td>8</td>
<td>Are functional responsibilities homogeneously grouped under one organizational unit or are functions duplicated among or between various organizational segments?</td>
<td>Some shifting of positions, renaming of parts but functionality appears to be improved.</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Are there unnecessary levels of supervision for the work that must be performed?</td>
<td>Not apparent</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Are there cost savings?</td>
<td>Cost neutral</td>
<td>4</td>
</tr>
<tr>
<td>11</td>
<td>How significant are the cost benefits?</td>
<td>Benefits provide improved efficiency.</td>
<td>4</td>
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<tr>
<td>12</td>
<td>Are additional resources required?</td>
<td>None</td>
<td>4</td>
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<td></td>
<td>Question</td>
<td>Response</td>
<td>Score</td>
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<tr>
<td>13</td>
<td>How significant are the costs required?</td>
<td>Not spelled out</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Is there an impact on the instructional mission?</td>
<td>No apparent affect</td>
<td>4</td>
</tr>
<tr>
<td>15</td>
<td>Is there an impact on the research mission?</td>
<td>Not applicable</td>
<td>NA</td>
</tr>
<tr>
<td>16</td>
<td>Is there an impact on the service or outreach mission?</td>
<td>There will be changes to some unit missions, with functions increased and some consolidated.</td>
<td>4</td>
</tr>
<tr>
<td>17</td>
<td>Do the benefits outweigh the negative impacts?</td>
<td>The appear to be so</td>
<td>4</td>
</tr>
<tr>
<td>18</td>
<td>Are any negative impacts of the reorganization justified?</td>
<td>Faculty members in the unit appear to be neutral or supportive, or at worst, resigned to the reorganization.</td>
<td>3</td>
</tr>
</tbody>
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