MEMORANDUM

TO: Virginia S. Hinshaw
   Chancellor

VIA: Kathleen D. Cutshaw
     Vice-Chancellor for Administration, Finance & Operations

VIA: Francisco J. Hernandez
     Vice-Chancellor for Student Affairs

FROM: Michael W. Kaptik
     Director

SUBJECT: Reorganization Proposal for Office of the Vice-Chancellor for Student Affairs/Residential Life

SPECIFIC ACTION REQUESTED:

We request your approval of a reorganization of Residential Life under the Office of the Vice Chancellor for Students. This will include the change in organization title from Residential Life to Student Housing Services and the reorganization into three (3) areas: Administration, Operations, and Residential Life. The proposed reorganization has been reviewed and approved by the Mānoa Budget Office, Mānoa Human Resources, Mānoa Office of Finance and Accounting and the Mānoa Office of Student Affairs.

RECOMMENDED EFFECTIVE DATE:

Immediately upon final approval.

ADDITIONAL COST:

Student Housing Services is basically a self-supporting unit with special fund revenues derived from rental income, application fees, commissions and rebates, investment income and miscellaneous fees and fines. In addition, funding for seven (7) new general-funded positions at $252,000.00 were included in the Fiscal Biennium Budget, and approved, effective July 2008. It is anticipated that implementation of this reorganization will spread over a minimum of two (2) years, beginning in July 2008. We will fill vacant positions only as funds are reallocated from within our existing resources. Any major construction and repair/renovation projects are funded via the University's Bond System, and are not impacted by this reorganization.

PURPOSE:

The proposed organizational change will better serve the needs of the housing community and the university. The change will allow for greater focus on the essential functions of the housing operations while also allowing the housing staff the opportunity...
to improve the current state and operation of student housing on the UH-Mānoa Campus.

Ultimately, the reorganization will allow staff to improve the service we provide students; provide opportunities for greater student development, academic linkage and retention initiatives; improve facility management and improve fiscal oversight.

BACKGROUND:

The official organization title for student housing is “Residential Life” and its current structure contains four (4) areas: Residential Life; Physical Plant; Conference, Assignments and Off-Campus Housing; and Fiscal Personnel. Residential Life is broken into four (4) distinct areas which operate most of the day-to-day management of the halls including grounds, maintenance, desk operations and community development.

This proposal calls for a change in title from “Residential Life” to “Student Housing Services”. Although the official title was changed to “Residential Life” in 2004, the unit has continued to call itself “Student Housing Services” in day-to-day practice. It is felt that Student Housing Services encompasses all functions of the unit, and better describes the unit as a whole, whereas Residential Life is just one of the areas that are served. Student Housing Services will be organized into three (3) areas which will have specific functional responsibilities but all three (3) areas will collaborate and communicate to ensure students are provided with a strong housing experience.

ACTION RECOMMENDED:

We recommend your approval of a reorganization of Residential Life under the Office of the Vice Chancellor for Students. This will include the change in organization title from Residential Life to Student Housing Services and the reorganization into three (3) areas: Administration, Operations, and Residential Life.

ATTACHMENTS:

- Proposal narrative
- Current organization chart
- Proposed organization chart
- Current Functional Statement
- Proposed Functional Statement
- Attachment 3 – Allocated and Authorized BJ/BT Positions Impacted by the Reorganization
- Copies of letters and responses from Mānoa Budget Office, Mānoa Finance & Accounting, Mānoa Human Resources
- Copies of letters and responses from unions

APPROVED / DISAPPROVED:

Virginia S. Hinshaw
Chancellor

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

**Operations:**
- Promotes independent living, responsibility, community standards, and academic commitment through the operation of adequate, clean, and safe housing for students.
- Develops/implements training programs for staff efficiency and effectiveness.
- Conducts needs assessment, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
- Performs repair and maintenance for student housing facilities.
- Coordinates and implements a Preventive Maintenance Plan for residence life facilities.
- Manages maintenance for facilities in a manner that provides prompt and appropriate remediation to residents 24 hours a day.

**Administration:**
- Develops/implements training programs for staff efficiency and effectiveness.
- Provides special initiatives to build recruitment and retention programs for diverse student populations in coordination with the Office of Student Equity, Excellence, and Diversity.
- Conducts needs assessment, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
- Develops training and marketing materials to promote student leadership development.
- Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student communication.
- Administers housing application, housing contracts, and room assignments in close coordination with Enrollment Management.
- Establishes dedicated graduate student housing to attract and retain top graduate and professional students.
- Coordinates and provides information to Enrollment Management and collaborates on the development of the Enrollment Management Plan.
- Assists students in identifying off-campus housing.

**Residential Life:**
- Promotes independent living, responsibility, community standards, and academic commitment through the operation of adequate, clean, and safe housing for students.
- Spearheads promotion of community and student development through human issues education, faculty involvement, and leadership programs.
- Works with colleagues to direct, supervise, and lead a residential life program, blending student development theory with values inherent in the education mission of the university.
- Delivers high quality residence hall retention efforts, develops special housing initiatives, and plans/develops initiatives that support the academic mission of the University in residential communities.
- Develops/implements training programs for staff efficiency and effectiveness.
• Provides special initiatives to build recruitment and retention programs for diverse student populations in coordination with the Office of Student Equity, Excellence, and Diversity.
• Conducts needs assessment, evaluates activities, and directs the development of a comprehensive program intended to develop the leadership knowledge and skills of students and promote student involvement.
• Develops training and marketing materials to promote student leadership development.
• Provides opportunity to create and conduct academic-based leadership development courses.
• Collaborates with various University offices to promote a quality living-learning environment that will foster and enhance student communication.
• Creates programming that promotes a sense of neighborhood belonging.
• Develops, plans, and implements highly effective residential life activities and other co-curricular social and educational events.
• Oversees development and training of the student residential assistants.
• Enforces community conduct guidelines and performs behavioral interventions in accordance with student development policy.
• Establishes dedicated graduate student housing to attract and retain top graduate and professional students.
• Advises and supports leadership development, implements community standards, and promotes self-governance through residence hall councils.
• Establishes an appropriate security presence and coordinates proactively with campus security and the Honolulu Police Department, as appropriate, to provide a safe environment for residents.
• Conducts residential orientation on coordination with the New Student Orientation and the Dean of Undergraduate Education to provide students the opportunity to develop learning skills, attitudes, and familiarization with the campus that are necessary for success during the first year.
• Develops and implements programming to support new students in their transition into the University of Hawai‘i at Mānoa.
• Develops and implements programming to support transfer students in their transition to the University of Hawai‘i at Mānoa.
• Assists students in identifying off-campus housing.

APPROVED:

Virginia S. Hinshaw, Chancellor
Date: 8-2-09