MEMORANDUM

TO: Virginia S. Hinshaw
   Chancellor

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

FROM: Deborah Huebler
      Assistant Director, Auxiliary Enterprises

SUBJECT: Reorganization Proposal for Duplicating Services

SPECIFIC ACTION REQUESTED:
We request your approval of a reorganization which will eliminate Duplicating Services.

RECOMMENDED EFFECTIVE DATE:
Upon your approval.

ADDITIONAL COST:
No additional cost is associated with this reorganization.

PURPOSE:
The purpose of this reorganization is to follow-up on the UH Mānoa prioritization summary of various administrative units. The Office of Auxiliary Enterprises participated in the UH Mānoa prioritization process, and made several program evaluation and prioritization recommendations. At the time of the prioritization, Duplicating Services was in the process of forming a business plan to become a self-sufficient retail operation with the objective of reducing or eliminating its need for general funding. However, after cost analysis studies were conducted, it was determined that this was not feasible because the program could not be self-sufficient. Therefore, the Duplicating Services program functions will be reduced, the duplicating facility will be closed, and existing staff will be reassigned as a result of these changes.

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 proposal.

**ACTION RECOMMENDED:**
It is recommended that the attached reorganization proposal for Duplicating Services be
approved.

Should you have any questions, please contact Deborah Huebler at x6-0768 or at
dhuebler@hawaii.edu

**Attachments:**
1. Narrative
2. Current org charts and functional statements
3. Proposed org charts and functional statements
4. UHM Attachment 3 – Allocated and Authorized BJ/BT Positions Impacted by the
   Reorganization
5. Copies of letters and responses from internal campus offices (i.e., Mānoa Budget
   Office, Mānoa Finance & Accounting, Mānoa Human Resources)
6. Copies of letters and responses from unions
7. UH Mānoa Prioritization Process for Auxiliary Enterprises

**APPROVED / DISAPPROVED:**

[Signature]  
10/8/10  
Date

Virginia S. Hinshaw  
Chancellor
PROPOSED REORGANIZATION
OF THE UNIVERSITY OF HAWAI‘I
OFFICE OF THE CHANCELLOR, UH MĀNOA
OFFICE OF AUXILIARY ENTERPRISES
DUPLICATING SERVICES
JUNE 2010 (Revised August 2010)

SUMMARY

The purpose of this reorganization is to abolish Duplicating Services and to place the three (3) affected staff members in appropriate positions within Auxiliary Enterprises.

PRESENT ORGANIZATION

The Office of Auxiliary Enterprises is one of the major offices reporting to the Vice Chancellor for Administration, Finance, & Operations. The Auxiliary Services programs under the Office of Auxiliary Enterprises include a variety of general funded and revenue generating programs, such as Duplicating & Mail Services, Faculty Housing & Food Services, and Parking & Transportation Services. The Auxiliary Services programs provide institutional support for the University of Hawai‘i at Mānoa campus. The Bookstore system is also part of Auxiliary Enterprises, and operates bookstores at eight (8) campuses throughout the University of Hawai‘i system. The Administrative Services section provides fiscal, personnel, and information technology support for all Auxiliary Enterprises programs.

PROPOSED REORGANIZATION

It is proposed that the following actions take place for Duplicating Services:

1. Eliminate all centralized duplicating services functions and close the duplicating services facilities.

2. Abolish one (1) vacant position in Duplicating Services due to this proposed functional change, Printshop Supervisor I (position #05052).

3. Reassign and redescribe three (3) filled positions to other areas of Auxiliary Enterprises. The affected positions are Offset Press Operator II (positions #00784, #03456, #19022). It is proposed that position #19022 be reassigned to Parking Services, to assist with customer service and clerical duties at the Parking Office located in the Student Services building; and also within the Parking Manager's office located at the Auxiliary Services building. Positions #00784 & #03456 would be reassigned to the Receiving section of the Bookstore, and would assist with shipping, receiving, and warehouse functions for the Bookstore system.

BACKGROUND/REASONS OF THE PROPOSED REORGANIZATION

The Office of Auxiliary Enterprises participated in the 2009 UH Mānoa prioritization process, and made several program evaluation and prioritization recommendations. At the time of the prioritization, Duplicating Services was already in the process of assessing the feasibility of
becoming self sufficient through recharging all University departments for services, thereby eliminating its need for general funding.

During the past several years, there has been a steady trend in moving towards a more paperless environment. The UH Mānoa Strategic Plan for 2002–2010 stated strategic imperatives to promote the use of technology, and to modernize administrative information systems to reduce the paper environment and streamline business services. In many cases, paper distribution is no longer needed, as high volume paper copies have been replaced by scanning documents, email attachments, and links to websites. This has resulted in a more efficient use of resources and cost savings to individual departments, and a decreased reliance on centralized reprographic services.

Also, most University departments already have their own reprographic equipment capable of handling high volume copies in-house; and the Satellite Copier Program operating out of Auxiliary Services offers bulk-buying discounts for leases of this type of equipment. In addition, the Curriculum and Research Development Group's Marketing and Publications Services (MaPS) located on campus specializes in graphic design, web development, printing and marketing services.

The above circumstances, combined with the budget cuts being experienced by the University, contributed to the conclusion that revenue projections for recharging all University departments for reprographic services could not be deemed sufficient to sustain operations.

There are four (4) positions in Duplicating Services, including one (1) vacant position that will be abolished. It is proposed that the remaining three (3) Duplicating Services employees be reassigned to other areas of Auxiliary Enterprises. The Auxiliary Enterprises programs that can accommodate the additional positions are Parking Services and Mānoa Bookstore. These three (3) positions can be reassigned and redescribed.

As stated in the 2009 UH Mānoa prioritization summary, parking continues to be in high demand at the UH Mānoa campus. It is proposed that one (1) Offset Press Operator II position (#19022) be transferred to Parking Services and redescribed, in order to provide better customer service and enhance the operations of the parking office, which is a self-sustaining operation.

Another self-supporting operation is the University Bookstore System. It is proposed that two (2) Offset Press Operator II positions (#00784, #03456) be transferred to the Mānoa Bookstore Receiving section and redescribed. The Receiving section is responsible for receiving, shipping, and storage of merchandise for the Mānoa store. It is also responsible for merchandise transfers to seven (7) branch bookstores at other UH campuses. Incremental increases in sales each year, planned expansions for the Bookstore System, and the recent centralization of the buying functions in some departments, have and will continue to significantly increase the volume of merchandise handled by the warehouse and receiving departments. The transfer of the two Offset Press Operator II positions would help address the greater workload resulting from the increased handling and transfers of merchandise from the Mānoa stores to branch stores.
ALTERNATIVES CONSIDERED

This type of program reduction would normally result in a Reduction-In-Force (RIF) process. Because other departments (specifically Parking Operations and the Manoa Bookstore) within Auxiliary Enterprises would benefit, and in order to avoid laying off employees in Duplicating Services, it is proposed that the affected positions in Duplicating Services be reassigned to other areas of Auxiliary Enterprises.

COST OF REORGANIZATION

Following is a summary of the impact of this proposed reorganization:

Additional positions, functions, and programs: None

Variances: None

Reclassification or redescription impact: See Attachment 3

Additional office space required: There will be no need for additional office space.

Additional cost of reorganization: No additional costs are anticipated to accomplish this reorganization. No additional allotment of funds is being requested to accomplish this reorganization.

Attachment 1: Current Organization Charts & Functional Statement
Attachment 2: Proposed Organization Charts & Functional Statements
Attachment 3: Positions Impacted by Reorganization
CURRENT

ORGANIZATION CHARTS

&

FUNCTIONAL STATEMENTS
AUXILIARY ENTERPRISES – Org Code: MAUXE

Auxiliary Enterprises provides leadership and coordination in planning, developing, and directing activities relating to UH Mānoa Auxiliary Services, the UH Bookstore System, Administrative Services, and system-wide Business Development.

The Office of the Director of Auxiliary Enterprises plans, organizes, directs, and controls UH Auxiliary Enterprises programs which include: System-wide business development and commercial enterprise opportunities, conference center, administrative services, Mānoa campus auxiliary services, system-wide bookstores on eight campuses, and other retail facilities or concessions, both on and off campus.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Enterprises matters.

BUSINESS DEVELOPMENT – Org Code: MABDAX

Plans, organizes, directs, and controls business development functions of Auxiliary Enterprises. Researches feasibility of new retail business ventures and implements viable business opportunities. Conducts the advertising and public relations efforts for Auxiliary Enterprises through various media and coordinates promotional activities. Analyzes existing operations and develops plans to improve existing functions.

1. Meets with various company representatives and establishes plans for new business ventures.

2. Oversees management of various business ventures under the supervision of the Business Development section.

3. Conducts a program of advertising, promotions, and public relations for Auxiliary Enterprises units through the use of various types of media.

4. Purchases and promotes emblematic merchandise that supports various University of Hawaii programs.

CONFERENCE CENTER – Org Code: MACCAK

Provides a program to meet the needs of the University of Hawai‘i at Mānoa in the area of organizing and managing conferences, institutes and symposia.

1. Provides services to organizations such as the University of Hawai‘i, State and municipal government agencies, and community groups whose activities are consistent with and have an affinity with the University of Hawai‘i.
2. Responsible for Conference Center program development, marketing, budgeting and accounting.

3. Responsible for conference management, facilitating and promoting the use of distance technology in course development and delivery.
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MANOA
VICE CHANCELLOR FOR ADMINISTRATION, FINANCE & OPERATIONS
CAMPUS SERVICES
AUXILIARY ENTERPRISES
ADMINISTRATIVE SERVICES

FUNCTIONAL STATEMENT

ADMINISTRATIVE SERVICES – Org Code: MAASAX

This department plans, organizes, directs, and controls administrative functions of Auxiliary Enterprises, including Advertising, Fiscal Services, Management Information Services, and Personnel.

FISCAL SERVICES – Org Code: MAASAX

Responsible for Auxiliary Enterprises and designated units under the Office of the Chancellor. UH Hawai‘i fiscal controls, financial reporting, non-retail procurement and budgeting.

1. Maintains an accounting system for all Auxiliary Enterprises units, based on and integrated with the University’s accounting system.

2. Prepares and analyzes financial and budget reports for all programs.

3. Establishes and enforces fiscal controls and procedures for cash and inventory.

4. Coordinates all audit activities with internal and external auditors.

5. Coordinates physical inventory and monitors inventory control.

6. Coordinates investment of available cash.

7. Maintains fiscal records and files.

8. Processes all payments and operates imprest fund accounts.

9. Monitors non-retail procurement of materials and services. Prepares all bid specifications, and administers all contracts for maintenance, lease rental, goods and services.

10. Processes all accounts receivables, reconciles statements and reports, and monitors credit memos.

11. Count and/or deposit all collections including, cash, scholarship charges, and departmental requisitions.

INFORMATION TECHNOLOGY MANAGEMENT – Org Code: MAITAX

Responsible for the system development and maintenance, operations, technical support and management support in all areas of computerized management information systems.

1. Performs systems analysis, design, tests, installations and maintenance for all Auxiliary Enterprises units.

2. Designs, maintains and coordinates Auxiliary Enterprises websites.
3. Develops and controls production schedules for computerized functions for all Auxiliary Enterprises operations and projects.

4. Provides technical assistance, user training, and provides support for all Auxiliary Enterprises information system activities.

PERSONNEL – Org Code: MAHRAX

Administers personnel for Auxiliary Enterprises and designated units under the Office of the Chancellor, UH Hawai‘i. Responsible for all matters related to recruitment, selection, benefits, classification, compensation, employee records, training, employee relations, and organization management.

1. Provides assistance in staffing analysis, and ensures that the recruitment and selection process is in accordance with personnel laws and procedures.

2. Administers benefits, leave accounting, and training for designated units. Provides technical advice on position classification matters, and processes classification and compensation transactions.

3. Maintains employee records, and handles all employee relations and grievance matters.

4. Provides technical advice and support in evaluation of organizational structure, and processing organizational changes.
AUXILIARY SERVICES – Org Code: MAANAX

This Office plans, organizes, directs, and controls the activities of the following Auxiliary Services programs – Duplicating Services, Campus Mail Services, Faculty Housing, Food Services, Parking Services, and Transportation Services, in accordance with established policies.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Services matters.

DUPICATING & MAIL SERVICES – Org Code: MADMAX

This Office is responsible for the daily operations of the Duplicating & Campus Mail sections.

1. Establishes goals and objectives, and directs the daily operations of the Duplicating & Campus Mail programs.

2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to other Auxiliary Services programs as needed.

Duplicating – Org Code: MADPAX

Responsible for providing efficient, low-cost reprographic services and capabilities through its central facility and satellite copy machine sites.

1. Provides duplicating services to campus users.

2. Provides a centralized service for copy machine maintenance and acquisition.

3. Issues, evaluates, and controls departmental allocations for reprographic services.

4. Researches technological advances and implements feasible changes.

Mail Services – Org Code: MAMLAX

Provides daily mail pickup and delivery services to Manoa campus departments on a timely, cost-efficient basis.

1. Picks up, sorts, and delivers intra-campus, incoming, outgoing, and state messenger mail.

2. Issues, evaluates, and controls departmental allocations for mail services.
3. Develops and maintains delivery point barcode (Zip + 4) database for Manoa campus departments.

4. Keeps abreast of United States postal service rules and regulations concerning non-profit mailers.

5. Offers a variety of methods to ship mail and parcels.

6. Provides mailbox rental services.

FACULTY HOUSING & FOOD SERVICE – Org Code: MAFFAX

This Office advises and participates in the development, sale, and mortgage loan assistance of faculty housing properties. Responsible for the daily operations of the Faculty Housing & Food Service sections.

1. Establishes goals and objectives, and directs the daily operations of the Faculty Housing & Food Service sections.

2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to other Auxiliary Services programs as needed.

Faculty Housing – Org Code: MAFFAX

Provides self-sustaining faculty housing program to assist new faculty members with low-cost, temporary housing during their period of adjustment to local economic conditions. Provides faculty housing units for sale to faculty members.

1. Manages rental agreements for all faculty housing apartments. Operates and maintains the apartment unit rentals.

2. Provides for the acceptance, evaluation, and processing of requests for housing; reviews and approves assignments of leases in accordance with University policies.

3. Conducts preventive maintenance programs, major renovations, and replacement of furniture and equipment, and custodial and grounds maintenance to improve the physical quality of faculty housing, and provides security of the apartments in order to make the faculty housing complex safe and livable.

4. Provides mortgage loan assistance to eligible faculty members interested in purchasing faculty housing units through the University.

Food Service – Org Code: MACOAX

Responsible for satisfying the nutritional needs of the University community by providing choices of products at the lowest possible cost that are high in quality, and with the best possible services.

1. Administers the food service contract for the Manoa campus. Develops contract specifications focusing on the quality of menus, the manner of service, the economy of prices, and merchandising that provides optimal customer satisfaction.

2. Monitors the food service contractor to insure adequate delivery of service, in compliance with the provisions of the contract and applicable codes and ordinances.

3. Serves as liaison with the University community, and ensures customer satisfaction in all aspects of the food service program.
PARKING & TRANSPORTATION – Org Code: MAPTX

This Office is responsible for the daily operations of the Parking & Transportation sections.

1. Establishes goals and objectives, and directs the daily operations of the Parking & Transportation sections.

2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to other Auxiliary Services programs as needed.

Parking Services – Org Code: MAPARK

Responsible for orderly parking and traffic flow on the Manoa campus in accordance with the applicable parking regulations as approved by the Board of Regents.

1. Provides for the allocation and sale of available campus parking spaces to various users on an equitable basis.

2. Repairs and maintains parking areas, participates in the planning of additions and improvements to existing parking areas on campus.

3. Provides emergency repairs for the Manoa campus.

4. Develops and enforces parking regulations and controls vehicular traffic on campus.

5. Provides and manages an appeals process for people contesting parking citations for violating parking regulations on campus.

6. Provides parking-related services for special events held on campus such as sporting events, charity functions, concerts, etc.

Transportation Services – Org Code: MATRNS

Provides for the rental, purchasing/leasing, preventive maintenance, and repair of University vehicles.

1. Administers services related to the operation of a central motor pool and garage on campus.

2. Prepares specifications and bid proposals for the purchase of motor vehicles based on user’s requirements and vehicle replacement program.

3. Conducts preventive maintenance and repairs on vehicles.
BOOKSTORE SYSTEM — Org Code: MABKST

Plans, organizes, directs, and controls University of Hawaii Bookstores located at various campuses throughout the University of Hawaii system.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Bookstore matters.

UH MANOA BOOKSTORE — Org Code: MABKMA

Responsible for the daily operations of the University of Hawaii at Manoa Bookstore.

1. Establishes goals and objectives, and directs the daily operations of the Manoa Bookstore, in accordance with the diverse needs of various colleges, schools, and departments of the Manoa campus.

2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to branch bookstores as needed.

COMPUTER SALES

Responsible for the purchase and sale of a variety of computer hardware, software and peripherals to meet the academic needs of the University community. Provides for the repair, maintenance, and servicing of computers purchased through the Bookstore.

1. Plans, orders, merchandises computer hardware, software, and peripherals.

2. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

3. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

4. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

5. Provides services for repair, maintenance, and servicing of computer hardware sold through the Bookstore.

ELECTRONIC COMMERCE

Responsible for managing all business conducted through internet websites, including timely order fulfillment in the electronic sale of books and merchandise, and providing customer service via the internet.

1. Provides for the timely fulfillment of orders generated via Bookstore related websites.
2. Obtains adequate supply of inventory or arranges for timely transportation of inventory from appropriate sources.

3. Responds to inquiries and concerns initiated by customers via electronic mail.

4. Coordinates marketing efforts to improve and expand electronic commerce.

**MEDICAL BOOKSTORE**

Responsible for the timely purchase and sale of medical textbooks and medical supplies needed by students.

1. Plans, orders, merchandises all required and optional medical textbooks and medical supplies for the University of Hawaii at Manoa, in accordance with the School of Medicine’s unique problem based learning curriculum.

2. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.

3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

**OPERATIONS**

Receiving, Warehousing, Shipping, Custodial Services, and Cashiering.

Responsible for receiving, shipping, and storage of merchandise. Provides general operational support services. Supports and processes all sales, charges, and refund transactions for the entire Manoa campus store.

1. Provides receiving, verifying and tagging of incoming merchandise.

2. Stores merchandise in warehouse facilities or peripheral areas pending display or sale.

3. Provides for pickup, delivery or shipment of Bookstore items, both on and off campus.

4. Maintains cleanliness and good appearance of store and makes minor repairs.

5. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

6. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.

7. Coordinates counting and depositing of all collections (i.e., cash, scholarship charges, departmental requisitions) with the Fiscal Office.

8. Plans, orders, and merchandises graduation announcements, caps and gowns.

**SUPPLIES**

Responsible for the timely purchase and sale of classroom, office, art and laboratory supplies. Provides souvenirs and gift items, and items for personal convenience.

1. Plans, orders, merchandises required classroom supplies, various items of stationery, convenience items and services.

2. Sells emblematic souvenirs and sports clothing to promote school spirit and promote the University in general.
3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

TEXTBOOKS
Responsible for the timely purchase and sale of text materials prescribed by faculty.

1. Plans, orders, merchandises all required and optional textbooks (except medical textbooks) for the University of Hawaii at Manoa, including the Outreach College, in accordance with academic schedules.

2. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.

3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

TRADEBOOKS
Responsible for the purchase and sale of a variety of tradebooks and other merchandise for technical, supplementary, and recreational reading.

1. Plans, orders, merchandises a full line of study aids, reference materials, and various forms of recreational reading.

2. Plans, orders, merchandises all reference books and related materials as required.

3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

BRANCH STORES
Provide books and general merchandise at the University of Hawaii at Hilo and Community College campuses in a manner similar to the Manoa store, but adapted to the size and special characteristics of the individual campuses. The branch stores are as follows:

UH Hilo Bookstore – Org Code: MABCH1
Honolulu CC Bookstore – Org Code: MABKHO
Kapiolani CC Bookstore – Org Code: MABKKA
Kuah CC Bookstore – Org Code: MABKKU
Leeward CC Bookstore – Org Code: MABKLE
Maui CC Bookstore – Org Code: MABKMU
Windward CC Bookstore – Org Code: MABKWI

1. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds.
2. Counts and deposits all collections, including cash, scholarship charges, and departmental requisitions.

3. Purchases and provides for sale of all required textbooks in accordance with academic schedules for each campus.

4. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.

5. Orient stock to the campus community, purchases and provides for sale of technical books, journals, periodicals, and literature for leisure reading.

6. Purchases and provides for sale of required classroom supplies and a representative stock of supplementary materials, such as notebooks, pencils, binders, etc.

7. Purchases and provides for sale of health and comfort items for the convenience of the campus community.

8. Provides for sale of computer hardware, software, and peripherals to support customer needs.

9. Stocks and displays merchandise, and maintains cleanliness of the store.

10. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

11. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.

12. Provides for receiving, shipping, and storage of merchandise.

13. Responsible for return of unsold books, and other inventory control procedures.

14. Prepares and processes various administrative and fiscal data (i.e., payables, receivables, overtime requests, student payroll, etc.) through administrative office.
PROPOSED

ORGANIZATION CHARTS

&

FUNCTIONAL STATEMENTS
AUXILIARY ENTERPRISES – Org Code: MAAUXE

Auxiliary Enterprises provides leadership and coordination in planning, developing, and directing activities relating to UH Manoa Auxiliary Services, the UH Bookstore System, Administrative Services, and system-wide Business Development.

The Office of the Director of Auxiliary Enterprises plans, organizes, directs, and controls UH Auxiliary Enterprises programs which include: System wide business development and commercial enterprise opportunities, conference center, administrative services, Manoa campus auxiliary services, system wide bookstores on eight campuses, and other retail facilities or concessions, both on and off campus.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Enterprises matters.

BUSINESS DEVELOPMENT – Org Code: MABDAX

Plans, organizes, directs, and controls business development functions of Auxiliary Enterprises. Researches feasibility of new retail business ventures and implements viable business opportunities. Conducts the advertising and public relations efforts for Auxiliary Enterprises through various media and coordinates promotional activities. Analyzes existing operations and develops plans to improve existing functions.

1. Meets with various company representatives and establishes plans for new business ventures.

2. Oversees management of various business ventures under the purview of the Business Development section.

3. Conducts a program of advertising, promotions, and public relations for Auxiliary Enterprises units through the use of various types of media.

4. Purchases and promotes emblematic merchandise that supports various University of Hawai‘i programs.

CONFERENCE CENTER – Org Code: MACCAX

Provides a program to meet the needs of the University of Hawai‘i at Mānoa in the area of organizing and managing conferences, institutes and symposia.

1. Provides services to organizations such as the University of Hawai‘i, State and municipal government agencies, and community groups whose activities are consistent with and have an affinity with the University of Hawai‘i.

2. Responsible for Conference Center program development, marketing, budgeting and accounting.

3. Responsible for conference management, facilitating and promoting the use of distance technology in course development and delivery.
STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE CHANCELLOR, UH MANOA
AUXILIARY ENTERPRISES
ADMINISTRATIVE SERVICES
CHART II

AUXILIARY ENTERPRISES

ADMINISTRATIVE SERVICES
Org Code: MAASAX
Administrative Officer, PBC, #60395 (B) 1.00

FISCAL SERVICES
Org Code: MAFSAX
Administrative Officer, PBB, #81505 1.00
Fiscal Accounting Sp, PBB, #80276 (B), #60136 (B) 2.00
Fiscal Accounting Sp, PBA, #77323 (W) 1.00
Account Clerk IV, SR13, #15948 1.00
Account Clerk IV, SR13, #14867 (B)* 1.00
Account Clerk III, SR11, #10425 (B), #14986 (B) 2.00
Account Clerk IV, SR13, #15950 (W) 1.00
Account Clerk III, SR11, #17431 (B), #46843 (B) 2.00

INFORMATION TECHNOLOGY MANAGEMENT
Org Code: MAITAX
Computer Specialist, PBB, #80125 (B) 1.00
Computer Specialist, PBA, #1672 (B) 1.00
Web Developer, PBA, #80960 (B) 1.00
Adm & Fiscal Supp Sp, PBA, #60683 (B) 1.00

PERSONNEL
Org Code: MAHRAX
Personnel Officer, PBB, #77873 (B) 1.00
Personnel Officer, PBA, #60204 (B) 1.00
Adm & Fiscal Supp Sp, PBA, #80427 (B) 1.00

General Funds: 2.00 FTE
(B) Special Funds: 22.00 FTE
(W) Revolving Funds: 1.00 FTE

(B) Special Funds Positions abolished but retained position count: #16833, 17852, 19970, 35072, 43822, 900127

*Position abolished, to be redescribed
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
VICE CHANCELLOR FOR ADMINISTRATION, FINANCE & OPERATIONS
CAMPUS SERVICES
AUXILIARY ENTERPRISES
ADMINISTRATIVE SERVICES

ADMINISTRATIVE SERVICES – Org Code: MAASAX

This department plans, organizes, directs, and controls administrative functions of Auxiliary Enterprises, including Advertising, Fiscal Services, Information Technology Management, and Personnel.

FISCAL SERVICES – Org Code: MAFSAX

Responsible for Auxiliary Enterprises and designated units under the Office of the Chancellor, UH Mānoa fiscal controls, financial reporting, non-retail procurement and budgeting.

1. Maintains an accounting system for all Auxiliary Enterprises units, based on and integrated with the University’s accounting system.

2. Prepares and analyzes financial and budget reports for all programs.

3. Establishes and enforces fiscal controls and procedures for cash and inventory.

4. Coordinates all audit activities with internal and external audits.

5. Coordinates physical inventory and monitors inventory control.

6. Coordinates investment of available cash.

7. Maintains fiscal records and files.

8. Processes all payments and operates imprest fund account.

9. Monitors non-retail procurement of materials and services, prepares all bid specifications, and administers all contracts for maintenance, lease rental, goods and services.

10. Processes all accounts receivables, reconciles statements and reports, and monitors credit memos.

11. Count and/or deposit all collections including, cash, scholarship charges, and departmental requisitions.

INFORMATION TECHNOLOGY MANAGEMENT – Org Code: MAITAX

Responsible for the system development and maintenance, operations, technical support and management support in all areas of computerized management information systems.

1. Performs systems analysis, design, tests, installations and maintenance for all Auxiliary Enterprises units.

2. Designs, maintains and coordinates Auxiliary Enterprises websites.

3. Develops and controls production schedules for computerized functions for all Auxiliary Enterprises operations and projects.
4. Provides technical assistance, user training, and provides support for all Auxiliary Enterprises information system activities.

PERSONNEL – Org Code: MAHRAX

Administers personnel for Auxiliary Enterprises and designated units under the Office of the Chancellor, UH Manoa. Responsible for all matters related to recruitment, selection, benefits, classification, compensation, employee records, training, employee relations, and organization management.

1. Provides assistance in staffing analysis, and ensures that the recruitment and selection process is in accordance with personnel laws and procedures.

2. Administers benefits, leave accounting, and training for designated units. Provides technical advice on position classification matters, and processes classification and compensation transactions.

3. Maintains employee records, and handles all employee relations and grievance matters.

4. Provides technical advice and support in evaluation of organizational structure, and processing organizational changes.
AUXILIARY SERVICES – Org Code: MAAXAX

This Office plans, organizes, directs, and controls the activities of the following Auxiliary Services programs – Campus Mail Services, Faculty Housing, Food Services, Parking Services, Transportation Services, and satellite copier service in accordance with established policies.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Services matters.

MAIL SERVICES – Org Code: MADMAX

This Office is responsible for the daily operations of the Campus Mail section.

1. Establishes goals and objectives, and directs the daily operations of the Campus Mail program.

2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to other Auxiliary Services programs as needed.

Mail Services – Org Code: MAMLAX
Provides daily mail pickup and delivery services to Manoa campus departments on a timely, cost-efficient basis.

1. Picks up, sorts, and delivers intra-campus, incoming, outgoing, and state messenger mail.

2. Issues, evaluates, and controls departmental allocations for mail services.

3. Develops and maintains delivery point barcode (Zip + 4) database for Manoa campus departments.

4. Keeps abreast of United States postal service rules and regulations concerning non-profit mailers.

5. Offers a variety of methods to ship mail and parcels.

6. Provides mailbox rental services.

FACULTY HOUSING & FOOD SERVICE – Org Code: MAFFAX

This Office advises and participates in the development, sale, and mortgage loan assistance of faculty housing properties. Responsible for the daily operations of the Faculty Housing & Food Service sections.
1. Establishes goals and objectives, and directs the daily operations of the Faculty Housing & Food Service sections.

2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to other Auxiliary Services programs as needed.

   **Faculty Housing – Org Code: MAFHAX**
   Provides self-sustaining faculty housing program to assist new faculty members with low-cost, temporary housing during their period of adjustment to local economic conditions. Provides faculty housing units for sale to faculty members.
   
   1. Manages rental agreements for all faculty housing apartments. Operates and maintains the apartment unit rentals.
   
   2. Provides for the acceptance, evaluation, and processing of requests for housing; reviews and approves assignments of leases in accordance with University policies.
   
   3. Conducts preventive maintenance programs, major renovations, and replacement of furniture and equipment, and custodial and grounds maintenance to improve the physical quality of faculty housing, and provides security of the apartments in order to make the faculty housing complex safe and livable.
   
   4. Provides mortgage loan assistance to eligible faculty members interested in purchasing faculty housing units through the University.

   **Food Service – Org Code: MAFOAX**
   Responsible for satisfying the nutritional needs of the University community by providing choices of products at the lowest possible cost that are high in quality, and with the best possible services.
   
   1. Administers the food service contract for the Manoa campus. Develops contract specifications focusing on the quality of menus, the manner of service, the economy of prices, and merchandising that provides optimal customer satisfaction.
   
   2. Monitors the food service contractor to insure adequate delivery of service, in compliance with the provisions of the contract and applicable codes and ordinances.
   
   3. Serves as liaison with the University community, and ensures customer satisfaction in all aspects of the food service program.

   **PARKING & TRANSPORTATION – Org Code: MAPTAX**
   This Office is responsible for the daily operations of the Parking & Transportation sections.

   1. Establishes goals and objectives, and directs the daily operations of the Parking & Transportation sections.

   2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

   3. Provides support to other Auxiliary Services programs as needed.

   **Parking Services – Org Code: MAPARK**
   Responsible for orderly parking and traffic flow on the Manoa campus in accordance with the applicable parking regulations as approved by the Board of Regents.
1. Provides for the allocation and sale of available campus parking spaces to various users on an equitable basis.

2. Repairs and maintains parking areas, participates in the planning of additions and improvements to existing parking areas on campus.

3. Provides emergency repairs for the Manoa campus.

4. Develops and enforces parking regulations and controls vehicular traffic on campus.

5. Provides and manages an appeals process for people contesting parking citations for violating parking regulations on campus.

6. Provides parking-related services for special events held on campus such as sporting events, charity functions, concerts, etc.

Transportation Services – Org Code: MATRNS
Provides for the rental, purchasing/leasing, preventive maintenance, and repair of University vehicles.

1. Administers services related to the operation of a central motor pool and garage on campus.

2. Prepares specifications and bid proposals for the purchase of motor vehicles based on users' requirements and vehicle replacement program.

3. Conducts preventive maintenance and repairs on vehicles.

APPROVED:

Virginia S. Hinshaw, Chancellor  Date
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<thead>
<tr>
<th>MANOA BOOKSTORE</th>
<th>UH Hilo BOOKSTORE</th>
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**APPROVED:**

Virginia S. Hinshaw, Chancellor

*Position abolished, to be reflected in future reorganization proposal*

**To be redescribed**
BOOKSTORE SYSTEM – Org Code: MABKST

Plans, organizes, directs, and controls University of Hawaii Bookstores located at various campuses throughout the University of Hawaii system.

1. Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

2. Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

3. Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Bookstore matters.

UH MANOA BOOKSTORE – Org Code: MABKMA

Responsible for the daily operations of the University of Hawaii at Manoa Bookstore.

1. Establishes goals and objectives, and directs the daily operations of the Manoa Bookstore, in accordance with the diverse needs of various colleges, schools, and departments of the Manoa campus

2. Analyzes production, financial condition, quality of service, and directs the implementation of procedures to improve services.

3. Provides support to branch bookstores as needed.

COMPUTER SALES

Responsible for the purchase and sale of a variety of computer hardware, software and peripherals to meet the academic needs of the University community. Provides for the repair, maintenance, and servicing of computers purchased through the bookstore.

1. Plans, orders, merchandises computer hardware, software, and peripherals.

2. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

3. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

4. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

5. Provides services for repair, maintenance, and servicing of computer hardware sold through the Bookstore.

ECOMMERCE

Responsible for managing all business conducted through internet websites, including timely order fulfillment in the electronic sale of books and merchandise, and providing customer service, via the internet.

1. Provides for the timely fulfillment of orders generated via Bookstore related websites.

2. Obtains adequate supply of inventory or arranges for timely transportation of inventory from appropriate sources.
3. Responds to inquiries and concerns initiated by customers via electronic mail.

4. Coordinates marketing efforts to improve and expand electronic commerce.

**MEDICAL BOOKSTORE**
Responsible for the timely purchase and sale of medical textbooks and medical supplies needed by students.

1. Plans, orders, merchandises all required and optional medical textbooks and medical supplies for the University of Hawaii at Manoa, in accordance with the School of Medicine’s unique problem based learning curriculum.

2. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.

3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

**OPERATIONS**
Receiving, Warehousing, Shipping, Custodial Services, and Cashiering.

Responsible for receiving, shipping, and storage of merchandise. Provides general operational support services. Supports and processes all sales, charges, and refund transactions for the entire Manoa campus store.

1. Provides receiving, verifying and tagging of incoming merchandise.

2. Stores merchandise in warehouse facilities or peripheral areas pending display or sale.

3. Provides for pickup, delivery or shipment of Bookstore items, both on and off campus.

4. Maintains cleanliness and good appearance of store and makes minor repairs.

5. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

6. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.

7. Coordinates counting and depositing of all collections (i.e., cash, scholarship charges, departmental requisitions) with the Fiscal Office.

8. Plans, orders, and merchandises graduation announcements, caps and gowns.

**SUPPLIES**
Responsible for the timely purchase and sale of classroom, office, art and laboratory supplies. Provides souvenirs and gift items, and items for personal convenience.

1. Plans, orders, merchandises required classroom supplies, various forms of stationery, convenience items and services.

2. Sells emblematic souvenirs and sports clothing to promote school spirit and promote the University in general.

3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.
4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

TEXTBOOKS
Responsible for the timely purchase and sale of text materials prescribed by faculty.
1. Plans, orders, merchandises all required and optional textbooks (except medical textbooks) for the University of Hawaii at Manoa, including the Outreach College, in accordance with academic schedules.

2. Arranges for used book buy-back, where students can sell books back at the end of each semester and the beginning of the Fall and Spring terms.

3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

TRADEBOOKS
Responsible for the purchase and sale a variety of tradebooks and other merchandise for technical, supplementary, and recreational reading.
1. Plans, orders, merchandises a full line of study aids, reference materials, and various forms of recreational reading.

2. Plans, orders, merchandises all reference books and related materials as required.

3. Controls inventory to achieve appropriate turnover rate. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

4. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds. Provides services for off-campus and outreach programs.

5. Stocks and displays merchandise, and maintains cleanliness of sales floor. Provides general clerical support for the entire store.

BRANCH STORES
Provide books and general merchandise at the University of Hawaii at Hilo and Community College campuses in a manner similar to the Manoa store, but adapted to the size and special characteristics of the individual campuses. The branch stores are as follows:

UH Hilo Bookstore – Org Code: MABKHI
Honolulu CC Bookstore – Org Code: MABKHO
Kapiolani CC Bookstore – Org Code: MABKKA
Kauai CC Bookstore – Org Code: MABKUU
Leeward CC Bookstore – Org Code: MABKLE
Maui CC Bookstore – Org Code: MABKMU
Windward CC Bookstore – Org Code: MABKWI

1. Provides assistance to all customers of the store, and operates cash registers to record various types of sales and refunds.
2. Counts and deposits all collections, including cash, scholarship charges, and departmental requisitions.

3. Purchases and provides for sale of all required textbooks in accordance with academic schedules for each campus.

4. Arranges for used book buy-back, where students can sell book back at the end of each semester and the beginning of the Fall and Spring terms.

5. Orient stock to the campus community, purchases and provides for sale of technical books, journals, periodicals, and literature for leisure reading.

6. Purchases and provides for sale of required classroom supplies and a representative stock of supplementary materials, such as notebooks, pencils, binders, etc.

7. Purchases and provides for sale of health and comfort items, for the convenience of the campus community.

8. Provides for sale of computer hardware, software, and peripherals to support customer needs.

9. Stocks and displays merchandise, and maintains cleanliness of the store.

10. Determines strategies for markdown and movement of merchandise, and coordinates special sales and promotions.

11. Makes arrangements for additional change fund, staffing, and supplies needed during peak periods.

12. Provides for receiving, shipping, and storage of merchandise.

13. Responsible for return of unsold books, and other inventory control procedures.

14. Prepares and processes various administrative and fiscal data (i.e., payables, receivables, overtime requests, student payroll, etc.) through administrative office.
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<th>Item No.</th>
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* For the record: Duplicating Services has 1.00 unallocated general fund FTE in the Chancellor's Pool—abolished position #00777, Duplicating Machine Operator III.

Deborah Huebler, Assistant Director 10/7/2010 966-2980
Administrator's Signature, Name and Title Date Telephone Number

HR Review ✔
OFA Review ✔
COPIES OF LETTERS AND
RESPONSES FROM INTERNAL
CAMPUS OFFICES
(Mānoa Budget Office, Mānoa Finance &
Accounting, Mānoa Human Resources)
MEMORANDUM

TO: Debra Ann Ishii
Executive Assistant to the Chancellor
University of Hawaii at Manoa

FROM: Bob Nagao
Manoa Budget Director

SUBJECT: Duplicating Services Reorganization Final Draft: Manoa Budget Office Comments

The final draft of the reorganization proposal to delete Duplicating Services incorporates recommendations from our internal review that: 1) the authorized means of financing for the affected positions should remain as general funds; and 2) abolished position #00777 (unallocated FTE held in the Chancellor's Pool) be included on UHM Attachment 3, which lists authorized positions impacted by the reorganization.

It is noted that the organizational charts submitted as the “current” charts for the initial version reflected the approved organization as of July 2009, while the final draft used the July 2010 update for the “current” charts. The salient difference between the two versions is that, of the 7.00 FTE which appear under Duplicating Services on the July 2009 org chart, 3.00 FTE (#00778, #10267 and #06957) were removed from the Duplicating Services box on the July 2010 chart and listed as abolished positions at the bottom of the page. As a result of this change, the final draft’s “current” org chart shows only 4.00 positions in Duplicating Services, and the related narrative and UHM Attachment 3 form were updated accordingly.

The following revisions should be made to the “proposed” org charts:

Chart III Typographical error in the header -- the title “ Auxiliary Services ” is misspelled.

General Fund total should be 14.00 FTE. (The reorg proposal reassigns positions #00784 and #03456 to Chart IV, Bookstore System, so the Auxiliary Services total should be reduced by 2.00 FTE.)
Chart IV Delete “proposed organization chart” from the top line of the header, per Section IV of the Manoa Reorganization Process instructions, relating to submission of the final reorg proposal.

Indicate that the positions listed on the bottom of the chart on the two lines “CS RIF 08-15-95” and “CS RIF 07-14-98” are special funded by inserting the phrase “(B) Special Funds Positions” at the beginning of the lines. With the addition of 2.00 general funded FTE from Duplicating Services, the special fund positions need to be identified by the (B) indicator.

c: Ann Sakuma
   Thad Nakajima
MEMORANDUM

TO: Carol Ogata
    Auxiliary Enterprises

FROM: Bob Nagao
    Mānoa Budget Director

SUBJECT: Reorganization Proposal for Duplicating Services

The proposed reorganization will delete Duplicating Services from the organizational chart for Auxiliary Services. Currently, there are 7.00 general funded FTE allocated to Duplicating Services. Under the proposal, the 4.00 vacant positions will be abolished and the 3.00 filled positions will be reassigned to other units in Auxiliary Enterprises (Parking Services and the Bookstore), redescribed and their funding changed from general funds to special funds.

In addition, the proposed organizational chart for Auxiliary Services and the UHM Attachment 3 form “Allocated and Authorized BJ/ BT Positions Impacted by the Reorganization,” indicate that another Auxiliary Services position #80451 which oversees Duplicating and Mail Services, is also affected by the reorganization. It will be redescribed to cover Mail Services only, and will also be changed from general funds to special funds.

Although the reorganization as submitted indicates that a total of 4.00 general funded positions are to be converted to special funds, our discussions with your office have clarified that any official conversions of the appropriated means of financing (MOF) for authorized positions must first undergo legislative approval via the budget preparation process. It is our understanding that the budgeted MOF for all the positions will remain as general funds. The option to use special funds for salary costs in lieu of general funds would be a “payroll redistribution” action, not a conversion of appropriated funds.

Given that the MOF for the general funded positions will not change, the following revisions should be made to the reorganization submittal to delete conversions of existing positions to special funds:

Narrative – Delete references to changing positions to special funds on page 1, item 3; and page 2, end of the fourth complete paragraph.
Proposed Chart I - Correct the Grand Total by Fund to General Funds 18.00, and Special Funds 115.00

Proposed Chart III - Delete the special fund indicator (B) after Mail Services position #80451 and Parking Services position #19022. Correct the page FTE totals to General Funds 14.00 and Special Funds 21.00.

Proposed Chart IV - Correct the page FTE totals to General Funds 2.00 and Special Funds 66.00. Delete the text “and change funding” from the ** footnote at the bottom of the page. Insert the special fund indicator (B) after all positions, except for #00784 and #03456 which are general funded.

For the record: Duplicating Services has 1.00 unallocated general fund FTE in the Chancellor’s Pool -- abolished position #00777, Duplicating Machine Operator III. It is suggested that the unallocated position be included for informational purposes at the bottom of the UHM Attachment 3 form “Allocated and Authorized BJ/BT Positions Impacted by the Reorganization” with the notation that it is withheld in the Chancellor’s Pool.

c: Ann Sakuma
    Thad Nakajima
Hi Carol/Thad - Sorry, just realized that you folks were not copied on the below e-mail from Peggy of Mānoa HR.
Thank you, Ann -

-----Original Message-----
From: Peggy Hong
Sent: Tuesday, June 15, 2010 10:20 AM
To: Ann N A. Sakuma
Cc: Tammy Kuniyoshi; Michele Tom; Christopher T. Kono; Curtis Zane; Lauren Kam; Dwight Takeno; John J. Witeck; Val E. Yoshikane
Subject: RE: Duplicating Services Reorg Proposal

Ann:
UHM HR has no comments.

PSH

-----Original Message-----
From: Ann N A. Sakuma
Sent: Tuesday, June 15, 2010 9:47 AM
To: Peggy Hong; Bob Nagao; martin@pbrc.hawaii.edu
Cc: Wayne Fujishige'; Deborah Noji; Darryl Nohara; 'Rae Kim'; cogata@hawaii.edu
Subject: RE: Duplicating Services Reorg Proposal

To: Mānoa HR, Mānoa Budget, and OVCAFO
Copy: Auxiliary Enterprises (Wayne Fujishige, Deborah Noji, Darryl Nohara, Rae Kim, Carol Ogata
SEC Chair - Martin Rayner

The reorganization proposal for Duplicating Services received today and has been posted on the Organizational Charts website:
http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html
Please review and submit comments (via e-mail) to Carol Ogata at cogata@hawaii.edu for any updates and corrections no later than July 15, 2010. We encourage SEC to begin their review of the proposal to expedite this reorganization.
Thank you,
Ann -

-----Original Message-----
From: Carol Ogata [mailto:cogata@hawaii.edu]
Sent: Tuesday, June 15, 2010 8:40 AM
To: Ann N A. Sakuma
Cc: Wayne Fujishige'; Deborah Noji; Darryl Nohara; 'Rae Kim'
Subject: Duplicating Services Reorg Proposal

Aloha Ann,
Re-submitting our reorg proposal for review.
Thanks,
Carol Ogata
UH Auxiliary Enterprises
Personnel Office
1951 East-West Road
Honolulu, HI 96822
Phone: 956-6720
Fax: 956-9343
Hi Deb & Ann,

I’ve reviewed the revised reorg proposal for Duplicating Services. The comments made previously have been addressed, and there is nothing further needed from the perspective of the Office of Finance & Accounting.

Thanks,
Sandy

-----Original Message-----
From: Susan Hirata [mailto:shirata@hawaii.edu]
Sent: Wednesday, September 22, 2010 7:35 PM
To: Sandy French
Subject: FW: Reorg Proposal for Duplicating Svcs

Hi, Sandy:

Just in case you haven’t already received this, I’m forwarding this to you. I’m reviewing the revised reorg proposal on behalf of MBO and I noticed that it wasn’t routed to OFA. Please disregard this if you don’t need it. Thank you.

Susan

> Date: Wed, 22 Sep 2010 09:33:50 -1000
> From: Bob Nagao <rnagao@hawaii.edu>
> Subject: FW: Duplicating svcs
> To: hataka@hawaii.edu, Susan Hirata <shirata@hawaii.edu>
> >
> >>Date: Wed, 22 Sep 2010 08:33:34 -1000
> >>From: Dorene Niibu <dniibu@hawaii.edu>
> >>Subject: FW: Duplicating svcs
> >>To: Manoa Budget Office: ;
> >>X-Mailer: QUALCOMM Windows Eudora Version 7.1.0.9
> >>X-PMX-Version: 5.5.9.388399, Antispam-Engine: 2.7.2.376379,
> >> Antispam-Data: 2010.9.22.182115
> >
> >
> >>>Date: Tue, 21 Sep 2010 09:44:13 -1000
> >>>From: Mavis Higa <mav@hawaii.edu>
> >>>Subject: FW: Duplicating svcs
Hi Dorene and Val,

Please pass this on to the appropriate staff person for review. See Debbie’s comments below. My apologies, Ann is out of town and I’m not too familiar with reorgs.

Thanking you in advance for your help.

Mavis

From: Debra Ishii
Sent: Saturday, September 18, 2010 8:22 AM
To: Mavis Higa
Cc: Lily Wong
Subject: Duplicating svcs

Hi Mavis - need to take you up on your offer regarding this reorg.

(1) Could you let ensure Manoa budget is okay with the final? They had comments about the charts and narrative (e.g., special fund comments) so want to make certain it is appropriately addressed.

Manoa HR didn’t have comments so no need to send to them - although if you email Bob, might as well email Manoa HR as “FYI” copies of the final.

(2) I’m assuming SEC came back with “no comments” - I noticed the deadline is Oct 3 on website but I didn’t see a note from them in the packet.

(3) Appropriate person needs to sign the “UHM Allocated & Authorized Bj/BT Positions Impacted by Reorg” form.

(4) Are there changes to the actual function statements? If the verbiage remains unchanged, then no need to update/sign the function statements (aside from the note about the org code letters) - only the charts would need to be signed. Please check with them.

I think that’s it - I’ve returned the proposed reorg to Lily so she can give to you.

Lily - please update the log as well.

Thanks for all that you both do!

Deb

Debra Ann C. Ishii
Executive Assistant to the Chancellor University of Hawai‘i at Mānoa
2500 Campus Road Hawai‘i Hall 202 Honolulu, Hawaii 96822
Phone: (808) 956-2697
Fax: (808) 956-4153
Email: <mailto:debrai@hawaii.edu>debrai@hawaii.edu
Hi Carol,

That makes sense - thanks for the explanation.

-Sandy

Aloha Sandy,

Thanks for the feedback. Regarding Chart III, "Mail Services" was listed twice because after this reorg is completed, we plan to submit another reorg proposal. In the subsequent reorg, we anticipate that this box will be needed. So, it is being put into place now for that reason.

Please call if you have further questions or comments. We will incorporate the rest of your suggestions.

Thanks,
Carol Ogata
OH Auxillary Enterprises
Personnel Office
1951 East-West Road
Honolulu, HI 96822
Office Phone: 956-7455
Direct Phone: 956-6720
Fax: 956-9343

Greetings,

I have reviewed the reorganization proposal and have a few minor comments. With regard to Chart III, there are two boxes titled "Mail Services," with one reporting to the other. Unless there is a reason for tracking the cost of the functions of Position No. 80451 separately from the 7 positions listed in the second "Mail Services" box, the two boxes can be combined into one. The functional statement would then need to be adjusted accordingly to list only one heading.

8/17/2010
There are 2 boxes on Chart IV with titles that do not match the functional statement. The chart includes the "Manoa Bookstore" and a sub-box called "Ecommerce" – whereas the functional statement refers to the "University of Hawaii at Manoa Bookstore" and "Electronic Commerce." Either the chart or the functional statement should be changed so the two match.

Also with regard to Chart IV, I would suggest listing the branch stores in the first sentence of the functional statement under "Branch Stores" since the individual stores are listed in separate boxes on the organizational chart.

My apologies for the delay in providing these comments; thank you for the opportunity to review and comment.

Sandy

Sandy French
Director, Office of Finance and Accounting
Office of the Vice Chancellor for Administration, Finance and Operations
University of Hawaii at Manoa
2500 Campus Road, Hawaii Hall 102
Honolulu, HI 96822
Phone: (808) 956-5495
Fax: (808) 956-5079
To: Mānoa HR, Mānoa Budget, and OVCAFO
Copy: Auxiliary Enterprises (Wayne Fujishige, Deborah Noji, Darryl Nohara, Rae Kim, Carol Ogata
SEC Chair – Martin Rayner

The reorganization proposal for Duplicating Services received today and has been posted on the Organizational Charts website: [http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html](http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Please review and submit comments (via e-mail) to Carol Ogata at cogata@hawaii.edu for any updates and corrections no later than July 15, 2010. We encourage SEC to begin their review of the proposal to expedite this reorganization.

Thank you,

Ann -

-----Original Message-----
From: Carol Ogata [mailto:cogata@hawaii.edu]
Sent: Tuesday, June 15, 2010 8:40 AM
To: Ann N A. Sakuma
Cc: 'Wayne Fujishige'; Deborah Noji; Darryl Nohara; 'Rae Kim'
Subject: Duplicating Services Reorg Proposal

Aloha Ann,

Re-submitting our reorg proposal for review.

Thanks,

Carol Ogata

UH Auxiliary Enterprises
Personnel Office
1951 East-West Road
Honolulu, HI 96822
Phone: 956-6720
Fax: 956-9343
COPIES OF LETTERS
AND RESPONSES
FROM UNIONS
DATE: July 27, 2010

TO: Loyna Kamekeaina
Assistant Oahu Division Director, United Public Workers

Mike Nitta
Business Agent, United Public Workers

FROM: Rae Kim
Personnel Specialist

SUBJECT: Response to questions asked during the Reorganization consultation meeting held on July 15, 2010

The following are the University’s responses to the questions raised by UPW on July 15, 2010, regarding the Duplicating Services Reorganization:

Who is responsible for the Graduation programs that Duplicating Services was taking care of? What is going to happen to the work that Duplicating Services was doing?

The Office of the Vice Chancellor for Academic Affairs (OVCAA) is in charge of the Graduation ceremonies and is currently discussing options for the programs that they print for guests. As for the graduation instructions, everything is available online now so there is no need to print huge quantities as in the past. In addition, there are other options on campus for printing such as the Curriculum and Research Development Group’s Marketing and Publications Services (MaPS) who specialize in graphic design, web development, printing, and marketing services. There is not enough consistent and available work now and in the foreseeable future to continue the operations of the Duplicating Services, and the University has other resources and departments that can handle these limited and sporadic functions going forward.

What is the cost savings to the University as a result of Duplicating Services closing?

The total estimated cost savings to the University as a result of the Duplicating Services closure is $1,786,647.00. (See attached)

What action is to be taken? Will the employees maintain their rights as an involuntary transfer? Do all of their rights transfer with them? If so, what happens if they find a new position?

The University is planning to reclassify and reclassify the affected Unit 1 positions in Duplicating Services as follows:
Although the proposal is to redescribe and reclassify the affected Unit 1 positions into Unit 3 positions, we will provide such employees with Temporary Differentials similar to what is provided to Unit 1 positions in similar situations, pursuant to Section 23A.07 if their pay is beyond the pay scale that they are reclassified to. Since the redescription and reclassification will be considered a demotion due to reorganization and will follow what is provided in Section 23A.16 c. If the employees voluntarily apply for different positions (transfer or promotion) they will no longer receive the Temporary Differential. Because this proposed reclassification is reclassifying the employees from UPW to HGEA, their seniority will not transfer with them.

**Why didn’t we look in other departments within UH when placing these employees?**

Auxiliary Enterprises did not consider other departments within the University of Hawaii and only looked within our department when looking for placement of these three (3) employees because we are only doing a Reorganization of Auxiliary Enterprises. Placement within the employing department (i.e. the University of Hawaii) can only be initiated if the Employer declares a layoff as provided Section 12, including but not limited to, Section 12.06.

**How often does the prioritization process occur and who is on the committee?**

Our Reorganization was done as a follow-up to the Chancellor’s Prioritization Process. The prioritization process was done to identify the principles and priorities of the Manoa campus and to develop a process to obtain these principles and priorities. More information on the Prioritization Process and for a list of committee members, please go to:

http://www.manoa.hawaii.edu/ovcafo/newprocess/index.html

**Would these positions show up as a related class if we did the layoff process?**

These positions that we are proposing that the employees be transferred to would not show up as a related class should the layoff process occur because they are in a different bargaining unit.

**Why couldn’t we provide training to the employees so they could be placed in to other UPW positions?**

Auxiliary Enterprises does not provide training to employees for duties and responsibilities that are outside of employee’s position classification.

If you have any further questions, please contact me at (808) 956-9388. If we do not hear from you by August 2, 2010, we will proceed with the implementation of the reorganization.
CLOSING OF DUPLICATING SERVICES
ESTIMATED COST SAVINGS

OPERATIONAL EXPENDITURES

Salaried Personnel Services $ 167,813.00

Subtotal Expenditures $ 639,570.00
Total Operational Expenditures $ 807,383.00

OTHER EXPENDITURES

Relocation/Renovation Project
One time cost savings from canceling project
to renovate and relocate both Mail and
Duplicating Services. New Campus Center
expansion project would have displaced
Duplicating Services.

Total Estimated Project Cost $ 979,264.00

TOTAL ESTIMATED COST SAVINGS $1,786,647.00
August 9, 2010

Kevin Nakata
Union Agent
Hawai‘i Government Employees Association
888 Mililani Street
Honolulu, HI 96813

Dear Mr. Nakata,

Re: UH Mānoa Consultation – Proposed Reorganization of the University of Hawai‘i at Mānoa, Duplicating Services

The following are the University’s responses to the questions raised by HGEA via letter dated August 2, 2010, regarding the proposed reorganization of the University of Hawaii, Duplicating Services:

1. The proposed organizational charts are numbered differently from the current charts. Please explain.

The University has updated the organization chart format effective July 2010. The proposed organization charts reflect this change and are renumbered accordingly. The charts still follow the basic organization structure of the current organization, except that Duplicating Services is eliminated from the proposed organization charts.

2. Chart I (Proposed). General Funds position count decreases by four and Special Funds position counts is increased by four. The proposal identifies three bargaining unit 01 positions proposed to change from general to special funds. Which position and in what bargaining unit is the fourth?

After further review from the UH Mānoa Budget Office, it was decided that the position counts will remain under General Funds. The proposed organization charts will be revised accordingly. The General Funds position count will remain 18.00, and the Special Funds position count will remain 115.00.
3. Both the current (V-C1) and the proposed (I) charts indicate the pending establishment of position number #77856 (pseudo #94354E)(B). The position number(s) do not appear on the chart. When is the position to be established?

The position will be established at a later date, subject to the availability of funds and needs. At this time, the position is footnoted on the Auxiliary Enterprises organization chart (current Chart V-C1 and proposed Chart I) to reflect the position count.

4. Proposed Chart II. Positions #900127 and #19070 are identified as two of six positions “abolished but retained count”. Where are these position numbers?

These two positions were on the Current Organization Chart V-C1a, Administrative Services, under the Fiscal Services section. These two abolished vacant positions are now footnoted on the Proposed Organization Chart II, Administrative Services.

5. Current Chart V-C1a indicate positions #16833, 17652, 35072, and 43822 were pending establishment. Proposed Chart II identifies the positions as having been “abolished but retain count”. Where are position numbers?

These positions were footnoted on the Current Organization Chart V-C1a, Administrative Services. These abolished vacant positions are now footnoted on the Proposed Organization Chart II, Administrative Services. These position counts may be used at a later date to establish positions, subject to the availability of funds and needs.

6. Proposed Chart II identifies positions #14867 and 15593 as having been “abolished, to be reflected in future reorganization proposal”. When is the “future reorganization proposal” expected? Also it appears that these position numbers have been retained in the position count. Why weren’t they identified as such?

The future reorganization proposal will be submitted shortly after the current reorganization proposal is finalized and approved. The proposed organization charts will be revised to reflect that the position counts have been retained.

7. What is the process of abolishing a position and retaining its count?
Positions such that have been abolished but retained position count are listed as abolished and inactive in the personnel database. The position no longer has a position classification and no longer has funding associated with the position. However, for budget purposes, the position count is still reflected in the budget tables. It is possible that a position could be established at a later date, meaning that it could be classified and funded using the position count.

8. The current Management Info Services has been renamed Information Technology Management. Is this part of the current proposal?

The renaming of this section was part of the Annual Update of Organization Charts and Functional Statements, effective July 2010. The name was updated to more accurately reflect the function of this section.

9. Proposed Chart III. Position #80451 is identified for redescription and a change in fund source from general to special. A redescription is understandable. However the redescription and change in fund source is not explained in the narrative.

Position #80451 is reflected in the proposed organization chart in basically the same place, except that it will only oversee Mail Services. Since this is a vacant position and funding is not available at this time to fill the position, the details of redescription were not explained in the narrative. After further review from the UH Mānoa Budget Office, it was decided that this position count will remain under General Funds.

10. Two positions are identified as having been abolished, but to be reflected in a future reorganization proposal. Why have the positions been abolished, but not a part of the present proposed reorganization?

Positions that are noted as “abolished, to be reflected in a future reorganization proposal” were abolished because these are vacant positions that are not available for filling in the event of a State of Hawaiʻi reduction-in-force (RIF). The abolished positions that caused a deletion of supervisory levels will be addressed in a future reorganization proposal, shortly after the Duplicating Services reorganization proposal is finalized and approved.

11. Positions #46435 and 46436 were identified in current chart V-C1b as pending establishment, but identified in proposed Chart III as abolished. How/Why?
The footnote on proposed Chart III more accurately reflects the status of these positions. These vacant positions were abolished because they are not available for filling in the event of a State of Hawai‘i reduction-in-force (RIF). The position counts were retained, so these positions may be established in the future subject to the availability of funds and needs.

12. Proposed Chart IV. Position #47164 is identified as abolished, but to be reflected in future reorganization proposal. Why/When?

These vacant positions were abolished because they are not available for filling in the event of a State of Hawai‘i reduction-in-force (RIF). The abolishment of this position caused a deletion of supervisory level that will be addressed in a future reorganization proposal, shortly after the Duplicating Services reorganization proposal is finalized and approved.

13. Proposed Chart IV. Position #13642 was identified as “to be established” in current Chart V-c1b and identified as abolished in proposed chart. Why was the position identified as “to be established” and subsequently identified as “abolished”? When was the position established?

The footnote on proposed Chart IV more accurately reflects the status of this position. This vacant position was abolished because it is not available for filling in the event of a State of Hawai‘i reduction-in-force (RIF). The position count was retained, so this position may be established in the future subject to the availability of funds and needs.

Thank you for taking the time to review this reorganization proposal. If you have any further questions, please contact Personnel Officer Rae Kim at (808) 956-9388. If we do not hear from you by August 16, 2010, we will assume that you have no further comments to offer and will proceed with the implementation of the proposed reorganization.

Sincerely,

Wayne Fujishige
Director
September 7, 2010

Wayne Fujishige, Director
Auxiliary Enterprises
University of Hawaii at Manoa
1951 East-West Road
Honolulu, Hawaii  96822

Dear Director Fujishige:

Subject: UH Manoa Consultation – Proposed Reorganization of the University of Hawaii at Manoa, Duplicating Services

The HGEA acknowledges receipt of your response to its comments and concerns dated August 2, 2010 regarding the UH Manoa’s proposal to reduce the functions of the duplicating services program, the closure of the duplicating facility, and the reassignment of existing staff. The union notes the following changes and clarification.

Organizational Charts

1. Current and proposed Charts are numbered differently as a result of the annual update of Organizational Charts and Functional Statements effective July 2010.
2. Chart I (Proposed). The four positions originally proposed for fund source change will remain general funded.
3. Position number #77856 (pseudo #94354F) (B) noted in both the current (V-C1) and the proposed (I) charts will be established at a later date subject to availability of funds and need.
4. Proposed Chart II. Positions #900127 and #19070 identified as two of six positions “abolished but retained count” are footnoted in proposed Chart II.
5. Current Chart V-C1a indicate positions #16833, #17652, #35072, and #43822 were pending establishment. The positions are footnoted in proposed Chart II. The UH Manoa may use the position counts to establish positions at a later date subject to the availability of funds and need.
6. “Future reorganization proposal” referred to in proposed Chart II will be submitted for consultation shortly after the current proposal is approved. Chart II will be revised to reflect that position counts for positions #14867 and #15593 as have been retained.
7. What is the process of abolishing a position and retaining its count?
8. The current Management Info Services renamed Information Technology Management was part of the annual update of Organizational Charts and Functional Statements effective July 2010.
9. Proposed Chart III. Position #80451 identified for redescription and a change in fund source from general to special will remain general funded. The redescription was not part of the narrative as it is a vacant position and funding for the position is not available at this time.
10. Two positions identified as having been abolished in proposed Chart III were abolished because they are vacant and not available for funding at this time in the event of a State of Hawaii RIF.
11. Positions #46435 and #4436 identified in current chart V-C1b as pending establishment, but identified in proposed chart III as abolished are vacant and not available for funding at this time in the event of a State of Hawaii RIF. Position counts were retained.
12. Proposed chart IV. Position #47164 is identified as abolished is vacant and not available for funding at this time in the event of a State of Hawaii RIF.
13. Proposed chart IV. Position #13642 identified as “to be established” in current chart V-C1b and identified as abolished in proposed chart is more accurately reflected in the footnotes to proposed Chart IV. It is vacant and not available for funding at this time in the event of a State of Hawaii RIF.

The HGEA is not clear as to why the “future reorganization proposal will be submitted shortly after the current proposal is finalized and approved” rather than it being handled as one reorganizational proposal. However, the union will await consultation on the subsequent future proposal. At this time, the HGEA does not have any additional comments or concerns regarding the proposed reorganization of the UH Manoa Duplicating Services. Please call me at 543-0048 should you have any questions.

Sincerely,

[Signature]

Kevin Nakata
Union Agent

cc: Leiomalama Desha, Executive Assistant to the Executive Director
UH MANOA PRIORITIZATION PROCESS
FOR AUXILIARY ENTERPRISES
Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)

Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to oxcafo@hawaii.edu as a word doc or pdf file by March 15, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by "Second Level Review." For example: SOEST – Second Level Review.

Department/School/College: Auxiliary Enterprises

The department would fall under which of the following Vice Chancellor's offices?

_____ Academic Affairs
_____ Research and Graduate Education
_____ Student Services
___X___ Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

Wayne Fujishige  Director
Deborah Noji  Assistant Director
Darryl Nohara  Director of Auxiliary Services
Randy Tanaka  Director of Bookstore Systems
Raymond Shito  Parking & Transportation Manager
Da Houl  Mail and Duplicating Manager
Andy Lachman  Food Services Manager
Neal Sakamoto  Chief of Security
Jimmy Lagunero  Emergency Management Coordinator
Administrative Unit (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms and Optional Guides in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials, to cfo@hawaii.edu for posting on the Prioritization Process webpage by March 15th for the next level of review to take place.

<table>
<thead>
<tr>
<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/Restructure/Merge/Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
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<tr>
<td>Campus Security</td>
<td>Food Services</td>
<td>Duplicating Services</td>
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Brief Summary (no more than 2 pages)

Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

Campus Security is an integral part of ensuring the health and safety of UH Manoa students, staff, faculty, and visitors. They operate 24 hours a day, seven days a week. The Chief of Security has determined that a minimum of six officers must be on duty per shift: one supervisor, one dispatcher, and one officer for each of four designated patrol areas. Campus Security's current staffing level makes it a challenge to meet this minimum on a consistent basis when officers call in sick or use vacation leave. Adequate staffing in Campus Security is essential to avoid excessive overtime and to assure adequate coverage. Investing in technological resources like CCTV will aid in the more efficient operation of Campus Security. In addition, with proper resources, Campus Security could implement safety awareness classes for the campus community; and could provide continuous training and development for its officers to keep them up to date on current laws, policies, procedures, tactics, and other skills necessary to remain proficient in their duties.

Recent events at university and college campuses like Virginia Tech, Northern Illinois University and Seton Hall have clearly demonstrated the need for investing in the safety and security of our campus community. In addition, there are requirements from the federal, state, and University of Hawaii Executive Policies that outline the responsibilities of universities and the steps that must be taken to ensure appropriate safety measures are in place to address emergency situations. Our Office of Emergency Management is staffed by one person and basically no budget. This department should be targeted for "growth and investment" to ensure that adequate resources are in place to continue the education and training of University staff in this critical area, and to strengthen our preparedness capabilities.
Parking continues to be in high demand at UH Manoa. While most faculty and staff's parking demands can be accommodated, their choice of zones is not always available. There are consistently more students requesting parking than available permits for sale. Building additional parking structures is in the long range development plan for the University and should continue to be explored.

Faculty housing also continues to be in high demand. At any given time, the waiting list has 150 – 250 people on it. Faculty housing has also been named a priority by University administration. It is an important tool in the recruitment and retention of high priority faculty. A survey done in UH Manoa's Development of Faculty Housing Study Work Paper #3, Task 3 – Housing Demand Estimate (page 24) indicated that 43% of respondents expressed moderate to high interest in participating in the faculty housing program, even if they were not currently residing in a faculty housing unit. The demand is very much related to the affordability and prime location of faculty housing. Considering all these factors, the development or acquisition of additional faculty housing units should continue to be explored.

As a self-sustaining operation, Food Services operates efficiently and is operating at a comfortable capacity, therefore should be in maintenance mode.

The UH Bookstore System is self-supporting and is an integral part of the University Bond system. It historically makes a profit. While the Bookstore needs to be able to adjust to the ever-changing retail, business, and educational environment, its current resources appear adequate.

Duplicating Services is in the process of forming a business plan to become a self-sufficient retail operation with the objective of reducing or eliminating its need for general funding. This would require that Duplicating Services charge all programs for all services, including the satellite copier program (currently, general funded programs are not charged). Duplicating Services will also encourage programs to become more paperless by utilizing scanning services and network capabilities with satellite copiers. Ideally, the procurement process for the purchase of copy equipment would be centralized through Duplicating Services. A possible location for the retail outlet is in the Bookstore, which will also help drive traffic to the Bookstore. A mutually symbiotic relationship is highly likely.

Since Campus Mail Services cannot charge higher prices than the actual cost of postage, labor costs will always be a factor toward the inability of Campus Mail Services to become entirely self-sufficient. Eliminating services such as metered postage and campus mail delivery; and charging all programs for postage (currently, general funded programs do not pay for postage), would reduce expenditures, thereby decreasing to some extent Campus Mail Services' reliance on general funding.

Transportation Services will likely replace some gas-powered vehicle purchases with purchases of electric cars and carts. In addition to being initially less expensive, this option is also friendlier to the environment. The option of using electric cars or carts will also help other programs save annually with lower gas and rental costs, since renting carts is much cheaper than leasing a gas vehicle. Transportation Services will also be implementing a short-term rental car option that would be available to faculty and students. All of these steps take us closer to the ultimate goal of elimination of the sedan rental fleet.
Definitions/Examples:

New or In Transition (Need to re-evaluate later)
- The program was established within the past three (3) years and is seen to be needed.
- Establishment of the program was based on demonstrated need and it appears to be meeting the need.

Target for Growth and Investment
- Need for the program is increasing due to regulatory issues, growth of unit(s) being supported, or for other articulated reasons.
- The program has received state/regional/national recognition for services.
- The program is an integral part of the University mission.

Maintain As Is
- Demand for the program/unit has been relatively constant; program able to meet objectives.
- The program is an integral part of the University mission.
- Similar services are otherwise unavailable, or inferior.

Reorganize, Restructure, Merge, or Consolidate
- The program offers services that are not necessary to the University, or that duplicate those of one or more other units.
- Program could be more efficiently delivered in concert with other programs or by reorganizing delivery in new ways.

Reduce in Size or Scope
- Program could meet most needs even if reduced in size or scope.
- Program is not fully subscribed.

Phase Out, Close, or Eliminate
- Demand for program is low or declining at a rapid pace.
- Services are not essential to the central mission of the University.
- Activity or services provided by the unit are inconsistent with the future direction of the University.