MEMORANDUM

TO: Virginia S. Hinshaw
Chancellor

FROM: Kathy Cutshaw
Vice Chancellor for Administration, Finance, and Operations

SUBJECT: Reorganization Proposal for the Office of Campus Services

SPECIFIC ACTION REQUESTED:
We request your approval of the reorganization of the Office of Campus Services under the Office of the Vice Chancellor for Administration, Finance, and Operations.

RECOMMENDED EFFECTIVE DATE:
Upon your approval.

ADDITIONAL COST:
No additional costs are associated with this reorganization.

PURPOSE:
The purpose of this reorganization is to create an Executive Position in the Office of Campus Services to oversee Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises.

BACKGROUND:
Pursuant to Administrative Procedure A3.101 University of Hawai‘i Organizational and Functional Changes dated March 2008, reorganizations that:
   a) do not have an impact on BOR policy and/or laws;
   b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
   c) do not incur significant additional expenses; or
   d) do not have significant programmatic impact on the University
may be approved under delegated authority by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).
This reorganization proposal has been reviewed and discussed with appropriate units and staff members. The details of the reorganization are outlined in the attached Executive Summary and Narrative proposal.

**ACTION RECOMMENDED:**
It is recommended that the attached reorganization proposal for the Office of Campus Services under the Office of the Vice Chancellor for Administration, Finance, and Operations be approved.

Should you have any questions, please contact Kathy Cutshaw at 956-9190 or at cutshaw@hawaii.edu.

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

**APPROVED / DISAPPROVED:**

see approved organization charts

Virginia S. Hinshaw  
Chancellor
Reorganization Proposal
Office of Campus Services
Office of the Vice Chancellor for Administration, Finance, and Operations
University of Hawai‘i at Mānoa

Executive Summary

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

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

   A major portion of campus operations fall under the Office of Campus Services which oversees the functions and services of Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises. The purpose of this reorganization is to have a Director oversee these three (3) service units. This position will play a key role in improving communication and workflow to ensure a positive, innovative, and safe campus environment through accountability, transparency, and quality service.

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

   The key change of this reorganization proposal is to have a Director of Campus Services to provide leadership and guidance to the following units under the Office of Campus Services:
   1. Auxiliary Enterprises;
   2. Campus Security and Emergency Management; and
   3. Commercial Enterprises

III. **Resource Impact:**
    Explain the resources impacted as a result of this reorganization. If there is no impact, reflect “None” for each category as appropriate.

   A. **Budget**
      1. What is the estimated cost of the reorg? None.
      2. Are additional funds needed? No.
         If so, how will the cost of the reorg be funded? N/A
      3. Will the reorg result in cost savings or be cost neutral?

         This reorganization is expected to be cost neutral because the counts and funds of the Director and Secretary III position in Auxiliary Enterprises will be moved and reclassified to the Office of Campus Services.

   B. **Operational**
      1. What is the overall impact on faculty and staffing responsibilities, if any?

         The reporting relationship for the responsible heads of Auxiliary Enterprises, Campus Security and Emergency Management, and Commercial Enterprises will change to report to the Director of Campus Services. No impact on staffing responsibilities within each of the three (3) service units is anticipated.
2. Will additional faculty/support personnel be required? No
   If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? N/A

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

4. Identify faculty/staff positions impacted by the anticipated changes.
   The positions impacted by this reorganization are as follows:
   O = Position occupied  V = Position vacant
   - Director of Auxiliary & Commercial Enterprises, #89251 (V) Special Funds
     Move from Auxiliary Enterprises to the Office of Campus Services and reclassify to oversee Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises. No change in funding source.
   - Secretary III, SR-16, #13644 (O) Special Funds
     Move from Auxiliary Enterprises to the Office of Campus Services. Will continue to report to the Director, #89251. No change in funding source.

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

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

   Consultations with affected units have occurred in the development of this proposal, including Mānoa HR, Mānoa Finance & Accounting, and the Mānoa Budget Office. The feedback received from affected units and above departments was positive and supportive of the proposed change to have a Director oversee and lead the three (3) critical units under Campus Services for increased efficiency, transparency, and service to the campus community.

V. Implementation:
   Explain when and how this reorganization will be implemented. Identify anticipated effective date.

   This reorganization will be implemented upon approval. Action will be taken to move forward with the recruitment of the Director for Campus Services as soon as the proposal is approved by the Chancellor.
Reorganization Proposal

Office of Campus Services
Office of the Vice Chancellor for Administration, Finance, and Operations
University of Hawai‘i at Mānoa

Narrative

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

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

   The Office of Campus Services is one of five (5) groups reporting to the Office of the Vice Chancellor for Administration, Finance, and Operations (OVCAFO). This office has the functional responsibility for the major ancillary services necessary to operate the campus. These include transportation services, parking operations, food services, bookstore operations, faculty housing, campus security & emergency management, and commercial enterprises. The functions of Campus Services are grouped under the following major categories:
   - Auxiliary Enterprises
   - Campus Security & Emergency Management
   - Commercial Enterprises

   To augment the approved changes made under the December 2010 OVCAFO reorganization, this proposal seeks to move and reclassify the vacant Director position in Auxiliary Enterprises to the Office of Campus Services to oversee the above three (3) units.

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

   This action will provide the above three (3) units with a cohesive leadership base, facilitating the efficient use of resources and promoting greater communication and coordination of efforts among the service groups to better meet campus needs and priorities.

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

   The current organizational chart for the Office of Campus Services was approved in early December 2010 to oversee Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises to reflect the way service functions have transitioned since the previous reorganization in February 2005. Under the December 2010 approved reorganization, the Assistant Vice Chancellor, #89271 (O) position in the
Office of Campus Services was moved and re-described to oversee the duties and responsibilities of the Office of Facilities & Grounds. This position was critically needed to manage the overall campus infrastructure, address the backlog of maintenance work orders, and propel campus energy usage toward sustainable options in accordance with approved campus plans and objectives.

B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorg is consistent with the University’s strategic, program, and financial plans.

With the recent retirement of the Director of Auxiliary & Commercial Enterprises in 2010, a review of the overall operations found that it would be most beneficial to move the vacant Director position to the Office of Campus Services to oversee Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises. This move will provide the three (3) service units with leadership to exercise purposeful and efficient utilization of resources, foster accountability, increase communication and coordination between the service groups, and promote transparency to better serve the campus community and priorities of UH Mānoa.

Commercial Enterprises is a new entity that will eventually house all commercial operations including Central Stores, Kulanui products, RainbowTique stores, internet sales, and educational tours. The Director of Campus Services will greatly assist to ensure the successful development of this venture as it moves forward.

C. Explain other alternatives explored.

N/A

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

The above change will facilitate greater transparency, collaboration, accountability, and communication between the three (3) service units, with the campus community, and University constituents. The focus and increased interactions between the units will enable the Office of Campus Services to work with University groups in meeting campus priorities and to service the needs of the Mānoa campus and the surrounding community with greater efficiency.

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

This reorganization has been discussed and agreed to by the responsible heads of Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises, and the following campus groups:
- Mānoa Office of the Chancellor
F. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and whether the reorganization will minimize confusion over authority, roles, and responsibilities.

This reorganization of the Office of Campus Services will provide the campus community with improved campus services through better coordination and communication between Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises. This change will ensure a positive and safe campus environment through greater campus community feedback and increased awareness and access to services.

The supervisor/subordinate reporting relationships are properly identified in the proposed organizational charts for the three (3) service functions, minimizing confusion over authority, roles, and responsibilities.

III. IMPACT ON RESOURCES AND THE UNIVERSITY

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

A. Impact on budget resources:

1. What is the estimated cost of the reorg?    None
2. Are additional funds needed?    No
   If so, how will the cost of the reorg be funded?    N/A
3. Will the reorg result in cost savings or be cost neutral?

   This reorganization is expected to be cost neutral because the counts and funds of the Director and Secretary III position in Auxiliary Enterprises will be moved and reclassified to the Office of Campus Services.

B. Impact on operational resources:

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

   The reporting relationship for the responsible heads of Auxiliary Enterprises, Campus Security and Emergency Management, and Commercial Enterprises will change to the Director of Campus Services. No impact on staffing responsibilities within each of the three (3) service units is anticipated.

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

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

4. Identify the positions impacted by position number, classification title, and anticipated changes.

   The positions impacted by this reorganization are as follows:
   O = Position occupied       V = Position vacant
   • Director of Auxiliary & Commercial Enterprises, #89251 (V) Special Funds
     - Move from Auxiliary Enterprises to the Office of Campus Services and reclassify to oversee Auxiliary Enterprises, Campus Security & Emergency Management, and Commercial Enterprises. No change in funding source.
   • Secretary III, SR-16, #13644 (O) Special Funds
     - Move from Auxiliary Enterprises to the Office of Campus Services. Will continue to report to the Director, #89251. No change in funding source.

5. Will there be changes to supervisory/subordinate relationships? Yes
   If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

   The responsible heads of Auxiliary Enterprises, Campus Security and Emergency Management, and Commercial Enterprises will change to report to the Director of Campus Services.

   Based on the proposed reorganization, position descriptions for impacted positions will be submitted for update to reflect the appropriate new supervisors and duties and responsibilities. No impact to the banding levels is anticipated.

C. Impact on space resources:
   Will additional space outside own resources/allocations be required? No
   If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? N/A
### Program Title:
Office of Campus Services

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Chart No(s)</th>
<th>Affected Position No(s)</th>
<th>Classification/Organizational/Functional Change From:</th>
<th>Classification/Organizational/Functional Change To:</th>
<th>Basis for Change/Impact on Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Chart 1 AuxEnt &amp; Chart V-C OVCAFO</td>
<td>#89251 (V)</td>
<td>Auxiliary Enterprises, Director (Auxiliary Enterprises Chart I)</td>
<td>Office of Campus Services, Director (OVCAFO Chart V-C)</td>
<td>To lead and manage the three (3) core service functions under the Office of Campus Services.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>#13644 (O)</td>
<td>Auxiliary Enterprises, Secretary III (Auxiliary Enterprises Chart I)</td>
<td>Office of Campus Services, Secretary III (OVCAFO Chart V-C)</td>
<td>To continue to support the Director, #89251.</td>
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Ann N.A. Sakuma  1/19/2011  966-6668

Administrator  Date  Telephone Number

HR Review  X  
OFA Review  X  

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9
CURRENT

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS

FUNCTIONAL STATEMENT

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS (OVCAFO) – Org Code: MAVCAF

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai‘i at Mānoa. The following units report to the Vice Chancellor:

- Office of Human Resources – Org Code: MAHRMA
- Office of Campus Services – Org Code: MACPMA
- Office of the Assistant Vice Chancellor for Facilities and Grounds – Org Code:

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus physical planning and management of space resources.
- Sustainable resource management.
- Facilities renovations and capital improvements.
- Building and grounds maintenance.
- Campus security and emergency management.
- Auxiliary enterprises including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai‘i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, auxiliary services, and facilities management. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the Vice President for Administration, Chief Financial Officer, Vice President for Information Technology, Vice President for Research, and Vice President for Academic Planning and Policy on administrative and financial matters as appropriate.

APPROVED:

[Signature]

Virginia S. Hinshaw, Chancellor

[Date]

12-2-10
FUNCTIONAL STATEMENT

OFFICE OF FINANCIAL RESOURCES MANAGEMENT – Org Code: MAFRMA

The Office of Financial Resources Management has campus-wide responsibility for planning and management of campus finances, and the campus operating and CIP budgets. Functional responsibilities are assigned to sub-units as follows:

Maunakea Budget Office – Org Code: MABDMA
- Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation of budget testimonies to the legislature, and analysis of various versions of the budgets.
- Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution and instruction; position control; and the review of unfunded budget proposals.

Office of Finance and Accounting – Org Code: MAFSAC
- Prepares and analyzes periodic operating statements in support of the Maunakea Chancellor’s overall management of the campus.
- Prepares intermediate and long term financial projections in support of operating and CIP budgets and the University and campus strategic plans.
- Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal officers.
- Manages Chancellor’s Office budgets.
- Provides fiscal training to campus fiscal officers.

APPROVED:

[Signature]

Virginia S. Hinshaw, Chancellor

[Date]
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS

OFFICE OF HUMAN RESOURCES
Org Code: MAHRMA

Human Resources Specialist, PDB, #77834 1.00
Secretary II, SR-14, #900370 1.00

EMPLOYEE RELATIONS & BENEFITS
Org Code: MABHR

Human Resources Specialist, PBB, #80952 1.00
Human Resources Specialist, PBA, #78543 1.00

CLASSIFICATION & COMPENSATION
Org Code: MACCHR

Human Resources Specialist, PBB, #81665 1.00
Human Resources Specialist, PBA, #78214 1.00

LABOR RELATIONS & STAFF DEVELOPMENT
Org Code: MALSHE

Human Resources Specialist, PBC, #78366 1.00
Human Resources Specialist, PBB, #80179 1.00

State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF HUMAN RESOURCES
ORGANIZATION CHART
CHART V-8

GENERAL FUND FTE: 5.00
OFFICE OF HUMAN RESOURCES – Org Code: MAHRMA

The Office of Human Resources is assigned campus-wide functional responsibility for human resources management, except for academic personnel matters. The office develops policies and procedures for the campus necessary to effectively implement Board of Regents (BOR) and Executive policies as they pertain to non-faculty employees of the Mānoa campus.

In addition to the development of effective policies and procedures for the Mānoa campus, the major functional responsibilities of the office include the consistent and effective compliance of these policies and procedures as they pertain to:

Employee Relations & Benefits – Org Code: MARBHR
- Serves as Human Resources Officer for members of the Office of the Chancellor and selected Vice Chancellor Offices.
- Serves as contact and liaison with the State Offices related to retirement system, health benefits, social security, etc., to support the day-to-day efforts of the UHM schools/colleges.
- Provides leadership in testing new on-line human resources systems and provides human resources reports to support the management efforts in budget, staffing, and fiscal accountability.
- Reviews and analyzes all appointments/reappointments and other actions relating to Executive employees.

Classification & Compensation – Org Code: MACCHR
- Reviews, analyzes, and takes appropriate action on classification and compensation requests related to Executive and Administrative/Professional/Technical (APT) positions.
- Conducts analysis and takes appropriate action relative to hiring above the designated new hire rates, special compensation awards to include in-grade adjustments, rebanding, etc., as delegated by the Chancellor, UHM.
- Ensures that the implementation of classification and compensation plans for Executives and APTs are in compliance with State and Federal laws and University policies and procedures.

Labor Relations & Staff Development – Org Code: MALSHR
- Manages human resources administration related to collective bargaining (i.e., civil service, APT, and Executive, as appropriate) interpretations, implementation, and negotiations.
- Conducts internal investigations (to include faculty cases, as needed) on cases of allegations related to employee misconduct such as theft, workplace violence, substance abuse, tardiness, etc.
- Serves as Hearings Officers for grievances filed.
- Advises schools/colleges on human resources management to include addressing issues and concerns relating to employee misconduct or substandard performance, recommending courses of actions, etc.
- Provides staff development and training in areas such as human resources leadership, management, mentoring and support (e.g., care giver classes, social security, health fund programs, etc.) via training and workshops.
FUNCTIONAL STATEMENT

OFFICE OF CAMPUS SERVICES – Org Code: MACPMA

The Office of Campus Services has functional responsibility for the major ancillary services necessary to operate the campus. These include transportation services, parking operations, food services, bookstore operations, faculty housing, commercial enterprises, campus security and emergency management. The functions of Campus Services are grouped under the following major categories:

Auxiliary Enterprises – Org Code: MAAUXE
- Maintains and services a fleet of vehicles for use by various campus organizations.
- Operates on-campus parking facilities for students, faculty, staff, and visitors.
- Manages contractors to provide food services on campus, and athletic events on retail and catering basis.
- Operates a system-wide bookstore operation with outlets on each University campus.
- Operates commercial retail outlets for University apparel and other merchandise.
- Manages the University’s faculty housing facilities.
- Provides daily mail pickup and delivery services to Mānoa campus departments on a timely, cost-efficient basis.
- Provides efficient, low-cost reprographic services through its central facility and satellite copy machine sites.
- 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.

Campus Security and Emergency Management – Org Code: MACPEM
This Office is responsible for ensuring a safe and secure campus environment that includes the lower campus as well as student and faculty housing complexes. The responsibilities of this Office also include the following:
- Works with emergency management representatives and/or teams from the UH System and other campuses to ensure proper training, education, and information is made available to the campus community in the event of a natural or man-made disaster, including hurricanes, tidal waves, and terrorist and criminal acts.
- Trains and equips the UH Mānoa responder and emergency management teams to effectively respond to emergencies.
- Establishes emergency plans and procedures for the effective management of personnel, funds, equipment, and medical care in the event of a major emergency.
- Coordinates with applicable city, state, and federal agencies in preparing the UH Mānoa campus for and responding to all-hazards emergencies and disaster events.
- Provides for the protection and security of personnel and property on the Mānoa Campus on a 24-hour basis throughout the year. Maintains law and order through enforcement of state, city, and/or University laws, regulations, policies, rules, and procedures.
- Provides 24-hour radio communication and after-hours emergency telephone numbers, monitors emergency call boxes; responds to emergencies such as bomb threats, fights, injuries, or death; renders assistance, e.g., first aid, CPR; conducts investigations.
- Provides cash pickup/delivery and night escort services; controls crowds at special events.
- Provides crime prevention and other training/education to the campus community.
Commercial Enterprises - Org Code: MACOME

- Responsible for the operation and management of Central Stores including the online store, bulk selling, delivery of orders, and warehousing.
- Kulanui: Product development, branding, and quality assurance based on student/faculty research and development.
- Rainbowluxe Shops: Buying of apparel, operations of stores, outside sales, and sales during the football season at Aloha Stadium.
- Operates internet apparel and souvenir sales.
- Coordinates travel/tours/expansion of life-long learning.
- Responsible for the operation and management of the Conference Center.

APPROVED:

[Signature]

Virginia S. Hinshaw, Chancellor

[Date]
OFFICE OF PHYSICAL, ENVIRONMENTAL, AND LONG RANGE PLANNING

OFFICE OF PHYSICAL, ENVIRONMENTAL, AND LONG RANGE PLANNING – Org Code: MAEPLP
The Office of Physical, Environmental, and Long Range Planning has campus-wide responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscaping design. Major functions of the Office are as follows:

Planning/Sustainability – Org Code: MAPSLP
- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility.
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting Mānoa programs.
- Works in partnership with Facilities and Grounds to prepare and implement the campus CIP budgets.
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long term physical facility requirements for the University of Hawaiʻi at Mānoa.
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Campus’ strategic sustainability goals.
- Works in partnership with Facilities and Grounds and the campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution.
- Engages students, faculty, and staff in gaining understanding of our current patterns and consequent behaviors.

Space Management – Org Code: MASMLP
- Manages the allocation and reallocation of space on campus to operating units.
- Maintains a database of institutional information supporting the space and physical planning functions of the campus.
- Provides data analysis in support of the space allocation and physical planning functions of the campus.

APPROVED:

[Signature]
Virginia S. Hinshaw, Chancellor
Date 12-2-10
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR FACILITIES AND GROUNDS

FUNCTIONAL STATEMENT

OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR FACILITIES AND GROUNDS - Org Code:

This Office oversees the operations of Facilities Management which conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities for the University of Hawai‘i at Mānoa in accordance with approved short-range and long-range development plans and applicable federal, state, and county building codes and standards.

Major functions of this Office include:
- Manages the overall campus physical infrastructure including roadways, utilities, and utility distribution systems.
- Repairs and renovates buildings.
- Provides the full range of administrative support services, including budget preparation and execution, fiscal procurement (including campus-wide contracts), property management, and human resources.
- Provides custodial services for UH Mānoa buildings, including classrooms, laboratories, auditoriums, offices, restrooms, corridors, and other public and general-use areas.
- Provides grounds keeping and landscaping maintenance for UH Mānoa, including lawns, trees, roads, and parking lots/structures.
- Conducts analyses of institutional plans, academic agendas, and major policies to determine best course of action in managing implementation of short range and long range development plans.
- Works in partnership with the Office of Physical, Environmental, and Long Range Planning to prepare and implement the campus CIP budgets.

APPROVED:

[Signature]

Virginia S. Hinshaw, Chancellor

Date: 12-2-10
STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE CHANCELLOR, UH MANOA
AUXILIARY ENTERPRISES

CHART 1

Grand Total by Fund:
- General Funds: 18.00 FTE
- Special Funds: 115.00 FTE
- Revolving Funds: 4.00 FTE

OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE & OPERATIONS

CAMPUS SERVICES

AUXILIARY ENTERPRISES
Org Code: MAAUXE
- Dir of Auxiliary & Commercial Ent, #89251 (B) 1.00
- Secretary III, SR15, #13644 (B) 1.00

ADMINISTRATIVE SERVICES
Org Code: MAASAX
- See Chart II

AUXILIARY SERVICES
Org Code: MAAXAX
- See Chart III

BUSINESS DEVELOPMENT
Org Code: MABDAX
- Commercial and Aux Enterprises Officer, PBC, #80781 (B) 1.00
- Dept Bookstore Mgr, PBB #81034 (B), #81550 (B) 2.00

BOOKSTORE SYSTEM
Org Code: MABKST
- See Chart IV

CONFERENCE CENTER
Org Code: MCCAX
- Educational Sp, PBB, #80697 (W) 1.00

(B) Special Funds: 6.00 FTE
(W) Revolving Funds: 1.00 FTE
Pending establishment: #77856 (pseudo #94354F) (B)

CHART UPDATED
JUL 1, 2010
University of Hawaii
at Manoa
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 Hawaii programs.

CONFERENCE CENTER – Org Code: MACCAX

Provides a program to meet the needs of the University of Hawai‘i at Manoa 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.
PROPOSED

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS
Org Code: MAVCAF

Vice Chancellor, #89354  1.00
Secretary IV SR-18, #18549  1.00
Administrative Officer, PBC, #81280  1.00
Computer Specialist, PBB, #78219  1.00

GENERAL FUND FTE: 4.00

GRAND TOTAL FTE: GENERAL FUND 25.00

OFFICE OF FINANCIAL RESOURCES MANAGEMENT
Org Code: MAFRMA
(CHART V-A)

OFFICE OF HUMAN RESOURCES
Org Code: MAHRMA
(CHART V-B)

OFFICE OF CAMPUS SERVICES
Org Code: MACPMA
(CHART V-C)

OFFICE OF PHYSICAL, ENVIRONMENTAL, AND LONG RANGE PLANNING
Org Code: MAPELPLP
(CHART V-D)

OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR FACILITIES AND GROUNDS
Org Code: MAAVFG
(CHART V-E)
OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS (OVCAFO) – Org Code: MAVCAF

The OVCAFO provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai‘i at Mānoa. The following units report to the Vice Chancellor:

- Office of Human Resources – Org Code: MAHRMA
- Office of Campus Services – Org Code: MACPSM
- Office of the Assistant Vice Chancellor for Facilities and Grounds – Org Code: MAAVFG

Through the above units, the OVCAFO provides leadership and executive management over the following functions:

- Financial management for the campus including long range financial planning, financial analysis, financial reporting, budget preparation and budget implementation.
- Human resource administration.
- Campus physical planning and management of space resources.
- Sustainable resource management.
- Facilities renovations and capital improvements.
- Building and grounds maintenance.
- Campus security and emergency management.
- Auxiliary enterprises including parking, food services, transportation services, faculty housing, and bookstore operations.

The OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai‘i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, auxiliary services, and facilities management. The establishment of campus policies are endorsed by VCs, approved by the Chancellor, and disseminated and published by the OVCAFO on the official website.

The OVCAFO consults with other vice chancellors, faculty, staff, students, deans, and directors as appropriate in developing and implementing campus policies and procedures. In addition, the Office coordinates with the offices of the Vice President for Administration, Chief Financial Officer, Vice President for Information Technology, Vice President for Research, and Vice President for Academic Planning and Policy on administrative and financial matters as appropriate.
OFFICE OF FINANCIAL RESOURCES MANAGEMENT

OFFICE OF FINANCIAL RESOURCES MANAGEMENT – Org Code: MAFRMA

The Office of Financial Resources Management has campus-wide responsibility for planning and management of campus finances, and the campus operating and CIP budgets. Functional responsibilities are assigned to sub-units as follows:

Mauna Budget Office – Org Code: MABDMA
- Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation of budget testimonies to the legislature, and analysis of various versions of the budgets.
- Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution and instruction; position control; and the review of unfunded budget proposals.

Office of Finance and Accounting – Org Code: MAFSAC
- Prepares and analyzes periodic operating statements in support of the Mauna Chancellor’s overall management of the campus.
- Prepares intermediate and long term financial projections in support of operating and CIP budgets and the University and campus strategic plans.
- Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal officers.
- Manages Chancellor’s Office budgets.
- Provides fiscal training to campus fiscal officers.
## Office of the Chancellor

**Office of the Vice Chancellor for Administration, Finance, and Operations**

**Office of Human Resources**

**Org Code: MAHRMA**

- Human Resources Specialist, PBD, #77834 1.00
- Secretary II, SR-14, #900370 1.00

**Employee Relations & Benefits**

**Org Code: MARBHR**

- Human Resources Specialist, PBB, #80952 1.00
- Human Resources Specialist, PBA, #78543 1.00

**Classification & Compensation**

**Org Code: MACCHR**

- Human Resources Specialist, PBB, #81666 1.00
- Human Resources Specialist, PBA, #78214 1.00

**Labor Relations & Staff Development**

**Org Code: MALSHR**

- Human Resources Specialist, PBC, #78386 1.00
- Human Resources Specialist, PBB, #80179 1.00

**General Fund FTE: 8.00**
OFFICE OF HUMAN RESOURCES – Org Code: MAHRMA

The Office of Human Resources is assigned campus-wide functional responsibility for human resources management, except for academic personnel matters. The office develops policies and procedures for the campus necessary to effectively implement Board of Regents (BOR) and Executive policies as they pertain to non-faculty employees of the Mānoa campus.

In addition to the development of effective policies and procedures for the Mānoa campus, the major functional responsibilities of the office include the consistent and effective compliance of these policies and procedures as they pertain to:

Employee Relations & Benefits – Org Code: MARBHHR
• Serves as Human Resources Officer for members of the Office of the Chancellor and selected Vice Chancellor Offices.
• Serves as liaison with the State Offices related to retirement system, health benefits, social security, etc., to support the day-to-day efforts of the UHM schools/colleges.
• Provides leadership and support to the Human Resources Systems and provides human resources reports to support the management efforts in budget, staffing, and fiscal accountability.
• Reviews and analyzes all appointments/reappointments and other actions relating to Executive employees.

Classification & Compensation – Org Code: MACCHR
• Reviews, analyzes, and takes appropriate action on classification and compensation requests related to Executive and Administrative/Professional/Technical (APT) positions.
• Conducts analysis and takes appropriate action relative to hiring above the designated new hire rates, special compensation awards to include in-grade adjustments, rebanding, etc., as delegated by the Chancellor, UHM.
• Ensures that the implementation of classification and compensation plans for Executives and APTs are in compliance with State and Federal laws and University policies and procedures.

Labor Relations & Staff Development – Org Code: MAISHR
• Manages human resources administration related to collective bargaining (i.e., civil service, APT, and Executive, as appropriate) interpretations, implementation, and negotiations.
• Conducts internal investigations (to include faculty cases, as needed) on cases of allegations related to employee misconduct such as theft, workplace violence, substance abuse, tardiness, etc.
• Serves as Hearing Officers for grievances filed.
• Advises schools/colleges on human resources management to include addressing issues and concerns relating to employee misconduct or substandard performance, recommending courses of actions, etc.
• Provides staff development and training in areas such as human resources leadership, management, mentoring and support (e.g., career development classes, social security, health fund programs, etc.) via training and workshops.
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS

OFFICE OF CAMPUS SERVICES
Org Code: MACPMA
Director of Auxiliary & Commercial Enterprises, #89251(B)** 1.00
Secretary III, SR-16, #13644 (B)** 1.00

AUXILIARY ENTERPRISES
Org Code: MAUXE

CAMPUS SECURITY AND EMERGENCY MANAGEMENT
Org Code: MACPEM

COMMERCIAL ENTERPRISES
Org Code: MACOME

SPECIAL FUNDS (B) FTE: 2.00

** to be redescibed

34
OFFICE OF CAMPUS SERVICES – Org Code: MACPMA

The Office of Campus Services has functional responsibility for the major ancillary services necessary to operate the campus. These include transportation services, parking operations, food services, bookstore operations, faculty housing, commercial enterprises, campus security and emergency management. The functions of Campus Services are grouped under the following major categories:

Auxiliary Enterprises – Org Code: MAAUXE
- Maintains and services a fleet of vehicles for use by various campus organizations.
- Operates on-campus parking facilities for students, faculty, staff, and visitors.
- Manages contractors to provide food services on campus, and athletic events on retail and catered basis.
- Operates a system-wide bookstore operation with outlets on each University campus.
- Operates commercial retail outlets for University apparel and other merchandise.
- Manages the University’s faculty housing facilities.
- Provides daily mail pickup and delivery services to Mānoa campus departments on a timely, cost-efficient basis.
- Provides efficient, low-cost reprographic services through its central facility and satellite copy machine sites.
- 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.

Campus Security and Emergency Management – Org Code: MACPEM
This Office is responsible for assuring a safe and secure campus environment that includes the lower campus as well as student and faculty housing complexes. The responsibilities of this Office also include the following:
- Works with emergency management representatives and/or teams from the UH System and other campuses to ensure proper training, education, and information is made available to the campus community in the event of a natural or man-made disaster, including hurricanes, tidal waves, and terrorist and criminal acts.
- Trains and equips the UH Mānoa responder and emergency management teams to effectively respond to emergencies.
- Establishes emergency plans and procedures for the effective management of personnel, funds, equipment, and medical care in the event of a major emergency.
- Coordinates with applicable city, state, and federal agencies in preparing the UH Mānoa campus for and responding to all-hazards emergencies and disaster events.
- Provides for the protection and security of personnel and property on the Mānoa Campus on a 24-hour basis throughout the year. Maintains law and order through enforcement of state, city, and/or University laws, regulations, policies, rules, and procedures.
- Provides 24-hour radio communication and after-hours emergency telephone numbers, monitors emergency call boxes; responds to emergencies such as bomb threats, fights, injuries, or death; renders assistance, e.g., first aid, CPR; conducts investigations.
- Provides cash pickup/delivery and night escort services; controls crowds at special events.
- Provides crime prevention and other training/education to the campus community.
Commercial Enterprises – Org Code: MACOME

- Responsible for the operation and management of Central Stores including the online store, bulk selling, delivery of orders, and warehousing.
- Kulanui: Product development, branding, and quality assurance based on student/faculty research and development.
- Rainbowtiq Shops: Buying of apparel, operations of stores, outside sales, and sales during the football season at Aloha Stadium.
- Operates internet apparel and souvenir sales.
- Coordinates travel/tours/expansion of life-long learning.
- Responsible for the operation and management of the Conference Center.
FUNCTIONAL STATEMENT

OFFICE OF PHYSICAL, ENVIRONMENTAL, AND LONG RANGE PLANNING – Org Code: MAPELP
The Office of Physical, Environmental, and Long Range Planning has campus-wide responsibility for long-range development plans, space management, analytical studies, capital planning, sustainable physical and community planning, and campus building and landscaping design. Major functions of the Office are as follows:

Planning/Sustainability – Org Code: MAPSLP
- Creates and maintains design standards for land and facilities supporting Mānoa programs which incorporate principles of sustainability and environmental responsibility.
- Develops and administers long range physical development plans for the campus as well as lands external to the campus supporting Mānoa programs.
- Works in partnership with Facilities and Grounds to prepare and implement the campus CIP budgets.
- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting long term physical facility requirements for the University of Hawai‘i at Mānoa.
- Provides leadership in creating and implementing a comprehensive environmental and energy policy in support of the Campus’ strategic sustainability goals.
- Works in partnership with Facilities and Grounds and the campus groups to incorporate sustainability principles into the planning, design, operational, and educational framework of the institution.
- Engages students, faculty, and staff in gaining understanding of our current patterns and consequent behaviors.

Space Management – Org Code: MASMILP
- Manages the allocation and reallocation of space on campus to operating units.
- Maintains a database of institutional information supporting the space and physical planning functions of the campus.
- Provides data analysis in support of the space allocation and physical planning functions of the campus.
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE, AND OPERATIONS

OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR FACILITIES AND GROUNDS
Org Code: MAAVFG
Assistant Vice Chancellor, #89271** 1.00
Secretary III, SR-16*

FACILITIES AND GROUNDS
Org Code: MAFGMA

* new, pending approval
** to be redescribed
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR
FACILITIES AND GROUNDS

FUNCTIONAL STATEMENT

OFFICE OF THE ASSISTANT VICE CHANCELLOR FOR FACILITIES AND GROUNDS – Org Code: MAAVFG

This Office oversees the operations of Facilities Management which conducts and coordinates the planning, budgeting, construction, repair, and maintenance of physical facilities for the University of Hawai'i at Mānoa in accordance with approved short-range and long-range development plans and applicable federal, state, and county building codes and standards.

Major functions of this Office include:

- Manages the overall campus physical infrastructure including roadways, utilities, and utility distribution systems.
- Repairs and renovates buildings.
- Provides the full range of administrative support services, including budget preparation and execution, fiscal procurement (including campus-wide contracts), property management, and human resources.
- Provides custodial services for UH Mānoa buildings, including classrooms, laboratories, auditoriums, offices, restrooms, corridors, and other public and general-use areas.
- Provides grounds keeping and landscaping maintenance for UH Mānoa, including lawns, trees, roads, and parking lots/structures.
- Conducts analyses of institutional plans, academic agendas, and major policies to determine best course of action in managing implementation of short range and long range development plans.
- Works in partnership with the Office of Physical, Environmental, and Long Range Planning to prepare and implement the campus CIP budgets.
STATE OF HAWAII
UNIVERSITY OF HAWAII
OFFICE OF THE CHANCELLOR, UH MANOA
AUXILIARY ENTERPRISES

CHART I

Grand Total by Fund:
General Funds 18.00 FTE
Special Funds 113.00 FTE
Revolving Funds 4.00 FTE

OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR ADMINISTRATION, FINANCE & OPERATIONS

CAMPUS SERVICES

AUXILIARY ENTERPRISES
Org Code: MAAUXE

ADMINISTRATIVE SERVICES
Org Code: MAASAX

See Chart II

AUXILIARY SERVICES
Org Code: MAAXAX
See Chart III

BUSINESS DEVELOPMENT
Org Code: MABDAX

Commercial and Aux Enterprises Officer, PBC, #80781 (B) 1.00
Dept Bookstore Mgr, PBB: #81034 (B), #81855 (B) 2.00

BOOKSTORE SYSTEM
Org Code: MABKST
See Chart IV

CONFERENCE CENTER
Org Code: MACCAX

Educational Sp, PBB, #80697 (W) 1.00

(B) Special Funds: 4.00 FTE
(W) Revolving Funds: 1.00 FTE
Pending establishment: #77856 (pseudo #94354F) (B)

APPROVED:

Virginia S. Hinshaw, Chancellor
Date 3-16-11
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 Hawaii 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.
NO CHANGE

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.
SEC AND UNION

COMMENTS
February 22, 2011

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

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

FROM: Susan Hippenstele, Chair
Manoa Faculty Senate

RE: Motion to Endorse Reorganization of Campus Services Proposal

The above referenced motion was unanimously approved by the Manoa Faculty Senate at the February 16, 2011 Senate meeting. The motion is attached.

The Committee on Administration and Budget (CAB) reviewed the Reorganization of Campus Services Proposal and provided a report to the Senate at the February 16, 2011 Senate meeting. The committee report and deliberations can be viewed by accessing CAB’s meeting minutes at http://www.hawaii.edu/uhmfs/index.htm.

Please feel free to contact me if you have any questions or need additional information.
Motion to Endorse Reorganization of Campus Services Proposal

"CAB endorses the Reorganization of Campus Services Proposal with no further comment."

This motion was brought forth by the Committee of Administration and Budget (CAB).

[Signature]
Susan K. Hippensteele, Ph.D., M.D., Chair of the Mānoa Faculty Senate

[Signature]
Halina M. Zaleski, Ph.D., Secretary of the Mānoa Faculty Senate
January 20, 2011

Randy Perreira, Executive Director
Hawaii Government Employees Association
888 Millilani Street, Suite 601
Honolulu, Hawaii 96813-2991

Dear Mr. Perreira:

The University of Hawaii is proposing a reorganization of the Office of Campus Services under the Vice Chancellor for Administration, Finance, and Operations (OVCAFO) at the University of Hawaii at Manoa and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University of Hawaii at Manoa’s sustainability efforts, we have loaded the proposal and documents onto the UH Manoa website at:
http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html

Your comments on the proposal would be appreciated no later than March 4, 2011. Your assistance in providing feedback sooner would be appreciated in our effort to have this leadership role filled as soon as possible. If we do not hear from you by the above date, we will assume there are no comments on the Office of Campus Services' reorganization proposal.

Should you have any questions, please contact me at 956-9190 or cutshaw@hawaii.edu.

Sincerely,

[Signature]
Kathy Cutshaw
Vice Chancellor for Administration, Finance, and Operations

C: Leiomalama Desha, Executive Assistant, HGEA
Tammy Kuniyoshi, Director, Manoa Human Resources
Ann Sakuma, Executive Assistant, OVCAFO

No response received from HGEA