

UH at Mānoa Action Memo and Other Letter/Memo Guidelines

Revised October 2012

**Prepared by
Office of the Chancellor**

http://manoa.hawaii.edu/chancellor/pdf/action_memo_format.pdf

Table of Contents

	Page
I. Introduction	2
II. Action Memo Formats	
a. To Board of Regents	4
b. To President	6
c. To Chancellor	8
III. Sample Memos	
a. Appointment – Unclassified Executive Position	11
b. Reappointment – Classified Executive Position	13
c. Establishment of a Program	15
IV. Other Guidelines	
a. General Memo Guidelines	18
b. Ramseyer Format Guidelines	20
V. Draft Letter Guidelines	
a. For Governor’s signature	22
b. For President’s signature	23
c. For Chancellor’s signature	24
VI. Website References	25

INTRODUCTION

Aloha!

Thank you for taking the time to reference these guidelines before proceeding with your letter or memo. Please follow these guidelines in preparing documents for action/transmittal to the Chancellor, the President and/or the Board of Regents.

Action requests for Board of Regents action, or for proposed executive appointment or salary adjustments which require posting, shall be submitted to the Chancellor's Office by the UH Mānoa deadlines set forth in the *Board of Regents Meeting Schedule & Deadlines* posted on the Chancellor's Office webpage.

Please share these guidelines with individuals who assist in the preparation of documents.

Mahalo,

UH Mānoa Chancellor's Office

II. ACTION MEMO FORMATS

ACTION MEMO FORMAT TO BOARD OF REGENTS:

Date (right justified)

MEMORANDUM

TO: Eric K. Martinson
Chairperson, Board of Regents

VIA: M.R.C. Greenwood
President

VIA: Tom Apple
Chancellor

VIA: (Name)
Vice Chancellor for _____

FROM: (Name)
Dean / Director

SUBJECT: NATURE OF REQUEST

SPECIFIC ACTION REQUESTED:

Be concise.

RECOMMENDED EFFECTIVE DATE:

Indicate appropriate effective date. If for a period of time, indicate start and end dates of period.

ADDITIONAL COST:

Indicate cost and appropriate fund source. If no costs are associated with this request, also indicate here.

PURPOSE:

Provide information regarding purpose of requested action.

BACKGROUND INFORMATION:

Cite the BOR policy (including chapter/section, if applicable) in the first paragraph and provide appropriate justification for request.

(To be inserted in the header:)

Eric K. Martinson

Date

Page 2 (or Page 2 of 2)

ACTION RECOMMENDED:

This statement should match the language used in “Specific Action Requested” with the exception of using “recommended” in lieu of “requested.”

Attachment(s)

1. *Label attachments, e.g., Attachment 1, Attachment 2, etc.*
2. *List appropriate supporting documents. For example CV, salary placement worksheet, MOA, lease agreements, etc.*
3. *Make reference to the attachments in the memo as appropriate*
4. *Multipage attachments header should read:*
 - Attachment 1*
 - Page X (or Page X of Y)*

c: *Indicate those individuals who should be officially copied on the memo.*

ACTION MEMO FORMAT TO PRESIDENT:

Date (right justified)

MEMORANDUM

TO: M.R.C. Greenwood
President

VIA: Tom Apple
Chancellor

VIA: (Name)
Vice Chancellor for _____

FROM: (Name)
Dean / Director

SUBJECT: NATURE OF REQUEST

SPECIFIC ACTION REQUESTED:

Be concise.

RECOMMENDED EFFECTIVE DATE:

Indicate appropriate effective date. If for a period of time, indicate start and end dates of period.

ADDITIONAL COST:

Indicate cost and appropriate fund source. If no costs are associated with this request, also indicate here.

PURPOSE:

Provide information regarding purpose of requested action.

BACKGROUND:

Cite appropriate policy (e.g., BORP or Executive), procedure and/or delegation memo and provide appropriate justification for request.

To be inserted in the header:

M.R.C. Greenwood

Date

Page 2 (or Page 2 of 2)

ACTION RECOMMENDED:

This statement should match the language used in "Specific Action Requested" with the exception of using "recommended" in lieu of "requested."

Attachment(s)

1. *Label attachments, e.g., Attachment 1, Attachment 2, etc.*
2. *List appropriate supporting documents. For example CV, salary placement worksheet, MOA, lease agreements, etc.*
3. *Make reference to the attachments in the memo as appropriate*
4. *Multipage attachments header should read:*
Attachment 1
Page X (or Page X of Y)

APPROVED / DISAPPROVED:

M.R.C. Greenwood

President

(NOTE: Signature line should be on the same page as "Action Recommended.")

Date

c: *Indicate those individuals who should be officially copied on the memo.*

ACTION MEMO FORMAT TO CHANCELLOR:

Date (right justified)

MEMORANDUM

TO: Tom Apple
Chancellor

VIA: (Name)
Vice Chancellor for _____

FROM: (Name)
Dean / Director

SUBJECT: NATURE OF REQUEST

SPECIFIC ACTION REQUESTED:

Be concise.

RECOMMENDED EFFECTIVE DATE:

Indicate appropriate effective date. If for a period of time, indicate start and end dates of period.

ADDITIONAL COST:

Indicate cost and appropriate fund source. If no costs are associated with this request, also indicate here.

PURPOSE:

Provide information regarding purpose of requested action.

BACKGROUND:

Cite appropriate policy (e.g., BORP or Executive), procedure and/or delegation memo and provide appropriate justification for request.

To be inserted in the header:

Tom Apple

Date

Page 2 (or Page 2 of 2)

ACTION RECOMMENDED:

This statement should match the language used in “Specific Action Requested” with the exception of using “recommended” in lieu of “requested.”

Attachment(s)

1. *Label attachments, e.g., Attachment 1, Attachment 2, etc.*
2. *List appropriate supporting documents. For example CV, salary placement worksheet, MOA, lease agreements, etc.*
3. *Make reference to the attachments in the memo as appropriate*
4. *Multipage attachments header should read:*
Attachment 1
Page X (or Page X of Y)

APPROVED / DISAPPROVED:

Tom Apple

Chancellor

(NOTE: Signature line should be on the same page as “Action Recommended.”)

Date

c: *Indicate those individuals who should be officially copied on the memo.*

III. SAMPLE MEMOS

**SAMPLE APPOINTMENT – UNCLASSIFIED EXECUTIVE POSITION MEMO FOR
BOR APPROVAL**

Date (right justified)

MEMORANDUM

TO: Eric K. Martinson
Chairperson, Board of Regents

VIA: M.R.C. Greenwood
President

FROM: Tom Apple
Chancellor

SUBJECT: APPOINTMENT OF (NAME), (POSITION TITLE), UNIVERSITY OF
HAWAI'I AT MĀNOA

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the appointment of (Name) as (Position Title), University of Hawai'i at Mānoa, effective (start date) through (end date), unless sooner relieved, at an annual salary of (indicate unreduced annual salary) (indicate monthly salary) monthly), subject to executive adjustments, as appropriate. The adjusted salary with the Executive salary reduction would be (indicate reduced annual salary) (indicate reduced monthly salary) monthly).
(NOTE: Annual salaries for executives should be whole numbers divisible by 24)

RECOMMENDED EFFECTIVE DATE:

Month, date, year
(NOTE: Should be no earlier than day after the Board of Regents meeting.
See Note 2.)

ADDITIONAL COST:

Indicate cost and appropriate fund source. If no costs are associated with this request, also indicate here.

PURPOSE:

Provide information regarding purpose of requested action.

To be inserted in the header:

BACKGROUND INFORMATION:

Pursuant to Board of Regents Policy 9-14, Executive Personnel Policies, appointments, reappointments, and reassignments to unclassified executive positions must be approved by the Board of Regents.

Provide justification.

(NOTE: Suggest including application information such as:

- 1. Appropriate justification for request including but not limited to education, experience, and professional accomplishments*
- 2. Compensation comparables - CUPA data or comparable industry salary survey*
- 3. Reference to tenure, return rights and fallback salary, if appropriate*
- 4. Until June 30, 2011, please include the following language in the justification:
"Executive salaries were reduced effective September 1, 2009, in accordance with the Board of Regents' action, on August 27, 2009 regarding Executive salary reductions. As such, should the Executive salaries be reverted back to August 31, 2009 levels, (Name)'s salary should be increased by _____ % to \$ (indicate salary)."*

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the appointment of (Name) as (Position Title), University of Hawai'i at Mānoa, effective (start date) through (end date), unless sooner relieved, at an annual salary of (indicate unreduced annual salary) ((indicate monthly salary) monthly), subject to executive adjustments, as appropriate. The adjusted salary with the Executive salary reduction would be (indicate reduced annual salary) ((indicate reduced monthly salary) monthly).

Attachment(s)

1. Curriculum Vitae

NOTES:

- 1. If approved, original will be sent to System Human Resources (for filing in official personnel file), with a copy to the originating school/college Dean's office.*
- 2. All requests for proposed compensation offers to all new executives and any changes in compensation proposed for existing executives, shall be disclosed in open meeting for purpose of public comment (SB 2263, HRS §89C-4). As such, requests will be posted with BOR agenda and, therefore, will be effective no earlier than the day after the BOR meeting.*

**SAMPLE REAPPOINTMENT – CLASSIFIED EXECUTIVE POSITION MEMO FOR
CHANCELLOR APPROVAL**

Date (right justified)

MEMORANDUM

TO: Tom Apple
Chancellor

VIA: (Name)
Vice Chancellor for _____

FROM: (Name)
Dean / Director

SUBJECT: REAPPOINTMENT OF (NAME), (POSITION TITLE)

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the reappointment of (Name) as (Position Title), University of Hawai'i at Mānoa, effective (start date) through (end date), unless sooner relieved, at an annual salary of (indicate unreduced annual salary) ((indicate monthly salary) monthly), subject to executive adjustments, as appropriate. The adjusted salary with the Executive salary reduction would be (indicate reduced annual salary) ((indicate reduced monthly salary) monthly).

(NOTE: Annual salaries for executives should be whole numbers divisible by 24)

RECOMMENDED EFFECTIVE DATE:

Month, date, year

(NOTE: Should be no earlier than day after the Board of Regents meeting.

See Note 2.)

ADDITIONAL COST:

Indicate cost and appropriate fund source. If no costs are associated with this request, also indicate here.

PURPOSE:

Provide information regarding purpose of requested action.

To be inserted in the header:

BACKGROUND INFORMATION:

Pursuant to Board of Regents Policy 9-14, Executive Personnel Policies, approved on October 19, 2006, the Chancellor is authorized to appoint, reappoint and make compensations for positions that are at least two (2) Executive reporting levels below the Chancellor, up to control point.

Provide justification.

(NOTE: Suggest including application information such as:

- 1. Appropriate justification for request including but not limited to education, experience, and work accomplishments during previous appointment period*
- 2. Compensation comparables - CUPA data or comparable industry salary survey*
- 3. Reference to tenure, return rights and fallback salary, if appropriate.*
- 4. Until June 30, 2011, please include the following language in the justification:
"Executive salaries were reduced effective September 1, 2009, in accordance with the Board of Regents' action, on August 27, 2009 regarding Executive salary reductions. As such, should the Executive salaries be reverted back to August 31, 2009 levels, (Name)'s salary should be increased by _____ % to \$ (indicate salary)."*

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the appointment of (Name) as (Position Title), University of Hawai'i at Mānoa, effective (start date) through (end date), unless sooner relieved, at an annual salary of (indicate unreduced annual salary) ((indicate monthly salary) monthly), subject to executive adjustments, as appropriate. The adjusted salary with the Executive salary reduction would be (indicate reduced annual salary) ((indicate reduced monthly salary) monthly).

NOTES:

- 1. If approved, original will be sent to System Human Resources (for filing in official personnel file), with a copy to the originating school/college Dean's office.*
- 2. All requests for proposed compensation offers to all new executives and any changes in compensation proposed for existing executives, shall be disclosed in open meeting for purpose of public comment (SB 2263, HRS §89C-4). As such, requests will be posted with BOR agenda and therefore will be effective no earlier than the day after the BOR meeting.*

SAMPLE ESTABLISHMENT OF A PROGRAM MEMO TO BOR

Date (right justified)

MEMORANDUM

TO: Eric K. Martinson
Chairperson, Board of Regents

VIA: M.R.C. Greenwood
President

VIA: Tom Apple
Chancellor

VIA: (Name)
Vice Chancellor for _____

FROM: (Name)
Dean / Director

SUBJECT: ESTABLISHMENT OF (PROGRAM NAME), IN (SCHOOL OR DEPARTMENT), UNIVERSITY OF HAWAI'I AT MĀNOA

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the establishment of (program name), in the (school/department) at the University of Hawai'i at Mānoa.

RECOMMENDED EFFECTIVE DATE:

Specify semester and year

ADDITIONAL COST:

Indicate cost and appropriate fund source. If no costs are associated with this request, also indicate here.

PURPOSE:

Provide information regarding purpose of requested action.

To be inserted in the header:

Eric K. Martinson
Date
Page 2 of 2

BACKGROUND INFORMATION:

Pursuant to Board of Regents Policy 5-1, Instructional and Research Programs, the Board of Regents approves the establishment of all instructional and research programs upon recommendation by the President.

Provide justification.

(NOTE: Need to include information such as information regarding how program is consistent with UH Mānoa's mission, regarding faculty review, etc.)

ACTION RECOMMENDED:

It is recommended that the Board of Regents approve the establishment of (program name), in the (school/department) at the University of Hawai'i at Mānoa.

Attachment(s)

1. Program proposal

IV. OTHER GUIDELINES

GENERAL MEMO GUIDELINES

1. **Routing & timeliness.** Action memos should be routed via the appropriate Vice Chancellor prior to established deadlines to Chancellor and prior to effective dates. School/colleges/offices are responsible for ensuring adequate proper review time by all reviewing offices, including Vice Chancellor offices.
2. **Grammar, Punctuation and Style Guide.** Schools/colleges/offices shall ensure that proper grammar and punctuation are used in the memo (e.g., commas, periods, spacing, etc.). If there are significant errors, it will be returned for corrections. Also refer to UH Style Guide (<http://www.hawaii.edu/offices/eaur/styleguide.html>). Modified or block style correspondence is acceptable.
3. **Diacritical marks.** Diacritical marks should be included. See <http://www.hawaii.edu/itsdocs/win/diacritics.pdf> for PCs or <http://www.hawaii.edu/itsdocs/mac/hawdiac.pdf> for Macintosh computers more information regarding configuring Microsoft Word to display diacritical marks.
4. **Proposed revisions to policy or procedure.** Please include current version, Ramseyer version and “clean” version without corrections. See page 20 for Sample Ramseyer format. The current, Ramseyer and “clean” versions should be attachments.
5. **Transmittal Note.** If another office has reviewed a draft of your memo, please specify in a transmittal note. This will help expedite the review process. (e.g., *This memo has been reviewed by the system General Counsel Office.*) In addition, if the memo is a ‘rush’ request, please indicate on a transmittal note with instructions on contact information (name and phone number) of individual who will pick up the document and as necessary, deliver to the next office.
6. **“Via.”** More than one “via” in an action memo is acceptable (e.g., from Dean, via Vice Chancellor, via Chancellor to President).
7. **Font Size.** The font size may be reduced to 11 point to make best use of page space when using Arial or Times New Roman.
8. **Margins.** The margins should be ¾ inch to 1 inch along all borders.
9. **Page Numbering.** Please ensure pages (including attachments) are numbered.
10. **Headers.** Suggested header format is:
Name
Date
Page X (or Page X of Y)
11. **Attachments.** All attachments should be labeled appropriately (e.g. Attachment 1, Attachment 2, etc.)

GENERAL MEMO GUIDELINES (Continued)

12. **Signature line.** Signature line for memos to Chancellor and President should be on same page as “Action Recommended,” not separated. BOR action memos do not need a signature line; confirmation of BOR approval will be in the Board minutes.
13. **Courtesy titles.** Not used.
14. **Position titles.** Use official UH Mānoa titles. See <http://www.hawaii.edu/ohr/bor/emcompp.htm>
15. **Stapling.** Not necessary.
16. **Copy.** Copy to Executive Administrator and Secretary of the Board no longer necessary for BOR action memos. President’s Office will forward the original.
17. **Formats are subject to change.**
18. **“On behalf.”** It is appropriate for Dean/Director to indicate when responding on behalf of Chancellor or President. For example, “Chancellor received your letter dated xx/xx/xx and has asked me to respond on her behalf.”

RAMSEYER FORMAT GUIDELINES

1. Additions. New language should be indicated with underlined text.
2. Deletions. Language to be deleted should be indicated with strike-through text.
3. Generally, you will need to submit 3 versions for proposed policy language revisions: current version, Ramseyer version and clean version.

Example:

Current Policy:

Automobile rental is limited to compact or sub-compact vehicles unless a request for a larger vehicle is justified and approved in advance.

Proposed Revised Policy (Ramseyer version):

Automobile rental is limited to compact or ~~sub-compact~~ vehicles unless a request for a larger vehicle is justified and approved in advance economy vehicles for individuals, or midsize vehicles for three or more employees traveling together.

New Policy ("clean" version):

Automobile rental is limited to compact or economy vehicles for individuals, or midsize vehicles for three or more employees traveling together.

IV. DRAFT LETTER GUIDELINES

**(For use when requested to draft correspondence for Governor,
President, Chancellor or Vice Chancellor signature)**

DRAFT LETTER FOR GOVERNOR'S SIGNATURE

UHS XXXX
UHM XXXX

*(Reference to UH System and UH Manoa
document tracking system number)*

XX:XXXXXXXX *(Governor's Office tracking number)*

Date (centered)

Ms. Xyz Abcde
Company name
1234 Main Street
Anytown, HI 98765

Dear Ms. Abcde:

Tab once to indent each paragraph. Arial or Times New Roman font style is appropriate. Font size 12 is preferred; however, font size may be adjusted to size 11 to fit text appropriately on the page.

Double space between paragraphs.

Sincerely,

(Four line-space for signature.)

NIEL ABERCROMBIE

c: President M.R.C. Greenwood, UH System
Chancellor Tom Apple, UH Mānoa

DRAFT LETTER FOR PRESIDENT'S SIGNATURE

UHS XXXX

UHM XXXX

(Reference to UH System and UH Mānoa document tracking system number is requested at top of page)

Date (right justified)

Ms. Xyz Abcde
Position Title
Organization
2444 Dole Street
Honolulu, HI 96822

Dear Ms. Abcde:

Tab once to indent each paragraph. Arial font style is preferred. Font size 12 is preferred; however, font size may be adjusted to size 11 to fit text appropriately on the page.

Double space between paragraphs.

Sincerely,

(Four line-spaces for signature)

M.R.C. Greenwood
President

Enclosure

c: Chancellor Tom Apple
Indicate other appropriate individuals with Name and Title

DRAFT LETTER FOR CHANCELLOR'S SIGNATURE

UHS XXXX

UHM XXXX

(Reference to UH System and UH Mānoa document tracking system number is requested at top of page)

Date (right justified)

Ms. Xyz Abcde
Position Title
Organization
2444 Dole Street
Honolulu, HI 96822

Dear Ms. Abcde:

Tab once to indent each paragraph. Arial or Times New Roman font style is appropriate. Font size 12 is appropriate; however, font size may be adjusted to size 11 to fit text appropriately on the page.

Double space between paragraphs.

Sincerely (or if appropriate, with warm regards),

(Four line-spaces for signature.)

Tom Apple
Chancellor

c: Indicate appropriate individuals with Name and Title

WEBSITE REFERENCES

Office of the Chancellor

<http://manoa.hawaii.edu/chancellor/>

- Communications – updates and information, deadlines for BOR meetings, UHM Action Memo & Other Letter/Memo Guidelines:
<http://manoa.hawaii.edu/chancellor/communications.html>
- Chancellor's Initiatives: <http://manoa.hawaii.edu/chancellor/initiatives.html>

Office of the Vice Chancellor for Academic Affairs

<http://manoa.hawaii.edu/ovcaa/>

- Academic Personnel (T&P, special salary adjustments, etc.):
<http://www.uhm.hawaii.edu/ovcaa/faculty/>
- Accreditation – WASC and Program
- Administrative Memos: http://manoa.hawaii.edu/ovcaa/admin_memos/
- Assessment - <http://www.manoa.hawaii.edu/assessment/>
- International Programs: <http://manoa.hawaii.edu/ovcaa/international/>
- Undergraduate Education: <http://manoa.hawaii.edu/ovcaa/undergrad/>
- Program review: http://manoa.hawaii.edu/ovcaa/program_review/
- Institutional Research and Distance Education

Office of the Vice Chancellor for Research and Graduate Division

<http://manoa.hawaii.edu/ovcrge/>

- Links to research units: <http://manoa.hawaii.edu/ovcrge/units.html>
- Research Support Services page: <http://www.uhm.hawaii.edu/ovcrge/research/index.html>
(compliance issues)

Office of the Vice Chancellor for Students

<http://studentaffairs.manoa.hawaii.edu/>

- Student Affairs related programs: <http://studentaffairs.manoa.hawaii.edu/departments/>
- Student Life on campus (housing, dining, campus center, shuttles, entertainment, safety & security): <http://studentaffairs.manoa.hawaii.edu/lifeatmanoa/>
- Student clubs, organizations, governance groups & community service:
<http://studentaffairs.manoa.hawaii.edu/getinvolved/>
- Health, counseling, recreation and disability access:
<http://studentaffairs.manoa.hawaii.edu/stayhealthy/>
- Student related policies and procedures: <http://studentaffairs.manoa.hawaii.edu/policies/>

Office of the Vice Chancellor for Administration, Finance and Operations

<http://manoa.hawaii.edu/ovcafo/>

- Budget & Finance Related information:
<http://www.manoa.hawaii.edu/ovcafo/newbudget/index.html>
- Organization Charts: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html
- Mānoa guidelines <http://manoa.hawaii.edu/policies/>
- Auxiliary Enterprises (Bookstores, Parking, Transportation, Faculty Housing, Food Services): <http://www.hawaii.edu/auxent/>
- Campus Security: <http://www.hawaii.edu/security/>
- Emergency Management System: <http://www.manoa.hawaii.edu/emergency/management/>
- Facilities (including work requests): <http://www.manoa.hawaii.edu/facilities/>
- Mānoa Human Resources: <http://www.manoa.hawaii.edu/ovcafo/uhr/>
- Malama Honua – Sustainable Living:
<http://manoa.hawaii.edu/chancellor/sustainability/index.html>
- Mānoa Green Days: <http://www.manoa.hawaii.edu/facilities/mgd>

WEBSITE REFERENCES (continued)

Board of Regents:

<http://www.hawaii.edu/offices/bor/>

- BOR members
- BOR meeting dates and locations
- Previous agendas and minutes

Office of the President:

<http://www.hawaii.edu/offices/op/index.html>

- Information about senior leadership and offices
- UH Style Guide <http://www.hawaii.edu/offices/eur/styleguide.html>

Policies and Procedures:

Administrative Procedures Information System: <http://www.hawaii.edu/apis/>

BOR: <http://www.hawaii.edu/offices/bor/policy/index.html>

Executive: <http://www.hawaii.edu/svpa/ep/ep.php>

Administrative: <http://www.svpa.hawaii.edu/svpa/apm/sysap.html>

UH Mānoa: <http://manoa.hawaii.edu/policies/>