MEMORANDUM

TO: Virginia S. Hinshaw  
   Chancellor

VIA: Gary K. Ostrander  
     Vice Chancellor of Research and Graduate Education

FROM: Patricia Cooper  
      Interim Dean

SUBJECT: Reorganization Proposal for Graduate Division

SPECIFIC ACTION REQUESTED:
We request your approval of the reorganization of the Graduate Division. This reorganization will combine the existing Graduate Records, Graduate Admissions, and Fellowships and Scholarships sections into one Graduate Student Services section.

RECOMMENDED EFFECTIVE DATE:
Upon your approval.

ADDITIONAL COST:
None

PURPOSE:
The purpose of this reorganization is to combine Graduate Records, Graduate Admissions, and Fellowships and Scholarships into one unit called Graduate Student Services section. This will provide faster and better service to graduate students and improve the coordination of the admission, fellowship, and record activities.

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 of 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 proposal.

**ACTION RECOMMENDED:**
It is recommended that the attached Graduate Division reorganization proposal to combine the existing Graduate Records, Graduate Admissions, and Fellowships and Scholarships sections into one Graduate Student Services section for the Graduate Division be approved.

Should you have any questions, please contact Patricia Cooper at 956-7541 or at pcooper@hawaii.edu.

**Attachments**
- Executive Summary
- Narrative
- Current org charts and functional statements
- Proposed org charts and functional statements
- UHM Attachment 3 - Allocated and Authorized BJ/BT Positions Impacted by the Reorganization
- Copies of letters and responses from internal campus offices (i.e. Mānoa Budget Office, Mānoa Finance & Accounting, Mānoa Human Resources)
- Copies of letters and responses from unions

**APPROVED**

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Virginia S. Hinshaw
Chancellor

3-29-11
Date
Executive Summary
Reorganization Proposal  
Graduate Division  
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.

The purpose of the reorganization of the Graduate Division is to combine the existing Graduate Records, Graduate Admissions, and Fellowships and Scholarships into one Graduate Student Services section. This will provide faster and better service to graduate students and to improve the coordination of the admission, fellowship and record activities.

Outside of providing a single contact point for graduate student services, there should be no impact on the rest of the Mānoa campus or the University. The impact on staffing will be the filling of a vacant APT and civil service position and the proposed redescription of positions as follows: 1) position #80275 – proposed redescription and change in banding from PBB to PBC, position will keep the functions of Fellowships and Scholarships; 2) position #26508 – proposed redescription from Office Assistant IV to Secretary I; 3) positions #78265, 78687, 78738 – proposed redescription and change in banding from PBA to PBB; 4) positions #80480, 81275 – proposed removal of supervisory duties; position #80480 – proposed to include functions of the graduate records; position #81275 – proposed to include functions of the graduate admissions; 5) positions #60607, 80634, 81537 – proposed redescription to include the functions of the graduate records; and 6) positions #13240, 17377, 41853 – proposed redescription to update change in supervisor. Anticipated increase in expenditures would amount to approximately $36,744 which will be covered by existing allocations.

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 to this reorganization is that there will be a single contact point for graduate student services: After the redescription of positions, employees will have cradle to grave (admissions through graduation) responsibilities.

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? $36,744
2. Are additional funds needed? None
   If so, how will the cost of the reorg be funded? Will be funded by existing resources.

3. Will the reorg result in cost savings or be cost neutral? N/A

B. Operational
   1. What is the overall impact on faculty and staffing responsibilities, if any?
      The reorganization will provide a single point of contact for graduate students services. The impact on staffing will be the rebanding and redescription of select APT positions such that each of the Graduate Division student services employees will have duties and responsibilities that cover admissions through graduation for students within a specific range of fields of studies.

   2. Will additional faculty/support personnel be required? Yes
      If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? The plan is to request for approval for rebanding of staff and to request for approval to recruit for vacant positions.

   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.
   • One vacant APT Band B position (#80275) – position description will be redescribed and be proposed to be an APT Band C position. Position will keep the functions of Fellowships and Scholarships.

   • One vacant Civil Service Position, Office Assistant IV (#26508) – position description will be redescribed and be proposed to a Secretary I (SR 12).

   • Three filled APT Band A positions (#78265, 78687, and 78738) – positions will be redescribed and proposed to be APT Band B positions, to include the functions of graduate admissions.

   • Two filled APT Band B positions (#80480, 81275) – proposed removal of supervisory duties. Position #80480 – proposed to include the functions of graduate records. Position #81275 – proposed to include the functions of graduate admissions.

   • Three filled APT Band B positions (#80607, 80634, 81537) – proposed redescription to include the functions of graduate records.

   • One vacant Civil Service Position, Office Assistant IV (#13240) and Two filled Civil Service Positions, Office Assistant IV (#17377, #41853) – proposed redescription to update change in supervisor.

Associated costs of the proposed redescriptions will be covered by existing Graduate Division resources, G Funds, Tuition Funds and/or Graduate Application Revolving Funds.
<table>
<thead>
<tr>
<th></th>
<th>Budgeted</th>
<th>Proposed Redescription</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>80275</td>
<td>42,492</td>
<td>54,528 (PBC, Step 1)*</td>
<td>12,036</td>
</tr>
<tr>
<td>26508</td>
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<td>3,528</td>
</tr>
<tr>
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<td>112,992</td>
<td>134,172 (PBB, Step 1)</td>
<td>21,180</td>
</tr>
<tr>
<td>78687,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>78738</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>36,744</td>
</tr>
</tbody>
</table>

* Note: Budgeted at the first step. If reorganization is effective prior to July 1, 2011, salary will be reduced by 5% in accordance with the HGEA negotiated salary reduction.

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.

   Consultation occurred with Graduate Division staff, the VC for Research and Graduate Education, the Graduate Deans and the Hawai‘i Government Employees Association. There were no key comments.

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

   Anticipated effective date will be upon approval from the Chancellor.
   If approved, the first step to this reorganization will be to reclassify the affected positions and to request for approval for filing.
Narrative
Reorganization Proposal
Graduate Division
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.

Graduate Division is responsible for overseeing all graduate programs and education within the University of Hawai‘i at Mānoa. This includes the entire graduate experience from application to graduation. The process begins with supplying admissions materials to prospective students and submittal of application materials to the proper fields of graduate study. More specifically, Graduate Division evaluates transcripts, test scores and other materials submitted and corresponds with applicants throughout the admissions process before acceptance into graduate school.

Once admitted, Graduate Division monitors graduate programs and program performance to ensure that quality is maintained and that students are treated fairly. It is the responsibility of Graduate Division to ensure that all requirements for graduation are met, including the formation of a thesis and dissertation committees, along with the completion of required exams in a timely manner.

Graduate Division also reviews and monitors all Graduate Assistant appointments, as well as intramural fellowships and scholarships. With the help of Graduate Division, students are assisted in applying for competitive awards and achievement scholarships, along with the appointment of being a Graduate Assistant. Several extramural awards are also administered by Graduate Division, most notably; Fulbright-Hayes and NSF graduate research fellows.

Overall, the Graduate Division ensures that graduate students receive high quality education through the appointment of fully qualified personnel to the graduate faculty and the review of existing graduate programs, courses, and curricula.

Presently, Graduate Division is allocated 18.00 FTE permanent positions and has 2.00 FTE temporary positions. However, due to the increase in graduate enrollment (2% over the past year), combined with reductions in staff and the addition of responsibilities for processing applications and monitoring of unclassified graduate students, the unit needs to change the way duties are assigned in order to efficiently maximize the use of existing resources. As Graduate Division adapts to changes in duties and responsibilities brought on by the state of the economy, it remains imperative to keep the needs of the students a priority. In order to stay competitive with other University Graduate Programs, efficiency and service to students need to be maintained.
B. Specify the objectives/goals of the new/restructured unit(s) involved in the reorganization.

To establish the functions of the Graduate Student Services section by combining the Graduate Records, Admissions, and Fellowships and Scholarships division to provide cradle to grave services to graduate students and programs.

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

Graduate Division was established in 1948, it was renamed the Graduate School in 1950, and renamed the Graduate Division in 1965. This century, the number of staff has been declining. There currently are fewer clerks and fewer Deans. On the other hand, we now have more programs, more students, more graduate assistantships, more external fellowships, and we are moving towards a paperless office.

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 more students and fewer staff, coordination between the admissions, records, and fellowship offices is imperative. The new organization will provide better and faster service to students and graduate programs.

The current compartmentalization of Graduate Division impedes cross training and limits our ability to adapt to staff shortages. Also, at other institutions and our undergraduate offices, a single admissions and records office has proved effective.

C. Explain other alternatives explored.

None

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

There should be no direct impact on current relations with graduate programs and other student service office on campus. The only impact will be within the student service parts of Graduate Division.

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

The Graduate Division staff has been consulted and they have no objections. The graduate program Deans have been consulted and they have no objections.
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.

The ongoing and expected future staff shortages make organizational efficiency imperative.

Having all the student service aspects of Graduate Division report to a single director will facilitate interoffice coordination, particularly cross training staff to better handle busy periods (e.g., prior to graduation, awarding of fellowships and GAs in the Fall, and admission deadlines).

Becoming more green (paperless) and more efficient are the University's goals.

Having a single supervisor overseeing all graduate student service activities should minimize 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? $36,744 (see below)
2. Are additional funds needed? None
3. 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? N/A

Upon approval:

- One vacant APT Band B position (#80275) – position description will be redescribed and be proposed to be an APT Band C position. Position will keep the functions of Fellowships and Scholarships.
- One vacant Civil Service Position, Office Assistant IV (#26508) – position description will be redescribed and be proposed to a Secretary I (SR 12).
- Three filled APT Band A positions (#78265, 78687, and 78738) – positions will be redescribed and proposed to be APT Band B positions, to include the functions of graduate admissions
- Two filled APT Band B positions (#80480, 81275) – proposed removal of supervisory duties. Position #80480 – proposed to include the functions of graduate records. Position #81275 – proposed to include the functions of graduate admissions.
- Three filled APT Band B positions (#80607, 80634, 81537) – proposed redesignation to include the functions of graduate records.
- One vacant Civil Service Position, Office Assistant IV (#13240) and Two filled Civil Service Positions, Office Assistant IV (#17377, #41853) – proposed redesignation to update change in supervisor.

Associated costs of the proposed redescriptions will be covered by existing Graduate Division resources, G Funds, Tuition Funds and/or Graduate Application Revolving Funds.
<table>
<thead>
<tr>
<th>Position #</th>
<th>Budgeted</th>
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</tr>
</tbody>
</table>

* Note: Budgeted at the first step. If reorganization is effective prior to July 1, 2011, salary will be reduced by 5% in accordance with the HGEA negotiated salary reduction.

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 reorganization will provide a single point of contact for graduate students services. The impact on staffing will be the rebanding and redescription of select APT positions such that each of the Graduate Division student services employees will have duties and responsibilities that cover admissions through graduation for students within a specific range of fields of study.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization? What is the impact of the increase?
   No additional position counts will be requested. Vacant positions will be requested to be filled.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation? What is the impact of the reduction?
   There will be no reduction in staff.
4. Identify the positions impacted by position number, classification title, and anticipated changes.

<table>
<thead>
<tr>
<th>Position #</th>
<th>Classification Title</th>
<th>Anticipated Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>80275</td>
<td>Educational Specialist</td>
<td>Currently classified as a PBB position, proposed to redescribe as a PBC position and request to fill. Note: Fellowships and Scholarships functions will remain with this position.</td>
</tr>
<tr>
<td>26508</td>
<td>Office Assistant IV</td>
<td>Proposed to redescribed as a Secretary I position for position no. 0080275.</td>
</tr>
<tr>
<td>78265</td>
<td>Student Services Specialist</td>
<td>Currently classified as a PBA positions, proposed to redescribe as PBB positions and to include functions of graduate admissions.</td>
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<tr>
<td>78687</td>
<td></td>
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<tr>
<td>78738</td>
<td></td>
<td></td>
</tr>
<tr>
<td>80480</td>
<td>Student Services Specialist</td>
<td>Update position descriptions and propose to remove supervisory duties. #80480 - proposed to include functions of graduate records. #81275 – proposed to include functions of graduate admissions.</td>
</tr>
<tr>
<td>81275</td>
<td></td>
<td></td>
</tr>
<tr>
<td>80607</td>
<td>Student Services Specialist</td>
<td>Proposed to update positions descriptions to include the functions of graduate records.</td>
</tr>
<tr>
<td>80634</td>
<td></td>
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<tr>
<td>81537</td>
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<tr>
<td>13240</td>
<td>Office Assistant IV</td>
<td>Proposed redescription to update change in supervisor.</td>
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<tr>
<td>17377</td>
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<tr>
<td>41853</td>
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</tbody>
</table>

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.?
   Position #80480 supervisor of the Graduate Admissions and position #81275 supervisor of the Graduate Records are proposed to remove their supervisory duties. These positions will report to position #80275 proposed supervisor of Graduate Student Services. This proposed change will streamline operations to have the APT staff handle graduate students from "cradle to grave" (application to graduation).

C. Impact on space resources:
   1. Will additional space outside own resources/allocations be required? None
If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted? N/A
PRESENT

ORGANIZATIONAL
CHART

AND FUNCTIONAL
STATEMENT
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION

GRADUATE AND PROFESSIONAL EDUCATION
OFFICE OF THE DEAN
Org Code: MAGRAD

Dean, #69040 1.00
Secretary III, SR-16, #12661 1.00
Associate Dean, #69060 1.00
Secretary II, SR-14, #25604 1.00
Administrative Officer

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
GRADUATE AND PROFESSIONAL EDUCATION
(GRADUATE DIVISION)
ORGANIZATION CHART

CHART 1

General Funds: 18.00 FTE

INFORMATION TECHNOLOGY
Org Code: MAITGR
Computer Specialist, PBB, #81628 1.00

FELLOWSHIPS & SCHOLARSHIPS
Org Code: MAFGR
Educational Specialist, PBB, #80275 1.00
Office Assistant IV, SR-10, #76568 1.00

GRADUATE RECORDS
Org Code: MARGR
Student Services Specialist, PBB, #61275 1.00
Student Services Specialist, PBA
#78265, #78687, #78738 3.00

GRADUATE ADMISSIONS
Org Code: MAADGR
Student Services Specialist, PBB, #80480 1.00
Student Services Specialist, PBB
#60507, #60524, #61537 3.00
Office Assistant IV, SR-10
#13240, #17577, #41855 3.00

* Position Number and Count to be requested
** Position to be reclassified
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF GRADUATE AND PROFESSIONAL EDUCATION
(GRADUATE DIVISION)

FUNCTIONAL STATEMENT

The Office of Graduate and Professional Education (Graduate Division) works with the Vice Chancellor for Research and Graduate Education and the Vice Chancellor for Academic Affairs to plan, direct, develop, coordinate, and manage the graduate academic and professional education programs of the University of Hawai'i at Mānoa.

Office of the Dean – Org Code: MAGRAD

- Convenes the Graduate Council and Graduate Assembly as the initial advisory bodies for graduate program policy and development.
- Assists in the management, review, development, and assessment of graduate programs, courses, and curricula, including the appointment and review of graduate faculty and graduate chairs.
- Coordinates the recruitment of graduate students and recruitment planning with the academic units.
- Advises graduate students in applying for scholarship support.
- Conducts a graduate student orientation.
- Provides counseling and advising for graduate students.
- Acts as an arbitrator for disputes between graduate students and their mentors.
- Conducts training for graduate teaching assistants.
- Coordinates the selection of Research Corporation of the University of Hawai'i (RCUH) Fellows, University of Hawai'i nominee for CGS Outstanding Dissertation Award, Outstanding Teaching Assistant and other graduate awards.
- Works closely with the officers of the Graduate Student Organization regarding graduate education concerns.
- Represents the University of Hawai'i at Mānoa graduate programs on various national organizations such as ETS, CGS, and WICHE. Serves as a liaison with EWC on matters pertaining to fellowships and scholarship.
- Acts as PI for extramural student awards, such as NSF graduate fellows, Fulbright-Hayes, USA Vietnam Federation, Ford, and others.
- Monitors post-doctoral involvement on campus.

Information Technology – Org Code: MAITGR

- Provides IT support for the Office, which includes report generation, server and desktop maintenance, etc.

Fellowships and Scholarships – Org Code: MAPEGR

- Operates the Admissions and Records offices for graduate and post-baccalaureate unclassified programs.
- Advises graduate students in applying for scholarship support.
- Supervises and monitors graduate fellowships.
- Provides advising for graduate students.
- Certifies students for eligibility for graduate assistantships.

Graduate Records – Org Code: MAREGR

- Maintains the records of all current and inactive graduate students, acts as the official keeper of all graduate student records and is responsible for maintenance of full and accurate records, including data on admissions, academic records, degrees awarded, and financial assistance and the preparation of reports based on this data.
- Completes eligibility checks for all potential graduates, and advises students on thesis and dissertation formats. Certifies status of graduate students and awards All-But-Dissertation (ABD) certificates.

Graduate Admissions – Org Code: MAADGR

- Admits graduate students, both degree-seeking and non-degree seeking, to Graduate Division and to the fields of study.
PROPOSED
ORGANIZATIONAL
CHART
AND
FUNCTIONAL
STATEMENT
<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
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<tr>
<td>Dean, #65010</td>
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<tr>
<td>Secretary III, SR-6, #12661</td>
<td>1.00</td>
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<tr>
<td>Associate Dean, #65060</td>
<td>1.00</td>
</tr>
<tr>
<td>Secretary II, SR-14, #25604</td>
<td>1.00</td>
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General Funds: 18.00 FTE

<table>
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<tr>
<th>Position</th>
<th>FTE</th>
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<tbody>
<tr>
<td>Student Services Specialist, PBB, #80275</td>
<td>1.00**</td>
</tr>
<tr>
<td>Office Assistant IV, SR-10, #20506</td>
<td>1.00**</td>
</tr>
<tr>
<td>Student Services Specialist, PBB, #80490, #80507, #80034, #81276, #61537</td>
<td>5.00</td>
</tr>
<tr>
<td>Student Services Specialist, PBA, #78865, #77667, #78736</td>
<td>3.00**</td>
</tr>
<tr>
<td>Office Assistant IV, SR-10</td>
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</tr>
<tr>
<td>#13240, #17377, #14523</td>
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</tr>
</tbody>
</table>

* Position Number and Count to be requested
** Position to be redescribed

APPROVED:

[Signature] 3-29-11

Virginia S. Hinshaw
Chancellor
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF GRADUATE AND PROFESSIONAL EDUCATION
(GRADUATE DIVISION)

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- Advises graduate students in applying for scholarship support.
- Conducts a graduate student orientation.
- Provides counseling and advising for graduate students.
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- Coordinates the selection of Research Corporation of the University of Hawai‘i (RCUH) Fellows, University of Hawai‘i nominee for CGS Outstanding Dissertation Award, Outstanding Teaching Assistant and other graduate awards.
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- Acts as PI for extramural student awards, such as NSF graduate fellows, Fulbright-Hayes, USA Vietnam Federation, Ford, and others.
- Monitors post-doctoral involvement on campus.

Information Technology – Org Code: MAITGR

- Provides IT support for the Office, which includes report generation, server and desktop maintenance, etc.

Graduate Student Services – Org Code:

- Operates the Admissions and Records offices for graduate and post-baccalaureate unclassified programs.
- Advises graduate students in applying for scholarship support.
- Supervises and monitors graduate fellowships.
- Provides advising for graduate students.
- Certifies students for eligibility for graduate assistantships.
- Admits graduate students, both degree-seeking and non-degree seeking, to Graduate Division and to the fields of study.
- Maintains the records of all current and inactive graduate students, acts as the official keeper of all graduate student records and is responsible for maintenance of full and accurate records, including data on admissions, academic records, degrees awarded, and financial assistance and the preparation of reports based on this data.
- Completes eligibility checks for all potential graduates, and advises students on thesis and dissertation formats. Certifies status of graduate students and awards All-But-Dissertation (ABD) certificates.

APPROVED:

[Signature]
Chancellor
Date: 3-25-11
UHM Attachment 3 –
Allocated and Authorized BJ/BT
Positions Impacted by the
Reorganization
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Chart No.(s)</th>
<th>Affected Position No.(s)</th>
<th>Classification/Organizational/Functional Change</th>
<th>Basis for Change/Impact on Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I</td>
<td>80275</td>
<td>Position is vacant Proposed Redescription and Change in Banding from PBB to PBC</td>
<td>Reorganization</td>
</tr>
<tr>
<td>2</td>
<td>I</td>
<td>26568</td>
<td>Position is vacant Proposed Redescription from Office Assistant IV to Secretary I</td>
<td>Reorganization</td>
</tr>
<tr>
<td>3</td>
<td>I</td>
<td>78265, 78687, 78758</td>
<td>Positions are filled Proposed Redescription and Change in Banding from PBA to PBB</td>
<td>Reorganization</td>
</tr>
<tr>
<td>4</td>
<td>I</td>
<td>81275, 80450</td>
<td>Positions are filled Update in PD to remove supervisory duties</td>
<td>Reorganization</td>
</tr>
<tr>
<td>5</td>
<td>I</td>
<td>80687, 80634, 81537</td>
<td>Positions are filled Position update</td>
<td>Reorganization</td>
</tr>
<tr>
<td>6</td>
<td>I</td>
<td>13240, 17377, 41853</td>
<td>Position is vacant Position is filled Position is filled Proposed redescription to update change in supervisor</td>
<td>Reorganization</td>
</tr>
<tr>
<td>7</td>
<td>I</td>
<td></td>
<td>Deletion of Fellowships and Scholarships, Graduate Admissions, and Graduate Records and the creation of Graduate Student Services</td>
<td>Reorganization</td>
</tr>
<tr>
<td>8</td>
<td>I</td>
<td></td>
<td>Update of functional statement to reflect item 4</td>
<td>Reorganization</td>
</tr>
</tbody>
</table>
Copies of Letters and Responses from Internal Campus Offices
Tracie Nakagawa

From: Sandy French [afrench@hawaii.edu]
Sent: Monday, July 19, 2010 11:24 AM
To: tracien@hawaii.edu; Ann N. A. Sakuma
Subject: Reorganization Proposal: Graduate Division

Greetings,

I have reviewed the functional statements for the proposed reorganization and do not have any comments. Thanks 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
Good Evening:

I have reviewed the proposed reorganization and have one comment relative to the proposed narrative in the memo to the Chancellor. Specifically, there is a reference that one (1) APT position "will be" rebanded to Band C. This statement is premature as the band level will be determined by UHM Human Resources on behalf of the Chancellor, after the reorganization has been approved and the duties and responsibilities assigned. It is inappropriate to state that a determination has been made to band the position at the C level. Also, please be advised that the Administrative Procedures require that the banding to the C level must be reviewed by a System wide subject matter expert committee prior to any banding action.

I note that the remainder of the narrative "proposes" the Band C, which is a more appropriate reference. Please note also that conceptually, a Band B position can supervise other Band B positions. It is not a foregone conclusion that a Band C level is required to supervise Band B positions.

Further, the proposal justifies the need to be more efficient and effective. However, by combining the unit into one large entity, the proposed supervisor will directly supervise at least 12 permanent positions. This is a large span of control. I would recommend that this organization be further reviewed to determine if other supervisory levels may be required to have a more effective operational organization. Again, additional supervisory levels do not necessitate higher band levels.

Thank you for the opportunity to comment.

Peggy S. Hong
UHM Director of Human Resources

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From: Ann N A. Sakuma
Sent: Friday, July 02, 2010 4:38 PM
To: Peggy Hong; Bob Nagao; Sandy French
Cc: Val E. Yoshikane; 'Irene Hatakenaka'; Susan Hirata; Peter Garrod; tracian@hawaii.edu
Subject: Reorganization Proposal: Graduate Division

To: Mānoa HR, Mānoa Budget, and Finance & Accounting
Copy: OVCRIE – Peter Garrod, Tracie Nakagawa

The reorganization proposal for Graduate Division is attached for your review and comments. Please submit your feedback to Tracie Nakagawa (copy me) via e-mail no later than Monday, August 2, 2010. After internal review, the amended reorganization will be posted on the Organizational Charts website for SEC and Union review. Please feel free to call me should there be any questions.

Wishing everyone a safe and fun 4th of July weekend.
This appears to be a re-draft of the original proposal. It incorporates comments contained in Manoa Budget's memo dated May 6, 2010, to Tracie Nakagawa.

It is noted that page one of Peter Garrod's memo to Chancellor Hinshaw should be revised under the Additional Cost section. The following should be inserted before the last sentence of the paragraph: "Additionally, three filled APT Band A positions (\#78265, \#78687 and \#78738) will be redescribed to Band B."

If the above is okay with you, please send to Tracie with a copy to Ann Sakuma. Thanks.
May 6, 2010

MEMORANDUM

TO: Tracie Nakagawa
   Administrative Officer

FROM: Bob Nagao
       Mānoa Budget Director

SUBJECT: Reorganization Proposal for the Graduate Division

The Mānoa Budget Office has reviewed the reorganization proposal for the Graduate Division and notes the following:

There are 18.00 general fund FTE appropriated and allocated to the Graduate Division. The "proposed" org chart should reflect this number.

The 18.00 FTE includes two abolished civil service positions which have not been swept and still remain with Graduate Division:
   Office Assistant IV, SR-10, #13240
   Office Assistant IV, SR-10, #26508

In the "proposed" Graduate Student Services box, reinstate #26508 (reporting to #80275):
   Office Assistant IV, SR-10, #26508  1.00 **
(The double asterisk will note the need for redescription, similar to #80275.)

In the bottom left corner of the "proposed" org chart, indicate that an abolished civil service position is still included in the Graduate Division's position count:
   Abolished position #13240 (General Fund 1.00)

In the memo, under Additional Cost, delete the reference to the clerical position being requested. Indicate that a vacant clerical position (#26508) will be redescribed.
In the proposal, under **Introduction**, correct item 2 to note that Graduate Division has 18.00 allocated FTE (not 16.00 FTE).

In the proposal, under **Body**, item 3b, delete the reference to the clerical position being requested. Indicate that a vacant clerical position will be redescribed to service the director.

In the proposal, under **Body**, item 4, change the last sentence to read, "The impact on staffing will be the filling of the vacant APT and civil service positions."

On form **UHM Attachment 3**, item 2, note that #26508 is vacant and that it will be redescribed. The notation for "Basis for Change" in the last column should be "Reorganization."

Please feel free to contact the Mānoa Budget Office if you have any questions.

c: Executive Assistant Ann Sakuma
Greeting: Graduate Division is proposing a minor internal reorganization. We propose to combine the Admission, Records, and Fellowship sections. Outside of providing a single contact point this should not impact any of your programs. Please let me know if you have any comments or concerns.

Pete Garrod, Dean
Graduate Division
Spalding 360
University of Hawaii at Manoa
808 956-7541
www.hawaii.edu/graduate
Pete
I reviewed the suggested reorg with Vickie and Kris. We are supportive. Thanks for the opportunity to comment.

Mary
mahalo for the update.

Maenette Ah Nee-Benham, Dean
Hawai‘i‘i'inakea School of Hawaiian Knowledge University of Hawai‘i, Manoa
2540 Maile Way, Spalding 454
808.956-0980
mbenham@hawaii.edu

On Jul 29, 2010, at 9:33 AM, Peter Garrod wrote:

> Greeting: Graduate Division is proposing a minor internal
> reorganization. We propose to combine the Admission, Records, and
> Fellowship sections. Outside of providing a single contact point this
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> Pete Garrod, Dean
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> Pete Garrod, Dean
> Graduate Division
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> University of Hawaii at Manoa
> 808 956 7541
> www.hawaii.edu/graduate
> 
>
Copies of letters and responses from unions
October 8, 2010

Virginia S. Hinshaw  
Chancellor University of Hawai'i Manoa  
2500 Campus Rd  
Hawaii Hall 202  
Honolulu, HI 96822

Dear Chancellor Hinshaw,

The Hawaii Government Employees Association (HGEA) is in receipt of the proposed reorganization for Graduate Division via the University of Hawai'i Manoa website. I have spoken to Administrative Officer, Tracie Nakagawa, and she has addressed our preliminary questions. Understanding that the deadline given has passed, we would still like to take this opportunity to transmit our remaining concerns in writing.

In the estimated cost of reorganization, the dollar amount stated as the difference is assuming that all employees currently in PBA (#78265, #78687, #78738) will only re-band to PBB1N. What step are the PBA incumbents #78265, #78687 and #78738 on at this time? What step are the current PBB #80607, #80634 and #81537 positions on at this time?

With the proposed re-bandng of Positions #78265 PBA, #78687 PBA and #78738 PBA, has the University verified that all incumbents will meet the minimum qualifications for the proposed PBB re-bandng? What are the minimum qualifications for the PBB positions? What kind of training will be needed and given to all employees?

The summary is proposing that #81275 PBB and #80480 PBB will no longer assume supervisory duties. Will this affect the PBB banding of these two positions? Will the positions maintain status quo in pay and band?

In Peggy Hong's e-mail, she questions the necessity of re-bandng #80275 to a PBC. Has the University been able to assuage that concern?

How confident is the University regarding the proposed re-bandng for all said positions? If said re-bandings do not receive approval, how will the University address the matter i.e. compensation?
The proposal states that Position # 80275 PBB and #26508 Office Assistant IV will be re-described and re-classified. What is the justification for re-classifying these two positions when there are other positions that are PBB and Office Assistants?

Please supply HGEA with the proposed re-descriptions or new position descriptions for Positions:

#80275    #81275
#26508    #80480
#78687    #78265
#78738

Both current and proposed organization charts have an Administrative Officer with notation that the position number and count is to be requested. What is the status of the request?

Has the University addressed the issue brought up by Peggy Hong regarding the ability of one APT to handle the large span of control over 12 other PBB positions?

Thank you for the opportunity to respond to the proposal. The HGEA will await your response.

cc: Leiomalama E. Desha, Executive Assistant to the Executive Director
    Tracie Nakagawa, Administrative Officer
January 18, 2011

Ms. Lena Fernandes  
Hawai’i Government Employees Association  
888 Miliilani St., Suite 601  
Honolulu, HI  96813

Dear Ms. Fernandes:

Thank you for your comments on the proposed reorganization for Graduate Division, University of Hawai’i at Mānoa. My responses to your italicized questions follow.

What step are the PBA incumbents #78265, #78687 and #78738 on at this time? What step are the current PBB #80607, #80634 and #81537 positions on at this time?

<table>
<thead>
<tr>
<th>Band</th>
<th>Position No.</th>
<th>Step</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBA</td>
<td>78265</td>
<td>04</td>
</tr>
<tr>
<td>PBA</td>
<td>78687</td>
<td>03</td>
</tr>
<tr>
<td>PBA</td>
<td>78738</td>
<td>04</td>
</tr>
<tr>
<td>PBB</td>
<td>80607</td>
<td>05</td>
</tr>
<tr>
<td>PBB</td>
<td>80634</td>
<td>02</td>
</tr>
<tr>
<td>PBB</td>
<td>81537</td>
<td>20</td>
</tr>
</tbody>
</table>

With the proposed re-banding of Positions #78265 PBA, #78687 PBA and #78738 PBA, has the University verified that all incumbents will meet the minimum qualifications for the proposed PBB re-banding? What are the minimum qualifications for the PBB positions? What kind of training will be needed and given to all employees?

Graduate Division has verified that all incumbents meet the minimum qualifications for the proposed re-banding. Cross-training will be provided in-house for all graduate admissions and records staff. The incumbents will also receive individual training and support for all specializations that will be unique to their positions.
Minimum qualifications as they are presented in the proposed position description:

**Education and Professional Work Experience**

Possession of a pertinent baccalaureate degree in education, liberal arts, social sciences, business or related field and 3 years of progressively responsible professional experience with responsibilities for student services in higher education; or equivalent education/training or experience.

**Knowledge, Skills and Abilities**

- Considerable working knowledge of principles, practices and techniques in the student services or higher education or related field as demonstrated by the broad knowledge of the full range of pertinent standard and evolving concepts, principles and methodologies.
- Considerable working knowledge and understanding of applicable federal and state laws, rules, regulations and theories and systems associated with student services or related field.
- Demonstrated ability to resolve wide ranging complex problems through the use of creative reasoning and logic to accurately determine the cause of the problems and the resolution of the problems in an effective, innovative and timely manner.
- Demonstrated ability to interpret and present information and ideas clearly and accurately in writing, verbally and by preparation of reports and other materials.
- Demonstrated ability to establish and maintain effective working relationships with internal and external organizations, groups, team leaders and members, and individuals.
- Demonstrated ability to operate a personal computer and word processing software.
- For supervisory work, demonstrated ability to lead subordinates, manage work priorities and projects, and manage employee relations.

**Equivalencies**

- Any equivalent combination of education and/ or professional work experience which provides the required education, knowledge, skills and abilities as indicated.

**Supplemental Minimum Qualifications**

- At least two years experience in processing educational admissions applications.

The summary is proposing that #81275 PBB and #80480 PBB will no longer assume supervisory duties. Will this affect the PBB banding of these two positions? Will the positions maintain status quo in pay and band?

The reorganization proposes that Position #80480 & Position #81275 will remain PBB. With the redescriptions of these positions to include admissions and records for graduate division, we will work with Mānoa OHR to maintain the pay and the banding level.
In Peggy Hong's e-mail, she questions the necessity of re-banding #80275 to a PBC. Has the University been able to assuage that concern?

Yes. The reorganization includes the proposal to re-band Position #80275 from PBB to PBC and the position will take over the duties and responsibilities formerly assigned to the assistant dean for graduate division. Thus, the PBC position will oversee and make all decisions pertaining to graduate admissions and records and will supervise 12 positions including clerical, PBA (these position to be proposed to a rebanding to PBB) and PBB positions.

Note: Currently, no assistant dean position is shown on the Graduate Division organizational chart. This position was redescribed as the associate dean (position #89060) on 12/16/2007. The duties of the assistant dean have been reassigned to the following positions: associate dean (position #89060) for executive functions and student services specialist (position #81275, #80480) for service functions.

How confident is the University regarding the proposed re-banding for all said positions? If said re-bandings do not receive approval, how will the University address the matter i.e. compensation?

As mentioned above with respect to existing PBB positions, we will work with Mānoa OHR to assign appropriate, fair and equitable pay and banding levels, depending ultimately on the final PDs.

The proposal states that Position # 80275 PBB and #26508 Office Assistant IV will be redescribed and re-classified. What is the justification for re-classifying these two positions when there are other positions that are PBB and Office Assistants?

Proposal states that #26508 will be reclassified from SR 10 to SR 14 and will provide secretarial duties to position #80275 which oversees administration of graduate admissions and records.

Please supply HGEA with the proposed re-descriptions or new position descriptions for Positions:
#80275, #81275, #26508, #80480, #7867, #78265, #78738

A new draft generic position description for position numbers 78265, 78738, and 7867 is attached. Upon approval of the proposal, we will tailor the position description to fit the range of expertise required of each position. Other position descriptions are under development.

Both current and proposed organization charts have an Administrative Officer with
January 19, 2011
Page 4

I would like to know the status of the position number and count. What is the status of the request?

The position remains unfilled due to lack of funding.

Sincerely,

[Signature]

Patricia Cooper
Interim Dean

Attachments:
Draft Generic PD

cc: Chancellor Virginia S. Hinshaw
    Vice Chancellor Gary K. Ostrander
Position Description: Instructional & Student Support
Graduate Admissions and Records Specialist

Duties & Responsibilities:

- Serves as university graduate admissions specialist. Implements policies & procedures for placement of domestic & foreign applicants for graduate study.
- Determines credential equivalencies, admissibility & appropriate placement of domestic & foreign applicants into advanced degree programs. Evaluates academic records, professional training, standardized tests & supporting documents.
- Serves on admission review committee for inadmissible applicants.
- Advises domestic & foreign prospective students & applicants of admission requirements.
- Conducts research on foreign educational systems and post-secondary institutions & keeps abreast of changing domestic & foreign admissions practices & policies. Recommends changes in Graduate Division admissions policy as research warrants.
- Serves as resource person to & advises professional schools on admission policies & application procedures, monitors admissions standards of files submitted by the professional schools.
- Determines financial responsibility of foreign applicants as required by U.S. Immigration & Naturalization regulations; evaluates foreign bank statements & affidavits of support.
- Disseminates foreign & domestic postsecondary institution information to designated offices & personnel.
- Assists in coordinating reference library on domestic & foreign educational systems; recommends additions to reference collection.
- Develop and maintain expertise in the use of the SCT Banner Student Information System for graduate student records.
- Assist in the maintenance of procedures for the application of the Banner System for graduate student records.
- Assist in the maintenance of the STAR on-line degree audit system for graduate programs.
- Develop and maintain internal reports for the monitoring of graduate student records.
- Maintain current knowledge of all Graduate Division policies and procedures.
- Decide whether thesis and dissertation formats are acceptable under Graduate Division policies.
- Coordinate with other units on campus and agencies external to the campus on matters pertaining to graduate records.
- Communicate with graduate programs so that current and accurate information on program requirements is maintained.
- Advise students on matters of Graduate Division policies and procedures.
- Assists in training clerical staff in admissions and records procedures.
- Assists in training & supervising student assistants in admission and records procedures.
- Assists in training new admissions specialists in admission and records procedures.
- Other Duties As Assigned

Judgment Exercised

- Judgments and decisions impact the work of the specialty or program area.
- Results of analysis, recommendations, or implementation efforts assists in providing the basis for decisions made by higher level personnel.
- Work on complex technical or specialty area problems is expected to reflect sound judgment and analysis.
• Work is expected to result in the development of technically thorough, creative, and reliable products representative of high-quality University output.

Originality
• Develops, defines, or applies new or improved techniques, methods, practices, or strategies.

Controls Over Position
• General directions are received relative to objectives, critical issues, new concepts, and policy matters.

Supervision Exercised
• May review the work product from specific task assignments of other professional, clerical, technical personnel and/or student assistants.

Minimum Qualifications
Education and Professional Work Experience
Possession of a pertinent baccalaureate degree in education, liberal arts, social sciences, business or related field and 3 years of progressively responsible professional experience with responsibilities for student services in higher education; or equivalent education/training or experience.

Knowledge, Skills and Abilities
• Considerable working knowledge of principles, practices and techniques in the student services or higher education or related field as demonstrated by the broad knowledge of the full range of pertinent standard and evolving concepts, principles and methodologies.
• Considerable working knowledge and understanding of applicable federal and state laws, rules, regulations and theories and systems associated with student services or related field.
• Demonstrated ability to resolve wide ranging complex problems through the use of creative reasoning and logic to accurately determine the cause of the problems and the resolution of the problems in an effective, innovative and timely manner.
• Demonstrated ability to interpret and present information and ideas clearly and accurately in writing, verbally and by preparation of reports and other materials.
• Demonstrated ability to establish and maintain effective working relationships with internal and external organizations, groups, team leaders and members, and individuals.
• Demonstrated ability to operate a personal computer and word processing software.
• For supervisory work, demonstrated ability to lead subordinates, manage work priorities and projects, and manage employee relations.

Equivalencies
• Any equivalent combination of education and professional work experience which provides the required education, knowledge, skills and abilities as indicated.

Supplemental Minimum Qualifications
• At least two years experience in processing educational admissions applications and/or academic records processing.
Desirable Qualifications

- Three or more years of experience involving the use of student information systems in a higher education setting; specifically, knowledge and experience of the Banner and STAR student information system.
- Familiarity with the structure, procedures and policies of the University of Hawai'i graduate division
- Knowledge of various systems of higher education, to include an understanding of foreign as well as domestic credentials, grading systems and curricula.