MEMORANDUM

TO: Virginia S. Hinshaw
   Chancellor

FROM: Gary K. Ostrander
       Vice Chancellor for Research and Graduate Education

SUBJECT: REORGANIZATION PROPOSAL FOR THE CENTER ON AGING (COA)

SPECIFIC ACTION REQUESTED:

We request your approval of the reorganization proposal to move the unit and functions of the Center on Aging (COA) from the Office of Public Health Studies under the John A. Burns School of Medicine (JABSOM) to the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE).

RECOMMENDED EFFECTIVE DATE:

The recommended effective date is upon your approval.

ADDITIONAL COST:

There are no additional costs to this reorganization.

PURPOSE:

The purpose of this reorganization is to better reflect the functional and operational responsibilities of COA.

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).

ACTION RECOMMENDED:

It is recommended that you approve the attached reorganization proposal for the Center on Aging (COA).

Attachments

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

APPROVED / DISAPPROVED:

[Signature]  [1-19-11]

Virginia S. Hinshaw  Date
Chancellor

C:
Kathy Cutshaw, Vice Chancellor for Administration, Finance and Operations
Jerris Hedges, Dean, John A. Burns School of Medicine
Jay Maddock, Director, Office of Public Health Studies
Colette Browne, Interim Director, Center on Aging
NARRATIVE
Executive Summary

Since 1988, the Center on Aging (COA) has operated as a single academic unit reporting to the Chair of the Office of Public Health Studies (OPHS) within the John A. Burns School of Medicine (JABSOM), University of Hawai‘i at Mānoa, reporting to the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE). COA is an interdisciplinary research unit whose purpose is to stimulate and coordinate gerontological and aging instruction, research and community services; and promote collaboration between the university and other organizations concerned with aging. This is a proposal to reorganize COA from OPHS under JABSOM to report directly to OVCRGE. Such reorganization will better reflect the interdisciplinary roles, functions, directions, and operations of COA. Its placement directly under the OVCRGE will provide further resources for COA to focus its efforts on the study of individual and population aging issues such as the social, health and economic disparities facing older adults in our state and region and the development of educational programs that respond to workforce issues of major importance to Hawai‘i.

Presently, 1.00 FTE is currently funded by G funds and pays for the COA secretary. The position of the Director of the newly reorganized COA will be established and recruited. Consultants: Since 2004, a number of key stakeholders at UH Mānoa continue to be consulted on strategies for an enhanced and interdisciplinary COA. Included are: individual deans and directors and faculty from Law, Social Work, Tropical Agriculture, Nursing and Dental Hygiene, Geriatric Medicine in JABSOM, the Office of Public Health Studies in JABSOM and the College of Social Sciences. If approved, the implementation will occur under the administrative leadership of Dr. Gary Ostrander, Vice Chancellor for Research and Graduate Education. The COA will report directly to the Vice Chancellor (position #89112). There will be no classification impact or change in duties and responsibilities to COA secretory position due to the reorganization. Additional costs will be incurred for the position of the Director, which will be accommodated through internal allocation of funds. There will be no additional costs for office, equipment, relocation and supplies.
Introduction:


The present organization of the COA under the Office of Public Health Studies (OPHS) has been unable to build and sustain an interdisciplinary research and educational center serving the state and region. Given the demographics of the state and nation, these unresolved issues have limited the research and educational contributions the university can provide the state in preparation for a very sustainable increase in the aging population. At present, COA consists of one (1) permanent g-funded position, a Secretary I, position # 0041558. Its annual g-fund budget is $30,000+, which supports this secretarial position. Between 1993 and 2005, COA was housed in and supported financially by OPHS, which donated the time of a faculty member to direct it. Since 2005, COA has operated with a volunteer director, Dr. Kathryn Braun. OPHS is no longer able to donate a fulltime faculty member to administer COA.

2. Current situation and specific objectives/goals of the proposing unit.

COA will be reorganized under the OVCRGE to enhance its interdisciplinary and collaborative efforts in research, educational programs, and service to the community. Most often, COA’s initiatives will focus on the integration of research, education, and service with a focus on the multicultural populations of Hawai’i and the Pacific region. COA will:

a. Promote collaborative and interdisciplinary research within the University and with other academic and community partners.

b. Develop innovative programs of interdisciplinary gerontological education and practice.

c. Provide state-of-the-art information to policy makers, program managers, clinicians, and the general public.

As an interdisciplinary center, COA will continue to represent a broad array of disciplines, including Public Health, Medicine, Nursing, Social Work, Law, Disability Studies, Family Resources, Sociology, and others.

II. Background/Relevant Historical Information/Rationale for the Reorganization.

Background: COA was established in 1988, under the excellent leadership of Dr. Tony Lenzer, professor and Director, and Dr. Joan Dubanoski, specialist and Associate
Director. Both positions were funded at 1.0 FTE. Other staff consisted of a secretary and other specialist positions. The first major accomplishments were the approval of undergraduate and graduate certificate programs and the production of the award-winning Growing Old in a New Age telecourse. Following the decrease in university support, COA operated with two (2) volunteer directors: Dr. Lawrence Koseki from 1993-1996 and Dr. Kathryn Braun from 1997-July 1, 2009. COA was highly productive in many areas.

- Between 1988 and May 2006, 65 students earned an Undergraduate Certificate in Aging, 100 earned an Advanced Certificate in Gerontology, and three (3) earned MPHs in gerontology.
- COA received an estimated $300,000 a year in grants and contracts.
- COA published more than 100 books, chapters, journal articles, and technical reports, and presented at more than 50 professional meetings.
- COA worked on many education and training projects including Paraprofessionals in Aging Program, ACORN – Training CNAs to improve end-of-life care provided to nursing home residents, and ECHO – End-of-life booklets for families, and Gerontology curriculum for Thailand’s Ministry of Education.
- COA worked on needs assessment and evaluation projects, for example of EOA’s Kupuna Care, Healthy Aging initiatives statewide, Kokua Mau – Improving end-of-life care in Hawai’i, and Hawaii’s long-term care workforce.
- COA hosted visiting faculty from around the world interested in gerontology in Hawai’i.

**Rationale for the Reorganization:** Life expectancy in Hawai’i is the longest of any US state and by 2020, 25% of the state’s population will be 60 years of age and over. The implications and opportunities for individuals, their families, and society of these aging demographics are dramatic for our state and nation. In 1993, COA was transferred to what at that time was the School of Public Health, but its budget was reduced to $36,000. Since 1993, COA has been operating on this state budget and relying on Public Health to “donate” a faculty member to direct it. As was previously stated, Dr. Lawrence Koseki served as volunteer director from 1993 to 1996, and Dr. Kathryn Braun volunteered from 1997 through July 2009. OPHS can no longer support the director position.

In light of these challenges and limitations, the Chancellor’s office sponsored the preparation of a Business Plan for the COA in 2004. Eighteen (18) gerontologists from across campus contributed to the report and developed the recommendations. At that time, key faculty involved in the reorganizational process had been informed that COA needed to be housed within a UH unit. Following a series of meetings with key faculty on campus one recommendation was to move COA to the School of Social Work. It was
thought that there could be greater support for COA as it would have better access to gerontologists across campus and could provide more timely support and leadership in the expansion of training and research programs in aging.

The Business Plan also recommended permanent positions for the COA (beyond the secretary). With permanent staffing, UHM would better meet the needs for interdisciplinary research and programs. It could also assure that existing courses are taught and the two (2) certificate programs are reopened. An enhanced COA would assure better coordination of UH Mānoa gerontology programs with programs at Kapiolani Community College and other community colleges. Most importantly, it would allow UH Mānoa to better meet the needs of the state and counties in areas of knowledge development in aging, programmatic needs assessment, grant writing, program development, workforce training, and evaluation.

Post Business Plan: In 2007-2009, the Office of the Vice Chancellors for both Academic Affairs and Research and Graduate Education continued meeting with key university and community stakeholders on the continued need for COA and for strategies to support its work at UH Mānoa. Among these were Law, CTAHR, Nursing, and Social Work. In 2009, meetings with key faculty and the Vice Chancellor for Research and Graduate Education resulted in a recommendation that COA be administratively placed with OVCRGE, stating that this reorganization is the best option for meeting the needs for an interdisciplinary research and education center on aging on the UH Mānoa campus.

Benefits of the Proposed Reorganization: The purpose of this reorganization is to better reflect the directions, functions, roles, and operations of COA. Since COA is an interdisciplinary research unit, its placement under OVCRGE will provide further resources for the COA to focus its efforts to research social, health, and economic disparities and educational endeavors that respond to workforce issues that are of major importance to the State of Hawai‘i. The reorganization will have COA be administratively led by Dr. Gary Ostrander (position #89112), Vice Chancellor for Research and Graduate Education. There will be no classification impact or change in duties and responsibilities to positions within the COA due to the reorganization. This reorganizational plan is consistent with the University strategic, program and financial plans.

III. Resource Requirements Associated with the Reorganization

With this proposed reorganization, COA will report directly under the Vice Chancellor Research and Graduate Education (Position #89112). No classification impact or change in
duties and responsibilities to positions within COA are anticipated due to the reorganization.

IV. Requirement of Additional Resources

There will be no additional costs for office, equipment, relocation, and supplies.

V. Programmatic Impacts:

As COA is an interdisciplinary research unit, its placement under OVCRIE will provide further resources for COA to focus its efforts in research on social and health disparities and educational programs that respond to workforce issues that are of major importance to the State. Implementation will occur under the administrative leadership of Dr. Gary Ostrander, Vice Chancellor for Research and Graduate Education (position #89112). As previously stated, there will be no classification impact or change in duties and responsibilities to COA secretary position due to the reorganization. The position of the Director will be established and recruited. Additional costs will be incurred for the position of the Director, which will be accommodated through internal allocation of funds. There will be no additional costs for office, equipment, relocation and supplies.

VI. Conclusion:

Recommend approval of the reorganization to transfer function, position, and funding of COA to the Office of Vice Chancellor for Research and Graduate Education, University of Hawai‘i at Mānoa.
PRESENT

ORGANIZATIONAL CHARTS

AND FUNCTIONAL STATEMENTS
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION
Org Code: MAVCGR

Vice Chancellor, #89112  1.00
Associate Vice Chancellor, #89455  1.00
Secretary III, SR-16, #900322  1.00
Administrative Officer, P6B, #80406  1.00
Facil Acctg Specialist, PBB, #77673  1.00

Assistant Vice Chancellor, #89119  1.00
Environmental Stfy Sp, PDC, #811109  1.00
Environmental Stfy Sp, PBA, #80761  1.00

Assistant Vice Chancellor, #89153  1.00
Secretary III, SR-16, #13715  1.00

OFFICE OF THE CHANCELLOR

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR
FOR RESEARCH AND GRADUATE EDUCATION
POSITION ORGANIZATION CHART III

General Funds: 11.00 FTE

SCHOOL OF OCEAN AND EARTH SCIENCE AND TECHNOLOGY +
Org Code: MAOEST

PACIFIC BIOSCIENCES RESEARCH CENTER
Org Code: MAAPBRC

CANCER RESEARCH CENTER
Org Code: MAACRC

WAIIKĪ AQUARIUM
Org Code: MAWAQA

GRADUATE AND PROFESSIONAL EDUCATION
Org Code: MAGRAD

LYON ARBORETUM
Org Code: MAELYN

INSTITUTE FOR ASTRONOMY
Org Code: MAIFA

LABORATORY ANIMAL SERVICES
Org Code: MALAS

WATER RESOURCES RESEARCH CENTER
Org Code: MAWRRC

COMMITTEE ON HUMAN STUDIES
Org Code: MAHCH

Environmental Health and Safety Office
Org Code: MAEHSO

Research Associate, PBO, #80751  1.00

Footnotes:
+ Academic matters within the School of Ocean and Earth Science and Technology will be administered in coordination with the Vice Chancellor for Academic Affairs.
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION (OVCRGE) – Org Code: MAVCRG

Overview of Office:
In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research and graduate programs of the University of Hawaii at Manoa. The Vice Chancellor for Research and Graduate Education (VCRGE) serves as the chief policy advisor to the Chancellor in these areas and the chief operating officer for University of Hawaii at Manoa research programs.

Authority:
The office of the VCRGE has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawaii at Manoa. Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.

Interactions with other UHM Vice Chancellors
The VCRGE works with the Vice Chancellor for Academic Affairs to ensure that the research and graduate programs of the academic units are provided with the best possible support, with the VC for Administration, Finance and Operations to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawaii at Manoa.

Major Functions of the Office
In support of and under the direction of the Chancellor, the Office directs the University of Hawaii at Manoa’s research and graduate programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages technology transfer and economic development activities by the University of Hawaii at Manoa.

The responsibilities of this Office also include the following:
- Initiates and develops long-range planning studies for research at the University of Hawaii at Manoa.
- Administers a policy of continuing qualitative evaluation of each of the major efforts relative to the development and maintenance of an international standard of excellence.
• Coordinates the activities of the research units and programs through the respective academic deans and directors.
• Selects/appoints University of Hawaii at Manoa representatives to various external and internal boards and committees associated with University research programs.
• Serves as the Chancellor's representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawaii at Manoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawaii at Manoa's research programs and capabilities.
• Serves as the University of Hawaii at Manoa source of expertise on the subject of research programs and activities.
• Manages strategic initiatives, research program development, research information systems, business operations of the Office of the VCRGE, and interacts with the Office of Research Services; oversees research and technology transfer, research commercialization and industrial support.
• Oversees matters having to do with vertebrate animal care and use, including oversight of the Institutional Animal Care and Use Committee and supervision of the Laboratory Animal Service.
• Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
• Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
• Manages of the Research and Training Revolving Funds, the fiscal management of campus wide research initiative headed by the office of the VCRGE, the management of internal resource allocations within the office of the VCRGE and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
• Interacts with the Office of Research Services to provide appropriate procedures to foster research and training activities at the University of Hawaii at Manoa.
• Provides general oversight of the appointment, compensation, and service conditions of post-doctoral fellows.
• Serves as the Chancellor's representative and advisor on interactions with the Research Corporation of the University of Hawaii.
• Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
• Supports the Chancellor in other matters as directed.

The following units report to the Vice Chancellor:
• School of Ocean and Earth Science Technology – Org Code: MAOEST
• Pacific Biosciences Research Center – Org Code: MAPBRC
• Cancer Research Center – Org Code: MACRCH
• Waikiki Aquarium – Org Code: MAWA
• Lyon Arboretum – Org Code: MALLYON
• Institute for Astronomy – Org Code: MAIFA
• Water Resources Research Center – Org Code: MAWRRC
• Graduate and Professional Education – Org Code: MAGRAD
• Committee on Human Studies – Org Code: MACHS
  o Designated to function as the federally mandated Institutional Review Board (IRB) for the University of Hawaii System.
  o Responsible for monitoring all research involving human subjects.
• Environmental Health and Safety Office – Org Code: MAEHSO
• Laboratory Animal Services – Org Code: MALAS
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MANOA
JOHN A. BURNS SCHOOL OF MEDICINE

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN – Org Code: MADNMD

The Office of the Dean directs activities, personnel, and curricula in the School of Medicine and affiliated community hospitals and health centers. It is responsible for the direct liaison with other Schools of the College of Health Sciences and Social Welfare, the Graduate Division, community colleges and community agencies for collaborative instruction, research and community service. It establishes policies with the Schools’ Executive Committee to develop and implement the academic programs and coordinate continuing medical education, conducts accredited graduate medical education programs in community hospitals, and is responsible for general program development in accord with Legislative mandate and University policies.

Advisory Groups to the Dean:

Executive Committee: The JABSOM Executive Committee is responsible for recommending policies to the Dean and for serving as the liaison between the Dean and the faculty by discussing all matters brought before it.

JABSOM Faculty Senate: The JABSOM Faculty Senate, which operates under separate bylaws, functions as a representative body of the JABSOM faculty. It obtains broadly based faculty input regarding affairs of JABSOM and makes recommendations to or advises the Dean and Executive Committee on all matters brought before it. The President and Vice President of the faculty senate are elected by members of the JABSOM senate and serve as members of the JABSOM Executive Committee.

OFFICE OF THE ASSOCIATE DEAN FOR MEDICAL EDUCATION – Org Code: MAADMD

The Office of the Associate Dean for Medical Education assists the Dean in overseeing all of the medical education operations. It is responsible for addressing strategic educational program development and alignment of JABSOM across all pre-clinical and clinical departments. It focuses on the continuum of education, including post-baccalaureate (Imi Ho’Ola) program, medical school, residency/fellowship, and post-graduation continuing medical educational formats. It is also responsible for working and mentoring faculty members from all departments regarding the unique JABSOM curriculum and the integration of their teaching effort through the departments and Office of Medical Student Education.

Office of Medical Student Education – Org Code: MAMSED

The Office of Medical Student Education (MSE) is responsible for the coordination and administration of the educational programs leading to the M.D. degree, the conduct of faculty development programs, and the quantity and quality of faculty participation in our problem-based learning curriculum.

Center for Clinical Skills – Org Code: MACCMED

The Center for Clinical Skills (CCS) is responsible for the provision of standardized patient training for core educational activities in the required curricular unit for the first two years of medical school; clinical skills evaluation for three of the six required third year clinical rotations in pediatrics, internal medicine, and family medicine; and the required fourth year geriatrics rotation. This includes training for a comprehensive clinical examination that is a JABSOM graduation requirement and providing testing for the School of Nursing and the Uniform Services University of the Health Sciences at Tripler Army Medical Center.
Kaka’ako Health Sciences Library – Org Code: MAKLMMD
The Kaka’ako Health Sciences Library serves as the sole UHM on campus medical library providing information resources such as web-accessible materials and collections and a wide variety of print and electronic resources, primarily in the clinical sciences.

Office of Facilities Management and Planning – Org Code: MAFMMD
The Office of Facilities Management and Planning is responsible for the management of buildings and services, including building air conditioning operations, monitoring of contractors’ performance, landscaping, janitorial services, security and research building health and safety certification.

Parking and Auxiliary Services – Org Code: MAPAMMD
Responsible for the management of the three parking lots, physical access security to all Kaka’ako facilities and auxiliary services for the Kaka’ako campus.

OFFICE OF STUDENT AFFAIRS AND ADMISSIONS – Org Code: MASSMMD
This major academic support program is under the direction of a Director, coordinating many student services and activities which include the following:

Student advising, counseling, registration, etc.
Financial Aid – in close collaboration with UH Manoa Financial Aid Office.
Staff support of admissions processing. An Admissions Committee makes the decisions, but the processing of over 1,250 applicants is undertaken by the Student Affairs staff.
Past and current student records.
Staff support to Student Standing and Promotion Committee and Student Evaluation Review and Remediation Committee (faculty and student composition).
Minority recruitment and liaison with UH Hilo, Community Colleges, University of Guam, etc.

OFFICE OF HOSPITAL AND EXTERNAL BUSINESS AFFAIRS – Org Code: MAEXMMD
The Office of Hospital and External Business Affairs (HEBA) is responsible for developing, managing, and monitoring contracts and relationships with JABSOM’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 percent of the School’s annual all funds operating budget and thus are of crucial importance to the School’s education and research programs. In addition, JABSOM leases large amounts of space from the hospitals to state clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM’s operations.

OFFICE OF FISCAL AND ADMINISTRATIVE AFFAIRS – Org Code: MAFAMMD
The Office of Fiscal and Administrative Affairs (OFAA) prepares and monitors budgets, develops long- and short-range strategic and business plans, approves and controls expenditures, initiates, oversees, and tracks all personnel transactions, acquires and monitors all equipment and property assigned to JABSOM, procures and pays for all supplies needed for JABSOM’s operations. The office also prepares periodic financial and other management reports to support the Dean and Associate Dean in the management of JABSOM operations. OFAA assists in the implementation and administration of research and training contracts and grants. Finally, OFAA is responsible for developing appropriate accounting systems for analyzing and reporting data generated by those systems.

Office of Information Technology – Org Code: MAITMMD
The Office of Information Technology (OIT) will provide quality informatics resources in support of the administrative, education, research and service functions of JABSOM. Its target services and functions include the following: network infrastructure, electronic communication, workplace networking, A/V and graphic design, website management, and bioinformatics resources.
Office of Human Resources – Org Code: MAHRMD
The Office of Human Resources (HR) provides human resources management for all personnel matters within JABSOM.

OFFICE OF ADMINISTRATION, FINANCE, AND OPERATIONS – Org Code: MAASMD
The Office of Administration, Finance, and Operations provides leadership and management over administrative functions, services, and operations for all of JABSOM in the functional areas of budget, finance and administration, human resources, facilities, information technology, and hospital/external business affairs.
SCHOOL OF MEDICINE DEAN

OFFICE OF PUBLIC HEALTH STUDIES
Org Code: MAASPH
Associate Dean

DEPARTMENT OF PUBLIC HEALTH SCIENCES AND EPIDEMIOLOGY
Org Code: MAASPH
Chair (appointed from Faculty positions)
Secretary II, SR-14, #14514
1.00
Instructional Faculty
#65829, #65831, #65833, #65835
#65837, #65839, #65849, #65857
#65863, #65865, #65867, #65873
#65854, #65856, #65858, #65860

GRADUATE PROGRAM
Org Code: MAASPH
Chair (appointed from Public Health Faculty positions)
Secretary I, SR-12, #14528
1.00

CENTER ON HEALTH
Org Code: MAACDA
(Director appointed from Public Health Faculty positions)
Secretary I, SR-12, #14528
1.00

ADMISSIONS AND STUDENT SERVICES
Org Code: MAASPH
(Director appointed from Public Health Faculty positions)
Secretary II, SR-14, #15052
1.00
Student Services Specialist, PDA, #81924
1.00

ADMINISTRATIVE SERVICES
Org Code: MAASPH
Administrative Officer, PDA, #77047
1.00
Administrative Officer, PDA, #77148
1.00
Personnel Officer, Office, PDA, #77148
1.00

General Fund FTE: 24.00

* To be established
STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
JOHN A. BURNS SCHOOL OF MEDICINE  
OFFICE OF PUBLIC HEALTH STUDIES  

FUNCTIONAL STATEMENT

OFFICE OF PUBLIC HEALTH STUDIES – Org Code: MAADPH

The Associate Dean for Public Health Studies is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including intra-School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs, and coordinates the department’s programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean also develops and implements a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

DEPARTMENT OF PUBLIC HEALTH SCIENCES AND EPIDEMIOLOGY – Org Code: MASEPH

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.

GRADUATE PROGRAM – Org Code: MAGDPH

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

CENTER ON AGING – Org Code: MACOA

The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc. In addition to teaching and advising, Center on Aging staff support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research in aging. Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials.
Manoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

ADMISSIONS AND STUDENT SERVICES – Org Code: MAASPH

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Office.

ADMINISTRATIVE SERVICES – Org Code: MAASPH

Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.
PROPOSED

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION
Org Code: MAVORG

Vice Chancellor, #99112  1.00
Associate Vice Chancellor, #99455  1.00
Secretary III, SR-16, #990022  1.00
Administrative Officer, PDB, #990406  1.00
Fiscal Acctg Specialist, PDB, #77673  1.00
Assistant Vice Chancellor, #99119  1.00
Environmental Sfty Sp, PBC, #81109  1.00
Environmental Sfty Sp, PDA, #80261  1.00
Assistant Vice Chancellor, #99153  1.00
Secretary III, SR-16, #13715  1.00

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION
POSITION ORGANIZATION CHART III

GENERAL FUND FTE: 12.00

SCHOOL OF OCEAN AND EARTH SCIENCE AND TECHNOLOGY + Org Code: MAGEST
   PACIFIC BIOSCIENCES RESEARCH CENTER Org Code: MAPBRC
      CANCER RESEARCH CENTER Org Code: MACRCH

WAIIKÌ AQUARIUM Org Code: MAWA

LYON ARBORETUM Org Code: MALYON

INSTITUTE FOR ASTRONOMY Org Code: MAIPA

WATER RESOURCES RESEARCH CENTER Org Code: MAWRRC

GRADUATE AND PROFESSIONAL EDUCATION Org Code: MAGRAD
   COMMITTEE ON HUMAN STUDIES Org Code: MAHCHS
      Research Associate, PBD, #80751  1.00

ENVIRONMENTAL HEALTH AND SAFETY OFFICE Org Code: MAEHSO

LABORATORY ANIMAL SERVICES Org Code: MALAS
   CENTER ON AGING Org Code: MACOA
      Director
      Secretary I, SR-12, #41558  1.00

APPROVED:

[Signature]
Date

vi. Academy matters within the School of Ocean and Earth Science and Technology will be administered in coordination with the Vice Chancellor for Academic Affairs
* Position number and count to be requested
STATE OF HAWAI\'I  
UNIVERSITY OF HAWAI\'I  
UNIVERSITY OF HAWAI\'I AT MANOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION  

FUNCTIONAL STATEMENT  

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION (OVCRGE) – Org Code: MAVCRG  

Overview of Office:  
In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research and graduate programs of the University of Hawai'i at Manoa. The Vice Chancellor for Research and Graduate Education (VCRGE) serves as the chief policy advisor to the Chancellor in these areas and the chief operating officer for University of Hawai'i at Manoa research programs.  

Authority:  
The office of the VCRGE has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawai'i at Manoa. Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.  

Interactions with other UHM Vice Chancellors  
The VCRGE works with the Vice Chancellor for Academic Affairs to ensure that the research and graduate programs of the academic units are provided with the best possible support; with the VC for Administration, Finance and Operations to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawai'i at Manoa.  

Major Functions of the Office  
In support of and under the direction of the Chancellor, the Office directs the University of Hawai'i at Manoa's research and graduate programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.  

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages technology transfer and economic development activities by the University of Hawai'i at Manoa.  

The responsibilities of this Office also include the following:  
- Initiates and develops long-range planning studies for research at the University of Hawai'i at Manoa.  
- Administers a policy of continuing qualitative evaluation of each of the major efforts relative to the development and maintenance of an international standard of excellence.
• Coordinates the activities of the research units and programs through the respective academic deans and directors.
• Selects/appoints University of Hawaii at Manoa representatives to various external and internal boards and committees associated with University research programs.
• Serves as the Chancellor’s representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawaii at Manoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawaii at Manoa’s research programs and capabilities.
• Serves as the University of Hawaii at Manoa source of expertise on the subject of research programs and activities.
• Manages strategic initiatives, research program development, research information systems, business operations of the Office of the VCRGE and interacts with the Office of Research Services; oversees research and technology transfer, research commercialization and industrial support.
• Oversees matters having to do with vertebrate animal care and use, including oversight of the Institutional Animal Care and Use Committee and supervision of the Laboratory Animal Service.
• Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
• Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
• Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiative headed by the office of the VCRGE, the management of internal resource allocations within the office of the VCRGE and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
• Interacts with the Office of Research Services to provide appropriate procedures to foster research and training activities at the University of Hawaii at Manoa.
• Provides general oversight of the appointment, compensation, and service conditions of post-doctoral fellows.
• Serves as the Chancellor’s representative and advisor on interactions with the Research Corporation of the University of Hawaii.
• Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
• Supports the Chancellor in other matters as directed.

The following units report to the Vice Chancellor:
• School of Ocean and Earth Science Technology – Org Code: MAOEST
• Pacific Biosciences Research Center – Org Code: MAPBRC
• Cancer Research Center – Org Code: MACRCH
• Waikiki Aquarium – Org Code: MAWA
• Lyon Arboretum – Org Code: MALYON
• Institute for Astronomy – Org Code: MAIFA
• Water Resources Research Center – Org Code: MAWRRC
• Graduate and Professional Education – Org Code: MAGRAD
• Committee on Human Studies – Org Code: MACHS
  o Designated to function as the federally mandated Institutional Review Board (IRB) for the University of Hawaii System.
  o Responsible for monitoring all research involving human subjects.
• Environmental Health and Safety Office – Org Code: MAEHSO
• Laboratory Animal Services – Org Code: MALAS
• Center on Aging – Org Code: MACOA
  o The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc.
  o Support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research in aging.
Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials. Manoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

APPROVED:

[Signature]

Virginia S. Hinshaw
Date
Chancellor
SCHOOL OF MEDICINE

DEAN

OFFICE OF PUBLIC HEALTH STUDIES
Org Code: MADOH
Associate Dean *

DEPARTMENT OF PUBLIC HEALTH SCIENCES
AND EPIDEMIOLOGY
Org Code: MASEPH
Chair (appointed from Faculty Positions)
Secretary II, SR-II, #35214 1.00
International Faculty 16.00
#35753, #35755, #35760, #35769
#35766, #35768, #35769, #35777
#35772, #35775, #35777, #35778
#35779, #35781, #35787, #35788

GRADUATE PROGRAM
Org Code: MADOH
[Chair appointed from public health faculty positions]

ADMISSIONS AND STUDENT SERVICES
Org Code: MASHPH
[Director appointed from Public Health Faculty positions]
Secretary II, SR-II, #35500 1.00
Student Services Specialist, PB #35521 1.00
Student Services Specialist, PB #35748 1.00

ADMINISTRATIVE SERVICES
Org Code: MASHPH
Administrative Officer, PB #35784 1.00
Administrative Officer, PB #35796 1.00
Personal Assistant, PB #35780 1.00

General Fund FTE: 23.00

* To be established

APPROVED / DISAPPROVED

Virginia S. Hinshaw 3/15/11
Chancellor
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
JOHN A. BURNS SCHOOL OF MEDICINE
OFFICE OF PUBLIC HEALTH STUDIES

FUNCTIONAL STATEMENT

OFFICE OF PUBLIC HEALTH STUDIES – Org Code: MAADPH

The Associate Dean for Public Health Studies is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including intra-School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs, and coordinates the department’s programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean will also develop and implement a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

DEPARTMENT OF PUBLIC HEALTH SCIENCES AND EPIDEMIOLOGY – Org Code: MASEPH

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.

GRADUATE PROGRAM – Org Code: MAGDPH

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

ADMISSIONS AND STUDENT SERVICES – Org Code: MASSPH

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Office.
Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.

APPROVED/DISAPPROVED

[Signature]
Virginia S. Hinshaw
Date: 1/19/11
Chancellor
UHM Attachment 3
Allocated and Authorized BJ/BT
Position 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>III</td>
<td>41558</td>
<td>Ctr on Aging, JABSOM</td>
<td>Reorganization</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Ctr on Aging, VCRGE</td>
<td>Reorganization</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Functional Statement</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>JABSOM</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>OVCREE</td>
<td></td>
</tr>
</tbody>
</table>

Administrator's Signature, Name and Title: [Signature]
Date: 4/14/2010
Telephone Number: 956-7837

HR Review: ✓
OFA Review: ✓
Copies of Letters and Responses from Internal Campus Offices
MEMORANDUM

Date: December 16, 2010

To: Virginia Hinshaw, Ph.D.
   Chancellor, University of Hawai‘i at Mānoa

From: Jay Maddock, Ph.D.
       Director, Office of Public Health Studies

RE: Reorganization of the Center on Aging

I understand that you are considering the reorganization of the Center on Aging from the Office of Public Health Studies to the Vice Chancellor’s Office. I strongly support this move. With the dramatic increase in the aging population, research in aging is essential to Hawai‘i and the nation. Population and individual aging are issues that cut across disciplines including law, social work, nursing, public health, medicine, architecture, economics, engineering, and many of the social sciences. The Center’s move to the Vice Chancellor’s office will place it in the best position to catalyze system-strengthening activities that support and strengthen interdisciplinary and collaborative efforts in research and education across units on campus. Please contract me at 6-5779 if you would like to discuss this issue further.

cc: Gary Ostrander
Collette Browne
TO: Dr. Virginia Hinshaw, Chancellor
University of Hawai‘i at Mānoa

FROM: Dr. Noreen Mokuau, Interim Dean and Professor
Myron B. Thompson School of Social Work

RE: REORGANIZATIONAL PLAN FOR THE CENTER ON AGING

I thank you for providing me with this opportunity to share with you my strong support for the reorganizational plans for the Center on Aging on our Mānoa campus. As I understand it, this administrative move of the Center from the Office of Public Health Studies (OPHS), located in the John A. Burns School of Medicine, to the Office of the Vice Chancellor for Research and Graduate Education, will allow the Center to strengthen its research and interdisciplinary focus on the scope and impact of aging for the state, nation, and global community.

This administrative move is one that I have discussed with a number of key faculty including its former director, Dr. Kathryn Braun, Professor in the OPHS, Dr. Colette Browne, present Interim Director, and Dr. Wesley Lum, gerontology professor at our school. Under the direction of its Interim Director, more than 20 faculty across the Mānoa campus representing medicine, law, public health, sociology, urban planning, political science, social work, and family resources are currently involved in Center-directed task forces to rebuild the Center from an interdisciplinary research and educational perspective.

The research needs are compelling for our state and region. Here at home, residents of our state have the greatest longevity, but not all live equally as long or as well. By 2050, the vast majority of the world’s aging population will be in Asia. The Center on Aging can and should take a leadership role in these and many other aging-related issues. I fully support this reorganizational plan.

Please do not hesitate to contact me should you have any questions at 956.6300 or by email at Noreen@hawaii.edu. Mahalo nui.

Cc: Dr. Gary Ostrander, Vice Chancellor for Research and Graduate Education
TO:    Dr. Gary K. Ostrander, Vice Chancellor
       Research and Graduate Education

FROM:  Dr. Colette V. Browne, Professor
       Myron B. Thompson School of Social Work and
       Interim Director, Center on Aging

RE:    PROPOSED REORGANIZATIONAL PLAN FOR THE CENTER
       ON AGING

Thank you for providing me with this opportunity to review the university's plan
for the reorganization of the Center on Aging (COA). This plan will administratively
move the COA from the Office of Public Health Studies (OPHS), located in the John
A. Burns School of Medicine, to the Office of the Vice Chancellor for Research and
Graduate Education. I have discussed this proposed plan with a number of key
stakeholders including the former director, Dr. Kathryn Braun, Professor in the
OPHS. In short, there is great support for strengthening the position of the COA to
address key needs of our nation and state.

As you are well aware, the dramatic growth of the nation's older population is
accompanied by increasing ethnic/racial diversity. In the United States, residents of
our state have the greatest longevity, but not all live equally as long or as well.
Research on social and health disparities and educational programs that respond to
workforce issues are of major importance to Hawai'i and the nation.

This reorganizational plan will provide for further resources to the COA as it focuses
its efforts on these and other issues of national and state urgency. It has my full
support.

Please do not hesitate to contact me should you have any questions at 956.6126 or by
email at cbrowne@hawaii.edu.

Thank you.
Hi Tracie — In response to the proposed reorganization for the Center on Aging (COA), please make the following changes:

**Action Memo**

*Page 1 & 2:*
- Update the title Office of Public Health Services to “Office of Public Health Studies” as reflected on the organizational charts.

**Narrative**

The position number for the VCRGE is #89112 (not #89119). Please correct throughout the narrative.

*Page 4:*
- Please clarify the sentence “The Director of the newly reorganized COA will be selected from Faculty.” Will this be from a unit COA represents or from any school/college?
- Delete or reword the sentence “The unit will remain intact with no changes but with greatly enhanced and more efficient administration.”

**Proposed Organizational Charts and Functional Statements**

*Page 31:
- Include signature line for Chancellor’s approval on the proposed functional statement for JABSOM.

Please feel free to contact me at 956-5658 should there be any questions on the above.

Thank you, Ann -

---

**From:** Ann N A. Sakuma  
**Sent:** Tuesday, March 02, 2010 10:44 AM  
**To:** Peggy Hong; Bob Nagao  
**Cc:** David Ross; Gary K. Ostrander; ‘tracien@hawaii.edu’; Jerris Hedges; ’jmaddock@hawaii.edu’; ’cbrowne@hawaii.edu’  
**Subject:** Internal Review: Center on Aging Reorganization

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

Please review and submit comments to Tracie Nakagawa (via email or memo form) no later than Friday, April 2, 2010 for any updates and corrections. Please ensure to copy me on your comments for posting on the above website.

Thank you,

Ann N. A. Sakuma  
Office of the Vice Chancellor for Administration, Finance and Operations  
University of Hawaii at Manoa  
UH West Health
March 4, 2010

TO: Gary Ostrander  
Vice Chancellor for Research and Graduate Education

FROM: Peggy S. Hong  
UHM Director of Human Resources

SUBJECT: COMMENTS ON THE PROPOSED REORGANIZATION OF THE CENTER ON AGING FROM THE JOHN A. BURNS SCHOOL OF MEDICINE, PUBLIC HEALTH SCIENCES TO THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION

Thank you for the opportunity to review the proposed reorganization.

The narrative states that the Director of the Center on Aging will be selected from Faculty. The present chart notes that the Director will be selected from the "Public Health faculty." The proposed organization chart states that the Director will be selected from "Faculty." Is it the intent that faculty from any school/college who has the requisite background could be assigned as the Director? Is the Directorship considered similar to a Department Chairship, such that faculty could be rotated in and out of the Directorship?

The narrative states that no classification or change in duties and responsibilities are anticipated due to the reorganization. Hence, I presume that the Secretary position will serve as the personal assistant to the Faculty Director?

Thank you for the opportunity to comment.

c: Ann Sakuma
Date: Tue, 30 Mar 2010 13:16:12 -1000
From: Susan Hirata <shirata@hawaii.edu>
Subject: Center on Aging Reorg: Manoa Budget Office Comments
To: nnagao@hawaii.edu

The Manoa Budget Office has no comments relating to the reorganization proposal for the Center on Aging.

Please forward the MBO response to Tracie Nakagawa, with copy to Ann Sakuma.
May 5, 2010

MEMORANDUM

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

FROM: David Ross
Chair, Mānoa Faculty Senate

SUBJECT: Resolution on Reorganization of the Center on Aging

At its May 5, 2010 meeting, the Mānoa Faculty Senate passed (with 9 abstentions and 1 opposed) the following motion on the proposed reorganization of the Center on Aging:

Motion: Based on the information provided, the UHMFS opposes the proposal for moving the Center on Aging to the Office of the Vice Chancellor for Research and Graduate Education

This was based on the review from our Committee on Administration and Budget; their report is attached.

Submitted by,

David Ross
Chair, Mānoa Faculty Senate

Attachment

 c:  ✔ Gary Ostrander, Vice Chancellor for Research and Graduate Education, University of Hawai‘i at Mānoa (with attachment)
 c:  Kathleen Cutshaw, Vice Chancellor for Administration, Finance, and Operations, University of Hawai‘i at Mānoa (with attachment)
 c:  UH Board of Regents (with attachment)
UH Manoa Faculty Senate Committee
Reorganization Proposal Consultation and Review Checklist

Senate Committee name ________ CAB ______________________
Date review completed 4/28/10 __________________

Senate consultation with Administration (names and meeting dates): _______??

________________________________________________________

Senate consultation with affected units (names and meeting dates): _____________??

________________________________________________________

Other senate consultations (names and meeting dates): _________________________??

________________________________________________________

Action recommended by the UHM faculty senate committee:
Endorse ________
Endorse with Reservations ________
Oppose ______ X _______
Returned without recommendation ______

Comments (summary rationale for recommendations): Based on lack of information provided in the documentation CAB voted to oppose the measure and instead recommend closure of the Center.

Documentation of due diligence in faculty senate review of proposal:

1. Adequacy of reorganization proposal documentation
   (score 1 to 5: 1 inadequate, 5 excellent, or NA - Not applicable)

<table>
<thead>
<tr>
<th></th>
<th>Comments</th>
<th>score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is the background and rationale for reorganization explained in sufficient detail to justify the organizational changes proposed?</td>
<td>NO</td>
</tr>
<tr>
<td>2</td>
<td>Are the groups affected by the reorganization (students, faculty, staff) identified and the impact of the reorganization on these groups explained?</td>
<td>NO</td>
</tr>
<tr>
<td>3</td>
<td>Are the supervisor/subordinate reporting relationships properly identified?</td>
<td>Difficult to tell</td>
</tr>
<tr>
<td>4</td>
<td>Are the position numbers and position classifications accurate and properly listed in the proposal narrative and organizational charts?</td>
<td>Yes</td>
</tr>
<tr>
<td>5</td>
<td>Is specific qualitative and quantitative information provided to explain the problem being addressed and the benefits of the reorganization?</td>
<td>NO</td>
</tr>
<tr>
<td></td>
<td>Question</td>
<td>Category</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>6</td>
<td>Are all resource requirements or savings fully explained?</td>
<td>Poorly</td>
</tr>
<tr>
<td>7</td>
<td>Do the estimated resource requirements or savings appear to be accurate?</td>
<td>Not explained</td>
</tr>
<tr>
<td>8</td>
<td>Are the estimated annual costs and/or benefits of the reorganization provided with an explanation of how these costs will be funded? (additional costs may include new positions, position reclassifications, office furniture or other expenses.)</td>
<td>Not explained</td>
</tr>
<tr>
<td>9</td>
<td>Will additional or alternative space be required due to the reorganization?</td>
<td>Unknown</td>
</tr>
<tr>
<td>9a</td>
<td>If so, how are the space issues addressed?</td>
<td>Not done</td>
</tr>
<tr>
<td>10</td>
<td>Have all documents and correspondence been posted on the OVCAFO website?</td>
<td>Only 1 letter – in support</td>
</tr>
</tbody>
</table>

II. Appropriateness of Administration’s Process and Consultation (score 1 to 5: 1 = process not followed, 5 process followed in the best of faith, or NA - Not applicable)

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Comments</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Is the reorganization being proposed by the appropriate administrative leader, and vetted with the appropriate superior?</td>
<td>yes</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Have the members of the affected unit been consulted?</td>
<td>No members</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>Has the administration responded to the unit’s concerns about the reorganization?</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Has all relevant information been posted on the appropriate website?</td>
<td>Most of the info concerns descriptions of Chancellor’s office and JABSOM</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Has the faculty Senate been consulted?</td>
<td>yes</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Has the faculty Union been consulted?</td>
<td>unknown</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>Has the administration demonstrated appropriate respect for the consultative process?</td>
<td>yes</td>
<td>5</td>
</tr>
</tbody>
</table>

III. Merits of the proposal (score 1 to 5: 1 = proposal lacks merit, 5 = proposal achieves worthy goals, or NA – Not applicable)
<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Comments</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Does the reorganization address or resolve a problem that has been identified/experienced?</td>
<td>NO</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Have other alternatives been explored before proposing reorganization, such as changing work processes?</td>
<td>Apparently not</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Is the reorganization consistent with the University strategic, program and financial plans?</td>
<td>Not demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>Is the current organization inadequate to address the problems experienced?</td>
<td>WE don't know the problems</td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>What are the specific anticipated benefits of reorganization?</td>
<td>Not really demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>6</td>
<td>Are the anticipated benefits significant enough to merit the effort of the reorganization?</td>
<td>Not demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>7</td>
<td>Does the reorganization minimize confusion over authority, roles and responsibilities?</td>
<td>Not demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Are functional responsibilities homogeneously grouped under one organizational unit or are functions duplicated among or between various organizational segments?</td>
<td>Unclear what would happen</td>
<td>1</td>
</tr>
<tr>
<td>9</td>
<td>Are there unnecessary levels of supervision for the work that must be performed?</td>
<td>Unclear</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Are there cost savings?</td>
<td>Not demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>How significant are the cost benefits?</td>
<td>See above #10</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Are additional resources required?</td>
<td>Unknown</td>
<td>1</td>
</tr>
<tr>
<td>13</td>
<td>How significant are the costs required?</td>
<td>See above #11</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Is there an impact on the instructional mission?</td>
<td>Not Demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>15</td>
<td>Is there an impact on the research mission?</td>
<td>Not demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>16</td>
<td>Is there an impact on the service or outreach mission?</td>
<td>Not demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>17</td>
<td>Do the benefits outweigh the negative impacts?</td>
<td>None demonstrated</td>
<td>1</td>
</tr>
<tr>
<td>18</td>
<td>Are any negative impacts of the reorganization justified?</td>
<td>None demonstrated</td>
<td>1</td>
</tr>
</tbody>
</table>
Copies of Correspondence from External Offices

1. HGEA - no response
Tracie Nakagawa

From: Tracie Nakagawa [tracien@hawaii.edu]
Sent: Tuesday, April 20, 2010 8:41 AM
To: 'rperreir@hgea.org'
Cc: 'annyang@hawaii.edu'

Subject: HGEA Review: Center on Aging Reorganization

Hi Mr. Perreira,

We are consulting with HGEA regarding a proposed reorganization to move the unit and functions of the Center on Aging (COA) from the University of Hawai‘i at Mānoa, Office of Public Health Studies under the John A. Buns School of Medicine to the University of Hawai‘i at Mānoa, Office of the Vice Chancellor for Research and Graduate Education. The purpose of this reorganization is to better reflect the functions and operation of COA.

The reorganization proposal is available for HGEA review on the following website: http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html. Please forward comments to Tracie Nakagawa at tracien@hawaii.edu by June 3, 2010.

Should you have any questions, please contact me at 956-8378 or at the email above.

Thank you,
Tracie Nakagawa
Administrative Officer
Office of the VC for Research and Graduate Education

4/20/2010