FUNCTIONAL STATEMENT
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF ARTS AND SCIENCES

Provost and Dean, College of Arts and Sciences

The Provost and Dean reports directly to the Chancellor and
is the primary line officer for the overall leadership,
planning, administration and management of the College of
Arts and Sciences;

Directs and coordinates the planning, practices, curricula,
personnel and budget of the College in cooperation with
Deans of the Faculties; the Associate Dean of Student Services
and Special Programs; and the Director of Administrative
Services for the 44 academic departments and programs;
Center for Asian and Pacific Studies; Social Sciences Research
Institute; and Committee for the Preservation of Hawaiian
Language, Arts and Culture;

Implements ways of attracting and retaining college faculty
of high quality and motivation;

Acts as the Chancellor's designee in reviewing College
personnel actions, such as appointment, promotion, tenure,
leaves and salary adjustments made by the deans of Arts and
Sciences; and

Functions as the official representative of Manoa and the
College in academic and program matters, and appearances
before Legislative Committees, as may be directed by the
Chancellor.

Director of Administrative Services

The Director of Administrative Services for the College of
Arts and Sciences reports to the Provost and Dean and provides
administrative, managerial, personnel, fiscal and budgetary
services to four faculty divisions in coordination with their
respective Faculty Deans, and to the administrative units
of the Office of the Provost and Dean.

This office provides Deans of Faculties, Department Chairmen,
Program Directors and various key personnel, including Department
secretaries and clerical staff, with timely personnel, fiscal and
budgetary information and advice, as well as providing a distribution
service for all University business memoranda, payrolls, budgets,
directives, reports and instructions to the Departments and Programs,
either directly or through their respective Faculty Deans, as
appropriate.
Other administrative and fiscal functions of this Office include but are not limited to maintenance of personnel and fiscal records for the entire College of Arts and Sciences, as well as records, reports and data required by state and federal regulations; processing appointments, contracts, promotion and tenure applications, travel, overload requests, and changes in employment status; training and orientation of new staff in support functions; community relations.

Office of Student Academic Services and Special Programs

The Office of Student Academic Services and Special Programs in the College of Arts and Sciences is responsible for the advising and counseling of students on academic matters. The Office assists students with special problems; serves as primary consultant to College in the implementation of College academic programs and policies; sits on the Academic Procedures Committee, the Honors Council, the Financial Aids Policy Committee, the University Council on Teacher Education, and various ad hoc committees; produces reports and recommendations as necessary; assists in registration, admissions, and elsewhere as necessary.

The Office keeps fully detailed records of all undergraduates and three-year files of inactive students and of graduates. These records, and the College requirements, provide the framework for the Office's main function, the advising of undergraduates (freshmen and sophomores mainly, juniors as needed, and seniors as they approach graduation—approximately 10,000 students in all).

Counseling and Advising

Provides information to students on available academic options; curricula, services, and regulations; helps students assess their academic progress; helps students with special problems, complaints, etc.; provides preprofessional (pre-law, medicine, etc.) advising; evaluates all transfer credits from other institutions; plans and executes the New Student Orientation program and the Peer Advising program; certifies eligibility for graduation; reviews student progress and takes academic action (probation, suspension, dismissal) as required.

Kokua Program

Facilitates equal access to higher education for severely disabled students by providing transcribing services, mobility assistance, off-campus tutoring, academic advising, personal counseling, and other services as required, assists educationally deficient students with special, temporary tutorial assistance; serves as liaison between community agencies for the handicapped and the University; encourages enrollment in postsecondary education by disabled or marginally prepared persons whose potential is high as observed by high school counselors, physicians, etc.
Special Programs

The Office maintains cognizance over:

- Freshmen Seminar
- Honors Program
- Liberal Studies

Dean of Arts and Humanities

The Dean of Arts and Humanities directs and coordinates the activities, curricular, personnel and budget affairs of the Faculty of Arts and Humanities and its ancillary support components which are comprised of eight subunits (departments and programs) and which have currently a staff (PTE) of 197.25 (150.00 faculty, 24.25 teaching assistants, 6.0 APTs, and 17.0 Civil Service employees) as well as varying numbers of casual employees (lecturers and short-term appointees). He reports to the Provost and Dean of the College of Arts and Sciences.

Budget Management: The Dean develops and analyzes fiscal requirements for the Faculty of Arts and Humanities allocating, controlling, and monitoring the budget in coordination with the Provost and Dean.

Program Management: The Dean reviews and evaluates programs and proposals for development of new programs.

Staff Supervision: The Dean supervises departmental and program staff as well as staff in the Dean's Office.

Community Relations: The Dean is responsible for representation of the interest of the faculties of Arts and Humanities vis-a-vis students, community groups and various intra- and extramural organizations.

Grievance and Litigation: The Dean is responsible for informal grievance resolution whenever possible and may be called upon to represent the University as may be directed by the Chancellor.

Travel: The Dean may be called upon to travel to various association and professional meetings in support of programs and departments in Arts and Humanities.
Dean of Languages, Linguistics and Literature

The Dean of Languages, Linguistics and Literature directs and coordinates the activities, curricular, personnel and budget affairs of the Faculty of Languages, Linguistics and Literature and its ancillary support components which are comprised of seven subunits (departments and programs) and which have currently a staff (FTE) of 246.00 (200.50 faculty, 20.50 teaching assistants, 9.00 AFTs, and 16.00 Civil Service employees) as well as varying numbers of casual employees (lecturers and short-term appointees). He reports to the Provost and Dean of the College of Arts and Sciences.

The Dean of Languages, Linguistics and Literature is responsible for personnel management, including appointment and recruitment, promotion and tenure recommendations, and various personnel actions, including approvals of leave without pay, recommendations for salary adjustments, and annual evaluations. Additional duties include:

Budget Management: The Dean develops and analyzes fiscal requirements for the Faculty of Languages, Linguistics and Literature, allocating, controlling, and monitoring the budget in coordination with the Provost and Dean.

Program Management: The Dean reviews and evaluates programs and proposals for development of new programs.

Staff Supervision: The Dean supervises departmental and program staff as well as staff in the Dean’s Office.

Community Relations: The Dean is responsible for representation of the interests of the faculties of Languages, Linguistics and Literature vis-à-vis students, community groups and various intra- and extra-mural organizations.

Grievance and litigation: The Dean is responsible for informal grievance resolution whenever possible and may be called upon to represent the University as may be directed by the Chancellor.

Travel: The Dean may be called upon to travel to various association and professional meetings in support of programs and departments in Languages, Linguistics and Literature.
Dean of Natural Sciences

The Dean of Natural Sciences directs and coordinates the activities, curricular, personnel and budget affairs of the Faculty of Natural Sciences and its ancillary support components which are comprised of twelve subunits (departments and programs) and which have currently a staff (FTE) of 260.0: 160.50 faculty, 58.00 teaching assistants, 18.10 APTs, and 21.50 Civil Service employees as well as varying numbers of casual employees (lecturers and short-term appointees). He reports to the Provost and Dean of the College of Arts and Sciences.

The Dean of Natural Sciences is responsible for personnel management, including appointment and recruitment, promotion and tenure recommendations, and various personnel actions, including approvals of leave without pay, recommendations for salary adjustments, and annual evaluations. Additional duties include:

Budget Management: The Dean develops and analyzes fiscal requirements for the Faculty of Natural Sciences allocating, controlling, and monitoring the budget in coordination with the Provost and Dean.

Program Management: The Dean reviews and evaluates programs and proposals for development of new programs.

Staff supervision: The Dean supervises departmental and program staff as well as staff in the Dean's Office.

Community Relations: The Dean is responsible for representation of the interest of the faculties of Natural Sciences vis-a-vis students, community groups and various intra- and extra-mural organizations.

Grievance and Litigation: The Dean is responsible for informal grievance resolution whenever possible and may be called upon to represent the University as may be directed by the Chancellor.

Travel: The Dean may be called upon to travel to various association and professional meetings in support of programs and departments in Natural Sciences.
Dean of Social Sciences

The Dean of Social Sciences directs and coordinates the activities, curricular, personnel and budget affairs of the Faculty of Social Sciences and its ancillary support components which are comprised of thirteen subunits (departments and programs) and which have currently a staff (FTE) of 201.25 (147.75 faculty, 31.00 teaching assistants, 4.00 APTs, and 18.50 Civil Service employees) as well as varying numbers of casual employees (lecturers and short-term appointees). He reports to the Provost and Dean of the College of Arts and Sciences.

The Dean of Social Sciences is responsible for personnel management, including appointment and recruitment, promotion and tenure recommendations, and various personnel actions, including approvals of leave without pay, recommendations for salary adjustments, and annual evaluations. Additional duties include:

- Budget Management: The Dean develops and analyzes fiscal requirements for the Faculty of Social Sciences allocating, controlling, and monitoring the budget in coordination with the Provost and Dean.

- Program Management: The Dean reviews and evaluates programs and proposals for development of new programs.

- Staff Supervision: The Dean supervises departmental and program staff as well as staff in the Dean's Office.

- Community Relations: The Dean is responsible for representation of the interest of the faculties of Social Sciences vis-a-vis students, community groups and various intra- and extra-mural organizations.

- Grievance and Litigation: The Dean is responsible for informal grievance resolution whenever possible and may be called upon to represent the University as may be directed by the Chancellor.

- Travel: The Dean may be called upon to travel to various association and professional meetings in support of programs and departments in Social Sciences.
The Coordinator for Curricular Affairs is the academic staff officer for the College of Arts & Sciences responsible for supervision of the curriculum in the College. This function is performed in association with the Program and Curriculum Committee, whose charge, by Senate Charter, is to "consider and make recommendations to the Dean regarding all curricular matters of concern to the College, including all courses and programs proposed for revision of the College curriculum." As the official recipient of PCC's recommendations on behalf of the Dean, the Coordinator is partly its executive secretary, partly its institutional memory, partly a devil's advocate, partly a source of data, and chiefly the conduit by which the faculty maintains control of curriculum. Local and political details notwithstanding, the real job consists of ensuring that the faculty has made informed and considered judgments about curriculum, and that those judgments are enforced.

Among the specific duties of the position are these:

Review of proposals for the addition, deletion or modification of courses and degrees in the College. This includes facilitative work like arranging agendas, collecting data, etc. but chiefly it is substantive analysis, in readiness to probe or challenge PCC's provisional judgments.

Refining, communicating and implementing PCC decisions. This includes routing through channels, maintenance of the College records, and serving as primary agency for communication of curricular policies. In the absence of a more appropriate agency, devises or maintains procedures for implementing PCC decisions.

Articulation of courses and curricula in the College with those of other colleges or units throughout the University system.

Cooperation with, and encouragement of curriculum committees at the divisional and departmental levels, so as to insure maximum participation by the faculty in decisions about curriculum.

Representation and defense—directly where appropriate, or indirectly via the College Dean—of the College's curricular decisions and concerns as affected by other policy-making bodies, especially at the campus level.

Cooperation with Faculty Deans and their faculty committees in the formulation of curricular policy which has significant campus-wide implications.

Assistance to the College Dean, and to Deans of Faculties as requested, on curricular aspects of program review.

(more)
Assistance as requested to the Educational Policy and Planning Committee and other College committees.

Supervision of the General Education (core) requirements of the College, and maintenance of a process—as approved by the College Senate or its Executive—for the periodic review of those requirements.

Supervision of course scheduling for the College, review of catalog copy, analysis of grading practices, etc.

Other duties as assigned.
Overall Function

The Freshman Seminar Program offers undergraduates the opportunity to take some of their basic courses in small groups, each limited to eight or ten students. Each group is led by an advanced student under the general supervision of an instructor. One purpose of the program is to provide a small and intimate learning community for faculty and students who place a high value on the human dimension of education. A second purpose is to provide students with small classes in which they can take an active and responsible part and in which they receive constant peer stimulation, support, and feedback. A third purpose is to grant advanced students the opportunity to acquire leadership skills and to gain mastery over their major by teaching it.

Director

The director is in charge of the activities, curricula, and personnel of the program; prepares the budget, allocates resources, employs and supervises staff, reviews and makes recommendations in regard to all personnel actions involving members of the program, evaluates and makes recommendations in regard to all instructional activities, and makes recommendations concerning the development of the program.

Instructional Staff

Instructors select and supervise students who lead the seminars in the program; prepare general course outlines and make suggestions to their leaders concerning assignments, lesson plans, testing, grading, and course evaluation, provide instruction and assistance to their leaders in small group management, provide general support and assistance for their leaders, and arrange for the evaluation of instructional outcomes.

APT Personnel

None.

Civil Service Personnel

None.
STATE OF HAWAII
UNIVERSITY OF HAWAII
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COLLEGE OF ARTS AND SCIENCES
(Student Services and Special Programs!
PROGRAM: LIBERAL STUDIES

Statement of Functions

Director

Under general supervision of the Associate Dean for Student Services and Special Programs, formulates curricular and administrative policies and changes in such policies for the Liberal Studies Program.

Directs activities and personnel in this Program. These include the following:

- Advises students drawing up Liberal Studies programs leading to the B.A. degree.
- Approves completed proposals, facilitates necessary revisions, and certifies students for graduation.
- Provides preliminary information about Program to students, faculty, and others in the University System off the Manoa Campus.
- Prepares budget requests for Program.
- Takes responsibility for staffing and all personnel recommendations.
- Prepares program review reports and many other reports and surveys, such as this one.
- Prepares various Program evaluation forms.
- Prepares announcements and flyers for various Liberal Studies concentrations.
- Distributes information about and approves proposals for IS courses 291, 300, 311-312, and 491.
- Serves as Program Coordinator for Manoa Campus Law Enforcement Education Program (an arm of LEAA) and serves as general adviser for eligible LEAP students.
- Serves as ex officio on UHM Undergraduate Honors Council.
- Assists faculty in the development of curricula for new Liberal Studies concentrations.

* Note: Strictly speaking, the Liberal Studies Program has no instructional staff. All persons are engaged in planning, advising, facilitating, and record-keeping work throughout the calendar year.
Assistant Director (0.50 time)

- Advises students drawing up Liberal Studies degree programs.
- Handles revisions of Liberal Studies degree programs.
- Performs liaison duties with other UHM units (e.g., Philippine Studies, Hawaiian Studies, Women's Studies).
- Performs liaison duties with other UHM units (e.g., Community College transfer advisers).
- Serves on UHM Undergraduate Honors Council.
- Advises students registering for IS 291, 300, 311-312, and 49).

Graduate Assistants (0.50 time)

- Provides initial advising of students who are interested in a Liberal Studies major.
- Maintains students' records (enrollment status, cumulative grade point averages, etc.).
- Keeps statistics of monthly and yearly population, number of advisers, breakdown of majors, etc.
- Maintains communication with students and advisers (sends advisers lists of names of advisees, warns students of low GPA's, sends students pre-registration information, keeps track of non-enrolled students, etc.).
- Assists Honors Program with spring and fall registration in Klum Gymnasium.
- Assists director with any public relations work.
- Assists students with program changes.
The Honors Program helps academically gifted juniors and seniors to pursue their major studies in greater depth than usual, and, through participation in interdisciplinary honors colloquia, to sharpen their sense of the relations among disciplines.

The Selected Studies Program helps academically gifted or motivated freshmen and sophomores to obtain more rigorous training and more personal attention than is possible for the entire student body; it arranges for small, honors sections of the large required classes, and aids for volunteer advisers among the faculty. Early admissions (high school) students are given affiliate membership in his program.

The Special Studies Program administers interdisciplinary courses which lie outside the purview of traditional departments; thus it often serves as the first administrative home of innovative programs like Women's Studies, Marine Options, or the Hawaii 2000 series. Such courses and programs are open to all.

Therefore the Director's functions may be summarized thus:

Coordinates instructional activities in the three programs.

Coordinates advising in Honors, Selected Studies and Early Admissions. This function includes "trouble-shooting" students' problems, and supervising the special orientation and registration procedures.

Encourages departmental sponsorship of honors sections and honors curricula, and whose possible (i.e., rarely) subsidizes them.

Arranges for outside readers for honors theses and secures other such information for the Honors Council. (See next item).
Convenes and chairs the Honors Council, which recommends the level of honors (high, highest, etc.) to be awarded. This is the "quality control" mechanism for honors campus-wide.

Helps in the creating and refining of innovative courses and programs, and acts as their administrative officer until they can be "spun off" to other units or terminated.

Prepares the budget requests for the three programs.

Supervises the administrative details for the three programs; prepares reports as requested.

Instructional Staff:

A flexible number of the positions budgeted here are allocated to other departments as a form of subsidy for conspicuous service to the honors programs. For example, the English Department provides 4-6 honors sections in sophomore literature courses, plus a series of Oxbridge-style tutorials for honors majors: in return, we budget for one associate professor whose responsibilities lie within the English Department and may not consist of any honors work at all. The number (usually in fractions) varies according to shifts in the popularity of major fields, etc.

Another portion must be budgeted for staffing the Honors Colloquium, two multi-section courses that are required for the honors degree. The number varies according to the availability of (uncompensated) faculty volunteers, and of students who can become qualified to lead colloquia under faculty supervision.

The remainder (of 4.25 P.C.) may be used to subsidize innovation. The Women's Studies Program, e.g., was started on a temporary allocation of 0.50 P.C.

APT Personnel:

The 0.50 P.C. is for coordination of faculty advising of the 350 Selected Studies freshmen and sophomores enrolled in the College of Arts and Sciences—plus the "preprofessionals" who plan to transfer to Education, Business Administration, Medicine, etc. Therefore the incumbent:

- Solicits faculty volunteers, and assigns 5-6 students to them, on the basis of professional interest if possible.

- Collates and distributes academic regulations, degree requirements, etc. to advisers.
Organizes a special orientation for incoming freshmen.

Advises the Early Admissions students.

Civil Service Personnel:

The 1.00 P.C. provides secretarial services not only for the three programs and their subprograms mentioned above, but also for the Liberal Studies Program, which in itself has nearly 200 majors and at least four prominent subprograms. Thus the duties are fairly extensive:

Correspondence from two directors and various coordinators.

Direct responsibility for clerical matters—course schedules, book orders, grade reports, typing syllabi—in Honors, SSP, Special Studies and Liberal Studies. There are 940 students in the programs, plus about 950 registrants in courses directly supervised by those programs.

Record-keeping, maintaining student files, and data-gathering especially for the Honors Council.

Handling of routine questions by students and referring the rest to appropriate faculty advisers.

Somehow or another she keeps busy.