MEMORANDUM TO: President Albert Simone
FROM: Rodney Sakaguchi
SUBJECT: FINAL STEP IN ARTS AND SCIENCES REORGANIZATION

Attached is the final step in the reorganization of the College of Arts and Sciences. The details of the plan are explained in the attachment.

All consultations with the unions and the Personnel Office have been completed. The budget impact of this proposal is minimal.

It is recommended that this proposal be approved.

Attachment

APPROVED/DISAPPROVED: 

[Signature]

APR 16 1987

Albert Simone
President
University of Hawaii at Manoa
College of Arts and Sciences • Faculty of Languages, Linguistics and Literature
Office of the Dean

MEMORANDUM
March 27, 1987

TO: President Albert Simone
University of Hawaii

SUBJECT: Final Step in A&S Reorganization

The final phase of the reorganization in Arts and Sciences was approved by you well over a year ago in a memorandum of January 27, 1986. Shortly after that all the pieces were put into place and ultimately the new organizational charts were signed. There was, however, one last step in the reorganization process that had to await the retirement of Phil Olsen and Charlotte Higa: the abolishing of the Office of Administrative Services and reassignment of the two positions ultimately vacated by retirement. Phil Olsen retired last July and Charlotte Higa last December. As previously agreed with you, one half of each of the positions was assigned to the respective Deans' offices. In order to effect the classification of these part-time positions, we must first have the organizational charts signed by you or your designee.

Therefore, the new organization charts and proper documentation are enclosed with this memo. All consultations which are required in connection with such changes have been completed. Therefore, the charts are ready for signature.

We would be greatly assisted if you would sign the charts and return them to us at your earliest possible convenience. A number of personnel actions, those mentioned above as well as certain others, can be processed as soon as we have the charts back. Thank you very much for your continued support and assistance in this matter.

Richard K. Seymour
Dean

Enclosures
PROPOSAL TO COMPLETE THE REORGANIZATION OF THE COLLEGES OF ARTS & SCIENCES
UNIVERSITY OF HAWAII AT MANOA

(1) Narrative statements on proposed changes

(a) Brief description of present primary functions and organizations

Under the current approved organization, Arts and Sciences consists of four colleges: College of Arts and Humanities, College of Languages, Linguistics and Literature, College of Natural Sciences and College of Social Sciences. Each of these colleges is headed by a Dean. The four deans constitute the Council of Arts and Sciences Deans. Each year one of the Deans serves as Chair of the Council on a rotating basis. The Associate Dean for Academic Affairs and the Associate Dean for Student Academic Services, horizontal functions which service all four colleges in Arts and Sciences, report to and through the Council of Arts and Sciences Deans. A third unit, Administrative Services, is now effectively phased out, as approved by President Rimone in a memorandum dated January 27, 1986.

(b) Brief description of proposed functions, organization and specific actions requested:
Office of Administrative Services was to be retained in a so-called "transitional year" starting a year ago January. The intent was to assist the four Colleges in the process of accommodating the delegation of authority and responsibilities as a result of the University-wide reorganization. By agreement with the President the positions of the Director and Secretary in Administrative Services were to be assigned to the four colleges.

The transitional year has come to an end, all duties and responsibilities formerly handled by Administrative Services have now been taken over by the four colleges. The Director and Secretary of Administrative Services have both retired.

Therefore, the proposed change in organization is to delete the Office of Administrative Services from the organizational structure of Arts and Sciences. The two positions in question have already been allocated to the four Deans.

It is also requested that the entry in the organizational charts in Student Affairs be changed to reflect the title that appears in the functional statement, namely the Office of Student Academic Services. This designation more accurately reflects the actual work of that office.
Finally, the Administrative Officer currently assigned to Student Academic Services will be transferred to Academic Affairs. This will facilitate the fiscal support of the academic programs under the Associate Dean for Academic Affairs.

(c) Principal assumptions

(1) During the transitional year, the work done by Administrative Services was gradually to be taken over by the Administrative Officers, Personnel Clerks and Deans in the four Colleges.

(2) Upon dissolution of the Office of the Administrative Services at the end of the transitional year, the two positions would be assigned to the four Colleges in Arts and Sciences. Arts and Sciences-wide administrative support services should be in the Office of the Associate Dean for Academic Affairs in order to utilize existing resources in the most efficient and effective manner possible.

(d) Reasons for the proposal

The proposed reorganization is the final step in the overall reorganization of Arts and Sciences. As implied elsewhere, the Office of Administrative Services would effectively become
redundant within a year inasmuch as each of the Colleges in Arts and Sciences had received an Administrative Officer and a Personnel Clerk. University-wide reorganization and delegation of authority and responsibility to Deans earlier necessitated augmenting the Deans staff by the Administrative Officer and Personnel Clerk.

Therefore, the former Office of Administrative Services is no longer necessary, and the personnel responsible for its operation have both retired.

Adding the word "academic" on the organization charts more clearly reflects the work of that office, namely providing students with assistance in academic matters pertaining to their academic programs. This office is not involved in student employment or other non-academic services.

(e) Nature of the proposed reorganization

The reorganization proposed is effectively to reflect what is actually the situation in Arts and Sciences. All duties previously handled by the Office of Administrative Services have now been taken over by the Office of the Dean of the four Colleges, largely by the Administrative Officer and Personnel Clerk in each College. This has proved to be the most effective and efficient way to handle the day-to-day operation.
in each College in respect to administrative services. Since the positions and necessary funding were previously authorized and transferred into the four Colleges, no additional funds are required. In fact, there will be some modest decrease in cost which in turn will take care of any modest increase associated with the transfer of the Administrative Officer from Student Academic Services to the Office of Academic Affairs, with a higher classification (from AO I-P03 to AO III-P07). The 2.0 FTE derived from the reallocation of the former Director and Secretary in Administrative Services is being variously utilized in the Colleges, either for clerical support or to make the Dean's assistant full time rather than half time. Whatever the use, the goal is to increase efficiency and effectiveness in implementing the programs of the respective colleges.

f) Staffing

With the dissolution of the Office of Administrative Services, the vacant Director position (#89073) and the vacant Secretary position (#13855) are allocated to the Deans' offices as described below. Both positions were vacated due to retirement thus no incumbent will be impacted. Additionally, the positions of Director and Secretary in Administrative Services were both excluded.
Position #13855 is transferred to the office of the Dean of the College of Languages, Linguistics and Literature to be redescribed as Associate Dean (1.0 FTE) to assist in carrying out the academic and programmatic responsibilities of the unit.

Position #89073 is transferred as follows: (1) .50 FTE to the office of the Dean of Natural Sciences to assist the new assistant to the dean and provide secretarial and clerical service; and (2) .50 FTE to the office of the Dean of Social Sciences to assist the new assistant to the dean and provide secretarial and clerical service.

The current Administrative Officer I (#81335) will be reassigned to the Office of the Associate Dean for Academic Affairs and redescribed accordingly. The position is presently encumbered.

(g) Alternative courses of action

In respect to abolishing the Office of Administrative Services, no alternative course of action has been identified, since the proposal implements a previously agreed upon course of action between the Deans and the President of the University.
The addition of the word "academic" to the title of the Office of Student Academic Services is intended to reflect the actual work done by that office, the alternative, which is less desirable and less descriptive, is to make no change.

If the Administrative Officer I in Student Academic Services is not transferred to Academic Affairs, then it will be necessary to identify an additional position and funding to provide Academic Affairs with an Administrative Officer. Thus the proposed arrangement is the only viable solution.
Dean of the College of Arts and Humanities
The Office of the Dean of the College of Arts and Humanities directs and coordinates the activities, curricular, personnel and budget affairs of the College of Arts and Humanities and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.

Dean of the College of Languages, Linguistics and Literature
The Office of the Dean of the College of Languages, Linguistics and Literature directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation and travel.

The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.

Dean of the College of Natural Sciences
The Office of the Dean of the College of Natural Sciences directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation and travel.

The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.

Dean of the College of Social Sciences
The Office of the Dean of the College of Social Sciences directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.
Council of Arts and Sciences Deans

The Deans of the College of Arts and Humanities, the College of Languages, Linguistics and Literature, the College of Social Sciences, and the College of Natural Sciences comprise the Council of Arts and Sciences Deans, a body which is responsible for the planning and coordination of Colleges of Arts and Sciences programs. The Chair of the Council represents the Colleges externally as appropriate, including close liaison with the Office of the Vice President for Academic Affairs and the President of the University.

The Council, through its Chair, directs the Colleges of Arts and Sciences service programs headed by the Associate Dean for Academic Affairs and the Associate Dean of Student Academic Services.

Associate Dean for Academic Affairs

The Associate Dean for Academic Affairs is the academic staff officer for the Colleges of Arts and Sciences, with responsibility, in coordination with the Council of Arts and Sciences Deans and its Chair, for curricular coordination throughout the Colleges of Arts and Sciences, especially in the general education requirements, and for administering the Freshman Seminar Program, the Liberal Studies Program, and the Honors Program. The Associate Dean provides general academic assistance to the Council and to the individual College Deans on academic matters, including, as appropriate, representing them on University committees, serving as acting dean during absence of a College Dean, coordinating College Senate affairs, and other academic duties as assigned, including but not limited to program reviews, articulation of Colleges of Arts and Sciences curriculum policies to other colleges and programs at Manoa and throughout the University System, course scheduling, General Catalog preparation and similar duties.

Associate Dean of Student Academic Services

The Associate Dean of Student Academic Services directs and coordinates the activities, personnel and budget affairs of the Office of Student Academic Services and the KOKUA Program and has cognizance over the federally funded Special Student Services, including Upward Bound Program. The Associate Dean is responsible for the interpretation and implementation of the University's and Colleges' academic policies and procedures with respect to the admission, readmission, registration, records, academic progress, retention, evaluation of transfer credits, and certification of graduating students within the Colleges. The Associate Dean serves as the primary consultant to the representative of the Colleges on various committees in the academic services area, working closely with the Associate Dean for Academic Affairs on matters bearing interrelated responsibilities. The Associate Dean also articulates with other student services and support services offices as needed.
Dean of the College of Arts and Humanities

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The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.

Dean of the College of Languages, Linguistics and Literature

The Office of the Dean of the College of Languages, Linguistics and Literature directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation and travel.

The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.

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The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.

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The Office of the Dean of the College of Social Sciences directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

The Dean reports to the Office of the President of the University and functions with the authority delegated by the President.
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