MEMORANDUM

TO: The Honorable Mazie K. Hirono
   Lieutenant Governor, State of Hawai‘i

FROM: Carol M. Eastman
       Senior Vice President, University of Hawai‘i and
       Executive Vice Chancellor, University of Hawai‘i at Mānoa

SUBJECT: Notification of Approved Reorganization, Colleges of Arts and Sciences, University of Hawai‘i at Mānoa

Enclosed for your files is a copy of the reorganization which was approved by the University for the Colleges of Arts and Sciences. The purpose of the reorganization is explained in the accompanying executive summary.

If there are any questions regarding this matter, please call Dr. Michael W. Graves at 956-9679.

Enclosure

   c: The Honorable Earl I. Anzai (with enclosure)
       Director, Department of Budget and Finance
   The Honorable James H. Takushi (with enclosure)
       Director, Department of Human Resources Development
   University Office of Human Resources (with enclosure)
   University Budget Office (without enclosure)
MEMORANDUM

TO: Ms. Lily K. Yao
Chairperson, Board of Regents

FROM: Kenneth P. Mortimer
President, University of Hawai‘i and
Chancellor, University of Hawai‘i at Mānoa

SUBJECT: Information Item: Reorganization of Academic Affairs and Student Academic Services of the Colleges of Arts and Sciences, Mānoa Campus

July 31, 1996

I have attached for Board of Regents' information the recently approved reorganization of Academic Affairs and Student Academic Services of the Colleges of Arts and Sciences. This proposal was reviewed by the Budget Office and the Office of Human Resources and their recommendations have been incorporated in this reorganization. On the recommendation of the Budget Office and following Administrative Procedure A3.101 University of Hawai‘i Organizational and Functional Changes, it was decided that because this reorganization does not result in increased costs nor will it directly impact students or other university clientele it need not go to the Board of Regents for approval. Consequently, Senior Vice President and Executive Vice Chancellor Carol Eastman has been delegated authority to approve the proposed organizational changes which she has done.

Because this reorganization involves the merger of two formerly separate programs within the Colleges of Arts and Sciences, the elimination of an Executive/Managerial position and an improvement in the delivery of services to students within these four colleges, I believe it is important to share the reorganization with the Board of Regents.

The purpose of this reorganization is to combine two separate units, Academic Affairs and Student Academic Services of the Colleges of Arts and Sciences, into a single administrative unit under the direction of a single Associate Dean. Collectively, the new unit will be responsible for curriculum, academic issues, supervising
the Colleges' special programs, as well as advising students about curriculum options, campus resources, and services. This reorganization will not entail additional positions or funding within the Office of the Associate Dean of Academic Affairs and Student Academic Services. Rather, it results in the elimination of an associate dean's position and redirects funds towards student services. Additionally, the reorganization should improve the first year experience of freshmen at the University of Hawai’i at Mānoa by coordinating classes and learning communities and linking these to academic advising within the four colleges.

The University of Hawai’i Professional Assembly (UHPA) and the Hawai’i Government Employees Association (HGEA) were also consulted. We have received letters from both UHPA and HGEA and have addressed the concerns raised by HGEA pertaining to the reclassification of the Secretary III to a Secretary II position. UHPA has no objections to this reorganization.

Senior Vice President and Executive Vice Chancellor Eastman is available to discuss this reorganization with you or members of the Board of Regents.

Attachments

c: Senior Vice President and Executive Vice Chancellor C. Eastman (without attachments)  
Director R. Sakaguchi (with attachments)  
Assistant Vice President T. Bopp (without attachments)  
Chair, Council of Arts and Sciences Deans R. Dubanoski (without attachments)  
Administrative Specialist M. Graves (without attachments)
MEMORANDUM

July 26, 1996

TO: Carol M. Eastman  
Senior Vice President, University of Hawai‘i and  
Executive Vice Chancellor, University of Hawai‘i at Mānoa

VIA: Richard A. Dubanoski, Dean  
College of Social Sciences

FROM: Ronald E. Cambra  
Associate Dean

SUBJECT: Reorganization Plan for the Office of Academic Affairs and Student Academic Services, Colleges of Arts and Sciences

The attached reorganization plan of the Office of Academic Affairs and Student Academic Services has been reviewed and approved by the University Budget Office and the Office of Human and Material Resources. The plan has also been sent for consultation to the Hawaii Government Employees Association (HGEA) and the University of Hawai‘i Professional Assembly (UHPA). A letter of support has been received from UHPA and is attached. A letter of support is anticipated from HGEA and will be forwarded to your office when received. Additionally, a copy of the proposal has been sent to the Director of Budget for the State of Hawai‘i.

I am now requesting your formal approval of the plan. If you have any questions, I would be pleased to meet at any time. Upon your formal approval of the plan, I am also requesting your review of my salary rate. As you may recall from our earlier conversations, my request was within the range of my classification as E08M ($91,400.40). We also discussed the salary as retroactive to the start of my work in early February.

Your immediate attention to the proposed reorganization and salary adjustment will be greatly appreciated. Thank you.

REC:sh  
Enclosure
A Proposal for Restructuring
the Associate Deans
of Academic Affairs and Student Academic Services
of the Colleges of Arts and Sciences

March, 1996
A Proposal for Restructuring
the Associate Deans
of Academic Affairs and Student Academic Services
of the Colleges of Arts and Sciences

Executive Summary

Two existing Colleges of Arts and Sciences units will be reorganized into a new Office of Academic Affairs and Student Academic Services. The proposal will be implemented immediately and will not entail any additional positions or funding.

The Office of Academic Affairs is responsible for curriculum, academic issues, and supervising the Colleges' Special Programs. Student Academic Services is responsible for the advising of students about curriculum options, campus resources and services.

The new office will remain under the supervision of an Associate Dean, and report to the Council of Arts and Sciences Deans. The proposed reorganization will redirect funds to better serve students and faculty. The new office will allow for an increased flow of information regarding curriculum decisions important to the student Degree Audit System and academic advising. It will also improve the first year experience of freshmen by coordinating classes and learning communities. The reorganization will simplify curriculum decision making within the Colleges of Arts and Sciences because that responsibility will be handled by one office.

Services to the general public, students and faculty will also substantially improve because one office will be able to provide direct response and contact with all academic and student services requests. This should greatly improve effectiveness and the response time to the public, students and faculty.
II. Proposed Organization

The proposal is to combine the Office of Academic Affairs and the Office of Student Academic Services into one office, the Office of Academic Affairs and Student Academic Services. This new office will be under the supervision of a single Associate Dean who still will report to the Council of Arts and Sciences Deans. (See Appendix C.) The Office of Academic Affairs and Student Academic Services will provide all services that now are provided by the two offices. In fact, it is expected that these services will be improved because the resources of both offices will be directed toward shared responsibility of providing excellent services for students.

III. Personnel Changes

The reorganization will impact five existing positions. One, the position of the Associate Dean for Student Academic Services, #89099, will be abolished. The salary saved ($81,384) will be used to fund existing Colleges of Arts and Sciences academic adviser positions. The Associate Dean for Academic Affairs, #89010, will be combined with the Associate Dean for Student Academic Services into a new title, the Associate Dean for Academic Affairs and Student Academic Services, #89010. Two, at present, each office has a Secretary III position. Because the Secretary III in the Office of Academic Affairs (#14364) has more seniority and experience in Arts and Sciences, she will be retained as the Secretary III. Three, the Secretary III position (#12848) presently in Student Academic Services will be transferred to the Counseling and Advising Unit and redescribed as a secretary to Pos. #84964, Associate Specialist.

Four, Pos. #19119 (vacant), Clerk Typist II, SR08, will be transferred from the Stenographic and Clerical Services unit to the Freshman Seminar/Rainbow Advantage Program and redescribed to reflect secretarial functions. Approximately 500 students currently take courses through these programs. A .5 FTE secretarial position will improve the services offered students through the programs, and allow the director of the program to concentrate on developing additional services for students and faculty.

Five, an Educational Specialist III, P09, (#80812) will be redescribed to a Computer Specialist II position to support the expanded Degree Audit System in Arts and Sciences.

The Office of Student Academic Services is located in Hawaii Hall. The Office of Academic Affairs is temporarily located in Kuy 104, and is scheduled to be relocated into Hawaii Hall during the summer of 1996. No additional space beyond the already designated areas in Hawaii Hall will be required for the reorganization. No additional costs are anticipated
as a result of the reorganization, and no additional funds will be requested for equipment, furniture, utilities, etc.

IV. Reasons for Proposing the Reorganization

The proposed reorganization will save the Colleges money and redirect funds to better serve students. Savings from not filling the Associate Dean for Student Academic Services' position and the .5 FTE clerk typist position will allow the hiring of three additional academic advisers, identified as highest priority needs within the Office of Student Academic Services of Arts and Sciences in documents submitted earlier to the Vice President's office, and a .5 FTE secretary who will provide secretarial help to a program that currently has no secretarial help, the Freshman Seminar Program. All of these actions will not cost any additional funds than already budgeted.

Two issues will be addressed as a result of the proposed reorganization. While the two offices have operated independent of each other, many tasks and responsibilities overlap, such as serving on the Manoa Core Committee and representing Arts and Sciences on College of Education committees. In several cases, both Associate Deans have served on the same academic committees because of their distinct responsibilities. The combination of the two academic offices will allow for the easier flow of information regarding curriculum decisions important to the student Degree Audit System and academic advising. It will also improve the offering of classes to students in the first year experience by better coordinating both Freshman Seminar and ACE, offering learning communities to more first year students. The reorganization will coordinate and simplify decision making within the Colleges of Arts and Sciences because information will be handled by one office.

The basic functions of the other units currently operating in Academic Affairs and Student Academic Services will not change because of this proposal. The College Wide Support (CWS) is currently asked to advise College deans, administrators, department chairs and program directors regarding acquisition, use, management and maintenance of microcomputers. The office also offers support of approved software systems, and trains faculty, staff and other designated users in the operation of hardware and software systems. It will continue in that capacity, but under the reorganization plan, also service the needs of Student Academic Services and the Degree Audit System.

The Liberal Studies Program is an interdisciplinary program whose objective is to provide students with an opportunity to pursue a course of study which in not restricted to conventional departments or unit boundaries. Students create their own degree proposals. This program will remain as it currently is.
The Honors Program is designed to combine the advantages of a small selective-admissions college with the resources available only at a large research university. The program provides a frame for advanced and academic demanding students. The Honors Program will remain as it currently is.

The Freshman Seminar Program (FSP) has the dual educational purposes of giving qualified upper-division undergraduate students, from a variety of participating academic departments, opportunities to teach introductory courses in their major field under the supervision of experienced senior faculty, and to offer lower division undergraduate students an alternative to the traditional instructional format in general education core courses. The FSP also administers the Rainbow Advantage Program, a program in the Colleges of Arts and Sciences designed as a learning community for students considered at-risk, with active learning environment for athletes and non-athletes. These programs will remain as they currently are.

V. Other Alternatives Considered

If the two Associate Dean positions were not combined, the only other alternative would have been to continue the status quo, which would have meant a national search for another Associate Dean for Student Academic Services. This would mean a national search with limited resources, needing to be spent on expensive job announcements and extensive search requirements, including possibly funds to bring candidates in for on-site visitations. The proposal actually saves money because the salary saving from not filling the Associate Dean's position can be used to hire needed academic advisers and clerical assistants.

As stated elsewhere in this document, each office has separate but clearly defined tasks. Reorganization will eliminate duplicated services. Workloads should increase initially as the reorganization is implemented. As everyone gains an understanding of the academic mission of the reorganized office and fits into the task, the workload should be adjusted to current levels.

Services to the general public, students and faculty will substantially improve because one office will be able to provide direct response and contact with all academic and student services requests. This should greatly improve effectiveness and the response time to the public, students and faculty.
Appendix A

Current
Functional Statement
University of Hawaii
University of Hawaii at Manoa
Colleges of Arts and Sciences
Council of Arts and Sciences Deans

Chair

Student Academic Services

Associate Dean for Student Academic Services, M08-AM, #89099

Secretary III
SR 16, #12848

UH Administrative Officer III
P 07, #81355*

UH Computer Spec III, P07, #80696
UH Computer Spec II, P05, #80663

Stenographic and Clerical Services
Clerical Supervisor II, SR 12, #13480

Clerk IV, SR 10, #44055
Clerk Typist II, SR 08, #15801
Clerk Typist II, SR 08, #14862
Clerk Typist II, SR 08, #45435
Clerk Typist II, SR 08, #45436
Clerk Typist II, SR 08, #19119 (0.50)
Clerk Typist II, SR 08, #50020 (0.50)

Counseling and Advising Staff
UH Educational Specialist III, P09, #80812
UH Student Services Specialist II, P06, #77021

Faculty Advisors:
#86057 (0.50) #85058 #85032
#88928 (0.50) #84964 #85057
#88929 (0.25) #85063 #85059
#85064 #85060 #85065
#85081 #88937 #82079

* Position assigned to Academic Affairs but provides services to Student Academic Services.

Approved by: [Signature]
Title: Associate Dean
Date: July 6, 1995
Chart Update: June 30, 1995

Chart Updated: JUN 30 1995
Appendix B

Current Organizational Structure
Office of Academic Affairs and
Office of Student Academic Services
University of Hawaii
University of Hawaii at Manoa
Colleges of Arts and Sciences
FUNCTIONAL STATEMENT
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGES OF ARTS AND SCIENCES

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 Senior Vice President and Executive Vice Chancellor 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 for 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, including administrative and support services. The Associate Dean provides general academic assistance to the Council and to the individual College Deans and academic matters, including, as appropriate, representing them on University committees, coordinating Arts and Sciences Faculty (i.e., the faculty 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, and General Catalog preparation. The office of the Associate Dean for Academic Affairs provides administrative and support services for his programs.

Associate Dean for Student Academic Services

The Associate Dean for Student Academic Services is the student academic services staff officer for the College of Arts and Sciences with responsibility in coordinating with the Council of Arts and Sciences Deans and its Chair for directing and coordinating the programs, personnel and budget of the Office of Student Academic Services and Special Student Services. The Associate Dean is responsible as well 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 and the representative of the Colleges on various college, campus, and external committees. The Associate Dean also coordinates programs and services with other student and academic affairs offices and departments as needed. The Associate Dean is responsible for defining and directing Arts and Sciences' academic advising and counseling for students as well as for developing and implementing related student academic success and retention programs to facilitate student academic and personal growth.
FUNCTIONAL STATEMENT
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGES OF ARTS AND SCIENCES

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 and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

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.

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.

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.
Appendix C

Proposed Reorganizational Structure
Office of Academic Affairs and Student Academic Services
University of Hawaii
University of Hawaii at Manoa
Colleges of Arts and Sciences
Council of Arts and Sciences Deans

Chair

Academic Affairs and Student Academic Services

Associate Dean for Academic Affairs

M08-AM, #80010

Secretary III, SR 16, #14364

Colleges Support

UH Computer Specialist III, P07, #80696*

UH Computer Specialist II, P05, #80663
UH Educational Specialist III, P09, #80812*
UH Computer Specialist II, P05, #81917T* (Temporary, 0.00 FTE)

UH Administrative Officer III

P 07, #81335

Honors Program

Associate Professor, I4**

#87431 (0.50) #84962 (0.50)

Secretary II, SR 14, #14426, (1.00)

Instructional Positions (4.25)

#82506 (0.50) #85247 (0.50)

#82567 (1.00) #88190 (0.50)

#84563 (1.00) #88372 (0.50)

#85010 (0.25)

Liberal Studies

Professor, I5, #83044 (0.50)

Secretary I, SR 12, #41019 (0.50)

Instructional Positions (1.50)

#80358 (0.50) #83798 (0.50)

#88451 (0.25) #84950 (0.25)

Freshman Seminar

Assistant Professor, I3**

#80444 (0.25) #85300 (0.50) #86523 (0.25)

Clerk Typist II, SR 08, #19119 (0.50)*

Instructional Positions (1.25)

#82090 (0.25) #84209 (0.25)

#82900 (0.25) #80126 (0.25)

Counseling and Advising

Associate Specialist, S4, #84964

Secretary III, SR 16, #12843*

UH Student Services Specialist II, P06, #77021

Faculty Advisors (12.25)

#85057 (0.50) #85056 #85062

#88928 (0.50) #85036 #85057

#88929 (0.25) #85060 #85059

#85064 #88937 #85055

#85061 #82079

Clerical Supervisor II, SR 12, #1346

Clerk IV, SR 10, #4405

Clerk Typist II, SR 08, #15801

Clerk Typist II, SR 08, #14662

*To be redescribed

**Program Director occupies multiple position numbers

Approved by:

Title: Senior VP/Exec Vice Chancellor

Date: July 31, 1996

State of Hi
University of Hawai'i at Man
Colleges of Arts & Scien
Ch
PROPOS

+ Current position to be redescribed; Position
#899099 to be abolished
++Position #45435, 45436, and 50020 were abolished due to the Statewide reduction in force
Appendix D

Proposed
New Functional Statement
Office of Academic Affairs and
Student Academic Services
University of Hawaii
University of Hawaii at Manoa
Colleges of Arts and Sciences
FUNCTIONAL STATEMENT
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGES OF ARTS AND SCIENCES

Associate Dean for Academic Affairs and Student Academic Services

The Associate Dean for Academic Affairs and Student Academic Services is the staff officer of academic affairs and student academic services for the Colleges of Arts and Sciences, with responsibilities, in coordination with the Council of Arts and Sciences Deans, for Arts and Sciences curriculum, the general education requirements, student advising programs, personnel and budget of the office. The Associate Dean is responsible for administering the Freshman Seminar Program, the Liberal Studies Program, the Honors Program, Special Student Services, ACE, and Orientation. 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 and the representative of the Colleges on various college, campus, and external committees. The Associate Dean also coordinates programs and services with other student and academic affairs offices and departments as needed.

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, and other academic duties such as 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, and General Catalog preparation. The Associate Dean is responsible for defining and directing Arts and Sciences' academic advising and counseling for students as well as for developing and implementing related student academic success and retention programs to facilitate student academic and personal growth.