MEMORANDUM

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

FROM:     Dean O. Smith
          Senior Vice President, University of Hawai‘i and
          Executive Vice Chancellor, University of Hawai‘i at Mānoa

SUBJECT:  NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF
          HAWAI‘I, COLLEGE OF TROPICAL AGRICULTURE AND HUMAN
          RESOURCES

Enclosed for your files is a copy of the reorganization which was approved by the
University of Hawai‘i, College of Tropical Agriculture and Human Resources. The purpose
of the reorganization is explained in the accompanying executive summary.

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

MWG:lc

Enclosure

C:        The Honorable Neil Miyahira
          Director, Department of Budget and Finance
          The Honorable Mike McCartney
          Director, Department of Human Resources Development
          University of Human Resources
          University Budget Office (w/o attachments)
May 5, 1999

MEMORANDUM

TO: Senior Vice President and Executive Vice Chancellor Dean Smith

FROM: Rodney Sakaguchi

SUBJECT: COPY OF APPROVED COLLEGE OF TROPICAL AGRICULTURE AND HUMAN
RESOURCES REORGANIZATION (CTAHR), PHASE I

Enclosed for your files is a copy of the College of Tropical Agriculture and Human
Resources reorganization (Phase I) that was approved by the Board of Regents on April 23,
1999. Since the name of the college was not changed as originally proposed, the proposal
narrative and new organizational charts and functional statements have been revised to reflect
the CTAHR designation.

Please ensure that copies of this reorganization are distributed to the agencies specified
in Administrative Procedure A3.101, University of Hawai‘i Organizational and Functional
Changes.

Attachment

c: Dean Charles Laughlin (w/attachment)
   Director Ruddy Wong (w/o attachment)
Regent Roehrig moved to authorize the Administration to enter into a sublease agreement with the USDA Forest Service for a building site in the University Park at the University of Hawai‘i at Hilo for the construction of the Institute of Pacific Islands Forestry, as presented in President’s Memorandum No. 67 (Agenda), Item A-9, dated April 23, 1999. Regent Kobayashi seconded the motion which was carried unanimously.

Reorganization of the College of Tropical Agriculture and Human Resources (CTAHR), University of Hawai‘i at Mānoa, Phase I

Senior Vice President Smith requested that in concurrence with the Dean of the College of Tropical Agriculture and Human Resources, the Board approve Phase I of a proposed comprehensive reorganization of the College. The proposed reorganization primarily involves modifications to the College’s upper administrative structure.

The major organizational changes proposed in Phase I are as follows:

1. Establish the Office of the Associate Dean and Associate Director for Research (OADADR).

2. Establish the Office of the Associate Dean and Associate Director for Cooperative Extension (OADADCE).

3. Abolish the Hawai‘i Institute of Tropical Agriculture and Human Resources (HITAHRR) and reassign its functions to the proposed OADADR and OADADCE.

4. Redesignate the Office of the Associate Dean for Academic Affairs to the Office of the Associate Dean for Academic and Student Affairs (OADASA) to better reflect the focus of this office.

5. Abolish the Office of International Programs and reassign its programs to the proposed OADADR, OADADCE, and OADASA.

6. Abolish the Office of Community Resource Development since CTAHR departments have integrated functions of this office into their departmental programs.

Currently, research and extension outreach functions are administered by the HITAHRR. However, the existence of the HITAHRR has contributed to confusion regarding the roles and responsibilities of the CTAHR and HITAHRR. With the increasing role of research in the University’s mission and the growing scope and importance of CTAHR’s outreach program the primary mission can be sustained through a single unit. It is therefore proposed that the HITAHRR be abolished. Research and extension outreach programs would then be separated and each administered by an associate dean and director who report directly to the CTAHR Dean.
It is anticipated that this proposed reorganization will resolve questions of responsibility and coordinative difficulties currently experienced in the CTAHR and will prepare the College for Phase II of the comprehensive reorganization. In addition, the proposed reorganization will assist the College in addressing challenges associated with student recruitment; serving its clientele, increasing external funding; and contributing to the improvement of the local economy.

No services to students are expected to be adversely affected by the proposed changes. No new positions, additional funding or office space will be required to implement this reorganization. Depending on final personnel action outcomes associated with this reorganization, the projected increase in annual salary costs of approximately $9,000 could be exceeded. However, even with these additional costs, net administrative costs will be reduced by approximately $100,000 with the abolition of two positions.

The CTAHR Faculty Senate, Hawai‘i Government Employees' Association, and the University of Hawai‘i Professional Assembly have been informed of this reorganization and have expressed no major concerns regarding this proposal.

Regent Bergin moved to approve Phase I of the reorganization of the College of Tropical Agriculture and Human Resources, University of Hawai‘i at Mānoa, with the understanding that implementation details are subject to applicable statutes and University policies, as presented in President’s Memorandum No. 67 (Agenda), Item A-10, dated April 23, 1999. Regent McElrath seconded the motion which was carried unanimously.

Senior Vice President Smith thanked the Board and Regent Bergin for their support of this endeavor. He also commended Dean Laughlin for his leadership in the matter.

Request to Establish the Institute for Agricultural Marketing and Education at the University of Hawai‘i at Hilo

Senior Vice President Tseng recommended the establishment of an Institute for Agricultural Marketing and Education at the University of Hawai‘i at Hilo.

The United States Department of Agriculture’s, Agricultural Research Service (ARS) is planning to establish a Pacific Basin Agricultural Research Center on the Island of Hawai‘i. During discussions with the Center's Director, the concept of establishing an institute for the distribution of agricultural marketing and education for the Pacific Basin was developed. The purpose for such an institute would be to design and develop a video and Internet infrastructure throughout the Pacific Basin which would be used to disseminate agricultural education and information.

During the planning phase, a $250,000 grant would be sought from the USDA to plan the infrastructure. That plan would then be used as the basis for a
A-10 REORGANIZATION OF THE COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES (CTAHR), UNIVERSITY OF HAWAI'I AT MĀNOA, PHASE I

The Senior Vice President & Executive Vice Chancellor for UH-Mānoa, in concurrence with the Dean of the College of Tropical Agriculture and Human Resources, requests that the Board approve Phase I of a proposed comprehensive reorganization of the College. The proposed reorganization primarily involves modifications to the College's upper administrative structure.

The major organizational changes proposed in Phase I are as follows:

1. Establish the Office of the Associate Dean and Associate Director for Research (OADADR).

2. Establish the Office of the Associate Dean and Associate Director for Cooperative Extension (OADADCE).

3. Abolish the Hawai'i Institute of Tropical Agriculture and Human Resources (HITAHr) and reassign its functions to the proposed OADADR and OADADCE.

4. Redesignate the Office of the Associate Dean for Academic Affairs to the Office of the Associate Dean for Academic and Student Affairs (OADASA) to better reflect the focus of this office.

5. Abolish the Office of International Programs and reassign its programs to the proposed OADADR, OADADCE, and OADASA.

6. Abolish the Office of Community Resource Development since CTAHR departments have integrated functions of this office into their departmental programs.

Currently, research and extension outreach functions are administered by the HITAHr. However, the existence of the HITAHr has contributed to confusion regarding the roles and responsibilities of the CTAHR and HITAHr. With the increasing role of research in the University's mission and the growing scope and importance of CTAHR's outreach program, the primary mission can be sustained through a single unit. It is therefore proposed that the HITAHr be abolished. Research and extension outreach programs would then be separated and each administered by an associate dean and director who report directly to the CTAHR Dean.

It is anticipated that this proposed reorganization will resolve questions of responsibility and coordinative difficulties currently experienced in the CTAHR and will prepare the College for Phase II of the comprehensive reorganization. In addition, the proposed reorganization will assist the College in addressing challenges associated
with student recruitment; serving its clientele, increasing external funding; and contributing to the improvement of the local economy.

No services to students is expected to be adversely affected by the proposed changes. No new positions, additional funding or office space will be required to implement this reorganization. Depending on final personnel action outcomes associated with this reorganization, the projected increase in annual salary costs of approximately $9,000 could be exceeded. However, even with these additional costs, net administrative costs will be reduced by approximately $100,000 with the abolishment of two positions.

The CTAHR Faculty Senate, Hawai‘i Government Employees' Association, and the University of Hawai‘i Professional Assembly have been informed of this reorganization and have expressed no major concerns regarding this proposal.

RECOMMENDATION: That the Board approve the proposed reorganization of the College of Tropical Agriculture and Human Resources, University of Hawai‘i at Mānoa as reflected in the attached organizational chart with the understanding that implementation details are subject to applicable statutes and University policies.
MEMORANDUM

TO:      Donald C.W. Kim
          Chairperson, Board of Regents

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

SUBJECT: PROPOSED REORGANIZATION OF THE COLLEGE OF TROPICAL
          AGRICULTURE AND HUMAN RESOURCES, UNIVERSITY OF HAWAI'I AT
          MĀNOA, PHASE I

SPECIFIC ACTION REQUESTED

Approval of the Board of Regents is requested for the reorganization of the College
of Tropical Agriculture and Human Resources (CTAHR), University of Hawai'i at Mānoa,
Phase I.

RECOMMENDED EFFECTIVE DATE

It is requested that this reorganization (Phase I) be effective upon approval by the
Board of Regents.

PURPOSE/NATURE OF THE PROPOSAL

This reorganization of CTAHR is phase one of two phases and involves the revision
of the college's upper administrative structure as well as a name change for the college.
Phase II of the overall reorganization which will be submitted for approval in the future will
propose the restructuring of CTAHR's departments and units to reduce the number of
organizational entities.

The major organizational changes proposed in Phase I are as follows:

1. Redesignate CTAHR to the College of Tropical Agriculture and
   Resource Management.
2. Establish the Office of the Associate Dean and Associate Director for Research (OADADR).

3. Establish the Office of the Associate Dean and Associate Director for Cooperative Extension (OADADCE).

4. Abolish the Hawai‘i Institute of Tropical Agriculture and Human Resources (HITAHRI) and reassign its functions to the proposed OADADR and OADADCE.

5. Redesignate the Office of the Associate Dean for Academic Affairs to the Office of the Associate Dean for Academic and Student Affairs (OADASA) to better reflect the focus of this office.

6. Abolish the Office of International Programs and reassign programs from this office to the proposed OADADR, OADADCE, and OADASA.

7. Abolish the Office of Community Resource Development since CTAHR departments have integrated functions of this office into their departmental programs.

No services to students will be adversely affected by the changes proposed.

Currently, research and extension outreach functions are administered by the HITAHRI. However, the existence of the HITAHRI has contributed to confusion regarding the roles and responsibilities of the CTAHR and HITAHRI. With the increasing role of research in the University’s mission and due to the growing scope and importance of the CTAHR’s outreach program, it is proposed that the HITAHRI be abolished. Research and extension outreach programs will then be separated and each administered by a different Associate Dean and Director, i.e., the proposed OADADR and OADADCE. Both of these proposed offices will report directly to the CTAHR Dean. It is anticipated that this reorganization will resolve questions of responsibility and coordinative difficulties experienced within the CTAHR and will prepare the college for Phase II of the overall reorganization. Reorganization of the CTAHR will assist the college in addressing challenges associated with attracting more highly qualified students, better serving its clientele, increasing external funding, and contributing to the improvement of the local economy.
Chairperson Donald Kim
December 2, 1998
Page 3

IMPACT ON STAFFING AND RESOURCES

No new positions, additional funding or office space will be required to implement this reorganization. Depending on final personnel action outcomes associated with this reorganization, the projected increase in annual salary costs of approximately $9000 could be exceeded. However, even with these additional costs, net administrative costs will be reduced by approximately $100,000 with the abolition of two positions.

CONSULTATION WITH EXCLUSIVE EMPLOYEE COLLECTIVE BARGAINING REPRESENTATIVES AND CTAHR FACULTY SENATE

The CTAHR Faculty Senate, Hawai‘i Government Employees’ Association, and the University of Hawai‘i Professional Assembly have been informed of this reorganization and have no concerns regarding this proposal.

RECOMMENDED ACTION

Approval of the Board of Regents is requested for this reorganization (Phase I) to enable the CTAHR to address future challenges, clarify its administrative roles and responsibilities at the higher organizational levels of the college, and prepare for Phase II of the overall reorganization.

Attachment

c:  Board Secretary David Iha (w/attachment)
    Senior Vice President Eugene Imai (w/attachment)
    Senior Vice President/Executive Vice Chancellor Dean Smith (w/attachment)
    Senior Vice President for Research and Dean of the Graduate Division Alan
    Teramura (w/attachment)
    Dean Charles Laughlin (w/o attachment)
    Director Rodney Sakaguchi (w/o attachment)
EXECUTIVE SUMMARY

COLLEGE OF TROPICAL AGRICULTURE & HUMAN RESOURCES
PHASE I
REORGANIZATION OF ADMINISTRATION

The College of Tropical Agriculture & Human Resources (CTAHR) proposes a comprehensive reorganization of its organizational structure. The challenges facing CTAHR faculty and staff and community stakeholders are many. Confronted with the reality of declining resources, CTAHR has taken the initiative to re-engineer the entire college into a more responsive and effective organization. Phase I of the reorganization, which is being proposed here, deals with a change in the administrative infrastructure of CTAHR. Phase II, which will occur in the near future, will focus on restructuring the individual departments, units, and programs.

Challenges facing the college include attracting more highly qualified students, creating efficient mechanisms to service our clientele, creating a more systems-focused and impact-defined approach, and supplementing state and federal appropriations by increasing external funding. An organization structured differently from the present college is required to address these pressing issues and respond in a positive manner.

Phase I will abolish the Hawaii Institute of Tropical Agriculture and Human Resources (HITAHNR) because of the confusion about responsibility between CTAHR and HITAHNR. In its place, the Office of the Associate Dean & Associate Director for Research and the Office of the Associate Dean & Associate Director for Cooperative Extension are established. The administrative instructional component will essentially remain intact but emphasize the importance and contribution of students. The new title of Office of the Associate Dean for Academic and Student Affairs reflects this emphasis. These three offices will report directly to and be accountable to the Dean.

Completion of the Phase I reorganization will give CTAHR the administrative infrastructure required to address the critical issues being resolved in Phase II of the reorganization.
COLLEGE OF TROPICAL AGRICULTURE & HUMAN RESOURCES
PHASE I
REORGANIZATION OF ADMINISTRATION

A. Present Organization

The traditional Land Grant agricultural colleges were organized along the major units of resident instruction, the agricultural experiment station, and the cooperative extension service. An administrator directed each major unit. Within colleges, the programs of instruction, research, and extension were delegated to academic departments organized by disciplines. Many academic departments had faculty in instruction, research, and extension or combinations of the three. Many other researchers worked for the experiment station while most extension agents worked for the cooperative extension service.

The present administrative structure of the College of Tropical Agriculture and Human Resources (CTAHR) was approved by the Board of Regents of the University of Hawai‘i in 1978 and differed from the traditional Land Grant agricultural colleges. Key points of the reorganization at that time included (1) the amalgamation of research and extension programs under a single Hawai‘i Institute of Tropical Agriculture and Human Resources (HITAHR), (2) within the HITAHR, the establishment of a coordinated program management structure, (3) the combination of the Branch Station and Extension Office in each county, and (4) the consolidation of student services and resident instruction under one Academic Affairs Office.

B. Proposed Organization

Due to the magnitude of this reorganization, it is proposed that it be handled in phases. Phase I will encompass a restructuring of administration to meet the needs of internal and external clientele. It is imperative that this phase be implemented as soon as possible in order to appoint the leadership necessary to complete the subsequent phases.

Phase II will entail a thorough restructuring of the present departments and counties into a more manageable number in focused program areas. It is anticipated that this phase will take longer to complete because of the extent of the reorganization. Faculty and staff have discussed several different options and an academic plan with strategic issues emerged as a result of these discussions.

It will be proposed that Phase II consolidate 11 academic departments into six restructured units. Each of these units will contain an undergraduate
degree program, a graduate degree program with required courses offered on a regular basis, a research program that has basic and applied research activities and actively addresses state needs, an extension outreach program that has faculty who provide support to community groups, commodity associations, and government agencies, and a contribution to international education/research.

In Phase I, to further consolidate responsibility at the highest level, it is proposed that the three programs of instruction, research, and extension report to the Dean of CTAHR. It will be different in the proposed organization in that the administrators for the instruction, research, and extension outreach programs will no longer make policy decisions independent of the other programs. They will be responsible for their program areas but will make decisions while taking into consideration the effect on the other programs.

With HITAHRO, research and academic programs dominated extension outreach. It is proposed that HITAHRO be abolished. Policy decisions will be formulated and recommended to the Dean who will be the ultimate authority for all of CTAHR’s programs. This new model will restore equity between role and responsibility of the tripartite functions of instruction, research, and extension outreach of a Land Grant college.

The current CTAHR organization involves three assistant directors in HITAHRO who are consulted prior to obtaining a decision from the director. In addition to these added layers of approval, at times, there is confusion as to the correct person, including the director, who is responsible for the particular activity in question. The proposed reorganization seeks to eliminate the confusion by redescribing the positions of Director, HITAHRO, and two Assistant Directors, HITAHRO, and transferring out one vacant Assistant Director, HITAHRO.

The three positions to be redescribed (Position Nos. 89124, 89017, and 89069) will be redescribed into two associate dean/directors and an assistant director. The Associate Dean and Associate Director for Research (Position No. 89124) will be responsible for research initiatives as well as making recommendations to the Dean. This position will have an Assistant Director (Position No. 89017) reporting to it with responsibility for the development, coordination, and maintenance of extramurally funded contracts and grants. Another key position will be the Associate Dean and Associate Director for Cooperative Extension (Position No. 89069), who will oversee all extension outreach activities and make recommendations to the Dean. An Assistant Extension Agent (Position No. 85476), currently shown on the organization chart, is in charge of the Family Community Leadership program and does not function as an assistant to the Associate Dean/Director for Cooperative Extension. The position and program will eventually be affiliated with one of the new departments and will be based in Oahu County. Position No. 89186, Assistant Director, HITAHRO (Agriculture and Applied Behavioral Sciences), has been transferred to the University’s General Counsel’s Office.
The office name and classification title for the Associate Dean for Academic Affairs will be retitled to the Associate Dean for Academic and Student Affairs. This will emphasize the importance of students in all decisions.

The lines of authority will be clear. The Dean will be the final policy decision maker and accountability will rest in his office. That is the purpose of proposing that each of the three programs of instruction, research, and extension be under the direction of an Associate Dean/Director. They would be held accountable to the Dean and will handle day to day affairs as well as recommend policy changes. (See Appendix A, Decision Making Flowchart.)

C. Background

Prior to 1978, the College functioned like other land grant institutions. The three programs of instruction, research, and extension were responsible for their own areas and decisions were made independent of the other programs. After 1978, CTAHR combined research and extension under HITAHR and advocated the benefits of having two programs under one administration.

If having two programs under one administration is so good, why change? The answer lies in the magnitude of College’s mission. In creating HITAHR, the University of Hawai‘i acknowledged that research is central to the College’s mission. However, because of the growing breadth and importance of the outreach portion of its mission, this alliance is no longer feasible.

The proposed strategic initiative for research is to create new opportunities for the State of Hawai‘i by developing and offering to Hawai‘i’s people, innovative opportunities for economic, social, environmental and resource management and enhancement options that meet existing and future needs. This plan can be achieved with the assistance of an administrator whose main focus is to oversee the research program.

The proposed strategic initiative for extension is outreach to the citizens of Hawai‘i by establishing outreach processes that enhance opportunities for clients to participate in the College’s instruction, research, and extension programs. The size and significance of the outreach program is growing in leaps and bounds because of the channels of communication fostered by the college and the needs of external stakeholders. A different administrative structure from the research program is required to address this outreach demand. The extension program should also have its own administrator to concentrate on and coordinate outreach projects.

During the last five years CTAHR has compiled the following record:
Students:

<table>
<thead>
<tr>
<th>FY</th>
<th># Students in CTAHR Courses</th>
<th># Students Taking Courses in UHM Core</th>
</tr>
</thead>
<tbody>
<tr>
<td>93</td>
<td>2448</td>
<td>1076</td>
</tr>
<tr>
<td>94</td>
<td>3307</td>
<td>1325</td>
</tr>
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<td>3158</td>
<td>1101</td>
</tr>
<tr>
<td>96</td>
<td>3396</td>
<td>1285</td>
</tr>
<tr>
<td>97</td>
<td>3347</td>
<td>1203</td>
</tr>
</tbody>
</table>

(Source: UH Institutional Research Office)

At UHM, on the average, about 63% of degree-seeking entering students can be expected to graduate after six years. In CTAHR, on the average, over 68% of degree-seeking entering students graduate after five years. This compares very favorably with the UHM graduation rate of 49.7% after five years.

Academic Programs:

<table>
<thead>
<tr>
<th>FY</th>
<th># Graduate Majors</th>
<th># Undergraduate Majors</th>
<th># Degrees Granted Graduate</th>
<th># Degrees Granted Undergraduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>93</td>
<td>203</td>
<td>380</td>
<td>46</td>
<td>34</td>
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<tr>
<td>94</td>
<td>213</td>
<td>411</td>
<td>38</td>
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<td>97</td>
<td>134</td>
<td>472</td>
<td>43</td>
<td>52</td>
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</tbody>
</table>

(Source: UH Institutional Research Office)

Research Programs:

<table>
<thead>
<tr>
<th>FY</th>
<th>Extramural Funding</th>
<th>Number of Grants &amp; Contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td>93</td>
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<td>100</td>
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<tr>
<td>94</td>
<td>$7,790,096</td>
<td>143</td>
</tr>
<tr>
<td>95</td>
<td>$7,739,050</td>
<td>97</td>
</tr>
<tr>
<td>96</td>
<td>$6,057,660</td>
<td>89</td>
</tr>
<tr>
<td>97</td>
<td>$10,095,776</td>
<td>101</td>
</tr>
</tbody>
</table>

(Source: UH Office of Research Services)
Extension Programs:

<table>
<thead>
<tr>
<th>FY</th>
<th># People Contacted</th>
<th># Projects Initiated</th>
<th># Diagnostic Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>93</td>
<td>110656</td>
<td>215</td>
<td>13202</td>
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<td>129069</td>
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</tr>
<tr>
<td>97</td>
<td>111727</td>
<td>169</td>
<td>17949</td>
</tr>
</tbody>
</table>

(Source: Extension Activity Reports and Agricultural Diagnostic Service Center Data)

The problem areas that must be addressed are:

Students: The number of students in CTAHR courses and the number of students taking UHM core courses are still at a relatively high level. Given the fact that there are fewer instructional faculty to teach courses due to retirements and resignations, different processes must be developed to cope with the rising number of students anticipated to enroll in CTAHR courses and in the UHM core courses. The Associate Dean for Academic and Student Affairs will be responsible for developing and evaluating alternatives.

Academic Programs: The number of CTAHR graduate majors has been declining while the number of undergraduate majors has been increasing. The number of graduate and undergraduate degrees has declined in the last year and should be evaluated. The Associate Dean for Academic and Student Affairs will conduct the evaluation.

Research Programs: After a decline from 1994 of both number of grants awarded and the dollars awarded, there is an increase in both categories in 1997. There needs to be an evaluation of these numbers and recommendations made on the future direction of extramural funding. Further, there is a need to evaluate the impact of research on the economic development of the State as a measure of leveraging State general funds. The Associate Dean/Director of Research will be responsible for conducting these evaluations, maintaining this momentum and continuing to increase the dollars awarded and the number of grants awarded.

Extension Programs: There is a decline in the number of people contacted and a decline in the number of projects initiated by staff. Although part of the decline can be attributed to fewer employees, there needs to be more active planning for meetings, workshops, field days, and demonstrations as well as the initiation of projects. The Associate Dean/Director for Extension will be better able to concentrate on extension activities resulting in better planning and coordination of activities with more contact hours and developing new projects with the remaining staff.
D. Nature of the Proposed Reorganization

The specific actions proposed in Phase I are as follows:

1. Aboiish the Hawaiʻi Institute of Tropical Agriculture and Human Resources (HITAHRI and the Office of the Director, HITAHRI. This will eliminate the source of much of the ambiguity in authority prevalent in many of the current problems facing the college.

2. Establish the Office of the Associate Dean & Associate Director for Research and the Office of the Associate Dean & Associate Director for Cooperative Extension. The former will involve the research component of the college and the latter will be the public service outreach component. Each Associate Dean/Director will report directly to the Dean. This structure will place direct responsibility on the Associate Dean/Director for their specific program areas. They will be more knowledgeable about their programs and will be expected to make recommendations to the Dean with appropriate consultations with the other Associate Deans/Directors.

3. Change the name of the Office of the Associate Dean for Academic Affairs to the Office of the Associate Dean for Academic and Student Affairs. CTAHR recognizes the important role of students in many of its programs and their status should be prominently noted in this office’s name and function. Student leadership and involvement in college affairs will be emphasized. The Associate Dean will assume responsibility for all student activities.

4. Aboiish the Office of International Programs and integrate the programmatic components into the Offices of the Associate Dean for Academic and Student Affairs, the Associate Dean and Associate Director for Research, and the Associate Dean and Associate Director for Cooperative Extension. The Associate Deans and Associate Directors will be directly involved in all aspects of international programs as a part of their responsibility. The Office of International Programs is proposed for abolishment since there is no need to have another office to coordinate activities which could be handled under either of the programmatic areas of instruction, research, or extension. Review of past experience confirmed that international programs worked closely with the programmatic areas and could very well be in the same office.

5. Aboiish the Office of Community Resource Development. All components of this unit are integrated in the departments. Faculty
with expertise in this area are functioning within their departments and all community resource development projects evolve as departmental projects. This unit has no staff assigned to it and has not been operational for several years.

6. Correct organizational charts to reflect the Urban Garden Center (UGC) program under Oahu County. The UGC program is a community educational/demonstration facility that is more properly administered by the Oahu County Administrator.

7. Transfer the 4-H Youth Development program from the Office of the Director, HITAHR, to the Office of the Associate Dean and Associate Director for Cooperative Extension. This transfer is necessary since the Office of the Director, HITAHR, is being abolished.

9. Redescribe, reclassify, or transfer the following specific positions:

Position No. 89020, from Dean of the College of Tropical Agriculture and Human Resources and Director of Cooperative Science and Education to the Dean of the College of Tropical Agriculture and Human Resources and Director of Research and Cooperative Extension. The title of the Dean will be changed to reflect the Director's direct responsibilities over the Associate Deans/Directors.

Position No. 89124, from Director, Office of the Director, HITAHR, to Associate Dean and Associate Director for Research, Office of the Associate Dean and Associate Director for Research, CTAHR. The Associate Dean and Associate Director will report directly to the Dean and function as second in authority for research.

Position No. 89017, Assistant Director, HITAHR (Agriculture and Resource Development), will remain at the assistant director level and be redescribed to emphasize CTAHR's plan to develop, coordinate, and increase extramurally funded contracts and grants. The position will be located in the Office of the Associate Dean and Associate Director for Research and will report to the Associate Dean and Associate Director.

Position No. 89069, from Assistant Director, HITAHR (Cooperative Extension and County Programs), to Associate Dean and Associate Director for Cooperative Extension, Office of the Associate Dean and Associate Director for Cooperative Extension, CTAHR. The Associate Dean and Associate Director will report directly to the Dean and function as second in authority for extension.

Position No. 89047, from Associate Dean, Office of the Associate Dean, Academic Affairs, CTAHR, to Associate Dean for Academic and Student
Affairs, Office of the Associate Dean, Academic and Student Affairs, CTAHR. The role of students will be prominently displayed in the position title to signify our intent to support students. This position will function as second in authority for instruction.

Position No. 81694, UH Student Services Specialist III, Office of the Associate Dean, Academic Affairs, CTAHR. The restriction and transfer of the assistant dean’s position to another Manoa college on February 13, 1997, has caused the incumbent in Position No. 81694 to assume many of the responsibilities formerly assigned to the assistant dean. A redescription of the position will be processed through the proper personnel offices for reclassification.

Position No. 83136, Assistant Specialist, Office of Publications and Information, CTAHR. The position is needed to fill the role of college development officer to handle fund raising and alumni affairs. It is anticipated that a change in the bargaining unit will be required, therefore, a change will be requested through the appropriate channels and in consultation with the affected unions. A redescription of the position will be processed through the proper personnel offices for classification.

Position No. 00789, Secretary II (1.00 FTE), Office of the Director, HITAHR. Additional responsibilities at a higher administrative level, as the secretary to the Associate Dean and Associate Director for Cooperative Extension, will be assumed by this position. A redescription of the position will be processed through the proper personnel offices for classification.

Position No. 80586, UH Educational Specialist IV (1.00 FTE), transfer from the Office of International Programs to the Office of Publications and Information (PIO). Since a separate office for international programs is no longer required, the position will be utilized in PIO as the director of the unit. A position redescription will be processed through the proper personnel offices.

Position No. 89279, Public Relations Specialist (1.00 FTE), transfer from the Office of the Dean to the Office of Publications and Information. One of the responsibilities of the PIO is public relations. The specialist is more properly placed in the PIO instead of reporting directly to the Dean. Since the current position is classified as a managerial position, a change in the bargaining unit will be requested through the appropriate channels and in consultation with the affected union. A redescription of the position will be processed through the proper personnel offices.

Position No. 85476, Assistant Extension Agent, transfer from the Office of the Director, HITAHR, to Oahu County, CTAHR. This position is involved
in family community leadership projects that will be affiliated with one of the new departments and will be based in Oahu County for ease of operation. Redescription of this position will be processed through the proper personnel offices.

Position No. 42680, Clerk Typist II (1.00 FTE), transfer from the Office of the Director, HITAHU, to the Office of the Dean, CTAHR. With a reduction in responsibilities in the former Director's Office, additional workload is expected in the Dean's Office which will be handled by the Clerk Typist. The past year has supported the need for more clerical help for the Dean's Office. The multitude of reports required by the university and the new programs and activities implemented by the Dean created a horrendous workload which requires additional support. A redescription of the position will be processed through the proper personnel offices for classification.

Position No. 03397, Clerk Steno III (.50 FTE), transfer from the Office of the Director, HITAHU, to the Department of Agronomy and Soil Science. This transfer is proposed to implement a workload change that occurred over two decades ago but was never properly completed. Although only .50 FTE appeared in the Department of Agronomy and Soil Science, the clerk stenographer was employed full-time in the department using the other .50 FTE located in Administration. The services of a full-time clerk stenographer (1.00 FTE) are critical for the department and this FTE transfer should be completed. A redescription of the position will be processed through the proper personnel offices.

The benefits to be realized by this reorganization will be the elimination of ambiguity by making it very clear that the Dean/Director is responsible for all three programs of instruction, research, and extension. There should not be a question of authority between instruction, research, and extension. The Dean is also the Director of Research and Cooperative Extension and policy statements will bear the signature of the Dean/Director.

We do not anticipate changes to any other executive/managerial, faculty, APT, or civil service position at this time in Phase I. All redescriptions or transfers are being prepared to consolidate resources into more effective operating units. We do not anticipate any adverse impact on other positions in the units being reorganized.

There may be a slight increase in salary of $1,488, if the current Secretary II for the Associate Dean and Associate Director for Cooperative Extension is reclassified to a Secretary III. There may also be an increase of $7,500, if the current UH Student Services Specialist III is reclassified to a UH Student Services Specialist IV. There may be an increase in the salaries paid to the permanent Associate Dean/Director for research, extension, and academic
support, depending on the individuals selected. No other adjustments to payroll costs are anticipated in Phase I. However, with these additional costs, net administrative cost will be reduced by approximately $100,000 with the abolition of two positions (Position No. 89186, Assistant Director, HITAHR and Position No. 22831, Secretary II, HITAHR). No additional funds will be requested.

E. Purpose for Proposing the Reorganization

There were many issues that challenged us to change the way we operated:

- Many clienteles over the years have questioned the current organizational structure of the college. There is still confusion about the relationship between CTAHR and HITAHR. Concern has been expressed by stakeholders over what appears to be a lack of responsibility for certain program areas. The new structure should alleviate that concern by placing responsibility clearly on a specific Associate Dean/Director and ultimately the Dean.

- Severe budget cutbacks have necessitated the development of a CTAHR strategic plan, which consolidates resources. The college has taken cuts of $3.5 million and 109 FTE position counts since FY 94. The budget cutbacks and the freeze on positions resulted in not replacing several key faculty after their retirement or resignation. Existing faculty have insufficient resources to conduct their program. A consolidation of departments and resources is the logical course of action.

- The need to change how we prepare our students for Hawai‘i’s economy is brought to light in Mattson Sunderland’s 1996 A Study of Business Leaders’ Opinions About Higher Education in Hawai‘i. Business is dependent on the University to train and educate future employees for Hawai‘i businesses. We believe their observations are correct and that we must change our way of doing things. We are making this serious first move to show our intent for change and will communicate continuously with Hawai‘i businesses on how this college can work with and assist them.

- CTAHR will strive to prepare students for meaningful roles in contemporary society. This will be done by providing a student-oriented college that stimulates students to be life-long learners; and by giving priority to programs that develop civic, social, and workplace responsibilities and advance student learning. The instructional mission to be accomplished by this reorganization is to consolidate undergraduate programs in the agricultural sciences, strengthen students' international training and experience, refocus the college to value instruction, reallocate time distribution so that faculty have
instructional responsibility, revise curricula to incorporate contemporary societal focus and link with the research and outreach functions of CTAHR, and cooperate with UH-Hilo to deliver undergraduate practical experience.

- Future levels of enrollment are strongly dependent on the College’s ability to achieve its research and outreach mission. CTAHR will increase extramural grants, contracts, and private funding by training faculty on grant writing and actively seeking new funding sources; sharpen college focus on selected program areas such as livestock waste management, management of tropical fruit trees, biotechnology, etc.; create a continuum from knowledge generation to knowledge application, including students at all levels; develop partnerships with other colleges and institutions to make land-grant outreach activities a total university responsibility; improve quality of service to clientele by using technology to arrive at solutions and responding to their requests as quickly as possible; consolidate programs and facilities to reduce costs and improve efficiency; balance stakeholder expectations with resource realities; and empower stakeholders to take charge of their lives and times.

Many of CTAHR’s departments are facing challenges that range from attracting more, highly qualified students; creating efficient mechanisms to service our diverse clientele; meeting societal needs; organizing for enhanced cooperation and coordination; creating a more systems-focused and impact-defined approach; and supplementing state and federal appropriations by increasing external funding. The proposed reorganization to CTAHR will address these issues in the following manner:

- Acknowledge and emphasize student needs.
- Create innovative programs and curricula to attract students.
- Sharpen college focus on selected program areas.
- Respond rapidly to major crises using college wide expertise.
- Increase extramural grants and contracts.
- Seek private sources of funding.

F. Other Alternatives Considered

Maintaining status quo was a major consideration because of the tremendous amount of time and effort required before any change could occur. However, all stakeholders expressed a strong desire for change. The sentiment was that the College had to approach and solve problems differently than from the past. In addition, if the College continues to lose positions and funds, a different type of organization is needed to optimally utilize the scarce remaining resources to meet its mission. The current organizational structure hampers the ability of the College to marshal needed resources and direct them at the most critical problems.
Problems occurred when Department Chairs dealt with the three Assistant Directors and the Director of HITAHR. Confusion on responsibility was a recurring issue.

Department chairmen deal directly with Associate Deans / Directors. Responsibility is split along programmatic lines. Problems pertaining to research are directed to the Associate Dean / Director for Research. Extension and instruction problems are directed to the respective Associate Dean / Director. Assistant Director for Research in this case functions as an assistant to the Associate Dean / Director for Research. Department Chairmen do not deal directly with the Assistant Director. This proposal removes a layer of Assistant Directors in the decision-making process.
PREVIOUS ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
OFFICE OF THE DEAN
POSITION ORGANIZATION CHART: VI-A

Senior Vice President for Research and Dean of the Graduate Division

OFFICE OF THE DEAN*
DEAN*, M12-A, #89020
Secretary IV, SR-18, #05873
Public Relations Specialist, M03, #89279

CHART UPDATED
DATE: JUL - 1 1998

*2 Director of Cooperative Science & Education
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**CHART UPDATED**

DATE JUL - 1 1998

*Director of Cooperative Science & Education
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
PEARL CITY URBAN GARDEN CENTER
POSITION ORGANIZATION CHART: VI-H

OFFICE OF THE DEAN*

OFFICE OF THE ASSOCIATE DEAN,
ACADEMIC AFFAIRS

PEARL CITY URBAN GARDEN CENTER

CHART UPDATED
JUL - 1 1998

* & Director of Cooperative Science & Education
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES.

OFFICE OF THE DIRECTOR, HITAHR
POSITION ORGANIZATION CHART: VI-T

**OFFICE OF THE DEAN**

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CHART UPDATED

DATE 11-1-1998

*2/ Director of Cooperative Science & Education
OFFICE OF THE DEAN*

OFFICE OF THE DIRECTOR
HAWAII INSTITUTE OF TROPICAL AGRICULTURE
AND HUMAN RESOURCES

4H-YOUTH
Extension Positions  (1.00)
Full-time:  #84147
Secretary II,  SR-14,  #04115

CHART UPDATED
DATE  JUL - 1 1998

* & Director of Cooperative Science & Education
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
OFFICE OF THE DEAN AND DIRECTOR
FUNCTIONAL STATEMENT

Plans and directs the programs of the College of Tropical Agriculture and Human Resources (CTAHR) as the Dean of the CTAHR and Director of Cooperative Science and Education (based on USDA organization). The Dean's office must provide the leadership and policy guidance necessary to the effective accomplishment of the CTAHR's mission and goals.

Provides executive leadership in the areas of planning, program development, policy formulation, budgetary priorities and program direction.

Represents the University and the College in its external relationships, particularly with regional and federal agencies, the Governor's Office, the State Agriculture Coordinating Committee, the State Department of Agriculture, appropriate committees of the State Legislature and Congress, groups representing industry and the College's varied clientele, and other American and foreign universities and officials.

Approves internal policies applicable to the College and its constituent units or recommends policies for higher administrative approval as appropriate.

Provides administrative direction and coordination for implementation of the instruction, research and development, and extension functions of the College as integrated programs serving State, regional, national and international needs in agriculture, natural and human resources.

Approves or recommends appointments to positions in the College.

Provides for evaluation of programs and services to maximize their effectiveness and to meet accountability requirements in accordance with federal, State and University regulations.
Under the policies and guidelines approved by the Dean, this office assumes responsibility for the publication and information program of the College.

Edits, publishes and distributes research and extension publications.

Plans, develops and directs the mass media educational and informational programs (printed media, radio and television).

Depending on the availability of space, maintains a depository and stock of publications, including, when possible, publications issued by federal agencies and other sources of interest to the College.

Performs other related duties as required.
STATE OF HAWAII
UNIVERSITY OF HAWAII-
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES

OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS
FUNCTIONAL STATEMENT

Under University and College policies, the Associate Dean for Academic Affairs, assisted by the Assistant Dean, assumes direct operational responsibility for the instructional programs of the College.

Provide leadership in planning, developing, implementing and evaluating the instructional courses and curricula of the College.

Coordinates interdisciplinary educational programs that cut across individual departments.

Exercises administrative direction over departmental instructional activities and evaluates their performance.

Recommends policies and budgeting priorities for instructional programs to the Dean for his approval.

Administers a College-wide counseling and student service program for undergraduates and ensures that departmental advising programs for majors and graduate students are in accordance with established policies.

Coordinates instruction and training with the activities of the Hawaii Institute of Tropical Agriculture and Human Resources, and graduate programs with the Dean of the Graduate Division.

In consultation with the Director of the Institute, recommends instructional faculty appointments to the Dean, including the appointments of department chairpersons, and other personnel actions such as promotions, tenure and leaves.

Assists the Dean in the College’s external relations and serves as Acting Dean when both the Dean and the Director of the Institute are absent.

Directs the work of an Assistant Dean for Academic Affairs who will administer appropriate student services and perform other duties to assist the Associate Dean of Academic Affairs.

Performs other related duties as assigned.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
OFFICE OF INTERNATIONAL PROGRAMS
FUNCTIONAL STATEMENT

Under the policies and guidelines approved by the Dean, assumes responsibility for coordinating the international programs of the College.

Plans, develops and coordinates both long-range goals and immediate objectives of the College's international training programs.

Develops working relationships and maintains liaison with federal and State agencies, counterparts in agricultural colleges throughout the United States, governmental and university officials in foreign countries, the East-West Center and other international programs of interest to the College.

Provides support to the faculty of the College in developing international training projects for extramural funding.

Serves as a source of information and assistance to firms, groups and individuals in the State of Hawaii who are involved or interested in international agriculture and human resource programs.

Provides periodic reports on the College's international programs and activities.

Performs other related duties as assigned.
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES  
OFFICE OF THE DIRECTOR  
HAWAII INSTITUTE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES (HITAHKR)  
FUNCTIONAL STATEMENT

Under the policies and guidelines approved by the Dean, the Director of the HITAHKR assumes direct operational responsibility for the programs of research and extension services, including the operations of the branch experiment stations and county extension service.

Provides leadership in planning, development, implementation and evaluation of the programs of the Institute.

Represents the Institute in its dealings with the Legislature, State, regional and federal agencies, industry and clientele groups, university and governmental officials in the U.S. and foreign countries, and the general public.

Functions as first deputy to the Dean and serves as Acting Dean whenever the Dean is out-of-state or absent from his office.

Recommends program policies and budgetary priorities of the Institute for the Dean's approval.

In consultation with the Associate Dean of Academic Affairs, recommends personnel appointments, promotions and tenure, leaves and other actions pertaining to Institute personnel for the Dean's approval.

Participates in coordinating the Institute's activities with those of Academic Affairs.

Directs the programs and operations of the Institute through three Assistant Directors, whose responsibilities are as follows:

Assistant Director for Agricultural and Applies Behavioral Sciences Research

In close coordination with Academic Affairs, administers disciplinary based research programs in the agricultural and applied behavioral sciences in accordance with the international, regional and State research mission and graduate instructional needs of the College.

Assistant Director for Agricultural and Resource Development

Administers research and development programs designed to resolve specific problems of an industry, commodity resource or clientele group in order to facilitate food production, promote community development and improve the standard of living throughout the tropical areas of the world. Special emphasis will be placed on research and development projects of immediate interest as well as potential applicability to the State of Hawaii. An important responsibility is to ensure the maximum degree of coordination and mutual benefit will be attained between State programs and international projects.

Assistant Director for Cooperative Education Services

Administers the research data system, information dissemination and cooperative education services. These services will be provided to industries, communities, families, organizations, farmers, home owners, other individuals and the general public to ensure that the needs of these clients in each of the counties or throughout the State as a whole are met. This will include a technology assessment and transfer program to facilitate the application of research findings to problems in Hawaii and to other tropical areas of the world.

Performs other duties as assigned.
The Agricultural Diagnostic Service Center (ADSC), functioning through the Assistant Director of the Cooperative Extension Service, provides analytical and diagnostic services to Hawaii's agricultural community which includes: researchers and graduate students, extension personnel, commercial producers, other government agencies, and the general public. Services are rendered in: soil testing, plant tissue analysis, feed and forage analysis, plant disease identification, and insect pest identification.

ANALYTICAL SERVICES

Supports research and extension projects in soil fertility and crop nutrition and management, and animal nutrition by performing routine chemical tests on material from experiments.

Collaborates with researchers in testing new diagnostic procedures.

Provides extension specialists and agents, commercial producers, and the general public with diagnostic tests as means of confirming or identifying nutritional disorders and problems with pests. Obtains remedial recommendations from commodity specialists in various departments.

Performs analytical tests for city, state, federal agencies conducting experiments, surveys, or confirmations.

Maintains files on clientele, submits and results, analyzes for trends of impending problems, and prepares other summaries as required.

Participates in workshops and conferences to educate clientele on ADSC services and to report on significant findings.

PROGRAM MANAGEMENT

Performs administrative functions associated with the operation of the ADSC, such as budget preparation and allocations, purchasing, equipment maintenance and replacement, preparation of program, and fiscal reports.

Prepare and administer policies of the ADSC, including billing, collection, and processing of fees, shipment of samples to facility, processing of test samples, and reporting of results.
The Center on the Family will encourage and facilitate the generation, accumulation, and dissemination of information in order to support and strengthen families, with a focus on Hawaii's families. The Center on the Family will enhance a variety of family related educational programs, research and service activities currently being offered by UHM and will utilize faculty and resources from across the campus to build the knowledge base which could be used to strengthen Hawaii's families. The Center on the Family will be administratively located within the College of Tropical Agriculture and Human Resources (CTAHR) with a Director appointed by the UHM Vice President for Academic Affairs (VPAA) and staff positions located in the Center on the Family. A Center on the Family Advisory Council will be appointed by the VPAA and will advise on a broad spectrum of UHM and general community interests.

Goals

a. Provide a clearinghouse (i.e., central location for the collection and dissemination of information) within the University of Hawaii where faculty, students, policy makers, and other citizens services may find information about research, curriculum, and services which has relevance to strengthen and supporting families.

b. Facilitate networking and collaboration of persons who are interested in family focused research, curriculum development, and service at/by the University of Hawaii.

c. Encourage and support basic and applied research on families, particularly research with ethno-cultural or Asian/Pacific focus and research having potential for strengthening families.

d. Encourage and support development and delivery of curriculum with a family focus component, including multidisciplinary and inter departmental collaboration.

e. Encourage and support services directed toward strengthening Hawaii's families.

f. Provide an academic base of knowledge for Hawaii's policy makers, community agencies and families, aimed towards prevention as well as intervention in family problems and toward resolution of the wide range of issues which confront families.

Activities

a. Solicit, collect, up-date, and maintain information about family related research, education, and service activities, expertise and resources at UH.

b. Disseminate information about family related research, education, service, expertise and resources at UH, on a regular basis and selectively in response to the needs of various constituencies.

c. Seek research and educational/training funds, on a selective basis, for special initiatives related to family support which can be carried out by the collaboration of various existing constituencies.
The Pearl City Urban Garden Center functions as a community educational/demonstration facility of the College of Tropical Agriculture and Human Resources, University of Hawaii at Manoa. A "one-stop" educational center to provide quality, professional assistance and information on gardening, nutrition and related information relevant to Hawaii's conditions and local needs.

To provide expert assistance and information on home gardening, foods and nutrition, and other related home and agricultural information relevant to Hawaii's conditions and local needs.

To foster community concern for food production, utilization and nutrition, small scale gardening, protection of the environment, recycling of wastes and enhancement of natural beauty, recreation and therapeutics.

To provide practical, hands-on educational programs and activities for Oahu's families and youth; and opportunities for schools, businesses, and other community groups to relate their experiences and/or job activities in food production, agricultural services and environmental improvement.

To establish and develop an educational facility in a form of tropical botanical gardens with a library and laboratory for the community to appreciate and understand agriculture and nutrition.
The Department of Agronomy and Soil Science is the major unit dealing with land and natural resource utilization within CTAHR. Our goal is to secure, develop and disseminate scientific information and management technologies on crops, soils, and the environment for the sustained, abundant, and safe production of high quality food, feed, fiber and fuel crops for Hawaii and selected areas in the tropics. This goal and related specific objectives are carried out through undergraduate and graduate instruction, research, and extension. Instruction is carried out through CTAHR/Academic Affairs; research and extension functions are carried out through HITAHR.

Instruction

Through the CTAHR Associate Dean for Academic Affairs and U.H. Graduate Division, plan, develop and implement courses and curricula leading to a baccalaureate degree with options in agronomy, crop, and soil sciences and to graduate (masters and doctors) degrees with options in agronomy and soil science. Minor specializations are available in crop production and cropping systems; agroforestry; natural resource inventory, management and conservation; environmental quality; and agricultural systems analysis, models and methodology.

Provide service courses for students from other departments and colleges in the University.

Provide academic advising and related career counseling to undergraduate, graduate, and unclassified students.

Offer specially targeted courses through the Outreach College and the State Department of Education.

Departmental Disciplinary Research

Through the Director of HITAHR and the Department Chairperson (acting in his/her capacity as the coordinator for departmental disciplinary research), plan, develop and conduct research projects designed to advance knowledge in crop and soil sciences. Disciplinary emphasis in crop science will be on developing viable cropping systems for Hawaii and the tropics through crop selection, improvement, and management. Cropping systems of primary agronomic importance are the conventional field crops, pastoral and forage systems, and tree-based (forestry/agroforestry) systems.

Disciplinary emphases in soil science are to inventory and stratify the biophysicochemical characteristics, extent and productive potential of Hawaii’s soil resources and environments and to develop efficient management strategies for enhancing the productivity of these resources and to prevent their degradation by nutrient depletion, acidification, erosion, salinization or pollution.

Supervise the work of graduate students conducting M.S. thesis, Ph.D. dissertation, and directed research projects.

Prepare reports, manuscripts and other informative delivery products to make available the research findings to peers and clients. Specific disciplinary research areas for crops will include biotechnological exploitation, crop physiology, quality, competition, and protection. Soil science and environmental research areas will include soil genesis, characterization, classification, conservation, mineralogy, biology, chemistry, fertility, physics and agrometeorology.
Retrieve and disseminate available research information from elsewhere to facilitate the use of relevant new knowledge in departmental programs and to keep abreast of new developments in the discipline and various sub-disciplines.

Interdisciplinary Research and Extension Education

Through the Director of HITAHR, plan, and conduct interdisciplinary research and extension education projects to develop and apply improved soil and crop management systems for each of the major soil and climate combinations in the state, to determine, predict and enhance the potential productivity and sustainability of these systems under rainfed or irrigated conditions, and to quantify the long term impacts of these systems on the stability and productive capacity of the soil and the quality of environment.

Participate as needed in other interdisciplinary projects and networking of activities throughout the state in order to take advantage of the islands’ environmental, geologic and soil diversity for systematic research and technology transfer.

Participate in partnership with sister Federal agencies, State agencies and clientele in addressing natural resource and land use issues and formulating interagency action plans.

Participate with other departments and institutions in international research and technology transfer to assist with the relief of suffering and development of sustainable agriculture in tropical nations now unable to feed their people.

Work with county research and extension personnel to develop county subprograms and annual plans of work.

Prepare reports, manuscripts, educational materials and other informative delivery products to make research and development findings available to peers and clients. Some of the interdisciplinary areas involved are agricultural climatology, agricultural ecology, simulation modeling and decision support systems, soil and water management and conservation, watershed hydrology, environmental quality and international agronomy.

Outlist

Develop criteria for and participate in peer review processes for professional development and the rewarding of excellence in teaching, research and extension.

Participate in other appropriate academic and educational activities of the College, the University of Hawaii at Manoa Campus and the University System at large.

Provide expert information in response to the needs of other State agencies, community service organizations, the Legislature and others when called upon to do so.

Participate in the governance of the department, the College, the University of Hawaii at Manoa Campus, and the University System at large.
Community Resource Development is a process involving an open system of
decision making whereby those who comprise a community use democratic and
rational means to arrive at group decisions and take appropriate action for enhancing
the social and economic well-being of the community.

The function of the Community Resource Development unit in the College of
Tropical Agriculture and Human Resources is to:

Assemble, interpret and make available to county extension staff and community
leaders information and material that will assist people in communities to deal
effectively with their problems.

Bring problems from communities that require additional information for solution
to the attention of research.

Work with social and economic researchers to plan and carry out needed
research for community betterment.

Provide needed leader training for professional staff as well as for community
leaders.

Design and provide assistance for community surveys to provide basic
information and background for community planning.

Evaluate completed and ongoing programs to determine effectiveness.
4-H Youth Development focuses on 4-H youth groups at the community level where volunteers serve as leaders to plan and carry out organized learning experiences with youth.

The function of the 4-H Youth Development unit through the Hawaii Institute of Tropical Agriculture and Human Resources (HITAHIR) is to:

Organize parents, other adults and volunteers for the purpose of helping youth to cope with problems in areas of human relations, community involvement, health and safety, food, energy, values, decision making, careers, and other societal concerns. Emphasis is placed on helping parents, other adults, and volunteers to understand the importance of their role and how they can be involved more effectively in the development of youth through 4-H.

Develop the curriculum and curricular tools to help volunteer leaders in their educational efforts of working with youth. Parents, adults and others serving as volunteers need help on how to work more effectively with youth, and need the necessary materials to help them in the educational process. An emphasis will be placed on developing curricular materials concerned with the various areas of life skills and societal concerns.

Assist the Hawaii 4-H Foundation to raise funds to supplement public funds in carrying out the 4-H program.

Maintain close working relationships with other youth-serving educational agencies within the state.

Work with county extension personnel to develop county programs and annual plans of work.

Participate in other academic or educational activities of the college, the University of Hawaii at Manoa and the University as appropriate.

Provide information on occasion to other state agencies, community service organizations, the legislature and others when called upon to do so.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
HAWAII INSTITUTE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
COUNTIES

FUNCTIONAL STATEMENT

The CTAHR provides research and extension education services to the farmers, ranchers, industries, homeowners, homemakers and other residents for the counties of Oahu, Hawaii, Maui and Kauai primarily through a county organization. Each county is directed by a County Administrator who reports to the Director of HITAHR through the Assistant Director for Cooperative Extension and County Programs. HITAHR conducts programs in counties based upon county priorities, industry and resource priorities, and discipline principles. Priorities are developed through a system analyses approach involving community, industry and resource groups, government agencies and University faculty and administrators. Major functions of each county are as follows:

Develop and implement long-range and annual plans of work to meet the needs of the county for research and extension education services provided by HITAHR.

Provide input in the development of State plans for the commodities and resources of the county to assure coordination between county and state plans.

Represent HITAHR in the county in dealings with the county government, other state agencies located in the county, various groups, and industry and community leaders. Implement projects developed to meet priority areas of county programs.

Assume responsibility for custody, allocation and maintenance of budget, space, equipment and facilities for all HITAHR activities in the county.

Organize advisory committees and staff assignments needed to serve organized clientele groups, field days, county fairs and similar activities important to the College.

Conduct disciplinary research related to discipline priorities. Contribute to the development of extension education as a discipline.

Conduct inter disciplinary research and development relating to commodity and resource priorities.

Participate in developing specific statewide and county industry and program analyses and carrying out programs and projects which are designed to establish research development priorities for each industry, commodity or clientele group in the state and the respective counties.

Conduct extension education and services programs by defining and carrying out projects and services of county priority.
NEW ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
Approved by the University Board of Regents
APR 2 3 1999

SENIOR VICE PRESIDENT FOR RESEARCH AND DEAN OF THE GRADUATE DIVISION

OFFICE OF THE DEAN*
CHART XLI-A

OFFICE OF PUBLICATIONS AND INFORMATION
CHART XLI-B

OFFICE OF PLANNING AND MANAGEMENT SYSTEMS
CHART XLI-D

OFFICE OF ADMINISTRATIVE SERVICES
CHART XLI-C

OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AND STUDENT AFFAIRS
CHART XLI-E

INSTRUCTION PROGRAM
CHART XLI-H

OFFICE OF THE ASSOCIATE DEAN AND ASSOCIATE DIRECTOR FOR RESEARCH
CHART XLI-F

OFFICE OF THE ASSOCIATE DEAN AND ASSOCIATE DIRECTOR FOR COOPERATIVE EXTENSION
CHART XLI-G

EXTENSION PROGRAMS
CHART XLI-U,V

COUNTY ADMINISTRATION
CHART XLI-X,Y,Z,AA,BB,CC,DD

ENVIRONMENTAL BIOCHEMISTRY
CHART I

BIOSYSTEMS ENGINEERING
CHART J

AGRICULTURAL & RESOURCE ECONOMICS
CHART K

AGRONOMY & SOIL SCIENCE
CHART L

ANIMAL SCIENCES
CHART M

PLANT MOLECULAR PHYSIOLOGY
CHART N

ENTOMOLOGY
CHART O

FOOD SCIENCE & HUMAN NUTRITION
CHART P

HORTICULTURE
CHART Q

PLANT PATHOLOGY
CHART R

HUMAN RESOURCES
CHART S

* & Director of Research and Cooperative Extension
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
OFFICE OF THE DEAN
POSITION ORGANIZATION CHART: XLI-A

OFFICE OF THE SENIOR VICE PRESIDENT
FOR RESEARCH AND
DEAN OF THE GRADUATE DIVISION

OFFICE OF THE DEAN*

DEAN, M12-A, #89020 1/
Secretary IV, SR-18, #05873
Clerk-Typist II, SR-08, #42880 1/

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR 23 1999

* & Director of Research and Cooperative Extension
1/ Position to be redescribed.
OFFICE OF THE DEAN

OFFICE OF PUBLICATIONS AND INFORMATION

UH Educ Spec IV, P12, #60586 1/
Aat Spec, S3, #83136 1/
UH Editor Ill, P07, #81391
Clerk-Steno Ill, SR-11, #18008
Public Relations Specialist, M03, #89279 1/

APPROVED PURSUANT TO BOR ACTION:

[Signature]

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR 2 3 1999

* & Director of Research and Cooperative Extension
1/ Position to be redescribed
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
OFFICE OF THE ASSOCIATE DEAN AND ASSOCIATE DIRECTOR FOR RESEARCH
POSITION ORGANIZATION CHART: XLI-F

OFFICE OF THE DEAN*

OFFICE OF THE ASSOCIATE DEAN
AND ASSOCIATE DIRECTOR FOR RESEARCH

Director, HITAHAR, M11-A, #89124 1/
Secretary III, SR-16, #00425
Assistant Director, HITAHAR, M05-A, #89017 1/
Secretary II, SR-14, #22932

CTAHR DEPARTMENTS
(RESEARCH)

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR 23 1999

* & Director of Research and Cooperative Extension
1/ Position to be redescribed.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND
HUMAN RESOURCES

OFFICE OF THE ASSOCIATE DEAN AND ASSOCIATE DIRECTOR
FOR COOPERATIVE EXTENSION
POSITION ORGANIZATION CHART: XLI-G

OFFICE OF THE DEAN*

OFFICE OF THE ASSOCIATE DEAN
AND ASSOCIATE DIRECTOR FOR COOPERATIVE EXTENSION
Assistant Director, HITAHR, M05-A, #89069
Secretary II, SR-14, #00769
UH Environmental Safety Sp III, P07, #80980

EXTENSION PROGRAMS
CHART XLI-U - AGR. DIAG. SERVICE CENTER
CHART XLI-V - 4-H OFFICE

COUNTY ADMINISTRATION
CHART X - COUNTIES
CHART Y.Z - HAWAII COUNTY
CHART AA - MAUI COUNTY
CHART BB,CC - OAHU COUNTY
CHART DD - KAUA'I COUNTY

CTARM DEPARTMENT (EXTENSION)

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR. 23, 1999

* & Director of Research and Cooperative Extension
1/ Position to be redescribed.
OFFICE OF THE DEAN*
CTAHR

OFFICE OF THE ASSOCIATE DEAN
FOR ACADEMIC AND STUDENT AFFAIRS
CTAHR

CENTER ON THE FAMILY
Specialist, S5, #82639
Associate Specialist, S4, #85550
Secretary I, SR-12, #46186

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR 23 1999

* & Director of Research and Cooperative Extension
OFFICE OF THE DEAN*

DEPARTMENT OF AGRONOMY & SOIL SCIENCE
Chairperson (Appointed from among faculty positions)

Secretary II, SR-14, #05838
Clerk-Steno III, SR-11, #03397
Clerk-Typist II, SR-08, #42681

RESEARCH
Research Positions: (7.45)
Researcher, R5, #82598, #84171
#84408, #83938, #83260, #82516
Assoc Researcher, R4, #83117,
#84420, #83629
Asst Researcher, R3, #84080
Asst Specialist, S3, #84488
Agr Res Tech IV, SR-14, #00398

EXTENSION
Extension Positions: (1.80)
Researcher, R5, #82598
Asst Specialist, S3, #83785, #84488

INSTRUCTION
Instruction Positions: (3.10)
Researcher, R5, #82598, #84171,
#84408, #83938, #83260
Assoc Researcher, R4, #83117,
#84420, #83629, #84354
Asst Researcher, R3, #84080
Asst Specialist, S3, #83785, #84488
Graduate Assistant, GA, #88028 (.50)

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR 23 1999

* & Director of Research and Cooperative Extension
OFFICE OF THE DEAN*

OFFICE OF THE ASSOCIATE DEAN AND ASSOCIATE DIRECTOR FOR COOPERATIVE EXTENSION

4H-OFFICE
Extension Positions: (1.00)
Assistant Specialist, S3, #84147
Secretary II, SR-14, #04115

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR 23 1999

* & Director of Research and Cooperative Extension
OFFICE OF THE DEAN*

OFFICE OF THE ASSOCIATE DEAN AND ASSOCIATE DIRECTOR FOR COOPERATIVE EXTENSION

OAHU COUNTY COUNTY ADMINISTRATOR 2/

Secretary II, SR-14, #21484
Clerk-Steno III, SR-11, #00802, #00803, #00806

RESIDENT FACULTY/STAFF
HONOLULU
Extension Agent, A5, #82074
Assoc Extension Agent, A4, #84654, #84685, #84349
Assistant Extension Agent, A3, #85476 1/

URBAN GARDEN CENTER
Extension Agent, A5, #82181, #84648, #83824
UH Educational Specialist III, P09, #80249

RESIDENT FACULTY/STAFF
WAHIWA/WAIANAE
Extension Agent, A5, #82704, #84070, #82687
Jr Extension Agent, A2, #83178

KANEHOE
Extension Agent, A5, #84662, #83462

ADMINISTRATIVE/TECHNICAL SUPPORT
SEE CHART: XLI-CC

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UH MANOA

DATE: APR 23 1999

* & Director of Research and Cooperative Extension
1/ Position to be redescribed.
2/ County administered temporarily by Kauai County Administrator

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES

OAHU COUNTY
POSITION ORGANIZATION CHART: XLI-BB
OFFICE OF THE DEAN*

OFFICE OF THE ASSOCIATE DEAN AND ASSOCIATE DIRECTOR FOR COOPERATIVE EXTENSION

OAHU COUNTY COUNTY ADMINISTRATOR

Poamoho Experiment Station
Agr Res Tech VI, SR-18, #00429
Agr Res Tech V, SR-16, #04478
Agr Res Tech IV, SR-14, #00413, #00445
Agr Res Tech III, SR-11, #04477
Bulldozer Operator II, WB-10, #00443

Waimanalo Experiment Station
Agr Res Tech VI, SR-18, #07479

Agr Res Tech IV, SR-14, #11023, #11021, #09077
Bulldozer Operator II, WB-10, #04480

APPROVED PURSUANT TO BOR ACTION:

DEAN SMITH
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR UE MANOA

DATE: APR 23 1999

* Director of Research and Cooperative Extension
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES

OFFICE OF THE DEAN AND DIRECTOR
FUNCTIONAL STATEMENT

Plan and direct the programs of the College of Tropical Agriculture and Human Resources (CTAHR) as the Dean of the CTAHR and Director of Research and Cooperative Extension. The Dean's office must provide leadership and policy guidance necessary to the effective accomplishment of CTAHR's mission and goals.

Provide executive leadership in the areas of planning, program development, policy formulation, budgetary priorities and program direction.

Represent the University and the College in its external relationships, particularly with regional and federal agencies, the Governor's Office, the State Department of Agriculture, appropriate committees of the State Legislature and Congress, groups representing industry and the College's varied clientele, and other American and foreign universities and officials.

Approve internal policies applicable to the College and its constituent units or recommends policies for higher administrative approval as appropriate.

Provide administrative direction and coordination for implementation of the instruction, research and development, and extension functions of the College as integrated programs serving State, regional, national and international needs in agriculture, natural and human resources.

Approve or recommend appointments to positions in the College.

Provide for evaluation of programs and services to maximize their effectiveness and to meet accountability requirements in accordance with federal, State and University regulations.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES

OFFICE OF PUBLICATIONS AND INFORMATION
FUNCTIONAL STATEMENT

Under the policies and guidelines approved by the Dean, this office assumes responsibility for the publication and information program of the College.

Edit, publish and distribute extension publications and other appropriate materials.

Plan, develop and direct the mass media educational and informational programs (printed media, radio, television and electronic data) and produces a semi-annual newsletter and alumnae bulletin and an annual CTAHR Impacts Report.

Depending on the availability of space, maintain a depository and stock of publications, including, when possible, publications issued by federal agencies and other sources of interest to the College.

Coordinate College public relations campaigns and activities.

Coordinate College testimony and response to Legislative initiatives.

Perform other related duties as required.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES
OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AND STUDENT AFFAIRS
FUNCTIONAL STATEMENT

The Associate Dean for Academic and Student Affairs of the College of Tropical Agriculture and Human Resources (CTAHR) serves as a member of the CTAHR administrative team and is accountable to the Dean of CTAHR.

Provide administrative and educational leadership and oversight in planning, developing, implementing and evaluating CTAHR's academic program. This includes distance learning activities and ongoing curricular revisions.

Develop policies and budgets for instructional programs with Dean's concurrence.

Secure and implement intra and extramural grant funds to enhance the College's academic programs.

Develop and implement in collaboration with University resources a faculty development program focusing on instructional faculty enhancement.

Exercise leadership for interdisciplinary academic program planning, development and implementation through collaboration with instructional activities and other relevant units within the University.

Recommend instructional faculty appointments to the Dean including personnel actions such as promotion hires, tenures and leaves.

Administer student services and counseling programs for CTAHR and ensure that departmental administrator advising programs are in accordance with established policies.

Provide leadership for alumni related programs including Alumni Association newsletters and projects.

Conduct faculty and student development and recognition activities to improve teaching and student learning.

Promote the College's academic program and serve as liaison to high school, community colleges, employers and others. A major thrust of this effort is to enhance the recruitment of undergraduate students.

Coordinate student intern programs and job placement.

Administer international activities which involve instructional program components.

Engage in fundraising to obtain financial support for student scholarships and educational enhancement activities.

Serve on designated College and University committees.

Assume leadership for programs and activities as designated by the Dean.

Serve as the Acting Dean as needed.

Perform other duties as necessary.
The Associate Dean and Associate Director for Research serves as a member of the College of Tropical Agriculture and Human Resources (CTAHR) administrative team and is accountable to the Dean of CTAHR.

Provide leadership and supervision of the research programs of the agricultural research system. This includes working with department chairs to initiate specific projects, coordinate interdepartmental projects; approve and monitor projects in progress for accomplishments, impacts and publications.

Maintain liaison with Cooperative State Research, Education and Extension Service (CSREES) partnership office, coordinate participation by CTAHR faculty in regional research projects and represent CTAHR regionally and nationally, including attendance at regular meetings of the Western Association of Agricultural Experiment Station Directors.

Establish goals for the research system with administration, faculty and clientele assistance for an effective research program.

In collaboration with the CTAHR Office of Planning and Management Systems coordinate the budgetary allocations of the research system including preparation of budget requests, departmental allocation of funds and federal research station funds, and maintain the research data systems required by USDA and other state/federal agencies.

Identify new positions and position reassignments in the research system in keeping with evolving research priorities.

Integrate research policies, priorities and programs with those of Academic Affairs and Cooperative Extension.

Coordinate grants and prepare workshops, including identification of potential funding sources.

In cooperation with the Associate Dean and Associate Director of Cooperative Extension, manage internal grants programs. Coordinate the off-campus research/extension centers and farms with the Associate Dean and Associate Director of Cooperative Extension. This includes selection and supervision of the managers, land assignments for projects and monitoring operations for efficiency and effectiveness of service.

Administer international activities which involve research program components.

Engage in fundraising to support developing research programs.

Assist in maintaining close communications with agriculture natural resources, community/family organizations and state/federal agencies.

Participate in promotion and tenure evaluation of CTAHR faculty.

Serve on designated College and University committees.
Serve on Advisory committees of other agencies/groups as requested and as considered beneficial for CTAHR.

Serve as acting dean as needed.

Perform other duties as necessary.

**Assistant Director for Research**

Administers research and development programs designed to resolve specific problems of an industry, commodity resource or clientele group in order to facilitate food production, promote community development and improve the standard of living throughout the tropical areas of the world. Special emphasis will be placed on research and development projects of immediate interest as well as potential applicability to the state of Hawaii. An important responsibility is to ensure the maximum degree of coordination and mutual benefit will be attained between State, federal and international programs.

Perform other duties as necessary.
The Associate Dean and Associate Director for Cooperative Extension serves as a member of the College of Tropical Agriculture and Human Resources (CTAHR) administrative team and is accountable to the Dean of CTAHR.

Provide leadership and supervision of state-wide Cooperative Extension programs. This includes working with County Administrators and department chairs to initiate specific projects/programs by encouraging “cross county programs” and projects through collaborative planning implementation and evaluation through the sharing of resources and expertise.

Work with CTAHR administrators, department chairs, faculty, and clientele to establish goals for Hawaii Cooperative Extension.

Maintain liaison with Cooperative State Research, Education, and Extension Service (CSREES) partnership office on issues relating to Cooperative Extension including all Smith Lever funds, annual plans of work, accomplishments and impacts/implementation reports.

Represent Hawaii Cooperative Extension regionally and nationally including attendance at the regular meetings at the Western Directors' for Cooperative Extension.

Oversee the budget allocations and extension data systems required by USDA and other state/federal agencies of the Hawaii Cooperative Extension in collaboration with the CTAHR Office of Planning and Management Systems.

Identify new positions or reassignments in Hawaii Cooperative Extension in keeping with evolving program priorities.

Actively seek, encourage and provide opportunities for strengthening and encouraging state-wide partnerships among agents, specialist, researchers and other stakeholders.

Assist in the administration of off-campus research/extension centers and farms with the Associate Dean and Associate Director of Research.

Administer International Activities which involve extension program components.

Engage in fundraising for new outreach programs.

Assist in maintaining close communication with agriculture, natural resources, community and family organizations by serving on advisory committees.

In cooperation with the Associate Dean and Associate Director of Research manage an internal grants program.

Integrate outreach policies, priorities and programs with those of Academic and Student Affairs and Research.

Serve on designated College and University committees.
Participate in promotion/tenure evaluation of CTAHR faculty.

Serve on Advisory committees of other agencies/groups as requested and as beneficial for CTAHR.

Serve as acting dean as needed.

Perform other duties as necessary.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES

INSTRUCTION PROGRAM
CENTER ON THE FAMILY
FUNCTIONAL STATEMENT

The Center on the Family will encourage and facilitate the generation, accumulation, and dissemination of information in order to support and strengthen families, with a focus on Hawaii's families. The Center on the Family will enhance a variety of family related educational programs, research and service activities currently being offered by UHM and will utilize faulty and resources from across the campus to build the knowledge base which could be used to strengthen Hawaii's families. The Center on the Family will be administratively located within the College of Tropical Agriculture and Human Resources (CTAHR) with a Director.

Goals

a. Provide a clearinghouse (i.e., central location for the collection and dissemination of information) within the University of Hawaii where faculty, students, policy makers, and other citizens services may find information about research, curriculum, and services which has relevance to strengthen and supporting families.

b. Facilitate networking and collaboration of persons who are interested in family focused research, curriculum development, and service at/by the University of Hawaii.

c. Encourage and support basic and applied research on families, particularly research with ethno-cultural or Asian/Pacific focus and research having potential for strengthening families.

d. Encourage and support development and delivery of curriculum with a family focus component, including multidisciplinary and inter departmental collaboration.

e. Encourage and support services directed toward strengthening Hawaii's families.

f. Provide an academic base of knowledge for Hawaii's policy makers, community agencies and families, aimed towards prevention as well as intervention in family problems and toward resolution of the wide range of issues which confront families.

Activities

a. Solicit, collect, up-date, and maintain information about family related research, education, and service activities, expertise and resources at UH.

b. Disseminate information about family related research, education, service, expertise and resources at UH, on a regular basis and selectively in response to the needs of various constituencies.

c. Seek research and educational/training funds, on a selective basis, for special initiatives related to family support which can be carried out by the collaboration of various existing constituencies.
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
COLLEGE OF TROPICAL AGRICULTURE AND HUMAN RESOURCES

4-H OFFICE
FUNCTIONAL STATEMENT

The 4-H Office focuses on 4-H youth groups at the community level where volunteers serve as leaders to plan and carry out organized learning experiences with youth.

The function of the 4-H Office is to:

Organize parents, other adults and volunteers for the purpose of helping youth to cope with problems in areas of human relations, community involvement, health and safety, food, energy, values, decision making, careers, and other societal concerns. Emphasis is placed on helping parents, other adults, and volunteers to understand the importance of their role and how they can be involved more effectively in the development of youth through 4-H.

Develop the curriculum and curricular tools to help volunteer leaders in their educational efforts of working with youth. Parents, adults and others serving as volunteers need help on how to work more effectively with youth, and need the necessary materials to help them in the educational process. An emphasis will be placed on developing curricular materials concerned with the various areas of life skills and societal concerns.

Assist the Hawaii 4-H Foundation with activities which promote the 4-H program.

Maintain close working relationships with other youth-serving educational agencies within the state.

Work with county extension personnel to develop county programs and annual plans of work.

Participate in other academic or educational activities of the college, the University of Hawaii at Manoa and the University as appropriate.

Provide information on occasion to other state agencies, community service organizations, the legislature and others when called upon to do so.
The Agricultural Diagnostic Service Center (ADSC) provides analytical and diagnostic services to Hawaii's agricultural community which includes: researchers and graduate students, extension personnel, commercial producers, other government agencies, and the general public. Services are rendered in: soil testing, plant tissue analysis, feed and forage analysis, plant disease identification, and insect pest identification.

ANALYTICAL SERVICES

Supports research and extension projects in soil fertility and crop nutrition and management, and animal nutrition by performing routine chemical tests on material from experiments.

Collaborates with researchers in testing new diagnostic procedures.

Provides extension specialists and agents, commercial producers, and the general public with diagnostic tests as means of confirming or identifying nutritional disorders and problems with pests. Obtains remedial recommendations from commodity specialists in various departments.

Performs analytical tests for city, state, federal agencies conducting experiments, surveys, or confirmations.

Maintains files on clientele, submittals and results, analyzes for trends of impending problems, and prepares other summaries as required.

Participates in workshops and conferences to educate clientele on ADSC services and to report on significant findings.

PROGRAM MANAGEMENT

Performs administrative functions associated with the operation of the ADSC, such as budget preparation and allocations, purchasing, equipment maintenance and replacement, preparation of program, and fiscal reports.

Prepare and administer policies of the ADSC, including billing, collection, and processing of fees, shipment of samples to facility, processing of test samples, and reporting of results.
The Urban Garden Center functions as a community educational/demonstration facility of the College of Tropical Agriculture and Human Resources, University of Hawaii at Manoa. A “one-stop” educational center to provide quality, professional assistance and information on gardening, nutrition and related information relevant to Hawaii's conditions and local needs.

To provide expert assistance and information on home gardening, foods and nutrition, and other related home and agricultural information relevant to Hawaii's conditions and local needs.

To foster community concern for food production, utilization and nutrition, small scale gardening, protection of the environment, recycling of wastes and enhancement of natural beauty, recreation and therapeutics.

To provide practical, hands-on educational programs and activities for Oahu's families and youth; and opportunities for schools, businesses, and other community groups to relate their experiences and/or job activities in food production, agricultural services and environmental improvement.

To establish and develop an educational facility in a form of tropical botanical gardens with a library and laboratory for the community to appreciate and understand agriculture and nutrition.
The CTAHR provides research and extension education services to the farmers, ranchers, industries, homeowners, homemakers and other residents for the counties of Oahu, Hawaii, Maui and Kauai primarily through a county organization. Each county is directed by a County Administrator who reports to the Associate Dean/Associate Director for Cooperative Extension. CTAHR conducts programs in counties based upon county priorities, industry and resource priorities, and discipline principles. Priorities are developed through a system analyses approach involving community, industry and resource groups, government agencies and University faculty and administrators. Major functions of each county are as follows:

Develop and implement long-range and annual plans of work to meet the needs of the county for research and extension education services provided by CTAHR.

Provide input in the development of State plans for the commodities and resources of the county to assure coordination between county and state plans.

Represent CTAHR in the county in dealings with the county government, other state agencies located in the county, various groups, and industry and community leaders, implement projects developed to meet priority areas of county programs.

Assume responsibility for custody allocation and maintenance of budget, space, equipment and facilities for all CTAHR activities in the county.

Organize advisory committees and staff assignments needed to serve organized clientele groups, field days, county fairs and similar activities important to the College.

Conduct disciplinary research related to discipline priorities. Contribute to the development of extension education as a discipline.

Conduct inter-disciplinary research and development relating to commodity and resource priorities.

Participate in developing specific statewide and county industry and program analyses and carrying out programs and projects that are designed to establish research development priorities for each industry, commodity or clientele group in the state and the respective counties.

Conduct extension education and services programs by defining and carrying out projects and services of county priority.