

February 10, 1998

**MEMORANDUM**

**TO:** Interim Board Secretary Y. David Iha

**FROM:** Rodney Sakaguchi

**SUBJECT: NOTIFICATION OF REORGANIZATION FOR THE SPARK M.  
MATSUNAGA INSTITUTE FOR PEACE**

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on February 6, 1998. This reorganization transfers the Spark M. Matsunaga Institute for Peace from the Office of the Senior Vice President and Executive Vice Chancellor, University of Hawai'i at Mānoa to the College of Social Sciences, University of Hawai'i at Mānoa. The purpose of this reorganization is explained in the accompanying executive summary.

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

**Attachment**

c: Interim Senior Vice President/Executive Vice Chancellor Smith (w/o attachment)  
Dean Richard Dubanoski (w/o attachment)



'98 FEB -9 A8:36 UNIVERSITY OF HAWAII

SENIOR VICE PRESIDENT, UNIVERSITY OF HAWAII AND  
EXECUTIVE VICE CHANCELLOR, UNIVERSITY OF HAWAII AT MĀNOA

February 9, 1998

MEMORANDUM

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

FROM: Dean O. Smith *T.T. Boy*  
for Interim Senior Vice President, University of Hawai'i and  
Interim Executive Vice Chancellor, University of Hawai'i at Mānoa

SUBJECT: Notification of Approved Reorganization, Spark M. Matsunaga  
Institute for Peace, College of Social Sciences, University of Hawai'i  
at Mānoa

Enclosed for your files is a copy of the reorganization which was approved by the University for the Spark M. Matsunaga Institute for Peace in the College of Social Sciences. The purpose of the reorganization is explained in the accompanying executive summary.

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

am

Enclosure

c: The Honorable Earl I. Anzai (with enclosure)  
Director, Department of Budget and Finance  
The Honorable James H. Takushi (with enclosure)  
Director, Department of Human Resources Development  
University Office of Human Resources (with enclosure)  
✓ University Budget Office (with enclosure)  
Dean Richard Dubanoski (with enclosure)

A PROPOSAL FOR TRANSFERRING  
THE SPARK M. MATSUNAGA INSTITUTE FOR PEACE  
TO THE  
COLLEGE OF SOCIAL SCIENCES

Executive Summary

At present the Spark M. Matsunaga Institute for Peace (SMIP) is an administrative unit within the Office of the Senior Vice President and Executive Vice Chancellor (SVP/EVC). Under the proposed reorganization, SMIP will be transferred to the College of Social Sciences (CSS). While the overall academic functions of CSS and SMIP will not change, the reorganization will be of academic value to both units. SMIP will gain because the study of peace, to a large extent, is within a domain of the social sciences. Thus, social science theory, method, and knowledge will greatly enrich the study of peace. In turn, SMIP will add to the richness and diversity of instruction, research, and service in the CSS because peace is one of the most important and significant social issues of our times. Because SMIP will gain the intellectual and administrative resources of CSS, all who utilize the services of Institute will benefit. The currently authorized 5.5 FTE positions in SMIP and the current SMIP funding will be transferred to CSS. The proposal can be implemented immediately and does not entail any additional funding of positions.

## I. The Present Organization

### The Spark M. Matsunaga Institute for Peace

At present, SMIP is an administrative unit within the Office of the SVP and EVC. The Institute has 5.5 authorized positions with an annual budget of \$279,771 for FY97.

The mission of SMIP is to explore, develop, and share knowledge of peace through teaching, research, publication, and public service. In doing so, it seeks to promote peace personally, locally, nationally, and globally through compassionate and nonviolent means. By addressing the major issues of conflict management, community building, and the reduction of violence, the Matsunaga Institute for Peace draws closer to its goal: a world at peace.

Recently, the Program for Conflict Resolution (PCR) became affiliated with SMIP because of the similarity of the goals of the two units. PCR is committed to making significant contributions to the early identification, research, prevention, and peaceful resolution of conflicts with a focus on Hawaii and the Asia/Pacific Region in a global context.

### The College of Social Sciences

CSS is a unit under the administrative oversight of the Office of the SVP and EVC. The College has 13 different academic units within its organization with a FTE position count of 205.50 and an annual budget of \$11.4 million for the FY97.

The mission of CSS is to foster a vibrant academic climate and to support outstanding scholarship in the areas of teaching, discovery, and application. Furthermore, the principles of collegiality and excellence serve as the foundation for the governance of the College.

## II. Proposed Organization

The proposal is to transfer SMIP to CSS, making it the 14th unit within the organization of the College. This reorganization will enhance the missions of both SMIP and CSS. Because peace is a very complex social issue, it is imperative that a social science analysis be taken to gain better understanding of peace. This analysis includes a multidisciplinary approach of social science theory, method, knowledge, and application. Many faculty members in CSS have a strong interest in peace from various academic aspects (i.e., teaching, research, and application). Some social science faculty already are affiliated with SMIP as founding members and/or present members. With SMIP becoming part of CSS it is expected that there will be even closer relations between the faculties of the two units. For example, it is expected that SMIP faculty will collaborate with CSS faculty in teaching multidisciplinary learning communities on peace, in conducting multidisciplinary peace research, and developing coordinated applied projects. These activities will enhance the efforts of CSS which endeavors to support multidisciplinary approaches to scholarship on important social issues. The relocation of SMIP in CSS will strengthen the College's commitment to reaching beyond the traditional boundaries of the social sciences and forming communities of scholars interested in the many dimensions of peace. The affiliation of SMIP with CSS will be of great benefit to students and others who utilize the services of SMIP. Specifically, students interested in peace studies will have many more opportunities to take courses related to peace, to participate in peace research, and to work in applied areas of peace.

## III. Nature of Proposed Reorganization

One factor that prompted the proposed reorganization was a request to SMIP from SVP and EVC to find an appropriate academic home. After discussion with different units on campus, SMIP asked to be affiliated with CSS which, in turn, reviewed the request through its governing body, the Council of Social Sciences Chairs and Directors. The Council favorably reviewed the

request because it believed that it will be a win-win situation for both units. SMIP would gain the expertise of the Social Science faculty engaged in peace studies and conflict resolution. CSS would gain because the area of peace would add to the richness of the Social Sciences.

The reorganization would mean that SMIP would come under the administrative oversight of the Dean of CSS with the day-to-day functioning handled by the Director of SMIP. The overall academic function of CSS and SMIP will not change but it is expected that the effectiveness of each unit will be enhanced. There would be no addition of new positions, functions, and programs. The current 5.5 positions, Executive Committee, and University Peace Institute Council will be transferred to CSS. At this time, there is no expectation of position redescription but an assessment will be made after the first year of transfer. Because PCR is now a part of SMIP, it is appropriate to find office space for PCR next to the main office of SMIP. No additional costs are expected because of these changes. The current SMIP funding will be transferred to CSS.

Once SMIP is transferred into CSS, the Institute will be governed by College principles and systems and be committed to the mission of the College. (See attached CSS governance and mission documents.)

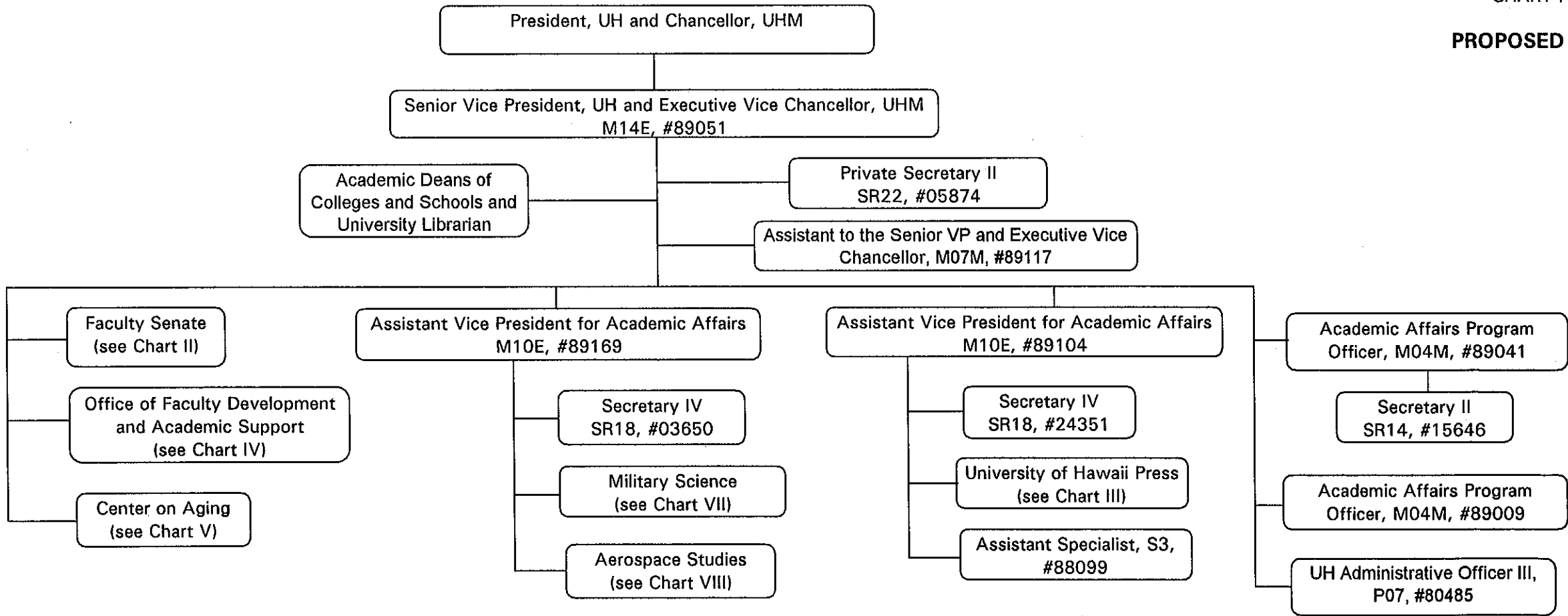
#### IV. Reasons for Proposing the Reorganization

The policy of the Office of SVP and EVC is that it will no longer administer any academic programs. Thus, the Office requested that SMIP find an appropriate academic home. The proposed reorganization is being advocated because the affiliation between SMIP and CSS makes academic sense. That is, several faculty in CSS work in the area of peace studies; thus, there will be a significant educational gain for the Institute by being part of CSS. Furthermore, the relatively small and new SMIP will benefit from the academic and administrative experience of the CSS Council of Chairs and Directors with respect to issues of institutional importance. In turn, peace is an important social issue. The inclusion of this discipline in CSS will add to richness and robustness of the Social Sciences which has a history of supporting diversity and multidisciplinary. Evaluation of this proposed reorganization will be made after the first year to assure the effectiveness of the transfer according to the governance and mission of CSS.

#### V. Other Alternatives Considered

Over the course of several years, several alternatives were proposed for SMIP, including the School of Hawaiian, Asian and Pacific Studies and under the umbrella of the Colleges of Arts and Sciences. After considerable discussion and analysis, it was agreed that CSS was the most logical and appropriate locus for SMIP. This affiliation will enhance the mission of SMIP, contribute to CSS, and best serve the University of Hawaii and our multiple communities.

PROPOSED

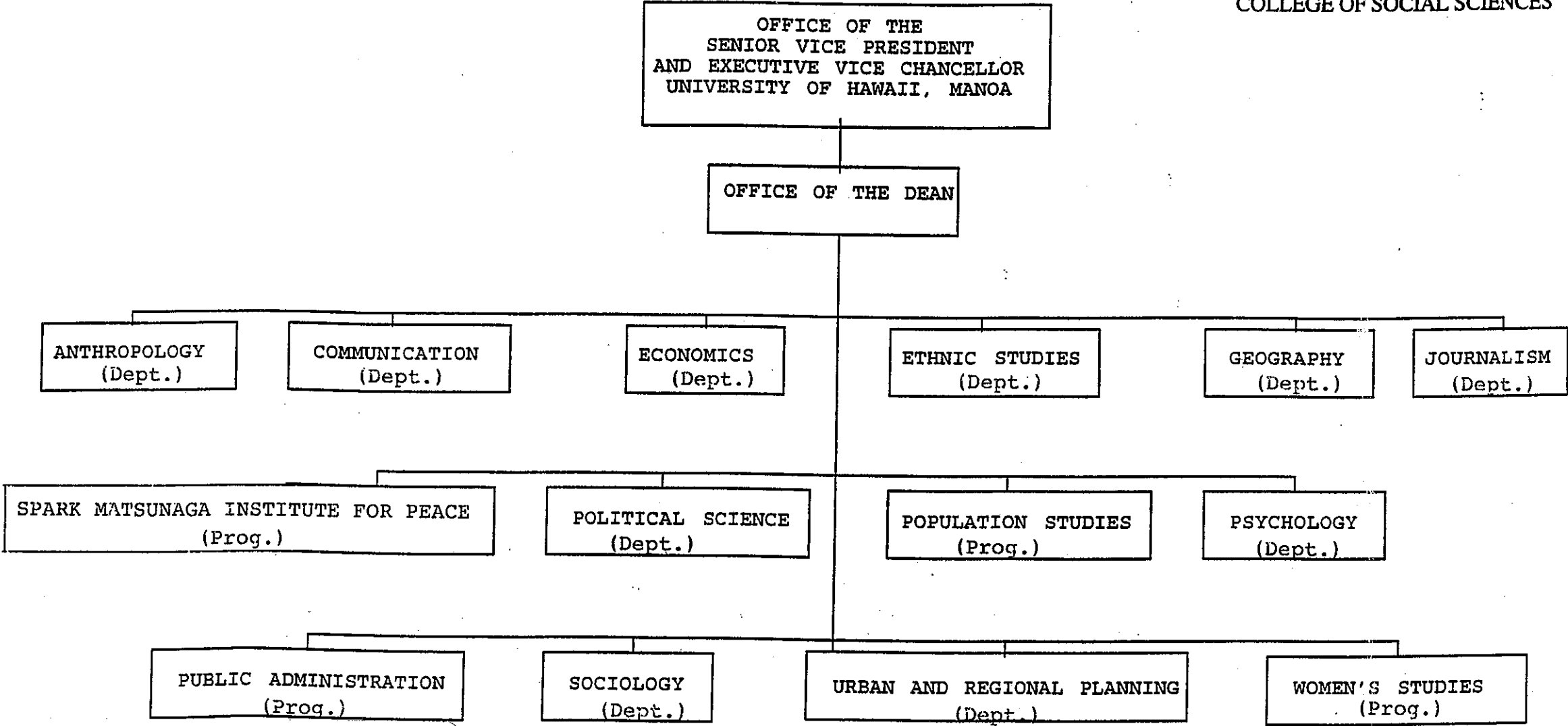


APPROVED:

for T.T. Boy 2/6/98  
Dean O. Smith Date  
Interim Senior Vice President and  
Interim Executive Vice Chancellor

General Fund 12.0 FTE

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES



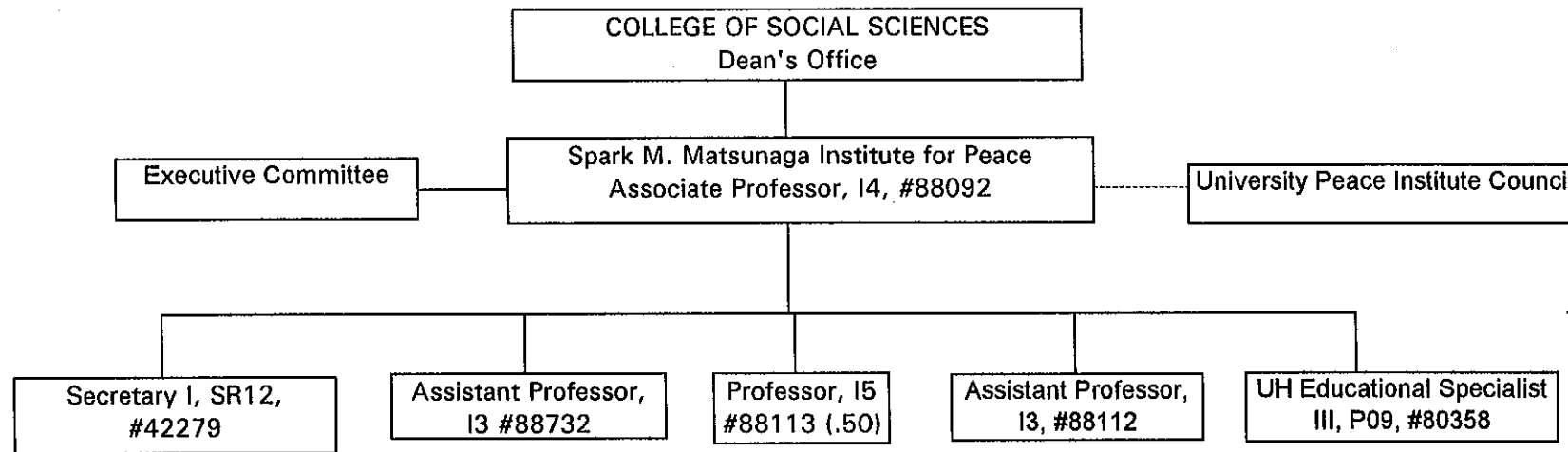
APPROVED:

*T. T. Boyd* 2/6/98  
for Dean O. Smith Date  
Interim Senior Vice President and  
Interim Executive Vice Chancellor

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SPARK M. MATSUNAGA INSTITUTE FOR PEACE  
Position Organization Chart

**PROPOSED**



General Fund 5.5 FTE

APPROVED:

for T. T. Bay 2/6/98  
Dean O. Smith Date  
Interim Senior Vice President and  
Interim Executive Vice Chancellor

**PREVIOUS ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR  
Position Organization Chart  
CHART I

**CURRENT**

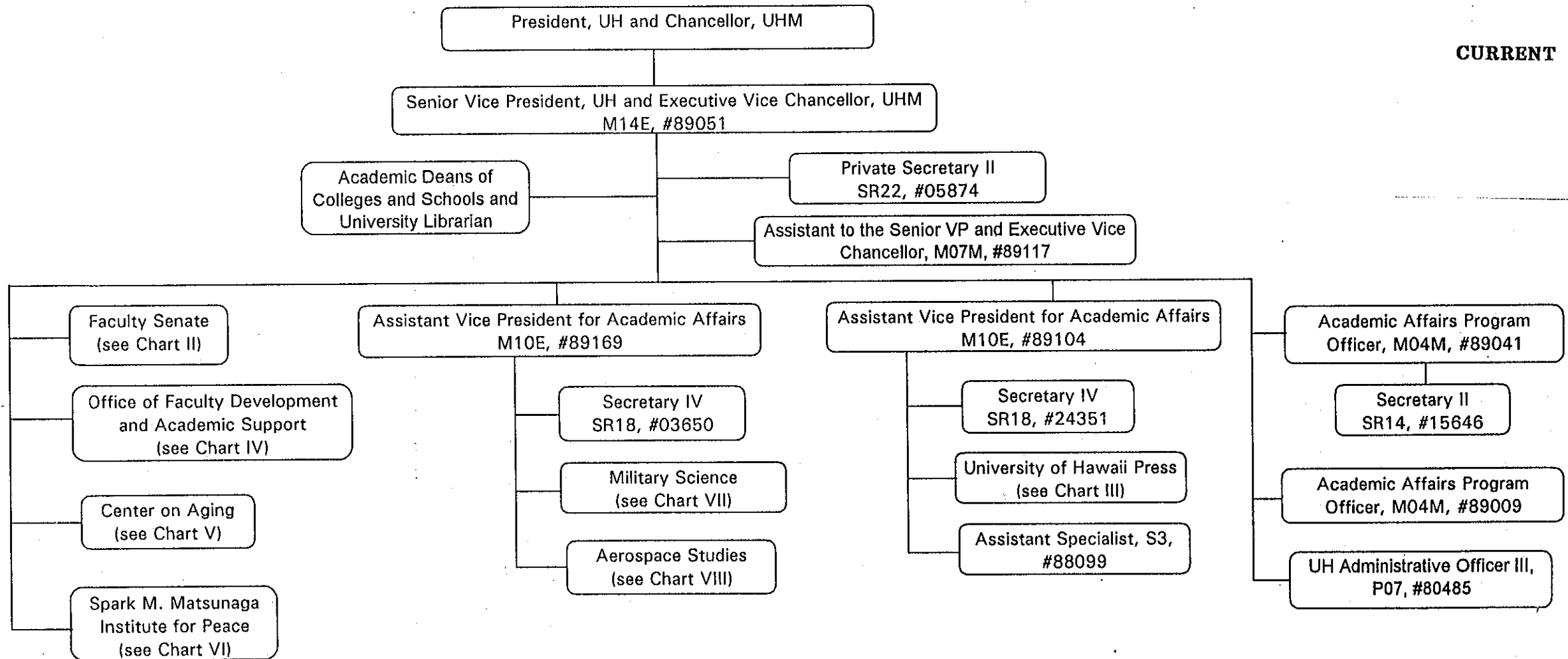
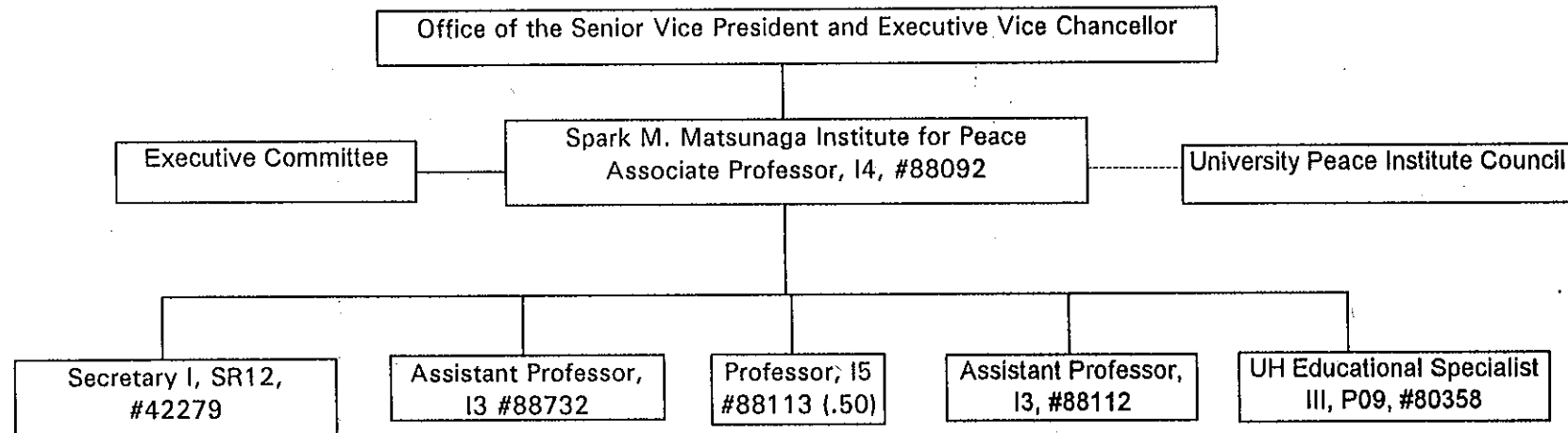


CHART UPDATED  
DATE JAN 22 1998

General Fund 12.0 FTE

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR  
SPARK M. MATSUNAGA INSTITUTE FOR PEACE  
Position Organization Chart  
CHART VI

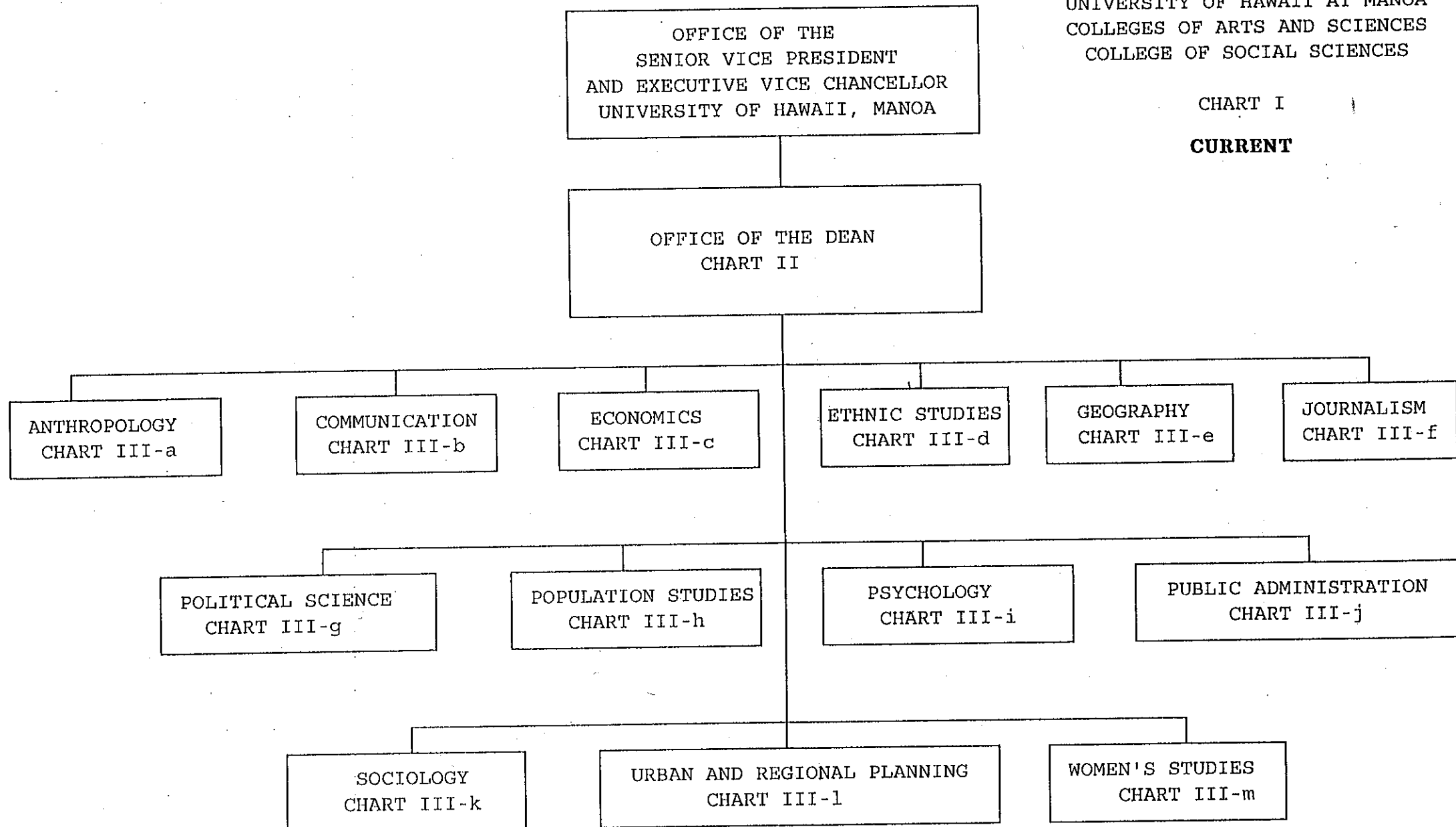
**CURRENT**



General Fund 5.5 FTE

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

CHART I  
**CURRENT**



Approved:

for Nancy Steers  
Richard Dubanoski, Dean  
College of Social Sciences  
July 31, 1997

CHART UPDATED  
DATE JUL 31 1997

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR

MAJOR FUNCTIONS

Summary of Overall Responsibilities

Coordinate academic direction of the University. Administer major academic units and programs of the Mānoa campus.

Major Functions for Which Responsible

- I. COORDINATE ACADEMIC DIRECTION OF THE UNIVERSITY AND OVERSEE BACCALAUREATE AND RELATED PROGRAMS THROUGHOUT THE SYSTEM
  - A. Develop and execute academic policies facilitating systemwide integration of baccalaureate and related programs
  - B. Design and carry out mechanisms to deliver educational services and programs to meet statewide needs and demands
  - C. In concert with the Senior Executives, implement the Board of Regents Master Plan for the University
- II. ADMINISTER ACADEMIC AND INSTRUCTIONAL PROGRAMS AND SCHOLARLY ACTIVITIES OF THE MĀNOA CAMPUS
  - A. Administer degree granting units
    1. School of Architecture
    2. College of Arts and Humanities
    3. College of Business Administration
    4. College of Continuing Education and Community Service
    5. College of Education
    6. College of Engineering
    7. School of Hawaiian, Asian and Pacific Studies
    8. College of Languages, Linguistics and Literature
    9. School of Law
    10. College of Natural Sciences
    11. School of Nursing
    12. School of Public Health
    13. College of Social Sciences
    14. School of Social Work
    15. School of Travel Industry Management
  - B. Administer other academic units
    1. Aerospace Studies
    2. Center on Aging
    3. Military Science
    4. Spark M. Matsunaga Institute for Peace
    5. Summer Session
  - C. Administer units supporting academic functions
    1. Office of Faculty Development and Academic Support
    2. Faculty Senate
    3. Library Services
    4. University of Hawai'i Press
  - D. Develop and implement academic policies

## CURRENT

- E. Establish overall objectives for instructional programs and scholarly activities of the Mānoa campus
- F. Set unit goals in support of Academic Affairs objectives and overall direction of the President
- G. Resolve operational issues which cannot be handled at Level V in the organization

### III. EXECUTE THE BOR APPROVED UHM ACADEMIC DEVELOPMENT PLAN, PROMOTE PROGRAM QUALITY, AND INSURE RESPONSIVENESS TO STUDENT AND STATE NEEDS

- A. Lead preparation of the Mānoa Academic Development Plan and coordinate biennial updates in conjunction with budget preparation
- B. Serve as accreditation liaison with the Western Association of Schools and Colleges for the Mānoa campus
- C. Maintain oversight of reviews by specialized accrediting agencies
- D. Conduct internal review of existing programs
- E. Oversee development and implementation of new programs
- F. Coordinate plans for termination of existing academic programs, degrees, and certificates
- G. Promote systemwide articulation of courses and degrees
- H. Arrange for student academic support services which assist each student to identify and accomplish educational goals and which facilitate systemwide integration of University programs from the perspective of students
- I. Coordinate campuswide implementation of the policy on educational assessment
- J. Develop and implement programs which make full use of appropriate instructional technologies and methods of delivery of educational services

### IV. DETERMINE FINANCIAL, PERSONNEL, SPACE, AND MATERIAL RESOURCE NEEDS FOR EXISTING PROGRAMS AND IN SUPPORT OF NEW PROGRAMS

- A. Prepare and execute the Academic Affairs budget
- B. Determine functions and organizational structure for Level V programs
- C. Implement policies and procedures to redistribute funds and positions
- D. Allocate and manage discretionary funds or special appropriations
- E. Determine resource needs of proposed new programs and plan for securing resources through internal reallocation or through a program change request
- F. Carry out the Mānoa Long Range Development plan, in conjunction with the Office of Facilities Planning and Management
- G. Participate in determining campus priorities for CIP projects (new construction and major renovations)

## CURRENT

- H. Implement the Mānoa space policy, in conjunction with the Office of Facilities Planning and Management
- I. Ascertain space needs of proposed new programs and plan for reassignment of existing space or construction of new space

### V. PROVIDE ADMINISTRATIVE COORDINATION OF ACADEMIC PERSONNEL FUNCTIONS FOR THE MĀNOA CAMPUS

- A. Conduct the tenure and promotion review process
- B. Conduct review of tenured faculty
- C. Develop and implement programs to attract and retain a faculty of high quality
- D. Administer contract provisions, Executive directions, and Board policies related to personnel actions based on academic decisions
- E. Participate in formulation of contract proposals and negotiating strategy for the University in relation to the UHPA-UH Agreement
- F. Collect data and perform analyses needed to support decision making or respond to Board inquiries

### VI. REPRESENT ACADEMIC AFFAIRS TO INTERNAL AND EXTERNAL CONSTITUENCIES

- A. Participate in systemwide decision making
- B. Promote coordination of campuswide decision making
- C. Coordinate Legislative relations, in conjunction with the Office of University Relations
- D. Maintain communication with a wide variety of publics and constituencies

### VII. OTHER DUTIES AS ASSIGNED

- A. Represent the President and/or serve as Acting President
- B. Provide decision support for the President and the Board of Regents on strategic, policy, and operational issues
- C. Manage the Office of the Senior Vice President and Executive Vice Chancellor
- D. Decide on requests for waivers, undelegated expenditures, etc.
- E. Decide on requests for Dean/Director travel, leaves, etc.

## CURRENT

H. Implement the Mānoa space policy, in conjunction with the Office of Facilities Planning and Management

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STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR  
SPARK M. MATSUNAGA INSTITUTE FOR PEACE

MAJOR FUNCTIONS

The issue of peace has taken on a special urgency in the current generation, as an escalating arms race produced weapons of destruction with the capacity to destroy our civilizations. Despite the common acknowledgment that the Cold War is over, regional inequalities in living standards and human rights create seeds of unrest in many areas of the world. Recognizing the urgent and universal desire for peace in the world, the Board of Regents of the University of Hawaii established the University of Hawaii Institute for Peace in December 1985, and in May 1990, changed the name to the Spark M. Matsunaga Institute for Peace in honor of the late Senator who worked for peace and social justice.

FUNCTIONS

- To sponsor and support peace education and research projects at the University of Hawaii and within the community at large.
- To provide a peace studies curriculum for both undergraduate and graduate students, and thereby to promote broader thinking toward the development of a peaceful world.
- To support research into nonviolent means of resolving disputes and conflict resolution.
- To promote interaction and outreach with the local, national, and international peace communities.
- To cooperate with individuals and organizations in a continuing dialogue on the global quest for justice and peace.
- To publish scholarly and creative work on peace in all media.

The Spark M. Matsunaga Institute for Peace will coordinate and stimulate research and education on topics such as the nature and conditions of a just and sustainable social order; the relationship between justice, human needs, and violence; the causes and conditions of violence; and the path and struggles leading toward the resolution of conflict. The Institute will pay special attention to the Asia-Pacific region, bearing in mind the problems of peace have no geographical boundaries.

The Institute has a Council composed of university members from various academic disciplines systemwide. The program is an interdisciplinary program which works closely with other units in the University. The program has general funds and five and one-half permanent positions as of June 1993. The Director of the Institute is a faculty member.

UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN

Plans, organizes, directs, and coordinates the activities, curricular, personnel, and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

Articulates and conveys to faculty, staff, and students and others in the College's basic values, directions and goals, and develops and issues policies governing the activities of the College.

Guides and oversees the College's governance system, to ensure effective operation and equal access by all members of the College community.

Manages day-to-day College operations and activities, and represents the College within the University and to the Hawai'i community at large.

Participates with the Deans of the College of Arts and Humanities, the College of Languages, Linguistics and Literature, and the College of Natural Sciences in the Council of Arts and Sciences Deans, a body which is responsible for the planning and coordination of the Colleges of Arts and Sciences programs.

Reports to the Office of the Senior Vice President, University of Hawai'i and Executive Vice Chancellor, University of Hawai'i at Manoa, and functions within the authority delegated by the President.

Administer academic departments and programs in the College of Social Sciences:

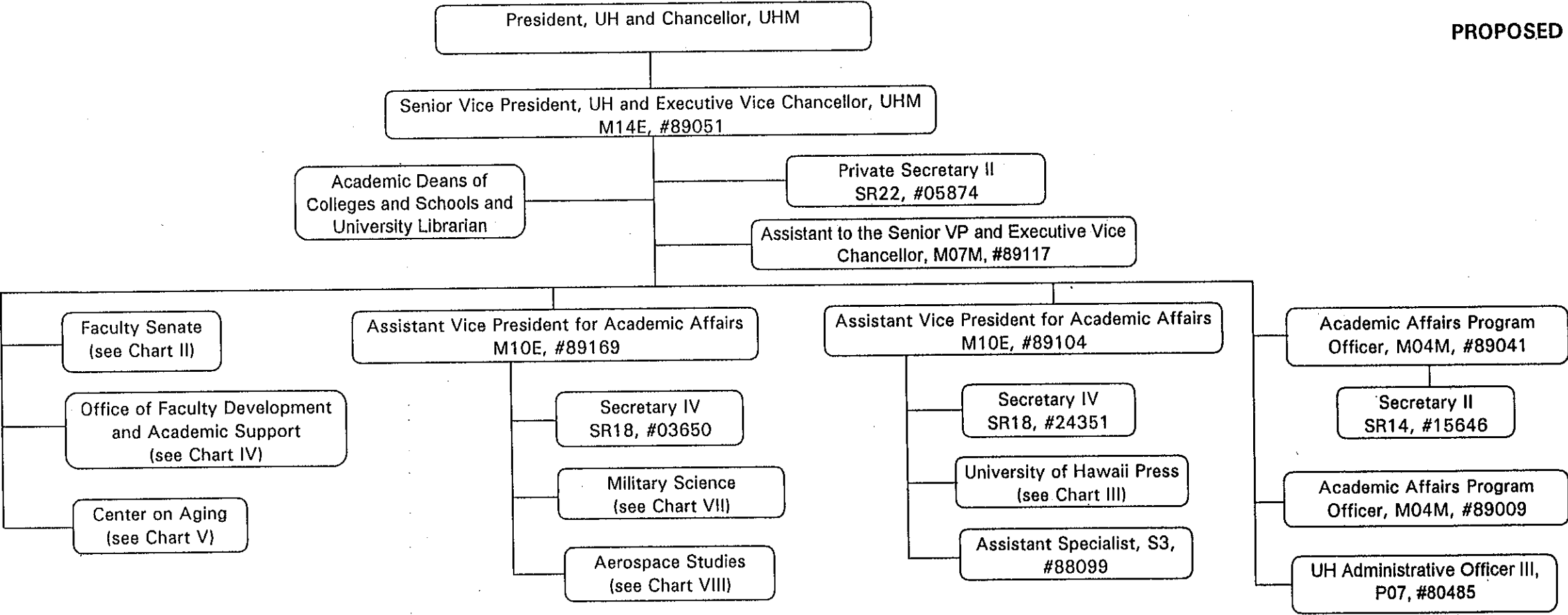
1. Anthropology (dept.)
2. Communication (dept.)
3. Economics (dept.)
4. Ethnic Studies (dept.)
5. Geography (dept.)
6. Journalism (dept.)

7. Political Science (dept.)
8. Population Studies (prog.)
9. Psychology (dept.)
10. Public Administration (prog.)
11. Sociology (dept.)
12. Urban and Regional Planning (dept.)
13. Women's Studies (prog.)

**NEW ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR  
Position Organization Chart  
CHART I

PROPOSED



APPROVED:

for T. O. Smith 2/6/98  
Dean O. Smith Date  
Interim Senior Vice President and  
Interim Executive Vice Chancellor

General Fund 12.0 FTE

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

OFFICE OF THE  
SENIOR VICE PRESIDENT  
AND EXECUTIVE VICE CHANCELLOR  
UNIVERSITY OF HAWAII, MANOA

OFFICE OF THE DEAN

ANTHROPOLOGY  
(Dept.)

COMMUNICATION  
(Dept.)

ECONOMICS  
(Dept.)

ETHNIC STUDIES  
(Dept.)

GEOGRAPHY  
(Dept.)

JOURNALISM  
(Dept.)

SPARK MATSUNAGA INSTITUTE FOR PEACE  
(Prog.)

POLITICAL SCIENCE  
(Dept.)

POPULATION STUDIES  
(Prog.)

PSYCHOLOGY  
(Dept.)

PUBLIC ADMINISTRATION  
(Prog.)

SOCIOLOGY  
(Dept.)

URBAN AND REGIONAL PLANNING  
(Dept.)

WOMEN'S STUDIES  
(Prog.)

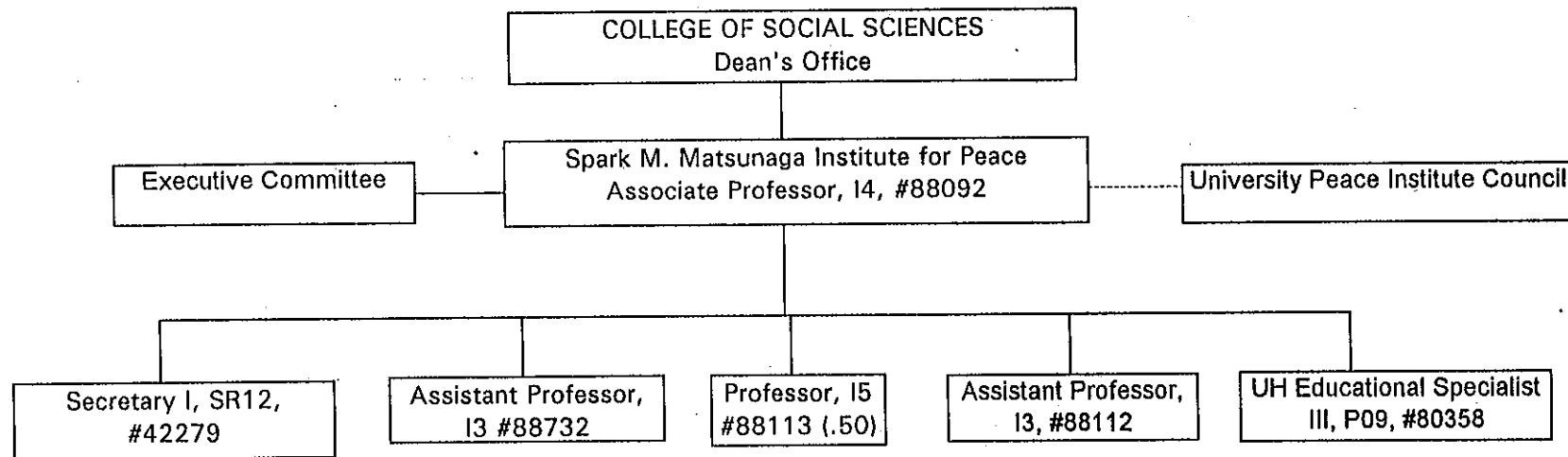
APPROVED:

*T. T. Boyd* 2/6/98  
for Dean O. Smith Date  
Interim Senior Vice President and  
Interim Executive Vice Chancellor

PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SPARK M. MATSUNAGA INSTITUTE FOR PEACE  
Position Organization Chart

**PROPOSED**



General Fund 5.5 FTE

APPROVED:

for T. T. Day 2/6/98  
Dean O. Smith Date  
Interim Senior Vice President and  
Interim Executive Vice Chancellor

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
OFFICE OF THE SENIOR VICE PRESIDENT AND EXECUTIVE VICE CHANCELLOR

MAJOR FUNCTIONS

Summary of Overall Responsibilities

Coordinate academic direction of the University. Administer major academic units and programs of the Mānoa campus.

Major Functions for Which Responsible

- I. COORDINATE ACADEMIC DIRECTION OF THE UNIVERSITY AND OVERSEE BACCALAUREATE AND RELATED PROGRAMS THROUGHOUT THE SYSTEM
  - A. Develop and execute academic policies facilitating systemwide integration of baccalaureate and related programs
  - B. Design and carry out mechanisms to deliver educational services and programs to meet statewide needs and demands
  - C. In concert with the Senior Executives, implement the Board of Regents Master Plan for the University
- II. ADMINISTER ACADEMIC AND INSTRUCTIONAL PROGRAMS AND SCHOLARLY ACTIVITIES OF THE MĀNOA CAMPUS
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    5. College of Education
    6. College of Engineering
    7. School of Hawaiian, Asian and Pacific Studies
    8. College of Languages, Linguistics and Literature
    9. School of Law
    10. College of Natural Sciences
    11. School of Nursing
    12. School of Public Health
    13. College of Social Sciences
    14. School of Social Work
    15. School of Travel Industry Management
  - B. Administer other academic units
    1. Aerospace Studies
    2. Center on Aging
    3. Military Science
    4. Summer Session
  - C. Administer units supporting academic functions
    1. Office of Faculty Development and Academic Support
    2. Faculty Senate
    3. Library Services
    4. University of Hawai'i Press
  - D. Develop and implement academic policies

## PROPOSED

- E. Establish overall objectives for instructional programs and scholarly activities of the Mānoa campus
- F. Set unit goals in support of Academic Affairs objectives and overall direction of the President
- G. Resolve operational issues which cannot be handled at Level V in the organization

### III. EXECUTE THE BOR APPROVED UHM ACADEMIC DEVELOPMENT PLAN, PROMOTE PROGRAM QUALITY, AND INSURE RESPONSIVENESS TO STUDENT AND STATE NEEDS

- A. Lead preparation of the Mānoa Academic Development Plan and coordinate biennial updates in conjunction with budget preparation
- B. Serve as accreditation liaison with the Western Association of Schools and Colleges for the Mānoa campus
- C. Maintain oversight of reviews by specialized accrediting agencies
- D. Conduct internal review of existing programs
- E. Oversee development and implementation of new programs
- F. Coordinate plans for termination of existing academic programs, degrees, and certificates
- G. Promote systemwide articulation of courses and degrees
- H. Arrange for student academic support services which assist each student to identify and accomplish educational goals and which facilitate systemwide integration of University programs from the perspective of students
- I. Coordinate campuswide implementation of the policy on educational assessment
- J. Develop and implement programs which make full use of appropriate instructional technologies and methods of delivery of educational services

### IV. DETERMINE FINANCIAL, PERSONNEL, SPACE, AND MATERIAL RESOURCE NEEDS FOR EXISTING PROGRAMS AND IN SUPPORT OF NEW PROGRAMS

- A. Prepare and execute the Academic Affairs budget
- B. Determine functions and organizational structure for Level V programs
- C. Implement policies and procedures to redistribute funds and positions
- D. Allocate and manage discretionary funds or special appropriations
- E. Determine resource needs of proposed new programs and plan for securing resources through internal reallocation or through a program change request
- F. Carry out the Mānoa Long Range Development plan, in conjunction with the Office of Facilities Planning and Management
- G. Participate in determining campus priorities for CIP projects (new construction and major renovations)

## PROPOSED

- H. Implement the Mānoa space policy, in conjunction with the Office of Facilities Planning and Management
  - I. Ascertain space needs of proposed new programs and plan for reassignment of existing space or construction of new space
- V. PROVIDE ADMINISTRATIVE COORDINATION OF ACADEMIC PERSONNEL FUNCTIONS FOR THE MĀNOA CAMPUS
- A. Conduct the tenure and promotion review process
  - B. Conduct review of tenured faculty
  - C. Develop and implement programs to attract and retain a faculty of high quality
  - D. Administer contract provisions, Executive directions, and Board policies related to personnel actions based on academic decisions
  - E. Participate in formulation of contract proposals and negotiating strategy for the University in relation to the UHPA-UH Agreement
  - F. Collect data and perform analyses needed to support decision making or respond to Board inquiries
- VI. REPRESENT ACADEMIC AFFAIRS TO INTERNAL AND EXTERNAL CONSTITUENCIES
- A. Participate in systemwide decision making
  - B. Promote coordination of campuswide decision making
  - C. Coordinate Legislative relations, in conjunction with the Office of University Relations
  - D. Maintain communication with a wide variety of publics and constituencies
- VII. OTHER DUTIES AS ASSIGNED
- A. Represent the President and/or serve as Acting President
  - B. Provide decision support for the President and the Board of Regents on strategic, policy, and operational issues
  - C. Manage the Office of the Senior Vice President and Executive Vice Chancellor
  - D. Decide on requests for waivers, undelegated expenditures, etc.
  - E. Decide on requests for Dean/Director travel, leaves, etc.

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MĀNOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SPARK M. MATSUNAGA INSTITUTE FOR PEACE

MAJOR FUNCTIONS

The issue of peace has taken on a special urgency in the current generation, as an escalating arms race produced weapons of destruction with the capacity to destroy our civilizations. Despite the common acknowledgment that the Cold War is over, regional inequalities in living standards and human rights create seeds of unrest in many areas of the world. Recognizing the urgent and universal desire for peace in the world, the Board of Regents of the University of Hawaii established the University of Hawaii Institute for Peace in December 1985, and in May 1990, changed the name to the Spark M. Matsunaga Institute for Peace in honor of the late Senator who worked for peace and social justice.

FUNCTIONS

- To sponsor and support peace education and research projects at the University of Hawaii and within the community at large.
- To provide a peace studies curriculum for both undergraduate and graduate students, and thereby to promote broader thinking toward the development of a peaceful world.
- To support research into nonviolent means of resolving disputes and conflict resolution.
- To promote interaction and outreach with the local, national, and international peace communities.
- To cooperate with individuals and organizations in a continuing dialogue on the global quest for justice and peace.
- To publish scholarly and creative work on peace in all media.

The Spark M. Matsunaga Institute for Peace will coordinate and stimulate research and education on topics such as the nature and conditions of a just and sustainable social order; the relationship between justice, human needs, and violence; the causes and conditions of violence; and the path and struggles leading toward the resolution of conflict. The Institute will pay special attention to the Asia-Pacific region, bearing in mind the problems of peace have no geographical boundaries.

The Institute has a Council composed of university members from various academic disciplines systemwide. The program is an interdisciplinary program which works closely with other units in the University. The program has general funds and five and one-half permanent positions as of June 1993. The Director of the Institute is a faculty member.

PROPOSED

UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

OFFICE OF THE DEAN

Plans, organizes, directs, and coordinates the activities, curricular, personnel, and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel.

Articulates and conveys to faculty, staff, and students and others in the College's basic values, directions and goals, and develops and issues policies governing the activities of the College.

Guides and oversees the College's governance system, to ensure effective operation and equal access by all members of the College community.

Manages day-to-day College operations and activities, and represents the College within the University and to the Hawai'i community at large.

Participates with the Deans of the College of Arts and Humanities, the College of Languages, Linguistics and Literature, and the College of Natural Sciences in the Council of Arts and Sciences Deans, a body which is responsible for the planning and coordination of the Colleges of Arts and Sciences programs.

Reports to the Office of the Senior Vice President, University of Hawai'i and Executive Vice Chancellor, University of Hawai'i at Manoa, and functions within the authority delegated by the President.

Administer academic departments and programs in the College of Social Sciences:

1. Anthropology (dept.)
2. Communication (dept.)
3. Economics (dept.)
4. Ethnic Studies (dept.)
5. Geography (dept.)
6. Journalism (dept.)

7. Political Science (dept.)
8. Population Studies (prog.)
9. Psychology (dept.)
10. Public Administration (prog.)
11. Sociology (dept.)
12. Urban and Regional Planning (dept.)
13. Women's Studies (prog.)
14. Spark Matsunaga Institute for Peace