

UNIVERSITY OF HAWAII AT HILO

UH Hilo Administration
Human Resources

December 23, 2003

MEMORANDUM

TO: The Honorable James R. Aiona, Jr.
Lt. Governor, State of Hawai'i

FROM: Kerwin Iwamoto
Human Resources



SUBJECT: Notification of Change in Organization – Establishment of the College of
Business and Economics, University of Hawai'i at Hilo (UHH)

Enclosed for your information and files are copies of the organizational charts and functional statements for the above-mentioned reorganization that was approved by the University of Hawai'i Board of Regents on October 17, 2003. The reorganization separated the School of Business from the College of Arts & Sciences and established a new college, effective January 01, 2004.

Please replace the respective organization charts and functional statements on file with the new material. If you have any questions concerning this matter, please call me at (808) 974-7449.

Enclosures

cc: UH Budget Office w/o encls.
UH System Office of Human Resources w/o encls.

A-7 Establishment of a College of Business and Economics at the University of Hawai'i at Hilo

It is requested that the Board approve the establishment of a College of Business and Economics at the University of Hawai'i at Hilo, effective January 2004.

Programs, faculty and budget currently administered by the School of Business would be transferred from the College of Arts and Sciences to the College of Business and Economics. The School of Business is currently a functional division within the College of Arts and Sciences. The College of Arts and Sciences (CAS) is responsible for the administration of multiple programs with diverse missions, student outcomes and resource needs. Programs in the CAS encompass traditional liberal arts programs, professional programs designed in response to community needs, and growing research activity supported primarily by external grants.

The proposed reorganization would establish a more autonomous academic and administrative structure, allowing for sharper focus on the different missions of the professional business programs and liberal arts programs. It would promote greater operating efficiency in the development and delivery of programs, greater institutional and community recognition of the College of Business and Economics, and achievement of the College's vision to be Hawai'i's leader in small business and entrepreneurial education. It would also demonstrate an important institutional commitment to the business program's accreditation initiative with the Association for the Advancement of Collegiate Schools of Business (AACSB).

The academic programs designated for the College of Business and Economics differ in focus and mission from other programs in CAS. The business and economics programs have a high level of commitment to larger communities; students are prepared to move directly into professional positions; faculty tend to conduct research that is more applied than basic and are more involved in professional consulting activities.

Because of the size of the programs in Business Administration and Economics (13.4 percent of undergraduate majors in Fall 2002), the CAS Dean's attention is divided between these programs and other liberal arts programs. Transferring these programs to the College of Business and Economics would allow greater focus on the administration of programs that are more similar in mission. This would position the University for further development of program quality, enrollment, and external funding. A direct reporting line between the Dean of the new college and the Vice Chancellor for Academic Affairs would also promote greater efficiency in decision-making.

The proposed reorganization is consistent with the organizational structure found in many institutions peer to UH Hilo in classification and size, and is typical for Carnegie Masters II institutions, a direction in which the University of Hawai'i at Hilo

is moving. This proposal is consistent with the University of Hawai'i System Strategic Plan and the University of Hawai'i at Hilo's Strategic Plan and Strategic Initiatives, 2002-10.

The proposal to establish a College of Business and Economics would require additional resources and would be executed in two phases. The first phase of the development of the College of Business and Economics would not require new system resources. It is an enrollment-building and accreditation phase, completed when major count has grown to 400, or student semester hour production to 4,000, or accreditation. The estimated annual cost of this phase is \$29,000. Costs of this phase would be funded through internal UH Hilo reallocation. A clerk-steno position loaned to the School of Business would also be internally reallocated to the new college. The second phase is a major growth and community relationship-development phase. The estimated annual cost of this phase is \$104,000, primarily for securing a professional dean. The professional dean would be responsible for new program development, student and faculty recruitment, and external fund development. This position would be supported through a mix of internal growth, legislative appropriation and external support. If legislative appropriation were not forthcoming, internal reallocation would be made to support the additional funding needs.

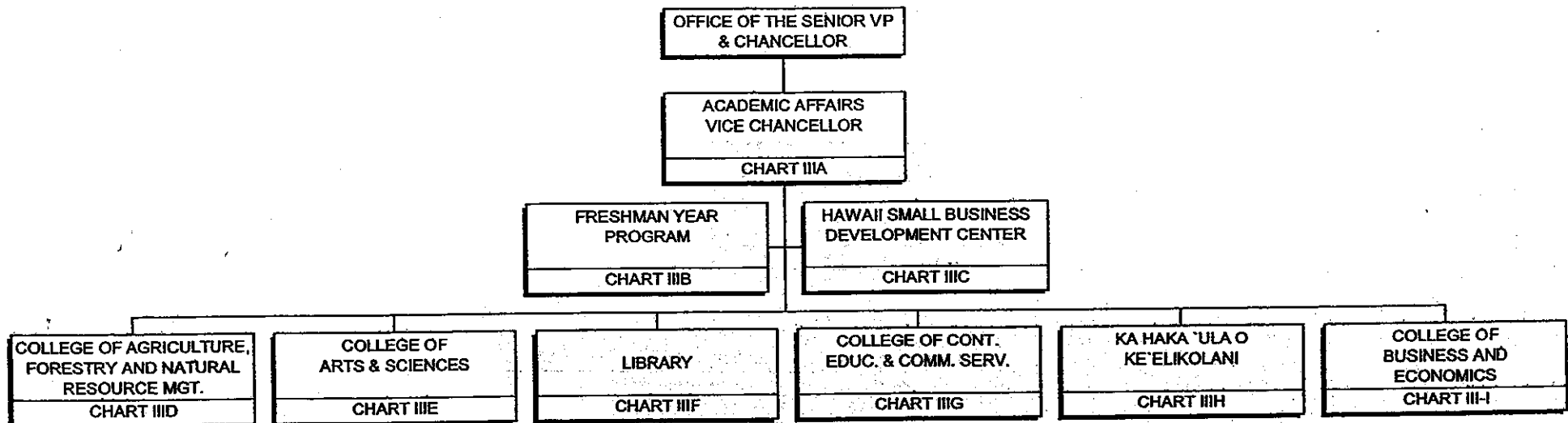
Space for the office of the Dean would be accommodated within existing space resources. A CIP request for a new College building has been included in UH Hilo's capital improvement plans for longer-range growth projected for the College.

The Hawai'i Government Employees Association (HGEA) and the University of Hawai'i Professional Assembly (UHPA) were consulted on this request. HGEA concurs with this reorganization proposal but UHPA has stated its opposition on the principle that no new administrative positions or increases in administrative funding be allowed until UHPA has settled the salary article of its contract with the University of Hawai'i. In recognition of this concern, the Board may wish to make the action to establish the College of Business and Economics effective upon settlement of the salary article of the contract between UHPA and the University of Hawai'i. The proposal has the support of all Faculty members in the School of Business the College of Arts and Sciences Faculty Senate, and the University of Hawai'i at Hilo Congress.

Recommendation: That the Board approve the establishment of a College of Business and Economics at the University of Hawai'i at Hilo, effective January 2004, as reflected in the attached organizational charts, subject to the Regents' policies on provisional academic programs and establishment of organizational units provided no executive/managerial positions are to be authorized for the new unit without prior Board approval.

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO
ACADEMIC AFFAIRS
POSITION ORGANIZATION CHART
CHART III



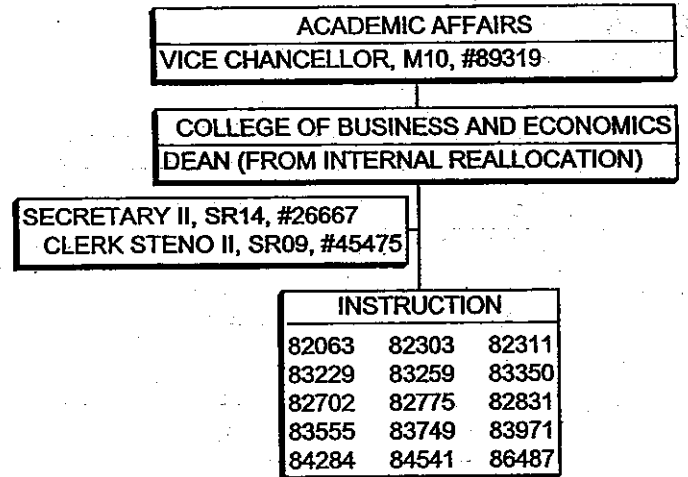
Effective January 2004

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 17 2003

Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO
ACADEMIC AFFAIRS
COLLEGE OF BUSINESS AND
ECONOMICS
POSITION ORGANIZATION CHART
CHART III-I



* ESTABLISHMENT OF DEAN'S POSITION
SUBJECT TO FURTHER BOARD APPROVAL.

** EFFECTIVE JANUARY 2004

POSITIONS
GENERAL FUND - 18.00

APPROVED BY THE UNIVERSITY
BOARD OF REGENTS
OCT 17 2003

Date

COLL OF BUSINESS.OP

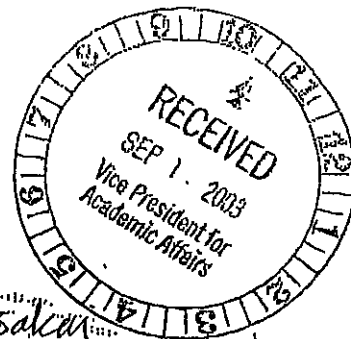
UNIVERSITY OF HAWAII AT HILO

UH Hilo Administration
Office of the Chancellor

10/24/03
xc Kewin

RECEIVED

10/9/03
xc David Miller
me



September 16, 2003

'03 OCT 27 A11 36/5/03

MEMORANDUM

HUMAN RESOURCES
UH AT HILO

Fax to Maria Salen
47-685
4 pgs total
dm

Chrs. Lu
Hawaii
J. Whitaker

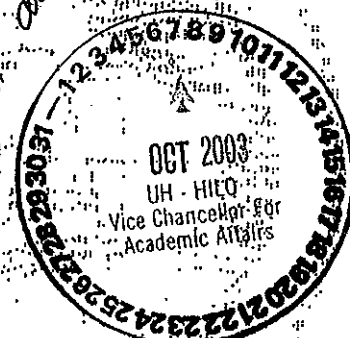
TO: Patricia Lee
Chairperson, Board of Regents

VIA: Evan S. Dobelle
President, University of Hawaii

VIA: David McClain
Vice President for Academic Affairs

FROM: Rose Y. Tseng
Chancellor, University of Hawaii at Hilo

SUBJECT: Request to Establish a College of Business and Economics at the University of Hawaii at Hilo



SPECIFIC ACTION REQUESTED

It is requested that the Board of Regents approve the establishment of a College of Business and Economics at the University of Hawaii at Hilo, to be comprised initially of programs in Business Administration and Economics.

RECOMMENDED EFFECTIVE DATE:

January 2004.

PURPOSE/NATURE OF THE PROPOSAL:

The proposed reorganization would establish a College of Business and Economics. Programs, faculty and budget currently administered by the School of Business will be transferred from the College of Arts and Sciences to the College of Business and Economics.

The School of Business is currently a functional division within the College of Arts and Sciences. The College of Arts and Sciences (CAS) is responsible for the administration of multiple programs with diverse missions, student outcomes and resource needs. Programs in the CAS encompass traditional liberal arts programs, professional programs designed in response to community needs, and growing research activity supported primarily by external grants.

The proposed reorganization will establish a more autonomous academic and administrative structure, allowing for sharper focus on the different missions of the professional business programs and liberal arts programs. It will promote greater operating efficiency in the development and delivery of programs, greater institutional and community recognition of the College of Business and Economics, and achievement of the College's vision to be Hawai'i's leader in small business and entrepreneurial education. It will also demonstrate an important institutional commitment to the business program's accreditation initiative with the Association for the Advancement of Collegiate Schools of Business (AACSB).

1. The academic programs designated for the College of Business and Economics differ in focus and mission from other programs in CAS. The business and economics programs have a high level of commitment to larger communities; students are prepared to move directly into professional positions; faculty tend to conduct research that is more applied than basic and are more involved in professional consulting activities.

Because of the size of the programs in Business Administration and Economics (13.4 percent of undergraduate majors in Fall 2002), the CAS Dean's attention is divided between these programs and other liberal arts programs. Transferring these programs to the College of Business and Economics would allow greater focus on the administration of programs that are more similar in mission. This would position the University for further development of program quality, enrollment, and external funding. A direct reporting line between the Dean of the new college and the Vice Chancellor for Academic Affairs would also promote greater efficiency in decision-making.

2. Establishment of a College of Business and Economics would be a positive statement of institutional support for the business program's AACSB accreditation initiative and an important element for the accreditation team's consideration when it visits in Fall 2004. The timing of this request is important, because the team's evaluation will be based on a self-evaluation report that UH Hilo plans to submit by May 30, 2004. The AACSB is an important national and international accrediting body, whose role is to ensure high professional standards in the faculty, students, and programs, and the University of Hawai'i would benefit from UH Hilo's AACSB accreditation.
3. Students and the community would benefit from the establishment of a College of Business and Economics. They would have a dean who is actively working to expand opportunities in business and economics programs, in particular support of needed entrepreneurship and small business development education. The greater

visibility of the new college would promote more active engagement in community relationship-building through student and faculty internships, shared partnerships or ventures, and external fund development. The new college and its programs would contribute to the State's economy through a higher quality labor pool and a stronger and more attractive economic base for new industries.

4. The proposed reorganization is consistent with the organizational structure found in many institutions peer to UH Hilo in classification and size, and is typical for Carnegie Masters II institutions, a direction in which the University of Hawai'i at Hilo is moving.
5. This proposal is consistent with the University of Hawai'i System Strategic Plan and the University of Hawai'i at Hilo's Strategic Plan and Strategic Initiatives, 2002-10.

IMPACT ON STAFFING AND RESOURCES:

The proposal to establish a College of Business and Economics would require additional resources and would be executed in two phases:

1. The first phase of the development of the College of Business and Economics would not require new system resources. It is an enrollment-building and accreditation phase, completed when major count has grown to 400, or student semester hour production to 4,000, or accreditation. The estimated annual cost of this phase is \$29,000. Costs of this phase would be funded through internal UH Hilo reallocation. A clerk-steno position loaned to the School of Business would also be internally reallocated to the new college.

2. The second phase is a major growth and community relationship-development phase. The estimated annual cost of this phase is \$104,000, primarily for securing a professional dean. The professional dean would be responsible for new program development, student and faculty recruitment, and external fund development. This position would be supported through a mix of internal growth, legislative appropriation and external support. If legislative appropriation were not forthcoming, internal reallocation would be made to support the additional funding needs.

3. Space for the office of the Dean would be accommodated within existing space resources. A CIP request for a new College building has been included in UH Hilo's capital improvement plans for longer-range growth projected for the College.

CONSULTATION:

The Hawai'i Government Employees Association (HGEA) and the University of Hawai'i Professional Assembly (UHPA) were consulted on this request. HGEA concurs

Patricia Lee
September 16, 2003
Page 4

with this reorganization proposal (9/15/03). UHPA has stated its opposition (7/2/03) on the principle that no new administrative positions or increases in administrative funding be allowed until UHPA has settled the salary article of its contract with the University of Hawai'i. In recognition of this concern, the Board may wish to make the action to establish the College of Business and Economics effective upon settlement of the salary article of the contract between UHPA and the University of Hawai'i.

The proposal has the support of all Faculty members in the School of Business (4/08/02), the College of Arts and Sciences Faculty Senate (11/20/02), and the University of Hawai'i at Hilo Congress (5/2/03).

ACTION RECOMMENDED:

To approve the establishment of a College of Business and Economics at the University of Hawai'i at Hilo, comprised initially of programs in Business Administration and Economics, effective January 2004.

c David Iha, Executive Administrator and Secretary of the Board of Regents

EXECUTIVE SUMMARY

The School of Business is a functional division of the UH Hilo College of Arts and Sciences. In 1998 the Board of Regents established the School, renaming the Division of Business and Economics to facilitate business program accreditation and student transfer. This reorganization establishes a College of Business and Economics and transfers the School of Business budget, functions and personnel from the College of Arts and Sciences to the new college. This reorganization will elevate the visibility of UH Hilo's business and economics programs, thereby improving student and faculty recruitment as well as external development opportunities. It will also create the infrastructure for the future development of more diverse program offerings, including a Masters in Business Administration.

Currently, the School of Business houses a number of programs through its Departments. The Business Administration Department offers the Bachelor of Business Administration program, the International Studies Certificate program, the Electronic Commerce Certificate program (in cooperation with the Computer Science Department) and the post graduate Business Administration Certificate Program. The Economics Department offers the Bachelor of Arts in Economics program. There are ten and a half (10.5) faculty positions (#86487, #83749, #84284, #82702, #83971, #82775, #83350, #83229, #84510, #82063, #82303-1/2) in Business Administration and four and a half (4.5) faculty positions (#82311, #82831, #83555, #83259, #82303-1/2) in Economics. There is one Secretary II position (#26667). Formal internal reallocation of another Clerk Steno position (#45475) to the new College is proposed, rationalizing the present utilization of that position in the School. In addition, a Dean position is proposed through internal UH Hilo reallocation of managerial positions.

The College of Business and Economics will grant baccalaureate degrees and certificates to students that fulfill the requirements for the degrees or certificates. The College is also anticipated to develop new degree programs, including a masters degree program, over the next 10 years.

In the first phase of this proposal, covering the period 2003-05, additional annual costs are approximately \$29,000, corresponding to \$8,000 for an interim dean from the current faculty, \$3,000 for a clerical upgrade, \$10,000 in additional administrative costs (student recruitment and retention activities; external development activities), and \$8,000 for lecturer coverage. In the second phase of this proposal, 2005 and onward, additional annual net costs are approximately \$104,000. The hiring of a permanent dean is estimated to be \$120,000, with \$3,000 clerical upgrade, and \$10,000 additional administrative costs, but there are savings of \$29,000 related to the reassignment of the faculty serving as interim dean to instruction. Funds to cover costs of the first phase will come from internal reallocation. Costs associated with the second phase will be funded by internal growth, legislative appropriation, and external support.

This proposal is supported by all faculty in the School of Business and has the majority support of the College of Arts and Sciences Faculty Senate, as well as the University of Hawaii at Hilo Congress.

University of Hawai'i at Hilo
Establishment of the College of Business & Economics

Existing functions:

Currently, the School of Business is one of four divisions in the College of Arts and Sciences. They are: Natural Sciences, Social Sciences, Humanities and the School of Business. The School of Business administers the Bachelor of Business Administration Program and the Bachelor of Arts in Economics program and certificate programs in International Studies and Electronic Commerce and a post-graduate certificate program in Business Administration. The School offers courses in Business Administration and Economics, consults and cooperates with other divisions on curricular matters, reviews and processes personnel transactions, and administers student help, operating and equipment budgets.

Proposed functions: The proposed organizational change will establish a College of Business and Economics and transfer the School of Business budget, functions and personnel from the College of Arts and Sciences to the new college. In addition to current activities, the College of Business and Economics will have managerial responsibility for personnel matters related to hiring, contract renewal and tenure/promotion. This will increase the number of units reporting directly to the Vice Chancellor for Academic Affairs to eight (8).

1. Principal assumptions: Growth and development of the University of Hawai'i at Hilo into a comprehensive Carnegie Masters II university will require operating units that are more homogeneous in mission and values. The values of the College of Business and Economics reflect the importance of teaching first, then research and service, with emphasis on the practical applications of theory.
2. Reasons for the proposal
 - a. Conditions prompting change: With the current organizational structure, the College of Arts and Sciences is responsible for the administration of multiple programs with diverse missions, student outcomes and resource needs. Programs in the College of Arts and Sciences currently encompass traditional liberal arts programs (humanities, natural sciences and social sciences), professional programs (business administration, nursing, teacher education, computer science) designed in response to community needs, and increasing research activity supported primarily by external grants. This reorganization will provide for more focused management attention to the missions of the professional business programs, as well as to the missions of the liberal arts programs, and for more focused external development by a professional dean. The Association for the Advancement of Collegiate Schools of Business (AACSB), an accrediting body for business programs, will view this favorably in UH Hilo's current drive for business accreditation.

Why and how present organization inadequate: With the growth of individual programs and program-related duties and responsibilities in personnel and budgeting, the Dean of the College of Arts and Sciences cannot manage program needs, issues and requests as actively and attentively as is needed. This limits the pace and direction of innovation and growth among UH Hilo programs. At a time when legislative revenue constraints place greater emphasis on tuition revenues and external fund development, the current organizational

form is cumbersome.

The December 2002 WASC report for UH Hilo also recommends that UH Hilo consider breaking down the College of Arts and Sciences into “smaller more manageable units, which should result in many benefits, including greater efficiency and effectiveness, empowerment, and sense of identity and community.”

3. Nature of proposed reorganization: The proposed reorganization will establish the College of Business and Economics and transfer programs, personnel and budget to the new college. All full time faculty and staff will report to a newly established Dean of the College of Business and Economics. The Dean position will be internally reallocated from managerial positions at UH Hilo. The Clerk Steno II position (45475) on loan to the School will also be internally reallocated to the new College. There will not be any adverse actions to the services provided by the personnel and their instructional, advising, research, and support functions.

This reorganization will benefit students. They will have a dean who is actively working to expand opportunities in professional business and economics programs, in particular support of entrepreneurship and small business development. This focus on entrepreneurship and small business will benefit students by providing them with the skills and attitudes for successfully starting, operating and growing a business in a changing environment. They will then have options for remaining on the Big Island and Hawaii and will contribute to the economic development here.

The Dean will also actively engage in building community relationships and extending the partnerships developed through the current internship program. Students will have more opportunities to interact with community enterprises, as interns, consultants, and community entrepreneurs. The development of external funding will also benefit students through increased funding support of student retention, professional development and placement activities.

This reorganization is a first step toward implementing UH Hilo's Strategic Initiatives, relating to the development of professional programs in business and economics, and implementing the WASC recommendation for reorganization. Recruitment, retention, and development activities of the professional dean, in addition to the higher visibility created by the establishment of the College and AACSB accreditation is projected to produce:

- Growth in annual major count from 343 in 2002-03 to a projected 545 by 2009-10 under the proposed reorganization, compared to 460 majors without the reorganization
- A total of 700 graduates under the proposed reorganization, compared to 455 graduates without the reorganization, providing services to the local business community, over the period 2003-04 to 2009-10
- A total combined income for graduates of \$16.5 million at graduation under the proposed reorganization, compared to \$10.7 million without the reorganization.
- Higher annual tuition revenues ranging from a projected \$3,000 more a year to \$285,000 more a year

- New external funding projected at \$50,000 a year
- Increased economies of scale in the delivery of the business and economics programs—from \$20,600 per graduate without the proposed reorganization to \$14,200 per graduate with the proposed reorganization, based on projected enrollments and graduates over the period 2003-04 to 2009-10
- Increased contribution to cover other UH Hilo fixed costs--by 2007-08, the incremental annual revenue associated with the establishment of the College exceeds the incremental annual cost

The reorganization and the professional dean will further provide the infrastructure needed to support the development of a comprehensive UH Hilo College of Business and Economics, with undergraduate programs envisioned to include management technology, accounting, tourism, and a graduate Masters in Business Administration. Justification for each of these programs will be forthcoming when they are presented for review.

These actions provide the following support for UH Hilo's Strategic Plan Goals and the UH System Strategic Plan Goals:

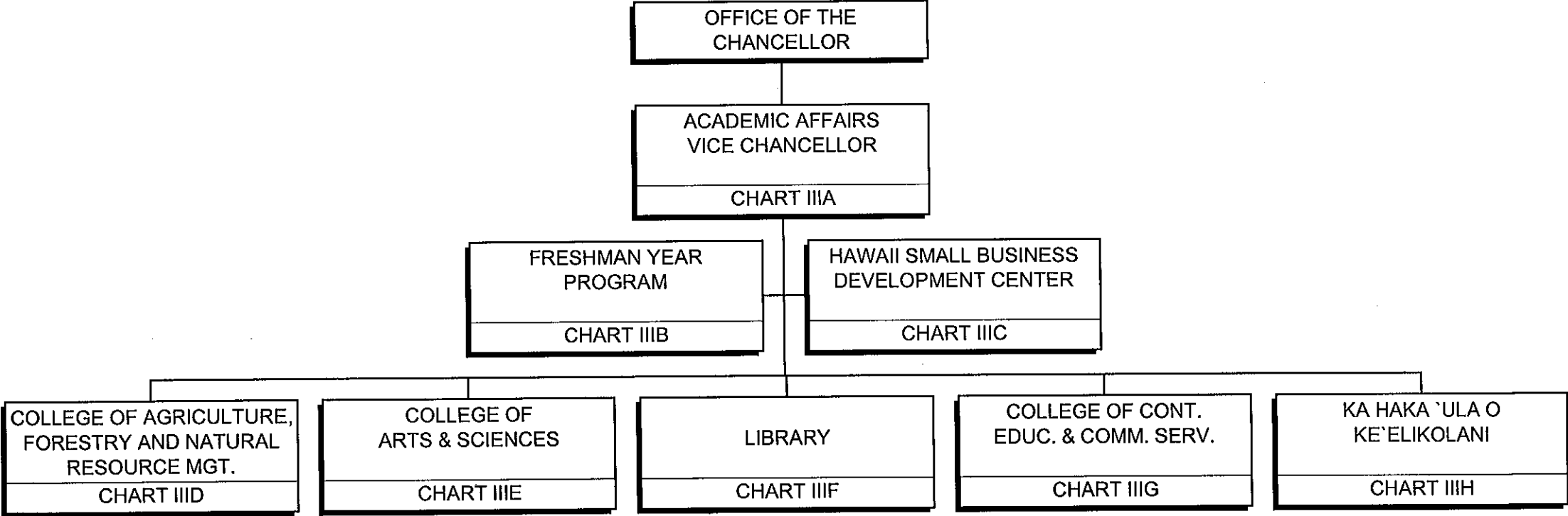
- Primary support for UH Hilo's Strategic Plan Goal I of maintaining a well rounded mix of liberal arts and professional programs, while distinguishing UH Hilo by taking full advantage of the extraordinary natural environment and cultural diversity offered by our island setting, Goal II of continuing to refine and strengthen efforts to fulfill our primary mission to offer high quality undergraduate liberal arts and professional programs, and Goal VI of establishing a more effective organization and investing in human capital
 - Secondary support for UH Hilo's Strategic Plan Goal III of building a learning environment that facilitates student development and success; Goal IV of obtaining sufficient resources to support enrollment growth, high quality programs, and enhanced services and Goal V of embracing opportunities for dynamic community involvement
 - Primary support for the UH System Strategic Plan Goal 1 of embracing a culture of excellence and performance as the hallmarks of effective learning and student success and Goal 2 of engaging diverse elements of the UH system in intellectual capital formation that enables Hawaii to flourish
 - Secondary support for the UH System Strategic Plan Goal 4 of recognizing and investing in human resources as the key to success and providing them with an inspiring work environment and Goal 5 of acquiring, allocating and managing the resources needed to achieve success and exercising exemplary stewardship over University assets.
4. Additional resources to implement the College of Business and Economics. During the first phase of the reorganization, 2003-05, annual additional funds required amount to \$29,000: \$8,000 to secure an interim dean from the faculty, \$8,000 to provide lecturer coverage for courses foregone and \$10,000 in additional administrative costs (external funding development activities, student recruitment and retention activities). In addition, there will be an 8% increase in salary amounting to approximately \$3,000, if the Secretary II position is reclassified to a higher-level position. These increases will be supported through internal

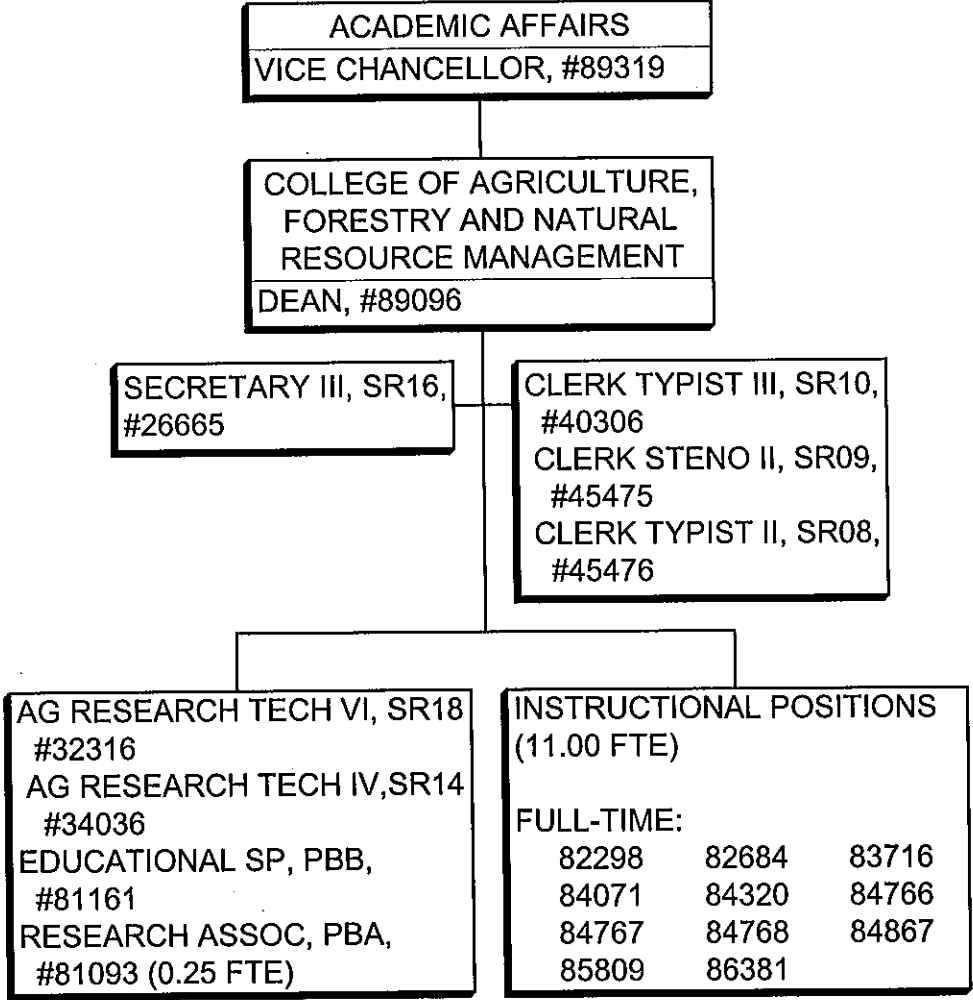
reallocation.

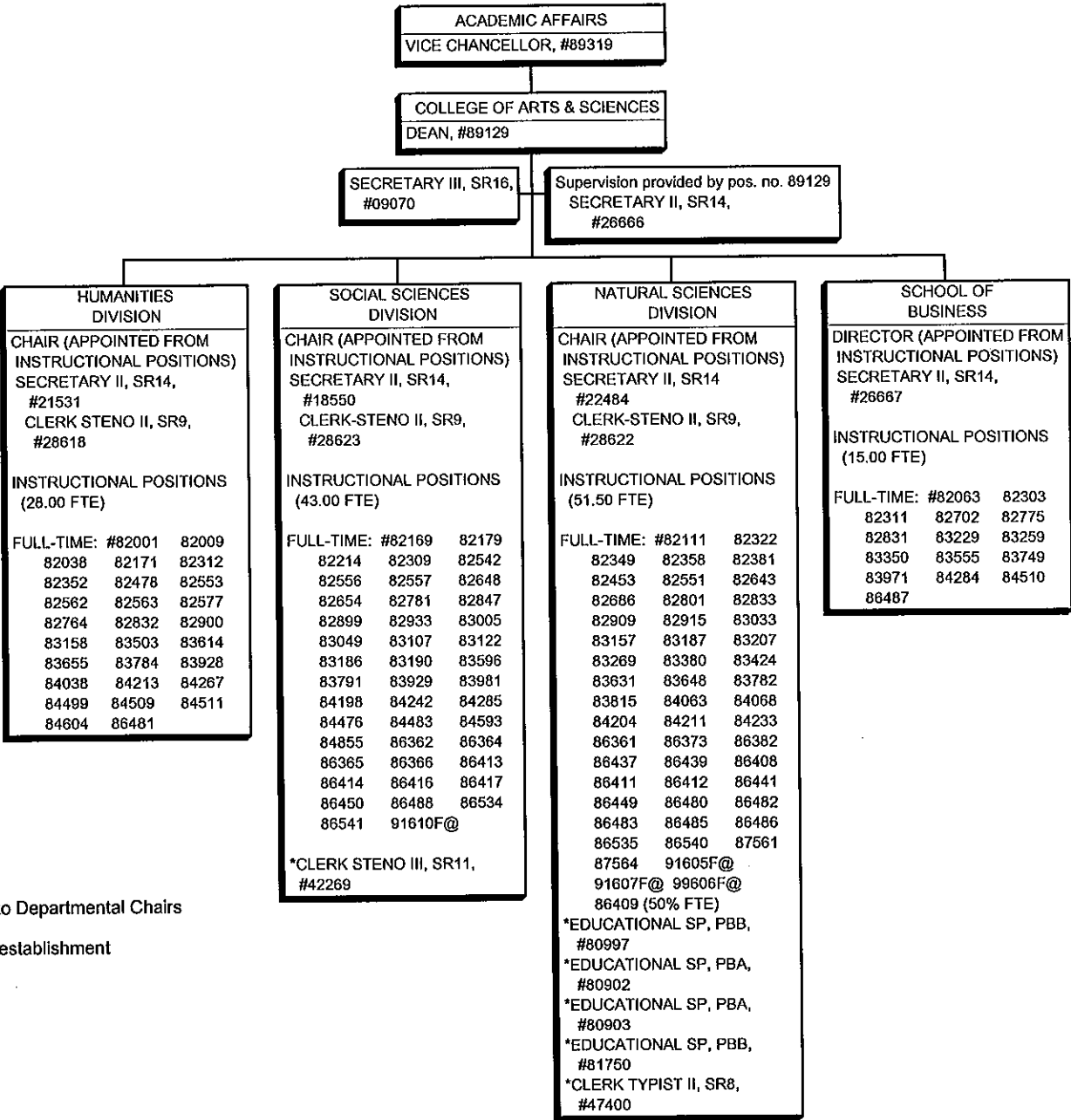
During the second phase of the reorganization, 2005 onward, annual additional funds required amount to a net of \$104,000: an annual \$120,000 to secure a permanent dean, \$3,000 for the clerical upgrade, and \$10,000 in additional operating costs, with an annual savings of \$29,000 related to releasing the faculty interim dean back to instruction. This increase will be supported through a combination of internal reallocation, legislative appropriation, and external support. If legislative appropriation is not forthcoming, then internal reallocation will be made to support the additional funding needs.

Other costs related to growth in majors include three additional faculty lines in quantitative methods, finance and accounting, phased in sequentially beginning in 2005-06. But, it is anticipated that these faculty lines would be needed with or without the proposed reorganization.

Other alternatives: The alternative to reorganizing and reclassifying is to leave the structure as it is. Unfortunately, this organizational structure will stand in the way of needed attention to program and funding development in business and economics and other, as yet unidentified but related academic (management technology, executive MBA) and outreach (Hawaii Small Business Development Center Network) programs.







* Reports to Departmental Chairs
@ Pending establishment

**STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO**

MAJOR FUNCTIONS

The University of Hawaii at Hilo is comprised of four (4) major educational delivery units: the College of Arts & Sciences; the College of Agriculture, Forestry and Natural Resource Management; Ka Haka 'Ula O Ke'elikōlani; and the College of Continuing Education and Community Service. Also, there are courses and programs in West Hawaii offered through the University of Hawaii Center, West Hawaii managed by Hawaii Community College. In addition to the instructional components, there is a wide range of support activities grouped under the following headings: Administrative Affairs, Library Services, Student Affairs, and Technology and Distance Learning. The role of the campus is complex in that it offers a broad range of higher educational activities, coordinated under a single administration, designed to meet most of the post-secondary education needs for the citizens of the State of Hawaii.

OFFICE OF THE CHANCELLOR

Within the policies and guidelines set forth by the President of the University, its Board of Regents, and by the State of Hawaii, the chief executive officer of the University of Hawaii at Hilo provides leadership, direction, and coordination for the students, faculty, and staff in their programmatic activities. More particularly, the Office of the Chancellor:

- Directs the development and implementation of the academic, fiscal, and physical plans of the University of Hawaii at Hilo;
- Interprets the objectives and development of the University of Hawaii to the citizens of the County of Hawaii, to the alumni community, and to the students and their parents;
- Provides executive leadership in the administration of the instructional, research, and public service programs;
- Maintains effective working relationships with the Central Administration of the University of Hawaii, the University of Hawaii at Manoa, UH-West O'ahu, and the Community Colleges;
- Acts on behalf of the President of the University on all matters affecting the University in the County of Hawaii; and also assumes delegated responsibility for the coordination of the activities of the Institute for Astronomy-Mauna Kea Observatory, the Beaumont Agricultural Research Center, and the Cooperative Extension Service;
- Provides, through an assistant, timely responses to information and data requests from the system, state, and federal governments and the administration of programs to enhance the functions of the University;
- Oversees Institute for Agricultural Marketing and Education; and
- Provides general direction to the Office of Mauna Kea Management.

OFFICE OF ACADEMIC AFFAIRS

As part of the Chancellor's Office, provides the leadership required to support the academic programs of the University of Hawai'i at Hilo

OFFICE OF THE VICE CHANCELLOR

Serves as the principle assistant to the Chancellor in all academic matters.

- Plans, organizes, directs coordinates and evaluates all academic programs, including student information systems and analytical studies requirements of the campus, the system-wide office and the federal government;
- Directly supervises the personnel responsible for the: the College of Agriculture, Forestry and Natural Resource Management; the College of Arts and Sciences, Ka Haka 'Ula O Ke'elikōlani; the Library; and the College of Continuing Education and Community Services;
- Bears senior responsibility for the effectiveness of programs such as the Freshman Year Program and the Hawai'i Small Business Development Program; and
- Serves as Acting Chancellor in the absence of the Chancellor with all the authority and responsibility pertaining thereto.

COLLEGE OF ARTS AND SCIENCES

Provides for baccalaureate degree programs leading to the Bachelor of Arts in the Social Sciences, the Humanities, Natural Sciences and Business Administration.

OFFICE OF THE DEAN

Responsible for the overall activities, curricula and personnel of the College of Arts and Sciences.

- Responsible for faculty personnel actions, faculty recruitment and affiliate faculty.
- Maintains liaison with College Senate and Senate Executive Committee, other Deans, Directors, Vice Chancellors and the Chancellor.
- Responsible for overall curriculum development and long-range planning.

DIVISIONS

(Humanities, Social Sciences, and Natural Sciences)

Develop coherent programs among the disciplines within the respective divisions.

- Coordinate curricular offerings among the disciplines.
- Offer courses to meet the major needs of major programs in each discipline and the needs of general education and lower division students.
- Consult and cooperate with other divisions on curricular matters.
- Review and process personnel transactions, administer student help and the operating and equipment budgets.

SCHOOL OF BUSINESS

Administer the Bachelor of Business Administration degree program.

- Offer courses in Business Administration and Economics.
- consult and cooperate with other divisions on curricular matters.
- Review and process personnel transactions, administer student help and the operating and equipment budgets.

**COLLEGE FOR CONTINUING EDUCATION AND
COMMUNITY SERVICE**

OFFICE OF THE DEAN

On a year-round, island-wide basis, provides overall supervision, administration and leadership of CCECS. Supervises professional staff of educational specialists, support staff and special projects personnel.

CREDIT PROGRAM

Acts as liaison with the UHH College of Arts & Sciences; the College of Agriculture, Forestry and Natural Resource Management; and Ka Haka 'Ula O Ke'elikōlani in planning, developing, implementing and evaluating University credit courses offered through CCECS. Acts as liaison with appropriate units of UH-Hilo and UH-Mānoa in offering extended graduate programs.

SENIOR PROGRAM

In cooperation with senior citizens and local, state and national organizations, plans, develops, implements and evaluates programs to meet the educational needs of senior citizens.

PERSONAL AND PROFESSIONAL DEVELOPMENT PROGRAM

Plans, develops, implements and evaluates "in-service programs" for Hawai'i and Maui County teachers in the State of Hawai'i Department of Education system. Plans, develops, implements and evaluates non-credit personal and professional development programs for all citizens, except senior citizens.

INTERNATIONAL PROGRAM

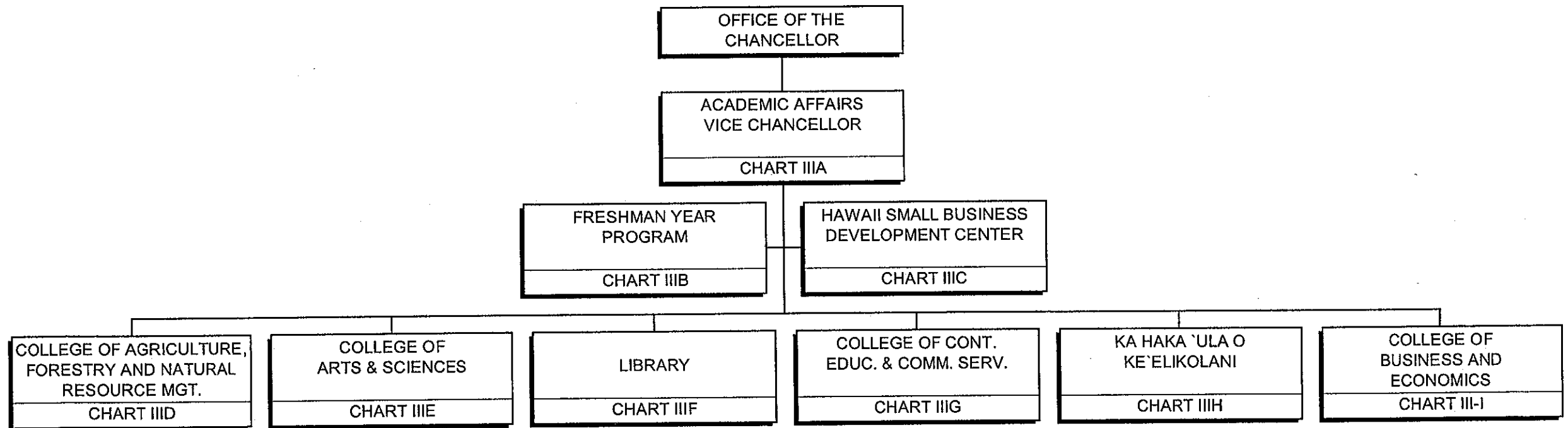
Plans, develops, implements and evaluates international short-term Travel/Study to Hawai'i Programs and the year-round Hilo Intensive Language Opportunities (H.I.L.O.) Program. Plans, develops, implements and evaluates English-as-a-Second-Language (ESL) courses.

CONFERENCE PROGRAM

Plans, develops, implements and evaluates UHH and non-UHH conferences, workshops, professional and academic meetings and programs. Full support services and all aspects of program coordination are included as part of program responsibilities.

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO
ACADEMIC AFFAIRS
POSITION ORGANIZATION CHART
CHART III



* EFFECTIVE JANUARY 2004

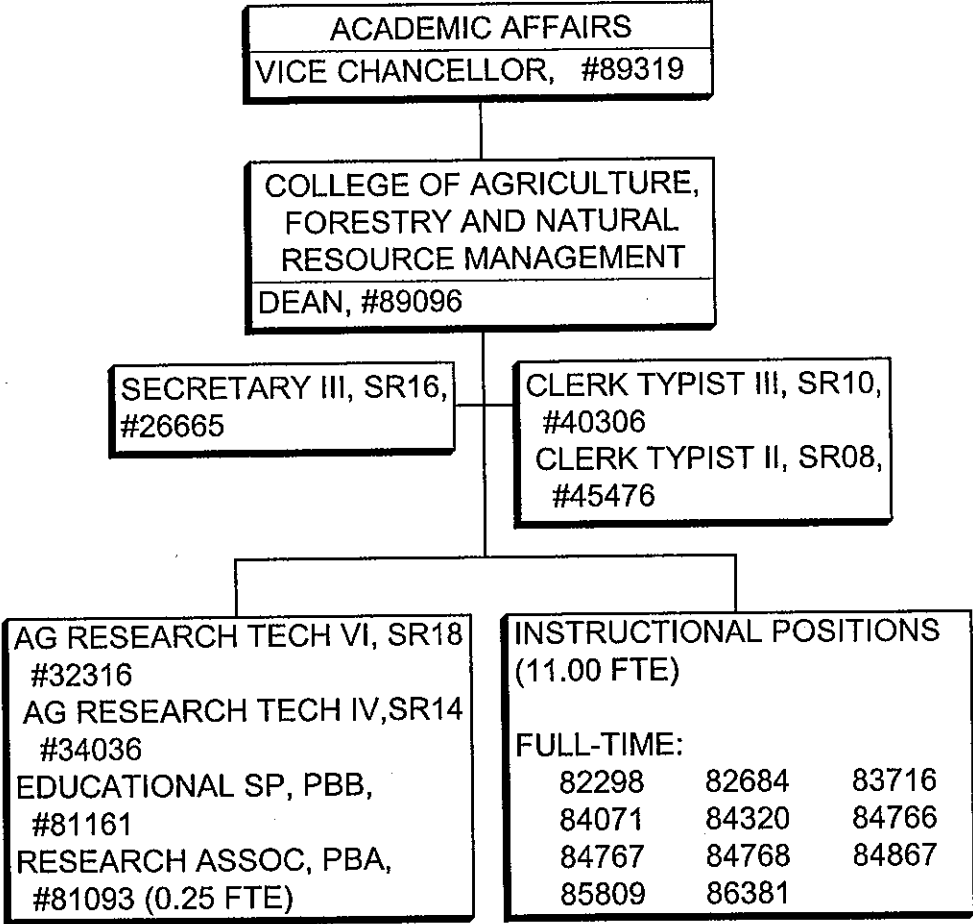
APPROVED BY THE UNIVERSITY
BOARD OF REGENTS

OCT 17 2003

Date

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO
ACADEMIC AFFAIRS
COLLEGE OF AGRICULTURE,
FORESTRY AND NATURAL
RESOURCE MANAGEMENT
POSITION ORGANIZATION CHART
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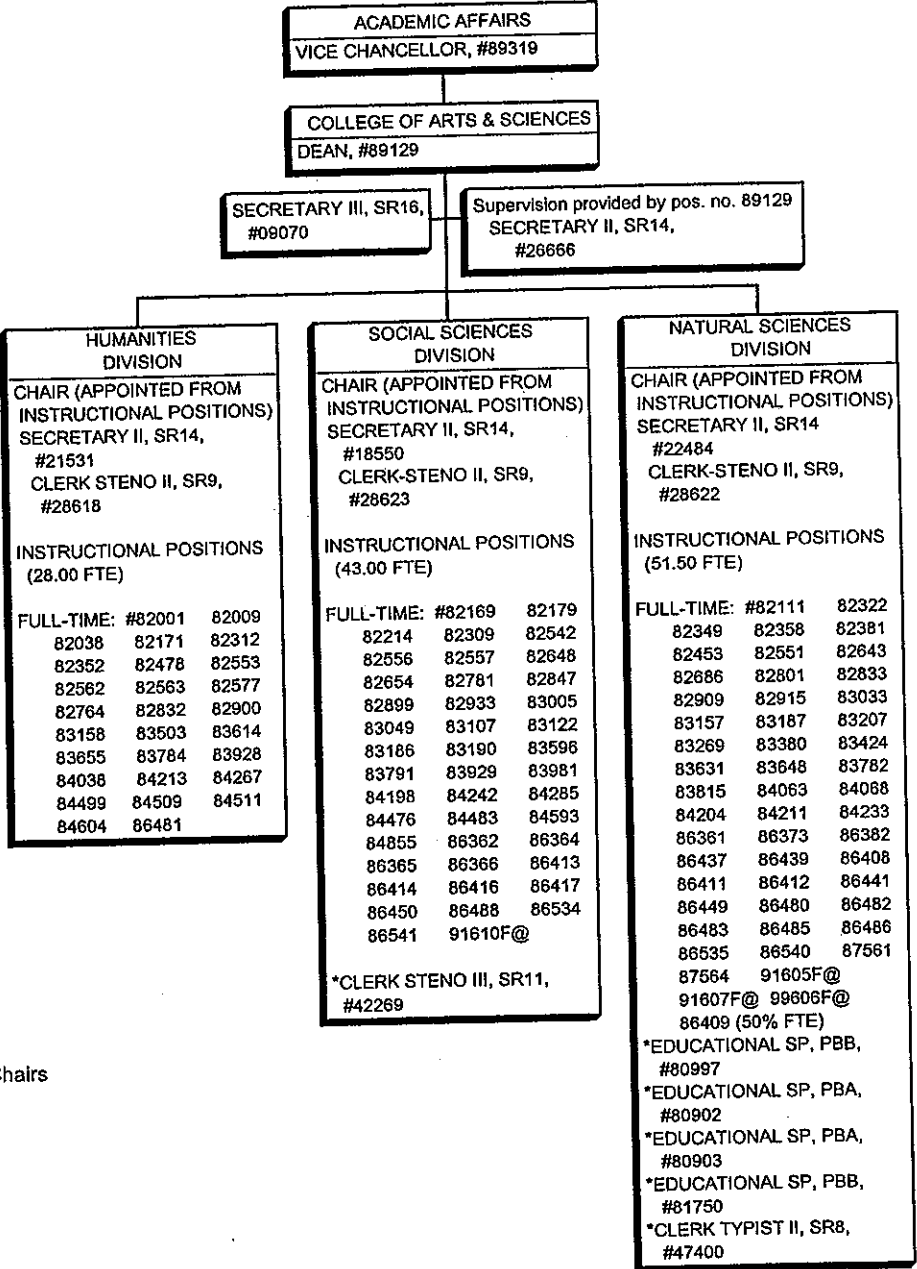


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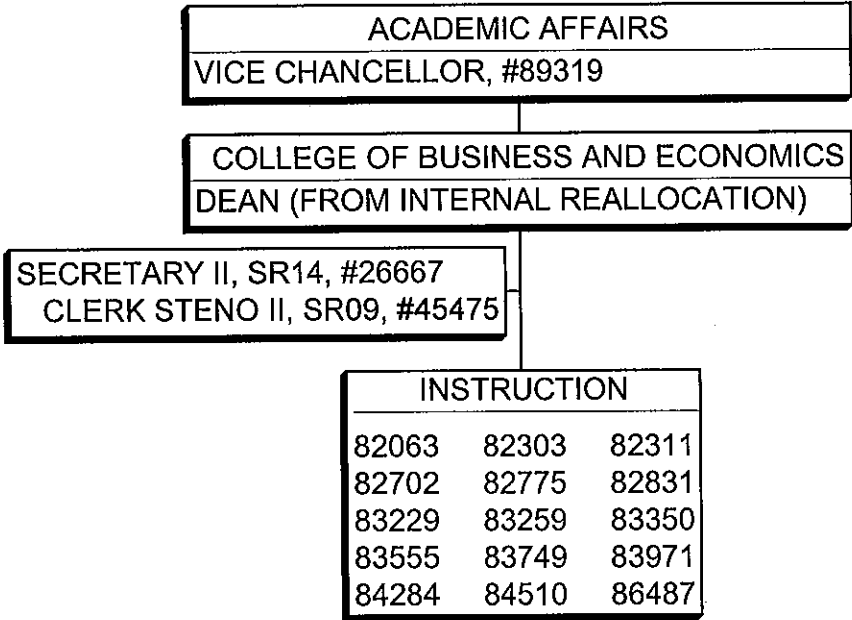


* Reports to Departmental Chairs

@ Pending establishment

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**STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT HILO**

MAJOR FUNCTIONS

The University of Hawai'i at Hilo is comprised of six (6) major educational delivery units: the College of Arts & Sciences; the College of Agriculture, Forestry and Natural Resource Management; Ka Haka 'Ula O Ke'elikōlani; the College of Business and Economics; and the College of Continuing Education and Community Service. Also, there are courses and programs in West Hawai'i offered through the University of Hawai'i Center, West Hawai'i managed by Hawai'i Community College. In addition to the instructional components, there is a wide range of support activities grouped under the following headings: Administrative Affairs, Library Services, Student Affairs, and Technology and Distance Learning. The role of the campus is complex in that it offers a broad range of higher educational activities, coordinated under a single administration, designed to meet most of the post-secondary education needs for the citizens of the State of Hawai'i.

OFFICE OF THE CHANCELLOR

Within the policies and guidelines set forth by the President of the University, its Board of Regents, and by the State of Hawai'i, the chief executive officer of the University of Hawai'i at Hilo provides leadership, direction, and coordination for the students, faculty, and staff in their programmatic activities. More particularly, the Office of the Chancellor:

- Directs the development and implementation of the academic, fiscal, and physical plans of the University of Hawai'i at Hilo;
- Interprets the objectives and development of the University of Hawai'i to the citizens of the County of Hawai'i, to the alumni community, and to the students and their parents;
- Provides executive leadership in the administration of the instructional, research, and public service programs;
- Maintains effective working relationships with the Central Administration of the University of Hawai'i, the University of Hawai'i at Mānoa, UH-West O'ahu, and the Community Colleges;
- Acts on behalf of the President of the University on all matters affecting the University in the County of Hawai'i; and also assumes delegated responsibility for the coordination of the activities of the Institute for Astronomy-Mauna Kea Observatory, the Beaumont Agricultural Research Center, and the Cooperative Extension Service;
- Provides, through an assistant, timely responses to information and data requests from the system, state, and federal governments and the administration of programs to enhance the functions of the University;
- Oversees Institute for Agricultural Marketing and Education; and
- Provides general direction to the Office of Mauna Kea Management.

OFFICE OF ACADEMIC AFFAIRS

As part of the Chancellor's Office, provides the leadership required to support the academic programs of the University of Hawai'i at Hilo

OFFICE OF THE VICE CHANCELLOR

Serves as the principle assistant to the Chancellor in all academic matters.

- Plans, organizes, directs coordinates and evaluates all academic programs, including student information systems and analytical studies requirements of the campus, the system-wide office and the federal government;
- Directly supervises the personnel responsible for the: the College of Agriculture, Forestry and Natural Resource Management; the College of Arts and Sciences, Ka Haka 'Ula O Ke'elikōlani; the College of Business and Economics; the Library; and the College of Continuing Education and Community Services;
- Bears senior responsibility for the effectiveness of programs such as the Freshman Year Program and the Hawai'i Small Business Development Program; and
- Serves as Acting Chancellor in the absence of the Chancellor with all the authority and responsibility pertaining thereto.

COLLEGE OF ARTS AND SCIENCES

Provides for baccalaureate degree programs leading to the Bachelor of Arts in the Social Sciences, the Humanities, and the Natural Sciences.

OFFICE OF THE DEAN

Responsible for the overall activities, curricula and personnel of the College of Arts and Sciences.

- Responsible for faculty personnel actions, faculty recruitment and affiliate faculty.
- Maintains liaison with College Senate and Senate Executive Committee, other Deans, Directors, Vice Chancellors and the Chancellor.
- Responsible for overall curriculum development and long-range planning.

DIVISIONS

(Humanities, Social Sciences, and Natural Sciences)

Develop coherent programs among the disciplines within the respective divisions.

- Coordinate curricular offerings among the disciplines.
- Offer courses to meet the major needs of major programs in each discipline and the needs of general education and lower division students.
- Consult and cooperate with other divisions on curricular matters.
- Review and process personnel transactions, administer student help and the operating and equipment budgets.

**COLLEGE FOR CONTINUING EDUCATION AND
COMMUNITY SERVICE**

OFFICE OF THE DEAN

On a year-round, island-wide basis, provides overall supervision, administration and leadership of CCECS. Supervises professional staff of educational specialists, support staff and special projects personnel.

CREDIT PROGRAM

Acts as liaison with the UHH College of Arts & Sciences; the College of Agriculture, Forestry and Natural Resource Management; Ka Haka 'Ula O Ke'elikōlani; and the College of Business and Economics in planning, developing, implementing and evaluating University credit courses offered through CCECS. Acts as liaison with appropriate units of UH-Hilo and UH-Mānoa in offering extended graduate programs.

SENIOR PROGRAM

In cooperation with senior citizens and local, state and national organizations, plans, develops, implements and evaluates programs to meet the educational needs of senior citizens.

PERSONAL AND PROFESSIONAL DEVELOPMENT PROGRAM

Plans, develops, implements and evaluates "in-service programs" for Hawai'i and Maui County teachers in the State of Hawai'i Department of Education system. Plans, develops, implements and evaluates non-credit personal and professional development programs for all citizens, except senior citizens.

INTERNATIONAL PROGRAM

Plans, develops, implements and evaluates international short-term Travel/Study to Hawai'i Programs and the year-round Hilo Intensive Language Opportunities (H.I.L.O.) Program. Plans, develops, implements and evaluates English-as-a-Second-Language (ESL) courses.

CONFERENCE PROGRAM

Plans, develops, implements and evaluates UHH and non-UHH conferences, workshops, professional and academic meetings and programs. Full support services and all aspects of program coordination are included as part of program responsibilities.

COLLEGE OF BUSINESS AND ECONOMICS

Provides for baccalaureate degree programs leading to the Bachelor of Business Administration and the Bachelor of Arts in Economics; and certificate programs.

OFFICE OF THE DEAN

Responsible for the overall activities, curricula and personnel of the College of Business and Economics.

- Responsible for faculty personnel actions, faculty recruitment and affiliate faculty.
- Maintains liaison with College Senate and Senate Executive Committee, other Deans, Directors, Vice Chancellors and the Chancellor.
- Responsible for overall curriculum development and long-range planning.
- Coordinate curricular offerings among the disciplines.
- Review and process personnel transactions, administer student help and the operating and equipment budgets.

INSTRUCTION

- Offer courses to meet the major needs of major programs in each discipline and the needs of general education and lower division students.
- Consult and cooperate with other divisions on curricular matters.