

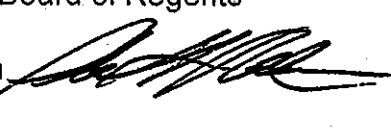


UNIVERSITY  
of HAWAII\*  
SYSTEM

Glenn K. Nakamura  
Interim Budget Director

July 3, 2007

To: Presley Pang  
Interim Executive Administrator and  
Secretary of the Board of Regents

From: Glenn Nakamura   
Interim Director

Subject: NOTIFICATION OF APPROVED REORGANIZATION, UNIVERSITY OF  
HAWAII AT MANOA, SCHOOL OF OCEAN AND EARTH SCIENCE AND  
TECHNOLOGY

Enclosed for the information of the Board of Regents is a copy of a reorganization approved on May 23, 2007 for the University of Hawai'i at Mānoa, School of Ocean and Earth Science and Technology. The purpose of the reorganization is explained in the accompanying executive summary and proposal narrative.

If there are any questions regarding this matter, please contact Dean Brian Taylor or Associate Dean Pat Cooper at 956-6182/9513.

Enc.



888 Millilani Street, Suite 601  
Honolulu, Hawaii 96813-2991  
www.hgea.org

Telephone: 808.536.2351  
Facsimile: 808.528.4059

Hawaii Government Employees Association  
AFSCME Local 152, AFL-CIO

March 23, 2007

Patricia Cooper, Associate Dean  
School of Ocean and Earth Science and Technology  
University of Hawaii at Manoa  
1680 East-West Road  
Honolulu, Hawaii 96822

Dear Ms. Cooper:

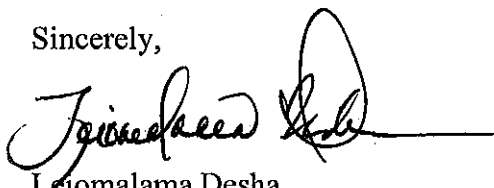
Subject: UH Manoa Consultation regarding the proposal to reorganize the  
School of Ocean and Earth Science and Technology

The Hawaii Government Employees Association (HGEA) is in receipt of your letter dated February 23, 2007 transmitting the proposal to reorganize the School of Ocean and Earth Science and Technology (SOEST). In accordance with proposal this reorganization will establish the position, Associate Dean for Research (ADR), within SOEST. The ADR will report directly to the Dean. In addition it seeks to modify line authority over departments and divisions as a result of establishing the ADR position. The Graduate Certificate in Ocean Policy and the Library will be removed from the chart. Given these understandings we have the following comments and questions.

1. While we understand the essence of this proposal we are uncertain, given the information, if there are any incumbent employees affected by the "removal" of the Library from the chart. B.4. of the proposal states that SOEST no longer has the position count or funds for the Librarian. Are there APT positions assigned to the library currently. Please clarify.
2. As described in B.4. SOEST Library holdings will be transferred to Hamilton Library as appropriate. Although reported as an underused service in this proposal, services and SOEST resources materials will be available at Hamilton. Please clarify.

Thank you for the opportunity to provide comments and we apologize for our late response. HGEA requests a written response to our concerns. We consider this consultation open. If you have any questions please call me at 543-0050.

Sincerely,



Leiomalama Desha  
Field Services Officer

School of Ocean and Earth Science and Technology  
1680 East-West Road, POST 802  
Honolulu, HI 96822  
TEL 808 956 9109 FAX 808 956 9152



Office of the Associate Dean

April 2, 2007

Ms. Leiomalama Desha  
Field Services Officer  
Hawaii Government Employees Association  
888 Mililani St., Suite 601  
Honolulu, HI 96813-2991

Dear Ms. Desha:

I am writing in response to your request for clarification on the proposal to reorganize the School of Ocean and Earth Science and Technology.

1. There are no positions assigned to the Library. It is currently operated on a self-serve basis.
2. Rather than put everything in a dumpster, whatever Hamilton Library wants to shelve, they may have. Library services are available at Hamilton; SOEST has been duplicating some of those services and resources.

Sincerely,

Patricia Cooper  
Associate Dean



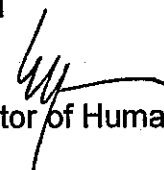
## UNIVERSITY OF HAWAII

Office of Human Resources

**MEMORANDUM**

September 14, 2006

TO: Brian Taylor  
Dean, SOEST

FROM: Edward Yuen   
System Director of Human Resources

SUBJECT: **Proposed Reorganization for the School of Ocean and Earth Science and Technology**

This is in response to your memorandum dated September 6, 2006, regarding the proposal to reorganize the School of Ocean and Earth Science and Technology. Essentially, the proposal seeks to 1) establish a new Associate Dean for Research (ADR) position with direct authority over the various research units; 2) establish a secretarial position to support the new ADR position; 3) eliminate the Graduate Ocean Policy Certificate Program and the SOES Library from the organizational chart since there are no positions to support these programs; 4) create the SOEST Education and Outreach Council to serve in an advisory capacity to the Dean; 5) update the titles of research divisions to reflect current research themes; and 6) eliminate the indirect reporting relationship between the Dean of the College of Natural Sciences and Dean of SOEST.

Our concerns are as follows:

- The proposed chart for the Office of the Associate Dean for Research, Chart XLI should not reflect the level of the secretary or the salary range. Instead, the chart should only reflect the title of the position as "Secretary (new) 1.00".
- On the current and proposed Chart XXXVIIA, Hawai'i Institute of Marine Biology, there are no positions reflected in the Fiscal Office. If there are no positions in this office, why do you need to have this entity shown on the chart? This block is unnecessary and should be eliminated.

Thank you for the opportunity to review and comment on your reorganization proposal. If there are any questions concerning our comments, please call Jimmy Oshiro at 956-6626.

c: UH Budget Office ✓

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
AND GRADUATE EDUCATION

PROPOSAL TO REORGANIZE THE SCHOOL OF OCEAN AND EARTH  
SCIENCE AND TECHNOLOGY

EXECUTIVE SUMMARY

The proposed reorganization, upon approval by the Chancellor, will establish the position, Associate Dean for Research (ADR), within the School of Ocean and Earth Science and Technology (SOEST). The ADR will report directly to the Dean.

SOEST also seeks to modify line authority over departments and divisions as a result of the creation of the ADR. The titles of the Research Divisions are changed to reflect current research themes. The Graduate Certificate in Ocean Policy and the Library will be removed from the organizational charts. This proposal creates a SOEST Education and Outreach Council that will serve as advisory to the Dean on all instructional and public outreach matters. Finally, the indirect report of the Dean of SOEST to the Dean of the College of Natural Sciences is eliminated.

One position count, to be provided as part of the Dean's start-up package, will be assigned or transferred to the Dean's Office; existing faculty and staff from SOEST's four academic departments and four organized research institutes will be unaffected by the reorganization.

Students will not be impacted adversely by this reorganization. One existing position and functions may be reassigned. The University has committed to one tenure-track faculty position as part of the newly hired Dean's start-up package. No position variances are pending. Depending on the position number and classification received from the Chancellor's Office as part of the Dean's start-up package, the position may require a variance or reclassification. No new positions will be requested as replacement for the reclassified position. Existing operational, organizational, functional or programmatic relationships will be affected. Office space has been made available in the Pacific Ocean Science and Technology building.

The creation of the SOEST Office of the Associate Dean for Research will be funded by the Dean's start-up package. Estimated costs are \$150,000 salary for ADR. All other proposed changes are no-cost.

This proposed reorganization addresses existing organizational problems or conditions, specifically, advocacy for research and a lack of research infrastructure within SOEST. The reorganization is proposed in conjunction with the creation of a new managerial position. The proposed reorganization will enable SOEST to utilize available resources in the most efficient manner and direct them to what have been identified as the most critical research areas.

STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH  
AND GRADUATE EDUCATION

PROPOSAL TO REORGANIZE THE SCHOOL OF OCEAN AND EARTH  
SCIENCE AND TECHNOLOGY

A. PRESENT ORGANIZATION

The School of Ocean and Earth Science and Technology (SOEST) was established by Board of Regents (BOR) action in 1988, and the present administrative structure of SOEST was approved by the BOR in 1991. It includes four academic departments: Geology and Geophysics, Meteorology, Ocean and Resources Engineering, and Oceanography; four organized research units: the Hawaii Institute of Geophysics and Planetology, the Hawaii Institute of Marine Biology, the Hawaii Natural Energy Institute, and the Sea Grant College Program; the International Pacific Research Center (IPRC); and three federally funded research/education/outreach programs: Hawai'i Undersea Research Laboratory (HURL), the Joint Institute for Marine and Atmospheric Research (JIMAR), and the Space Grant College Program (this program is not reflected on the organizational charts).

The Dean of SOEST reports directly to the Vice Chancellor for Research and Graduate Education. The academic departments report to the Associate Dean for Academic Affairs (ADAA), as does JIMAR, IPRC, the SOEST Library, and HURL. The Directors of the Hawaii Institute of Marine Biology, the Hawaii Institute of Geophysics, the Hawaii Natural Energy Institute, and the Sea Grant Program report directly to the Dean of SOEST. The Office of the Director of Administration oversees the operations of the Program and Budget Office, the Analytical Support Facility, Financial Management Systems, the Personnel Office, the Research Computing Facility, the Engineering Support Facility, the Publications Facility, and the University Marine Center/Ship Operations. The Divisions shown on the organization chart (Chart XXXI) are interdisciplinary, cross-departmental groups of faculty whose research and teaching interests focus on a broad theme, currently the Energy Resources and Ocean Engineering, Marine Geology-Geochemistry, Marine Biology-Coastal Ecosystems, Meteorology-Physical Oceanography, Biological Oceanography, Marine Geophysics-Seismology; and Volcanology-Petrology divisions.

B. PROPOSED ORGANIZATION

The proposed reorganization will:

1. Establish an Associate Dean for Research within the School of Ocean and Earth Science and Technology;

2. Change the lines of authority of the units currently reporting to the ADAA and the director of Administration;
3. Remove the Graduate Ocean Policy Certificate Program from the SOEST organizational chart;
4. Remove the SOEST Library from the organizational Chart;
5. Update the titles of the Research Divisions to reflect current research themes; and
6. Eliminate the indirect report of the Dean of SOEST via Dean of College of Natural Sciences.
7. Create the SOEST Education and Outreach Council

#### B.1 Creation of an Associate Dean for Research

The Associate Dean for Research (ADR) will be responsible for developing, organizing and coordinating the research administrative activities of SOEST. Other responsibilities include managing and integrating the research and graduate instructional enterprise in collaboration with the Associate Dean for Academic Affairs; developing research grant proposals to secure institutional funding; directing, administering and coordinating research programs; participating in the strategic planning process for SOEST and the University of Manoa; identifying new and appropriate research initiatives and advising the Dean regarding program needs and opportunities; planning and developing coordinated research and education programs and encouraging interdisciplinary approaches to research problems; developing and maintaining cooperative and collaborative relationships with research and education programs of the University, on-going research programs in the community, and national organizations to promote, develop and expand new research activities; developing and maintaining appropriate relationships with other institutions in the nation as well as with international research programs; ensuring proper allocation of resources to meet the infrastructure needs of the research enterprise; serving as the Dean's representative at meetings; and planning, coordinating, assisting with the school/college's administrative functions, including fiscal and budget operations, human resources, outreach and public relations; and assisting the Dean in research faculty recruitment and development.

Specifically, the ADR will assist the Dean in research program administration and in the development of policy and planning through (1) preparation of background material and reports; (2) advising the Dean on research issues and opportunities; (3) chairing the SOEST Research Council; (4) serving on the SOEST Executive Committee; and (5) representing the research component of SOEST in the Dean's staff meetings.

The ADR will foster and coordinate activities and develop policy for the SOEST Research Divisions by (1) liaising with SOEST researchers and research units; (2) informing SOEST researchers of appropriate funding opportunities; (3) strategizing and coordinating the preparation of large or group proposals; and (4) organizing interdisciplinary cooperative research among various appropriate individual SOEST research units.

Continuing interaction must be maintained to ensure that the Dean and the ADR each remain aware of problems and opportunities concerning the School's research programs

and operations. The ADR will serve as the Dean's alternate in representing SOEST to the University National Oceanographic Laboratory Organization (UNOLS) and the Joint Oceanographic Institutions (JOI) as an institutional member, and on the Board of Governors in absence of the Dean.

The ADR will represent SOEST on research matters at State, National and International levels, and will represent the Dean on such matters to the office of the Vice Chancellor for Research and Graduate Education and other appropriate units within the University.

The State of Hawaii will soon be in the process of relocating the University's marine expeditionary center. The ADR will be tasked with overseeing all aspects of the relocation.

Exit interviews have shown us that students' experiences in SOEST are often disjointed and compartmentalized, so that undergraduates are not able to engage fully the breadth and diversity of SOEST in support of their intellectual, ethical, and social development. Recent studies have revealed the importance of research as a learning tool and its effects on how students view their coursework and future education choices. Further, in today's competitive world, graduate schools are looking for students with more to offer than a BS degree and a high GPA. Acceptance often requires skills gained from experiences outside the classroom.

For these reasons, the ADR will be tasked with coordination of paid and unpaid research experiences for undergraduates. We anticipate that undergraduate research experiences will help students

- become independent learners as they formulate their own questions and seek the answers
- understand the importance of life-long learning
- improve information gathering and synthesis skills
- improve problem-solving and communication skills
- get an in-depth feel for the intellectual processes behind a discipline
- actively learn, i.e. put classroom learning to practical use
- develop interpersonal skills and get to know faculty members
- determine the sort of research that interests them the most, and help them choose classes that benefit those interests
- expand their knowledge base with respect to their chosen disciplines
- learn statistical reasoning and research methods, both qualitative and experimental
- appreciate the ethical contexts and respect the environments in which they work.

Students will not be impacted adversely by this reorganization. One position count/number with State funding is requested, as per the offer letter to the new Dean.

## B.2. Change in Unit Reporting Structure

SOEST has four academic departments, four organized research units (ORUs), and science centers and institutes. Teaching duties, including classroom teaching, outreach and graduate student training, are not restricted to the academic units; faculty in research units contribute to SOEST's teaching mission in a significant way. Similarly, academic units are home to both instructional (I) and research (R) faculty. All faculty in SOEST are required to conduct research and publish the results in peer-reviewed journals.

The Associate Dean for Academic Affairs deals with personnel issues, student affairs, and programmatic issues for all of the SOEST units, not just the direct-report academic units currently shown on Organizational Chart XXXI. The proposed Associate Dean for Research will be overseeing research in all of the SOEST units, not just the ORUs. The overlap in their duties is intentional and necessary for the complete integration of education and research within SOEST.

In order to fully reflect this integration, the proposed Chart XXXI shows the two Associate Deans reporting to the Dean. Academic departments report via both associate deans.

### B.3. Graduate Ocean Policy Certificate

The Graduate Ocean Policy Certificate program was transferred to the College of Natural Sciences in 2002. See Proposed Chart XXXI.

### B.4. SOEST Library

The SOEST Library is underutilized as a result of on-line availability of reference materials and duplicate materials held at Hamilton Library. SOEST no longer has the position count or funds for the Librarian. SOEST Library holdings will be transferred to Hamilton Library as appropriate. See proposed Chart XXXI.

### B.5. SOEST Research Divisions

SOEST Research Divisions have assumed new responsibilities in response to changes in faculty research interests and national need. The names of the divisions have been changed to reflect the new responsibilities and some faculty members have been transferred or new faculty members added to some of the Divisions. No functional responsibilities have been reassigned among the divisions; changes involve only redesignation of the divisions and faculty transfers between newly redesignated divisions.

Updated titles:

- Biological Oceanography
- Geophysics and Tectonics
- Marine and Environmental Geology
- Marine Biology and Coastal Ecosystems
- Marine Geochemistry

Physical Oceanography  
Volcanology, Geochemistry and Petrology

#### B.6. SOEST Dean Reporting Structure

The academic units that are now part of SOEST were once part of the College of Natural Sciences. In order to assure adequate academic oversight, the SOEST Dean was required to coordinate with the Dean of the College of Natural Sciences. This oversight is no longer necessary or appropriate. See proposed Chart XXXI.

#### B.7 SOEST Education and Outreach Council

Reflecting SOEST's efforts to thoroughly integrate research and education, this council will serve in an advisory capacity to the Dean, in a manner analogous to the SOEST Research Council. Its membership will include the Associate Dean for Academic Affairs, instructional faculty representing the academic departments, student specialist staff representatives and outreach and publications specialists. The Council will be advisory to the Dean.

### C. BACKGROUND/NATURE OF THE PROPOSED REORGANIZATION

#### 1. Conditions and Factors Prompting the Reorganization

**Background.** The School of Ocean and Earth Science and Technology (SOEST) was established in 1988 and formally organized in 1991. In the interim, as a direct result of a rapidly growing, complex and diversified research program, SOEST required an Associate Dean for Research to assist the Dean in the management of the SOEST research components. Within SOEST are seven Research Divisions comprised of faculty and staff from all elements of the school that are involved with national and international research programs, often conducted on a global scale. Individual research projects within SOEST currently number in the hundreds and are funded at the level of approximately \$73 million in FY 2006.

When the school was formally organized in 1991, the need for an Associate Dean to assist the Dean in the management of Academic Affairs was recognized and such a position was created and filled. The new Associate Dean for Research, whose duties will complement and parallel those of the existing Associate Dean for Academic Affairs, will be responsible for assisting the Dean in research faculty recruitment and development, research program administration, policy, planning and coordination of the activities of the SOEST research divisions, and representing SOEST's research program locally, nationally, and internationally. A SOEST senior faculty member has been functioning in this position on an informal basis since 1994. As can be seen from Table 1, the substantial growth in research

over the past 18 years deserves appropriate attention in considering this request. Over the past eight years, SOEST has risen in the national rankings of oceanographic institutions from 5- 6<sup>th</sup> to 3<sup>rd</sup>, possibly 2<sup>nd</sup>, as a recipient of National Science Foundation ocean-related funding. SOEST maintains off-campus research facilities and a fleet of research vessels, mini-submarines, ROVs and AUVs. In order to preserve the University of Hawai'i's current status as a "major player" in the earth, atmospheric and ocean sciences, SOEST needs to maintain this level of performance. In the absence of increased internal funding for matching, start-up, and bridging funds, this requires increased attention to management of the research enterprise.

2. Details of the Proposed Reorganization – Creation of an Associate Dean for Research

1. The Chancellor's Office will provide the position count and number, which will be re-assigned to the Dean's Office.
2. The proposed reorganization will establish an Associate Dean for Research within the School of Ocean and Earth Science and Technology. Proposed functions of the new position are discussed under the heading, Proposed Organization.
3. Depending on the position number and classification received from the Chancellor as part of the Dean's start-up package, the position may require a variance or reclassification. No new positions will be required as replacements for reclassified positions.
4. Existing operational, organizational, functional or programmatic relationships will be affected: This reorganization changes the reporting lines for SOEST academic departments and research units.
5. The proposed reorganization will impact existing positions in the following ways. The direct report for heads of academic units remains the ADAA; however, heads of academic units report to the ADR on research matters. Heads of research divisions will report to the Dean via the ADR. Heads of certain research facilities (Proposed Chart XXXI) report directly to the Director of Administration as before, however, because of the importance of these facilities to the research enterprise the heads of these units work directly with the ADR.

Policies and procedures necessary to ensure proper coordination and appropriate oversight will be developed as necessary. At this point in time, continuous communication will ensure effective coordination between the offices and their direct reports.

6. Office space is available in the Pacific Ocean Science and Technology building.
7. Estimated additional cost of the reorganization is \$150,000 for the salary of the ADR, \$30,000 for the salary of a secretarial position. The position count, number and funds for the ADR are to be provided as part of the new SOEST Dean's "start-up" package.

### 3. REASONS FOR PROPOSING THE REORGANIZATION

1. According to Administrative Procedure A3.101, University of Hawai'i Organizational and Functional Changes, dated September 30, 1991, approval of the President is required for organizational changes that will not result in increased operational costs or that will not impact students or other clientele of the university. Authority has been delegated to the Chancellor for this approval.
2. This proposed reorganization addresses an existing organizational condition. Over the period 1992-1995, SOEST's extramural funding continued to grow at a relatively constant pace. As federal funding became more difficult to obtain, that pattern of growth slowed and began to turn down. At the same time, the general funded portion of SOEST's budget was reduced. In the absence of additional general funds in support of research, it was proposed that attention to the management of available internal research support together with improved coordination and expansion of SOEST efforts to obtain extramural funding by targeting funding programs for large, multi-disciplinary, multi-year projects was necessary to return SOEST to a pattern of steady growth in the generation of extramural funding. Additionally, the growth and expansion of SOEST on- and off-campus research facilities had introduced a level of complexity to the management aspects of SOEST. SOEST's leadership in national and international science programs requires the attention of the Dean to various governing boards. The SOEST Dean was unable to perform these duties in addition to assigned duties and appointed a faculty member as "Acting" Associate Dean for Research to undertake them.

Although the research units within SOEST have directors, their responsibility is to act in the best interests of their respective units. Overall management and coordination of the research efforts within SOEST is not their responsibility. The Associate Dean for Research has proved to be an effective management tool. In place of the informal appointment for the past dozen years, under this proposal, the position would be established on a permanent basis.

3. The proposed reorganization has enabled (and will, in future) SOEST to

utilize available resources in the most efficient manner and direct them at managing, developing, and expanding its research program despite a tight federal funding situation and dwindling State support for research.

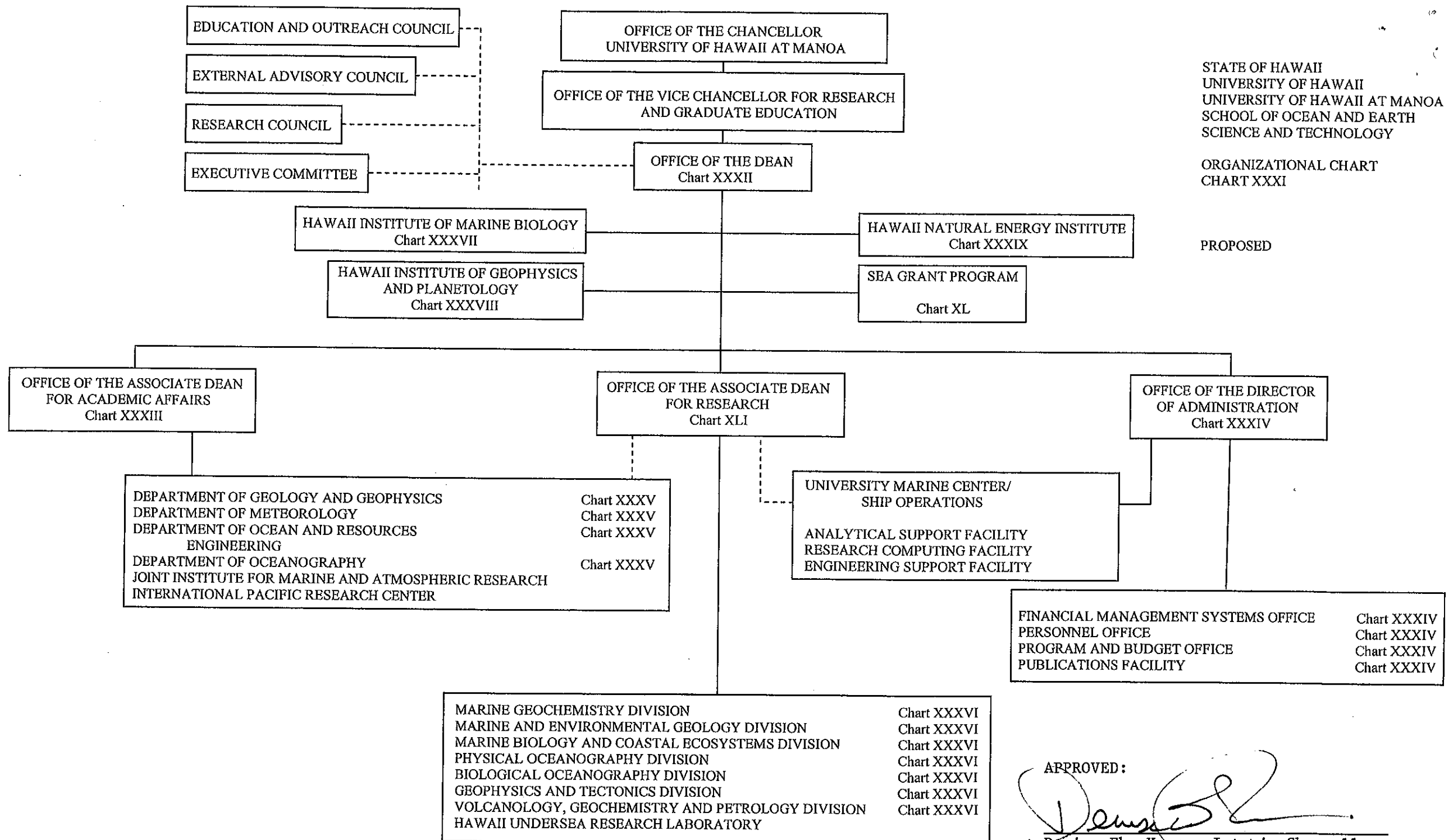
4. One of the State's priorities is the transformation from an economy based on agriculture and tourism to a high-tech, competitive, global economy. The University is key to this transformation. As the University's largest sources of research funding, SOEST is positioned to make a significant contribution to this transformation, both in terms of intellectual and human capital.
5. The University's Strategic Plan holds "...advancing its international leadership role" as one of its goals. SOEST's research focus takes advantage of Hawai'i's unique location, physical and biological environment. Enabling the SOEST research engine to function efficiently is important for advancing this focus and expanding the University's leadership role in the international research community.

## 2. OTHER ALTERNATIVES CONSIDERED

As mentioned above, SOEST had reassigned a faculty member (half-time) to perform the duties of the associate dean. A major problem with this type of arrangement is that active researchers are reluctant to abandon their research and devote themselves to administrative duties. Even with a small stipend, it is difficult to get a tenured faculty member to do an adequate job. Personnel problems arise in that complaints, grievances, anything that pits faculty against administration and/or involves the union, becomes rather complicated if the administrator is also faculty. From a recruiting standpoint, we will get a much better and broader applicant pool if the position is an E/M. The SOEST ADR will be the person responsible for securing institutional funding for such things as ship operations, major equipment purchases, and shared-use analytical facilities. This requires leadership and managerial skills that are not commonly found in a part-time faculty hire. It also requires eliciting information, reports, etc, from faculty members, as well as evaluating those faculty based on their research; again, that is easier to accomplish if the ADR is an E/M.

As the State continues to reduce the proportion of its financial support to UH, at the same time the funding agencies that provide the bulk of SOEST's operating funds are wanting to see more institutional commitment; providing managerial positions to ensure that extramural funding is managed well and research is directed appropriately becomes extremely important. Institutional commitment to research gives the units leverage in seeking additional extramural funding. Further, by making this a 'research support' position, that adds directly to UHM's research expenditure bottom line and helps raise our overhead rate.

NEW ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SCHOOL OF OCEAN AND EARTH  
SCIENCE AND TECHNOLOGY

ORGANIZATIONAL CHART  
CHART XXXI

PROPOSED

APPROVED:

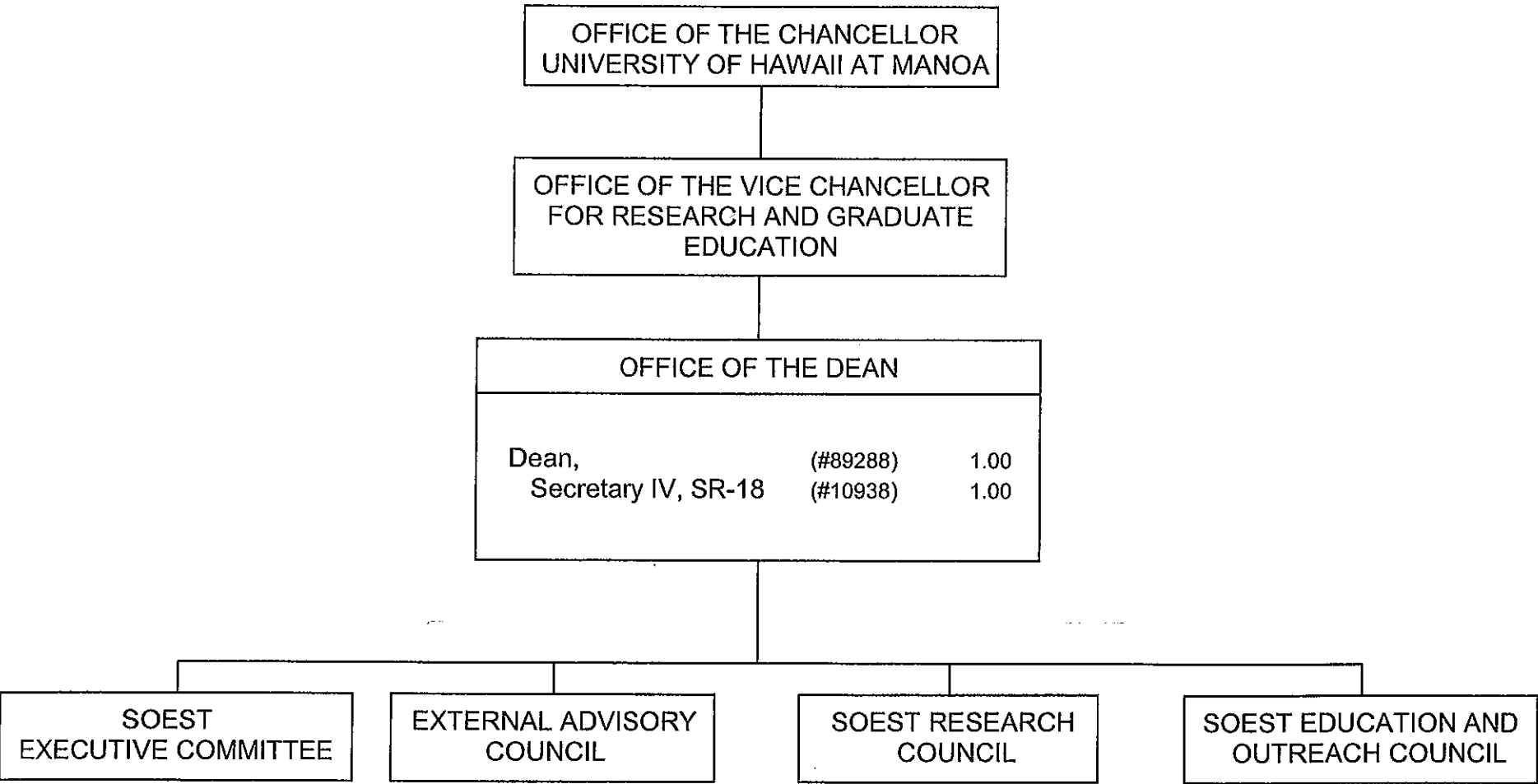
*Denise Eby Konan*  
Denise Eby Konan, Interim Chancellor

Date: May 23, 2007

OFFICE OF THE DEAN  
POSITION ORGANIZATION CHART

CHART XXXII

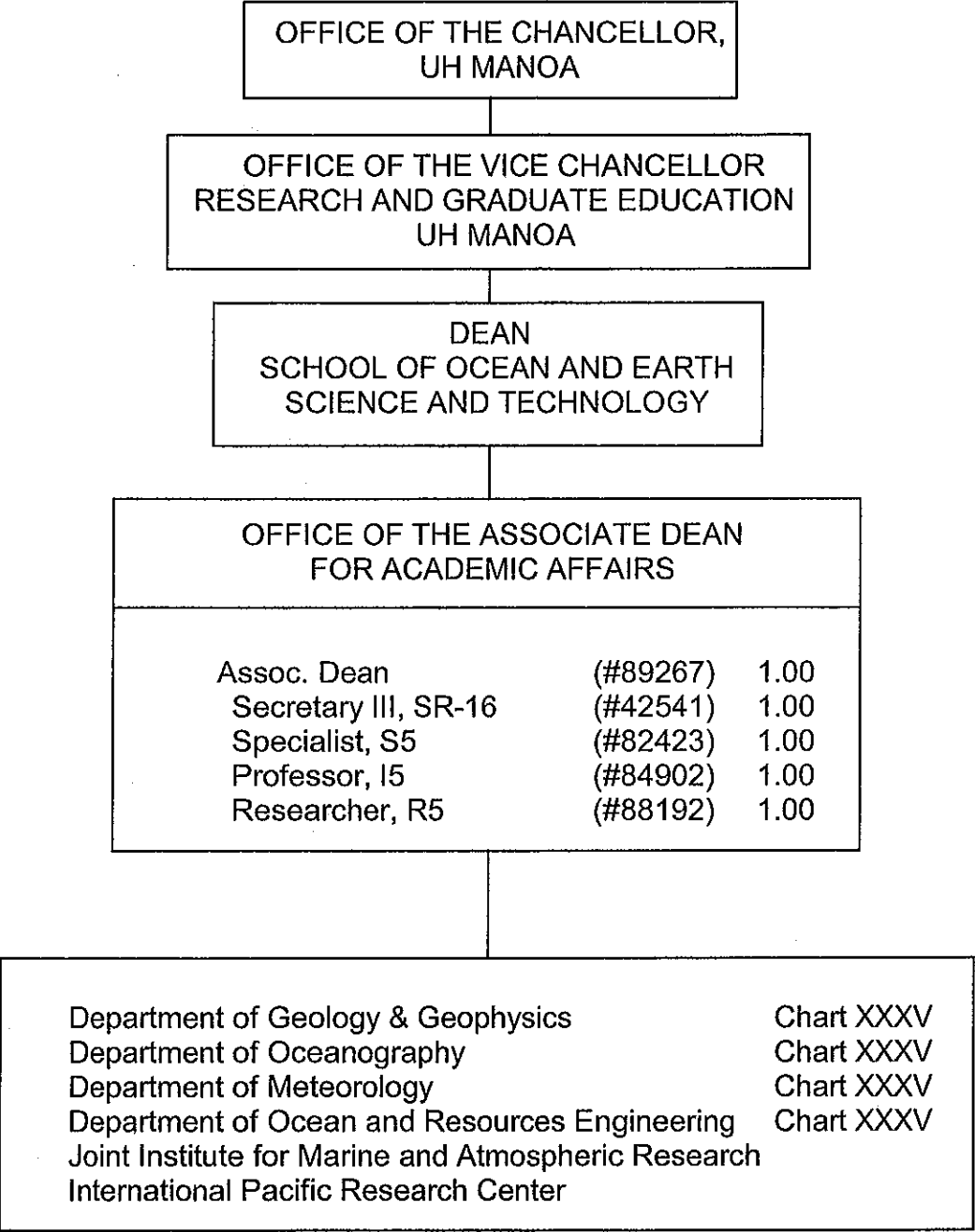
PROPOSED



APPROVED:

  
Denise Eby Konan, Interim Chancellor

Date: May 23, 2007



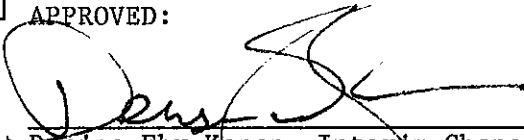
STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SCHOOL OF OCEAN AND EARTH  
SCIENCE AND TECHNOLOGY

OFFICE OF THE ASSOCIATE DEAN  
FOR ACADEMIC AFFAIRS  
POSITION ORGANIZATION CHART

CHART XXXIII

PROPOSED

APPROVED:

  
Denise Eby Konan, Interim Chancellor

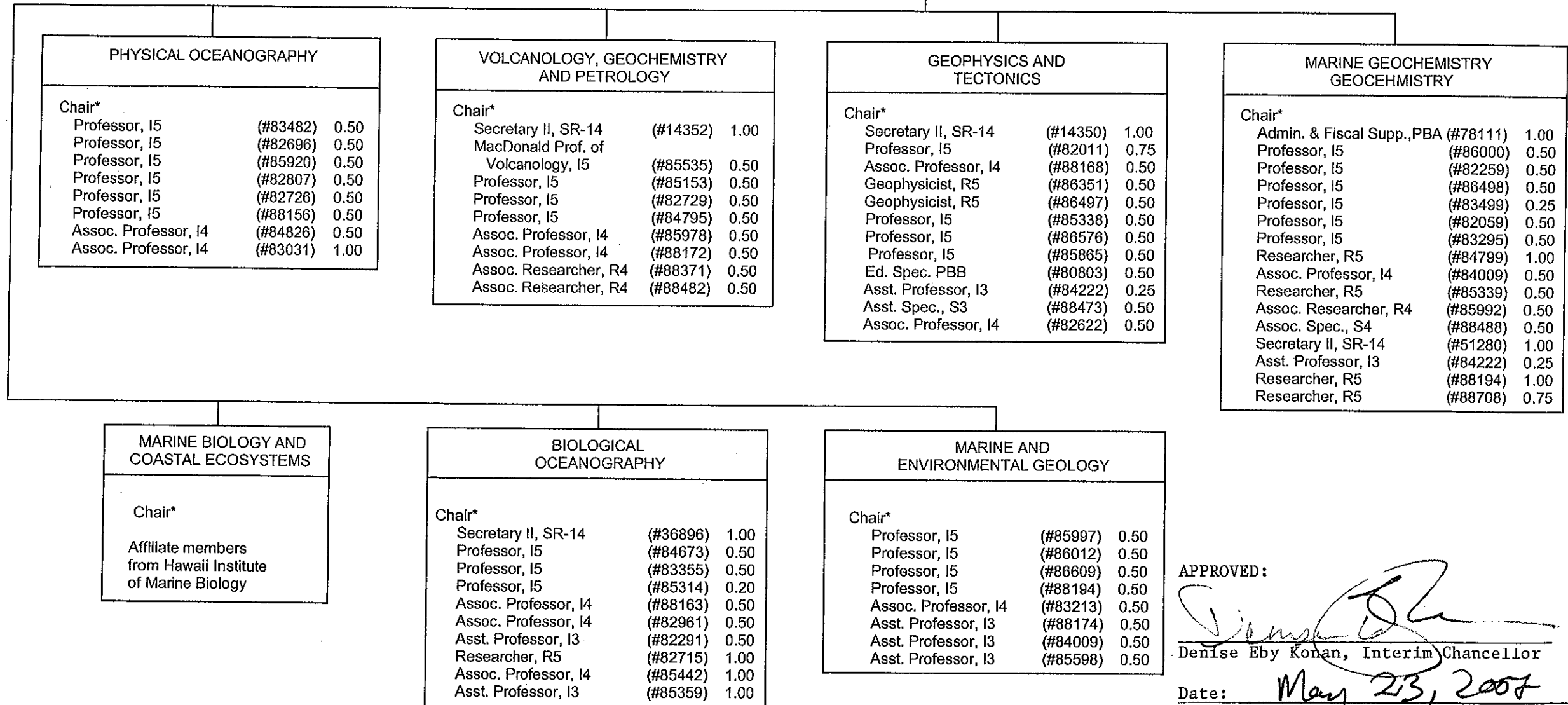
Date: May 23, 2007

DEAN  
SCHOOL OF OCEAN AND EARTH  
SCIENCE AND TECHNOLOGY

UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SCHOOL OF OCEAN AND EARTH  
SCIENCE AND TECHNOLOGY  
RESEARCH DIVISIONS  
POSITION ORGANIZATION CHART  
CHART XXXVI

ASSOCIATE DEAN FOR RESEARCH

PROPOSED



APPROVED:

Denise Eby Kohan, Interim Chancellor

Date: May 23, 2007

\*Appointed from faculty positions

General Funds 33.45

PROPOSED

SCHOOL OF OCEAN AND EARTH SCIENCE AND TECHNOLOGY  
FUNCTIONAL STATEMENTS

OFFICE OF THE ASSOCIATE DEAN FOR ACADEMIC AFFAIRS

Under the policies and guidelines approved by the Dean, this office is responsible primarily for providing the central focus and accommodating the needs of the instructional components of the School.

Among the instructional programs under the Associate Dean are four academic departments: Geology and Geophysics; Meteorology; Oceanography; and Ocean and Resources Engineering; as well as the Joint Institute for Marine and Atmospheric Research and the International Pacific Research Center. The Associate Dean also oversees the instruction-related functions of the research institutes and research divisions. This overlap is intended and necessary for the effective integration of education and research. In providing an overview for these functions, the Associate Dean is responsible for:

Faculty Development

Oversees SOEST faculty in the instructional and supervisory roles; academic recruiting; development of programs to attract excellent graduate and undergraduate students to SOEST Departments.

Curriculum Development

Maintains an overview of all SOEST instructional program needs, including curriculum development, establishing innovative educational programs, evaluation of course proposals, course schedules, and student advisement.

Academic Program Review

The Associate Dean is responsible for identifying new educational directions, and methodologies, development of new educational programs, advising the Dean on academic matters relating to SOEST research programs, and Federal and State relations.

Program Administration, Planning, Representation and Consultation with Dean

Continuing interaction is maintained to ensure that the Dean and the Associate Dean each remain aware of problems and opportunities concerning the School's academic program and operations. The Associate Dean is also responsible for administration of the SOEST Library.

The Associate Dean represents SOEST on educational matters at the state, national and international levels, as appropriate and represents the Dean on educational matters to the offices of the Chancellor, the Vice

STATE OF HAWAII  
UNIVERSITY OF HAWAII

UNIVERSITY OF HAWAII AT MANOA  
SCHOOL OF OCEAN AND EARTH SCIENCE AND  
TECHNOLOGY

Chancellor, the Dean of Natural Sciences, the Dean of Engineering, and other appropriate units within the University. The Associate Dean chairs the SOEST Education and Outreach Council.

Other responsibilities as required by the Dean shall be fulfilled by the Associate Dean. These may include such matters as public relations, fund raising, budgeting, planning, and international cooperative programs of the School.

### JOINT PROGRAMS

Joint Institute for Marine and Atmospheric Research (JIMAR) – jointly sponsored by the University of Hawaii and the National Oceanic and Atmospheric Administration, JIMAR pursues research involving both theoretical and observational studies on climate, equatorial oceanography, and tsunamis.

International Pacific Research Center (IPRC)  
Sponsored by the University of Hawai'i, the National Oceanic and Atmospheric Administration, the National Aeronautics and Space Administration, the National Science Foundation, the U.S. Department of Energy, the Japan Marine Science and Technology Center, and the (Japan) National Space Development Agency, IPRC pursues research on the nature and predictability of climate variability and regional aspects of global environmental change in the Asia-Pacific region.

### OFFICE OF THE ASSOCIATE DEAN FOR RESEARCH

Under the policies and guidelines approved by the Dean, this office is responsible primarily for providing the central focus and accommodating the needs of the research components of the School.

Among the research programs under the Associate Dean are seven research divisions: Biological Oceanography, Geophysics and Tectonics, Marine and Environmental Geology, Marine Biology and Coastal Ecosystems, Marine Geochemistry, Physical Oceanography, and Volcanology, Geochemistry and Petrology; as well as the Hawaii Undersea Research Laboratory. The Associate Dean also oversees the research-related functions of the academic departments and the research-related aspects of the operations of the University Marine Center/Ship Operations, the Engineering Support Facility, and the Analytical Support Facility. This overlap is intended and necessary for the effective integration of education and research. In providing an overview for these functions, the Associate Dean is responsible for:

### COORDINATION OF RESEARCH ADMINISTRATION ACTIVITIES

Fosters collaboration, coordinates activities and develops policy for the SOEST Research Divisions; secures institutional funding for SOEST research infrastructure; together with Associate Dean for Academic Affairs, plans and develops coordinated research and education programs; seeks interdisciplinary solutions to research problems; ensures proper allocation of resources to meet the infrastructure needs of the research enterprise.

## JOINT PROGRAM

Hawaii Undersea Research Laboratory (HURL) – established by a cooperative agreement between the National Oceanic and Atmospheric Administration (NOAA) and the University of Hawaii, HURL primarily supports research projects that require data acquisition at depths greater than scuba limits and concentrates its research efforts using submersibles in these areas; fisheries; pollution; sea floor properties and processes; and ocean technology and services.

## RESEARCH DIVISIONS

### Physical Oceanography

The Division's members include internationally recognized leaders in physical oceanographic research. Research activities range from small-scale internal waves to the general circulation of the oceans and its effect on climate, and from seagoing observation programs to theoretical modeling and computer simulations. The Division includes a nationally-mandated Sea Level Center that maintains tide gauges and sea level archives from the Pacific, Indian and Atlantic Oceans. Division members are studying the complementary uses of tide gauge and satellite altimetry data, and their application to problems concerning ocean circulation variability. Satellite imagery is collected and archived locally by the Satellite Oceanography Laboratory for worldwide distribution and for studies by Division and Department faculty and students. The Division boasts the first archive in the world for shipboard Acoustic Doppler Current Profiler measurements of the ocean's currents; this is a joint effort with the U.S. National Oceanographic Data Center.

### Volcanology, Geochemistry and Petrology

The University of Hawaii is uniquely situated to study all major aspects of volcanic systems. Active Hawaiian volcanoes are natural laboratories of intraplate volcanism and hydrothermal activity. Eroded fossil volcanic systems on the older islands provide windows into deeper volcanic structures. Hawaii is at the center of the Pacific "Ring of Fire". Researchers in VGP study submarine volcanoes using the University's research vessel, and remotely monitor volcanoes on Earth and other planets with ground-based and space-borne observatories. The Hawaii Center for Volcanology is housed at SOEST; it includes scientists from the USGS Hawaiian Volcano Observatory and the Center for the Study of Active Volcanoes at UH Hilo, facilitating collaborative projects to monitor active volcanoes. Additionally, VGP has a wide range of modern, well-equipped analytical laboratories that provide data on the chemical composition and physical properties of igneous materials.

### Geophysics and Tectonics

Members of the Geophysics and Tectonics Division take advantage of the University of Hawaii's mid-Pacific setting to investigate a wide variety of geodynamic, tectonic, and geophysical phenomena that operate over a broad range of scale. Research areas in Geophysics & Tectonics at the University of Hawaii include plate tectonics and plate evolution, seismology, geophysical fluid dynamics, rock fracture mechanics, structural geology, and engineering geology.

### Marine Biology and Coastal Ecosystems

Researchers in the Marine Biology and Coastal Ecosystems Division seek to understand the biology, ecology and biogeochemistry of marine microorganisms, which are the base of the multi-cellular food chain. Novel methods in molecular biology, combined with satellite- and sea-based remote sensing technologies, link microbial process studies at spatial scales ranging from genes to entire Pacific Ocean. At the Hawaii Institute of Marine Biology several research programs are related to the health and vitality of tropical coral reefs – from gene flow, to community structure, to dispersal patterns. In partnership with NOAA, HIMB is the “brain trust” for improving stewardship of the NW Hawaiian Islands National Monument, as well as for understanding the foraging patterns of top predators such as tuna and sharks. Marine Biology and Coastal Ecosystems researchers also study the sensory and perceptual processes of marine mammals.

### Biological Oceanography

Division of Biological Oceanography offers a broad range of exciting research opportunities in diverse marine habitats and ecosystems around the globe, from tropical to polar oceans and from the air-sea interface to the deep-ocean floor. Upper water-column programs include studies of primary productivity and bio-optics, color satellite imagery, plant pigments as tracers of biogeochemical processes, microbial food-web interactions, phytoplankton and zooplankton community structure, and the roles of biota in vertical transport and re-mineralization of particulate and dissolved organic matter. Mid-water column studies focus on the community ecology and dynamics of meso-pelagic shrimp, squid and small fishes unique to oceanic island systems. Benthic research programs involve coral reef ecology and evolution, effects of environmental disturbances on deep-sea community dynamics and recruitment, chemical cycling, burial, and bioturbation in the sediments, and the microbial ecology of tube-building animals and bioturbation in the sediments, and the microbial ecology of tube-building animals and hydrothermal vent systems.

### Marine and Environmental Geology

Members of the Marine and Environmental Geology Division have research programs ranging from field studies of deep sea processes to theoretical analyses of elemental distributions in the universe. A major theme underlying much of the research concerns past and postulated future changes in the global environment, and the effects of these changes on the planet Earth as an integrated geophysical system. Much of the research addresses processes at the boundaries of the major plates which comprise the Earth's crust; these studies include analysis of trace metal distributions, mineral formation and diagenesis, circulation and reaction of hydrothermal fluids, and geomicrobiology. Open ocean studies include research on the use of geochemical tracers of oceanic circulation and chemical reactions in the sea, the formation of ferromanganese deposits on the sea floor, and isotopic and organic geochemistry. Nearshore research programs involve biogeochemical cycling, especially in coral reefs and estuaries, and human effects on this cycling. Atmospheric studies include the analysis of gas and aerosol distributions, and the effect of these materials on the Earth's radiation budget. All of these studies combine field measurements with laboratory experimentation and conceptual modeling.

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Program Administration, Planning, Representation and Consultation with Dean

Continuing interaction is maintained to ensure that the Dean and the Associate Dean each remain aware of problems and opportunities concerning the School's research programs, research infrastructure and operations. The Associate Dean chairs the SOEST Research Council.

The Associate Dean represents SOEST on research matters at the state, national and international levels, as appropriate and represents the Dean on research matters to the offices of the Chancellor, the Vice Chancellor, and other appropriate units within the University.

OFFICE OF THE DIRECTOR OF ADMINISTRATION

The Office of the Director of Administration is responsible for providing the planning and management functions required to effectively support the administration and facilities operations of the School under policies and guidelines approved by the Dean. Administrative and facilities management responsibilities include management of SOEST fiscal, personnel, contracts and grants management, and the Scientific Computer Facility. Administrative and facilities management responsibilities are shared with the Associate Dean for Research for the University Marine Center and research vessel operations, the Hawaii Undersea Research Laboratory, the Engineering Support Facility and Analytical Support Facility. The position, with both line and staff responsibilities, reports directly to the Dean of the School. Major functions include the following:

Provides administrative and fiscal management oversight to division heads who report directly to the Director of Administration in the following offices:

Program and Budget Office  
Personnel Office  
Financial Management Systems Office

Which provide the following services:

Program and Budget Office

The SOEST Program and Budget Office provides financial planning, for the SOEST annual appropriated funds budget of \$ 18 million, fiscal services to all units, and, together with the Director of Administration, monitors financial aspects of SOEST as well as SOEST State General,

Tuition, Special and Facilitating Services Funds and position count allocations to all School components.

The principal functions of this Office include the following:

Responsibility for the financial planning, management, and control of all SOEST appropriated (State) funds.

Maintains an overview of the financial conditions of the School.

Advises and assists the Dean and Director of Administration in

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financial planning and preparation of the SOEST budget and is the focal point for all SOEST budgetary planning and execution.

Maintains an overview of purchases, payments, transfers of funds and other fiscal transactions of the School.

Serves on the SOEST Budget Committee.

Acts as budgetary liaison contact between the SOEST Administration and the University Business Office, the Manoa Budget Office and SOEST Administrative Officers in management of SOEST fiscal matters.

Supervises expenditures of appropriated (State) funds allocated to SOEST Departments, Institutes and Programs.

Maintains, in coordination with the SOEST Personnel Officer, the SOEST personnel inventory for all personnel classifications.

Personnel Office

The principal duties of the SOEST Personnel Office include central coordination of personnel programs of the school and maintains liaison with the UH Office of Human Resources and provides the following service functions:

Maintains recruitment, appointment, classification and compensation, training, promotion, tenure, leave and benefits systems for the School based on established rules and policies and contractual provisions of collective bargaining agreements.

Provides personnel services to all SOEST units in matters of UH and RCUH personnel administration.

Maintains a central personnel records system.

Conducts and/or oversees recruitment, placement, and enrollment activities; processes and/or reviews the processing of position actions; and advises staff in these matters.

Performs other classification related functions including study and review of new specifications, RCUH and contractual hiring, etc.

Establishes and supervises the maintenance of a centralized system of recording and reporting personnel transactions.

Provides guidance, consultation and staff assistance to management in the orientation, training, and planned development of employees to satisfy immediate and/or long-range needs of the School.

Provides labor-management staff and advisory services to all organizational components of the school, and ensures that the terms of the negotiated collective bargaining contract are properly implemented.

Financial Management Systems Office

The principal duties of the Financial Management Systems Office for Sponsored Projects and Financial Management Systems are 1) to assure the efficient management of research and training contracts and grants within SOEST (currently 275 in number valued at \$42 million) and the pursuit of such funds; 2) to provide financial planning, reporting, and accounting functions to monitor the viability of the enterprise revolving funds required to finance the operations of the specialized support facilities including the Research Computer Facility, the Engineering Support Facility, the national oceanographic facilities of Ship Operations and the Hawaii Mapping Research Group, and the internal service facilities including the Publications Program, the SOEST Library, the Geo-Analytical Facilities, and the Physical Plant Support Facility; and 3) to provide management reports on the status of SOEST resources including all funds and personnel; exercise direct management responsibility for SOEST CIP and R&M projects.

Major functions of this office include the following:

Recommends organizational and management systems changes and innovative management practices to improve the effectiveness of program operations, and staffing plans in accordance with program plans, needs and priorities.

Develops management reports on the financial condition of the organization.

Advises and assists the Director of Administration and Program and Budget Office as appropriate and oversees the control of SOEST matching fund commitments in research proposals.

Serves on the SOEST Budget Committee:

Manage, in coordination with the Facilities Management Office, all CIP and Repair and Maintenance projects for SOEST, and directs the operational and fiscal activities of the SOEST Physical Plant Maintenance Facility.

Functions in support of funds seeking:

Serves as the focal point for the administrative and fiscal control and coordination aspects for all SOEST research and training proposals preparatory to the Dean's approval. Supervises SOEST Administrative Officers in preparing research proposal budgets.

Participates in the negotiation of contracts and grants with federal auditors, and federal contracting officers.

Responsible for the development of and oversight of the maintenance of a data bank on pending proposals for extramural funds, and for preparation of management reports on the status of said proposals and SOEST matching fund commitments.

Management of extramural funds:

Responsible for the financial management of all SOEST sponsored

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research activities, and supervision of SOEST Administrative Officers and Fiscal Accounting Specialists in the management and administration of extramural awards.

Functions as liaison between SOEST and the UH Office of Research Services, on matters pertaining to contract negotiations, and to the administration of extramural funds and revolving funds, and on submission and receipt of extramural projects.

Management of revolving funds:

Oversight responsibility for the management and administration of SOEST revolving funds which currently number 33.

Generates reports of long range fiscal plans and manpower projects for specialized service facilities and for major contracts and grants.

Maintains cognizance of SOEST financial position with regards to the enterprise and internal service funds, and prepares regular reports to management on the status of these funds.

Provides administrative, fiscal, and management oversight assistance to the Following Division Heads who report to the Director of Administration:

University Marine Center/Ship Operations  
Engineering Support Facility  
Publications Facility  
Research Computing Facility  
Analytical Support Facility

For the following functions:

University Marine Center/Ship Operations

The University Marine Center (UMC) which husbands three ships and shore support facilities provides ship operational support to all SOEST and other University research programs as required. The UMC is administered by a Marine Superintendent.

The principal functions of this center are as follows:

Provides ship operational, logistical, and maintenance services to maintain ship's schedules developed by the SOEST Scientific Coordinator for Marine Operations.

Provide shipboard marine technician (electronic and deck) services in support of SOEST marine geophysics and oceanography research programs.

In conjunction with the SOEST Scientific Coordinator's Office, maintains liaison with U.S. and foreign port authorities, the U.S. Navy Hawaiian Sea Frontier and the U.S. Coast Guard.

Engineering Support Facility

The principal function of this unit are as follows:

To provide machine shop design and production services in support of SOEST research contracts and grants in the fabrication and repair of precision scientific instruments.

To provide electronics design, production, and maintenance service in support of SOEST research contracts and grants.

To provide electromechanical design and development services for SOEST scientists having unique scientific instrumentation development requirements.

#### Publications Facility

The principal functions of this unit are as follows:

To provide editorial review of all technical manuscripts submitted by researchers and edit for clarity, continuity, coherence and grammatical construction.

To provide national and international distribution of and exchange of SOEST publications with other research institutions.

To proofread galley and pages of materials from publishers of HIGP papers.

To collect and organize material for the SOEST annual report, which describes SOEST research programs and accomplishments for each year.

To provide photographic services to researchers, staff and students for scientific publication, instruction, presentation, or display.

#### Research Computing Facility

The purpose of this facility is to provide specialized computing capability for SOEST researchers and other campus-wide researchers in need of these specialized facilities. Current computers in this facility are a SUN Network and an Alliant FX8. They are connected to terminals in various offices and laboratory areas.

#### Analytical Support Facility

This facility provides central management of various chemical analytical activities that take place school-wide. The equipment managed by this facility includes an induction coupled plasma spectrophotometer, atomic absorption spectrophotometer, scanning and transmission microscopes, an electron microprobe, an autoanalyzer and various other equipment as assigned.

All SOEST facilities have an Oversight Committee comprised of users which advise the Director of Administration as to the operational efficiency and future direction of each facility.

PREVIOUS ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS

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SCHOOL OF OCEAN AND EARTH  
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ORGANIZATION CHART

CHART XXXI

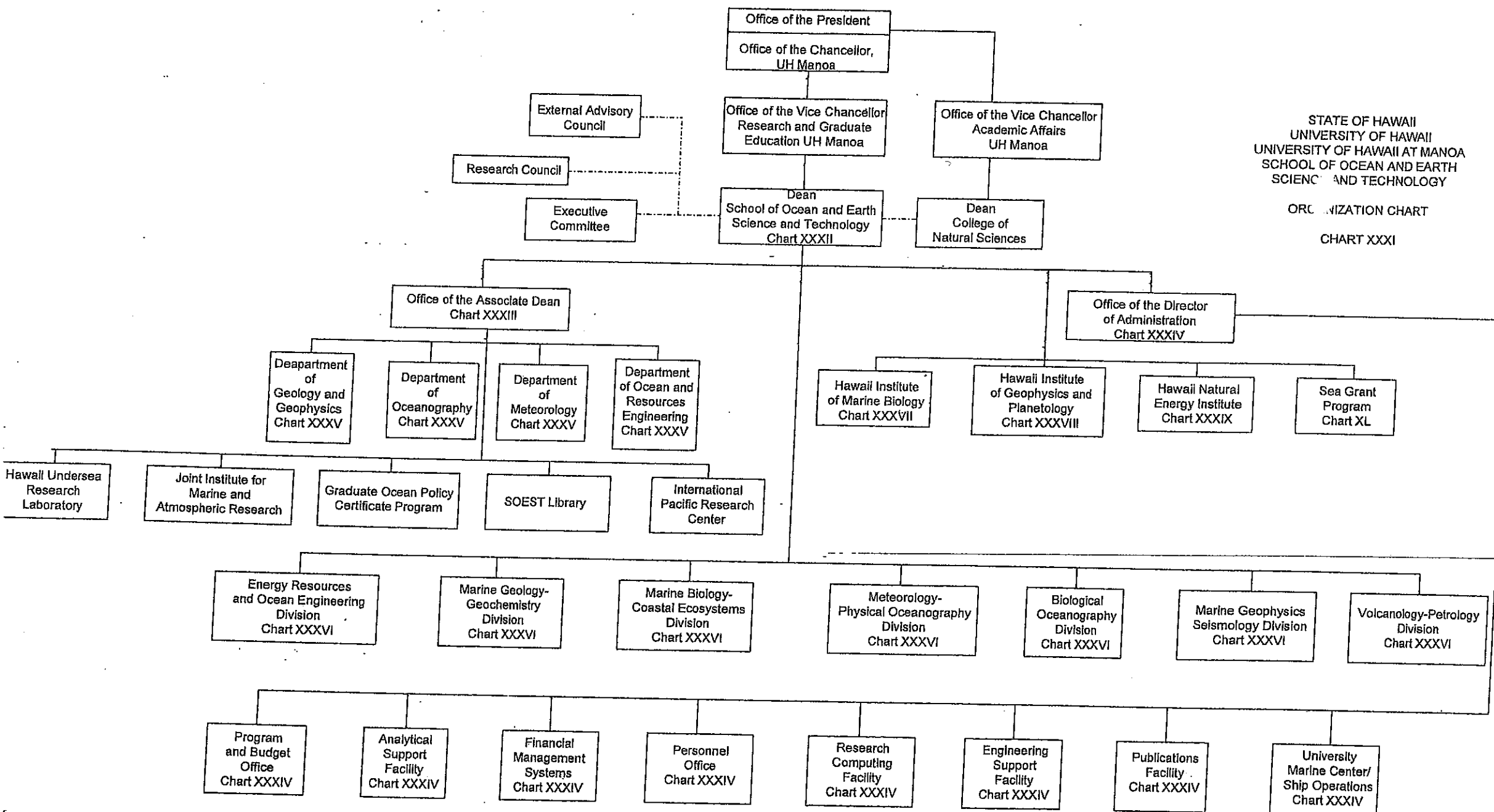


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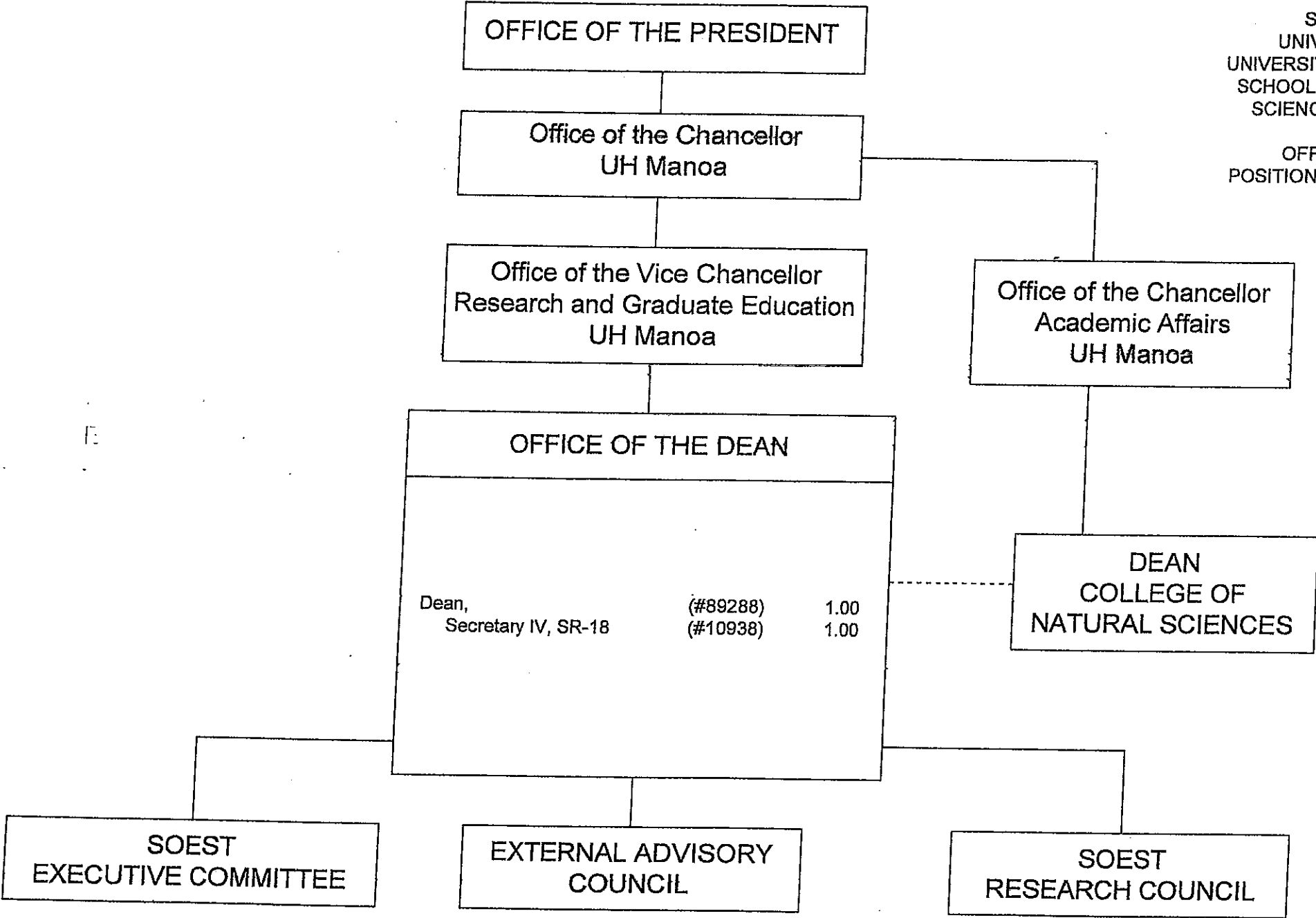
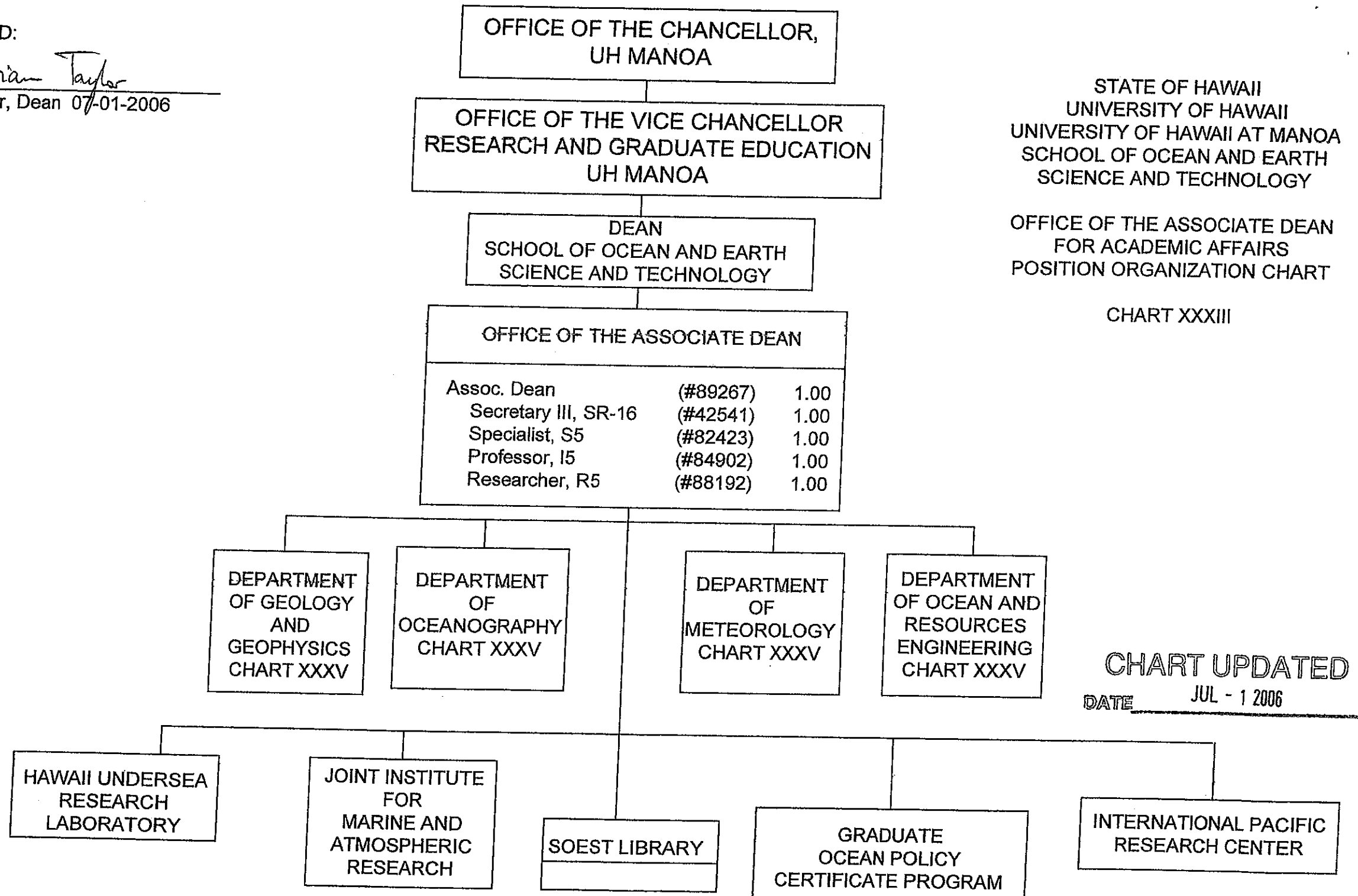


CHART UPDATED

APPROVED:

*Brian Taylor*

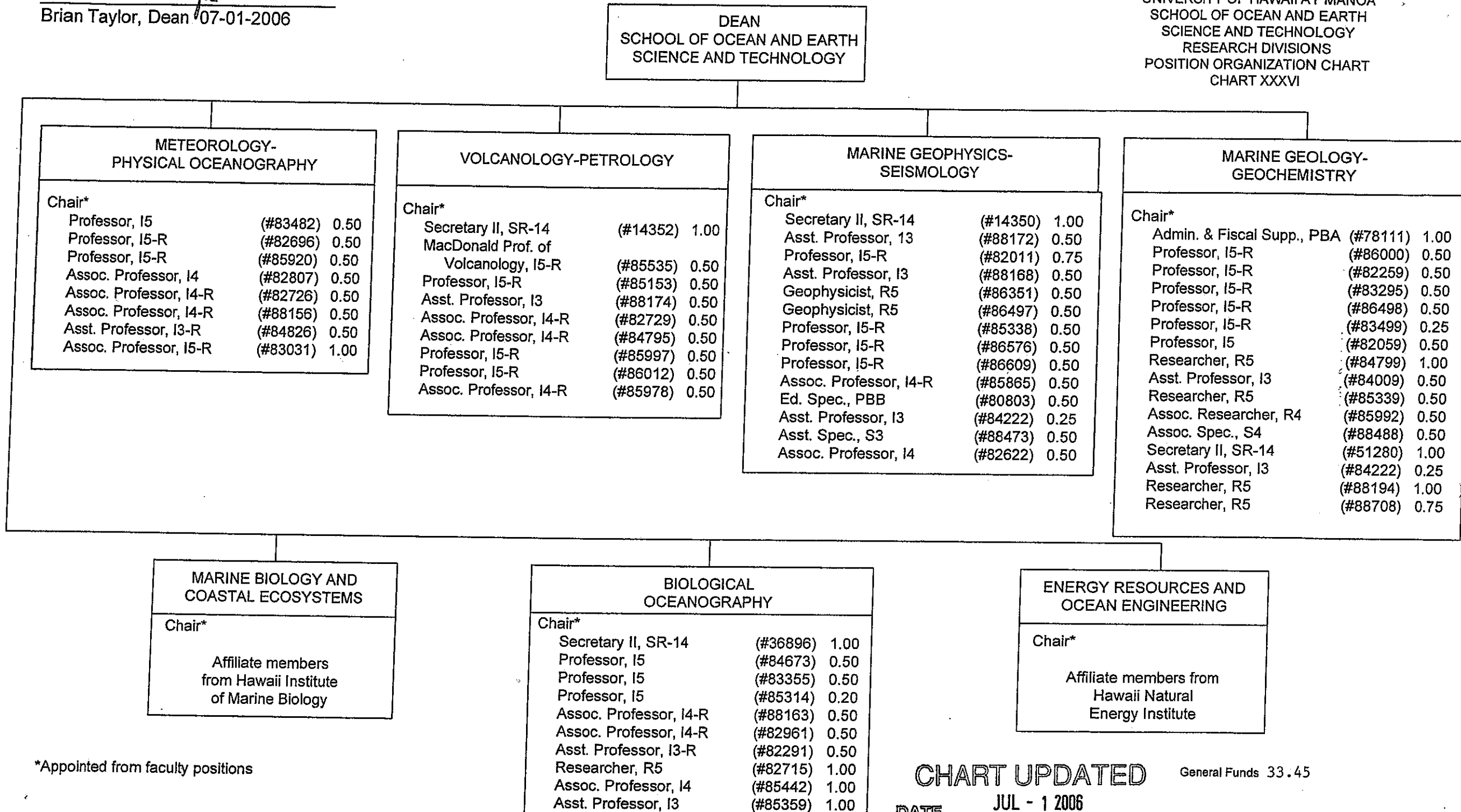
Brian Taylor, Dean 07-01-2006



APPROVED:

Brian Taylor  
Brian Taylor, Dean 07-01-2006

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UNIVERSITY OF HAWAII AT MANOA  
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SCIENCE AND TECHNOLOGY  
RESEARCH DIVISIONS  
POSITION ORGANIZATION CHART  
CHART XXXVI



SCHOOL OF OCEAN AND EARTH SCIENCE AND TECHNOLOGY  
FUNCTIONAL STATEMENTS

OFFICE OF THE ASSOCIATE DEAN

Under the policies and guidelines approved by the Dean, this office is primarily responsible for providing the central focus and accommodating the needs of the instructional components of the School.

Among the instructional programs under the Associate Dean are four academic departments: Geology and Geophysics; Meteorology; Oceanography; and Ocean Engineering; as well as the Marine Option Program, a certificate program for undergraduates with marine interests, the Hawaii Undersea Research Program, the Joint Institute for Marine and Atmospheric Research, and the Graduate Ocean Policy Certificate Program. In providing an overview for these functions, the Associate Dean is responsible for:

Faculty Development

Oversees SOEST faculty in the instructional and supervisory roles; academic recruiting; development of programs to attract excellent graduate and undergraduate students to SOEST Departments.

Curriculum Development

Maintains an overview of all SOEST instructional program needs, including curriculum development, establishing innovative educational programs, evaluation of course proposals, course schedules, and student advisement.

Academic Program Review

The Associate Dean is responsible for identifying new educational directions, and methodologies, development of new educational programs, advising the Dean on academic matters relating to SOEST research programs, and Federal and State relations.

Program Administration, Planning, Representation and Consultation with Dean

Continuing interaction is maintained to ensure that the Dean and the Associate Dean each remain aware of problems and opportunities concerning the School's academic program and operations. The Associate Dean is also responsible for administration of the SOEST Marine Option Program and the SOEST Library.

The Associate Dean represents SOEST on educational matters at the state, national and international levels, as appropriate and represents the Dean on educational matters to the offices of the Senior Vice President(s), the Vice President(s), the Dean of Natural Sciences, the Dean of Engineering, and other appropriate units within the University.

Other responsibilities as required by the Dean shall be fulfilled by the Associate Dean. These may include such matters as public relations, fund raising, budgeting, planning, and inter-national cooperative programs of the School.

### Library

The principal function of this unit is to provide specialized scientific and technical library services to SOEST faculty members and students. In conjunction with instructional and research staff, periodicals and books necessary for teaching and research are acquired and maintained. The Library contains over 1600 linear feet of library material. The SOEST Librarian reports directly to the Associate Dean.

### Marine Option Program

The Marine Option Program, headed by its Director, who reports to the Associate Dean, SOEST, offers undergraduates of all majors throughout the University system the opportunity to discover and develop their marine and marine-related interests and talents. The office is responsible for the development and management of one certificate-granting program offered at all UH campuses, including the community colleges, for those students who elect to complete selected academic requirements and a practical project. Administrative and advising support is provided for the Graduate Ocean Policy Certificate Program, as described below. In addition, the office sponsors newsletters, seminars, symposia, field trips, workshops, baseline surveys and other hands-on experiences designed to promote marine education and training. Academic and career guidance is provided to current and prospective students.

### Graduate Ocean Policy Certificate Program

The wise use and careful stewardship of the ocean require people with multidisciplinary and interdisciplinary advanced education in the natural and social sciences. This graduate certificate program is designed for classified graduate students and community professional practitioners who wish to complement their existing degree or curriculum. An advisory committee assists each student in custom-designing an 18-credit program that draws on marine-related courses in law, geography, political science, economics, oceanography, or ocean engineering. In addition, an interdisciplinary seminar and two practica (one in a natural science and one in a social science) are required.

### JOINT PROGRAMS

Joint Institute for Marine and Atmospheric Research (JIMAR) -- jointly sponsored by the University of Hawaii and the National Oceanic and Atmospheric Administration, JIMAR pursues research involving both theoretical and observational studies on climate, equatorial oceanography, and tsunamis.

Hawaii Undersea Research Laboratory (HURL) -- established by a cooperative agreement between the National Oceanic and Atmospheric Administration (NOAA) and the University of Hawaii, HURL primarily supports research projects that require data acquisition at depths greater than scuba limits and concentrates its research efforts using submersibles in these areas: fisheries; pollution; sea floor properties and processes; and ocean technology and services.

International Pacific Research Center (IPRC) -- Sponsored by the University of Hawai'i, the National Oceanic and Atmospheric Administration, the National Aeronautics and Space Administration, the National Science Foundation, the U.S. Department of

Energy, the Japan Marine Science and Technology Center, and the (Japan) National Space Development Agency, IPRC pursues research on the nature and predictability of climate variability and regional aspects of global environmental change in the Asia-Pacific region.

DEPARTMENTS

## OFFICE OF THE DIRECTOR OF ADMINISTRATION

The Office of the Director of Administration is responsible for providing the planning and management functions required to effectively support the administration and facilities operations of the School under policies and guidelines approved by the Dean. Administrative and facilities management responsibilities include management of SOEST fiscal, personnel, contracts and grants management, the University Marine Center and research vessel operations, Scientific Computer Facility, Engineering Support Facility and Analytical Support Facilities. The position, with both line and staff responsibilities, reports directly to the Dean of the School. Major functions include the following:

Provides administrative and fiscal management oversight to division heads who report directly to the Director of Administration in the following offices:

Program and Budget Office  
Personnel Office  
Financial Management Systems Office

Which provide the following services:

### Program and Budget Office

The SOEST Program and Budget Office provides financial planning, for the SOEST annual General Fund Budget of \$14 million, fiscal services to all units, and, together with the Director of Administration, monitors financial aspects of SOEST as well as SOEST State General Fund and position count allocations to all School components.

The principal functions of this Office include the following:

Responsibility for the financial planning, management, and control of all SOEST General (State) funds.

Maintains an overview of the financial conditions of the School.

Advises and assists the Dean and Director of Administration in financial planning and preparation of the SOEST budget and is the focal point for all SOEST budgetary planning and execution.

Maintains an overview of purchases, payments, transfers of funds and other fiscal transactions of the School.

Serves on the SOEST Budget Committee.

Acts as budgetary liaison contact between the SOEST Administration and the University Business Office, the Budget Office and SOEST Administrative Officers in management of SOEST fiscal matters.

Supervises expenditures of general (State) funds allocated to SOEST Departments, Institutes and Programs.

Maintains, in coordination with the SOEST Personnel Officer, the SOEST personnel inventory for all personnel classifications.

### Personnel Office

The principal duties of the SOEST Personnel Office include central coordination of personnel programs of the school and maintains liaison with the UH Personnel Management Office and provides the following service functions:

Maintains a recruitment, appointment, classification and compensation, training, promotion, tenure, leave and benefits systems for the School based on established rules and policies and contractual provisions of collective bargaining agreements.

Provides personnel services to all SOEST units in matters of UH and RCUH personnel administration.

Maintains a central personnel records system.

Conducts and/or oversees recruitment, placement, and enrollment activities; processes and/or reviews the processing of position actions; and advises staff in these matters.

Performs other classification related functions including study and review of new specifications, RCUH and contractual hiring, etc.

Establishes and supervises the maintenance of a centralized system of recording and reporting personnel transactions.

Provides guidance, consultation and staff assistance to management in the orientation, training, and planned development of employees to satisfy immediate and/or long-range needs of the School.

Provides labor-management staff and advisory services to all organizational components of the school, and ensures that the terms of the negotiated collective bargaining contract are properly implemented.

### Financial Management Systems Office

The principal duties of the Financial Management Systems Office for Sponsored Projects and Financial Management Systems are 1) to assure the efficient management of research and training contracts and grants within SOEST (currently 275 in number valued at \$24 million) and the pursuit of such funds; 2) to provide financial planning, reporting, and accounting functions to monitor the viability of the enterprise revolving funds required to finance the operations of the specialized support facilities including the Research Computer Facility, the Engineering Support Facility, the national oceanographic facilities of Ship Operations and the Hawaii Mapping Research Group, and the internal service facilities including the Publications Program, the SOEST Library, the Geo-Analytical Facilities, and the Physical Plant Support Facility; and 3) to provide management reports on the status of SOEST resources including all funds and personnel; exercise direct management responsibility for SOEST CIP and R&M projects.

Major functions of this office include the following:

Recommends organizational and management systems changes and innovative management practices to improve the effectiveness of program operations, and staffing plans in accordance with program

plans, needs and priorities.

Develops management reports on the financial condition of the organization.

Advises and assists the Director of Administration and Program and Budget Office as appropriate in the preparation of the SOEST budget including control of SOEST matching fund commitments in research proposals.

Serves on the SOEST Budget Committee:

Manages, in coordination with the Facilities Management Office, all CIP and Repair and Maintenance projects for SOEST, and directs the operational and fiscal activities of the SOEST Physical Plant Maintenance Facility.

Functions in support of funds seeking:

Serves as the focal point for the administrative and fiscal control and coordination aspects for all SOEST research and training proposals preparatory to the Dean's approval. Supervises SOEST Administrative Officers in preparing research proposal budgets.

Participates in the negotiation of contracts and grants with federal auditors, and federal contracting officers.

Responsible for the development of and oversight of the maintenance of a data bank on pending proposals for extramural funds, and for preparation of management reports on the status of said proposals and SOEST matching fund commitments.

Management of extramural funds:

Responsible for the financial management of all SOEST sponsored research activities, and supervision of SOEST Administrative Officers and Fiscal Accounting Specialists in the management and administration of extramural awards.

Functions as liaison between SOEST and the UH Contracts and Grants Management Office, on matters pertaining to contract negotiations, and to the administration of extramural funds and revolving funds; and with the Budget Officer of the Office of Research Administration on submission and receipt of extramural projects.

Management of revolving funds:

Oversight responsibility for the management and administration of SOEST revolving funds which currently number 33.

Generates reports of long range fiscal plans and manpower projects for specialized service facilities and for major contracts and grants.

Maintains cognizance of SOEST financial position with regards to the enterprise and internal service funds, and prepares regular reports to management on the status of these funds.

Provides administrative, fiscal, and management oversight assistance to the following Division Heads who report to the Director of Administration:

University Marine Center/Ship Operations  
Engineering Support Facility  
Publications Facility  
Research Computing Facility  
Analytical Support Facility

For the following functions:

University Marine Center/Ship Operations

The University Marine Center (UMC) which husbands three ships and shore support facilities provides ship operational support to all SOEST and other University research programs as required. The UMC is administered by a Marine Superintendent.

The principal functions of this center are as follows:

Provides ship operational, logistical, and maintenance services to maintain ship's schedules developed by the SOEST Scientific Coordinator for Marine Operations.

Provide shipboard marine technician (electronic and deck) services in support of SOEST marine geophysics and oceanography research programs.

In conjunction with the SOEST Scientific Coordinator's Office, maintains liaison with U.S. and foreign port authorities, the U.S. Navy Hawaiian Sea Frontier and the U.S. Coast Guard.

Engineering Support Facility

The principal functions of this unit are as follows:

To provide machine shop design and production services in support of SOEST research contracts and grants in the fabrication and repair of precision scientific instruments.

To provide electronics design, production, and maintenance service in support of SOEST research contracts and grants.

To provide electromechanical design and development services for SOEST scientists having unique scientific instrumentation development requirements.

Publications Facility

The principal functions of this unit are as follows:

To provide editorial review of all technical manuscripts submitted by researchers and edit for clarity, continuity, coherence and grammatical construction.

To provide national and international distribution of and exchange of SOEST publications with other research institutions.

To proofread galley and pages of materials from publishers of HIGP papers.

To collect and organize material for the SOEST annual report, which describes SOEST research programs and accomplishments for each year.

To provide the following graphic design and production services to SOEST scientists in the publication of research papers and reports; cartographic charts and graphics, single and multi-color; scientific illustrations; slide materials (visuals); calligraphy and layout.

To provide photographic services to researchers, staff and students for scientific publication, instruction, presentation, or display.

#### Research Computing Facility

The purpose of this facility is to provide specialized computing capability for SOEST researchers and other campus-wide researchers in need of these specialized facilities. Current computers in this facility are a SUN Network and an Alliant FX8. They are connected to terminals in various offices and laboratory areas.

#### Analytical Support Facility

This facility provides central management of various chemical analytical activities that take place school-wide. The equipment managed by this facility includes an induction coupled plasma spectrophotometer, atomic absorption spectrophotometer, scanning and transmission microscopes, an electron microprobe, an autoanalyzer and various other equipment as assigned.

All SOEST facilities have an Oversight Committee comprised of users which advise the Director of Administration as to the operational efficiency and future direction of each facility.

### SOEST RESEARCH DIVISIONS

SOEST Research Divisions are structured to respond to programmatic research the school may identify that are multi-disciplinary in nature involving several or all SOEST organizational components.

The research interest and disciplinary functions are as follows:

Marine Geology, Geochemistry -- studies the geology and chemistry of the earth as determined from the marine environment, including the studies of chemical processes in modern marine systems and how they are involved in the formation of sedimentary rocks and the chemistry of submarine magmatic cycles and submarine mineral formation.

Marine Geophysics, Seismology -- investigates the geology and tectonics of the earth beneath the sea and the geologic process that have shaped our earth in the past; provides evaluation of resources in marine environments; studies coastal and deep-sea environments and ancient analogues of the modern marine environment in marine and non-marine systems whether buried or exposed.

### RESEARCH COUNCIL

Divisions within SOEST are headed by Chairs who are chosen by the Dean in consultation with their research constituencies and who, taken together, form the Research Council of the School. They will advise the Dean on allocations of resources and on programmatic priorities and be expected to keep abreast of federal activities in their field and to routinely inform division members and the Executive Committee of development in the field.

### EXECUTIVE COMMITTEE

Department Chairmen and SOEST Directors, constitute the Executive Committee of the School, which provides advice to the Dean in administrative and operational matters, and in an advisory status participates in policy making, long range planning, and program development.

### EXTERNAL ADVISORY COUNCIL

The External Advisory Council comprised of business, government and academic luminaries to organize and develop the interaction between the School and the Legislature as well as the private sector, and to advise the Dean on national and international trends in funding in response to advances in science and technology.