



UNIVERSITY  
of HAWAII®  
MĀNOA

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MANOA CHANCELLOR'S  
OFFICE

May 7, 2009

**ACTION MEMORANDUM**

TO: Virginia S. Hinshaw  
Chancellor

VIA: Reed Dasenbrock *Reed Dasenbrock*  
Vice Chancellor for Academic Affairs

FROM: Maenette K.P. Benham *Maenette K.P. Benham*  
Dean, Hawaiʻinuiākea School of Hawaiian Knowledge

SUBJECT: Reorganization Proposal by Delegated Approving Authority for Hawaiʻinuiākea School of Hawaiian Knowledge

Aloha!

**SPECIFIC REORGANIZATION ACTION REQUEST:**

We request your approval of the reorganization of the Hawaiʻinuiākea School of Hawaiian Knowledge as per attached narrative proposal.

Pursuant to Administrative Procedure A3.101 *University of Hawaiʻi Organizational and Functional Change* (dated March 2008) reorganizations that: a) do not have an impact on BOR Policy and/or laws; b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President, c) do not incur significantly additional expenses, or d) do not have significant programmatic impact on the University, may be approved under delegated authority (APM, A3.101, Part 3b).

Dean's Office:

1. Realign Administrative Officers (AO), and Administrative & Fiscal Support personnel assigned to Centers, under Hawaiʻinuiākea Administrative Office and AO PBB, #78539. Action: move #78692 and #77887 under AO#78539
2. Create a Student Services unit, reporting to the Dean's Office. Realign academic advisers (AA), assigned to Centers, under Hawaiʻinuiākea Director of Native Hawaiian Student Services (S2 #83520). Action: move Educational Specialists PBB #81192 & Educational Specialist PBA #77737 under NHSS Director (#83520).

3. Transfer position Student Services Specialist PBA #81919 from the Office of the Vice Chancellor for Academic Affairs to Student Services Kauhale under Hawai'i inuiākea Director of Native Hawaiian Student Services (#83520).
4. Place Educational Specialist PBA #98528F under Hawai'i inuiākea Director of Native Hawaiian Student Services/Student Affairs Kauhale (#83520).
5. Transfer position, Educational Specialist, PBB, #80938 from the School of Pacific and Asian Studies to HSHK Dean's Office (#89489).
6. Transfer position, Professor, I5, #88499, from the Office of the Vice Chancellor for Academic Affairs to HSHK Dean's Office (#89489).

Ka Papa Lo'i o Kānewai Cultural Garden:

1. Reorganize the position PBB #77595 as the Director of the unit.

RECOMMENDED EFFECTIVE DATE:

Upon Your Approval

COST/ADDITIONAL COSTS:

No cost/additional costs are associated with this reorganization.

PURPOSE AND BACKGROUND OF REORGANIZATION:

The purpose and background for the reorganization are discussed in detail in the attached reorganization proposal. In brief:

Hawai'i inuiākea School of Hawaiian Knowledge, a new school, requires, at the Dean's level, a strong management infrastructure that ensures organizational effectiveness and efficiency. To ensure fiscal and personnel accountability, aligning the work of center/unit AOs to the Schools fiscal office makes prudent sense.

Aligning the work of student affairs (undergraduate academic advising, graduate program administration, recruitment and retention) in a single comprehensive unit will streamline student services as well as increase the potential impact of our recruitment and retention efforts for both our undergraduate and graduate student programs.

Currently, due to the limited capacity of the Dean's Office infrastructure (i.e., lack of positions), it has become increasingly difficult to attend to the important and labor-intensive tasks of pursuing extramural funding for programs and research, and development work to increase scholarships and establish endowment. In these fiscally tough times, the school is in dire need of skilled assistance to ensure that its scholarly and community engagement activities are carefully and comprehensively met in a timely manner. The realignment and addition of positions in the Dean's Office will ensure that the work of Hawai'i inuiākea also meets campus and system priorities as well as holding accountable our work to the Native Hawaiian communities we serve.

The purpose of realigning Ka Papa Lo'i o Kānewai Cultural Garden is to ensure that there is a lead individual responsible for the management, scholarship, and community engagement of the unit.

ACTION RECOMMENDED:

We recommend your approval of the attached reorganization proposal for the Hawai'i inuiākea School of Hawaiian Knowledge to be effective upon approval.

Should you have any questions, please contact Dean Maenette Benham at 956-0980 or email: [mbenham@hawaii.edu](mailto:mbenham@hawaii.edu).

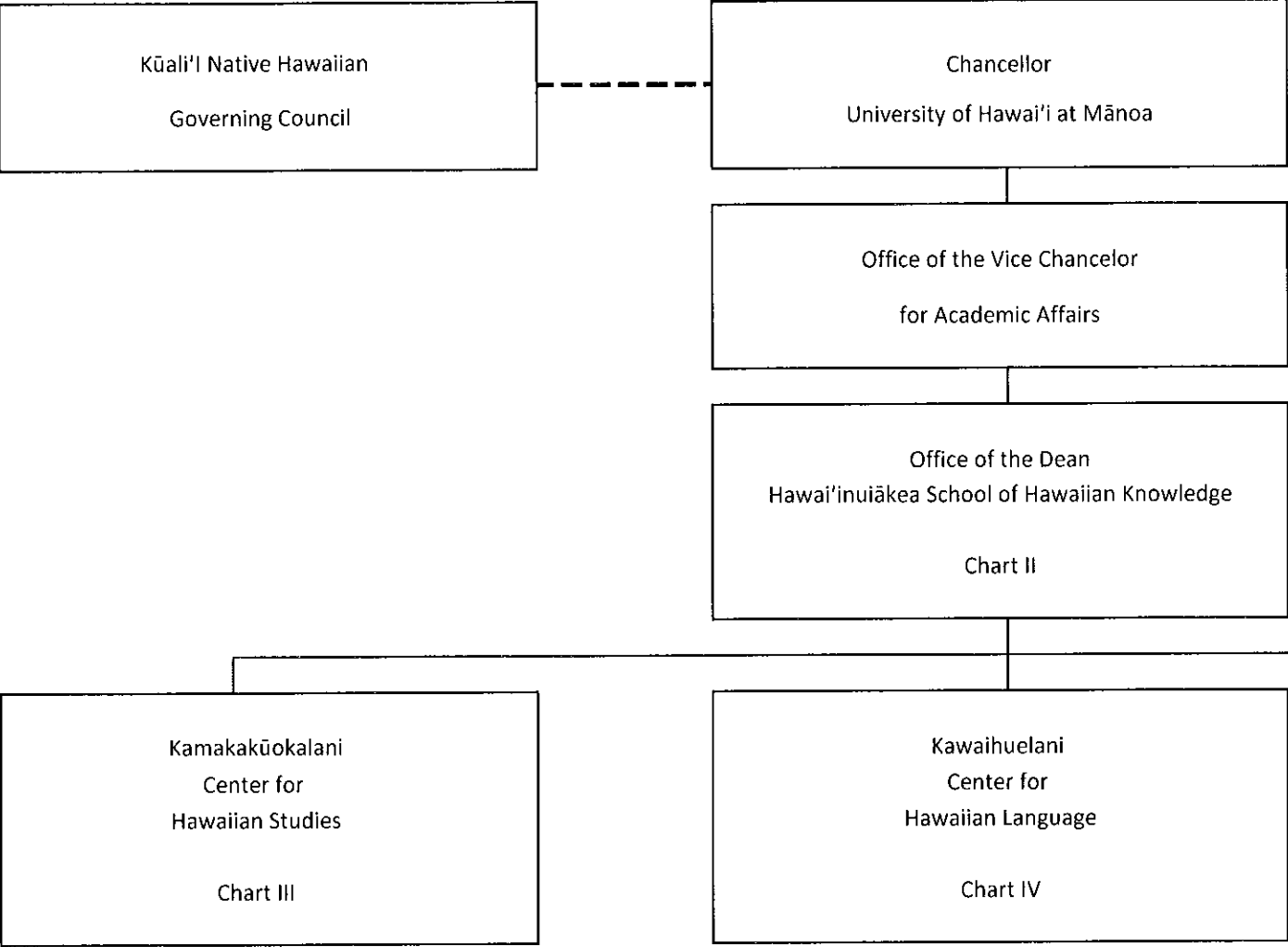
Attachment(s)

- Attachment: Reorganization Proposal Narrative
- Appendix A: Proposed organization chart  
Allocated & Authorized BJ/BT Positions Impacted
- Appendix B: Current Organizational Charts (approved 01-29-2009) and Functional Statement
- Appendix C: Revised Functional Statement
- Appendix D: Copies of Letter and Responses from Internal Campus Offices and  
Copies of Letter to Unions

APPROVED/DISAPPROVED

See approved organization charts & function statements

Virginia S. Hinshaw, Chancellor




State of Hawai'i  
University of Hawai'i  
University of Hawai'i at Mānoa  
Hawai'inuiākea School of Hawaiian Knowledge  
Organizational Chart  
Chart I

General Funds 55.00

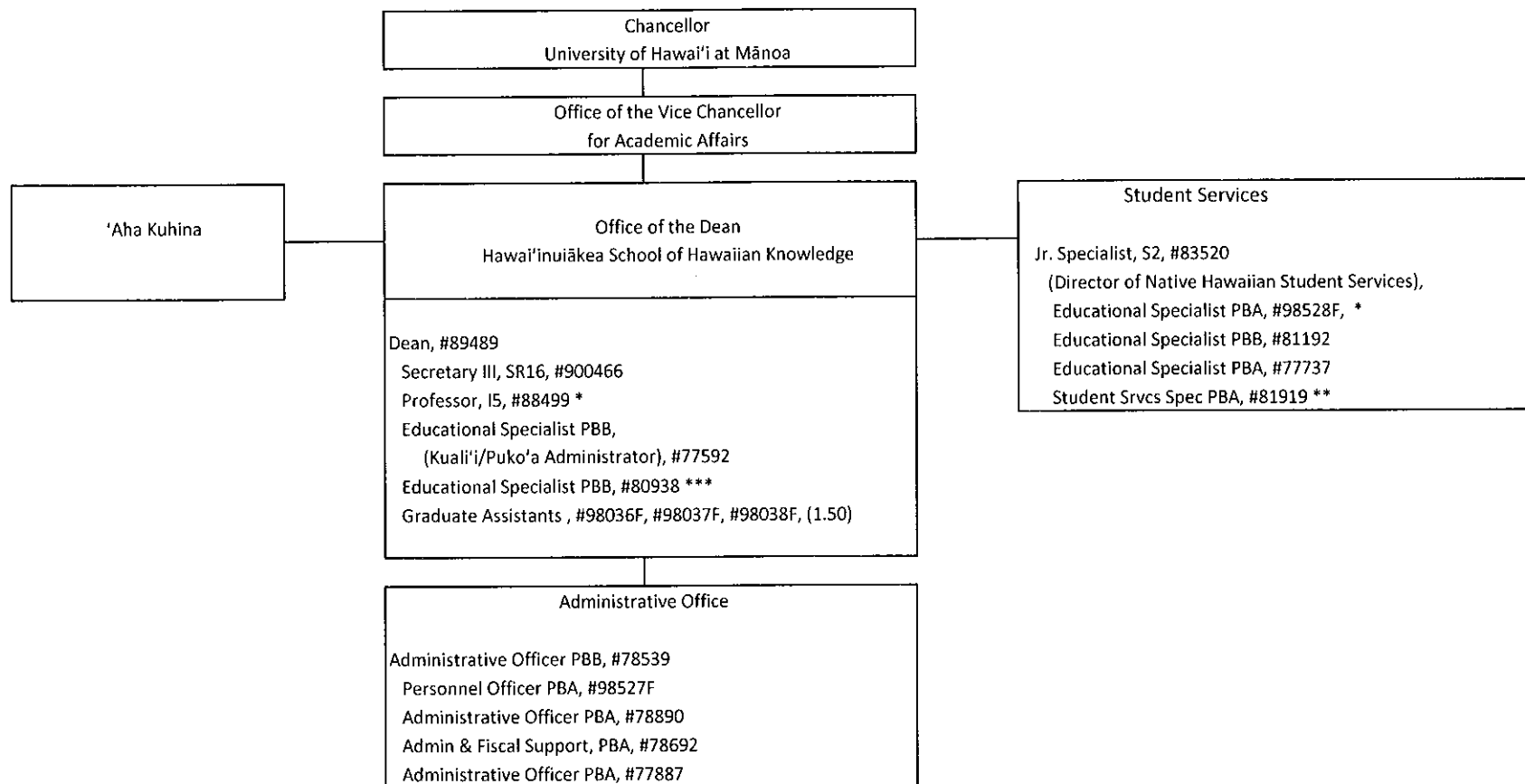
----- = Advisory

Approved:

  
Virginia S. Hinshaw  
Chancellor

8-16-09  
Date

State of Hawai'i  
University of Hawai'i  
University of Hawai'i at Mānoa  
Hawai'iinuiākea School of Hawaiian Knowledge  
Dean's Office  
Organizational Chart  
Chart II



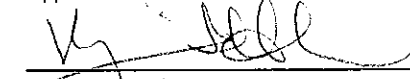
General Funds 16.50

\*new position, position number and  
classification to be determined

\*\*Position transferred from OVCAA

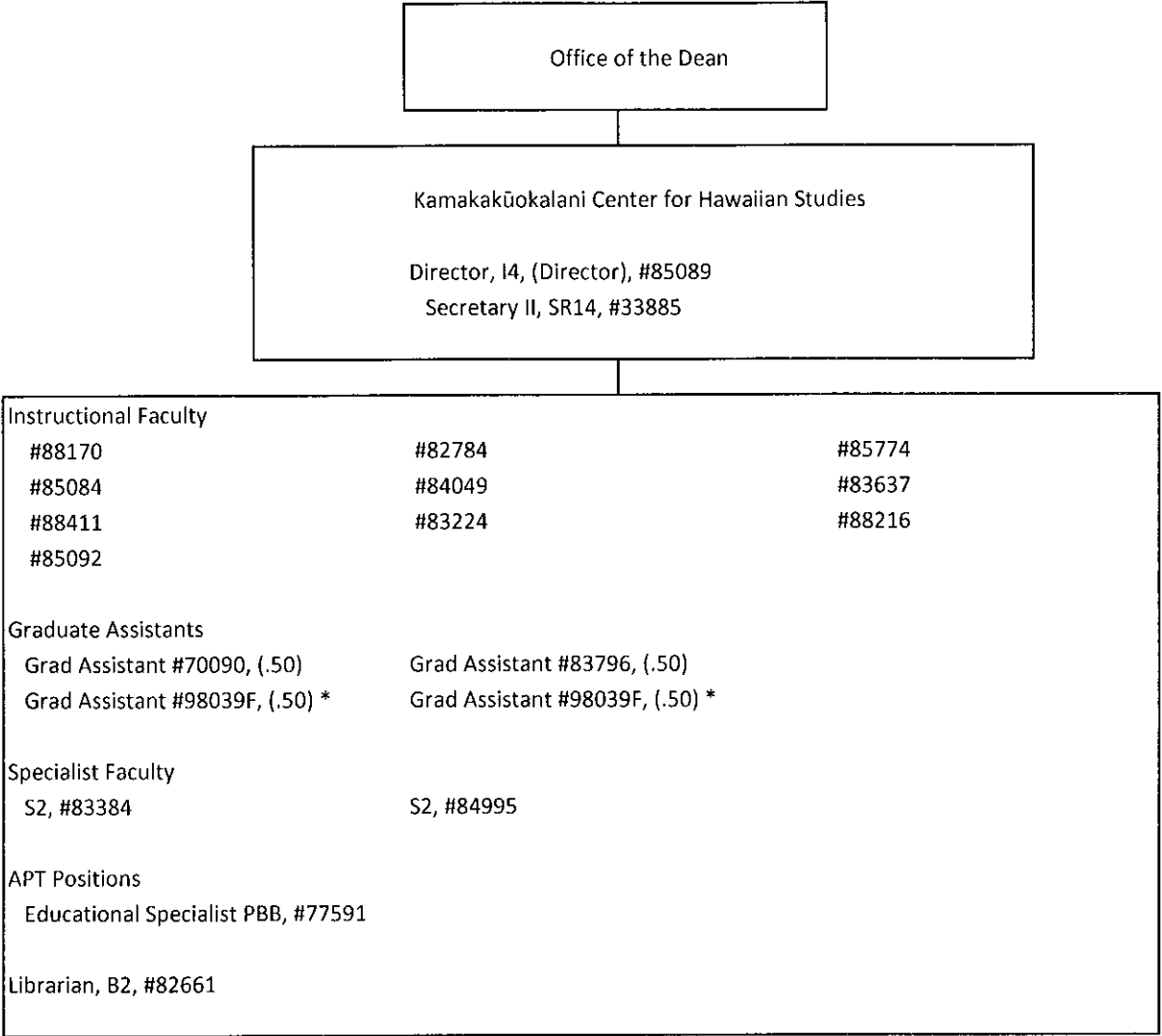
\*\*\*Position transferred from SPAS. To be  
reclassified.

Approved:

  
\_\_\_\_\_  
Virginia S. Hinshaw  
Chancellor

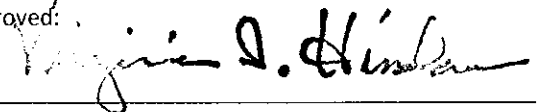
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Date


State of Hawai'i  
University of Hawai'i  
University of Hawai'i at Mānoa  
Hawai'inuiākea School of Hawaiian Knowledge  
Kamakakūokalani Center for Hawaiian Studies  
Organizational Chart  
Chart III



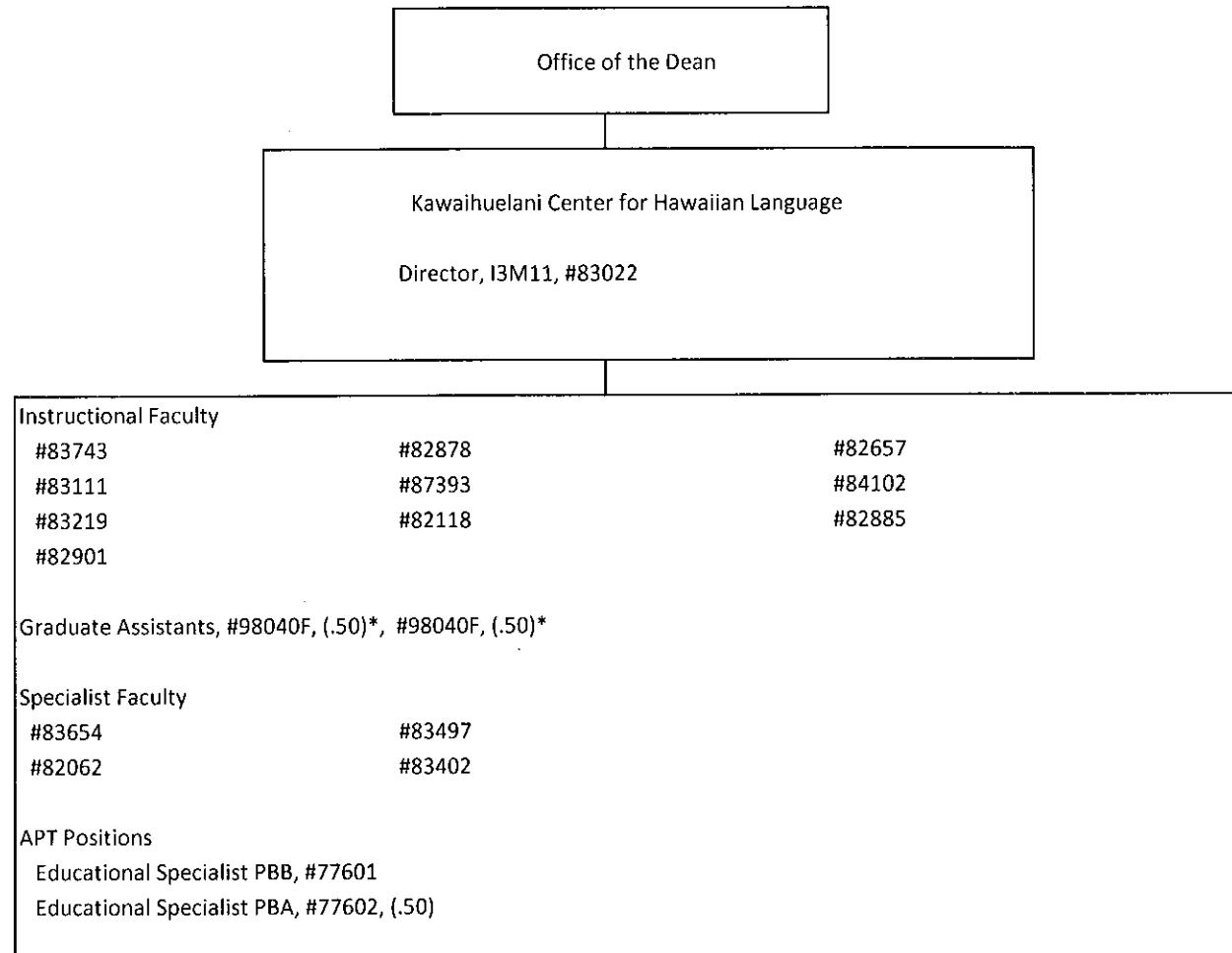
General Funds 18.00

\*new position, position number and  
classification to be determined.

Approved:   
Virginia S. Hinshaw  
Chancellor

  
Date

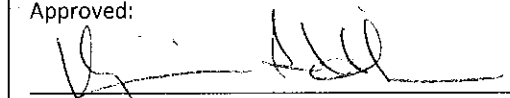
State of Hawai'i  
University of Hawai'i  
University of Hawai'i at Mānoa  
Hawai'inuiākea School of Hawaiian Knowledge  
Kawaihuelani Center for Hawaiian Language  
Organizational Chart  
Chart IV



General Funds 17.50

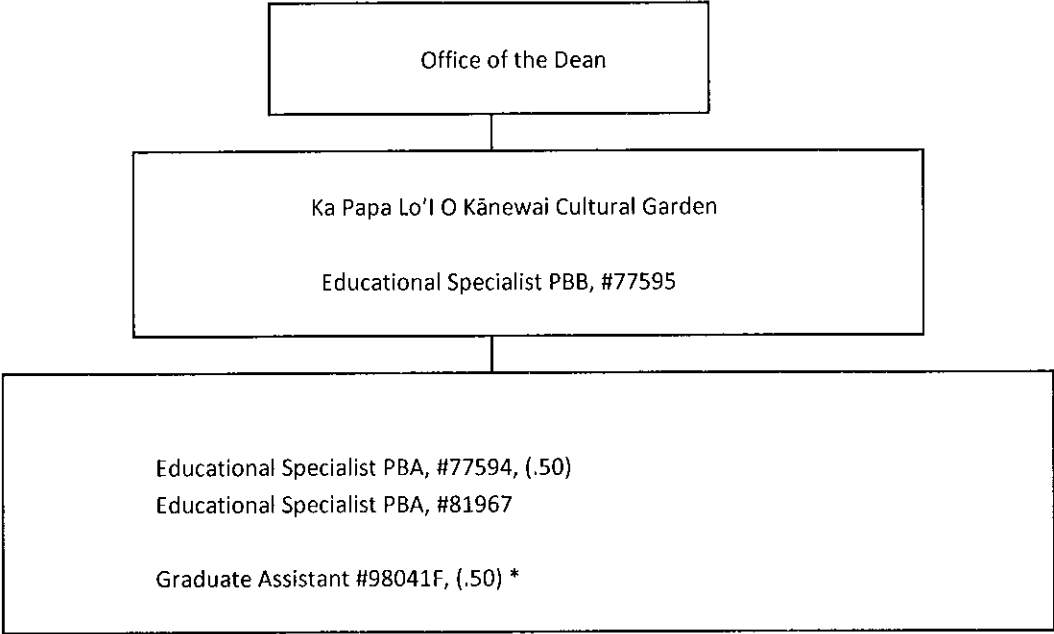
\*new position, position number and  
classification to be determined.

Approved:

  
Virginia S. Hinshaw  
Chancellor

8-16-09  
Date

State of Hawai'i  
University of Hawai'i  
University of Hawai'i at Mānoa  
Hawai'inuiākea School of Hawaiian Knowledge  
Ka Papa Lo'I O Kānewai Cultural Garden  
Organizational Chart  
Chart V



General Funds 3.00

\*new position, position number and  
classification to be determined.

Approved:

*Virginia S. Hinshaw*

Virginia S. Hinshaw

*8-10-01*

Date

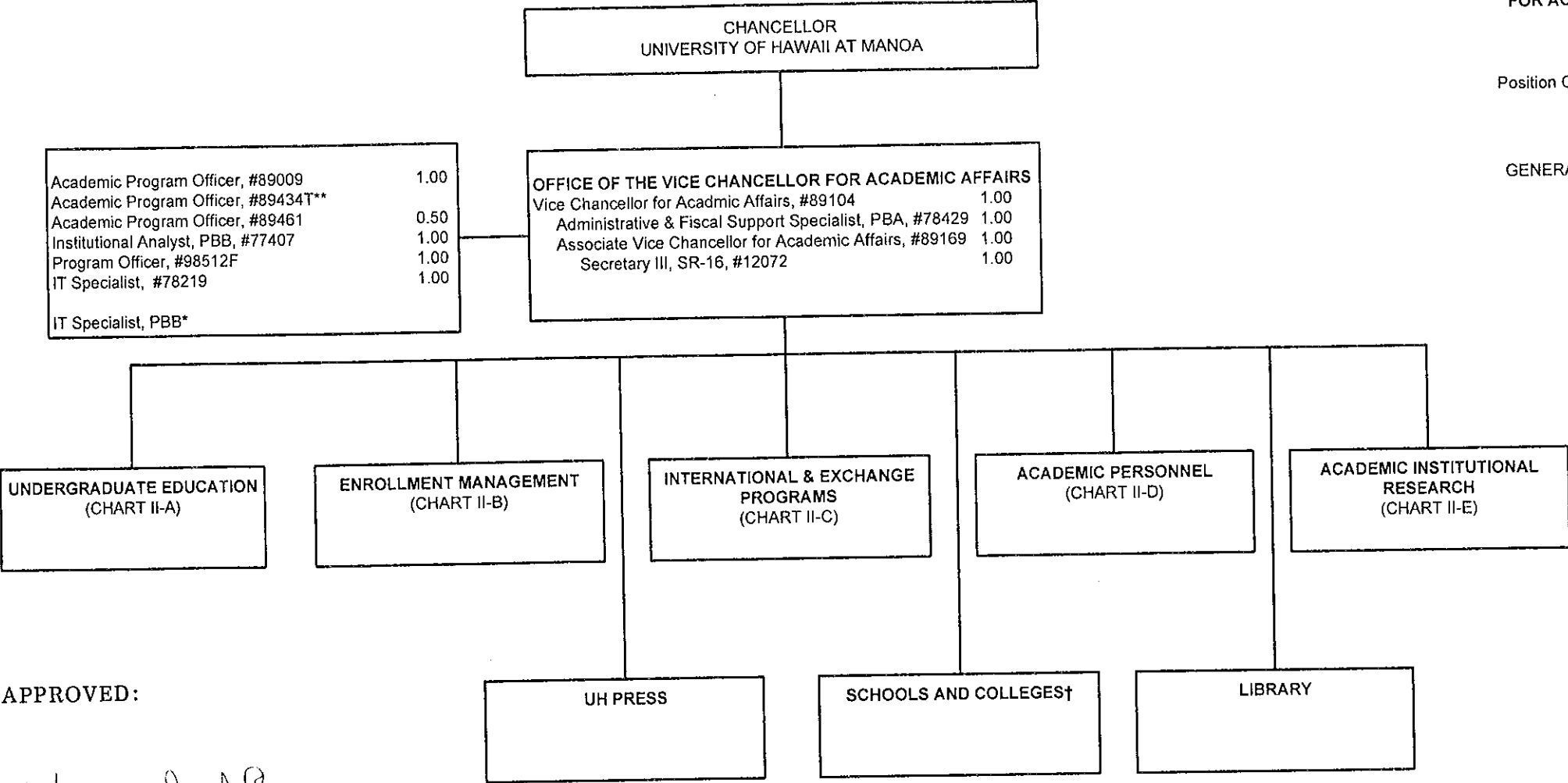


PROPOSED


State of Hawaii  
University of Hawaii  
University of Hawaii at Manoa  
OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS

Position Organization Chart  
Chart II

GENERAL FUND FTE: 8.50



APPROVED:

  
Chancellor

\*new position approved in 2/17/05 reorg, position number to be determined  
\*\*position to be converted to permanent., approved in 2/17/05 reorg

† Except John A. Burns School of Medicine, William S. Richardson School of Law, and the School of Ocean and Earth Science and Technology

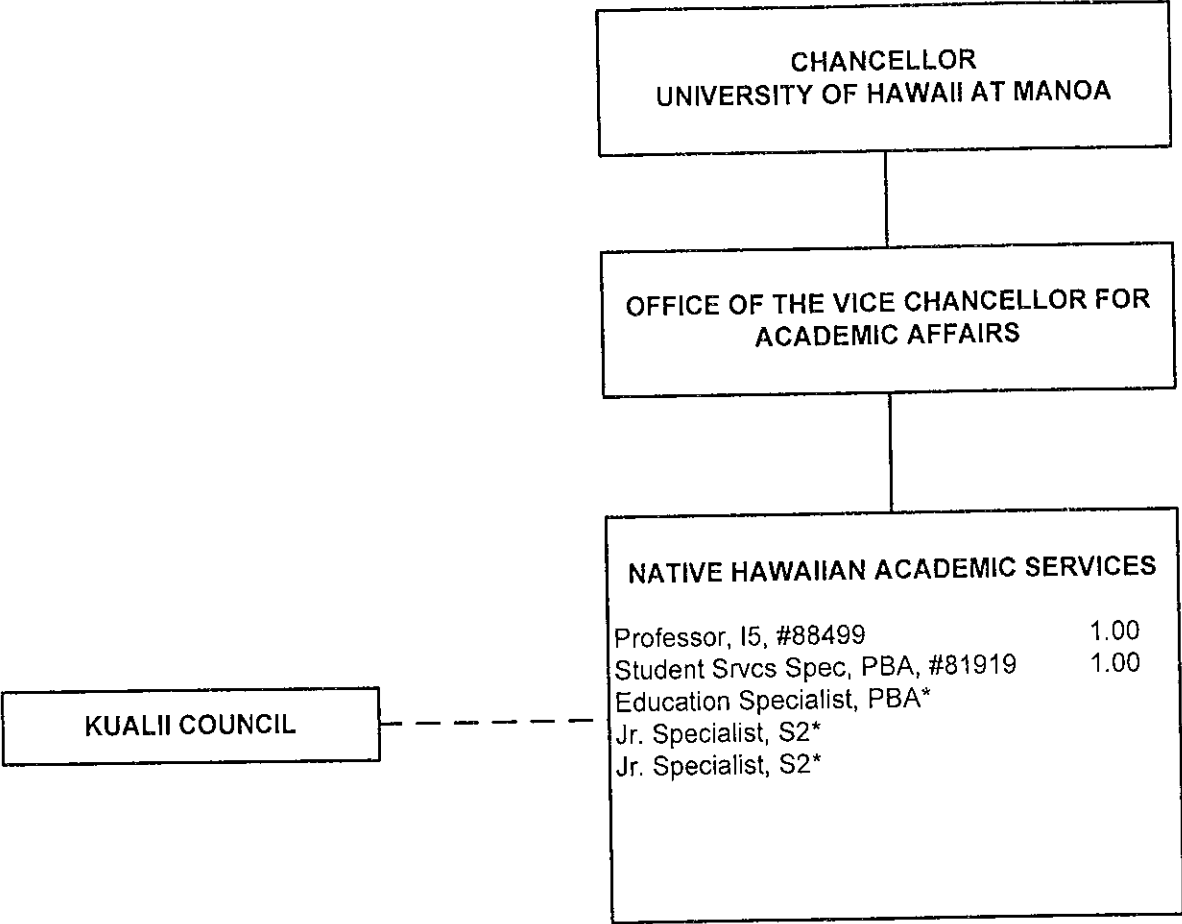
PROPOSED

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State of Hawaii  
University of Hawaii  
University of Hawaii at Manoa  
OFFICE OF THE VICE CHANCELLOR  
FOR ACADEMIC AFFAIRS  
NATIVE HAWAIIAN ACADEMIC  
SERVICES


POSITION ORGANIZATION CHART  
CHART II-F

GENERAL FUND FTE: 2.00

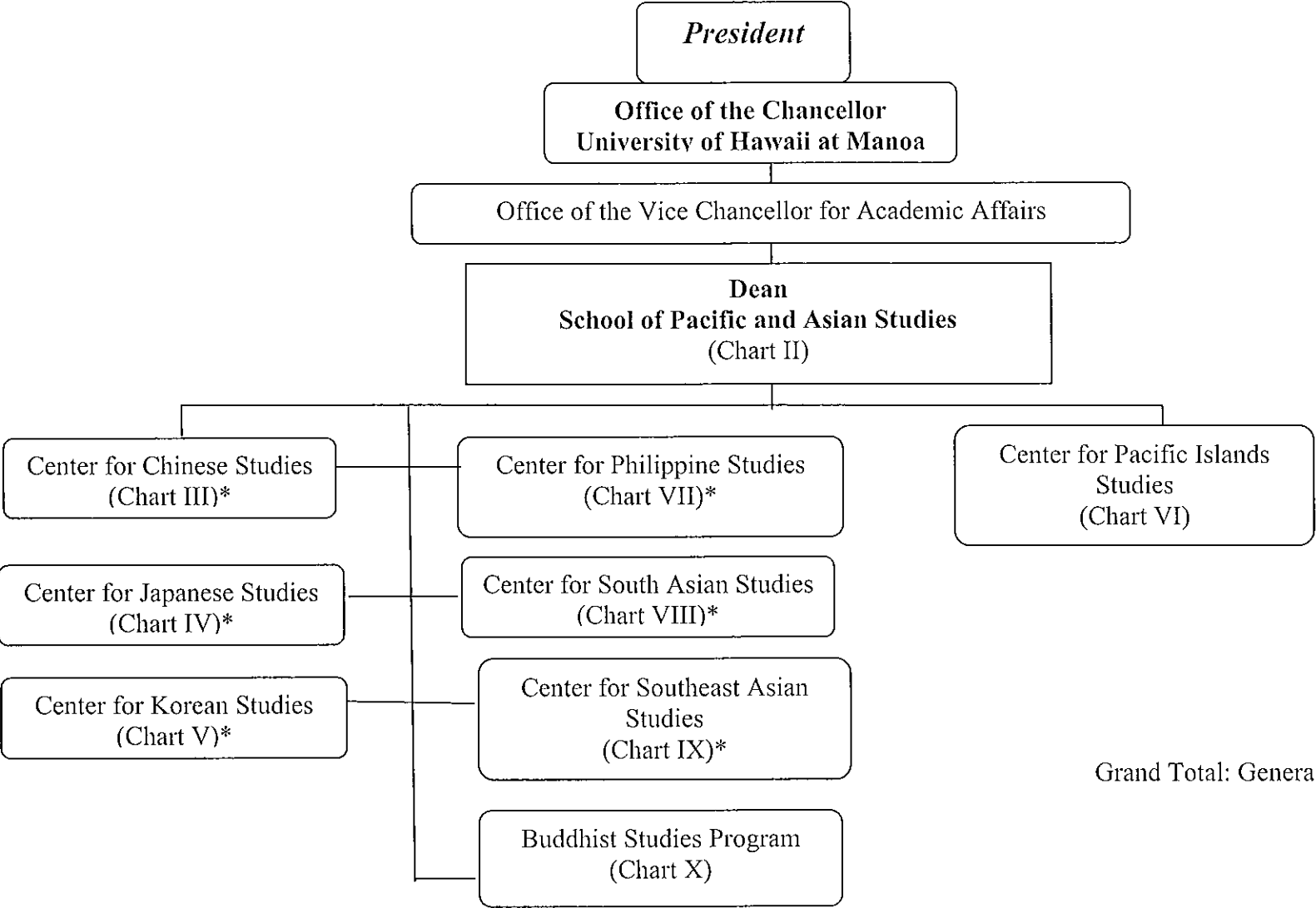


----- Denotes advisory  
relationship

DELETION APPROVED:

  
\_\_\_\_\_  
Chancellor

\*new position approved in 2/17/05 reorg, position  
number to be determined



Grand Total: General Funds 40.50

Approved By: Virginia Hinshaw Date 8-16-09  
Virginia Hinshaw, Chancellor, UH Manoa

\*Faculty from these Centers provide instruction for  
BA and MA in Asian Studies

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
HAWAI'INUIĀKEA SCHOOL OF HAWAIIAN KNOWLEDGE

FUNCTIONAL STATEMENT

The mission of the Hawai'inuiākea School of Hawaiian Knowledge is to pursue, perpetuate, research, and revitalize all areas and forms of Hawaiian knowledge, including its language, origins, history, arts, sciences, literature, religion, and education; its laws and society; its political, medicinal, and cultural practices; as well as all other forms of knowledge. We recognize the unique status of the Native Hawaiian people and recognize their unique connection to these forms of knowledge by encouraging, supporting, facilitating, and ensuring the incorporation of Native Hawaiians at all levels of the university. We seek to accomplish this mission with a Native Hawaiian perspective that recognizes the holistic aspects of this knowledge, its diversities, and the importance of practical applications. Our mission is to apply this knowledge to provide service and support to the Hawaiian community, as well as extending this knowledge outward from the academy and the community, into the Pacific and other International domains.

The School offers Bachelor's and Master's degrees in Hawaiian and Hawaiian Studies and a certificate in Hawaiian Language. In addition, it operates the Ka Papa Lo'i o Kānewai Cultural Garden.

A. Office of the Dean

The Dean's Office will serve as administrative head of Hawai'inuiākea School of Hawaiian Knowledge, working in consultation with the 'Aha Kūhina in all of the following functions:

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

Articulates and conveys to faculty, staff, students, and others the school's basic values, direction and goals, and develops and implements policies governing the activities of the school

Manages the day-to-day operations of the school and represents the school within the university and to the local, national, and international community.

Provides students academic advising and designs and executes student services assistance for the majors. Additionally, develops and provides student services for Native Hawaiian students across UHMānoa campus.

The 'Aha Kūhina is the primary advisory council to the Office of the Dean. It is a more traditional Hawaiian administration or governing council. The 'Aha Kūhina will be made up of ten members: the Director and three faculty from Kamakakūokalani Center for Hawaiian Studies, the Director and three faculty from Kawaihuelani Center for

Hawaiian Language, the Director of Ka Papa Lo‘i o Kānewai Cultural Garden, and the Director of the Native Hawaiian Student Services Kauhale. The Dean is an ex-officio member. The ‘Aha Kūhina will work closely with the Dean as advisors and as members of standing committees on issues pertaining to the administration of the school, including budget, curriculum, fundraising, research, grants, organizing conferences, student services, etc. The ‘Aha Kūhina will also advise on issues regarding hiring and other personnel matters, except those matters that will be decided by Personnel Committees, as defined by the Board of Regents and union contracts.

#### B. Kamakakūokalani Center for Hawaiian Studies

Kamakakūokalani offers both Bachelor and Master degrees in Hawaiian Studies. The center creates and teaches undergraduate and graduate courses in Hawaiian arts and sciences that focus on history and literature; traditional Hawaiian agriculture, horticulture and aquaculture, the environment and natural resource management; Native Hawaiian rights and Western law; land tenure in Hawai‘i; Hawaiian herbal medicine; social, economic and political issues; performing and visual arts; and comparative Polynesian culture. The center provides study resources including computers and library.

Kamakakūokalani promotes and conducts research in its curriculum’s subject areas; acquires and manages grants; trains researchers and houses research projects within its facility.

Kamakakūokalani provides the university an interface with the wider community by hosting forums, lectures, classes and demonstrations relevant to Hawaiian culture, Hawaiian issues and the practices of other indigenous peoples.

Kamakakūokalani faculty and staff participate in, and often plan, Native Hawaiian academic, cultural and political events, and speak to the media about Hawaiian and indigenous issues.

#### C. Kawaihuelani Center for Hawaiian Language

Kawaihuelani offers Bachelor and Master degrees in Hawaiian and an undergraduate certificate. The center conducts research in relevant fields of study and offers four years of language study as well as courses on Immersion education, curriculum development, and topics of relevant Hawaiian cultural content.

In partnership with the College of Education (COE), Kawaihuelani trains teachers for Hawaiian immersion schools, public schools with Hawaiian language courses, Hawaiian charter schools, and the UH Mānoa program.

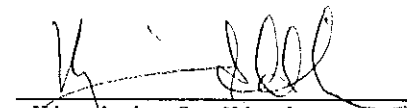
The faculty and staff of Kawaihuelani create and implement projects and programs that promote Hawaiian language, culture, history, and traditions.

#### D. Ka Papa Lo‘i o Kānewai Cultural Garden

Ka Papa Lo‘i o Kānewai Cultural Garden assists in, and support educational research and curriculum development while fully embracing the traditional Hawaiian values and

practices that revived this historic land of Kānewai. Kānewai is a refuge to all who come to partake of its resources, be they educational groups, classes, or community entities seeking information and knowledge through tours or hands-on experience, by providing cultural education ranging from ahupua'a traditional resource management, Hawaiian scientific land tenure, ma uka ma kai issues and water concerns, to the application of traditional Hawaiian values in caring for the lo'i and garden on a daily basis.

As the foremost "huli bank" in Hawai'i, Kānewai provides consultation advisement and assistance to other kalo farmers through the information gathered in its research studies.

  
\_\_\_\_\_  
Virginia S. Hinshaw  
Chancellor

8-16-09  
\_\_\_\_\_  
Date

STATE OF HAWAI'I  
UNIVERSITY OF HAWAI'I  
UNIVERSITY OF HAWAI'I AT MĀNOA  
OFFICE OF THE CHANCELLOR  
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

PROPOSED  
FUNCTIONAL STATEMENT

I. INTRODUCTION

- A. Overview of the Office: The Office of the Vice Chancellor for Academic Affairs has leadership responsibilities for the planning, direction, development, coordination, and management of the academic programs of the University of Hawai'i at Mānoa. The Vice Chancellor for Academic Affairs (VCAA) serves as the chief academic officer of the campus and the principal policy advisor to the Chancellor on academic matters. The following schools and colleges report to the Vice Chancellor: School of Architecture, College of Arts and Humanities, College of Business Administration, College of Education, College of Engineering, School of Hawaiian, Asian, and Pacific Studies, College of Language, Linguistics and Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, College of Social Sciences, School of Social Work, School of Travel Industry Management, and College of Tropical Agriculture and Human Resources. In addition, the following academic support units report to the Vice Chancellor: the Office of Undergraduate Education, the Office of Enrollment Management, the Office of International and Exchange Programs, the Office of Academic Personnel, the Office of Academic Institutional Research, Library Services, and the UH Press.
- B. Authority: The VCAA has the authority to develop new academic programs, to review and determine the continuing status of existing programs, to develop and promulgate academic and academic personnel policies for compliance by all academic units, to rule on faculty complaints, grievances, and disciplinary actions on behalf of the Chancellor, and to take actions to improve the academic programs and climate of the campus.
- C. Interaction with other UHM Vice Chancellors: The VCAA works with the Vice Chancellor for Research and Graduate Education to ensure that the graduate and research programs of the academic units are provided with the best possible support; with the Vice Chancellor for Administration, Finance, and Operations to ensure the responsible allocation and expenditure of financial resources and that the academic programs are well-represented in the media, that personnel actions taken are reasonable and compliant, that academic programs have access to the best information technology available at the University, and to ensure that physical facilities are adequate for instructional needs; and with the Vice Chancellor for Students to ensure optimal support of students in the academic programs.

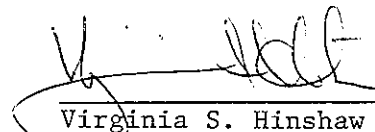
II. MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS

The Office directs the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new opportunities, the formulation of academic goals and objectives, the formulation of enrollment management plans and goals, and the allocation, reallocation, and management of academic programs and units.

The Office is actively involved in encouraging and developing new academic initiatives, in establishing new undergraduate and graduate programs, in assessing existing academic programs and units, and in analyzing institutional data regarding academic programs.

The Office of the VCAA has the following responsibilities:

- Oversees and coordinates the activities of the academic units and programs through the academic deans and directors; establishes academic standards for instructional programs and scholarly activities.
- Coordinates the academic personnel functions for the campus for faculty and executive/managerial employees; serves as Chancellor's designee for complaints, grievances, and disciplinary actions; participates in formulation of contract proposals and negotiating strategy.
- Provides advice and support for new academic initiatives from the formative phases through the Board of Regents approval and implementation. Conducts internal reviews of existing academic programs, including coordinating termination of existing programs and implementing campus-wide assessment program.
- Serves as the campus academic liaison with the Western Association of Schools and Colleges; maintains oversight of reviews by specialized accrediting agencies.
- Leads in the preparation and implementation of the Mānoa Strategic Plan; coordinates updates.
- Coordinates academic affairs of UHM with the University of Hawai'i system including promoting system-wide transfer of courses and degrees, participating in system-wide discussion with senior academic executives, developing system articulation agreements, collaborating with other campuses in establishing programs, policies, strategic plans, and system budgets.
- Plans and directs the undergraduate and graduate commencement ceremonies and other campus-wide academic functions.
- Directs the development and implementation of programs that make full use of appropriate technologies and methods of delivery of educational and academic support services; manages the review and approval of distance delivered programs.
- Assists in the preparation and execution of the UHM budget; advises on policies and procedures to redistribute funds and positions; determines resource needs of new programs and recommend plans for securing resources; participates in determining campus priorities for CIP projects.
- Oversees the Office of Undergraduate Education, the Office of Enrollment Management, the Office of International and Exchange Programs, the Office of Academic Personnel, the Office of Academic Institutional Research, Library Services, and the UH Press.
- Selects/appoints UHM representatives to various external and internal boards and committees associated with University academic programs.
- Serves as the UHM source of expertise on the subject of academic programs and activities.
- Serves as the Chancellor's representative for academic programs with a variety of individuals, groups, and agencies, both inside and outside UH Mānoa, such as federal and state agencies, other higher education institutions, legislators, and the general public, which have the potential to take actions that impact UHM academic programs and capabilities.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).


8-16-09  
 \_\_\_\_\_  
 Virginia S. Hinshaw      Date  
 Chancellor



STATE OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
SCHOOL OF PACIFIC AND ASIAN STUDIES

The School of Hawaiian, Asian and Pacific Studies (SHAPS) was established on July 24, 1987 as an organizational unit to coordinate and focus the resources available on various aspects of Hawaiian, Asian and Pacific studies in an integrated program of research and scholarship to provide broad and substantive academic support of instructional programs, and for faculty and library resource development. The University of Hawaii Board of Regents on May 16, 2007 renamed SHAPS as the School of Pacific and Asian Studies (SPAS) effective July 1, 2007 with the creation of the Hawai'i inuiakea School of Hawaiian Knowledge. The SPAS is expected to generate the visibility and status necessary to enhance the contributions and advance the reputation of the University of Hawai'i at Manoa as a leading center in Pacific and Asian studies, and to attract extramural funding in support of that leadership. The major objectives of the School are:

1. Support faculty and student development, instruction, research and publications in international studies, particularly regarding the Pacific and Asia;
2. Provide a linking and coordinative function to maximize the use and development of the University's Pacific and Asian resources within and across disciplines and departments;
3. Provide international visibility for, and publicize the University's activities, resources and commitment in Pacific and Asian studies to a spectrum of appropriate audiences, including colleagues, interested students and potential funding sources throughout the world.
4. Serve the educational and cultural interests of Hawai'i by helping to foster a deeper understanding of Pacific and Asian societies and peoples.

The major functions of the units of the School are:


- A. Office of the Dean (Chart II)  
Provides executive/managerial direction and support to the primary programs of instruction, research, and community service.

Plans, organizes and administers

1. Program curricula and course development
2. Program evaluation
3. Staff recruitment and development
4. Research and development activities
5. Outreach instructional and community service programs
6. Budget development, allocation, and administration
7. Accounting for resources
8. Procurement and property management
9. Personnel services
10. Other logistical support services
11. Student academic services

- B. Centers and Programs (Charts III through IX)  
Centers and Programs provide instruction, research, and community service relevant to their focus.

1. Academic programs offered are:  
MA in Pacific Islands Studies  
Certificate in Pacific Islands Studies  
BA in Asian Studies  
MA in Asian Studies
2. Research is encouraged through development of faculty research skills.
3. Community service is provided in outreach activities, including workshops, materials development, and community presentations.

  
\_\_\_\_\_  
Virginia S. Hinshaw  
Chancellor

8-16-07  
\_\_\_\_\_  
Date