

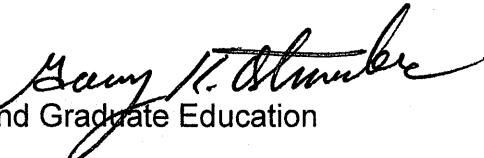


UNIVERSITY
of HAWAII®
MĀNOA

May 21, 2010

MEMORANDUM

TO: Virginia S. Hinshaw
Chancellor

FROM: Gary K. Ostrander 
VC for Research and Graduate Education

SUBJECT: Reorganization Proposal for the Industrial Relations Center

SPECIFIC ACTION REQUESTED:

We request your approval of the reorganization proposal to administratively move the unit and functions of the Industrial Relations Center (IRC), an Organized Research Unit (ORU) from the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) to the Library Services, as an Organized Research Unit, under the Office of the Vice Chancellor for Academic Affairs (OVCAA).

RECOMMENDED EFFECTIVE DATE:

Upon your approval

ADDITIONAL COST:

NONE

PURPOSE:

The purpose of this reorganization is to better administratively service IRC and to better reflect the functional responsibilities of IRC.

BACKGROUND:

Pursuant to Administrative Procedure A3.101 *University of Hawai'i Organizational and Functional Changes* 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 significant additional expenses; or
 - d) do not have significant programmatic impact on the University
- may be approved under delegated authority by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal is being submitted due to the recommendation of the prioritization committee. It has also been reviewed and discussed with appropriate units and staff members, the Senate Executive Committee, UHPA and HGEA. The details of the reorganization are outlined in the attached Executive Summary and proposal.

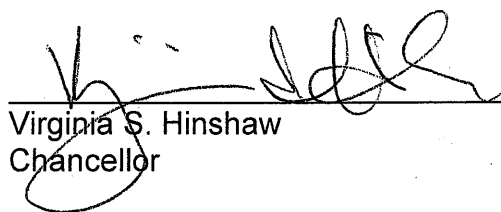
ACTION RECOMMENDED:

It is recommended that the attached administrative reorganization proposal for the Industrial Relations Center be approved.

Attachments:

Industrial Relations Center Prioritization Submittal
Vice Chancellor's Committee Recommendations
Chancellor Recommendations: September 8, 2009 Message
Executive Summary
Narrative
Current org charts and functional statements
Proposed org charts and functional statements
UHM Attachment 3 - Allocated and Authorized BJ/BT Positions Impacted by the Reorganization
Copies of letters and responses from internal campus offices (i.e., Mānoa Budget Office, Mānoa Finance & Accounting, Mānoa Human Resources, Mānoa Faculty Senate)
Copies of letters and responses from external parties
Copies of letters and responses from unions

APPROVED / DISAPPROVED:



Virginia S. Hinshaw
Chancellor

MAY 25 2010

Date

- c: Reed Dasenbrock, VC for Academic Affairs
Kathy Cutshaw, VC for Administration, Finance and Operations
Paula Mochida, Interim University Librarian
Joyce Najita, Director, Industrial Relations Center

EXECUTIVE SUMMARY

Executive Summary
Reorganization Proposal for the Industrial Relations Center (IRC)
April 27, 2010

Background

The Chancellor's Prioritization Committee has recommended that the Industrial Relations Center, currently comprised of 2 R-faculty (one vacant position), 1 APT, and 1 Civil Service, move from the Office of the Vice Chancellor for Research and Graduate Education and be placed under Library Services in order to better serve the university.

Recommendation

The Industrial Relations Center will be placed under the Library Services for administrative purposes and to better reflect the functions of the center. The University Librarian will have general administrative direction, control or supervision of the director of the Industrial Relations Center. The University Librarian will have general administrative responsibility for the Industrial Relations Center to oversee compliance with University policies and procedures. The Industrial Relations Center will maintain its status as an Organized Research Unit. The respective functions, duties, and powers of the Industrial Relations Center are vested in the director. Administrative, managerial and operational responsibilities will remain with the director of the Industrial Relations Center. The transfer of the Industrial Relations Center to Library Services implies that the IRC will adhere to all of the rights and responsibilities of an ORU.

NARRATIVE

Reorganization Proposal: Industrial Relations Center
Narrative
University of Hawai'i at Mānoa

INTRODUCTION:

IRC was created by the University of Hawai'i Board of Regents in 1948 to serve the public in promoting the understanding of labor-management problems, techniques, and policies; and providing information in the field of industrial relations. IRC's mission is to promote understanding of labor management problems, techniques, and policies; and to provide for labor, management, and the community's source of information in the field of industrial relations.

IRC has an extensive collection of interdisciplinary reference materials with an emphasis on labor-management relations. They house publications such as the Roberts' Dictionary of Industrial Relations, Special Reports, and Hawai'i Labor Relations Board Decisions. IRC also provides training and support on labor and management.

IRC currently reports to the Vice Chancellor for Research and Graduate Education.

As part of the Library Services mission, the Library selects, acquires, organizes, preserves and provides intellectual and physical access to collections in a wide range of formats. It also facilitates access to collections held by other academic institutions, government agencies, and commercial providers for information. They are electronically connected to information resources throughout the world; the Library contributes to global networked information resources and provides assistance and education in information retrieval.

The Library currently reports to the Vice Chancellor for Academic Affairs.

This is a proposal to reorganize the Industrial Relations Center (IRC) from the Office of the Vice Chancellor for Research and Graduate Education to the Office of the Vice Chancellor for Academic Affairs, Library Services, University of Hawai'i at Mānoa to better reflect the functions and operations of the IRC.

4.00 FTE is currently funded by G funds.

PROPOSED:

The Mānoa Campus under went a prioritization review. The Vice Chancellor for Research and Graduate Education Prioritization Process Advisory Committee met and submitted the following to the Chancellor for her consideration:

The Director of the IRC indicated two major programs, Library and Research, Publications and Outreach, which was listed under the "maintain as is" category. However, the OVCRGE Prioritization Process Advisory Committee agreed that both programs should be listed under the "reorganize, restructure, merged, or consolidate" category. It was suggested by the committee that IRC be merged with the Hamilton Library, since its functions could be incorporated with the Library. It was noted that the current activities of the IRC are not critical to the undergraduate or graduate student core mission or the research/scholarship priorities of our faculty.

The Chancellor recommended to reorganize/restructure the center to enhance collaborations and new initiatives.

No classification impact or change in duties and responsibilities to positions within IRC are anticipated due to the reorganization.

There will be no additional costs for office, equipment, and supplies. There will be minimal costs for the relocation of IRC to be paid for by the Office of the Vice Chancellor for Research and Graduate Education. The IRC will remain intact with no changes.

CONSULTATION:

IRC staff, the VC for Academic Affairs, the Library Services, the VC for Research and Graduate Education, the Senate Executive Committee, the University of Hawai'i Professional Assembly, and the Hawai'i Government Employee Association has been consulted.

CONCLUSION:

Recommend approval of the reorganization to transfer function, positions, and funding of IRC to Library Services.

PROPOSED
ORGANIZATIONAL
CHARTS
AND
FUNCTIONAL
STATEMENTS

PROPOSED ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS

1. Office of the Vice Chancellor for Research and Graduate Education
2. Industrial Relations Center
3. Library Services

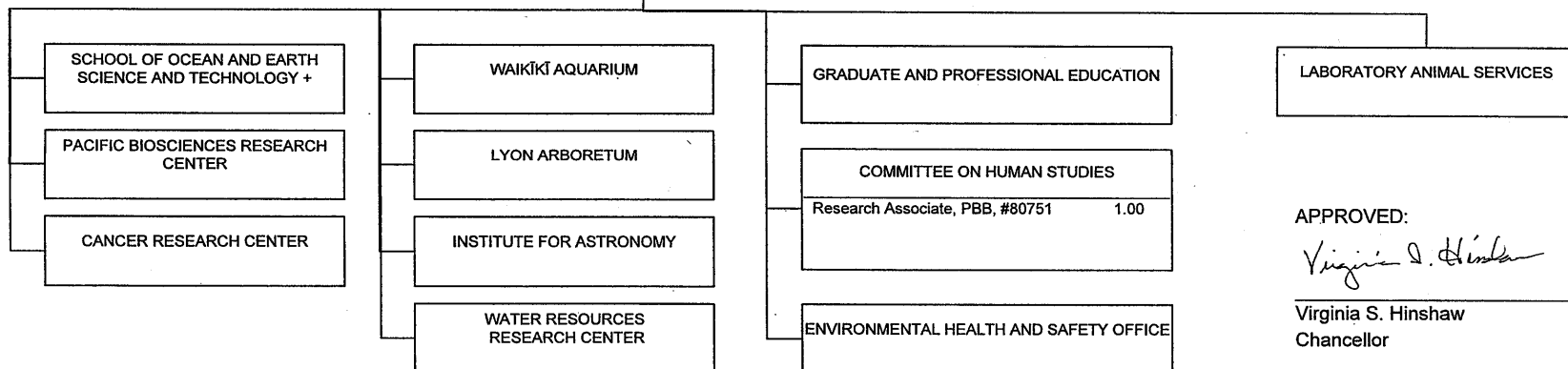
OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAII AT MANOA

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION	
Vice Chancellor, #89112	1.00
Associate Vice Chancellor, #89455	1.00
Secretary III, SR-16, #900322	1.00
Administrative Officer, PBB, #80406	1.00
Fiscal Acctg Specialist, PBB, #77673	1.00
Assistant Vice Chancellor, #89119	1.00
Environmental Sfty Sp, PBC, #81109	1.00
Environmental Sfty Sp, PBA, #80261	1.00
Assistant Vice Chancellor, #89153	1.00
Secretary III, SR-16, #13715	1.00

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR
FOR RESEARCH AND GRADUATE EDUCATION

POSITION ORGANIZATION CHART III

GENERAL FUND FTE: 11.00



APPROVED:

Virginia S. Hinshaw

Virginia S. Hinshaw
Chancellor

MAY 25 2010

Date

Footnotes:

+ Academic matters within the School of Ocean and Earth Science and Technology will be administered in coordination with the Vice Chancellor for Academic Affairs

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
OFFICE OF THE CHANCELLOR
**OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE
EDUCATION**

FUNCTIONAL STATEMENT

I. INTRODUCTION

A. Overview of Office:

In support of the deans and directors and in collaboration with the Office of the Vice Chancellor for Academic Affairs, this Office has leadership responsibility for the planning, direction, initiation, development and coordination of research and graduate programs of the University of Hawaii at Manoa. The Vice Chancellor for Research and Graduate Education (VCRGE) serves as the chief policy advisor to the Chancellor in these areas and the chief operating officer for University of Hawaii'i at Manoa research programs.

B. Authority:

The office of the VCRGE has the authority to develop new research programs within the applicable campus executive and Board of Regents policies, to allocate or reallocate budgets of the Research and Training Revolving Funds in support of the research enterprise, to develop and promulgate policies for compliance of the research faculty and staff with Federal and State regulations, and to take actions to improve the research climate at the University of Hawaii at Manoa. Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.

C. Interactions with other UHM Vice Chancellors

The VCRGE works with the Vice Chancellor for Academic Affairs to ensure that the research and graduate programs of the academic units are provided with the best possible support; with the VC for Administration, Finance and Operations to ensure responsible allocation and expenditure of financial resources, to ensure that the research enterprise is well-represented in the media, to ensure that researchers have access to the best information technology available at the University, and to ensure that personnel actions taken are reasonable and compliant; to ensure that physical facilities are adequate for research needs; and with the VC for Students to ensure optimal involvement of students in the research activities of the University of Hawaii at Manoa.

II. MAJOR FUNCTIONS OF THE OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION

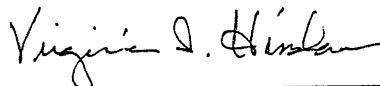
In support of and under the direction of the Chancellor, the Office directs the University of Hawaii at Manoa's research and graduate programs through the development of governing policies, the conduct of program planning and assessment, the determination of directions, the setting of priorities in response to new research opportunities, the formulation of goals and objectives, and the allocation of resources.

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages technology transfer and economic development activities by the University of Hawaii at Manoa.

The Office of the VCRGE provides the following services:

- Oversees Graduate and Professional Education.
- Oversees most Organized Research Units, which includes Pacific Biosciences Research Center, Cancer Research Center, Waikiki Aquarium, Lyon Arboretum, Institute for Astronomy, and Water Resources Research Center.
- Oversees the School of Ocean and Earth Science and Technology.
- Oversees the Committee on Human Studies.
- Oversees the Environmental Health and Safety Office.
- Initiates and develops long-range planning studies for research at the University of Hawaii at Mānoa.
- Administers a policy of continuing qualitative evaluation of each of the major efforts relative to the development and maintenance of an international standard of excellence.
- Coordinates the activities of the research units and programs through the respective academic deans and directors.
- Selects/appoints University of Hawaii at Manoa representatives to various external and internal boards and committees associated with University research programs.
- Serves as the Chancellor's representative for research with a variety of individuals, groups and agencies, both inside and outside the University of Hawaii at Manoa, such as Federal and State agencies, other research institutes and universities, legislators, and the general public, which have the potential to take appropriate actions to enhance the University of Hawaii at Manoa's research programs and capabilities.
- Serves as the University of Hawaii at Manoa source of expertise on the subject of research programs and activities.
- Manages strategic initiatives, research program development, research information systems, business operations of the Office of the VCRGE and interacts with the Office of Research Services; oversees research and technology transfer, research commercialization and industrial support.
- Oversees matters having to do with vertebrate animal care and use, including oversight of the Institutional Animal Care and Use Committee and supervision of the Laboratory Animal Service.
- Finds means by which the research environment can be improved and made more conducive to research and educating faculty concerning research funding opportunities and proposal preparation.
- Identifies opportunities for Federal funding of research and helping researchers obtain the Federal financial support they need.
- Manages the Research and Training Revolving Funds, the fiscal management of campus wide research initiative headed by the office of the VCRGE, the management of internal resource allocations within the office of the VCRGE and the interaction with the Research Corporation of the University of Hawaii in fiscal matters.
- Interacts with the Office of Research Services to provide appropriate procedures to foster research and training activities at the University of Hawaii at Manoa.
- Provides general oversight of the appointment, compensation, and service conditions of post-doctoral fellows.
- Serves as the Chancellor's representative and advisor on interactions with the Research Corporation of the University of Hawaii.
- Provides advice, assistance, financial support, and administrative guidance for new research centers and institutions during the formative or start-up phases.
- Supports the Chancellor in other matters as directed.

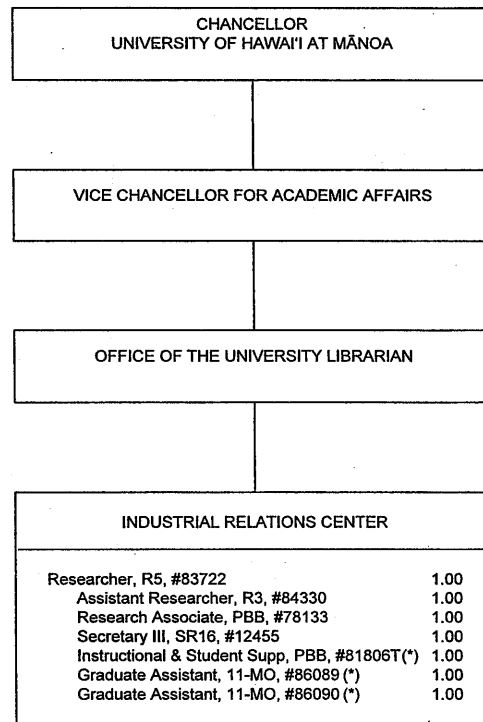
APPROVED:



Virginia S. Hinshaw
Chancellor

MAY 25 2010

Date



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
LIBRARY SERVICES

INDUSTRIAL RELATIONS CENTER

ORGANIZATION CHART

GENERAL FUND FTE: 4.00
(*) GENERAL FUND TEMP FTE: 3.00

APPROVED:

Virginia S. Hinshaw

Virginia S. Hinshaw
Chancellor

MAY 25 2010

Date

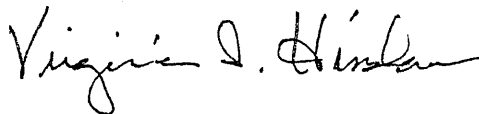
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MANOA
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
LIBRARY SERVICES
INDUSTRIAL RELATIONS CENTER

FUNCTIONAL STATEMENT

Conducts research in industrial relations, disseminates information pertaining to industrial relations and develops and maintains an industrial relations library.

- Facilitates University system wide research, instruction, and public service in the disciplines and professions related to industrial relations.
- Develops and maintains a library of research and reference materials deemed necessary to the research, instruction, and public service functions of the Center.
- Provides a library reference service for the purpose of making this information available to labor, management, and other community groups.
- Investigates and analyzes problem areas in the practice of industrial relations.
- Disseminates, through public lectures, conferences, discussion groups and publication and distribution, information developed from the Center's resources.

APPROVED:



Virginia S. Hinshaw
Chancellor

MAY 25 2010

Date

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
LIBRARY SERVICES
CHART I

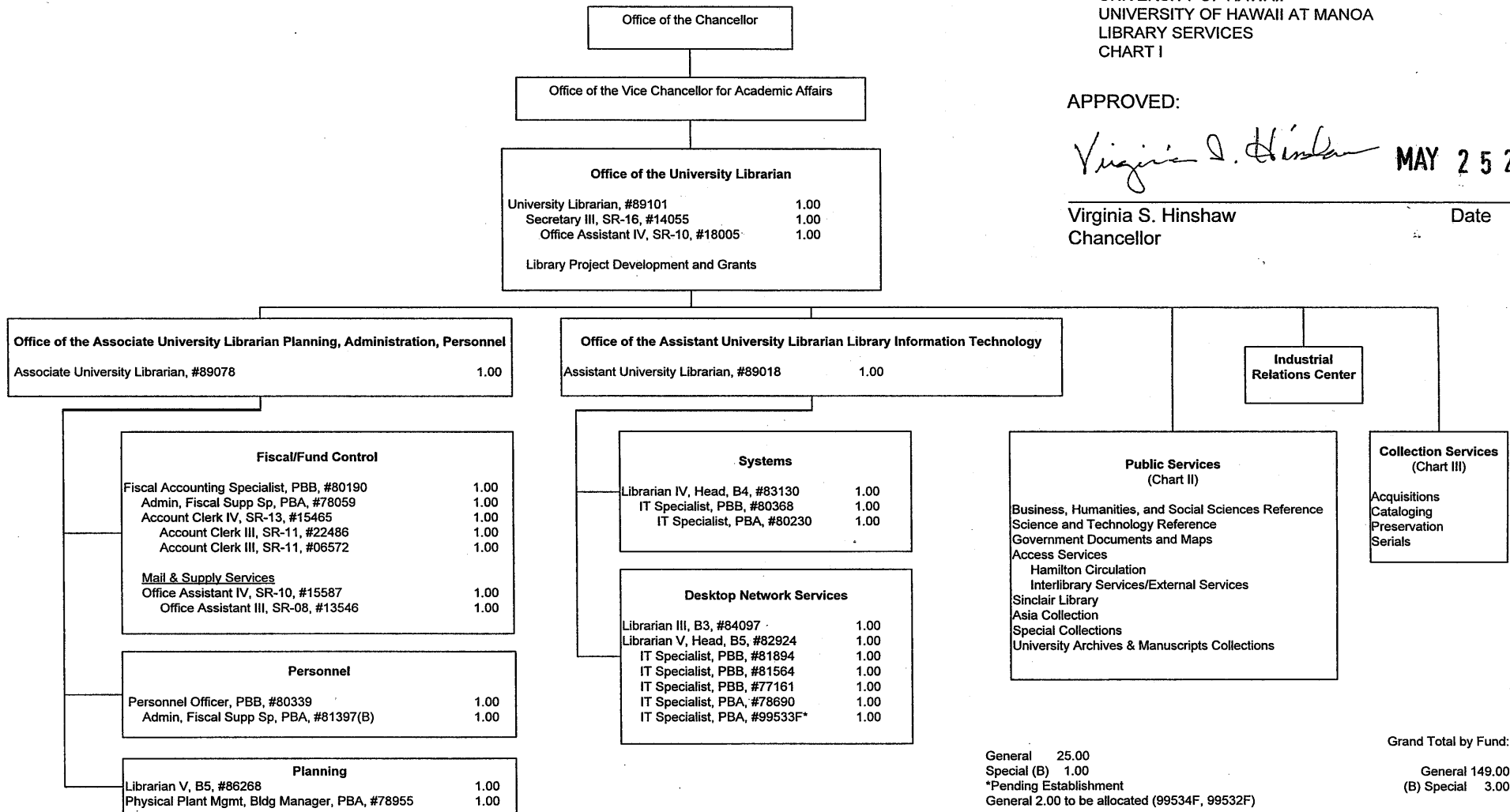
APPROVED:

Virginia S. Hinshaw

MAY 25 2010

Virginia S. Hinshaw
Chancellor

Date



LIBRARY SERVICES
UNIVERSITY OF HAWAII AT MANOA
FUNCTIONAL STATEMENT

The Library Services program is an academic support organization. The Library is an active participant in the teaching, research and service missions of the University. Its resources and services are designed to nourish and enhance all University programs, particularly those programs which take advantage of Hawaii's unique location, physical and biological environment and rich cultural setting. In fulfilling this mission, the Library selects, acquires, organizes, preserves and provides intellectual and physical access to collections in a wide range of formats. The Library fosters the sharing of its resources among all UH system campus libraries. It facilitates access to collections held by other academic institutions, government agencies and commercial providers of information. Electronically connected to information resources throughout the world, the Library contributes to global networked information resources and provides assistance and education in information retrieval.

The Library Services program encompasses traditional reference and circulation services, electronic bibliographical and information retrieval services, bibliographic instruction services, responsibility of the book, journal and non-print collections, acquisitions, cataloging and other processing activities, responsibility for the UH system wide Hawaii Voyager library online management system, and direct service to the academic and research programs.

The program is administered by the University Librarian. The University Librarian reports to the Vice Chancellor for Academic Affairs, University of Hawaii at Manoa.

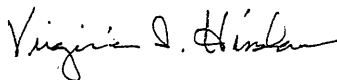
The Functional Statement describes the organizational units in the Library. Additionally, it outlines the relationships between the various organizational units which are typically organized around: 1) the type of function(s) performed (e.g. services to the public or processing operations); 2) the format of materials dealt with, (e.g. serials, monographs, audiovisual) and/or the languages of the materials involved. Thus the Library organization is a multi-faceted structure having hierarchical features combined with matrices of interrelated activities.

DESCRIPTION OF MAJOR FUNCTIONS

I. OFFICE OF THE UNIVERSITY LIBRARIAN

- Plans and directs the provision and operation of library services at the Hamilton and Sinclair Library buildings, which house most of the University of Hawaii at Manoa's informational resources-including books, microforms, archives, audiovisual materials, journals, newspapers, electronic databases and reference sources.
- Advises the Office of the Chancellor, University of Hawaii at Manoa and the President's Office on library, media service and information technology matters.
- Provides leadership in planning and coordinating the development of the Manoa campus library programs involved with sharing resources and networking with other academic, public, government and private libraries within and outside of the State of Hawaii.
- Works in conjunction with the Library Senate, which represents the faculty of the Library and advises on substantive library matters and professional library concerns.
- Serves as an ex-officio member of the University of Hawaii at Manoa Faculty Library Committee, which represents faculty and students at Manoa and advises on library services and policies.
- Oversees the Industrial Relations Center

APPROVED



Virginia S. Hinshaw
Chancellor

MAY 25 2010

Date

- Works in an advisory capacity with the library directors of the other UH system campuses and with the UH Mānoa Law Librarian.

Office of Library Project Development and Grants

Provides professional support for the University Librarian, library faculty and staff in activities and projects that involve planning, solicitation, acceptance and public relations concerning private and grant support for the library.

Clerical Support Services

Provides secretarial and other administrative support services to the University Librarian and other administrative offices.

II. OFFICE OF THE ASSOCIATE UNIVERSITY LIBRARIAN FOR PLANNING, ADMINISTRATION AND PERSONNEL

- Provide library-wide long-range strategic planning, space planning and policy development for Library Services. Relates that planning to the budget planning, human resources planning and development processes.
- Oversees planning, organization and administration of the Library Fiscal Office and the Library's Personnel program.

A. Planning

Oversees initiation, planning and coordination of library-wide programs such as library building and space planning, legislative liaison, and development of library-wide strategic planning. Provides task force leadership as necessary.

B. Fiscal and Fund Control

Provides administrative and technical support for the management of the budgets and expenditures of the Library Services program. Prepares fiscal data for the management of Library budgets and payrolls, budgets and monitors the expenditures of all funds, coordinates preparation of bids and purchasing of equipment, administers Library contracts and grants, and handles inventory. Oversees book fund of over \$4 million that is independent of the University's regular accounting systems. Administers mail and messenger services, and order, receipt and distributions of supplies.

C. Personnel

Provides administrative and technical support for management of the full range of Library Services personnel activities. Handles all personnel transactions for full time employees (BOR and Civil Service), casual and temporary hires, and student employees. Maintains personnel records, provides data for staffing analyses, maintains contact with University officials and works with department heads in developing and revising position descriptions and employee evaluations. Maintains up to date information regarding state regulations, employee benefits, union contracts and training opportunities.

III. OFFICE OF THE ASSISTANT UNIVERSITY LIBRARIAN FOR LIBRARY INFORMATION TECHNOLOGY

The Library Information Technology Division is administered by the Assistant University Librarian for Library Information Technology. This Division has library-wide responsibility and authority for development, implementation and integration of automated library functions where applicable. It is charged with administering and maintaining the Library's computer facilities and related environmental support equipment and with developing Library desktop server and mainframe systems to support the library activities and operations.

Provides daily technical support and assistance for the online integrated library system (ILS) to the staff of thirteen libraries, including all other campus libraries in the University of Hawai'i system and external sites such as the Bishop Museum and the Hawai'i Medical Library.

Provides technical consultation, evaluation, testing and recommendations for digital resource delivery approaches, including software and equipment as appropriate. Included in this developmental program is the planning and establishment of an ongoing Library Digitizing program, working with library public service departments to determine and implement appropriate ways of providing access to and local interfaces for digital resources and participation in campus projects related to electronic dissertations, theses and course reserve readings.

The Assistant University Librarian for Library Information Technology is responsible for facilitating group participation and decision making in the planning and implementation of electronic services by working with the University Librarian, the Heads of the Public Services and Collection Services Divisions and the various departments. Provides leadership in developing external grant and private funding resources to support technological initiatives. The Assistant University Librarian plans, directs and coordinate the activities of the Systems Department, the Desktop Network Services Department and the Digital Resources development functions. This includes overall planning, budgeting and associated personnel administration for these functions.

A. Systems

Manages the Library's centralized mainframe and server computer systems used to provide ILS library management services. Plans for upgrade of mainframe server and related equipment and software to insure the continued viability of library automated services.

Installs, tests, configures, explains, documents and releases new and revised library automation software. Provides software vendor related application software support and liaison support to all UH System campus libraries and private libraries who are members of the integrated library system (ILS) network. Coordinates communication and meetings regarding ILS issues and offerings among all network member libraries.

Manages automation of internal library administrative and other function to comply with University requirements. Prepares statistical and other reports for library administration and other units describing ILS related questions.

Provides specialized library system analysis and programming to support implementation of new ILS related services and develop existing services. Participates in programming for a range of library automation projects.

Provides technical consultation, evaluation, testing and recommendations for digital resource delivery approaches, including software and equipment as appropriate. Included in this developmental program is the planning and establishment of an ongoing Library Digitizing program, working with library public service departments to determine and implement appropriate ways of providing access to and local interfaces for digital resources and implementation and coordination of the Library's participation in campus projects related to electronic dissertations, theses and course reserve readings.

B. Desktop Network Services

Provides centralized services for the maintenance, acquisition and development of the Library's network infrastructure and desktop computing facilities, including staff, classroom and public equipment, local area networks (LANS) and software.

1. Networking

Manages data communications networking for the equipment used to provide ILS and related library automation services (presently up to 448 possible simultaneous sessions with approximately 90 sessions devoted to remote access).

Plans the Library's network infrastructure; works closely with vendors, campus networking specialists and facilitates planners to keep abreast of new developments and specify network related equipment and software.

Configures and installs data communications ports, devices and scripting needed to establish connects between the mainframe and other systems.

Maintains, with the Systems Department, the computer room facility and environmental equipment.
Consults with other Desktop Network Services personnel on Library projects to provide new computer based services, especially where networking is involved.

Acts as a resource on data communications for campus departments and state agencies.

2. Desktop Computing

Specifies, installs, maintains and inventories all network devices, non ILS related servers and LANs, desktop computers, text terminals and peripherals used by Library faculty, staff and students in library offices and classrooms, public areas, and at service desks. (Presently more than 500 devices)

Maintains, with the Systems Department, the computer room facility and environmental equipment with special focus on data communications equipment.

Manages scheduled equipment maintenance, maintenance contracts and upgrades of equipment and software.

Specifies, installs, configures, tests, explains and documents as appropriate new versions of standard desktop software and new software packages.

Provides technical assistance to Library faculty and staff for all supported office, public and classroom equipment and software, including image delivery LANs and bibliographic utility workstations.

Coordinates and provides Library staff training on the use of standard computer software and equipment.

Coordinates development of library services delivered through the Internet, especially World Wide Web.

Consults with other Library units on and plans, tests and implements the automation of library functions using network and desktop computing technologies to make library functions and services more efficient and effective.

IV. PUBLIC SERVICES DIVISION

The Public Services Division is responsible for the provision of reference services, library information literacy instruction services, outreach services, document delivery services, circulation, services and the physical management of library materials. Library faculty and staff of the departments within the Public Services Division assist library patrons with the identification and use of library resources to fulfill information needs.

The Head provides overall coordination of the activities of the library units involved in carrying out these services.

The Head of the Public Services Division is responsible for facilitating group participation and decision making in the planning and implementation of public services by working with the heads of the various public service departments, the Head of the Collection Services Division, the Associate and Assistant University Librarians and the University Librarian.

PUBLIC SERVICE DEPARTMENTS

A. Business, Humanities & Social Sciences Reference

Provides directional, information and general reference assistance in all disciplines and areas of focus as well as referral to specialized reference services; provides specialized reference assistance for business, humanities and social sciences disciplines including consultation and electronic reference services; establishes and maintains general print and electronic reference collections including the acquisition of general, introductory, and interdisciplinary works; develops specialized collections in the disciplines of business, humanities and social sciences; develops basic instruction materials for use by individuals and faculty; provides integrated instruction design and delivery for targeted university curriculum, and instruction programs for identified advanced undergraduate and graduate level courses in business, humanities and social science disciplines.

B. Science and Technology Reference

Provides reference, informational and bibliographic services in science and technology subject areas; selects books, periodicals and electronic resources to build the collection in support of academic programs in science and technology; instructs faculty and students in the use of research and reference materials; coordinates the services and collection building activities in the biomedical field in support of the University of Hawai'i Medical School; maintains and provides services for electronic files, including bibliographic and full-text retrieval systems.

C. Government Documents and Maps

Government Documents Responsible for the collection and maintenance of publications officially issued by the United States government, United Nations and other international government organizations. These materials are obtained primarily on deposit, but are supplemented by purchases where necessary. The department catalogs, processes and provides access to the documents and performs reference service for patrons.

Maps Provides reference services to the Hamilton Library Map Collection. Develops the collection of maps which focus primarily on Pacific Ocean areas. Serves as a depository of U.S. Geological Survey and National Ocean Survey maps.

D. Access Services

Administers the Hamilton Circulation, Interlibrary Services and Library External Services. Library External Services is a special funded operation. Participates in the planning, establishment and provision of document delivery services within regional networking efforts. Plans and coordinates the establishment of library support activities involving off-campus organizations and users and the other UH campuses.

1. Hamilton Circulation

Provides circulation services for material housed in Hamilton Library. Authorizes the lending of library materials. Assists patrons in locating materials not found on the shelves. Maintains a patron database and online records that pertain to the location of materials. Provides security for the collection and patrons. Maintains the order of the physical collection.

a. Stack Maintenance

Shelves newly acquired materials and books returned from circulation. Re-shelves books and periodicals used in-house. Maintains the library material in correct call number order on the shelves; monitors stack areas and provides the security of the collection and the building. Monitors the condition of library material, passing it along

to the Preservation Dept. when deterioration is noticed. Works with the librarian in charge of building and space planning to develop and implement plans for the physical expansion of shelving space as needed. Carries out shifts of collections or materials when required. Services coin-operated photocopiers.

b. Charging/Discharging

Lends materials and maintains online records of the status of circulating library material; recalls and holds books on request; discharges and reactivates theft detection system in returned material, searches for missing books and notifies librarian selectors when replacement orders are needed. Electronic mail and other Internet services are provided to facilitate maximum use of the collection. Provides service for the library's social sciences and humanities periodicals collection and the general and Asia microforms collections, and assists patrons with microform reader/printers, via the Periodicals/Microforms service desk.

c. Billing/Recall

Sends online and physical notices and bills for lost and overdue books for both Sinclair and Hamilton patrons. Maintains and updates files of borrowers with delinquent financial accounts at the university level and works with an external collection agency as necessary.

2. Interlibrary Services

Serves UH faculty and students by obtaining through loan or document delivery, research material that is not owed by the UHM Library. Administers the Interlibrary loan functions including the lending of library materials to other academic institutions as well as other UH campus students and faculty. Coordinates the loan and borrow requests from other institutions including those from students participating in UHM distance education programs on other UH campuses. Participates in planning, establishment and provision of document delivery services within regional networking efforts. Augments the UH Manoa collections by providing material through networking consortiums nationally and internationally. The Library External services administered through interlibrary Services is a Special funded cost-recovery operation. It provides services such as document delivery, interlibrary lending, specialized research and other information tasks on a fee basis. Services are provided to those patrons who are not already affiliated with the University. The service was initially established through the Office of Technology Transfer and Economic development (funded through Act 1, relating to telecommunications, 1988). Cost-recovery fees were reconfirmed by the Uh Board of Regents in November of 1996.

E. Sinclair Library

1. Collection and Reference Services

Manages the Music Collection, the Wong Audiovisual Collection and the periodical collections housed in the building by providing individualized and online reference services oriented to those collections, as well as general reference as needed to facilitate use of the Wong Audiovisual Center and the Reserve Collection.

Collections in all media formats and music material are acquired and processed to serve faculty and students at the University. In addition, to normal acquisition of material, specialized audiovisual material and Hawaiian media is collected via off-air-taping.

Librarians select audiovisual media and music material to build collections in support of the University's academic programs in these areas and provide media related bibliographical reference service for video in all subject areas.

In join cooperation with the UH Information Technology Services office, Sinclair library staff provide assistance in the maintenance, broadcasting and operation of the Mānoa campus hub of the Hawai'i Interactive Television System (HITS) that is located in the Sinclair building. Audiovisual materials are broadcast over HITS on a regular basis to support classroom instruction.

2. Circulation Services (General and Wong Audiovisual Center)

Provides circulation services for all collections in Sinclair Library, including the music collection, the media materials held by the Wong Audiovisual Center, the Reserve Book Room and Media Reserve services and booking of materials scheduled for classroom showings through pickup or via the Campus television systems or delivery. Authorizes the lending of library materials. Assists patrons in locating materials not found on shelves, maintains online records pertaining to the location of materials. Electronic mail and other electronic related services are provided to facilitate maximum use of the collection.

Maintains the order of the physical collection. Stack maintenance includes preservation analysis, mold control monitoring conditions of library material and the stacks environment. Equipment maintenance includes monitoring and maintenance of environmental equipment (fans) cleaning and repair of all electronic equipment and media. Works in conjunction with the Campus Security staff to maintain the security of library collection and patrons.

Provides assistance and instruction for patrons using the audiovisual media in the collection and instruction in the use of the equipment housed therein. Access is provided to music CDs tapes and records, CD-ROMS, individual and group previewing of laserdiscs, videotapes, films and other media.

Provides business services, including self-service photocopying, billing and fines, and patron registration.

F. Asian Collection

The Asia Collection is an internationally recognized area collection incorporating collections from East, Southeast, and South Asia. It provides the University community and the State with major resources on Asia for study, research and training. Selects and arranges for the acquisition of books, journals, newspapers, non-commercial publications and other print and non-print materials from and about South, Southeast and East Asia published both in Western and Asian languages. (Actual ordering and processing operations are centralized in the Collection Services departments). The collection receives materials published in 17 Asian languages as well as English and other Western languages. Emphasis of the Collections are in the social sciences and humanities disciplines, with selected material on science subjects that reflect cultural traditions. Librarians develop and maintain close contact with libraries and institutions engaged in Asia related scholarly activities throughout the world. Access to the research resources of the Asia Collection is provided through specialized reference service, instruction in the use of the collection, preparation of bibliographic aids and guides to electronic resources.

G. Special Collections

Special Collections incorporates several discrete collections: Hawaiian, Pacific, and Rare books. Because the material collected is rare, unique, or otherwise extraordinary, these collections require special, often unique policies and procedures for acquiring, processing, storing and patron use.

This department provides the University and the State with the most comprehensive collections and services possible relating to Hawai'i and the Pacific. It is responsible for specialized collection development activities required to maintain and develop the unique and internationally acclaimed Pacific Collection (Melanesia, Micronesia, and Polynesia) and the Hawaiian Collection. The Hawaiian Collection serves as a repository for Hawai'i State documents.

These collections support the University's teaching and research emphases on Hawaiian and Pacific studies.

Provides in-depth reference and bibliographic assistance to resources in the Hawaiian and Pacific Collections and also for the Rare and other Special Collections.

Operates an automated circulation system and paging services to provide access to the Hawaiian, Pacific and other Special Collections which are maintained in closed stacks, not accessible to the public.

H. University Archives and Manuscripts Collections

This unit is the repository for official and unofficial records that document the history of the University of Hawai'i and state and local history pertaining to the University.

The University Archives serves as the collective memory of the University of Hawai'i and, as such, contains historical records of enduring value generated by faculty, academic departments, administrative offices, students and campus organizations. The primary goal of the University Archives is to acquire, organize, and preserve the collections; to provide access and support for reference and research; and to provide useful documentation of the policies, people, achievements and events of the University of Hawai'i.

The Manuscripts Collections, which include the Hawai'i Congressional Papers Collection as well as other modern political papers, serve to document the people, politics and history pertaining to the State of Hawai'i. The unit works with the University Librarian to acquire unique collections of significant historic value to the University or the state of Hawai'i that support scholarly research, teaching and public awareness as well as promote an understanding and appreciation of Hawai'i's rich multi-cultural heritage.

V. COLLECTION SERVICES DIVISION

The Collection Services Division is responsible for acquiring, cataloging and organizing library collections, and maintaining such automated and manual catalogs and other records as necessary to facilitate access to the collections by library users. It prepares library material for shelving in the public stacks or elsewhere as appropriate. It oversees preservation and conservation activities to preserve the Library's collections of material for future generations.

It coordinates and monitors activities involved with selection of library book, journals and non-print material including audiovisual and electronic media. It monitors and assesses the book fund expenditure plans, contractual arrangements and approval plans. Selection activities are coordinated to ensure compliance with collection development policy and to determine future areas of collection emphasis in line with University determined areas of program excellence.

The Head of the Collection Services Division coordinates the activities of the library departments involved in carrying out these activities.

COLLECTION SERVICES DEPARTMENTS

A. Acquisitions

Provides centralized services related to the ordering and receipt of library materials, in print and non-print formats (e.g. books, audiovisual materials, scores, maps, microforms, etc.) in all languages, to be added to the Library collections through purchase, gift, or exchange. Materials acquired are

primarily monographic (single issue) in nature, but may include selected serial publications.

Prepares orders from requests submitted to the Department by librarian selectors. Monitors the contractual approval plans and gathering plans through which about 55% of the new monographic titles are automatically ordered and delivered, based on library determined selection profiles. Some material arrives shelf-ready. Maintains blanket orders, deposit accounts and monographic standing orders for materials from vendors, including those items related to Hawai'i, Pacific, and Asia and other University areas of excellence. Works with book dealers to develop means of acquiring difficult to obtain materials such as out of print books. Confirms receipt of library materials. Authorizes payment of invoices for library materials and other transactions made against book funds. Monitors the timely expenditure of book funds.

Receives solicited and unsolicited gift material, acknowledging them in an appropriate manner. Searches and verifies Library holdings prior to selection review by subject bibliographers. Integrates accepted materials into the Library's processing workflow. Initiates and monitors exchange partnerships with libraries and other research institutions throughout the State, the nation and the world for exchange materials, both monographic and serial in nature.

1. Monographic-Search/Order

Provides centralized services for searching and verifying all requested monographic titles and certain serial titles for which funds are available. Communicates with vendors as necessary; prepares and sends out purchase orders for materials, and maintains appropriate records of all outstanding transactions. Promotes the timely expenditure of book funds through monitoring and reporting of status. Enters confirming orders for approval plans (i.e., scores), monographic standing orders, deposit accounts and blanket orders. Enters online records for materials to be sent via the Library of Congress Cooperative Acquisitions Programs.

2. Monographs-Receiving

Updates records of all ordered materials; verifies delivery and certifies receipt of materials, including books received on film orders, approval plans, and gathering plans. Monitors the progress of order fulfillment, communicates with vendors as necessary to cancel or claim orders or to receive updated status reports. Returns defective materials or those shipped in error. Integrates materials into processing workflow; forwards shelf ready books to the appropriate collection. Authorizes payment of invoices for materials received.

3. Gifts & Exchange

Solicits gifts, primarily materials related to Hawai'i and University areas of excellence. Receives non-serial solicited gifts and directs serial gifts to the Serials Dept. Responds in an appropriate manner to offers of unsolicited gifts and exchanges. Integrates accepted materials into the processing workflow; offers unneeded or duplicate materials to UH system libraries or other institutions. Administers the exchange program, including arranging with the University Press of Hawai'i and University departments for shipments of materials from them to other agencies here and abroad. Maintains appropriate records of all transactions.

B. Serials

Provides centralized services related to acquiring serial materials in all languages and formats and adding them to the library collection. Orders, receives, processes and copy catalogs new serial titles. Renews subscriptions and monitors performance of contractual vendors who handle the majority of subscriptions and standing orders. Records receipt of issues, maintains master records for serial holdings and requests

missing issues of serials. Authorizes payment of invoices for serial materials received and integrates materials into the interdepartmental processing work flow. Assembles unbound serials for shipment to a commercial binder. It enters journal table of contents information into the Hawai'i/Pacific UnCover database.

The Serials Department is divided into four teams, described below:

1. Serials Units I and II

These teams order, renew, receive process, pay for and perform copy cataloging on library serial materials. These two teams search, verify, order and renew serial titles requested by the library, corresponding with vendors as needed. Team members specialize by covering titles in different sections of the alphabet. They maintain online and/or manual records for all transactions. They verify and record receipt of serials, process invoices for payment, monitor vendor performance, and request missing issues. They transfer or withdraw serial titles. They search national databases for bibliographic information for new serial titles and copy catalog them.

2. Serials Unit III: Asia Vernacular/Serials Services

Performs the same duties as Teams 1 and 2 but for Asia vernacular titles as well as for a selected portion of non-vernacular titles. In addition, this team is the initial point of receipt for all serial materials received through the National Cataloging and Acquisitions Programs of the Library of Congress, including material in such exotic languages as Bengali and Tibetan. This team records receipt of unbound periodical issues of all types. In addition, this team prepares unbound serial materials for shipment to a commercial binder, and maintains binding records.

3. Special Projects Unit

This unit manages special projects, monitors developments of the automated serials module, enters journal tables of contents into the Hawai'i/Pacific UnCover database, and performs complex copy and adaptive cataloging.

C. Cataloging

Provides bibliographical descriptive cataloging and subject analysis for library materials in all languages and in all physical formats help by or accessed through the University of Hawai'i's online catalog. Participates in bibliographic data sharing with national bibliographic utilities. Participates in establishment of name headings for national authority files. Maintains bibliographic accuracy of names and holdings in online catalog. Converts retrospective manual records into machine readable records to reflect holdings from pre-online catalog period.

Original Cataloging

Completes initial records with subject analysis (subject headings and/or call numbers) and, if necessary, additional bibliographic description and access points. Establishes authorized form of headings (names and titles). Shares bibliographic records and name headings with national database.

Cataloging Support

Creates original preliminary descriptive bibliographic records in Western languages and formats for incoming monographs which lack cataloging copy. Searches for and processes matching cataloging copy from online bibliographic utilities or other appropriate reference sources. Adapts and creates suitable online records from bibliographic utilities for variant library materials. Provides quality control of bibliographic information and established authorized headings, including the timely recording of

additions, deletions and corrections of online records. Provides complete holdings information for all monographic works, including the creation, deletion and editing of item records for new, transferred or withdrawn materials.

D. Preservation

Coordinates library-wide preservation efforts and develops and implements program for long term preservation of the library's 3 million volume collection of which 20% is in need of preservation treatment or restoration. Works with public service and processing departments to develop library-wide effort for preservation, disaster preparedness and other programs to enhance preservation of library material. Monitors environmental conditions affecting collections in Hamilton and Sinclair Library. Recommends action steps to prevent or minimize environmental damage to the library's material collections. Develops and administers grant funded preservation projects.

Conservation Collection Care and Preservation Reformatting

Conservation Treatment – Performs a variety of conservation treatments on library material that is too fragile or not suitable to be sent to commercial bindery, including: hinge tightening, paper repair, custom crafted cases, protective covers, encapsulation of rare documents and custom rebinding.

Commercial Bindery Preparation – Prepares monographic materials and serials for new binding and re-binding. Prepares soft covers, audiovisual, mixed media and other library materials for use by patrons by applying the following treatments: labeling, stamping, adding call numbers and theft detection targets.

Pest Management (Insect and Mold Prevention) – Oversees pest management control program responsible for environmental monitoring of all library materials, operates freezing programs for insect eradication on all incoming gifts and supervises all other preservation projects concerned with mold and insect infestation.

Preservation Reformatting – Prepares newspapers and monographs too fragile for other preservation treatment for reformatting, including: microfilm, photocopy, or computer digitization. Performs quality control checks against national preservation standards for all reformatted material, and sends appropriate master negatives and other material to National Underground Storage. Photographic Services are provided to researchers as a cost recovery, out-sourced program. Photographic services for preservation purposes are also outsourced as required.