



UNIVERSITY
of HAWAII[®]
MĀNOA

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January 18, 2013

MEMORANDUM

TO: M.R.C. Greenwood
President

UNIVERSITY OF HAWAII
PRESIDENT'S OFFICE

VIA: Tom Apple
Chancellor

A handwritten signature in black ink, appearing to read 'Tom Apple'.

FROM: Reed Dasenbrock
Vice Chancellor for Academic Affairs

A handwritten signature in black ink, appearing to read 'Reed Dasenbrock'.

Brian Taylor
Interim Vice Chancellor for Research and Graduate Education

A handwritten signature in black ink, appearing to read 'Brian Taylor'.

SUBJECT: Reorganization Proposal for Graduate and Professional Education

SPECIFIC ACTION REQUESTED:

We request your approval of the reorganization proposal to reassign Graduate and Professional Education (to be renamed Graduate Education) to the Office of the Vice Chancellor for Academic Affairs (OVCAA) from the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE), which will be renamed the Office of the Vice Chancellor for Research (OVCR).

RECOMMENDED EFFECTIVE DATE:

Upon your approval.

ADDITIONAL COST:

No additional costs are associated with this reorganization.

PURPOSE:

The purpose of this reorganization is to enhance the alignment and integration of graduate education with overall campus academic strategic and program planning while continuing to insure collaboration with campus research programs and initiatives.

BACKGROUND:

Pursuant to Administrative Procedure A3.101 *University of Hawai'i Organizational and Functional Changes* dated March 2008, approval authority has been delegated to the President for reorganizations that are two (2) supervisory levels above the level at which the changes are proposed and 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.

The proposed reorganization is compliant with the criteria that allows for your approval.

This reorganization proposal has been reviewed and discussed with appropriate units and staff members. The proposal was initially discussed by the Mānoa Faculty Senate on December 5, 2012. Additional background information and justification were requested. The proposal was revised to include that information and was reviewed and endorsed by the Senate on January 16, 2013. The Hawai'i Government Employees Association (HGEA), the union that represents the employees in Graduate Education, was consulted as was the University of Hawai'i Professional Assembly (UHPA). Copies of the responses from the HGEA and UHPA are attached to the reorganization proposal.

The details of the reorganization are outlined in the attached Executive Summary and proposal.

ACTION RECOMMENDED:

We recommend your approval of the reorganization proposal to reassign Graduate and Professional Education (to be renamed Graduate Education) to the Office of the Vice Chancellor for Academic Affairs (OVCAA) from the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE), which will be renamed the Office of the Vice Chancellor for Research (OVCR).

Attachments

APPROVED/DISAPPROVED:



for
M.R.C. Greenwood
President

2-6-13

Date

Reorganization Proposal
Office of the Vice Chancellor for Research and Graduate Education and
Office of the Vice Chancellor for Academic Affairs
University of Hawai'i at Mānoa

Executive Summary

I. Purpose:

The purpose of the reorganization is to enhance the alignment and integration of graduate education with overall campus academic strategic and program planning while continuing to ensure collaboration with campus research programs and initiatives. To accomplish this, it is proposed that the Office of Graduate and Professional Education (to be renamed Graduate Education) be reassigned from the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE), which will be renamed the Office of the Vice Chancellor for Research (OVCR), to the Office of the Vice Chancellor for Academic Affairs (OVCAA).

II. Major Elements of the Proposal:

The reorganization moves the Office of Graduate and Professional Education, its functions, all existing staff, and associated funding from the OVCRGE to the OVCAA and changes the title of the Office of Graduate and Professional Education to **Graduate Education** and the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) to the **Office of the Vice Chancellor for Research (OVCR)**. There will be no change in the title of the OVCAA.

The reorganization changes the reporting line for the Dean of Graduate Education from the Vice Chancellor for Research and Graduate Education (VCRGE) to the Vice Chancellor for Academic Affairs (VCAA). There will be no other change in reporting structure for positions within the Graduate Education.

III. Resource Impact:

A. Budget

1. What is the estimated cost of the reorganization?

There are no additional costs associated with the proposed reorganization.

2. Are additional funds needed?

No.

3. Will the reorganization result in cost savings or be cost neutral?

The reorganization will be cost neutral.

B. Operational

1. What is the overall impact on faculty and staffing responsibilities, if any?

While the responsibilities of the Graduate Education will be unchanged by the reorganization, it is anticipated that faculty will have greater access to academic strategic and program planning as part of the overall academic planning role of the OVCAA allowing for the integration of and enhanced linkage between undergraduate and graduate education planning.

2. Will additional faculty/support personnel be required?

No.

3. Will there be a reduction in faculty/staff?

No.

4. Identify faculty/staff positions impacted by the anticipated changes.

Position No. 89040, Dean: change in reporting line from the VCR (Position No. 89112) to the VCAA (Position No. 89104).

The position classifications, rates of compensation, bargaining unit status, and assigned duties and responsibilities shall remain unchanged for remaining positions within the Graduate Education:

Associate Dean: Position No. 89060

Secretary II: Position No. 26604

IT Manager: Position No. 81628

Student Service Specialists: Position Nos. 80275, 78265, 78687, 78738, 80480, 80607, 80634, 81275, 81537, 79659

Office Assistant IV: Position Nos. 26508, 17377, 41853

C. Space

Will additional space outside own resources/allocations be required?

No.

IV. Consultation:

The staff of the Graduate and Professional Education has been consulted about the proposed change. The Mānoa Faculty Senate will be consulted as will the Hawai'i Government Employees Association (HGEA), the union that represents the employees in

the Graduate Education. In addition, consultation with the University of Hawai'i Professional Assembly (UHPA) will also be conducted.

V. Implementation:

The reorganization will be implemented upon approval by the President.

Reorganization Proposal
Office of the Vice Chancellor for Academic Affairs and
Office of the Vice Chancellor for Research and Graduate Education
University of Hawai'i at Mānoa

Narrative

I. INTRODUCTION:

- A. Provide an overview of the College/School/Department and a snapshot outlining the current situation of the units involved in the reorganization.

The Office of Graduate and Professional Education currently reports to the Office of the Vice Chancellor for Research and Graduate Education (OVCRGE). It is responsible for managing the graduate academic education programs of UH Mānoa.

The staff of the Graduate and Professional Education is comprised of a Dean, Position No. 89040; an Associate Dean, Position No. 89060; a Secretary, Position No. 26604; eleven (11) professional staff (APT), Position Nos. 81628, 80275, 78265, 78687, 78738, 80480, 80607, 80634, 81275, 81537, 79659; and three (3) Office Assistant IV, Position Nos. 26508, 17377, 41853.

The Office of the Vice Chancellor for Academic Affairs (OVCAA) has leadership responsibilities for the planning, direction, development, coordination, and management of academic programs of the University.

The purpose of the reorganization is to enhance the alignment and integration of graduate education with overall campus academic strategic and program planning while continuing to ensure collaboration with campus research programs and initiatives. To accomplish this, the Office of Graduate and Professional Education (to be renamed Graduate Education) will be reassigned to the OVCAA from the OVCRGE, which will be renamed the Office of the Vice Chancellor for Research (OVCR).

- B. Specify the objectives/goals of the restructured units involved in the reorganization.

The goals and objectives of the Graduate Education will remain unchanged by the proposed reorganization. The only change will be in the direct supervisory reporting line of the Dean of the Graduate Education from the VCR to the VCAA.

The OVCAA has responsibility for academic programs and thus, the reassignment of the Graduate Education will enable OVCAA to be better

able to strategically and operationally plan for new graduate programs in collaboration with the OVCR. The reorganization will not change the functional responsibilities of the OVCAA, just the reporting line of the Graduate Education to the OVCAA. This reorganization will place academic programs (undergraduate and graduate) under one (1) vice chancellor's office.

The OVCR will continue to collaborate with the OVCAA in planning graduate research training and programs.

II. RATIONALE FOR THE REORGANIZATION:

A. Provide background and relevant historical information.

The current organization and responsibilities of the OVCAA and the OVCRGE were established in 2005 when the organization of the Mānoa Chancellor's Office was approved by the Board of Regents.

B. Provide a detailed explanation of the conditions and/or factors prompting the proposed reorganization and how they will be addressed by the reorganization. Explain why the current organization is inadequate and whether the reorganization is consistent with the University's strategic, program, and financial plans.

The proposed reorganization will enhance the alignment and integration of graduate education with overall campus academic strategic and program planning while continuing to ensure collaboration with campus research programs and initiatives. The VCR will continue to collaborate on the design of graduate education and training programs while focusing on supporting and growing the University's research programs. This is consistent with the Chancellor's goal of doubling the University's funding in research grants over the next five (5) to ten (10) years.

Concurrently, the reorganization will consolidate the leadership and better integrate and enhance academic program planning for both undergraduate and graduate academic programs under a single vice chancellor.

C. Explain other alternatives explored.

Maintaining the current organizational structure was considered but would not accomplish the desired outcomes and organizational relationships. It was concluded that the proposed reorganization was the most appropriate alternative.

- D. Explain how the proposed changes will affect current relationships and workflows, including impact on services and relations with other University segments.

The only change in supervisory reporting relationship will be for the Dean of the Graduate Education who will report to the VCAA instead of the VCR. All other positions within the Graduate Education will continue to report to their current supervisor. Services to graduate programs will continue to be offered by the Graduate Education and support for research programs will continue to be provided by the OVCR.

- E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted. Explain issues raised and how concerns were addressed.

The staff of the Graduate Education has been informed about the proposed changes and given the opportunity to provide input and/or comment. No issues or concerns have been raised by the staff. Graduate Education position titles, bargaining unit designations, rates of compensation, and assigned duties and responsibilities will remain unchanged. As noted above, direct supervisory reporting lines for all Graduate Education positions will remain the same, except for the Dean's position (No. 89040).

The Mānoa Faculty Senate will be consulted as well as the Hawai'i Government Employees Association (HGEA), the union that represents the employees in the Graduate Education. The University of Hawai'i Professional Assembly (UHPA) will also be asked to review and comment.

- F. Outline the benefits that will be achieved by the reorganization, including efficiencies and service improvements. Explain whether the supervisor/subordinate reporting relationships are properly identified and how the reorganization will minimize confusion over authority, roles, and responsibilities.

The proposed reorganization will enhance the alignment and integration of graduate education with overall campus academic strategic and program planning while continuing to ensure collaboration with campus research programs and initiatives. The reorganization will allow the VCR to focus on leading and developing the campus' research programs and to grow Mānoa's research enterprise. It will also consolidate the leadership of academic programs under the VCAA.

Supervisor/subordinate reporting relationships are properly identified in the organization charts. The reorganization will help to clearly delineate the responsibilities of the VCR and the VCAA.

III. IMPACT ON RESOURCES AND THE UNIVERSITY

A. Impact on budget resources:

1. Provide a realistic assessment of the annual and future cost or savings of the reorganization taking into account such factors as proposed position redescrptions and reallocations. Explain how the annual and future costs or savings were derived and, if applicable, reasons the reorganization justifies the estimated costs.

Not applicable. No additional resources are needed. Each unit will continue to operate within their allocated operating funds.

2. Are additional funds needed? If so, how will the cost of the reorganization be funded?

Additional funds are not needed.

B. Impact on operational resources:

1. What is the overall impact on faculty and staffing responsibilities, if any? Explain reasons for the anticipated changes/relocation/reassignment/etc.

No changes are anticipated.

2. Will additional faculty/support personnel be required?

No.

3. Will there be a reduction in faculty/staff?

No.

4. Identify the positions impacted by position number, classification title, and anticipated changes.

Position No. 89040, Dean—position will change reporting line from the VCR (Position No. 89112) to the VCAA (Position No. 89104).

The position classifications, rates of compensation, bargaining unit status, and assigned duties and responsibilities will remain unchanged for positions within the Graduate Education:

Associate Dean, Position No. 89060

Secretary II, Position No. 26604

IT Manager, Position No. 81628
Student Service Specialists: Position Nos. 80275, 78265,
78687, 78738, 80480, 80607, 80634, 81275, 81537, 79659
Office Assistant IV, Position Nos. 26508, 17377, 41853

5. Will there be changes to supervisory/subordinate relationships? If so, identify the impact. Will the changes streamline operations, reduce supervisory span of control, etc.?

As noted above, the direct supervisory reporting line of the Dean's position (No. 89040) is the only one that will be changed from the VCR to VCAA. The change will not affect operations of the office.

C. Impact on space resources:

1. Will additional space outside own resources/allocations be required?

No additional space will be required.

**CURRENT
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

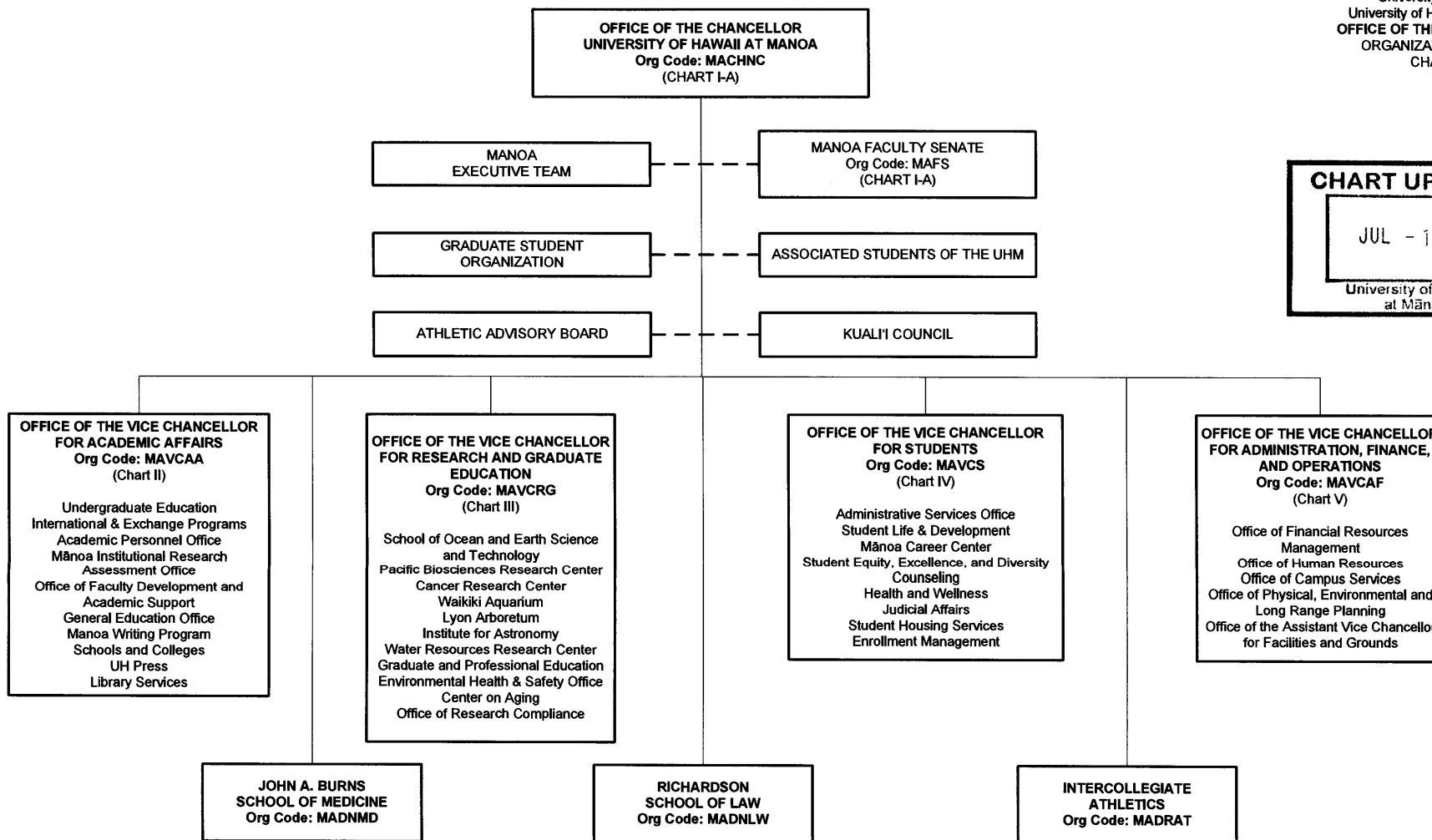


CHART UPDATED
JUL - 1 2012
University of Hawai'i
at Mānoa

--- Dotted lines denote advisory relationships

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR

FUNCTIONAL STATEMENT

OFFICE OF THE CHANCELLOR – Org Code: MACHNC

The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai'i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State's sole research institution; champions higher education for the people of Hawai'i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai'i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai'i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai'i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai'i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai'i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

MAJOR FUNCTIONS OF THE OFFICE OF THE CHANCELLOR:

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai'i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai'i and the University of Hawai'i at Mānoa. The Chancellor's Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa's faculty, staff, students, and constituencies.

The Chancellor's Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai'i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai'i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.
- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in

ensuring the continuing excellence of the University of Hawai'i at Mānoa programs.

- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai'i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai'i at Mānoa's faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University's research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai'i at Mānoa's programs.
- Prepares and presents both oral and written testimony on University of Hawai'i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai'i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai'i at Mānoa's representative.

Advisory Groups to the Chancellor:

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai'i at Manoa, providing input on all issues affecting University of Hawai'i graduate students and the University of Hawai'i at Manoa campus.. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various

entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai'i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali'i Council: This group is composed of faculty and staff of Native Hawai'ian serving programs, and Native Hawai'ian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawai'ians.

The units that report directly to the Office of the Chancellor include:

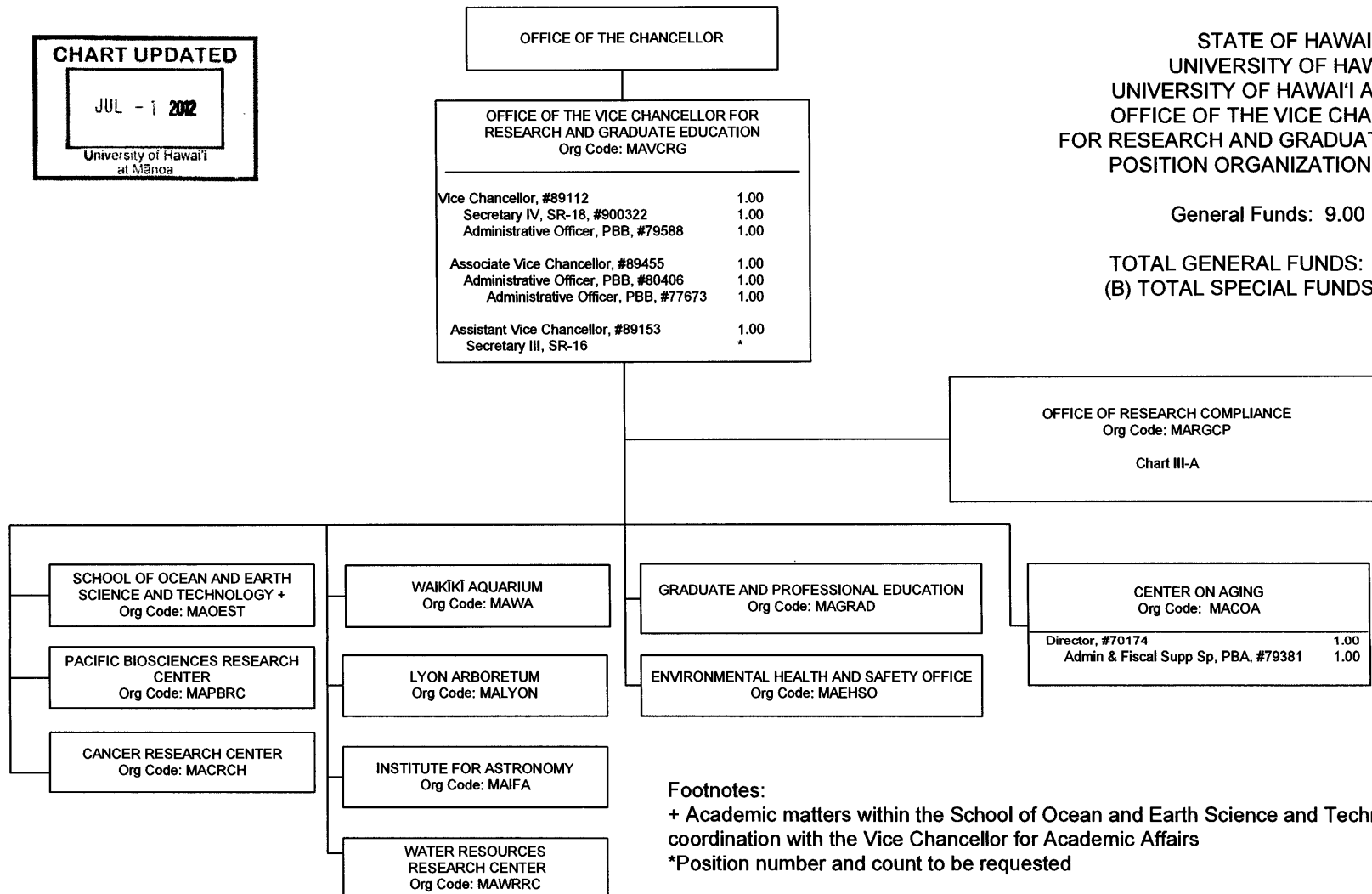
- Office of the Vice Chancellor for Academic Affairs
- Office of the Vice Chancellor for Research and Graduate Education
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics

CHART UPDATED
JUL - 1 2012
 University of Hawai'i
 at Mānoa

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 Funds: 9.00 FTE

TOTAL GENERAL FUNDS: 15.00 FTE
 (B) TOTAL SPECIAL FUNDS: 5.00 FTE



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

*Position number and count to be requested

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

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE
EDUCATION (OVRGE) – Org Code: MAVCRG**

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 Hawai'i at Mānoa. 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 Hawai'i at Mānoa research programs.

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 Hawai'i at Mānoa. Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.

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 Hawai'i at Mānoa.

Major Functions of the Office

In support of and under the direction of the Chancellor, the Office directs the University of Hawai'i at Mānoa'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 Hawai'i at Mānoa.

The responsibilities of this Office also include the following:

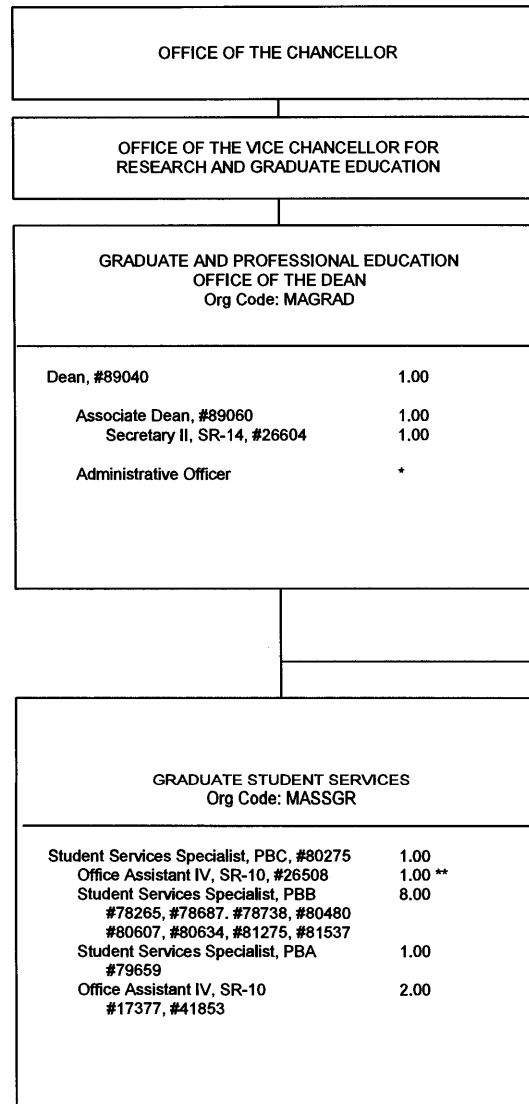
- Initiates and develops long-range planning studies for research at the University of Hawai'i at Mānoa.
- Administers a policy of continuing qualitative evaluation of each of the major efforts relative to the development and maintenance of an international standard of excellence.
- Coordinates the activities of the research units and programs through the respective academic deans and directors.
- Selects/appoints University of Hawai'i at Mānoa 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 Hawai'i at Mānoa, 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 Hawai'i at Mānoa's research programs and capabilities.

- Serves as the University of Hawai'i at Mānoa 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.
- 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 of 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 Hawai'i at Mānoa.
- 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 Hawai'i.
- 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.

The following units report to the Vice Chancellor:

- School of Ocean and Earth Science Technology – Org Code: MAOEST
- Pacific Biosciences Research Center – Org Code: MAPBRC
- Cancer Research Center – Org Code: MACRCH
- Waikīkī Aquarium – Org Code: MAWA
- Lyon Arboretum – Org Code: MALYON
- Institute for Astronomy – Org Code: MAIFA
- Water Resources Research Center – Org Code: MAWRRC
- Graduate and Professional Education – Org Code: MAGRAD
- Environmental Health and Safety Office – Org Code: MAEHSO
- Center on Aging – Org Code: MACOA
 - The University of Hawai'i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with student taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc.
 - Support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research on aging.
 - Conducts program development and evaluation.
- Office of Research Compliance – Org Code: MARGCP
 - Human Studies Program – Org Code: MARCHS
 - Oversees and directs the federally-mandated human research protection program.
 - Designed to function as the federally mandated Institutional Review Board (IRB) for the University of Hawai'i System.
 - Responsible for monitoring all research involving human subjects.
 - Animal Welfare and Biosafety Program – Org Code: MARCAW
 - Oversees and directs the federally mandated Institutional Animal Care and Use Committee (IACUC), and Institutional Biosafety Committee (IBC) for the University of Hawai'i System.
 - Animal and Veterinary Services Program – Org Code: MARCAV
 - Responsible for administering the Program of Humane Care and Use of all vertebrate animals for the University of Hawai'i System.
 - Research Integrity Program – Org Code: MARCRI
 - Responsible for administering compliance in the areas of Research and Scholarly Misconduct, Responsible Conduct of Research (RCR), and Conflicts of Interest (COI) for the University of Hawai'i System.

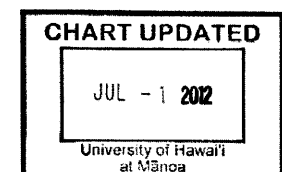


STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
GRADUATE AND PROFESSIONAL EDUCATION
(GRADUATE DIVISION)
ORGANIZATION CHART
CHART I

General Funds: 17.00 FTE

| |
|--|
| INFORMATION TECHNOLOGY Org Code: MAITGR |
| IT Manager, PBB, #81628 1.00 |

* Position Number and Count to be requested
** Position abolished; pending re-establishment



STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF GRADUATE AND PROFESSIONAL EDUCATION
(GRADUATE DIVISION)

FUNCTIONAL STATEMENT

The Office of Graduate and Professional Education (Graduate Division) works with the Vice Chancellor for Research and Graduate Education and the Vice Chancellor for Academic Affairs to plan, direct, develop, coordinate, and manage the graduate academic and professional education programs of the University of Hawai'i at Mānoa.

Office of the Dean – Org Code: MAGRAD

- Convenes the Graduate Council and Graduate Assembly as the initial advisory bodies for graduate program policy and development.
- Assists in the management, review, development, and assessment of graduate programs, courses, and curricula, including the appointment and review of graduate faculty and graduate chairs.
- Coordinates the recruitment of graduate students and recruitment planning with the academic units.
- Advises graduate students in applying for scholarship support.
- Conducts a graduate student orientation.
- Provides counseling and advising for graduate students.
- Acts as an arbitrator for disputes between graduate students and their mentors.
- Conducts training for graduate teaching assistants.
- Coordinates the selection of Research Corporation of the University of Hawai'i (RCUH) Fellows, University of Hawai'i nominee for CGS Outstanding Dissertation Award, Outstanding Teaching Assistant and other graduate awards.
- Works closely with the officers of the Graduate Student Organization regarding graduate education concerns.
- Represents the University of Hawai'i at Mānoa graduate programs on various national organizations such as ETS, CGS, and WICHE. Serves as a liaison with EWC on matters pertaining to fellowships and scholarship.
- Acts as PI for extramural student awards, such as NSF graduate fellows, Fulbright-Hayes, USA Vietnam Federation, Ford, and others.
- Monitors post-doctoral involvement on campus.

Information Technology – Org Code: MAITGR

- Provides IT support for the Office, which includes report generation, server and desktop maintenance, etc.

Graduate Student Services – Org Code: MASSGR

- Operates the Admissions and Records offices for graduate and post-baccalaureate unclassified programs.
- Advises graduate students in applying for scholarship support.
- Supervises and monitors graduate fellowships.
- Provides advising for graduate students.
- Certifies students for eligibility for graduate assistantships.
- Admits graduate students, both degree-seeking and non-degree seeking, to Graduate Division and to the fields of study.
- Maintains the records of all current and inactive graduate students, acts as the official keeper of all graduate student records and is responsible for maintenance of full and accurate records, including data on admissions, academic records, degrees awarded, and financial assistance and the preparation of reports based on this data.
- Completes eligibility checks for all potential graduates, and advises students on thesis and dissertation formats. Certifies status of graduate students and awards All-But-Dissertation (ABD) certificates.

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

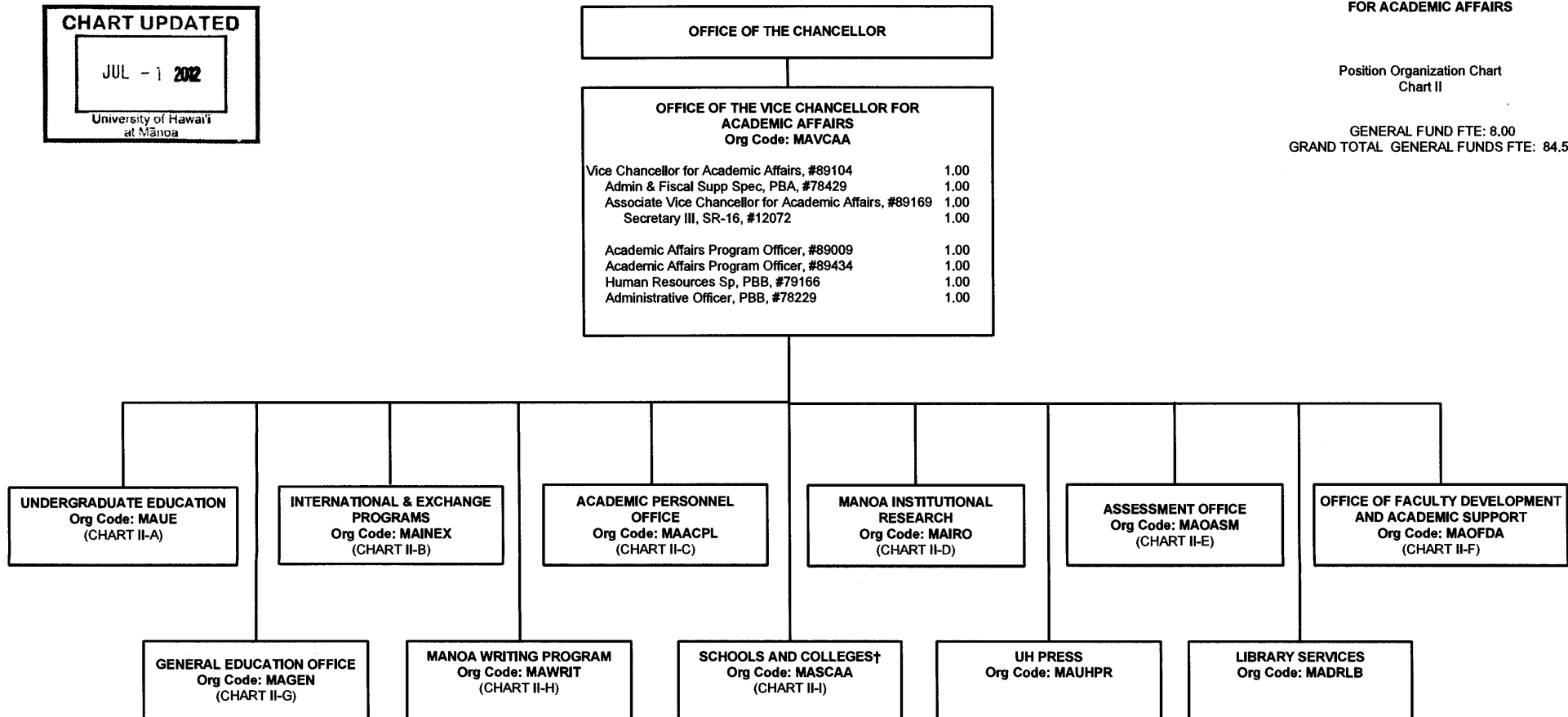
Position Organization Chart
Chart II

GENERAL FUND FTE: 8.00
GRAND TOTAL GENERAL FUNDS FTE: 84.50

CHART UPDATED

JUL - 1 2012

University of Hawaii
at Manoa



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

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

FUNCTIONAL STATEMENT

**OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code:
MAVCAA**

The OVCAA 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, Shidler College of Business, College of Education, College of Engineering, Hawai'iinuika School of Hawaiian Knowledge, College of Language, Linguistics and Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, School of Pacific and Asian Studies, College of Social Sciences, Myron B. Thompson 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 International and Exchange Programs, the Office of Academic Personnel, the Office of Academic Institutional Research, the Assessment Office, the Office of Faculty Development and Academic Support, the General Education Office, the Manoa Writing Program, Library Services, and the UH Press.

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.

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 and in the formulation of enrollment management plans and goals.

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, 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 OVCAA 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 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.
- 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.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
- Conducts recruitment for senior-level executive positions.
- Prepares and analyzes periodic operating statements in support of the Office and the academic units on campus.
- Keeps abreast of University accounting policies and procedures and ensures compliance.
- Work with academic units on budget and financial matters that need resolution.
- Manages the budget for the Office and the academic support units that report to the Vice Chancellor with the exception of UH Press and Library Services.

**PROPOSED
ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS**

PROPOSED

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE CHANCELLOR

FUNCTIONAL STATEMENT

OFFICE OF THE CHANCELLOR – Org Code: MACHNC

The Chancellor ensures that academic, instructional, research, and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the University of Hawai'i at Mānoa campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State's sole research institution; champions higher education for the people of Hawai'i; advances research efforts and applications including preeminent internationally recognized programs; and directs campus programs through Vice Chancellors, Deans, and Directors; provides oversight over intercollegiate athletics; and directs the academic and non-academic programs of the University of Hawai'i at Mānoa.

The Chancellor serves as the Chief Executive Officer of the University of Hawai'i at Mānoa and has authority to plan, organize, direct, and control the development of instructional, research, extension, public service, intercollegiate athletic, financial management, and support programs and services of the University of Hawai'i at Mānoa. This is achieved through the authority to allocate or reallocate budgets, execute documents on behalf of the University of Hawai'i at Mānoa, develop and promulgate policies, expend funds for the development and maintenance of the campus, and take appropriate action to improve and better direct the University of Hawai'i at Mānoa. Management authority over personnel decisions for all campus Executive and Managerial employees rests with the Chancellor.

The Chancellor provides leadership and direction to Mānoa deans and directors, faculty, staff, and students to ensure achievement of excellence in academic, research, and campus services. Furthermore, the office works with the President and system offices to assure that the campus is in compliance with applicable policies and procedures.

MAJOR FUNCTIONS OF THE OFFICE OF THE CHANCELLOR:

In pursuit of the goals and strategic plans set forth by this office, the Chancellor, as the chief executive officer of the University of Hawai'i at Mānoa, leads a team of executives who bring together the purpose and common goal of administering quality higher education for the State of Hawai'i and the University of Hawai'i at Mānoa. The Chancellor's Office provides leadership and direction to major academic units and research programs of the Mānoa campus as well as to Mānoa's faculty, staff, students, and constituencies.

The Chancellor's Office provides the following services:

- Serves as the Office of the Chief Executive of the University of Hawai'i at Mānoa.
- Provides executive leadership in developing, planning, and administering the operation of the University of Hawai'i at Mānoa.
- Provides guidance to vice chancellors, deans, directors, faculty, and staff on various academic and non-academic programs for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates the development of long-range plans and programs designed to improve the quality of education, research activities, and services provided.

- Oversees the implementation of approved plans, policies, guidelines, and procedures as set forth by the Board of Regents and the President in ensuring the continuing excellence of the University of Hawai'i at Mānoa programs.
- Ensures effective and efficient administrative operations and programs/curriculum development for the University of Hawai'i at Mānoa with a strong commitment to equal opportunity and affirmative action.
- Makes policy recommendations to the President on a wide variety of issues designed to advance the mission of UHM.
- Oversees the University of Hawai'i at Mānoa's faculty affairs as it relates to academic staffing plans, programs, resource allocations, workload plans and standards, and other faculty affairs.
- Oversees the development and implementation of campus-wide instructional and research policies and procedures through vice chancellors, deans, and directors.
- Provides executive leadership in the University's research, training, and graduate education programs.
- Determines direction and priorities in response to new research and training goals.
- Provides executive leadership and direction to administration, faculty, and staff by establishing goals and objectives, and ensuring that day-to-day operations and activities are executed in conformity with governing policies, procedures, and guidelines.
- Allocates and reallocates resources.
- Confers with senior University executives, administrators, faculty, students, interest groups, state and federal agencies, legislators, and the community relative to planning, developing, and implementing the University of Hawai'i at Mānoa's programs.
- Prepares and presents both oral and written testimony on University of Hawai'i at Mānoa matters to the Board of Regents, Legislature, federal and state agencies, and community groups.
- Oversees the Athletic Department to ensure that intercollegiate athletics nurtures the personal growth and academic achievement of the participating students, meets high standards of fairness and equity, and broadens positive interest in and public support for the University of Hawai'i at Mānoa.
- Plans, directs, and coordinates internal and external fund-raising activities.
- Develops and maintains effective relations with the community, Legislature, other University of Hawai'i campuses, internal and external organizations.
- Serves on regional and national boards and commissions relating to post-secondary education as the University of Hawai'i at Mānoa's representative.

Advisory Groups to the Chancellor:

Manoa Executive Team: This group consists of the school and college deans and others who advise on key operational and policy issues and on campus regulations, programs, and institutional structure.

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters.

Graduate Student Organization (GSO): This group represents the academic interests of over 5,000 graduate students attending the University of Hawai'i at Manoa, providing input on all issues affecting University of Hawai'i graduate students and the University of Hawai'i at Manoa campus.. The GSO places a particular emphasis on fostering excellence in research at both the PhD and Master level. The GSO has representatives seating on over 40 university committees and participates in a wide variety of graduate student, campus, and community events.

Associated Students of the UHM (ASUH): This group is the undergraduate student government representing all full-time, classified, undergraduate students at the Manoa Campus. ASUH advocates on the behalf of students with various entities, including the university administration, faculty, staff, community groups and government officials. ASUH also serves students by utilizing ASUH student fee money to fund diversified student programs and events on-campus.

Athletic Advisory Board: This group advises the Chancellor and the Athletic Director of the University of Hawai'i at Mānoa with regard to broad general policies relative to the conduct of intercollegiate athletics.

Kuali'i Council: This group is composed of faculty and staff of Native Hawaiian serving programs, and Native Hawaiian faculty and staff in other UH Manoa departments and programs. The Council advises the Chancellor on matters important to Native Hawaiians.

The units that report directly to the Office of the Chancellor include:

- Office of the Vice Chancellor for Academic Affairs
- **Office of the Vice Chancellor for Research**
- Office of the Vice Chancellor for Students
- Office of the Vice Chancellor for Administration, Finance and Operations
- John A. Burns School of Medicine
- Richardson School of Law
- Intercollegiate Athletics

APPROVED:

see cover letter

M.R.C. Greenwood
President

02/06/2013

Date

NO CHANGE

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE CHANCELLOR

FUNCTIONAL STATEMENT

ADVISORY GROUP TO THE CHANCELLOR:

Mānoa Faculty Senate – Org Code: MAFS: This group is composed of all UH Mānoa faculty members and acts on behalf of the faculty for campus-wide matters. The Mānoa Faculty Senate identifies and arranges for consideration and study of all goals, policies, and programs relating to the physical and academic development of the University of Hawai'i at Mānoa, including allocation of financial resources, student enrollment, distribution of enrollment among programs and between upper-division and lower-division programs, direction of emphasis in existing programs, the academic effect of administrative organization, quality of scholarship, quality of teaching, quality of research, quality of service, and the relationships between the University of Hawai'i at Mānoa and other units of the University System.

OFFICE OF COMMUNICATIONS – Org Code: MAOCOM

The Office of Communications provides leadership and direction for the planning, development, coordination, and management of the overall public and alumni relations, governmental relations, advancement, and special events strategy that brings greater visibility, recognition, and support to the University of Hawai'i at Mānoa as a leader in higher education. Specific responsibilities include developing and maintaining productive and mutually beneficial relations and effectuating regular interaction and communication with the University's multiple publics such as alumni, students and prospective students, parents, friends of the University, donors, businesses and corporations, and community groups; coordinating and monitoring legislative and governmental actions that impact the campus; and providing support and serving as the liaison to the University of Hawai'i Foundation. The Office is responsible for the management and coordination of the University of Hawai'i at Mānoa's interaction with the University of Hawai'i at Mānoa System and the news media.

OFFICE OF THE OMBUDSPERSON – Org Code: MAOMBD

The Office of the Ombudsperson reports to the Chancellor and provides informal assistance to constituents of the campus community, including students, staff, faculty and/or administrators. It provides guidance, counseling, and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai'i at Mānoa.

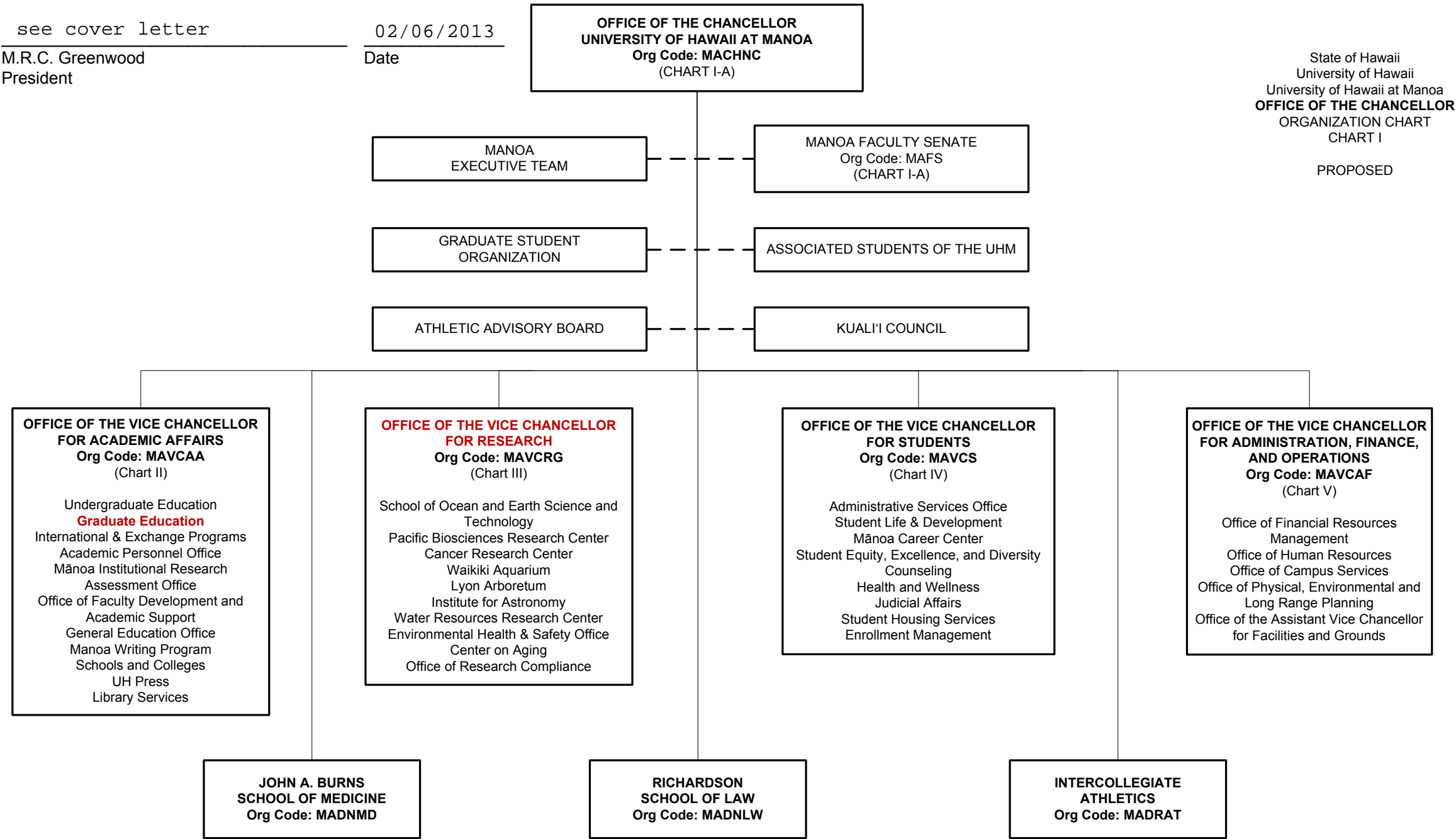
Approved:

see cover letter

M.R.C. Greenwood
President

02/06/2013

Date



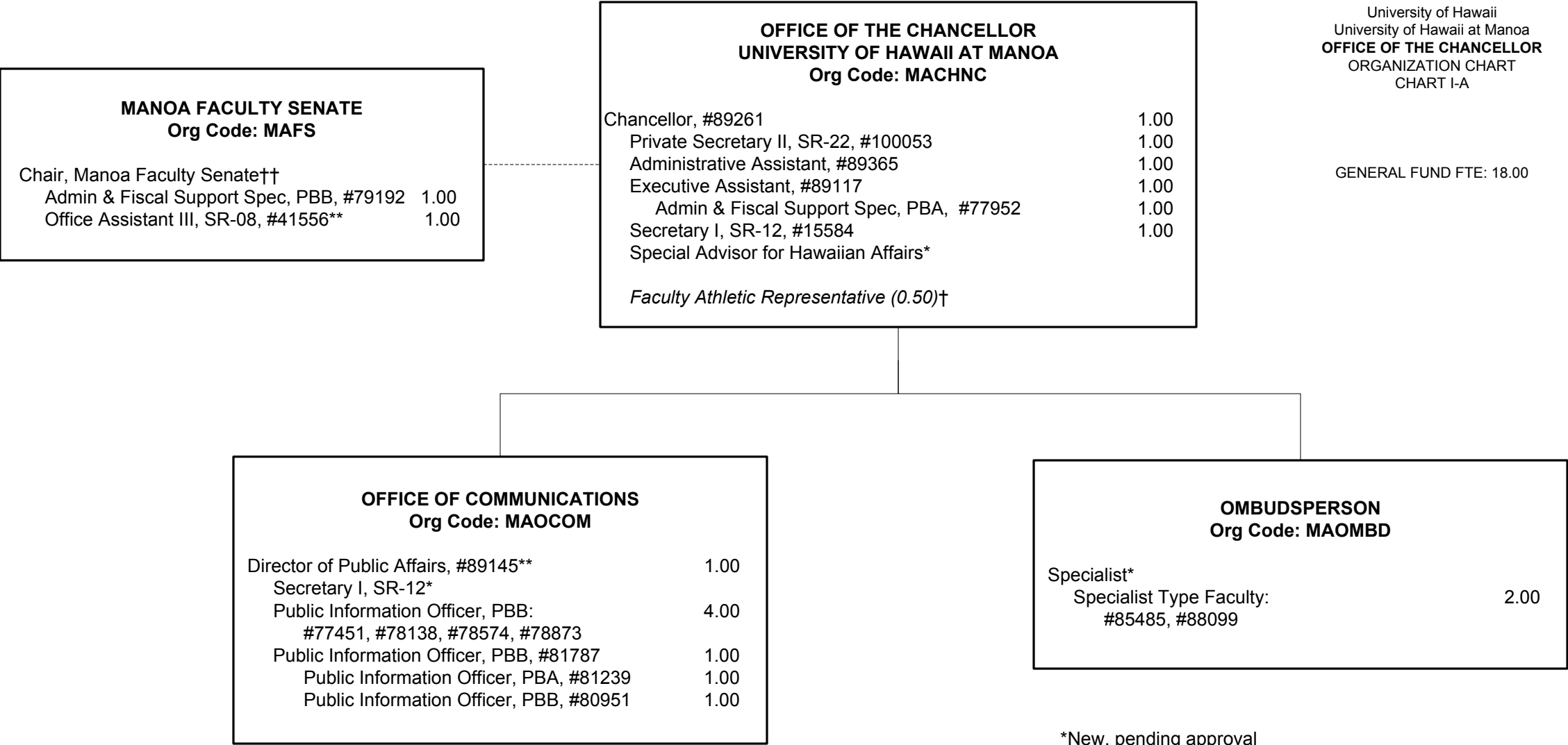
PROPOSED

State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE CHANCELLOR
ORGANIZATION CHART
CHART I

PROPOSED

NO CHANGE

GENERAL FUND FTE: 18.00



----- Dotted lines denote advisory relationships

*New, pending approval

**Position to be re-established

†Position annually elected by the Manoa Chancellor

††Position annually elected by the Manoa Faculty Senate

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH

FUNCTIONAL STATEMENT

OFFICE OF THE VICE CHANCELLOR FOR RESEARCH (OVCR) – Org Code: MAVCRG

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 programs of the University of Hawai‘i at Mānoa. The **Vice Chancellor for Research (VCR)** serves as the chief policy advisor to the Chancellor in these areas and the chief operating officer for University of Hawai‘i at Mānoa research programs.

Authority:

The **OVCR** 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 Hawai‘i at Mānoa. Leadership, direction and oversight is provided to select organized research units (ORUs), and the School of Ocean and Earth Science and Technology.

Interactions with other UHM Vice Chancellors

The **VCR** works with the Vice Chancellor for Academic Affairs to ensure that the research 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 Hawai‘i at Mānoa.

Major Functions of the Office

In support of and under the direction of the Chancellor, the Office directs the University of Hawai‘i at Mānoa’s research 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 Hawai‘i at Mānoa.

The responsibilities of this Office also include the following:

- Initiates and develops long-range planning studies for research at the University of Hawai‘i 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 Hawai‘i at Mānoa 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 Hawai‘i at Mānoa, 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 Hawai‘i at Mānoa’s research programs and capabilities.
- Serves as the University of Hawai‘i at Mānoa 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 VCR, and interacts with the Office of Research Services; oversees research and technology transfer, research commercialization and industrial support.
- 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 of the Research and Training Revolving Funds, the fiscal management of campus wide research initiative headed by the office of the VCR, the management of internal resource allocations within the office of the VCR 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 Hawai‘i at Mānoa.
- 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 Hawai‘i.
- 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.

The following units report to the Vice Chancellor:

- School of Ocean and Earth Science Technology – Org Code: MAOEST
- Pacific Biosciences Research Center – Org Code: MAPBRC
- Cancer Research Center – Org Code: MACRCH
- Waikīkī Aquarium – Org Code: MAWA
- Lyon Arboretum – Org Code: MALYON
- Institute for Astronomy – Org Code: MAIFA
- Water Resources Research Center – Org Code: MAWRRC
- Environmental Health and Safety Office – Org Code: MAEHSO
- Center on Aging – Org Code: MACOA
 - The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with student taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc.
 - Support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research on aging.
 - Conducts program development and evaluation.
- Office of Research Compliance – Org Code: MARGCP
 - Human Studies Program – Org Code: MARCHS
 - Oversees and directs the federally-mandated human research protection program.
 - Designed to function as the federally mandated Institutional Review Board (IRB) for the University of Hawai‘i System.
 - Responsible for monitoring all research involving human subjects.
 - Animal Welfare and Biosafety Program – Org Code: MARCAW
 - Oversees and directs the federally mandated Institutional Animal Care and Use Committee (IACUC), and Institutional Biosafety Committee (IBC) for the University of Hawai‘i System.

- Animal and Veterinary Services Program – Org Code: MARCAV
 - Responsible for administering the Program of Humane Care and Use of all vertebrate animals for the University of Hawai‘i System.
- Research Integrity Program – Org Code: MARCRI
 - Responsible for administering compliance in the areas of Research and Scholarly Misconduct, Responsible Conduct of Research (RCR), and Conflicts of Interest (COI) for the University of Hawai‘i System.

Approved:

see cover letter

Tom Apple
Chancellor

02/06/2013

Date

Approved:

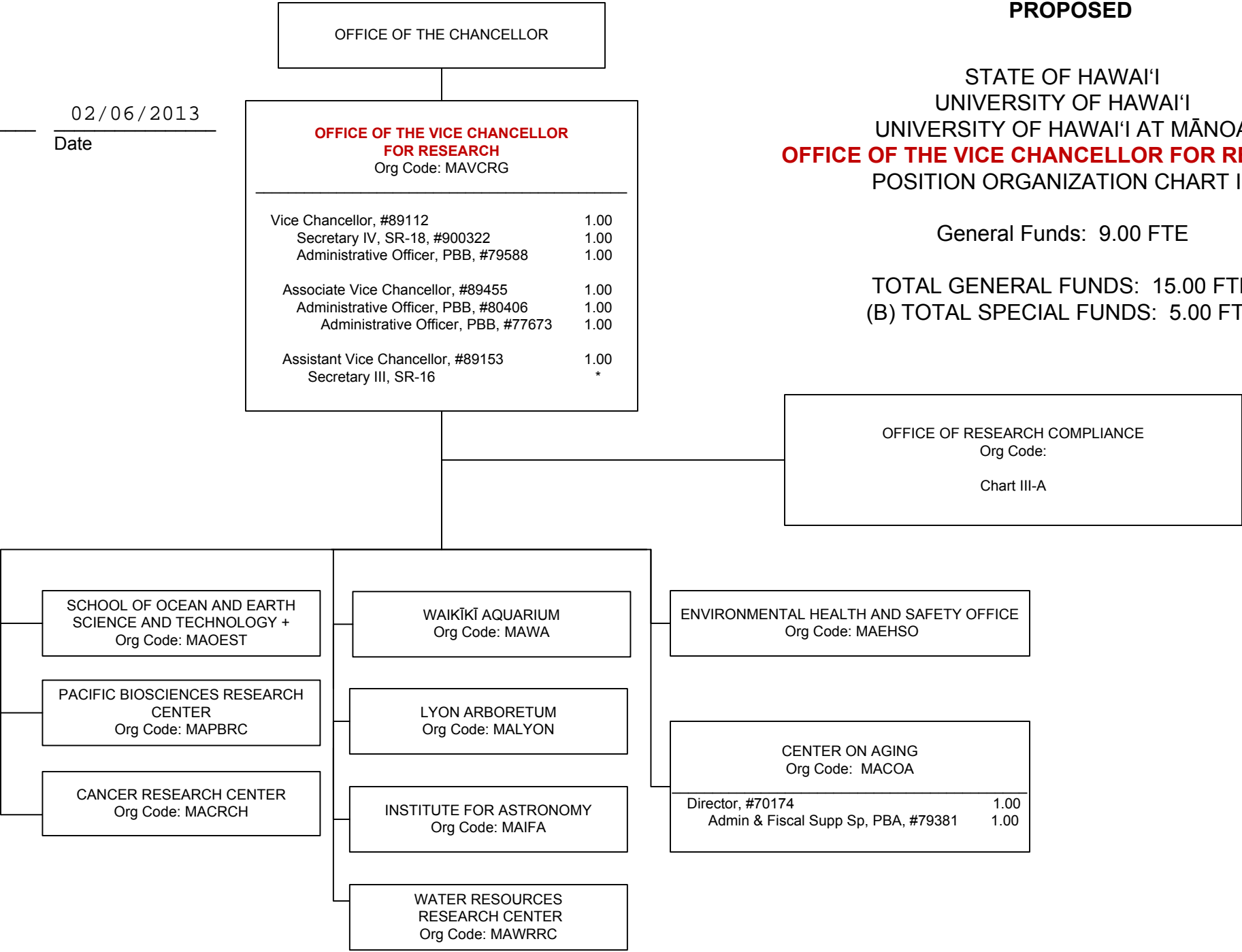
see cover letter

02/06/2013

Tom Apple

Chancellor

Date



PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH
POSITION ORGANIZATION CHART III

General Funds: 9.00 FTE

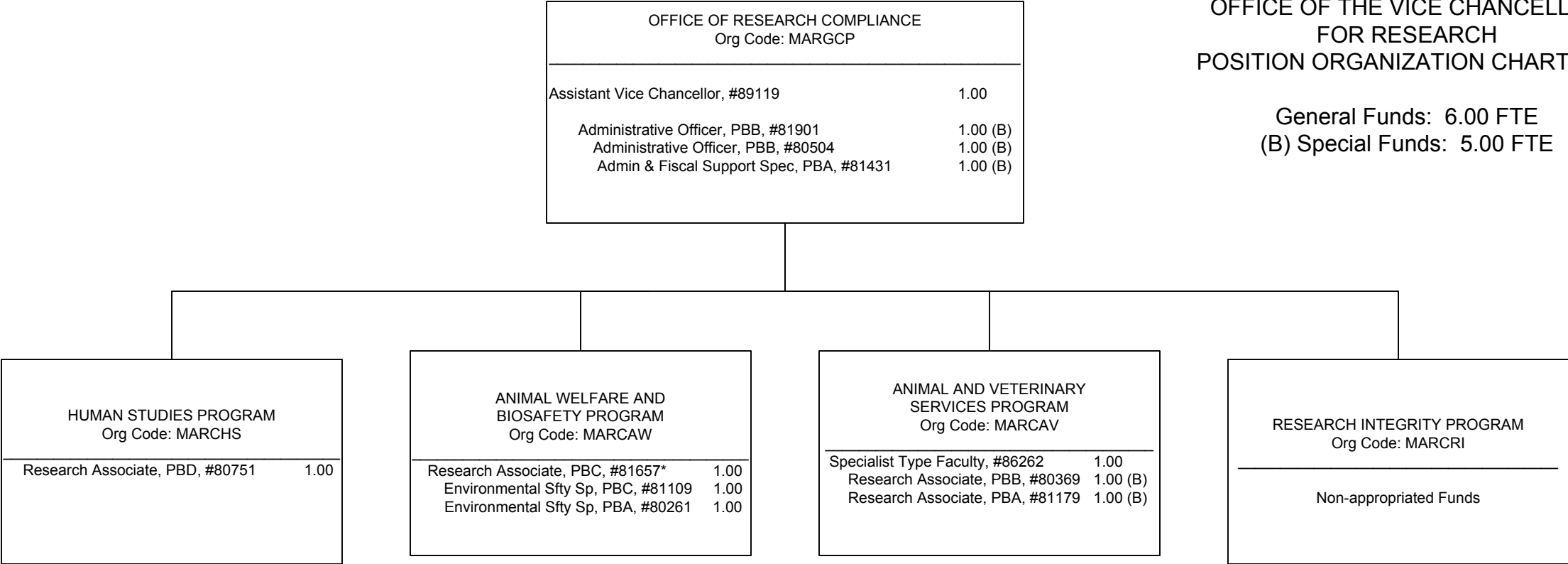
TOTAL GENERAL FUNDS: 15.00 FTE
(B) TOTAL SPECIAL FUNDS: 5.00 FTE

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
*Position number and count to be established

NO CHANGE

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR
FOR RESEARCH
POSITION ORGANIZATION CHART III-A

General Funds: 6.00 FTE
(B) Special Funds: 5.00 FTE



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
OFFICE OF GRADUATE EDUCATION

FUNCTIONAL STATEMENT

The Office of Graduate Education reports to the Vice Chancellor for Academic Affairs and plans, directs, develops, coordinates, and manages the graduate academic education programs of the University of Hawai‘i at Mānoa.

Office of the Dean – Org Code: MAGRAD

- Convenes the Graduate Council and Graduate Assembly as the initial advisory bodies for graduate program policy and development.
- Assists in the management, review, development, and assessment of graduate programs, courses, and curricula, including the appointment and review of graduate faculty and graduate chairs.
- Coordinates the recruitment of graduate students and recruitment planning with the academic units.
- Advises graduate students in applying for scholarship support.
- Conducts a graduate student orientation.
- Provides counseling and advising for graduate students.
- Acts as an arbitrator for disputes between graduate students and their mentors.
- Conducts training for graduate teaching assistants.
- Coordinates the selection of Research Corporation of the University of Hawai‘i (RCUH) Fellows, University of Hawai‘i nominee for CGS Outstanding Dissertation Award, Outstanding Teaching Assistant and other graduate awards.
- Works closely with the officers of the Graduate Student Organization regarding graduate education concerns.
- Represents the University of Hawai‘i at Mānoa graduate programs on various national organizations such as ETS, CGS, and WICHE. Serves as a liaison with EWC on matters pertaining to fellowships and scholarship.
- Acts as PI for extramural student awards, such as NSF graduate fellows, Fulbright-Hayes, USA Vietnam Federation, Ford, and others.
- Monitors post-doctoral involvement on campus.

Information Technology – Org Code: MAITGR

- Provides IT support for the Office, which includes report generation, server and desktop maintenance, etc.

Graduate Student Services – Org Code: MASSGR

- Operates the Admissions and Records offices for graduate and post-baccalaureate unclassified programs.
- Advises graduate students in applying for scholarship support.
- Supervises and monitors graduate fellowships.
- Provides advising for graduate students.
- Certifies students for eligibility for graduate assistantships.
- Admits graduate students, both degree-seeking and non-degree seeking, to Graduate Division and to the fields of study.
- Maintains the records of all current and inactive graduate students, acts as the official keeper of all graduate student records and is responsible for maintenance of full and accurate records, including data on admissions, academic records, degrees awarded, and financial assistance and the preparation of reports based on this data.
- Completes eligibility checks for all potential graduates, and advises students on thesis and dissertation formats. Certifies status of graduate students and awards All-But-Dissertation (ABD) certificates.

Approved:

| | |
|------------------|------------|
| see cover letter | 02/06/2013 |
| Tom Apple | Date |
| Chancellor | |

Approved:

see cover letter

Tom Apple
Chancellor

02/06/2013

Date

OFFICE OF THE CHANCELLOR

OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS

GRADUATE EDUCATION
OFFICE OF THE DEAN
Org Code: MAGRAD

| | |
|-----------------------------|------|
| Dean, #89040 | 1.00 |
| Associate Dean, #89060 | 1.00 |
| Secretary II, SR-14, #26604 | 1.00 |
| Administrative Officer | * |

GRADUATE STUDENT SERVICES
Org Code: MASSGR

| | |
|--|---------|
| Student Services Specialist, PBC, #80275 | 1.00 |
| Office Assistant IV, SR-10, #26508 | 1.00 ** |
| Student Services Specialist, PBB #78265, #78687, #78738, #80480 #80607, #80634, #81275, #81537 | 8.00 |
| Student Services Specialist, PBA #79659 | 1.00 |
| Office Assistant IV, SR-10 #17377, #41853 | 2.00 |

PROPOSED

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
GRADUATE EDUCATION
ORGANIZATION CHART
CHART II-J

General Funds: 17.00 FTE

INFORMATION TECHNOLOGY
Org Code: MAITGR

IT Manager, PBB, #81628 1.00

* Position Number and Count to be requested
** Position abolished; pending re-establishment

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

FUNCTIONAL STATEMENT

OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS – Org Code: MAVCAA

The OVCAA 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, Shidler College of Business, College of Education, College of Engineering, Hawai‘inuikea School of Hawaiian Knowledge, College of Language, Linguistics and Literature, College of Natural Sciences, School of Nursing and Dental Hygiene, Outreach College, School of Pacific and Asian Studies, College of Social Sciences, Myron B. Thompson 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, **Graduate Education**, the Office of International and Exchange Programs, the Office of Academic Personnel, the Office of Academic Institutional Research, the Assessment Office, the Office of Faculty Development and Academic Support, the General Education Office, the Manoa Writing Program, Library Services, and the UH Press.

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.

The VCAA works with the Vice Chancellor for Research 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 and in the formulation of enrollment management plans and goals.

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, 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 OVCAA 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 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.
- 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.
- Serves as the campus academic liaison with the Western Interstate Commission on Higher Education (WICHE).
- Conducts recruitment for senior-level academic executive positions.
- Prepares and analyzes periodic operating statements in support of the Office and the academic units on campus.
- Keeps abreast of University accounting policies and procedures and ensures compliance.
- Work with academic units on budget and financial matters that need resolution.
- Manages the budget for the Office and the academic support units that report to the Vice Chancellor with the exception of UH Press and Library Services.

Approved:

see cover letter

Tom Apple
Chancellor

02/06/2013

Date

Approved:

see cover letter

Tom Apple
Chancellor

02/06/2013

Date

OFFICE OF THE CHANCELLOR

**OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
Org Code: MAVCAA**

| | |
|--|------|
| Vice Chancellor for Academic Affairs, #89104 | 1.00 |
| Admin & Fiscal Supp Spec, PBA, #78429 | 1.00 |
| Associate Vice Chancellor for Academic Affairs, #89169 | 1.00 |
| Secretary III, SR-16, #12072 | 1.00 |
| | |
| Academic Affairs Program Officer, #89009 | 1.00 |
| Academic Affairs Program Officer, #89434 | 1.00 |
| Human Resources Specialist, PBB, #79166 | 1.00 |
| Administrative Officer, PBB, #78229 | 1.00 |

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: 8.00
GRAND TOTAL GENERAL FUNDS FTE: 101.50

UNDERGRADUATE EDUCATION
Org Code: MAUE
(CHART II-A)

**INTERNATIONAL & EXCHANGE
PROGRAMS**
Org Code: MAINEX
(CHART II-B)

**ACADEMIC PERSONNEL
OFFICE**
Org Code: MAACPL
(CHART II-C)

**MANOA INSTITUTIONAL
RESEARCH**
Org Code: MAIRO
(CHART II-D)

ASSESSMENT OFFICE
Org Code: MAOASM
(CHART II-E)

**OFFICE OF FACULTY
DEVELOPMENT AND ACADEMIC
SUPPORT**
Org Code: MAOFDA
(CHART II-F)

GENERAL EDUCATION OFFICE
Org Code: MAGEN
(CHART II-G)

MANOA WRITING PROGRAM
Org Code: MAWRIT
(CHART II-H)

SCHOOLS AND COLLEGES†
Org Code: MASCAA
(CHART II-I)

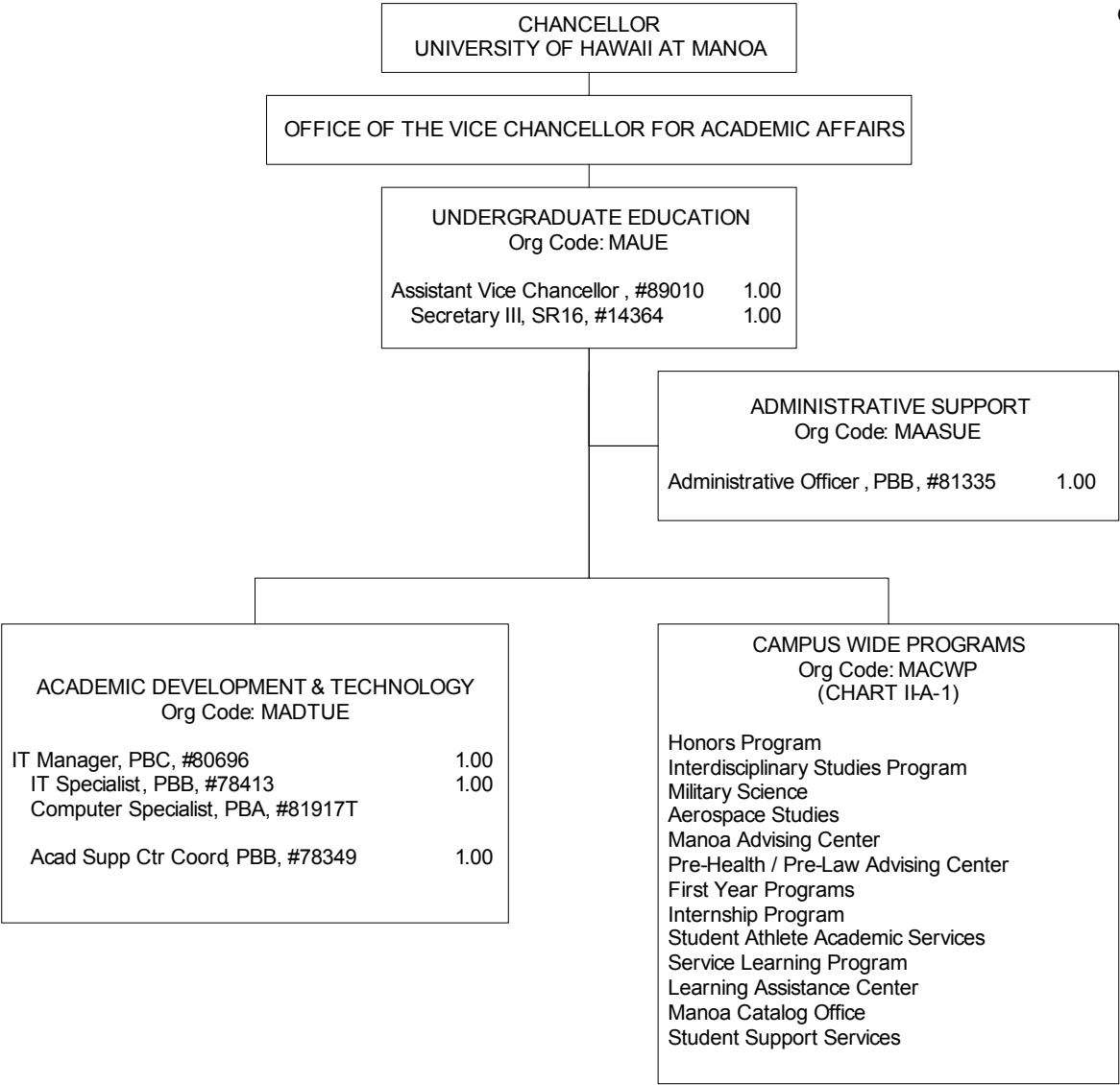
GRADUATE EDUCATION
Org Code: MAGRAD
(CHART II-J)

UH PRESS
Org Code: MAUHPR

LIBRARY SERVICES
Org Code: MADRLB

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

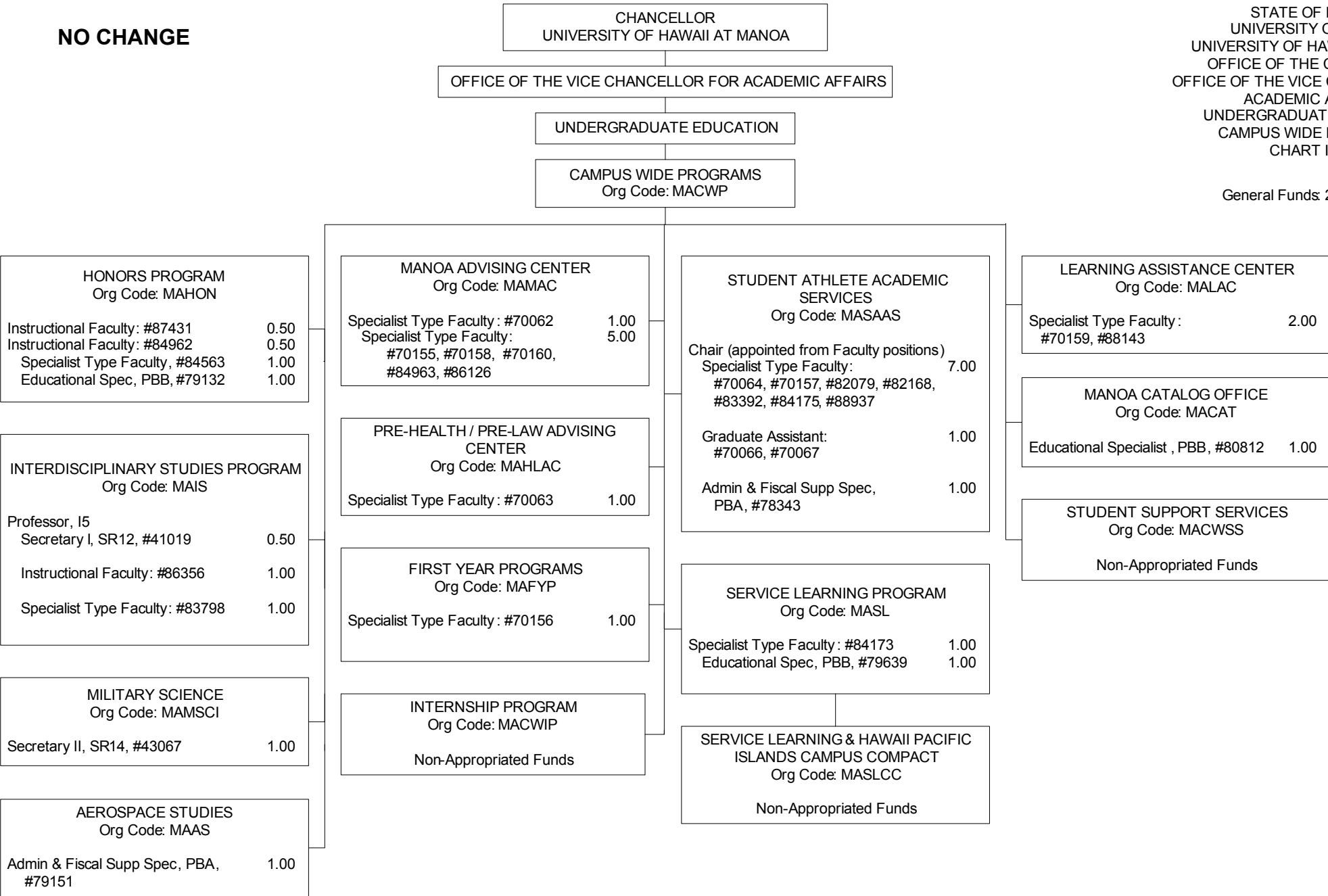
NO CHANGE



STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR ACADEMIC AFFAIRS
UNDERGRADUATE EDUCATION
CAMPUS WIDE PROGRAMS
CHART IIA

General Funds: 6.00 FTE

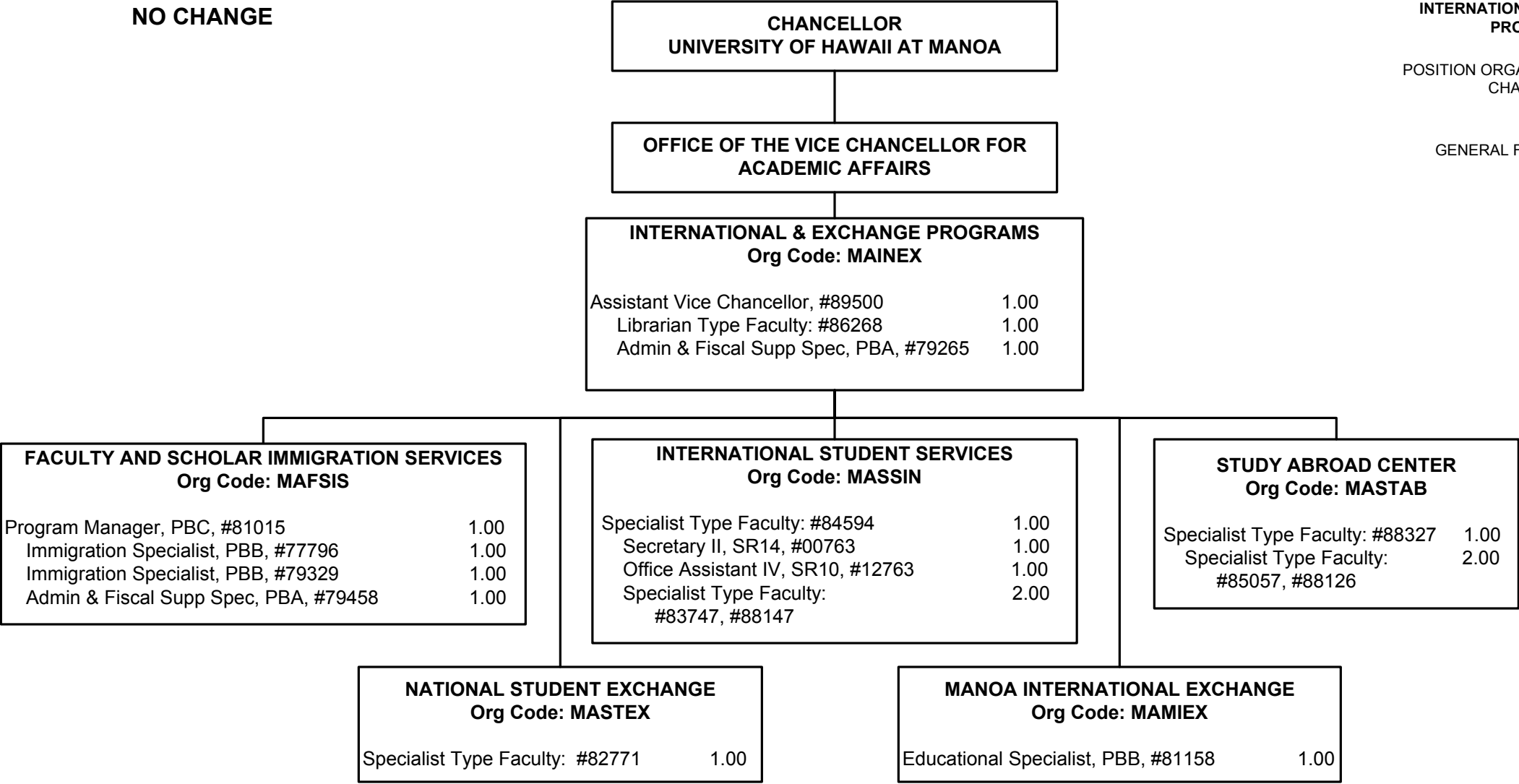
NO CHANGE



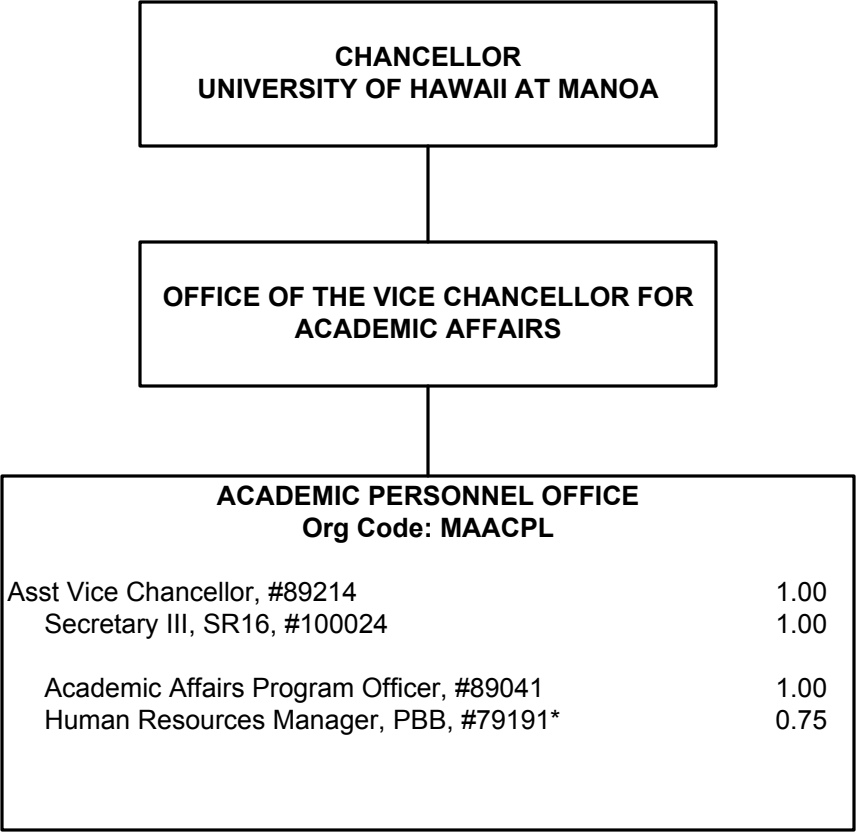
STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MANOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR
ACADEMIC AFFAIRS
UNDERGRADUATE EDUCATION
CAMPUS WIDE PROGRAMS
CHART II-A-1

General Funds 29.50 FTE

NO CHANGE



NO CHANGE



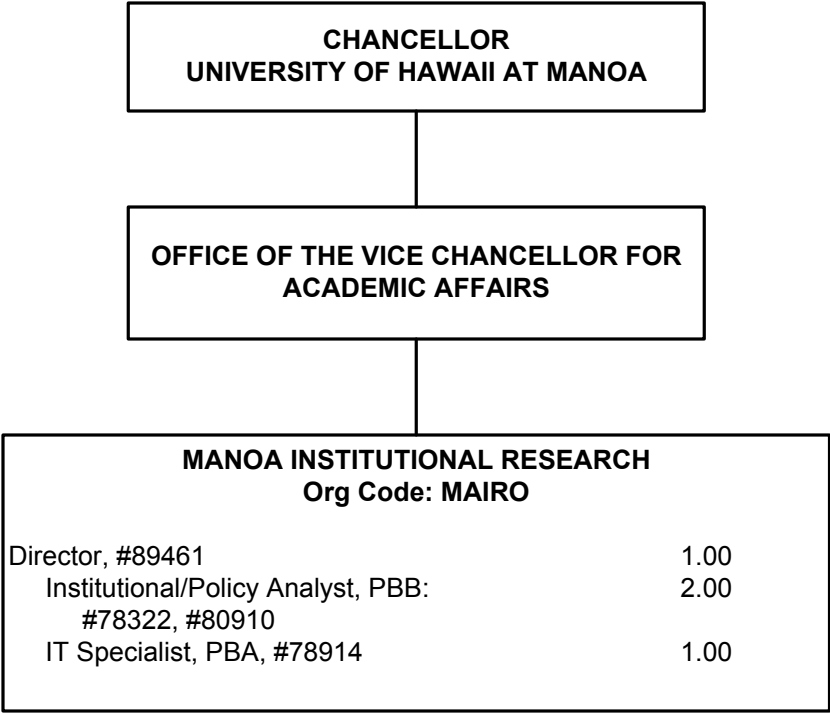
State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
ACADEMIC PERSONNEL OFFICE

POSITION ORGANIZATION CHART
CHART II-C

GENERAL FUND FTE: 4.00

* .25 FTE from 99002F allocated; not established.

NO CHANGE

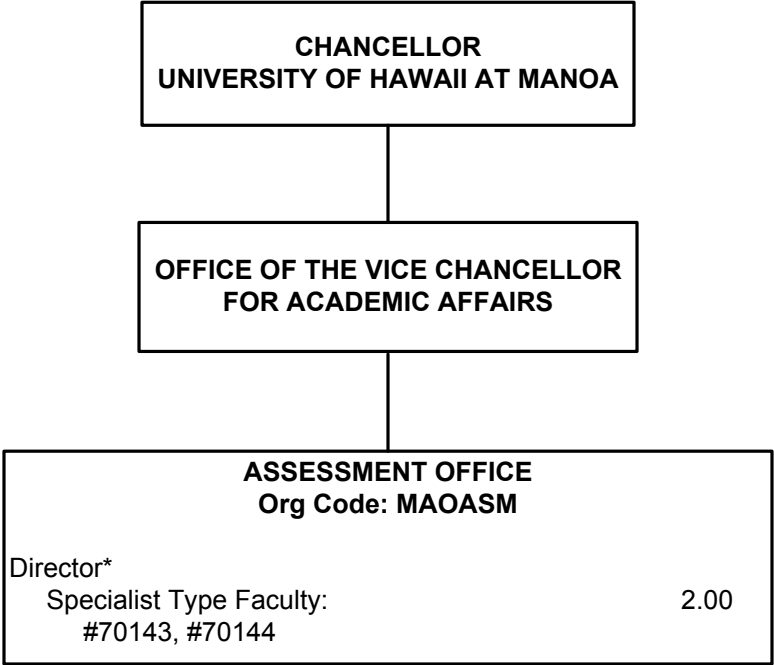


State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
MANOA INSTITUTIONAL RESEARCH

POSITION ORGANIZATION CHART
CHART II-D

GENERAL FUND FTE: 4.00

NO CHANGE



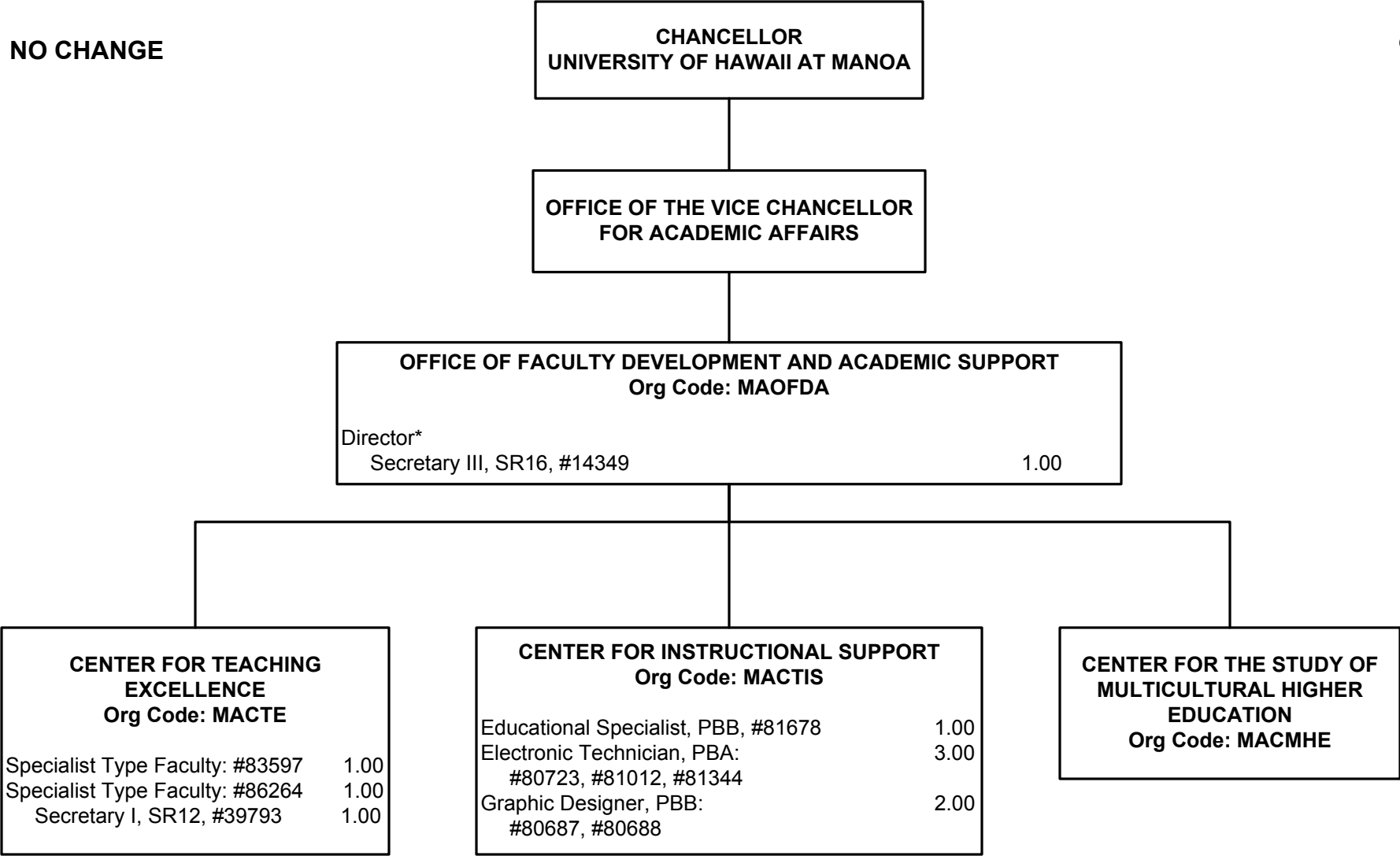
State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
ASSESSMENT OFFICE

POSITION ORGANIZATION CHART
CHART II-E

GENERAL FUND FTE: 2.00

*Appointed from a faculty position to oversee Assessment operations

NO CHANGE



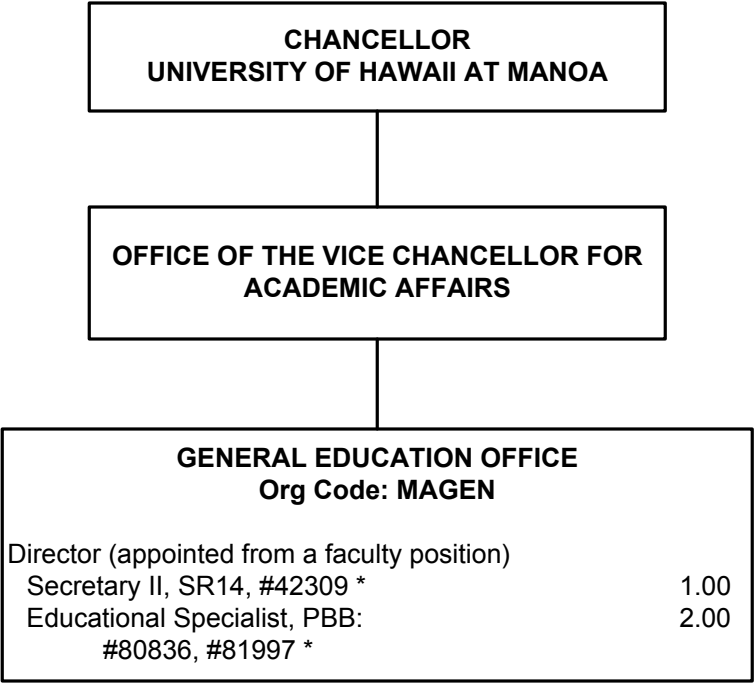
State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
OFFICE OF FACULTY DEVELOPMENT
AND ACADEMIC SUPPORT

POSITION ORGANIZATION CHART
CHART II-F

GENERAL FUND FTE: 10.00

*Appointed from a faculty position to oversee OFDAS operations

NO CHANGE



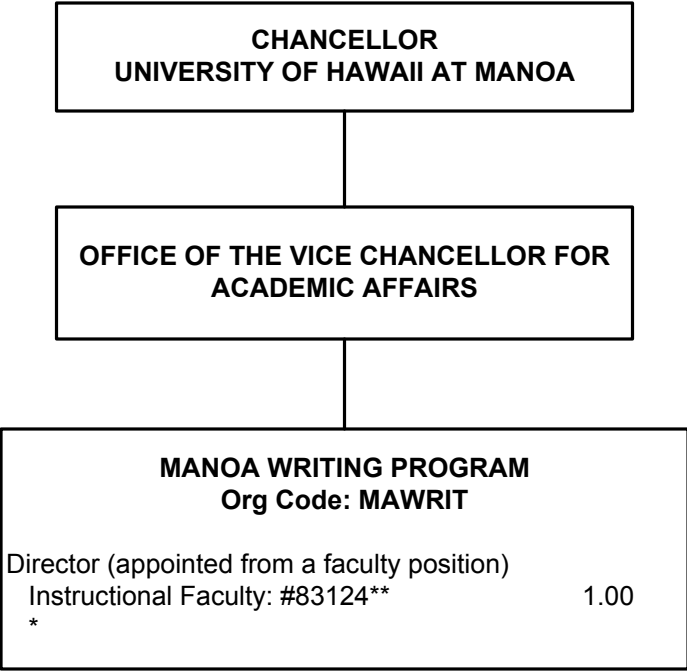
State of Hawaii
University of Hawaii
University of Hawaii at Manoa
OFFICE OF THE VICE CHANCELLOR
FOR ACADEMIC AFFAIRS
GENERAL EDUCATION OFFICE

POSITION ORGANIZATION CHART
CHART II-G

GENERAL FUND FTE: 3.00

* Positions partially support the Mānoa Writing Program.

NO CHANGE



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

POSITION ORGANIZATION CHART
CHART II-H

GENERAL FUND FTE: 1.00

* Positions in the General Education Office partially support this Office: Secretary II, SR14, #42309 and Educational Specialists, PBB, #80836, #81997. Primary supervisor is General Education Office Director.

** To be re-described.

University of Hawai'i at Mānoa
Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

Program Title: Office of Graduate and Professional Education (Graduate Education)

| Item No. | Chart No.(s) | Affected Position No.(s) | Classification/Organizational/Functional Change | | Basis for Change/ Impact on Position |
|----------|--------------|--------------------------|--|------------------------|---|
| | | | Identify whether position is vacant (V) or filled (F) From: | To: | |
| 1 | | 89040 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - Change in Supervisor |
| 2 | | 89060 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 3 | | 26604 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 4 | | 81628 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 5 | | 80275 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 6 | | 26508 | OVCERGE (CHART I) (V) | OVCAA (Chart II-J) (V) | Reorganization - No Change |
| 7 | | 78265 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 8 | | 78687 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 9 | | 78738 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 10 | | 80480 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 11 | | 80607 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 12 | | 80634 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 13 | | 81275 | OVCERGE (CHART I) (V) | OVCAA (Chart II-J) (V) | Reorganization - No Change |
| 14 | | 81537 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 15 | | 79659 | OVCERGE (CHART I) (V) | OVCAA (Chart II-J) (V) | Reorganization - No Change |
| 16 | | 17377 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| 17 | | 41853 | OVCERGE (CHART I) (F) | OVCAA (Chart II-J) (F) | Reorganization - No Change |
| | | | | | |

James Nishimoto, Executive Assistant
Administrator's Signature, Name and Title

13-Nov-12
Date

956-2697
Telephone Number

HR Review X
OFA Review X



888 Mililani Street, Suite 601
Honolulu, Hawaii 96813-2991

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OVERSIGHT-FISCAL OFFICE
Telephone: 808.548.0000
Facsimile: 808.528.4059
2013 JAN -2 P 3:10

www.hgea.org

December 27, 2012

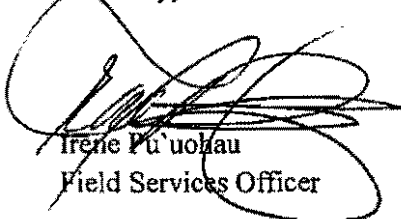
Tracie Nakagawa
Administrative Officer
Office of the Vice Chancellor for
Research and Graduate Division
2500 Campus Rd
Hawaii Hall 103
Honolulu, HI 96822

Dear Ms. Nakagawa,

The Hawaii Government Employees Association (HGEA) is in receipt of the proposed reorganization to move the unit and functions of Graduate and Professional Education from the University of Hawaii at Manoa, Office of the VC for Research and Graduate Education to the University of Hawaii at Manoa, Office of the VC for Academic Affairs.

At this time, we do not have any comments or questions regarding the proposal but will reserve our right to approach the appropriate parties if there are concerns after the reorganization has been implemented.

Sincerely,



Irene Pu'uohau
Field Services Officer



December 27, 2012

RECEIVED
OVCORSE - FISCAL OFFICE

2013 JAN -2 P 3:10

MEMORANDUM

TO: Tracie Nakagawa
Administrative Officer for Research and Graduate Education

FROM: Kristeen Hanselman, Associate Executive Director *AK*

RE: University of Hawaii Graduate and Professional Education Reorganization

The University of Hawaii Professional Assembly has reviewed the reorganization proposal as part of the consultation process. Of note, consultation requires UHPA and UH decision makers to be engaged early in the process to ensure there is full analysis and discussion with the employer. It should offer the opportunity for an alternative outcome to be considered. This did not happen with a reorganization that reflects a significant change in operations and philosophy regarding Graduate and Professional Education.

On face the proposal appears to be a simple transfer to consolidate undergraduate and graduate academic efforts that encourages greater planning and coordination under the Vice Chancellor for Academic Affairs. However, the proposal avoids a detailed assessment on its merits and relationship to other UH Manoa functions. The reorganization is troubling as the alignment and operations between research functions and graduate programs are significantly intertwined. The general platitudes advanced in the rational for the reorganization are insufficient to establish the need for a change.

When a significant expansion of authority is granted to one Vice Chancellor this should generate Board of Regents deliberations to ensure the appropriate balance of decision making and operations between administrative departments at UH Manoa and the UH System. The proposed changes are not without consequences related to competition over limited resources and the values placed on research relative to student achievement. The reorganization lacks assurances there will be improved graduate education and resources that support and advance research for both students and faculty.

UHPA recommends that this reorganization proposal be taken to the Board of Regents as the proper authority to deliberate and make decisions regarding this important matter.

**UNIVERSITY OF HAWAII
PROFESSIONAL ASSEMBLY**

1017 Palm Drive · Honolulu, Hawaii 96814-1928
Telephone: (808) 593-2157 · Facsimile: (808) 593-2160
Web Page: <http://www.uhpa.org>

