

UNIVERSITY  
of HAWAII  
MĀNOA

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MĀNOA CHANCELLOR'S  
OFFICE

June 19, 2014

MEMORANDUM

TO: Tom Apple, Chancellor

VIA: Reed Dasenbrock, Vice Chancellor for Academic Affairs 

FROM: Denise Eby Konan, Dean  
College of Social Sciences 

SUBJECT: Reorganization Proposal for the College of Social Sciences

SPECIFIC ACTION REQUESTED:

We request your approval to create a functional unit called the **Office of Student Academic Services** within Support Services under the Office of the Dean in the College of Social Sciences.

RECOMMENDED EFFECTIVE DATE:

Upon your approval.

ADDITIONAL COST:

The reorganization will be covered within the College's internal reallocation of funds. The operations of the Office of Student Academic Services will be scaled to the level of funding received in the coming years.

PURPOSE:

The creation of the Office of Student Academic Services within Support Services will consolidate, serve, and provide the College's 12 academic units with the following services: pre-major and major advising, student engagement opportunities, service learning opportunities, graduation, post-graduation and alumni activities. This will improve operations and advance the future goals and direction of the College.

BACKGROUND

Pursuant to Administrative Procedure A3.101 *University of Hawaii 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 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 has been reviewed and discussed with faculty and staff members. The details of the reorganization are outlined in the attached Executive Summary and proposal.

ACTION RECOMMENDED:

It is recommended that you approval the creation of the functional unit called the **Office of Student Academic Services** within Support Services under the Office of the Dean in the College of Social Sciences.

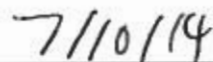
Should you have any questions, please contact Denise Eby Konan at 956-6570 or at [konan@hawaii.edu](mailto:konan@hawaii.edu).

Attachments:

- Executive Summary – Attachment 1
- Narrative – Attachment 2
- BJ/BT Position Worksheet – Attachment 3
- Current Organizational Charts and Functional Statements – Attachment 4
- Proposed Organizational Charts and Functional Statements – Attachment 5
- Letters and Responses – Attachment 6

APPROVED/DISAPPROVED:

  
\_\_\_\_\_  
Tom Apple  
Chancellor

  
\_\_\_\_\_  
Date

Reorganization Proposal  
College of Social Sciences  
University of Hawaii at Manoa

Executive Summary

**Instructions:** Complete each section below and clearly indicate "None" or "N/A" where appropriate.

I. Purpose:

The proposal seeks to streamline all advising and other student services within the context of the UH-Manoa Institutional Learning Objectives, which can help provide students with a sense of how the entire degree fits together. The reorganization will add a functional unit within Support Services under the Dean's Office entitled Office of Student Academic Services. The addition of this unit will serve the College's 12 academic units providing the following services, including but not limited to: admissions, scheduling, pre-major and major advising, student engagement opportunities, service learning opportunities, graduate, post-graduation and alumni activities under one office. This will improve learning and success for students within the College.

II. Major Elements of the Proposal:

This reorganization proposes to:

- Create a functional unit within Support Services to be named Office of Student Academic Services. This unit will be headed by a Director who will be from among its faculty and serve on a three-year rotation appointment.
- Move the following reporting lines for the following positions from their respective departments to the Office of Student Academic Services.

#82377 Professor from DURP

#82188 Assistant Specialist from Sociology

#84891 Associate Specialist from Ethnic Studies (newly allocated in FY14)

#84944T Assistant Specialist from Psychology

#84875T Associate Specialist from Dept. of Urban & Regional Planning

#79702T Academic Support from Dean's Office

III. Resource Impact:

A. Budget

1. What is the estimated cost of the reorg?

No additional funds are required. The reorganization will reallocate funds internally. In anticipation, the College has funded two permanent positions totaling \$137,436. In addition, temporary positions are funded through a cost-share of Department and College Outreach funds, totaling \$246,137 (salary plus fringes). Temporary positions involve both new positions and a redescription of duties for existing staff. We anticipate a reorganization of the Colleges of Arts and Sciences Student Academic Services (CASSAS) that will further supplement advising resources.

2. Are additional funds needed:

With CASSAS, the professional advisor load lags significantly below national standards set by the National Academic Advising Association (NACADA). However, UH-Manoa must still address the significant shortfall in advisors within Arts & Sciences units and beyond. The College intends to operate within existing resources until new resources become available.

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

This reorganization will supplement existing advising staffing levels and will utilize resources more efficiently to the degree that major and general education advising efforts are more integrated. As this reorganization will improve student retention and progress to degree, it will generate student tuition funds. Thus the reorganization will be cost neutral.

B. Operational

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

The proposed change will reflect a change in locus. Student academic services for the College will be consolidated into one unit. There should be no major impact on faculty and staffing responsibilities.

2. Will additional faculty/support personnel be required? If so, what is the plan to obtain the additional faculty/staffing to successfully implement the reorganization?

None, College already funds two permanent positions and three temporary positions.

3. Will there be a reduction in faculty/staff? If so, what steps are planned or have been taken to ensure proper consultation?

There is no reduction in faculty/staff.

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

#82377 Professor from DURP (vacant, to be redescribed)  
#82188 Assistant Specialist, move from Sociology

#84891 Associate Specialist, move from Ethnic Studies (newly allocated in FY14)  
#84944T Assistant Specialist, move from Psychology  
#84875T Associate Specialist, move from Dept. of Urban & Regional Planning  
#79702T Academic Support, move from Dean's Office

#### C. Space

1. Will additional space outside own resources /allocations be required? If so, has the Vice Chancellor for Administration, Finance, and Operations (VCAFO) or designee been consulted?

Space has been committed by the Vice Chancellor for Academic Affairs.

#### IV. Consultation:

At a Chair's Council retreat on August 29, 2012, the consensus was that student academic services was a priority item for the College given the disconnect of student academic services for our majors. A faculty-driven task force was formed to prepare a proposal on how to address student academic services. The findings were summarized in a document entitled "*Student Service Proposal – Beyond Advising: The College of Social Sciences Hub*" and submitted to the Dean in May 2013. The proposal was also published on the College's website in May 2013. In September 2013, at the annual Chair's Council Retreat, the report was presented outlining the recommendations to the Chairs and Directors of the College. The Chairs and Directors were asked to share these materials and the reorganization proposal with their units and to engage in a conversation about enhancing the overall student experience in the College. A synthesis of the comments from each academic unit was forwarded to the Dean's Office. The proposal was distributed electronically to the CSS faculty and staff and comments were solicited. There were two College-wide Dean's Hours giving faculty and staff opportunity to discuss and give their feedback.

The overall reaction to the reorganization proposal has been very supportive.

#### V. Implementation

The reorganization will be implemented upon approval and this will formalize and reflect how the functions will operate.

Reorganization Proposal  
College of Social Sciences  
University of Hawaii at Manoa

Narrative

I. INTRODUCTION

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

The current model of advising is outdated, especially as students must go through layers of advising. In addition, transformational experiences such as service learning, internships and study abroad are fragmented. Advising and mentoring varies across departments, and students may not be aware of the UH-Manoa Institutional Learning Objectives (ILOs) and the integration of their major with general education curriculum or engaged learning opportunities. The proposal seeks to streamline all advising and other student services within the context of the ILOs, which can help provide students with a sense of how the entire degree fits together. The addition of this unit will improve the operations of the College and the future goals and direction of the College. The Office of Student Academic Services will provide advising programs and services for the College and its 12 departments, including but not limited to: admissions, scheduling, pre-major and major advising, student engagement opportunities, service learning opportunities, graduate, post-graduation and alumni activities.

- B. Specify the objectives/goals of the new-restructured unit(s) involved in the reorganization.

The primary objective of creating this unit is to effectively address the strategic goals of the University, UH-Mānoa, and the College of Social Sciences (CSS); and to provide enhanced educational opportunities to our majors by streamlining the current structure. The creation of the Office of Student Academic Services will enhance the undergraduate experience by making students aware of the diverse options for courses and other educational experiences available to them at UH Mānoa. Additionally, the goals of this new office are to increase undergraduate retention, increase graduation rates, and decrease time to degree. For undergraduate education to be successful, student advising must be made a central part of the process. Advising must transcend the instrumental and instead can be used to provide each student with a narrative framework that helps them understand the meaning, integrity, and importance of their degree. A "one-



size-fits-all" model of student advising means that highly motivated students may find mandatory advising to be a waste of time, while those who need additional help may have difficulty securing the time they need or identifying appropriate sources for assistance. Thus, advising needs to be multifaceted, and designed to ensure that all students receive the advising they need.

## **II. RATIONALE FOR THE REORGANIZATION:**

### **A. Provide background and relevant historical information.**

The current model requires students to navigate compartmentalized advisors. Advising on the major is provided by the academic department, while general education advising is provided by the Colleges of Arts and Sciences Student Academic Services (CASSAS). Internships, service learning, research opportunities, and study abroad opportunities are not readily presented or coordinated. This mode is outdated.

The reorganization intends to put students at the center of academic services. In a one-stop shop model, general education advising would be integrated with the major (and thus streamlined). In addition, staff involved with engaged learning opportunities (internships, research, service learning, study abroad, co-curricular programs, alumni, recruiting) will coordinate more closely with academic advisors to create an integrated HUB of student academic services. Satellite partnerships will serve high-major departments (currently Psychology, Sociology, Anthropology).

The reorganization proposal was developed based upon the recommendations of a year-long task force on student academic services, chaired by Department of Political Science chair Debora Halbert, and including several department undergraduate chairs and advisors, student services representative, an engaged student learning specialist, and the Associate Dean. This committee was tasked with developing a plan of action for integrating advising into the College infrastructure. The committee met with various interested parties and gathered information which included meeting with the entire CASSAS advising office, VCAA Reed Dasenbrock regarding advising, a representative from STAR, Ron Cambra (Assistant Vice Chancellor for Undergraduate Education) regarding the Mānoa Advising Center as well as advising in general, College of Education representatives regarding their advising process and seeing a demonstration of the software they developed for student advising, Tom Bingham (former Dean, College of Arts and Humanities), Vice Chancellor for Student Affairs, Francisco Hernandez regarding student services and advising issues, and the College of Business advising team regarding their advising approach. Additionally, select committee members attended a seminar with Professor Lawrence Abele (Provost and Executive Vice President for Academic Affairs at Florida State University) regarding advising and best

practices, and select members also attended a UH-Mānoa Council of Advisors meeting to solicit their opinions on the project. Finally, the committee designed and administered a CSS undergraduate major student survey.

- 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 current advising model, focusing on registration and graduation is outdated. A new framework for advising and other student services, within a context of ILOs will help provide students with a sense of how the entire degree fits together. A new advising system focused on the qualitative experience of the student is critical. Based on the meetings, several major issues need to be addressed:

- Advising is fragmented and can be difficult for students to access.
- Students are sometimes given conflicting advice and it can be difficult to schedule meetings with advisers.
- The quality of faculty advising is inconsistent between departments.
- The core requirements are difficult to understand, and their relationship to learning objectives is not made clear to students.
- Students do not know about or have access to other related student services such as internships, service learning, and mentoring opportunities.
- Time to degree and retention rates must be addressed.
- There is a need for clear metrics within the College to determine what will make the process of advising and student services better.

We envision that the overarching Office of Student Academic Services will serve as the HUB of services where students will be able to find information about their degrees, pursue internships, research opportunities, overseas studies, and service learning. These options will be brought together under the common understanding of the ILOs of the UH-Mānoa. The HUB will be designed to reach out to students from the moment they are identified as part of the College through their graduation and then onwards to connect students as alumni.

The following changes will be implemented:

- Orientation

Orientation will be required to integrate each student into university life. The CSS will host an orientation each Fall for incoming students, that is



either part of or in addition to the UH-Mānoa New Student Orientation. While it is difficult to make such an orientation mandatory, we can certainly call it mandatory in order to ensure most students will attend. This orientation will combine all Social Science departments as well as educate students on college-wide educational opportunities. The orientation will use the ILOs to provide students with a better understanding of what the next four years should be about. The College will then engage in ongoing information sessions to continue to recruit students and expose them to the majors in the College.

- Declaration of Areas of Interest/Major

Students who are then interested in the College of Social Sciences will be integrated into the College's advising system. While some students know their major upon entering, most do not. Thus, incoming students will need to indicate a general area of interest (social sciences), and we will strongly recommend that this general categorization occur in the freshman year. We would then encourage all students to have formally declared a major by the end of their sophomore year. However, instead of entering as undeclared, students should declare a general interest in the social sciences.

- General Overview

The UH-Mānoa - CSS experience includes each of the following aspects designed to provide each student with a holistic degree that is grounded in the Institutional Learning Objectives:

1. General Education Courses – designed to provide students with basic skills and competencies as well as expose students to a diverse set of educational opportunities. The CSS will chart a preferred pathway for students through the general education courses that will best maximize their time and interests.
2. Service Learning and Civic Engagement – students will be encouraged through advising to participate in on and off-campus service activities, which will be linked to courses but also help students learn the benefits of community engagement. It may be worthwhile to investigate the possibility of requiring a student service/community engagement option for students.
3. Study abroad/Global studies – our students should not only be grounded in the values of the Hawaii community but also have a global perspective and understanding.
4. Major course of study – specialization in one or more of the social sciences provides each student with insights into crucial aspects of our cultural, political, and social lives.

- **General Responsibilities for the Various Branches of the Office of Student Academic Services**

Advising will become the key to ensuring students understand the Institutional Learning Objectives, why they matter, and how they relate to their individualized degree path. We recognize that each student comes prepared with different skills and with different levels of risk and resiliency. To that end, advising needs to be tailored to individual student needs. On the whole, student advising will be designed to provide systematic and strong oversight during the first year, with each year after the first shifting responsibility to the students.

The overall design of the advising system puts the student in the center of dedicated branches of advising that serve specific needs of a student as they progress through the system. The different branches of the new HUB will be accountable for their specific duties; however, branches will work cooperatively and in some cases will have overlapping responsibilities to reduce gaps in the student experience. The branches currently envisioned for the HUB include: General Academic Advising, Student Engagement Advising, Departmental Advising, Recruitment Advising, and Career Advising.

**C. Explain other alternatives explored.**

N/A

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

N/A

**E. List the groups that will be impacted by the reorganization and indicate whether they have been informed/consulted.**

CASSAS is aware of this reorganization.

**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 whether the reorganization will minimize confusion over authority, roles, and responsibilities.**

Create clearly defined degree pathways for students in the College of Social Sciences that will increase accessibility to quality advising and hopefully ensure that all students, especially those prone to becoming lost in the system, are able to succeed to the best of their abilities.

## **G. IMPACT ON RESOURCES AND THE UNIVERSITY**

**Provide a detailed description of the resource requirements and the programmatic impacts of the reorganization on the University**

### **A. Impact on budget resources:**

#### **1. What is the estimated cost of the reorg?**

The reorganization will be covered within the College's internal reallocation of funds. The College is already funding two permanent positions totaling \$137,436. In addition, temporary positions total \$246,177 (salary plus fringes).

#### **2. Are additional funds needed?**

The College intends to operate within existing resources until new resources become available.

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

This reallocation will be covered within the College's internal reallocation of funds. The operations of the Office of Student Academic Services will be scaled to the level of funding received in coming years.

### **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 impact

#### **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.**

#82377 Professor: Move from DURP

#82188 Assistant Specialist. Move from Sociology

#84891 Associate Specialist. Move from Ethnic Studies (newly allocated in FY14)

#84944T Assistant Specialist. Move from Psychology

#84875T Associate Specialist. Move from Dept. of Urban & Regional Planning

#79702T Academic Support. Move from Dean's Office

**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.?**

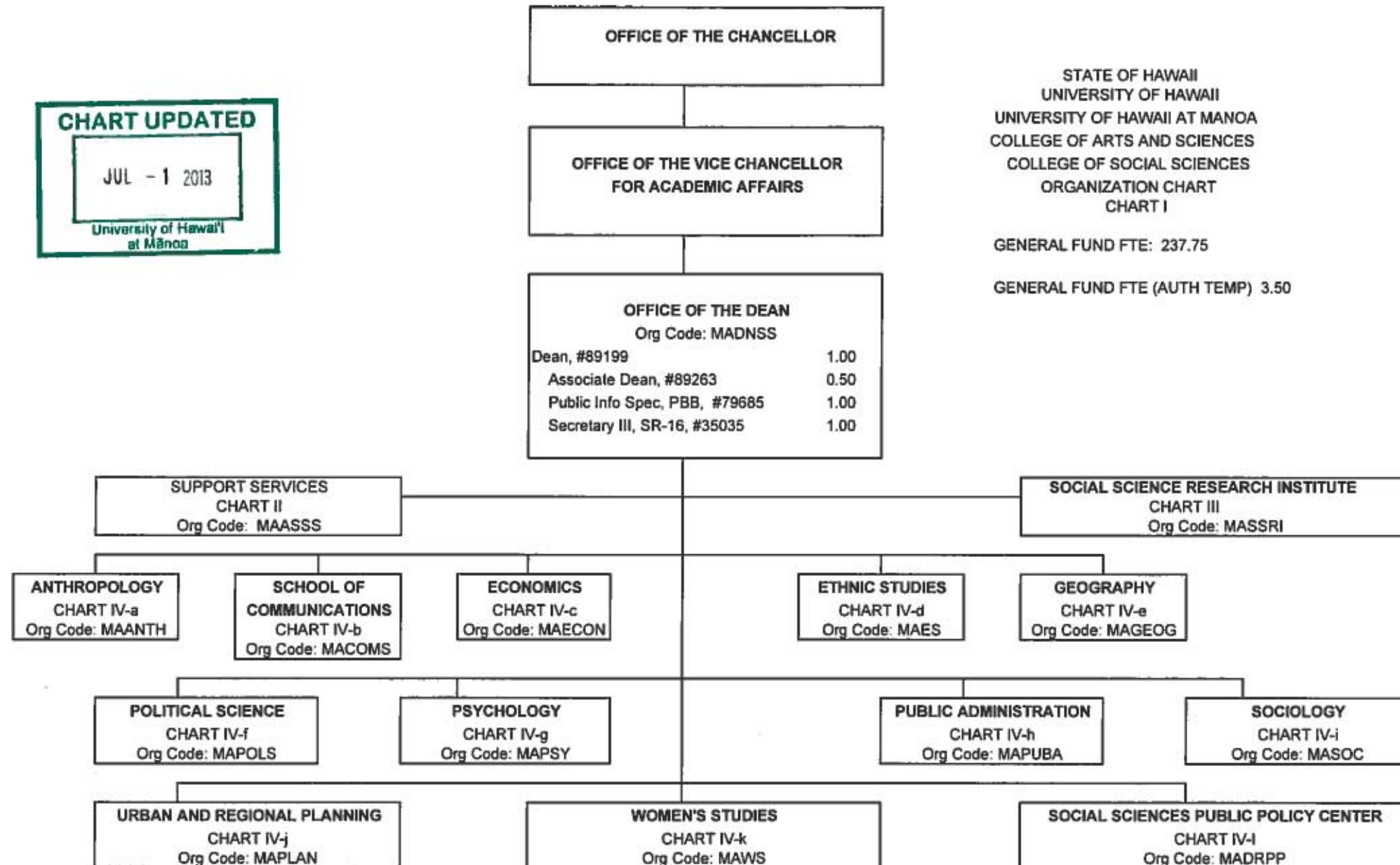
The affected positions will report to a Director of Student Academic Services. This reorganization is an attempt to streamline student services activities for the College of Social Sciences. We envision that the overarching Office of Student Academic Services will serve as the HUB of services where students will be able to find information about their degrees, pursue internships, research opportunities, overseas studies, and service learning. This change will create clearly defined degree pathways for students in the College of Social Sciences that will increase accessibility to quality advising and hopefully ensure that all students, especially those prone to becoming lost in the system, are able to succeed to the best of their abilities.

**6. Impact on space resources:  
Will additional space outside own resources/allocations be required?**

Space has been committed by the Vice Chancellor for Academic Affairs.

**CURRENT  
ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**





STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
ORGANIZATION CHART  
CHART I

GENERAL FUND FTE: 237.75

GENERAL FUND FTE (AUTH TEMP) 3.50

GENERAL FUND FTE: 3.50

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

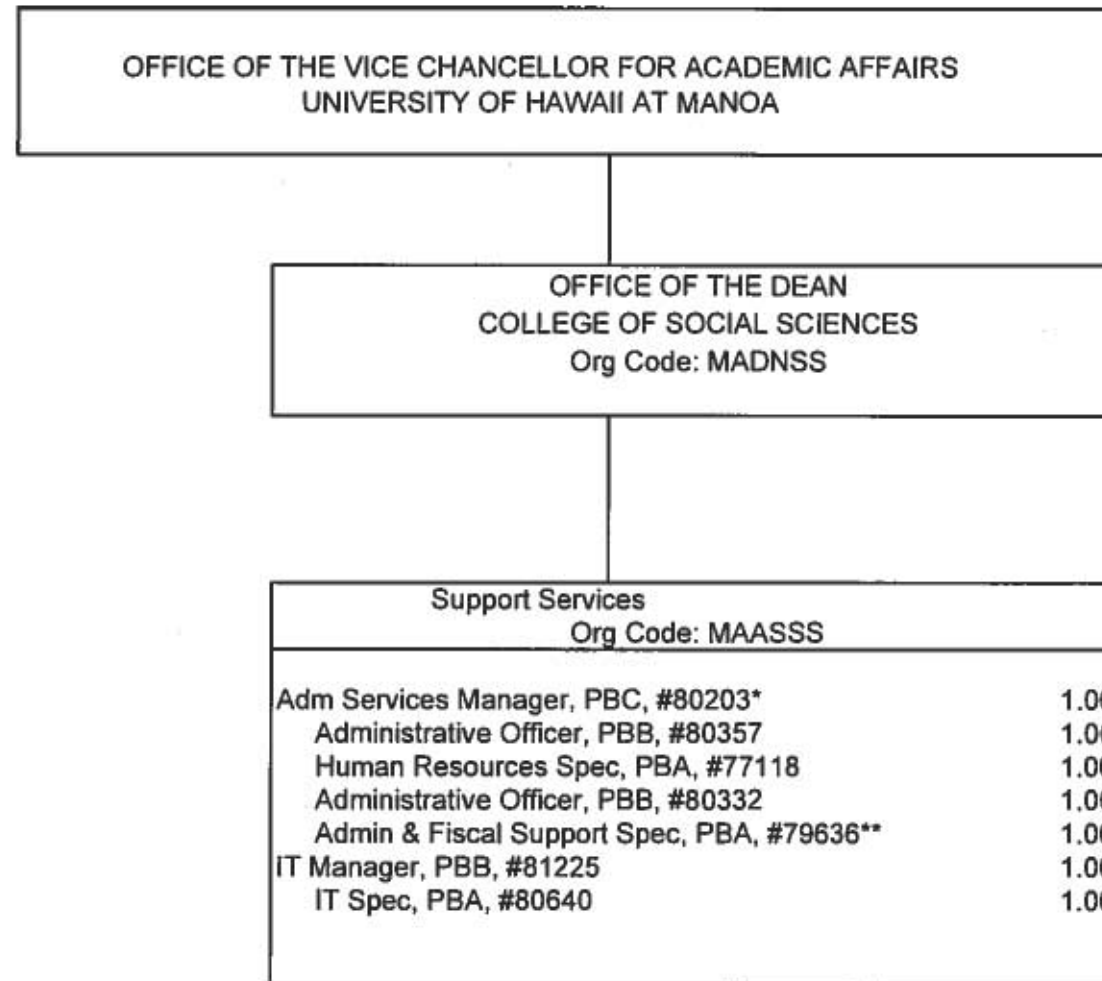
**OFFICE OF THE DEAN – Org Code: MADNSS**

The Office of the Dean plans, coordinates, and directs the academic, personnel, budget, and computer affairs of the College. Organizes and coordinates support component, including staff supervision, community relations, and grievance and litigation. The Office also has administrative oversight of the units within the college (see below).

Other functions of the Office include the following:

- Articulates and conveys to faculty, staff, students and others the College's basic values, directions and goals, and develops and implements policies governing the activities of the College.
- Guides and oversees the College's governance system, to ensure effective operation and equal access by all members of the College community.
- Manages day-to-day College operations and activities, and represents the College within the University and to the Hawaii community at large.
- Participates with Deans of the College of Arts and Humanities, the College of Languages, Linguistics and Literature, and the College of Natural Sciences in the Council of Arts and Sciences Deans, a body which is responsible for the planning and coordination of the Colleges of Arts and Sciences programs.
- Reports to the Office of the Vice Chancellor for Academic Affairs, University of Hawaii at Manoa and functions with the authority delegated by the Chancellor.
- Administers academic departments, programs, school and institutes in the College of Social Sciences.

1. Anthropology (department)
2. Communications (school)
3. Economics (department)
4. Ethnic Studies (department)
5. Geography (department)
6. Political Science (department)
7. Psychology (department)
8. Public Administration (program)
9. Social Science Research Institute
10. Sociology (department)
11. Social Sciences Public Policy Center
12. Urban and Regional Planning (department)
13. Women's Studies (department – rev 12/11)



STATE OF HAWAII  
 UNIVERSITY OF HAWAII  
 UNIVERSITY OF HAWAII AT MANOA  
 COLLEGE OF ARTS AND SCIENCES  
 COLLEGE OF SOCIAL SCIENCES  
 OFFICE OF THE DEAN  
 SUPPORT SERVICES  
 ORGANIZATION CHART  
 CHART II

GENERAL FUND FTE: 7.00



\*Provides technical supervision to positions #77767, #80107, #81943

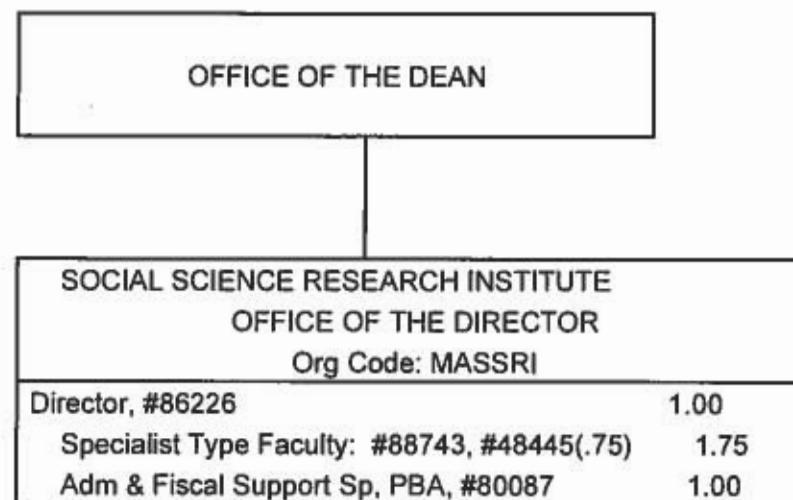
\*\* Pending Establishment

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
**COLLEGE OF SOCIAL SCIENCES**

FUNCTIONAL STATEMENT

**SUPPORT SERVICES – Org Code: MAASSS**

This office is responsible for the administrative, budget development and execution, personnel, fiscal, and computer support operations of the College.



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII, MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SOCIAL SCIENCE RESEARCH INSTITUTE  
ORGANIZATION CHART  
CHART III  
GENERAL FUND FTE: 15.75

Economic Research Organization	
Org Code: MARSRI	
Instr Type Faculty, #84797	0.50
Instr Type Faculty, #84871	1.00
Specialist Type Faculty:	3.00
#84643, #84870, #85736	

Center for Oral History	
Org Code: MAOHRI	
Ed Specialist, PBB, #80813	1.00
Research Assoc, PBB:	1.00
#80935	
Research Assoc, PBA:	0.50
#70024 (0.50)	

Center for Youth Research	
Org Code: MAYRRI	
Instr Type Faculty, #84797	0.50
Ed Specialist, PBB, #80531	1.00

Telecommunications & Social Informatics (TASI) Research Program/	
PEACESAT	
Org Code: MAPSAT	
Specialist Type Faculty:	1.00
#86225	



UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF SOCIAL SCIENCES  
**SOCIAL SCIENCE RESEARCH INSTITUTE**

FUNCTIONAL STATEMENT

**OFFICE OF THE DIRECTOR – Org Code: MASSRI**

The Office of the Director oversees the research programs of the Social Science Research Institute (SSRI) and the sponsored research enterprise in the College of Social Sciences (CSS). The Office of the Director provides leadership in promoting sponsored research on social, behavioral, economic, and environmental issues and collaborates with instructional and research units within the College and across campus to foster excellence in research. The Director of SSRI is responsible for the programmatic direction of the Institute, serves as the head of sponsored research in the Institute and College, conducts research, and serves as the chief advisor to the Dean of the CSS in these areas.

**SUPPORT SERVICES – Org Code: MAASRI**

As the sponsored research unit of the CSS, the Office of the Director is also responsible for fiscal and administrative management of all research and training grants and contracts in the College. Fiscal/administrative responsibilities include proposal review and coordination, procurement, personnel, inventory, reports, budget management and monitoring, compliance oversight, management of the College's Research and Training Revolving Funds and other intramural funds, and consultations to the College's faculty and staff on grants management.

**UNIVERSITY OF HAWAII ECONOMIC RESEARCH ORGANIZATION (UHERO) – Org Code: MARSRI**

The University of Hawaii Economic Research Organization (UHERO) conducts rigorous, independent economic research on the people, environment, and economies of Hawai'i and the Asia Pacific region. Dissemination of research results help inform public and private sector decision making that impact Hawai'i's citizens, policymakers, business and community organizations who make daily choices that impact social welfare, the environment, and prospects for sustainable economic development.

**CENTER FOR ORAL HISTORY – Org Code: MAOHRI**

The Center for Oral History collects, preserves, and disseminates life history data from segments of the Hawaiian community using oral history methodology. Statewide objectives include: (a) research, conduct, and disseminate life history interviews with individuals on social issues and other topics related to Hawaii's history; (b) publish transcripts, books, articles, videos, and newsletters on COH research; (c) train individuals and groups in the community on oral history methodology; (d) present lectures to the general community on topics relating to oral history and local Hawaii history; and (e) serve as resource clearinghouse for oral history activity statewide.

**CENTER FOR YOUTH RESEARCH – Org Code: MAYRRI**

The Center for Youth Research conducts research using a science-practitioner model to integrate research and service/intervention targeting at-risk youth in Hawaii. Youth-related research areas include juvenile justice, delinquency, substance abuse, suicide prevention, and youth violence. The CYR is also involved in policy and program development and in the evaluation of youth programs. The CYR focuses on social and cultural issues affecting youth and advises youth-service agencies on incorporating this information in program planning and decision-making to improve the lives of youth in Hawaii.

**TELECOMMUNICATIONS AND SOCIAL INFORMATICS (TASI) RESEARCH  
PROGRAM/PEACESAT – Org Code: MAPSAT**

The TASI/PEACESAT program conducts sponsored interdisciplinary and applied research on social informatics, information technology, communication and education application and experiments in Hawaii and the Pacific Islands region. Research areas include information and communication technology (ICT), policy, regulation, and development; telehealth and health information technologies. Other interdisciplinary areas of inquiry include distance learning, disaster management and humanitarian assistance in organizations and society. This program undertakes community services relating to ICT systems, services, policies, and applications.

OFFICE OF THE DEAN

DEPARTMENT OF ANTHROPOLOGY

Org Code: MAANTH

Chair (appointed from faculty positions)

Secretary II, SR-14, #13482 1.00

Admin & Fiscal Support Sp, PBA, #80639 1.00

Instructional Type Faculty: 15.50

#82195, #82779, #83004, #83358, #83458, #83574,  
#83720, #83756, #83924, #84206, #84502, #84575,  
#84825, #84831, #85082, #84921 (0.50)

Specialist Type Faculty: 1.00  
#82638

Graduate Assistants: 4.00  
#83831, #88064, #88189, #88367, #88416, #88529  
#88591, #88620

22.50

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF ANTHROPOLOGY  
ORGANIZATION CHART  
CHART IV-a

GENERAL FUND FTE: 22.50

CHART UPDATED

JUL - 1 2013

University of Hawai'i  
at Manoa

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCE

FUNCTIONAL STATEMENT

**DEPARTMENT OF ANTHROPOLOGY – Org Code: MAANTH**

The Department of Anthropology offers degrees in B.A., M.A. and Ph.D., as well as an MA track in Applied Archaeology that trains professional archaeologists for careers in historic preservation and cultural resource management in Hawaii and the Pacific. Faculty and students also participate actively in numerous certificate programs including Historic Preservation, Museum Studies, International Cultural Studies, and others.

The Department offers training in three major subfields of anthropology: cultural anthropology, archaeology, and biological anthropology. In addition, the program's specialization in the study of Asian and Pacific regions, including Hawai'i and the U.S. prepares students for a variety of careers concerned with intercultural and international relations. Faculty and graduate students are involved with teaching, advising, and cooperative research in all of the centers for area studies in the School of Pacific and Asian Studies.

Our undergraduate curriculum is not designed solely for majors, but attracts students from across the University. This service begins with the UH Mānoa general education core courses, including those designated in the Foundations (Multi-Cultural and Global Perspectives), Diversification (Social Sciences, Humanities, Biological Science, Physical Science), and Focus (Hawaiian, Asian, and Pacific Issues) areas. A significant number of anthropology majors go on to study for graduate degrees and professional careers applying anthropological skills.

OFFICE OF THE DEAN

SCHOOL OF COMMUNICATIONS

Org Code: MACOMS

Chair (appointed from faculty positions)

Secretary II, SR-14, #13807 1.00

Instr & Stud Supp, PBA, #79638 1.00

Instructional Type Faculty: 10.00

#70041 #82294, #82471, #82500, #82871,  
#82946, #83753, #84217, #84642, #84792

Graduate Assistants: 2.00

#88210, #88534, #88581, #88607

#81953T 1.00T

15.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SCHOOL OF COMMUNICATIONS  
ORGANIZATION CHART  
CHART IV-b

GENERAL FUND FTE: 14.00

GENERAL FUND FTE (AUTH TEMP) 1.00

CHART UPDATED

JUL - 1 2013

University of Hawai'i  
at Manoa



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**SCHOOL OF COMMUNICATIONS – Org Code: MACOMS**

Under the College of Social Sciences, the School of Communications shares the missions of excellence of scholarship in teaching, research, application, and service. The school develops and teaches curriculum leading to undergraduate degrees in Journalism and Communication, and graduate degrees in Communication.

**Major Functions of the School:**

- Offers instruction leading to the Bachelor of Arts degree in Journalism.
- Offers instruction leading to the Bachelor of Arts degree in Communication.
- Offers instruction leading to the Master of Arts degree in Communication.
- Offers instruction leading to the Doctor of Philosophy degree in Communication and Information Science, an interdisciplinary program in collaboration with Information and Computer Science, Decision Sciences, and Library and Information Sciences.
- Conducts international fellowship program in Journalism Education for journalists from the People's Republic of China.
- Conducts an annual Carol Burnett Fundraiser event for program in Responsible Journalism Ethics.
- Conducts an annual outreach program in Journalism Education for high school students.
- Houses the Media Lab, a college resource in media production.

**Major Functions of the Faculty:**

- Develop new and innovational curriculum and pedagogy that reflects the latest advancements in knowledge in the field.
- Conduct or participate in research initiatives that advance the fundamental knowledge in Communication and Journalism.
- Maintain contact with other researchers worldwide, keep abreast with current literature and incorporate state-of-the-art developments into research agendas.
- Provide academic advising and career counseling to all Communication and Journalism majors, and research guidance to graduate students in the School and other University units.
- Consult, and often collaborate with, faculty in other University units in instruction and research in Communication and Journalism.

- Consult, and often collaborate with, Communication and Journalism professionals in developing training programs and undertaking projects.
- Develop criteria for and participate in peer review process for professional development.
- Participate in other academic or educational activities of the College and University as appropriate.
- Participate in the governance of the School, the College and the University.

OFFICE OF THE DEAN

DEPARTMENT OF ECONOMICS

Org Code: MAECON

Chair (appointed from faculty positions)

Secretary II, SR-14, #14362 1.00

Admin & Fiscal Support Sp, PBA, #77989 1.00

Instructional Type Faculty: 20.25

#82192, #82286, #82323, #82679, #82838,  
#83023, #83411, #83611, #83748, #83943,  
#84047, #84054, #84286, #84556, #84815,  
#84816, #84829, #85027, #88169, #88619,  
#84837 (0.75)

Graduate Assistants: 4.50

#88061, #88175, #88193, #88233, #88248  
#88262, #88420, #88517, #88631

26.75

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF ECONOMICS  
ORGANIZATION CHART  
CHART IV-c

GENERAL FUND FTE: 27.25

CHART UPDATED

JUL - 1 2013

University of Hawai'i  
at Manoa

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**DEPARTMENT OF ECONOMICS – Org Code: MAECON**

The Department of Economics is an academic department offering B.A., M.A. and Ph.D. degrees in economics within an integrated research and education program for both undergraduate and graduate students under the direction of a faculty engaged in funded and unfunded research projects and extensive outreach activities.

OFFICE OF THE DEAN

ETHNIC STUDIES  
Org Code: MAES

Chair (appointed from faculty positions)

Secretary II, SR-14, #24006 1.00

Instructional Type Faculty:

#82125, #83195, #84801, #84805, #84813, #84819, 8.50  
#85586, #84807 (0.50), #84810 (0.50), #84822 (0.50)

Graduate Assistants:  
#88217

0.50

-----  
10.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF ETHNIC STUDIES  
ORGANIZATION CHART  
CHART IV-d

GENERAL FUND FTE: 10.00

CHART UPDATED

JUL - 1 2013

University of Hawai'i  
at Manoa



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**ETHNIC STUDIES – Org Code: MAES**

The Ethnic Studies Department is an interdisciplinary unit with emphasis on undergraduate education. It was founded in 1970 with a mandate to provide a research, institutional and community service unit which integrated the concerns of race, ethnicity and class. The focus is on Hawaii, with its rich legacy of multiethnic heritages. The research, teaching, and service components, however, also involve the United States and comparative studies of societies around the globe.

Ethnic Studies has developed a unique academic presence at Mānoa. It is the only unit whose concentration is wholly upon race and ethnic relations, both in Hawaii and the U.S., as well as comparative studies of groups around the world. The Ethnic Studies Department is also unique in that it maintains a research and teaching philosophy emphasizing praxis: the application of intellectual theories to the complex programs in our local communities.

This includes being committed to an ongoing interaction with local communities, through civic engagement and service learning, on the basis of mutual respect and a two-way exchange of learning and information. We have also continued to engage undergraduates as teaching assistants in our classes to provide peer instruction, a program has produced outstanding "publicly oriented" citizens in a variety of fields including politics, law, labor, education, business, culture, and human services.

Our faculty has special expertise in the history of Native Hawaiians, Japanese, Chinese, Filipinos, African Americans, Native Americans and Caucasians; ethnic and race relations in the United States; political economy and ethnic issues in the Middle East, North America, and the Pacific Islands, and offers courses and conducts research in these areas.

OFFICE OF THE DEAN

DEPARTMENT OF GEOGRAPHY

Org Code: MAGEOG

Chair (appointed from faculty positions)

Secretary II, SR-14, #14358 1.00

Admin & Fiscal Supp, PBA, #79306 1.00

Lab Manager, PBB, #80641 1.00

Instructional Type Faculty: 15.00

#82328, #82332, #82680, #82681, #82708,  
#83405, #83935, #84209, #84254, #84478,  
#84518, #84565, #84841, #84868, #84917

Graduate Assistants: 3.00

#84864, #88065, #88103, #88110, #88140,  
#88232,

21.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF GEOGRAPHY  
ORGANIZATION CHART  
CHART IV-e

GENERAL FUND FTE: 21.00



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**DEPARTMENT OF GEOGRAPHY – Org Code: MAGEOG**

Under the auspices of the College of Social Sciences, the Department of Geography's mission is to create, examine critically, preserve, and disseminate the discipline's knowledge, wisdom and integrating insights. Provides undergraduate and graduate instruction; conducts sponsored and unsponsored research in areas of human and cultural geography, physical and environmental geography, and geo-technologies; and provides consultation services to an array of institutions, public, private, or governmental.

**Instruction**

- The Chair and faculty plan, develop and implement curricula and courses leading to: Bachelor of Arts degree in Geography, Graduate Ocean Policy Certificate, Master of Arts degree in Geography, Doctor of Philosophy in Geography.
- Provide service courses for students from other departments in the College of Social Sciences, and other colleges in the University.
- Provide academic advising and related career counseling to undergraduate, graduate, and unclassified students.

**Research**

- Plan, develop and conduct sponsored and unsponsored research projects to advance knowledge in areas of human and cultural geography (economic geography, food and agriculture, marine conservation, political ecology, political geography, social theory, and urban geography), physical and environmental geography (biogeography, climatology, geomorphology, environmental impact assessment, hydrology, coastal and water resource systems), and geo-technologies (computer cartography, geographical information systems [GIS], and remote sensing).
- Network with and develop collaborative relationships with other researchers and professionals within Hawaii, nationally and internationally to create new knowledge and conduct joint research endeavors in areas of mutual benefit.
- Supervise the research of undergraduate students, and graduate students conducting MA thesis and PhD dissertation projects.
- Publish new knowledge in the form of peer-reviewed articles written in journals, monographs, scholarly and professional books, chapters in scholarly and professional books, proceedings, policy papers, and technical and project reports for clients of applied research.
- Present papers at scholarly meetings, and publication of associated abstracts of those presentations, and hearings and presentation of the results of applied research to interested groups.

**Service and Application**

- Share our knowledge through unpaid consulting activities, and respond in various ways to a variety of geographically related queries.
- Provide geographic source information, data, maps, GIS and remote sensing data to the public, private sector, and governmental agencies.
- Provide valuable services to the community at various levels, within the College, University, State and their individual professional communities. We play a key role in the peer review process for journals and books, and

for grant reviewing. Additionally, we organize conferences, hold regional, national or international professional offices, and conduct government commissions.

- Participate in the governance of the Department, the College, the University of Hawaii at Manoa, and the University System as a whole.
- Participate in other appropriate academic and educational activities of the College, the University of Hawaii at Manoa, and the University System as a whole.

OFFICE OF THE DEAN

DEPARTMENT OF POLITICAL SCIENCE

Org Code: MAPOLS

Chair (appointed from faculty positions)

Secretary II, SR-14, #11112 1.00

Admin & Fiscal Support Sp, PBA, #77635 1.00

Instructional Type Faculty: 22.00

#82145, #82278, #82317, #82913, #83085,  
#83194, #83311, #83621, #83778, #83858,  
#84023, #84059, #84109, #84121, #84130,  
#84234, #84399, #84800, #84824, #84888,  
#88113, #82823 (0.50), #88549 (0.50)

Graduate Assistants: 4.00

#84880, #85507, #88076, #88090, #88238,  
#88336, #88407, #88676

28.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF POLITICAL SCIENCE  
ORGANIZATION CHART  
CHART IV-f

GENERAL FUND FTE: 28.00



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**DEPARTMENT OF POLITICAL SCIENCE – Org Code: MAPOLS**

The Department of Political Science offers programs of study leading to degrees at the undergraduate, master's and doctoral levels. The department provides instruction in the areas of American Politics, Hawaii Politics, International Relations, Comparative Politics, Law and Society, Indigenous Politics and Future Studies. Political Science faculty conducts both sponsored and unsponsored research in the aforementioned areas, focusing on the Asia-Pacific region. Among the major sponsors/funders of research are the National Science Foundation, the Japan Foundation, the Ford Foundation, the Mellon Foundation, and the Korea Foundation. Political science graduates enter numerous professions including journalism, foreign service, social services, government, law, law enforcement, teaching, civil service, business, librarianship and research.



OFFICE OF THE DEAN

DEPARTMENT OF PSYCHOLOGY

Org Code: MAPSY

Chair (appointed from faculty positions)	
Director, Clinical Studies (appointed from faculty positions)	
Office Assistant IV, SR10, #19052	1.00
Admin & Fiscal Supp, PBA, #79701	1.00
Education Sp, PBB, #80638	1.00
Instructional Type Faculty:	23.00
#82198, #82398, #82412, #82534, #82537,	
#82615, #82629, #82870, #83092, #83110,	
#83507, #83626, #84131, #84416, #84497,	
#84505, #84791, #84828, #84866, #85075,	
#85450, #85881, #88005	
Specialist Type Faculty:	1.00
#82114	
Graduate Assistants:	5.50
#83275, #85148, #88046, #88060, #88252,	
#88320, #88362, #88392, #88506, #88511,	
#88559	
#84873T	.50T
	33.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF PSYCHOLOGY  
ORGANIZATION CHARTS  
CHART IV-g

GENERAL FUND FTE: 32.50

GENERAL FUND FTE (AUTH TEMP) 0.50

CHART UPDATED

JUL - 1 2013

University of Hawai'i  
at Manoa

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**DEPARTMENT OF PSYCHOLOGY – Org Code: MAPSY**

Provides instruction at the graduate and undergraduate levels in psychological topic areas, methodology, statistics, and history, including general education and courses for majors; conducts sponsored and unsponsored research in the major areas of Psychology; provides clinical training intended to lead to licensure for Ph.D. degree recipients; supports the dissemination and application of psychological knowledge to benefit the public; provides consultation and clinical service to the field, to schools, and to the general public.

OFFICE OF THE DEAN

PUBLIC ADMINISTRATION PROGRAM

Org Code: MAPUBA

Director (appointed from faculty positions)

Academic Support Sp, PBA, #78232 1.00

Instructional Type Faculty: 7.00  
#82905, #83162, #83178, #83292, #83302,  
#84818, #84903

Graduate Assistants: 0.50  
#88208

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8.50

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
PUBLIC ADMINISTRATION PROGRAM  
ORGANIZATION CHART  
Chart IV-h

GENERAL FUND FTE: 8.50

**CHART UPDATED**

JUL - 1 2013

University of Hawai'i  
at Manoa

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**PUBLIC ADMINISTRATION PROGRAM – Org Code: MAPUBA**

The Public Administration Program is a graduate level academic program within the College of Social Sciences. Its mission is to educate individuals to play leadership roles in whatever positions they occupy in the public sector, non profit sector, and civil society. Through its research and applied scholarship, the program also strives to increase the capacity of organizations to meet their public purposes. The program emphasizes interdisciplinarity in its faculty and in its curriculum; the application of scholarly knowledge to public issues; carefully designed learning environments; and close bonds among and between students, practitioners and faculty. The student population is intentionally diverse and comes from the Islands, the Asia-Pacific region, and the U.S. Mainland. The program is actively engaged with Hawaii's public institutions, and its work significantly includes Asia and the Pacific.

OFFICE OF THE DEAN

DEPARTMENT OF SOCIOLOGY

Org Code: MASOC

Chair (appointed from faculty positions)

Secretary II, SR-14, #13485 1.00

Adm & Fiscal Support Sp, PBA, #77562 1.00

Instructional Type Faculty: 14.50

#82084, #82097, #82204, #82207, #82602,  
#82605, #83713, #84076, #84237, #84346,  
#84456, #84616, #84823, #84827, #85806 (0.50)

Specialist Type Faculty:  
#82188 1.00

Graduate Assistants: 4.50

#88008, #88100, #88182, #88408, #88485,  
#88498, #88533, #88616, #88681

22.00

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF SOCIOLOGY  
ORGANIZATION CHART  
CHART IV-i

GENERAL FUND FTE: 22.00

CHART UPDATED

JUL - 1 2013

University of Hawaii  
at Manoa

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**DEPARTMENT OF SOCIOLOGY – Org Code: MASOC**

This department provides graduate and undergraduate instruction; conducts sponsored and non-sponsored research into topics of social relevance with a primary focus on Comparative Asian Societies, Criminology, Medical Sociology, and Race and Ethnic Relations; and, provides community service and consultation to state government and private non-profit organizations. The Department performs its functions in collaboration with other Social Science Departments, other University of Hawaii at Manoa Departments and Programs, Community Colleges, International Agencies, Universities, and Programs, State and Federal agencies, and Agencies of the City and County of Honolulu.



OFFICE OF THE DEAN

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF URBAN AND REGIONAL PLANNING  
ORGANIZATION CHART  
CHART IV-j

GENERAL FUND FTE: 12.75

GENERAL FUND FTE (AUTH TEMP): 1.50

DEPARTMENT OF URBAN AND REGIONAL PLANNING	
Org Code: MAPLAN	
Chair (appointed from faculty positions)	
Secretary II, SR-14, #15640	1.00
Instructional Type Faculty:	11.25
#82377, #82539, #83624, #84042, #84060, #84351, #84522, #84830, #85298, #88154, #84811(0.50), #84838 (0.75)	
Specialist Type Faculty:	
#84875T (0.50)	.50 T
Graduate Assistants:	
#88446	0.50
#84793T, #84877T	1.00 T
	<hr/>
	15.25



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**DEPARTMENT OF URBAN AND REGIONAL PLANNING – Org Code:**  
**MAPLAN**

The Department of Urban and Regional Planning (DURP) offers the Master of Urban and Regional Planning (MURP) degree, a Ph.D. in Urban and Regional Planning, a Certificate in Disaster Management and Humanitarian Assistance, a Certificate in Planning Studies and a Professional Certificate in Urban and Regional Planning as well as a limited number of undergraduate courses. The Department emphasizes theory, methodology and practice in the following areas: community planning and social policy; environmental planning and natural resource management; urban and regional planning in Asia and the Pacific; and land use, transportation and infrastructure planning. DURP faculty and students engage in both funded and unfunded research on environmental issues, sustainability, policy research on urban issues in Asia, transportation, important agricultural lands, climate change, and natural resources management in Hawaii, the Pacific and Asia. Department faculty also provides professional planning services to communities, non-profit organizations, local and state agencies and international organization and foundations.

OFFICE OF THE DEAN

DEPARTMENT OF WOMEN'S STUDIES

Org Code: MAWS

Director (appointed from faculty positions)

Secretary II, SR-14, #31328 1.00

Instructional Type Faculty: 6.00

#82280, #83050, #84804, #84817,  
#86071, #84057 (0.50), #85962 (0.50)

Graduate Assistants: 0.50

#88268

7.50

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF WOMEN'S STUDIES  
ORGANIZATION CHART  
CHART IV-k

GENERAL FUND FTE: 7.50

CHART UPDATED

JUL - 1 2013

University of Hawai'i  
at Mānoa

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

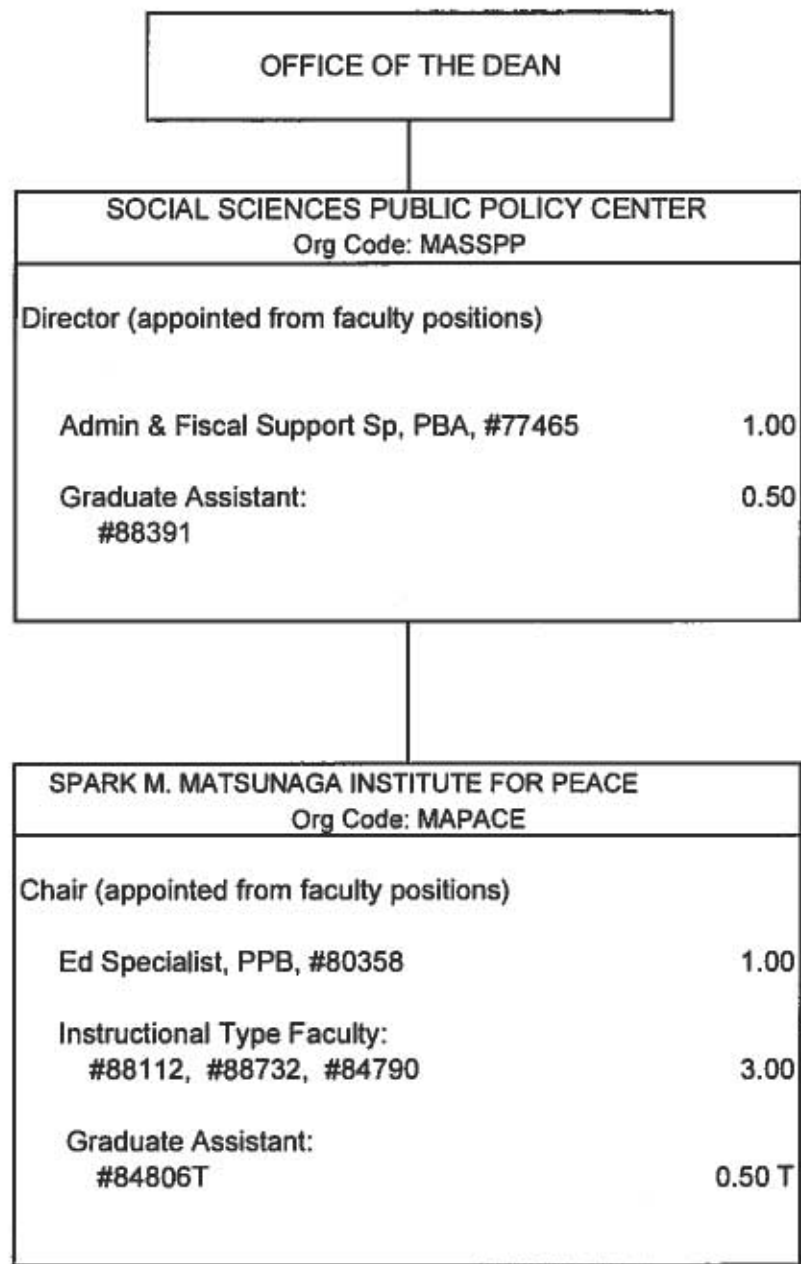
FUNCTIONAL STATEMENT

**DEPARTMENT OF WOMEN'S STUDIES – Org Code: MAWS**

The Department of Women's Studies is an academic entity that offers an interdisciplinary transnational feminist approach to the study of gender issues. The purpose of the department is to provide a rigorous and integrated academic experience for students interested in feminist research and teaching, giving them a coherent program of study in contemporary scholarship with a special emphasis on Asia-Pacific and Hawaii. With a faculty trained in a variety of fields, the program is a productive research unit that investigates gender as it intersects with race, class, sexuality, and other vectors of power in shaping the study of history, psychology, anthropology, economics, sociology, political science, philosophy, literature, law, and biology.

Functions of this department include:

- Provide educational and training opportunities for both undergraduate and graduate students in the field of gender studies.
- Conduct research, public service and disseminate studies in the field of gender studies.
- Serve the community by addressing issues concerning gender in the Asia-Pacific region.



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SOCIAL SCIENCES PUBLIC POLICY CENTER  
ORGANIZATION CHART  
CHART IV-I

GENERAL FUND FTE: 5.50  
GENERAL FUND FTE (AUTH TEMP) .50



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**SOCIAL SCIENCES PUBLIC POLICY CENTER – Org Code: MASSPP**

The Social Sciences Public Policy Center is an academic center within the College of Social Sciences focused on enhancing the quality of community life through instruction, non-partisan research and civic engagement designed to encourage community-based policy dialogs. The Center is aligned with the University's strategic plan to engage multi-disciplinary elements of the U.H. system and diverse communities to provide educational initiatives for students, (e.g. the Graduate Certificate in Public Policy and opportunities to work on grants and contracts); conduct research and facilitate and support community collaborations and networks. More specifically, it builds on the college's existing research strengths, collaborates across disciplines and provides the administrative leadership, support and infrastructure to facilitate strong partnerships within the university and with public and private sector partners. Three instructional positions (two tenured positions and one tenure track) teach in the Public Administration Program and Social Sciences Public Policy Center and are split funded (50% FTE). For tenure purposes these three positions are reflected under the Public Administration Program.

**FUNCTIONS**

- To provide education and training opportunities in policy studies for both undergraduate and graduate students, promoting and developing effective and reflective practitioners and leaders in public policy and public affairs.
- To provide graduate students course work and internship opportunities to hone their skills in policy analysis by offering a Graduate Certificate in Public Policy.
- To conduct research, publish and disseminate studies and reports useful to policy makers so they can make sound policy decisions.
- To become a responsible repository and clearinghouse for data bases, information systems and other reference material critical to public policy analyses.
- To support and promote the programs of the Matsunaga Institute for Peace and Conflict Resolution (See MIPCR functional statement).

**SPARK M. MATSUNAGA INSTITUTE FOR PEACE – Org Code: MAPACE**

The Spark M. Matsunaga Institute for Peace and Conflict Resolution offers opportunities to link the fields of peace studies, human rights, and conflict resolution with public policy issues. It is aligned with the University's strategic plan to initiate learning centers that respond to society needs and, by design, focuses on interdisciplinary teaching and areas of inquiry. MIPCR offers a wide array of undergraduate, graduate and outreach college courses. It offers a Graduate Certificate in Conflict Resolution, a BA in Peace Studies and Conflict Resolution (through Interdisciplinary Studies) and a certificate in Peace Studies (equivalent to a minor). The Institute has built a reputation for leadership in dispute resolution and facilitation of community dialogs which provide



student/faculty engagement in community-based problem solving. Inherently interdisciplinary and international in perspective, these programs encourage critical thinking and further the University's mission of expanding leadership in international affairs and advancing stable, peaceful, prosperous and democratic relations in the region (UHM Strategic Plan, 2002-2010, pp 8-9). MIPCR has two full time, tenured FTEs and one tenure track position which is split .50% with the Richardson School of Law.

#### FUNCTIONS

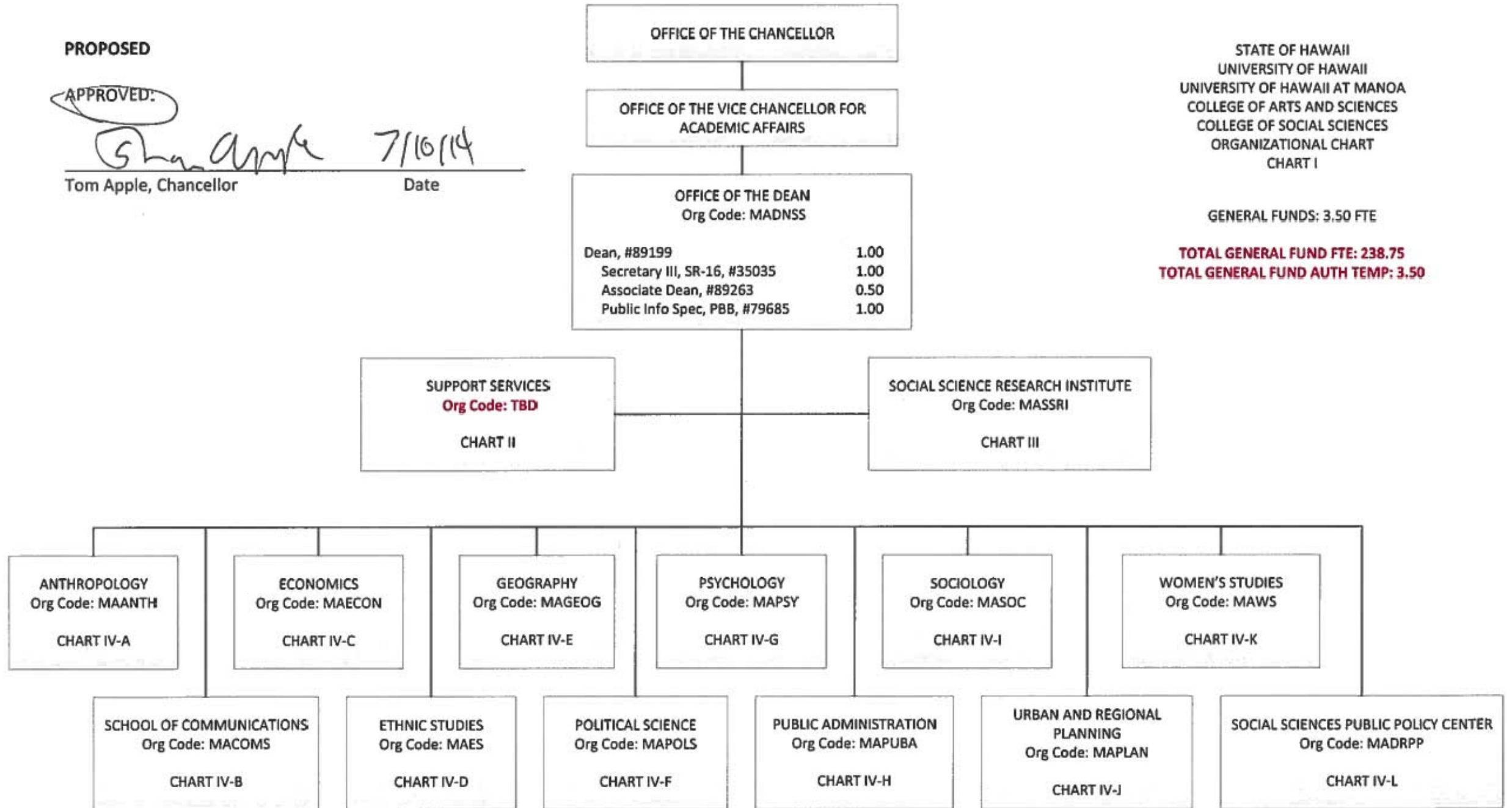
- To provide education and training opportunities for both undergraduate and graduate students, promoting and developing effective and reflective practitioners and leaders in conflict analysis, peacemaking, mediation, facilitation, human rights, and international dispute resolution.
- To provide opportunities for students to learn through practicum and internships with hands-on skills as the MIPCR works to resolve conflicts within the campus and in the broader community.
- To conduct and publish research in relevant fields, including alternative dispute resolution, culture and conflict resolution, war powers, international law, and human rights.
- To serve the community by providing educational forums, training programs, and conflict resolution services.

**PROPOSED  
ORGANIZATIONAL CHARTS  
AND  
FUNCTIONAL STATEMENTS**

PROPOSED

APPROVED:

Tom Apple 7/16/14  
Tom Apple, Chancellor Date



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES

FUNCTIONAL STATEMENT

**OFFICE OF THE DEAN – Org Code: MADNSS**

The Office of the Dean plans, coordinates, and directs the academic, personnel, budget, and computer affairs of the College. Organizes and coordinates support component, including staff supervision, community relations, and grievance and litigation. The Office also has administrative oversight of the units within the college (see below).

Other functions of the Office include the following:

- Articulates and conveys to faculty, staff, students and others the College's basic values, directions and goals, and develops and implements policies governing the activities of the College.
- Guides and oversees the College's governance system, to ensure effective operation and equal access by all members of the College community.
- Manages day-to-day College operations and activities, and represents the College within the University and to the Hawaii community at large.
- Participates with Deans of the College of Arts and Humanities, the College of Languages, Linguistics and Literature, and the College of Natural Sciences in the Council of Arts and Sciences Deans, a body which is responsible for the planning and coordination of the Colleges of Arts and Sciences programs.
- Reports to the Office of the Vice Chancellor for Academic Affairs, University of Hawaii at Manoa and functions with the authority delegated by the Chancellor.
- Administers academic departments, programs, school and institutes in the College of Social Sciences.

1. Anthropology (department)
2. Communications (school)
3. Economics (department)
4. Ethnic Studies (department)
5. Geography (department)
6. Political Science (department)
7. Psychology (department)
8. Public Administration (program)
9. Social Science Research Institute
10. Sociology (department)
11. Social Sciences Public Policy Center
12. Urban and Regional Planning (department)
13. Women's Studies (department – rev 12/11)

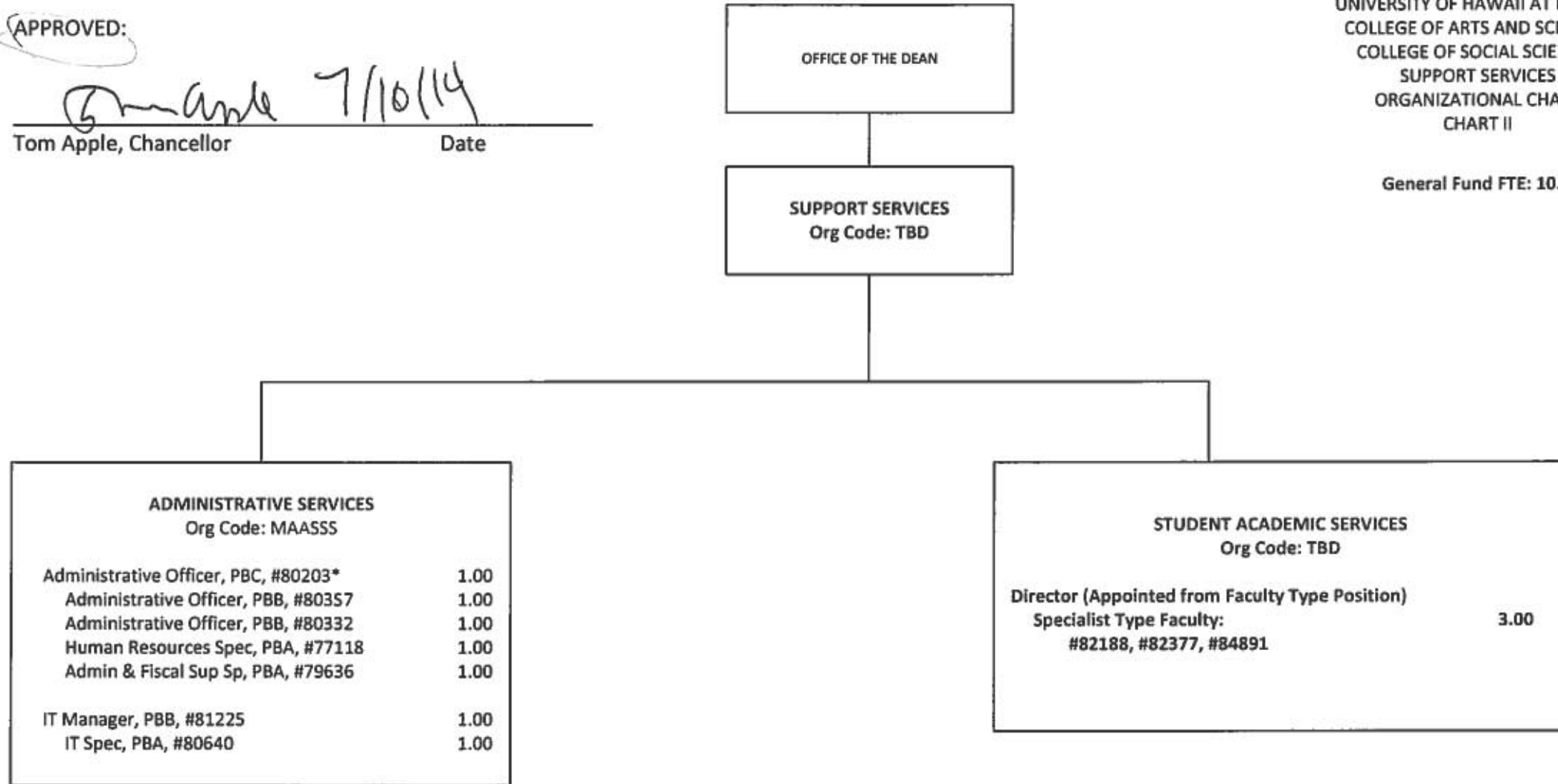
PROPOSED

APPROVED:

Tom Apple 7/10/14  
Tom Apple, Chancellor Date

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SUPPORT SERVICES  
ORGANIZATIONAL CHART  
CHART II

General Fund FTE: 10.00



\* Provides technical supervision to positions #77767, #80107, #81943 (Chart III)

## NEW - PROPOSED

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGES OF ARTS AND SCIENCES  
**COLLEGE OF SOCIAL SCIENCES**

### FUNCTIONAL STATEMENT

#### **SUPPORT SERVICES – Org Code: TBD**

This office is responsible for the administrative support functions for the academic departments, programs, school and institutes in the College of Social Sciences in the areas including budget development and execution, personnel, fiscal, curriculum planning, computer affairs and project.

#### **ADMINISTRATIVE SERVICES – Org Code: MAASSS**

This unit provides fiscal, personnel and administrative support to departments, programs, school and institutes in the College of Social Sciences.

#### **STUDENT ACADEMIC SERVICES – Org Code: TBD**

This unit is focused on academic advising and engagement. This is in keeping with the College's deep commitment to undergraduate education and providing meaningful learning experiences to our students. Targeted, student-centered advising combined with an expansion of experiential learning opportunities are directly in line with goals stated in the University of Hawai'i at Mānoa 2011-2015 Strategic Plan and consistent with the learning outcomes developed by the Association of American Colleges and Universities LEAP (Liberal Education and America's Promise) initiative and adopted by the Mānoa Faculty Senate, i.e., integrative learning, collaborative assignments, and global and community-based learning that combine to foster deep learning which goes far beyond content mastery.

The Student Academic Services provides the infrastructure for professional staffing to ensure services are streamlined.

Functions of Student Academic Services includes: recruitment; insuring the continual application of academic policies and procedures; assisting students with admittance/transfer/declaration; identifying various educational opportunities, e.g., internships, practicums, research, study abroad, civic engagement, etc.; conduct continual assessment of the undergraduate experience in the College to initiate appropriate improvements; assisting students in developing educational plans (academic with extracurricular); providing guidance in course selection in keeping with the student's interests, values and abilities; developing advising materials and programs; explaining general education and major requirements; identifying options for students to satisfy degree requirements; identifying the educational and career options appropriate for each student and assisting with the analysis of each option, including possible outcomes and their implications; monitoring student progress; assisting students with registration; auditing student records; processing administrative paperwork; overseeing academic actions and mandatory advising for at-risk students; processing and certifying students for graduation; assisting with certification for Financial Aid, VA, ROTC; maintains accurate records (including electronic records) of interactions with each student; coordinate entrance and exit surveys for declared



majors, and enter and analyze these data, and maintain a database; coordinate communications to the students regarding registration and academic probation; act as a liaison with the community colleges to assist in recruiting and assisting transfer students into the major; serve as resource for faculty/staff for undergraduate issues and problem solving; work with departments and undergraduate chairs to discuss new initiatives that will enhance their Undergraduate Programs; and develop and maintain an alumni database.

APPROVED:

Shanley  
Tom Apple – Chancellor

7/10/18  
Date

PROPOSED

APPROVED:

*Tom Apple*

*7/10/14*

Tom Apple, Chancellor

Date

OFFICE OF THE DEAN

SOCIAL SCIENCE RESEARCH INSTITUTE  
OFFICE OF THE DIRECTOR  
Org Code: MASSRI

Director, #86226	1.00
Specialist Type Faculty: #88743, #48445 (0.75)	1.75
Adm & Fiscal Support Sp, PBA, #80087	1.00

FISCAL SERVICES  
Org Code: MAASRI

Administrative Officer, PBB #77767, #80107, #81943	3.00
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ECONOMIC RESEARCH ORGANIZATION  
Org Code: MARSRI

Instr Type Faculty, #84797	0.50
Instr Type Faculty, #84871	1.00
Specialist Type Faculty: #84643, #84870, #85736	3.00

CENTER FOR ORAL HISTORY  
Org Code: MAOHRI

Ed Specialist, PBB, #80813	1.00
Research Assoc, PBB, #80935	1.00
Research Assoc, PBA, #77024 (0.50)	0.50

CENTER FOR YOUTH RESEARCH  
Org Code: MAYRRI

Instr Type Faculty, #84797	0.50
Ed Specialist, PBB, #80531	1.00

TELECOMMUNICATIONS & SOCIAL INFORMATICS (TASI)  
RESEARCH PROGRAM / PEACESAT  
Org Code: MAPSAT

Specialist Type Faculty, #86225	1.00
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STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SOCIAL SCIENCE RESEARCH INSTITUTE  
ORGANIZATIONAL CHART  
CHART III

General Fund FTE: 16.25

## PROPOSED

UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF SOCIAL SCIENCES  
SOCIAL SCIENCE RESEARCH INSTITUTE

### FUNCTIONAL STATEMENT

#### **OFFICE OF THE DIRECTOR - MASSRI**

The Office of the Director oversees the research programs of the Social Science Research Institute (SSRI) and the sponsored research enterprise in the College of Social Sciences (CSS). The Office of the Director provides leadership in promoting sponsored research on social, behavioral, economic, and environmental issues and collaborates with instructional and research units within the College and across campus to foster excellence in research. The Director of SSRI is responsible for the programmatic direction of the Institute, serves as the head of sponsored research in the Institute and College, conducts research, and serves as the chief advisor to the Dean of the CSS in these areas.

#### **FISCAL SERVICES – MAASRI**

As the sponsored research unit of the CSS, the Office of the Director is also responsible for fiscal and administrative management of all research and training grants and contracts in the College. Fiscal/administrative responsibilities include proposal review and coordination, procurement, personnel, inventory, reports, budget management and monitoring, compliance oversight, management of the College's Research and Training Revolving Funds and other intramural funds, and consultations to the College's faculty and staff on grants management.

#### **UNIVERSITY OF HAWAII ECONOMIC RESEARCH ORGANIZATION (UHERO) - MARSRI**

The University of Hawaii Economic Research Organization (UHERO) conducts rigorous, independent economic research on the people, environment, and economies of Hawai'i and the Asia Pacific region. Dissemination of research results help inform public and private sector decision making that impact Hawai'i's citizens, policymakers, business and community organizations who make daily choices that impact social welfare, the environment, and prospects for sustainable economic development.

#### **CENTER FOR ORAL HISTORY - MAOHRI**

The Center for Oral History collects, preserves, and disseminates life history data from segments of the Hawaiian community using oral history methodology. Statewide objectives include: (a) research, conduct, and disseminate life history interviews with individuals on social issues and other topics related to Hawaii's history; (b) publish transcripts, books, articles, videos, and newsletters on COH research; (c) train individuals and groups in the community on oral history methodology; (d) present lectures to the general community on topics relating to oral history and local Hawaii history; and (e) serve as resource clearinghouse for oral history activity statewide.

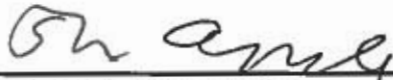
### **CENTER FOR YOUTH RESEARCH - MAYRRI**

The Center for Youth Research conducts research using a science-practitioner model to integrate research and service/intervention targeting at-risk youth in Hawaii. Youth-related research areas include juvenile justice, delinquency, substance abuse, suicide prevention, and youth violence. The CYR is also involved in policy and program development and in the evaluation of youth programs. The CYR focuses on social and cultural issues affecting youth and advises youth-service agencies on incorporating this information in program planning and decision-making to improve the lives of youth in Hawaii.

### **TELECOMMUNICATIONS AND SOCIAL INFORMATICS (TASI) RESEARCH PROGRAM/PEACESAT - MAPSAT**

The TASI/PEACESAT program conducts sponsored interdisciplinary and applied research on social informatics, information technology, communication and education application and experiments in Hawaii and the Pacific Islands region. Research areas include information and communication technology (ICT), policy, regulation, and development; telehealth and health information technologies. Other interdisciplinary areas of inquiry include distance learning, disaster management and humanitarian assistance in organizations and society. This program undertakes community services relating to ICT systems, services, policies, and applications.

APPROVED:

  
\_\_\_\_\_  
Tom Apple – Chancellor

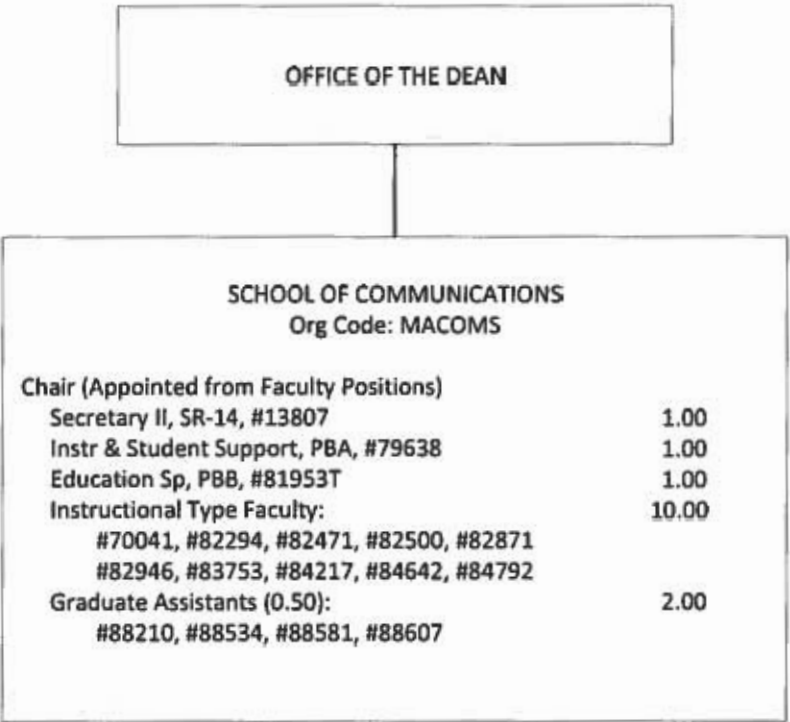
7/10/14  
\_\_\_\_\_  
Date

PROPOSED

APPROVED:

Tom Apple 7/10/14

Tom Apple, Chancellor Date



STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
SCHOOL OF COMMUNICATIONS  
ORGANIZATIONAL CHART  
CHART IV-B

General Fund FTE: 14.00  
Authorized Temps:1.00

PROPOSED

APPROVED:

Tom Apple 7/18/14  
Tom Apple, Chancellor Date

OFFICE OF THE DEAN

DEPARTMENT OF SOCIOLOGY  
Org Code: MASOC

Chair (Appointed from Faculty Positions)

Secretary II, SR-14, #13485 1.00

Admin & Fiscal Support Sp, PBA, #77562 1.00

Instructional Type Faculty: 14.50

#82084, #82097, #82204, #82207, #82602,  
#82605, #83713, #84076, #84237, #84346,  
#84456, #84616, #84823, #84827, #85806 (0.50)

Graduate Assistants (0.50): 4.50

#88008, #88100, #88182, #88408, #88485,  
#88498, #88533, #88616, #88681

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF SOCIOLOGY  
ORGANIZATIONAL CHART  
CHART IV-I

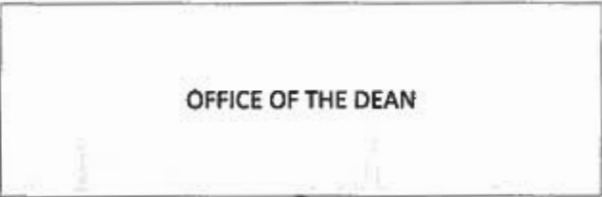
GENERAL FUND FTE: 21.00



PROPOSED

APPROVED:

  
Tom Apple, Chancellor      Date



OFFICE OF THE DEAN

DEPARTMENT OF URBAN AND REGIONAL PLANNING		
Org Code: MAPLAN		
Chair (Appointed from Faculty Positions)		
Secretary II, SR-14, #15640		1.00
Instructional Type Faculty:		
#82539, #83624, #84042, #84060,		
#84351, #84522, #84811 (0.50), #84830,		
#84838 (0.75), #85298, #88154		
Specialist Type Faculty, #84875T		0.50T
Graduate Assistants (0.50):		
#88446		0.50
#84793T, #84877T		1.00T

STATE OF HAWAII  
UNIVERSITY OF HAWAII  
UNIVERSITY OF HAWAII AT MANOA  
COLLEGE OF ARTS AND SCIENCES  
COLLEGE OF SOCIAL SCIENCES  
DEPARTMENT OF URBAN AND REGIONAL PLANNING  
ORGANIZATIONAL CHART  
CHART IV-J

General Fund FTE: 11.75  
Authorized Temps: 1.50

**LETTERS AND RESPONSES**



UNIVERSITY  
of HAWAII  
MĀNOA

Colleges of Arts and Sciences  
College of Social Sciences  
Office of the Dean

March 24, 2014

Mr. Randy Perreira, Executive Director  
Hawai'i Government Employees Association  
888 Mililani Street, Suite 601  
Honolulu, Hawai'i 96813-2991

Dear Mr. Perreira:

The University of Hawai'i is proposing a reorganization of the College of Social Sciences at the University of Hawai'i at Mānoa (UHM) and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at:

[http://www.manoa.hawaii.edu/ovcafo/neworg\\_charts/index.html](http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Your comments on the proposal would be appreciated by **Thursday, May 8, 2014**. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 956-6570 or email at [konan@hawaii.edu](mailto:konan@hawaii.edu). Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

Denise Eby Konan  
Dean

C: Ann Yang, Assistant to OVCAFO  
Tammy Kuniyoshi, Director, Manoa HR  
Christie Fukumae, HR Specialist, Manoa HR



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

Telephone: 808.543.0000  
Facsimile: 808.528.4059

[www.hgea.org](http://www.hgea.org)

June 10, 2014

Denise Eby Conan  
Dean College of Social Science  
2500 Campus Rd, Hawaii Hall 310  
Honolulu, HI 96822

Dear Dean Conan,

The Hawaii Government Employees Association (HGEA) is in receipt of your proposed reorganization of the College of Social Science.

It is our understanding that the purpose of the reorganization is to add two units, Office of Student Academic Services and Global Studies Center, under Dean's Office Support Services. The additional units will utilize existing staff and faculty including one faculty member in each unit serving a three year appointment as Director to each unit.

The proposal states that there will be additional funding necessary to fund an IT specialist and additional clerical support in the Office of Student Academic services. What will happen if the additional funding is not appropriated? Where will the funding be requested from?

As with any proposal that is dependent on future uncertain funding, the HGEA has concerns about a stable reorganization that will be able to fully function at the capacity of the proposal.

Thank you for the opportunity to provide input. I will await your response in writing.

Sincerely,

Lena Fernandes  
Field Services Officer



UNIVERSITY  
of HAWAII\*  
MĀNOA

Colleges of Arts and Sciences  
College of Social Sciences  
Office of the Dean

June 16, 2014

Ms. Lena Fernandes  
Field Services Officer  
Hawaii Government Employees Association / AFSCME Local 152  
888 Mililani Street, Suite 601  
Honolulu, HI 96813-2991

Dear Ms. Fernandes:

Thank you for your letter, which notes that there are concerns about the funding for an IT specialist and additional clerical support.

We have made a number of modifications to the proposed reorganization, and a new version is attached. The proposed Global Studies Center has been eliminated from our reorganization plans. The current plan focuses on an Office of Student Academic Services.

In the attached draft, we also clearly articulate the funding situation. Specifically, we articulate more clearly the internal reallocation to support this reorganization. Regarding future funding, we will scale our operations to the level of funding received. Without additional funding, we will be able to offer limited services to students at a higher quality level than currently exists. With additional funding, we will more fully meet student demand. We anticipate that the improvement in student recruitment, retention, and graduation success will generate new tuition dollars, which can support the investment that we are making in this new Office of Student Academic Services.

We have maintained steady and growing revenues through Outreach College, and will use that funding source to support temporary staff. We are confident that we can continue to support the proposed staffing levels through that funding source for the foreseeable future.

Thank you for providing input into our process.

Sincerely,

A handwritten signature in black ink, appearing to read 'Denise Eby Konan', with a long horizontal flourish extending to the right.

Denise Eby Konan  
Dean

JUN 17 2014



UNIVERSITY  
of HAWAII®  
MĀNOA

Colleges of Arts and Sciences  
College of Social Sciences  
Office of the Dean

March 24, 2014

Dr. J. N. Musto  
Executive Director  
University of Hawaii Professional Assembly  
1017 Palm Drive  
Honolulu, Hawai'i 96814

Dear Dr. Musto:

The University of Hawai'i is proposing a reorganization of the College of Social Sciences at the University of Hawai'i at Mānoa (UHM) and is requesting your input and comments relative to the proposal as part of the formal consultation process.

As part of the University's sustainability efforts, we have loaded the proposal and documents onto the UHM website at:

[http://www.manoa.hawaii.edu/ovcafo/neworg\\_charts/index.html](http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html)

Your comments on the proposal would be appreciated by **Thursday, May 8, 2014**. If additional time is needed, please contact me prior to the above deadline. If we do not hear from you by the above date, we will assume there are no comments on the reorganization proposal.

Should there be any questions, I can be reached at 956-6570 or email at [konan@hawaii.edu](mailto:konan@hawaii.edu). Mahalo for your support and assistance with this reorganization proposal.

Sincerely,

Denise Eby Konan  
Dean

C: Ann Yang, Assistant to OVCAFO  
Tammy Kuniyoshi, Director, Manoa HR  
Christie Fukumae, HR Specialist, Manoa HR



*Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget for a Senate vote on May 7, 2014. Approved by the Mānoa Faculty Senate on May 7, 2014 with 53 votes in support and 9 opposed.*

**Resolution Recommending Rejection of the College of Social Sciences Reorganization**

**Whereas,** The proposed reorganization of the College of Social Sciences (CSS) mixes two different and separable proposals for an Office of Student Academic Services (OSAS) and a Global Studies Center (GSC); and

**Whereas,** The CSS reorganization for OSAS and GSC is advertised as “no additional funds are required” or “cost neutral,” yet e.g. in the OSAS section it states “However, additional funds will be required to fund an IT Specialist, Assistant Specialist in Hawaiian Advancement and additional advisors, clerical support and graduate assistants,” at an additional cost of \$461,000; and

**Whereas,** No justification is given for the proposed OSAS IT Specialist, Assistant Specialist in Hawaiian Advancement and additional advisors and support staff, which is only a partial list of positions required, and

**Whereas,** Appropriations were requested by the CSS for \$500K as part of the Governor’s Message 241(GM241) package for the GSC, a proposed new academic department within the Dean’s Office with future plans for BA and MA programs in Global Studies, but it did not receive funding; and

**Whereas,** No indication is given as to where additional funding and positions will come from for both OSAS and GSC; and

**Whereas,** Internal allocations to fund these new initiatives may result in further delaying hires for tenure track faculty and/or APT positions that were left vacant by retirements, deaths and resignations, which is already of major concern within the CSS, and therefore the economic viability of the proposal is questioned; and

**Whereas,** Reducing or eliminating faculty replacements will impact course offerings required for fulfilling degree requirements on a timely schedule unless funding from sources external to the College are secured, and furthermore that reduced instructional resources will ultimately affect student graduation rates and negatively impact the Hawai’i Graduation Initiative, a UH system-wide strategic initiative that focuses on increasing the number of educated citizens within the State; and

**Whereas,** “Center” designation requested for GSC should follow the “Center” approval process, per Executive Policy E5.215-*Establishment and Review of Centers*, which is governed by the Board of Regents; and

**Whereas,** An academic program should not be located directly in the Dean’s office (and there is no clarity in the proposal between the administrative and academic parts of the GSC); and





**Whereas,** The GSC appears to duplicate some of the functions found in the Study Abroad Center, School of Pacific and Asian Studies (especially its MA in Pacific Asian Studies Program), and potentially more; and

**Whereas,** The Colleges of Arts and Sciences (CAS) have eliminated the global perspective breadth and depth requirement as a whole, the College continues to investigate how to encourage *study abroad* for all CSS students (approx. 1700 undergraduates) as part of each student's path of study; and

**Whereas,** The SEC appointed Advisory Council should be consulted since official University sponsored study abroad programs are not permitted outside of UHM Study Abroad Center oversight/purview (details at <http://www.studyabroad.org/about/principles/>) and furthermore, study abroad liability issues must be addressed per CAPP report by Dr. Sarita Rai to UHM SEC Chair David Ross, dated 12-14-10, re "*Report on Risk Management Sponsored International Study, Research and Training Involving UHM Students, Faculty and Staff*" and Executive Policy E8.207 to limit University liability; and

**Whereas,** The reorganization proposal was not brought to the Social Sciences Chairs and Directors meeting for discussion and full consultation including programmatic and budgetary impacts to the existing CSS departments; and

**Whereas,** The larger picture of the reorganization of Arts and Sciences Advising, with two (2) advisors each going to the College of Social Sciences and the College of Natural Sciences, should be addressed at the same time as the OSAS; therefore, be it

**Resolved,** That the Mānoa Faculty Senate strongly recommends to the Chancellor and the Vice-Chancellors for Academic Affairs and for Administration, Finance and Operations that the proposed reorganization of the College of Social Sciences be rejected and that the College of Social Sciences be asked to prepare two separate and new proposals addressing all the above concerns to be reviewed by the Senate Executive Committee to ensure that the concerns have been addressed.

---

David Ericson, Ph.D., *Mānoa Faculty Senate Chair*

---

John Casken, Ph.D., *Mānoa Faculty Senate Secretary*



**UH Mānoa Faculty Senate Committee on Administration and Budget  
Reorganization Proposal Consultation and Review Checklist**

Senate Committee name: Committee on Administration and Budget (CAB)  
Reorganization proposal: Reorganization Proposal for the College of Social Sciences (CSS), Dean's Office  
Date review completed: 4/25/2014

**Summary of faculty senate committee review:**

Committee consultation with Administration (names and meeting dates): NA

Committee consultation with affected units (names and meeting dates): NA

Other committee consultations (names and meeting dates): NA

**Action recommended by the committee (check one):**

- Endorse \_\_\_\_\_
- Endorse with Reservations \_\_\_\_\_
- Oppose   X
- Returned without recommendation \_\_\_\_\_

Comments (summary rationale for recommendations): The proposed Global Studies Center should follow the "Center" approval process, per Executive Policy *E5.215-Establishment and Review of Centers*, which is a policy governed by the Board of Regents. The reorganization proposal is written as a 'cost neutral' proposition because it is initially covered by internal allocations. However OSAS will require additional funding of \$461K for the partial list of OSAS positions identified and GSC will require \$500K for 4.5 positions. These cost estimates do not reflect the number of personnel hired to date and the actual number of hires required in the future. An academic unit should not be located within the Dean's office. Some of what is proposed overlaps with campus interdisciplinary programs such as School of Pacific Asian Studies (SPAS) and its eight (8) Area Centers (Chinese, Japanese, Korean, Okinawa, Pacific Island, Philippines, South Asian, South East Asian Studies) and the MA program in Pacific Asian Studies, Study Abroad Center, Shidler College of Business Administration (SCBA) and potentially more. CSS chairs and/or faculty-at-large were not fully consulted on the reorganization proposal including its budgetary and programmatic impacts even though the proposal is likely to significantly decrease teaching and research resources for CSS academic departments.

**Documentation of due diligence in faculty senate review of proposal:**

Please provide comments to explain the committee's rationale for each question. The lower the score, the more explanation there should be of shortcomings.

**I. Adequacy of reorganization proposal documentation**

(Score 1 to 5: 1 inadequate, 5 excellent, or NA – Not applicable)

#	Question	Comments	Score
1	Is the background and rationale for	Office of Student Academic Services (OSAS)	





reorganization on these groups explained?

the global perspective breadth and depth requirement as a whole, the College will continue to investigate ways to encourage *study abroad* for all CSS students (approx. 1700 UG students) (p12). The Globalization in Asia Pacific (GAP) Working Group was charged to explore a *new* BA program in Global Studies with study abroad as a major component. These could be costly propositions for the average student. Additionally, the extra costs of study abroad may be sufficiently prohibitive that students who may be interested in majoring in sociology, as an example, may select a major outside of CSS to avoid the study abroad costs, ultimately denying the student the ability to pursue the degree of first choice. How this may affect CSS departmental degree programs in the long run as well as the *economic viability of the proposal* have yet to be addressed within the College.

The Senate Executive Committee appointed *UHM Study Abroad Program's Advisory Council* has not been consulted at this juncture. Study Abroad programs outside of the UHM Study Abroad Center Oversight/Purview are not permitted by policy for a number of reasons that include but are not limited to the following: 1) avoid confusion for students, faculty and university administrators; 2) avoid confusion for UHM and host institutions; 3) minimize university liability; 4) streamline quality control, review and assessment of the study abroad experience; 5) register students in UHM articulated courses which guarantees financial aid and scholarships; and 6) provide full student support (prior to departure, during and post) in the areas of application, advising, budget, collection of funds, travel arrangements, orientations, etc.

Chairs and/or faculty-at -large at CSS have not been fully consulted e.g. programmatic and budgetary impacts, and they did not receive the final reorganization proposal prior to its submission by CSS.

Because the Global Studies BA and MA programs do not yet have authorization from the OVCAA to plan for these programs and are non-existent at this time, program specifics and actual program costs are merely speculative and therefore this proposal is premature.





3	Are the supervisor/subordinate reporting relationships properly identified?	<p><b>OSAS-</b> No, not all positions are clearly described. The "<i>Student Service Proposal --Beyond Advising: The College of Social Sciences HUB(hereafter known as 'SSP')</i>" referred to in the CSS reorganization proposal (on p5) – indicates that the following positions are required: 1) General Academic Advisors (<i>number unspecified</i>); 2) APT Clerical Supervisor; 3) APT IT Specialist; 4) Student Assistants- Service Counter and Clerical (<i>number unspecified</i>); 5) Student Engagement Advisors (<i>number unspecified</i>); 6) Director; 7) Student Services Coordinator; 8) International Engagement Coordinator; 9) Civic Engagement Coordinator; 10) Faculty Department Advising; 11) Recruitment Advising Branch Staff; 12) Career Services Advising Branch Staff. However, in the reorganization proposal itself, it is mentioned as "cost neutral" with additional funds required to fund an IT Specialist, Assistant Specialist in Hawaiian Advancement and additional advisors, clerical support and graduate assistants in the order of \$461K in the future. Because all positions have not been identified in the reorganization proposal (i.e. the proposed personnel listed in the full SSP document), supervisor/ subordinate relationships are also not clearly identified.</p> <p><b>GSC-</b> No. Proposed as an academic department/Center in the Dean's Office for two future degree programs, the GSC will continue to investigate ways in which the College can encourage <i>study abroad</i> for all CSS students (approx. 1700 UG students), so it is likely that additional supervisor/subordinate reporting relationships are needed. The current proposal only describes the start up academic center without any degree programs in place and therefore does not reflect actual personnel requirements.</p>	2                    1
4	Are the position numbers and position classifications accurate and properly listed in the proposal narrative and organizational charts?	<p><b>OSAS-</b> Yes, in part. <b>GSC-</b>No.</p>	3 1
5	Is specific qualitative and quantitative information provided to explain the problem being addressed and the benefits of the reorganization?	<p><b>OSAS –</b> Yes, to a limited degree <b>GSC-</b>No</p>	3 1
6	Are all resource requirements or savings fully explained?	<p><b>OSAS-</b>No <b>GSC-</b>No</p>	2 1



7	Do the estimated resource requirements or savings appear to be accurate?	OSAS-No, full personnel costs are not estimated. See Section I-3 for list of personnel identified to be hired. GSC-No, does not include all current and future personnel costs primarily because programs and therefore associated functions do not exist. Study abroad liability issues need to be addressed (Refer to CAPP report by Dr. Sarita Rai to UHSEC Chair David Ross, dated 12-14-10, re "Report on Risk Management Sponsored International Study, Research and Training Involving UHM Students, Faculty and Staff" and Executive Policy E8.207.	2 1
8	Are the estimated annual costs and/or benefits of the reorganization provided with an explanation of how these costs will be funded? (additional costs may include new positions, position reclassifications, office furniture or other expenses.)	OSAS-No, it is noted initially as a cost-neutral proposal because it will be addressed with internal allocations. However, additional funding will be required for \$461K to hire an IT specialist, Assistant Specialist in Hawaiian Advancement and additional advisors, clerical support and graduate assistants. The proposal does not discuss how these costs will be funded. There are 12+ positions and/or categories identified for hire for this office (See Section I-3) which are likely to exceed the \$461K estimate. Additional details need to be delineated including how the CSS academic department hires and resources may be affected.  GSC-No. The Global Studies Center is noted as a 'cost neutral' proposal. However, the 'cost neutral' statement was made with the expectation that during this past legislative session, the Governor's Message 241 (GM241) package of \$500K to fund 4.5 G-funded positions would be realized for FY14-15. The GM241 was <u>not</u> funded and other funding alternatives are not provided or discussed. Hence, an additional \$500K would likely be internally allocated. This will clearly affect future needed hires in departments, a serious concern amongst CSS academic departments even without the reorganization proposal	1  1
9	Will additional or alternative space be required due to the reorganization?	Yes	5
9a	If so, how are the space issues addressed?	OSAS will relocate into space to be provided by OVCAFO. The GSC will be moving into the former Globalization Research Center offices.	5
10	Have all documents and correspondence been posted on the	Yes.	5





OVCAFO website?		
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## II Appropriateness of Administration's process and consultation

(Score 1 to 5: 1 = process not followed, 5 process followed in the best of faith, or NA - Not applicable)

#	Question	Comments	Score
1	Is the reorganization being proposed by the appropriate administrative leader, and vetted with the appropriate superior?	OSAS – Yes, this is one of the Dean's initiatives and vetted by the Dean. GSC – Yes, this is one of the Dean's initiatives and vetted by the Dean.	4 4
2	Have the members of the affected unit been consulted?	OSAS Yes, in part. CASSAS and UHPA are under consultation, however, chairs and faculty-at-large have not been fully consulted, including the programmatic/budgetary impact to CSS departments. GSC-No	3 1
3	Has the administration responded to the unit's concerns about the reorganization?	OSAS-No GSC-No	1 1
4	Has all relevant information been posted on the appropriate website?	OSAS-No GSC-No	1
5	Has the faculty Union been consulted?	Yes-Per Associate Executive Director Kristeen Hanselman, UHPA has received a copy of the reorganization proposal. Consultation is in process.	4
6	Has the administration demonstrated appropriate respect for the consultative process?	OSAS-Yes, in part. However budgetary details of the fully staffed office as proposed in the SSP (See Section I-3) were not provided. GSC- No, chairs and/or faculty-at-large were not fully consulted on the budgetary and programmatic impacts of the reorganization.	3 1

## III. Merits of the proposal

(Score 1 to 5: 1 = proposal lacks merit, 5 =proposal achieves worthy goals, or NA – Not applicable)

#	Question	Comments	Score
1	Does the reorganization address or resolve a problem that has been identified/experienced?	OSAS-the problem of outdated advising will be replaced with college major specific advising that can potentially assist with enhanced educational opportunities for CSS students. However the encouragement of study abroad for <u>all</u> CSS students may instead create problems for the College.  GSC+ OSAS - No. Both the OSAS and GSC are initiatives of the CSS dean and therefore are given priority over programmatic requirements of <u>existing</u> academic departments. The proposal therefore will	3 1





		create additional problems rather than resolving problems. This includes delaying and possibly eliminating faculty and APT hires in departments. If internal funding allocations are made toward degree programs <i>not currently in existence</i> this may cause long term 'shrinkage' in course offerings necessary for students to complete their degrees in CSS departments. In addition, while the OSAS may be able to provide the full range of student services from advising to study abroad opportunities, the wisdom of having a highly staffed OSAS at the expense of instructional resources should be revisited.	
2	Have other alternatives been explored before proposing reorganization, such as changing work processes?	OSAS-Yes, in part.  GSC- No.	3  1
3	Is the reorganization consistent with the University strategic, program and financial plans?	OSAS-Yes, with regard to ILOs, addressing graduation and retention rates, addressing sporadic advising concerns, provision of orientations, etc.  GSC- No. A degree program should not be placed in the Dean's Office without adequate justification. Furthermore, the GSC, which is proposed as a "Center" designation should follow the "Center" approval process, per UH Executive Policy E5.215- <i>Establishment and Review of Centers</i> , which is a policy governed by the Board of Regents.  Internal allocations of funding to new initiatives of the Dean of CSS may result in fewer faculty hires and allocations for needed departmental resources, fewer major required courses offered on a timely schedule and therefore may cause delays in student graduation rates, which is contrary to the <i>Hawai'i Graduation Initiative (HGI)</i> , a UH system-wide strategic initiative that focuses on increasing the number of educated citizens within the State.	4  1
4	Is the current organization inadequate to address the problems experienced?	OSAS- The proposal indicates that the current advising methods are outdated.  GSC - It is unclear as to whether a problem is being addressed because the Global Studies Center specifics are not yet fully provided. It is an entirely new department/ Center to be situated in the Dean's Office and its new degree programs have yet to be developed. The rationale for why it should be situated in the	4  1



		Dean's Office is not provided nor why the global studies degree program(s), if deemed necessary, could not be addressed as a College-wide interdisciplinary program such as other interdisciplinary programs within the College. In addition, the proposal mentions that that one of the reasons for the Center is 'to facilitate clear lines of communication between students, faculty and staff (p13) by consolidating an identifiable CSS unit' on international expertise. Such communication can be provided easily by OSAS advisors or via the College website.	
5	What are the specific anticipated benefits of reorganization?	<p><b>OSAS-</b> Benefits are two-fold: 1) CSS specific advising based on ILOs promote better understanding of the value of degrees; 2) better coordination within the College on service learning and other student related services can be achieved through the consolidation of these services in one office.</p> <p>The benefits of the international student coordinator in OSAS, who will be reporting to the GSC director for study abroad and other international activities are less clear.</p> <p><b>GSC-</b>None and the goals appear to be duplicated with the goals/objectives of SPAS and its eight (8) Area Centers and/or its Pacific Asian MA Program, Study Abroad Center, and SCBA and potentially other campus programs. This is not clearly explained in the proposal and thus anticipated benefits are not clear.</p>	<p>3</p> <p>1</p>
6	Are the anticipated benefits significant enough to merit the effort of the reorganization?	<p><b>OSAS</b> – Yes in part. With the dissolving of the A&amp;S advising office, CASSAS, the reorganization involving OSAS was inevitable and merited. However, the current proposal for OSAS has been considerably <i>expanded</i> from the original scope of duties of CASSAS. Whether the benefits of an expanded OSAS are merited is not discussed in the proposal.</p> <p>In addition, if the establishment of the OSAS will be at the expense of existing degree programs, the benefits are questionable.</p> <p><b>GSC-</b> No, the reorganization proposal is premature since both of the anticipated degree programs do not yet have authorization from the OVCAA to plan these programs as of 5/2/14 and appropriate consultations on budgetary and programmatic impacts should take place</p>	<p>3</p> <p>1</p>

[illegible]





		and/or campus especially during times of fiscal constraints. It is inevitable that significant direct and indirect costs will accompany this proposal and will easily exceed \$1M/per annum (e.g. initial internal allocations +\$461K additional funding for OSAS and \$500K for GSC that was not funded through GM241 this legislative session) and these costs will exponentially increase over time. <i>Loss of opportunities</i> costs to existing academic departments, such as: a) inability to replace faculty and APT who have left based on retirements, resignations and deaths will lead to a diminished ability to offer a full range of courses while internal allocations are made to the Dean's initiatives; b) decrease in student enrollments may result in UG degree programs because of study abroad requirements that are <i>price exorbitant</i> especially with increasing tuition and fees; c) confusion of students, faculty and administration because of duplicative programmatic and administrative offerings in colleges and administrative offices such as the Study Abroad center, SPAS' eight(8) Pacific and Asian Area Centers and its Pacific Asian MA program, SCBA, etc. are just few of the potential 'costs' not addressed by this proposal.	
14	Is there an impact on the instructional mission?	OSAS-there are aspects providing positive impact.  GSC-Yes, negatively. New faculty lines and APT hires necessary after retirements, deaths and resignations will continue to be unfilled. Many of the courses required for graduation may not be offered on a timely schedule. The goals of the Hawaii Graduation Initiative (HGI) system-wide effort will subsequently be neglected.	3  1
15	Is there an impact on the research mission?	Yes, negatively, due to proposed internal allocations within the CSS, research support for existing programs is likely to be impacted.	2
16	Is there an impact on the service or outreach mission?	OSAS-Yes, in part through service learning. GSC-No	3 1
17	Do the benefits outweigh the negative impacts?	OSAS-Not clear. See Section III-6 GSC-No	2 1
18	Are any negative impacts of the reorganization justified?	OSAS- No GSC-No	2 1



UNIVERSITY  
of HAWAI'I  
MĀNOA

MĀNOA FACULTY SENATE

June 18, 2014

**MEMORANDUM VIA E-MAIL**

TO: John C. Holzman, Chair  
Board of Regents

David Lassner, Interim President  
University of Hawai'i

Tom Apple, Chancellor  
University of Hawai'i at Mānoa

Kathy Cutshaw, Vice Chancellor for Administration, Finance and Operations  
University of Hawai'i at Mānoa

Reed Dasenbrock, Vice Chancellor for Academic Affairs  
University of Hawai'i at Mānoa

Denise Eby Konan, Dean  
College of Social Sciences

FROM: David Ericson, Chair  
Mānoa Faculty Senate

A handwritten signature in black ink, appearing to read 'D. Ericson'.

RE: **Senate Executive Committee Motion to Approve Revised Reorganization Plan of the College of Social Sciences**

On June 9, 2014, the Mānoa Faculty Senate Executive Committee voted unanimously to approve the **Revised Reorganization Plan of the College of Social Sciences**.

Please feel free to contact me if you have any questions or need additional information.