



UNIVERSITY
of HAWAII®
MĀNOA

University Library
Office of the University Librarian

December 2, 2020

MEMORANDUM

TO: David Lassner
President

VIA: Michael Bruno *Michael Bruno*
Provost

FROM: Clem Guthro *Clem Guthro* 12/2/2020
University Librarian

SUBJECT: REORGANIZATION PROPOSAL FOR LIBRARY SERVICES

SPECIFIC ACTION REQUESTED:

I request your approval of the reorganization for UH Mānoa Library Services.

RECOMMENDED EFFECTIVE DATE:

Upon approval.

ADDITIONAL COST:

No additional costs are associated with this reorganization.

PURPOSE:

The purpose of this reorganization is to achieve greater operational effectiveness and efficiency with current staffing levels through consolidation of Sinclair Library functions, strategic dissemination of select collection responsibilities, and reconfiguration of the Access Services department. Additionally, the reorganization integrates Industrial Relations Center staff and includes several minor changes to accurately reflect current operations.

BACKGROUND INFORMATION:

Pursuant to Administrative Procedure A3.101 *University of Hawaii Organization and Functional Changes* dated March 2008, reorganizations that:

- a) do not have an impact on BOR policy and/or laws;

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- b) do not create, eliminate, or significantly change responsibilities of programs reporting directly to the Board or President;
- c) do not incur significant additional expenses; or
- d) do not have significant programmatic impact on the University may be approved under delegated authority by the Chancellor for reorganizations that are two (2) supervisory levels below (APM A3.101, Section 3b).

This reorganization proposal has been reviewed and discussed with Library Services faculty and staff. The details of the reorganization are outlined in the attached Executive Summary and proposal. Consultation with the Mānoa Faculty Senate (MFS), Mānoa Staff Senate (MSS) and affected unions is complete.

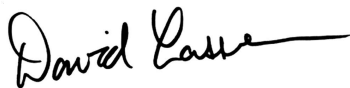
In July 2020, the Hawaii State Legislature Supplemental Appropriations Act of 2020 (H.B. 2200) reduced the Library's position count from 129.00 to 106.50 with the abolishment of twenty-three positions. Eight of these abolished positions were vacancies to be re-described and filled as part of the reorganization. An addendum to the reorganization proposal, dated July 29, 2020, describes how the eight abolished positions connected to the reorganization will be addressed. Updates have been made to the BJ/BT Positions Impacted worksheet to reflect these changes and were shared with the MFS, MSS and affected unions.

ACTION RECOMMENDED:

I recommended that the attached proposal of the reorganization for UH Mānoa Library Services be approved.

Should you have questions, please contact Clem Guthro at x67205 or at guthroc@hawaii.edu.

APPROVED / ~~DISAPPROVED~~:



12/03/2020

David Lassner
President

Date

Attachments:

- 1–Addendum to Reorganization Proposal (July 29, 2020)
- 2–Executive Summary and Narrative (March 23, 2020)
- 3–BJ/BT Position Worksheet (updated)
- 4–Current Organizational Charts and Functional Statements (updated)
- 5–Proposed Organizational Charts and Functional Statements (updated)
- 6–Letters and Responses

**Library Services
Reorganization Proposal
Addendum**

(July 29, 2020)

**Library Services
Reorganization Proposal
Addendum July 29, 2020**

To demonstrate continued commitment to the reorganization implementation and address potential questions, this addendum describes how recently abolished positions connected to the reorganization will be addressed. The Hawaii State Legislature Supplemental Appropriations Act of 2020 (H.B. 2200) reduced the Library's position count from 129.00 to 106.50 with the abolishment of twenty-three positions. Eight of these abolished positions were vacancies to be re-described and filled as part of the reorganization (listed below).

Supervising Library Tech II # 900691
Library Technician V #18020
Library Assistant IV # 35166
Librarian #83015
Account Clerk IV #15465
Media Specialist #80989
Secretary III #14055
Research Faculty #83722

Unassigned position counts; continued reliance on special and temporary positions; and forthcoming strategic planning will be utilized to determine the responsibilities originally planned for the eight abolished positions.

Unassigned Position Counts

Abolished position count (Chart III, Library Technician V #00752) will be used to establish a Library Assistant IV with interlibrary loan responsibilities in the *Access Services Department*. This corresponds to the intent for the **Supervising Library Tech II #900691** position described in the reorganization proposal. This newly established Library Assistant IV position will perform functions the Library has assigned to a temporary employee for numerous years. There is increased demand on interlibrary loan activities to meet student, faculty and researcher information needs given recent collection budget cuts.

Abolished position count (Chart III, Library Technician V #06675) will be used to establish a Library Technician V supervisory layer for the Library Assistant IVs with interlibrary loan responsibilities in the *Access Services Department*. This corresponds to the intent for the **Library Technician V #18020** position described in the reorganization proposal. This newly established Library Technician V position will perform staff level interlibrary loan functions; enabling the Librarian #84357 with interlibrary loan responsibilities to focus on faculty level planning and assessment responsibilities in this service area of increasing demand.

Abolished position count (Chart III, Library Technician VII #15472) will be used to establish an Educational Specialist position in the *Business, Humanities, and Social Sciences Reference Department (BHSD)*. The reorganization proposal includes the transfer of music collection development, reference, and instruction responsibilities to BHSD along with the **Librarian #83015** position to be re-described as a performing arts librarian. H.B. 2200 not only resulted in the abolishment of the Librarian #83015 position but the only support staff position in BHSD. Prior to the current recruitment freeze, BHSD was in the

process of abolishing their vacant Library Technician V position to establish an Educational Specialist position. It will be challenging for *BHSD* to consider how to address music collection responsibilities without a support staff position.

Continued Reliance on Special Funded and Temporary Positions

The Library Assistant IV #21776 (B) position in the *Access Services Department* will re-described instead of abolished. The intent in the reorganization proposal was to re-describe the **Library Assistant IV #35166** position to assume the responsibilities of the Library Assistant IV #21776 (B) position. The abolishment of the special-funded Library Assistant IV #21776 position is no longer desirable at this time given the lack of a permanent position to assume these responsibilities.

The reorganization proposal includes modification to the *Planning* unit in the *Office of the Associate University Librarian for Planning, Administration, and Personnel* to accurately reflect its function and staffing needs. The reorganization proposal includes establishing two (2.0) FTE permanent Administrative, Professional, and Technical (APT) positions to eliminate reliance on temporary staff. H.B. 2200 abolished a vacant position (**Account Clerk IV #15465**) intended for this purpose. The Library still has the count for an abolished Account Clerk III position and plans to continue as intended with establishment of a permanent APT position. At this time, the Library will need to continue to rely on temporary staffing for one of the APT positions.

Forthcoming Strategic Planning

The responsibilities of the **Media Specialist #80989** position will be considered holistically with the *Office of the Assistant University Librarian for Library Information Technology*. The reorganization proposal notes changes to the faculty division structure and *Office of the Assistant University Librarian for Library Information Technology* will be address through forthcoming strategic planning and a future reorganization. Strategic planning for the *Office of the Assistant University Librarian for Library Information Technology* is of increased significance as the Assistant University Librarian overseeing this unit is one of the 23 Library positions recently abolished through H.B. 2200.

The *Industrial Relations Center* Secretary III #12455 position was transferred and duties revised to the *Office of the University Librarian* on 16 July 2020. The reorganization proposal included abolishing the **Secretary III #14055** position to establish an Administration, Professional, and Technology position focused on publicity and events planning. The reorganization proposal also included the transfer of the *Industrial Relations Center Research Faculty #83722* to the *Office of the University Librarian* with the intent to re-describe to a librarian faculty position with responsibilities yet to be determined. These two positions will be addressed through strategic planning in combination with all the Library's recently abolished positions.

**Library Services
Reorganization Proposal
Executive Summary and Narrative**

(March 23, 2020)

Reorganization Proposal
Library Services
University of Hawai'i at Mānoa

Executive Summary

Instructions: Complete each section below and clearly indicate "None" or "N/A" where appropriate. Please limit Executive Summary to two (2) pages.

I. Purpose:

Explain the purpose of this reorganization and the anticipated overall impact.

The purpose of this reorganization is to achieve greater operational effectiveness and efficiency with current staffing levels through consolidation of Sinclair Library functions, strategic dissemination of select collection responsibilities, and reconfiguration of the *Access Services* department. Additionally, the reorganization integrates *Industrial Relations Center* staff and includes several minor changes to accurately reflect current operations.

II. Major Elements of the Proposal:

Explain or list the key changes being proposed in this reorganization relative to purpose and results.

The key changes proposed in the reorganization are as follows:

- Consolidate Sinclair Library functions and staff with Hamilton Library.
- Revise lines of authority and responsibility in *Access Services* to improve coordination and enable collective participation in department functions.
- Disseminate responsibility for special material (archives, manuscripts and rare books) and integrate the Art Archivist librarian with accompanying responsibilities.
- Remove the *Industrial Relations Center* and *Library Project Development and Grants Office* given the dissolution of these units.
- Modify the *Planning* unit in the *Office of the Associate University Librarian for Planning, Administration, and Personnel* to accurately reflect its function and staffing needs.
- Consolidate boxes for several units to display them appropriately as single entities.
- Make minor updates to the functional statement for the *Asia Collection* and *Science and Technology Reference* to correctly describe their areas of responsibilities.

III. Resource Impact:

Explain the resources impacted as a result of this reorganization. If there is no impact, reflect "None" for each category as appropriate.

A. Budget

1. What is the estimated cost of the reorg?

No funding will be requested to implement this proposed reorganization.

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

No additional funds will be required. The Library budget is managed centrally so the reallocation of payroll funding between departments necessary due to the personnel transfers will not be consequential at a department level.

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

There will be cost savings of approximately \$269,000 by eliminating reliance on three temporary positions (not on the organization chart) and abolishing a special funded position (21776(B)). The proposal enables the Library to re-describe three vacant, general funded positions (15465, 900691, and 35166) and utilize one abolished position count (06572) to assume the responsibilities currently performed by the temporary positions and special funded position.

B. Operational

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

The integration of Sinclair Library and reconfiguration of *Access Services* will require revisions to ten (10.0) full-time equivalent (FTE) civil service positions (900691, 06955, 900701, 12847, 35166, 900355, 30527, 06954, 15471, and 18020); four (4.0) FTE Administrative, Professional, Technical positions (80989, 78954, 78385, and 78566); and one (1.0) FTE faculty position (83015). Dissolution of the *Industrial Relations Center* will require revisions to one (1.0) FTE faculty position (83722); one (1.0) FTE Administrative, Professional, and Technical position (78133); and one (1.0) FTE civil service position (14055). The impact of distributing special material (archives, manuscripts, and rare books) and audiovisual responsibilities to subject and area studies librarians will differ as some currently engage in these tasks. This dissemination will not change the subject or area study focus of librarian responsibilities but rather add (to varying degrees) the type of material formats managed by these librarians.

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? No new positions are requested as part of this reorganization proposal.

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

One (1.0) FTE special funded position (21776(B)) will be abolished and three (3.0) FTE temporary positions will no longer be necessary. The responsibilities of these positions will be incorporated into four re-described positions using three (3.0) FTE vacant, general funded positions (15465, 900691, and 35166) and one (1.0) FTE abolished position count (06572). The employees currently filling the special funded position and the temporary positions have been informed of this proposal. Recruitments will be conducted for all four of these new, permanent positions.

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

Given this reorganization involves integrating Sinclair Library, regrouping subunits in *Access Services*, distributing special material and audiovisual responsibilities, and incorporating staff from the *Industrial Relations Center*; numerous positions will be impacted. These positions and the anticipated changes are detailed in Attachment 3, *Allocated and Authorized BJ/BT Positions Impacted by the Reorganization*.

C. Space

1. Will additional space outside own resources/allocations be required? If so, has the Office of Planning and Facilities or designee been consulted?

Additional space is not required as Sinclair Library functions and staff relocated to Hamilton Library in December 2019. Both the *University of Hawaii Professional Assembly* and the *Hawaii Government Employees Association* were consulted on the move. This reorganization proposal does not address space and funding needs for movement of the serial collection on the second floor of Sinclair Library.

IV. Consultation:

Explain or list the individuals and groups consulted and the key comments/feedback received.

The proposed reorganization evolved as a result of approximately 20 months of discussions with Library faculty and staff. Over fifty meetings were held with various groups to inform development of the initial draft proposal presented in July 2019. Comments received from individuals and the Library Faculty Senate led to additional meetings and resulted in a revised proposal presented in December 2019. Reaction to the second proposal was favorable except for changes to the faculty division head structure and *Office of the Assistant University Librarian for Library Information Technology*. In response to these concerns, the current proposal does not include these areas that instead will be addressed through strategic planning and another reorganization in the future.

V. Implementation:

Explain when and how this reorganization will be implemented. Identify anticipated effective date.

The effective date is upon approval. Upon approval, staff reporting lines will change and re-describing of positions will commence. None of the proposed changes require significant time or effort to implement. In practice, the Library is currently operating with some of the changes in place.

Reorganization Proposal
Library Services
University of Hawai'i at Mānoa

Narrative

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

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 University of Hawai'i at Mānoa Library (Library Services) is an academic support organization and an active partner in the University's vision to be a premier student-centered, Carnegie Research 1, community-serving university grounded in a Hawaiian place of learning. The Library faculty and staff acquire, organize, preserve, and provide access to information resources and services that are designed to enhance all University programs. The Library provides a sustainable learning environment that meets the space, computing, and information needs of the University academic community. The Library is a premier resource for Hawai'i, Pacific, and Asia related research. It facilitates access to knowledge throughout the world and contributes unique content to global networked information resources.

Library Services is functionally divided into four offices (University Librarian; Associate University Librarian for Planning, Administration and Personnel; Assistant University Librarian for Library Information Technology; and Library Project Development and Grants); two divisions (Public Services and Collection Services); and one organized research unit (Industrial Research Center).

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

The goal of the reorganization is to achieve greater operational effectiveness and efficiency with current staffing levels through consolidation of Sinclair Library functions, strategic dissemination of select collection responsibilities, and reconfiguration of the *Access Services* department. Additionally, the reorganization integrates *Industrial Relations Center* staff and includes several minor changes to accurately reflect current operations. The specific goals are as follows:

- Consolidate Sinclair Library functions and staff with Hamilton Library. Circulation, reserve, and stack maintenance functions will be integrated into *Access Services* along with four (4.0) full-time equivalent (FTE) positions (78385, 78566, 15471, and 18020). Music collection development, instruction and reference functions will be transferred to *Business, Humanities, and Social Sciences Reference* along with one (1.0) FTE librarian

position (83015) that is to be re-described as a Music and Arts Librarian. Audiovisual collection development and instruction responsibilities will be distributed to subject and area studies librarians. This complements the model already in place for the Hawaiian and Pacific collections and enables all librarians with subject and area studies content knowledge to have responsibility for material in this format. Sinclair Library audiovisual technology and digitization functions will be moved to *Desktop Network Services* along with two (2.0) FTE media specialist positions (80989 and 78954).

- Revise lines of authority and responsibility in *Access Services* to improve coordination and enable collective participation in department functions. The *Access Services* department is responsible for circulation, stacks maintenance, and interlibrary loan. The circulation, stack maintenance and reserve functions of Sinclair Library will be incorporated into this unit. The reorganization offers the *Access Services* department an opportunity to revise lines of authority and responsibility to improve coordination and enable collective participation in department functions. Currently the unit is divided into two separate boxes (*Access Services* and *Interlibrary Services*) with multiple subunits (*Hamilton Circulation*, *Billing/Recall*, *Charging/Discharging*, and *Stacks Maintenance*). In practice the unit functions as a single department with some staff having cross-unit responsibilities. The reorganization proposal enables the unit to create a supervisory layer for interlibrary loan functions. Additionally, two vacant positions will be re-described to assume responsibilities currently performed by a temporary position and special funded position.
- Disseminate responsibility for special material (archives, manuscripts, and rare books) and integrate the Art Archivist librarian with accompanying responsibilities. For several years, the Library has attempted to resolve changes implemented prior to a 2012 retracted reorganization proposal. This reorganization will remedy the situation without additional positions. The Art Archivist librarian will be integrated into the *University Archives and Manuscript Collections* along with accompanying functions. Collection management and processing responsibility for archive, manuscript, and rare book material will be distributed to area and subject librarians. This distributed model for special material offers consistency as it will be applied uniformly to all collections and recognizes the current constraint of no additional librarian positions.
- Remove the *Industrial Relations Center (IRC)* and *Library Project Development and Grants Office* given the dissolution of these units. The IRC includes staff that will be transferred to other units. Three (3.0) FTE positions (83722, 14055, and 86089T) will be transferred to the *Office of the University Librarian*. A request will be made to re-describe the research faculty position to a librarian faculty position with responsibilities yet to be determined. The Secretary III position (14055) will be abolished and the position count used to establish an Administration, Professional, and Technology (APT) position focused on publicity and events planning. The future of the temporary graduate assistant

position is undetermined. The IRC's APT position (78133) will be transferred to the *Hawaiian and Pacific Collections* and re-described as appropriate.

- Modify the *Planning* unit in the *Office of the Associate University Librarian for Planning, Administration, and Personnel* to accurately reflect its function and staffing needs. The *Planning* unit will be retitled *Facilities* and the functional statement updated to accurately reflect the unit's responsibilities. Two (2.0) FTE permanent Administrative, Professional, and Technical positions will be established using vacant position counts to eliminate reliance on temporary staff.
- Consolidate boxes for several units to display them appropriately as single entities. These include (1) *Office of the Associate University Librarian for Planning, Administration, and Personnel*; (2) *Government Documents and Maps*; (3) *Acquisitions*; and (4) *Cataloging*.
- Make minor updates in the functional statement for the *Asia Collection* and *Science and Technology Reference* to correctly describe their areas of responsibilities.

II. RATIONALE FOR THE REORGANIZATION:

A. Provide background and relevant historical information.

The rationale for this reorganization is to address physical space changes, designate responsibility for several distinct collections, and accurately reflect current responsibilities.

The Sinclair Library music and audiovisual collections with accompanying staff relocated to Hamilton Library in December 2019 to accommodate the repurposing of the Sinclair Library building into a student success center. Sinclair Library functions and staff can be effectively and efficiently integrated into units with similar responsibilities at Hamilton Library.

In addition to consolidating Sinclair Library functions with Hamilton Library, this reorganization attempts to distribute responsibility for several unique collections. The responsibility of these collections has been ambiguous for numerous years as a result of implementations made prior to a 2012 reorganization proposal that was retracted. This reorganization attempts to resolve this uncertainty (recognizing limitations in staffing) by distributing the responsibility of archive, manuscript, and rare book material to subject and area studies collections.

Finally, the reorganization attempts to formalize recent and long-standing changes including (1) dissolution of the *Industrial Relations Center* and *Library Project Development and Grants Office*; (2) transfer of library security functions to the *Planning* unit in the *Office of the Associate University Librarian for Planning, Administration and Personnel*; (3) restructuring of several multi-box units into single-box units; and (4) updating the functional statement for the

Asia Collection and Science and Technology Reference departments.

- 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 reorg is consistent with the University's strategic, program, and financial plans.

Rationale for consolidating Sinclair Library functions with Hamilton Library

Through the years, the function and presence of Library Services in Sinclair Library has evolved. In 2018 campus administration decided to transform Sinclair Library into a student success center and relocate Library Services staff, operations, and collections into Hamilton Library. The audiovisual, music, and reserve collections with accompanying operations and staff moved to Hamilton Library in December 2019. Organizationally, Sinclair Library is a department in the Public Services Division with functional responsibilities centered on music, audiovisual and reserve collections. Many Sinclair Library functions mirror functions of departments located in the Hamilton Library. This reorganization proposal will formally consolidate the staff and functions of Sinclair Library with Hamilton Library. In terms of the *Access Services* department, the integration of circulation, reserves, and stacks maintenance not only offers the opportunity for cross-training and back-up support but the ability to restructure the department to create permanent, general funded positions for necessary functions. With the transfer of music collection development, reference and instruction responsibilities to *Business, Humanities, and Social Sciences Reference*; the music librarian position will be re-described, as appropriate, to include performing arts (an area of interdisciplinary overlap). The music librarian position will be situated in the same unit as the other humanities librarians to allow for greater collaboration. Audiovisual collection management and instruction responsibilities will be distributed to subject and area studies librarians to correspond with the practice currently in place for the Hawaiian and Pacific collections and enable those with subject and area studies knowledge to assume appropriate areas of responsibility. The workload impact of this distributed model is minimal as audiovisual collection development is mostly patron driven. The relocation of the Sinclair Library media specialist positions to *Desktop Network Services* will enable greater coordination with other technology-focused positions on digitization efforts.

Rationale for revising lines of authority and responsibility in Access Services

The integration of several Sinclair Library functions and staff into the *Access Services* department offers an opportunity to update the structure and position descriptions in this unit to accurately reflect current operations and changes in automation. The *Interlibrary Services* box will combine with the *Access Services* box to correctly reflect this unit as a single department. All subunit labels will be eliminated to enable staff to perform cross unit responsibilities and provide greater flexibility to future workload changes. The three staff groupings under the current *Hamilton Circulation* subunit label will be restructured into one group to improve coordination and efficiency. This new structure will accurately reflect how the unit has been attempting to operate for several years and utilize the supervisory experience of the Supervisory Library Technician I position (15471) transferring from Sinclair

Library. Two vacant positions (900691 and 35166) will be re-described to address an ongoing need for permanent, general funded staff for functions currently supported by a temporary position and a special funded position. The transfer and re-description of a vacant Library Technician V position (18020) from Sinclair Library will create a supervisory layer for the Library Assistant IVs (13865 and 900658) and re-described position 900691 with interlibrary loan responsibilities. This will enable the librarian (84357) with interlibrary loan responsibilities to focus on planning and assessment for this expanding service area.

Rationale for designating responsibility for special material

For several years, the Library has attempted to resolve changes implemented prior to a 2012 retracted reorganization proposal. The 2014 hiring of an Art Archivist librarian (84017) clarified responsibility for some functions, but the position and its accompanying responsibilities were not integrated into a department. The position has remained temporarily situated in the *Public Services Division* box with its role absent from the Library's functional statement. This reorganization will move the Art Archivist librarian (84017) and accompany responsibilities into the *University Archives and Manuscript Collections*. This will not only enable the library to formally acknowledge the Jean Charlot Collection (overseen by the Art Archivist) but provide the Art Archivist with departmental colleagues for support and collaboration. The functional statement of the *University Archives and Manuscript Collections* will be updated to reflect this modification.

Another unresolved change implemented prior to the 2012 retracted reorganization proposal involves the General Rare collection. This collection was unofficially removed from the *Special Collections* department prior to the 2012 retracted reorganization proposal. Responsibility for this collection has remained unresolved with staff managing the work on a temporary basis. This reorganization proposal formally removes the General Rare collection responsibility from the *Special Collections* department and assign it to the subject collections in the *Business, Humanities, and Social Sciences Reference* department and *Science and Technology Reference* department. The workload associated with this reassignment is anticipated to be minimal as the Library's General Rare collection is relatively small and does not include an active acquisitions program. The Hawaiian and Pacific collections will continue to manage rare books within their geographic areas of responsibility. *Special Collections* will change its department title to *Hawaiian and Pacific Collections* and update its functional statement.

During this period of uncertainty with the General Rare collection, the *Asia Collection* began to identify and acquire archive, manuscript, and rare book material within their collection areas. As Asia rare books do not fall within the scope of the General Rare, Hawaiian, or Pacific collections; this reorganization will assign responsibility for Asia rare books to the *Asia Collection*. The same will be done for archive and manuscript material. The three departments currently containing archive and manuscript collections include the *Hawaiian and Pacific Collections*, the *University Archives and Manuscript Collections*, and the *Asia Collection*. Presently, the *Hawaiian and Pacific Collections* and *University Archives and*

Manuscript Collections acquire, manage, and process their archive and manuscript collections. This reorganization will institute a similar practice for Asia archive and manuscript material with responsibility for acquiring, managing, and processing being assigned to the *Asia Collection*. This model is beneficial as *Asia Collection* librarians have the content and language knowledge needed for this work.

Rationale for removing Industrial Relations Center

The *Industrial Relations Center* (IRC) administratively moved to Library Services in 2010. The retirement of the long-serving director (78133) in July 2019 resulted in a loss of expertise and the subsequent dissolution of the IRC. The IRC publications have already been incorporated into other collections. Removal of this box from the organization chart and integration of the staff will accurately reflect the closing of this research unit.

Rationale for removing the Library Project Development and Grants Office

The *Library Project Development and Grants Office* has not included staff for over ten years. The functions of planning, solicitation, and acceptance of private support for the Library is managed by the University of Hawai'i Foundation in collaboration with the University Librarian. Removal of this box from the organization chart will help ensure these responsibilities are not inaccurately viewed as a function of a separate office within the Library.

Rationale for modifying the Planning unit

The *Planning* unit within the *Office of the Associate University Librarian for Planning, Administration, and Personnel* is responsible for overseeing library facilities and security not liaising with the legislature or strategic planning as described in the current functional statement. The oversight for library security transitioned from the *Access Services* department to the *Planning* unit over ten years ago. To carry out the functions of this unit, the Library has routinely relied on temporary positions. This unit is responsible for having at least one staff member present during all building hours to promptly respond to facility and security matters. On nights and weekends these employees are typically the only full-time staff in the building. This reorganization proposal will correctly title this unit *Facilities* and accurately describe its functions. Additionally, permanent APT positions will be established from abolished position counts in recognition of the on-going need for permanent staffing in this area.

Rationale for consolidating boxes for several units to display them as single entities

Several units with multiple boxes will be combined into single boxes to more accurately represent the units as single entities. These include (1) *Office of the Associate University Librarian for Planning, Administration, and Personnel*; (2) *Government Documents and Maps*; (3) *Acquisitions*; and (4) *Cataloging*. There will be no changes to reporting lines. The titles and functions of former boxes will be incorporated into the single box.

Rationale for updating the functional statement for two departments

The *Asia Collection* statement will be updated to incorporate responsibility for Russian Far East and Russia in Asia. The *Science and Technology Reference* statement will be updated to reflect their relationship with the Health Sciences Library (JABSOM). These revisions will help ensure the functional statement accurately reflects department responsibilities.

C. Explain other alternatives explored.

An alternative structure for the *Access Services* department was initially proposed with the July 2019 draft proposal. The alternative structure did not include unified supervision for the groups in the current *Hamilton Circulation* subunit. Following the feedback received on the initial draft proposal, Library Administration reconvened with the *Access Services* department to redesign the structure to reflect their needs.

During the last eight years, several alternatives have been considered to resolve responsibility for special material (archives, manuscripts, and rare books). Several of these alternatives included additional personnel and all required a reorganization to implement. The initial July 2019 proposal combined the *Special Collections* and the *University Archives and Manuscripts Collection* into a single department. After receiving feedback on the initial July 2019 proposal, Library Administration reconvened with the members of these two departments. Based on concerns raised, these two units will remain separate.

Both the July 2019 and December 2019 draft proposals included revisions to the faculty division structure (*Public Services* and *Collection Services*) and the *Office of the Assistant University Librarian for Library Information Technology*. Feedback from library faculty and staff suggested other alternatives should be considered. Library Administration decided to not include revisions to these areas in the current reorganization proposal but rather will engage in strategic planning to consider other approaches. The outcome of the strategic planning could be another reorganization in the future.

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

The integration of Sinclair Library operations with Hamilton Library will streamline operations through consolidation of several service points. Students and faculty will be able to check-out a significant portion of the circulating collection including reserves and audiovisual material from a single location. Access to the physical items in the music, audiovisual, and reserve collections will improve considerably. These collections were previously available from a service point with limited hours due to staffing constraints. The proposed consolidation with *Access Services* and accompanying staff cross-training will result in the collections being accessible from a service point open all building hours. There will be changes to reporting lines for almost all the staff in *Access Services*. The combined grouping under the current *Hamilton Circulation* subunit label represents a structure the unit has been attempting to

operate with for several years as it strengthens coordination and enables shared responsibilities. The creation of a supervisory layer for interlibrary loan service functions affords the librarian with that area of responsibility the ability to better focus on planning and assessment of this service.

The distribution of audiovisual and special material (archives, manuscripts, and rare books) responsibilities will make these tasks consistent for all subject and area studies departments. Currently some departments manage these material formats and others do not. The impact on services is likely to be minimal.

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

All Library offices, divisions, departments and units have been consulted on the reorganization. To inform the development and subsequent refinement of the initial July 2019 proposal over 50 meetings were held with various impacted groups of library faculty and staff. Multiple meetings were arranged with different configurations of individuals based on the section of the proposal under development. An initial version of the reorganization proposal was presented to the library as a whole in July 2019. Based on feedback received from individuals and the Library Faculty Senate, additional meetings were held to help revise the proposal. Specifically, meetings were held with staff of *Access Services*; *Special Collections*; and the *University Archives and Manuscripts Collection*. A second revised proposal was shared library wide in December 2019. In January 2020, a permanent University Librarian was appointed. He reviewed the reorganizational material and consulted with the Library Faculty Senate. The University Librarian decided to proceed with the portions of the December 2019 proposal supported by the Library Faculty Senate and address areas of concern in a future reorganization following strategic planning.

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

The reorganization will achieve greater operational effectiveness and efficiency with current staffing levels. Integration of Sinclair Library operations with Hamilton Library and strategic dissemination of select collection responsibilities will streamline operations, combine like functions, and achieve greater consistency in areas of assignment. The preceding rationale section of this narrative provides details on the changes being proposed to properly identify reporting relationships and minimize confusion over authority, roles, and responsibilities.

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

There will be cost savings of approximately \$269,000 by eliminating reliance on three (3.0) FTE temporary positions (not on the organization chart) and abolishing one (1.0) FTE special funded position (21776(B)). The proposal enables the Library to re-describe three (3.0) FTE vacant, general funded positions (15465, 900691, and 35166) and utilize one (1.0) FTE abolished position count (06572) to assume the responsibilities currently performed by the temporary and special funded positions.

The cost savings was derived by adding (1) the salary and estimated fringe of the three temporary positions and (2) the portion of the special funded position salary supplemented through tuition funds and the estimated fringe. When initially established, the salary of the special funded position was to be paid completely from fines and fees revenue. This revenue has diminished to the point where half of the salary is supplemented from tuition funds.

The Library has already realized a significant portion of the cost savings by not filling the three vacant positions (15465, 900691, and 35166) and abolishing the fourth position (06572). The future savings not yet realized will come from fringe (approximately \$115,000). In addition to cost savings, the review and reassignment of responsibilities previously assumed by temporary staff is desirable from a labor perspective. All of these positions have been temporary for numerous years.

2. Are additional funds needed?

No additional funds are needed.

3. If so, how will the cost of the reorg be funded?

Not applicable.

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.

The integration of Sinclair Library and reconfiguration of *Access Services* will require revisions to ten (10.0) full-time equivalent (FTE) civil service positions (900691,

06955, 900701, 12847, 35166, 900355, 30527, 06954, 15471, and 18020); four (4.0) FTE Administrative, Professional, Technical positions (80989, 78954, 78385, and 78566); and one (1.0) FTE faculty position (83015). Dissolution of the *Industrial Relations Center* will require revisions to one (1.0) FTE faculty position (83722); one (1.0) FTE Administrative, Professional, and Technical position (78133); and one (1.0) FTE civil service position (14055). The impact of distributing special material (archives, manuscripts, and rare books) and audiovisual responsibilities to subject and area studies librarians will differ as some currently engage in these tasks. This dissemination will not change the subject or area study focus of librarian responsibilities but rather add (to varying degrees) the type of material formats managed by these librarians.

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? What is the impact of the increase?

No new positions are requested as part of this reorganization proposal.

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

One special funded position (21776(B)) will be abolished and three temporary positions will no longer be necessary. The responsibilities of these positions will be incorporated into four re-described positions using three vacant, general funded positions (15465, 900691, and 35166) and one abolished position count (06572). The employees currently filling the special funded position and temporary positions have been informed of this proposal. Recruitments will be conducted for all four of these new, permanent positions.

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

Given this reorganization involves integration of Sinclair Library, regrouping subunits in *Access Services*, distributing special material and audiovisual responsibilities, and incorporating staff from the *Industrial Relations Center*; numerous positions will be impacted. These positions and the anticipated changes are detailed in Attachment #3, Allocated and Authorized BJ/BT Positions Impacted by the Reorganization.

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 Library Technician V positions (06955, 900701, 30527) in the *Access Services*

department will no longer have supervisory responsibilities for the Library Assistant IV (124847, 35166, 900355, and 06954) positions. Instead all the staff in this grouping will report to the Supervising Library Technician I position (15471) transferring from Sinclair Library. This revised supervisory structure will improve coordination and accurately reflect the collective participation in department functions. The structure is an arrangement the staff in the unit have been attempting to operate with for years. Additionally, it utilizes the supervisory experience of the Supervisory Library Technician I position transferring from Sinclair Library.

C. Impact on space resources:

Will additional space outside own resources/allocations be required? If so, has the Office of Planning and Facilities or designee been consulted? Explain outcome.

Additional space is not required as Sinclair Library functions and staff relocated to Hamilton Library in December 2019. Both the *University of Hawaii Professional Assembly* and the *Hawaii Government Employees Association* were consulted on the move. This reorganization proposal does not address space and funding needs for movement of the serial collection on the second floor of Sinclair Library.

**Library Services
Reorganization Proposal
ALLOCATED AND AUTHORIZED BJ/BT
POSITIONS IMPACTED BY THE REORG**

**Updated to reflect the 2020 Annual Update Organizational
Charts and Functional Statement effective July 1, 2020
and Reorganization Addendum dated July 29, 2020**

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

Program Title: Library Services

Item No.	Chart No.(s)	Affected Position No.(s)	Position Title	Classification/Organizational/Functional Change Identify whether position is vacant (V) or filled (F)			Basis for Change/ Impact on Position
				From:	Supervisor	To: Supervisor	
1	Chart I	78133	(F) Research Associate, PBB	Industrial Relations Center (MAIRC)		Hawaiian and Pacific Collections (MASPLB) Department Chair	Transfer, change in supervisor, position to be re-described
2	Chart I	80190	(F) Fiscal Specialist, PBB	Fiscal/Fund Control (MAFSLB)	Associate University Librarian #89078, Office of the Associate University Librarian for Planning, Administration, and Personnel	Office of the Associate University Librarian for Planning, Administration, and Personnel (MAASLB) Associate University Librarian #89078	Transfer, no change in supervisor
3	Chart I	78059	(F) Admin & Fiscal Suppt Sp, PBA	Fiscal/Fund Control (MAFSLB)	Fiscal Specialist, PBB #80190	Office of the Associate University Librarian for Planning, Administration, and Personnel (MAASLB) Fiscal Specialist, PBB #80190	Transfer, no change in supervisor
4	Chart I	15587	(F) Office Assistant III	Fiscal/Fund Control (MAFSLB)	Fiscal Specialist, PBB #80190	Office of the Associate University Librarian for Planning, Administration, and Personnel (MAASLB) Fiscal Specialist, PBB #80190	Transfer, no change in supervisor
5	Chart I	80339	(F) Human Resources Sp, PBB	Personnel (MAHRLB)	Associate University Librarian #89078, Office of the Associate University Librarian for Planning, Administration, and Personnel	Office of the Associate University Librarian for Planning, Administration, and Personnel (MAASLB) Associate University Librarian #89078	Transfer, no change in supervisor
6	Chart I	78955	(F) Auxil & Fac Svcs Off, PBA	Planning (MAPLLB)	Associate University Librarian #89078, Office of the Associate University Librarian for Planning, Administration, and Personnel	Office of the Associate University Librarian for Planning, Administration, and Personnel (MAASLB) Associate University Librarian #89078	Transfer, no change in supervisor
7	Chart I	06572	(V) Account Clerk III	Footnote		Office of the Associate University Librarian for Planning, Administration, and Personnel (MAASLB) Auxil & Fac Svcs Off, PBA #78955	APT position to be established from abolished count
8	Chart II	84017	(F) Librarian	Public Services (MAPSLB)	University Librarian #89101, Office of the University Librarian (MADRLB)	University Archives and Manuscript Collections (MAUMLB) Department Chair	Transfer and change in supervisor
9	Chart II	n/a		Government Documents (MAGDLB)		Government Documents and Maps (MAGDLB)	Organizational Title Name Change
10	Chart II	06955	(F) Library Technician V	Access Services (MAACLB)	Department Chair	Access Services (MAACLB) Supervising Library Technician I #15471	Change in supervisor position to be re-described
11	Chart II	217776(B)	(F) Library Assistant IV	Access Services (MAACLB)	Library Technician V #06955	Access Services (MAACLB) Supervising Library Technician I #15471	Change in supervisor position to be re-described
12	Chart II	900701	(F) Library Technician V	Access Services (MAACLB)	Department Chair	Access Services (MAACLB) Supervising Library Technician I #15471	Change in supervisor position to be re-described
13	Chart II	12847	(F) Library Assistant IV	Access Services (MAACLB)	Library Technician V #90071	Access Services (MAACLB) Supervising Library Technician I #15471	Change in supervisor position to be re-described
14	Chart II	900355	(F) Library Assistant IV	Access Services (MAACLB)	Library Technician V #90071	Access Services (MAACLB) Supervising Library Technician I #15471	Change in supervisor position to be re-described
15	Chart II	30527	(F) Library Technician V	Access Services (MAACLB)	Department Chair	Access Services (MAACLB) Supervising Library Technician I #15471	Change in supervisor position to be re-described
16	Chart II	06954	(F) Library Assistant IV	Access Services (MAACLB)	Library Technician V #30527	Access Services (MAACLB) Supervising Library Technician I #15471	Change in supervisor position to be re-described
17	Chart II	84357	(F) Librarian	Interlibrary Services (MAIELB)	Department Chair, Access Services (MAACLB)	Access Services (MAACLB) Department Chair	Transfer
18	Chart II	13865	(F) Library Assistant IV	Interlibrary Services (MAIELB)	Librarian #84357	Access Services (MAACLB) Library Technician V #06675	Transfer and change in supervisor
19	Chart II	900648	(F) Library Assistant IV	Interlibrary Services (MAIELB)	Librarian #84357	Access Services (MAACLB) Library Technician V #06675	Transfer and change in supervisor
20	Chart II	78954	(F) Media Specialist, PBA	Sinclair Library (MASLLB)		Desktop Network Services (MANSLB) *Department Supervisor	Transfer, change in supervisor, position to be re-described
21	Chart II	78385	(F) Educational Specialist, PBA	Circulation Services (MACULB)		Access Services (MAACLB) Department Chair	Transfer, change in supervisor, position to be re-described
22	Chart II	78566	(F) Educational Specialist, PBA	Circulation Services (MACULB)		Access Services (MAACLB) Department Chair	Transfer, change in supervisor, position to be re-described
23	Chart II	15471	(F) Supervising Library Technician	Circulation Services (MACULB)		Access Services (MAACLB) Department Chair	Transfer, change in supervisor, position to be re-described

24	Chart II	n/a		Special Collections (MASPLB)		Hawaiian and Pacific Collections (MASPLB)		Organizational Title Name Change
25	Chart II	n/a		University Archives and Manuscripts Collection (MAUMLB)		University Archives and Manuscript Collections (MAUMLB)		Organizational Title Name Change
26	Chart III	900354	(F) Library Technician VII	Gifts & Exchange (MAGELB)	Department Supervisor, Acquisitions (MAAQLB)	Acquisitions (MAAQLB)	Department Supervisor	Transfer, no change in supervisor
27	Chart III	12850	(F) Library Technician V	Gifts & Exchange (MAGELB)	Library Technician VII #900354	Acquisitions (MAAQLB)	Library Technician VII #900354	Transfer, no change in supervisor
28	Chart III	05391	(F) Supervising Library Technician II	Cataloging Support (MACPLB)	Department Chair, Cataloging (MACTLB)	Cataloging (MACTLB)	Department Chair	Transfer, no change in supervisor
29	Chart III	15421	(F) Library Technician V	Cataloging Support (MACPLB)	Supervising Library Technician II #05391	Cataloging (MACTLB)	Supervising Library Technician II #05391	Transfer, no change in supervisor
30	Chart III	15468	(F) Library Technician V	Cataloging Support (MACPLB)	Supervising Library Technician II #05391	Cataloging (MACTLB)	Supervising Library Technician II #05391	Transfer, no change in supervisor
31	Chart III	15588	(F) Library Technician V	Cataloging Support (MACPLB)	Supervising Library Technician II #05391	Cataloging (MACTLB)	Supervising Library Technician II #05391	Transfer, no change in supervisor
32	Chart III	15472	(V) Library Technician VII	Footnote		Business, Humanities, and Social Sciences (MABRLS)	Department Chair	APT position to be established from abolished count
33	Chart III	00752	(V) Library Technician V	Footnote		Access Services (MAACLB)	Library Technician V #06675	Position to be re-described
34	Chart III	06675	(V) Library Technician V	Footnote		Access Services (MAACLB)	Department Chair	Position to be re-described

*Department Supervisor and Department Chair positions not reflected on the current organizational chart if department includes only one permanent librarian position



Clem Guthro, University Librarian

10/01/2020

956-7205

Administrator's Signature, Name and Title

Date

Telephone Number

HR Review _____

OFA Review _____

**Library Services
Reorganization Proposal
CURRENT ORGANIZATIONAL CHARTS
AND FUNCTIONAL STATEMENT**

**Updated to reflect the 2020 Annual Update Organizational
Charts and Functional Statement effective July 1, 2020
and Reorganization Addendum dated July 29, 2020**

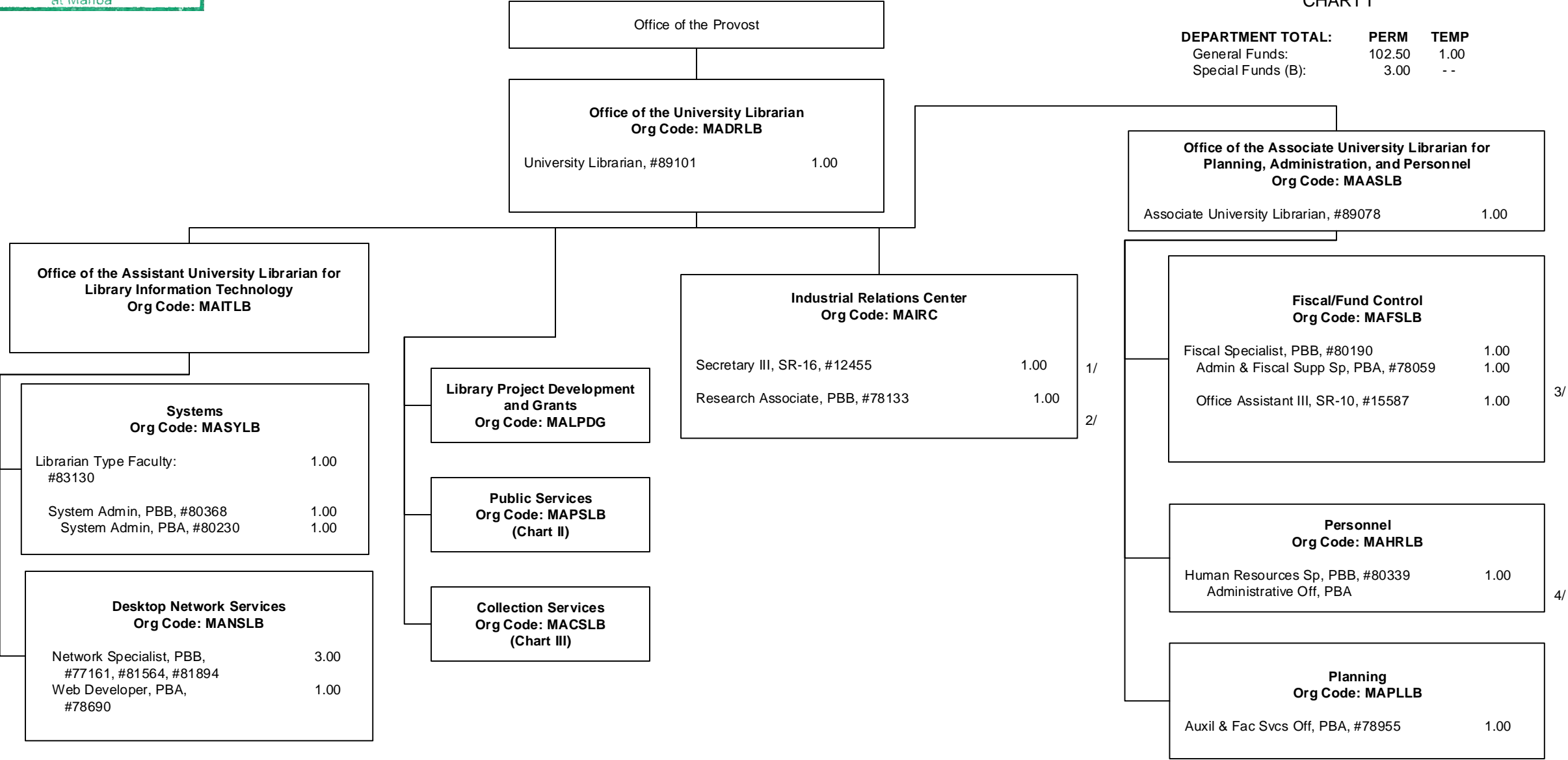
CHART UPDATED

JUL - 1 2020

University of Hawai'i
at Mānoa

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
ORGANIZATION CHART
CHART I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	102.50	1.00
Special Funds (B):	3.00	--



1/ Secretary III #12455 in-process of transferring to Office of the University Librarian
2/ Graduate Assistant positions #86089A (0.50T) and #86090A (0.50T) abolished
3/ Account Clerk III position #06572 (1.00) abolished
4/ Administrative Off, PBA, #81397(B) (1.00) abolished

CHART TOTAL:	PERM	TEMP
General Funds:	17.00	1.00
Special Funds (B):	1.00	--

STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES

FUNCTIONAL STATEMENT

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

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

The program is administered by the University Librarian. The University Librarian reports to the Provost of the University of Hawai‘i at Mānoa.

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

DESCRIPTION OF MAJOR FUNCTIONS

OFFICE OF THE UNIVERSITY LIBRARIAN – Org Code: MADRLB

- Plans and directs the provision and operation of library services at the Hamilton and Sinclair Library buildings, which house most of the University of Hawai‘i at Mānoa’s informational resources— including books, microforms, archives, audiovisual materials, journals, newspapers, electronic databases and reference sources.
- Oversees the Industrial Relations Center.
- Advises the Office of the Provost, University of Hawai‘i at Mānoa and the President’s Office on library, media service and information technology matters.
- Provides leadership in planning and coordinating the development of the Mānoa campus library programs involved with sharing resources and networking with other academic, public, government and private libraries within and outside of the State of Hawai‘i.
- Works in conjunction with the Library Senate, which represents the faculty of the Library and advises on substantive library matters and professional library concerns.
- Serves as an ex-officio member of the University of Hawai‘i at Mānoa Faculty Library Committee,
- which represents faculty and students at Mānoa and advises on library services and policies.
- Works in an advisory capacity with the library directors of the other UH system campuses and with the UH Mānoa Law Librarian.
- Clerical Support Services: Provides secretarial and other administrative support services to the University Librarian and other administrative offices.

**OFFICE OF THE ASSOCIATE UNIVERSITY LIBRARIAN FOR PLANNING,
ADMINISTRATION, AND PERSONNEL – Org Code: MAASLB**

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

Fiscal/Fund Control – Org Code: MAFSLB

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

Personnel – Org Code: MAHRLB

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

Planning – Org Code: MAPLLB

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

**OFFICE OF THE ASSISTANT UNIVERSITY LIBRARIAN FOR LIBRARY INFORMATION
TECHNOLOGY – Org Code: MAITLB**

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

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

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

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

Systems – Org Code: MASYLB

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

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

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

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

Desktop Network Services – Org Code: MANSLB

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

1. **Networking**

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

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

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

Maintains, with the Systems Department, the computer room facility and environmental equipment.

Consults with other Desktop Network Services personnel on Library projects to provide new computer based services, especially where networking is involved.

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

2. **Desktop Computing**

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

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

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

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

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

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

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

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

LIBRARY PROJECT DEVELOPMENT AND GRANTS – Org Code: MALPDG

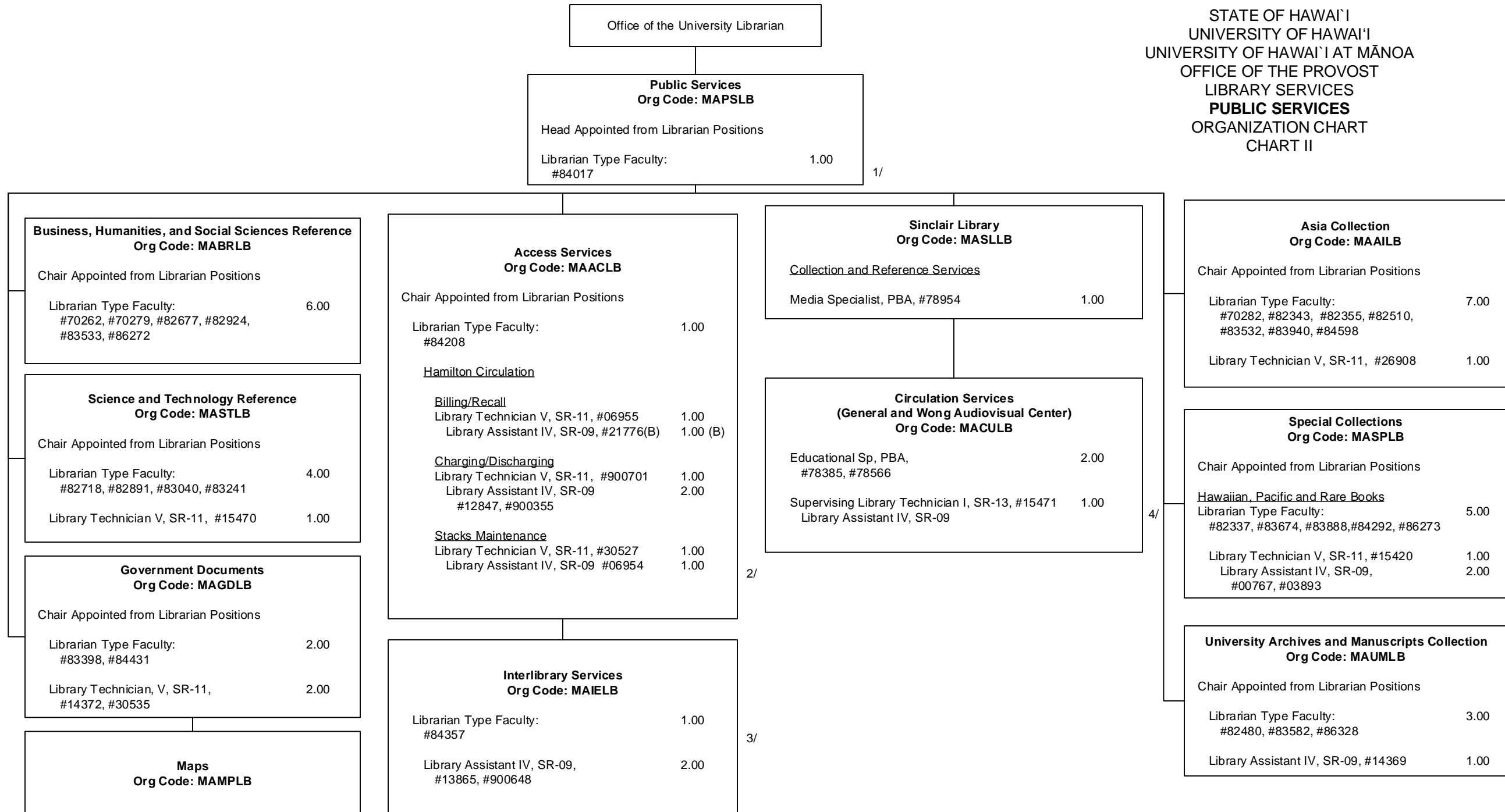
This Office provides professional support for the University Librarian, library faculty and staff in activities and projects that involve planning, solicitation, acceptance and public relations concerning private and grant support for the library.

INDUSTRIAL RELATIONS CENTER – Org Code: MAIRC

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

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

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
PUBLIC SERVICES
ORGANIZATION CHART
CHART II



- 1/ Librarian Type Faculty position #84017 = Art Archivist
- 2/ Library Assistant III position #00769 (0.50) abolished
- 3/ Educational Spec position #78995 (1.00) abolished
- 4/ Library Assistant IV position #50099(B) (1.00B) abolished

CHART TOTAL:	PERM	TEMP
General Funds:	51.50	--
Special Funds (B):	2.00	--

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
PUBLIC SERVICES

PUBLIC SERVICES – Org Code: MAPSLB

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

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

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

PUBLIC SERVICE DEPARTMENTS:

Business, Humanities and Social Sciences Reference – Org Code: MABRLB

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

Science and Technology Reference – Org Code: MASTLB

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

Government Documents – Org Code: MAGDLB

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

Maps – Org Code: MAMPLB

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

Access Services – Org Code: MAACLB

Administers the Hamilton Circulation and Interlibrary Services. Participates in the planning, establishment and provision of resource sharing and document delivery services within local, regional, national, and international networking efforts. Plans and coordinates the establishment

of library support activities involving off-campus organizations and users and the other UH campuses.

1. **Hamilton Circulation**
Provides circulation services for material housed in Hamilton Library. Authorizes the lending of library materials. Assists patrons in locating materials not found on the shelves. Maintains a patron database and online records that pertain to the location of materials. Provides security for the collection and patrons. Maintains the order of the physical collection.
 - a. **Billing/Recall**
Sends online and physical notices and bills for lost and overdue books for both Sinclair and Hamilton patrons. Maintains and updates files of borrowers with delinquent financial accounts at the University level and works with an external collection agency as necessary.
 - b. **Charging/Discharging**
Lends materials and maintains online records of the status of circulating library material; recalls and holds books on request; discharges and reactivates theft detection system in returned material, searches for missing books and notifies librarian selectors when replacement orders are needed. Electronic mail and other Internet services are provided to facilitate maximum use of the collection. Provides service for the library's social sciences and humanities periodicals collection and the general and Asia microforms collections, and assists patrons with microform reader/printers, via the periodicals/Microforms service desk.
 - c. **Stacks Maintenance**
Shelves newly acquired materials and books returned from circulation. Re-shelves books and periodicals used in-house. Maintains the library material in correct call number order on the shelves; monitors stack areas and provides the security of the collection and the building. Monitors the condition of library material, passing it along to the Preservation Dept. when deterioration is noticed. Works with the librarian in charge of building and space planning to develop and implement plans for the physical expansion of shelving space as needed. Carries out shifts of collections or materials when required. Services coin-operated photocopiers.
2. **Interlibrary Services – Org Code: MAIELB**
Serves UH faculty and students by obtaining through loan and document delivery, research material that is not owned by the UHM Library. Administers the Interlibrary Loan functions including the lending of library materials to other institutions and researchers unaffiliated with the University as well as to other UH campus students and faculty. Coordinates the loan and borrow requests from other institutions including those from students participating in UHM distance education programs on other UH campuses. Participates in planning, establishment and provision of resource sharing and document delivery services within local, regional, national, and international networking efforts to augment the UH Mānoa collections for UHM patrons. Provides access to UH Mānoa collection for outside institution and researchers by providing material through networking consortiums nationally and internationally.

Sinclair Library – Org Code: MASLLB

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

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

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

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

2. **Circulation Services (General and Wong Audiovisual Center) – Org Code: MACULB**

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

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

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

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

Asia Collection – Org Code: MAAILB

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

Special Collections – Org Code: MASPLB

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

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

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

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

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

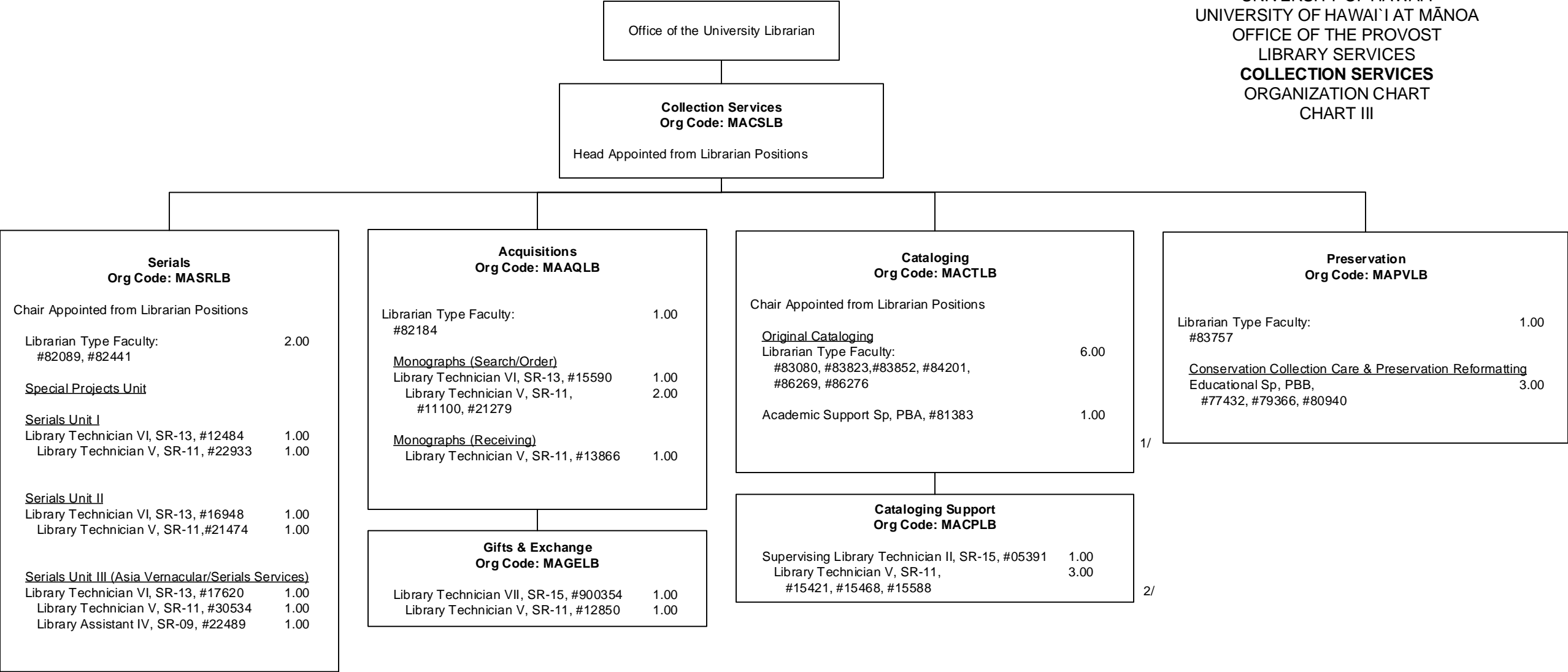
University Archives and Manuscripts Collections – Org Code: MAUMLB

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

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

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

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
COLLECTION SERVICES
ORGANIZATION CHART
CHART III



1/ Library Technician VII position #15472 (1.00) abolished
2/ Library Technician V position #00752 (1.00) and Library Technician V position #06675 (1.00) abolished

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
COLLECTION SERVICES

COLLECTION SERVICES – Org Code: MACSLB

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

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

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

COLLECTION SERVICES DEPARTMENTS:

Serials – Org Code: MASRLB

Provides centralized services related to acquiring serial materials in all languages and formats and adding them to the library collection. Orders, receives, processes and copy catalogs new serial titles. Renews subscriptions and monitors performance of contractual vendors who handle the majority of subscriptions and standing orders. Records receipt of issues, maintains master records for serials holdings and requests missing issues of serials. Authorizes payment of invoices for serial materials received and integrates materials into the interdepartmental processing work flow. Assembles unbound serials for shipment to a commercial binder. It enters journal table of contents information into the Hawaii/Pacific UnCover database.

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

1. Special Projects Unit
This unit manages special projects, monitors developments of the automated serials module, enters journal tables of contents into the Hawaii/Pacific Uncover database, and performs complex copy and adaptive cataloging.
2. Serials Units I and II
These teams order, renew, receive process, pay for and perform copy cataloging on library serial materials. These two teams search, verify, order and renew serial titles requested by the library, corresponding with vendors as needed. Team members specialize by covering titles in different sections of the alphabet. They maintain online and/or manual records for all transactions. They verify and record receipt of serials, process invoices for payment, monitor vendor performance, and request missing issues. They transfer or withdraw serial titles. They search national databases for bibliographic information for new serial titles and copy catalog them.
3. Serials Unit III: Asia Vernacular/Serials Services
Performs the same duties as Teams 1 and 2 but for Asia vernacular titles as well as for a selected portion of non-vernacular titles. In addition, this team is the initial point of receipt for all serial materials received through the National Cataloging and Acquisitions Programs of the Library of Congress, including material in such exotic languages as Bengali and Tibetan. This team records receipt of unbound periodical issues of all types. In addition, this team prepares unbound serial materials for shipment to a commercial binder, and maintains binding records.

Acquisitions – Org Code: MAAQLB

Provides centralized services related to the ordering and receipt of library materials, in print and non-print formats (e.g. books, audiovisual materials, scores, maps, microforms, etc.) in all languages, to be added to the Library collections through purchase, gift, or exchange. Materials acquired are primarily monographic (single issue) in nature, but may include selected serial publications.

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

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

1. Monographs (Search/Order)

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

2. Monographs (Receiving)

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

Gifts & Exchange – Org Code: MAGELB

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

Cataloging – Org Code: MACTLB

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

Original Cataloging

Completes initial records with subject analysis (subject headings and/or call numbers) and, if necessary, additional bibliographic description and access points. Establishes

authorized form of headings (names and titles). Shares bibliographic records and name headings with national database.

Cataloging Support – Org Code: MACPLB

Creates original preliminary descriptive bibliographic records in Western languages and formats for incoming monographs which lack cataloging copy. Searches for and processes matching cataloging copy from online bibliographic utilities or other appropriate reference sources. Adapts and creates suitable online records from bibliographic utilities for variant library materials. Provides quality control of bibliographic information and established authorized headings, including the timely recording of additions, deletions and corrections of online records. Provides complete holdings information for all monographic works, including the creation, deletion and editing of item records for new, transferred or withdrawn materials.

Preservation – Org Code: MAPVLB

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

Conservation Collection Care & Preservation Reformatting

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

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

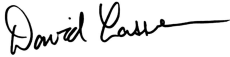
Pest Management (Insect and Mold Prevention): Oversees pest management control program responsible for environmental monitoring of all library materials, operates freezing program for insect eradication on all incoming gifts and supervises all other preservation projects concerned with mold and insect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

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

**Library Services
Reorganization Proposal
PROPOSED ORGANIZATIONAL CHARTS
AND FUNCTIONAL STATEMENT**

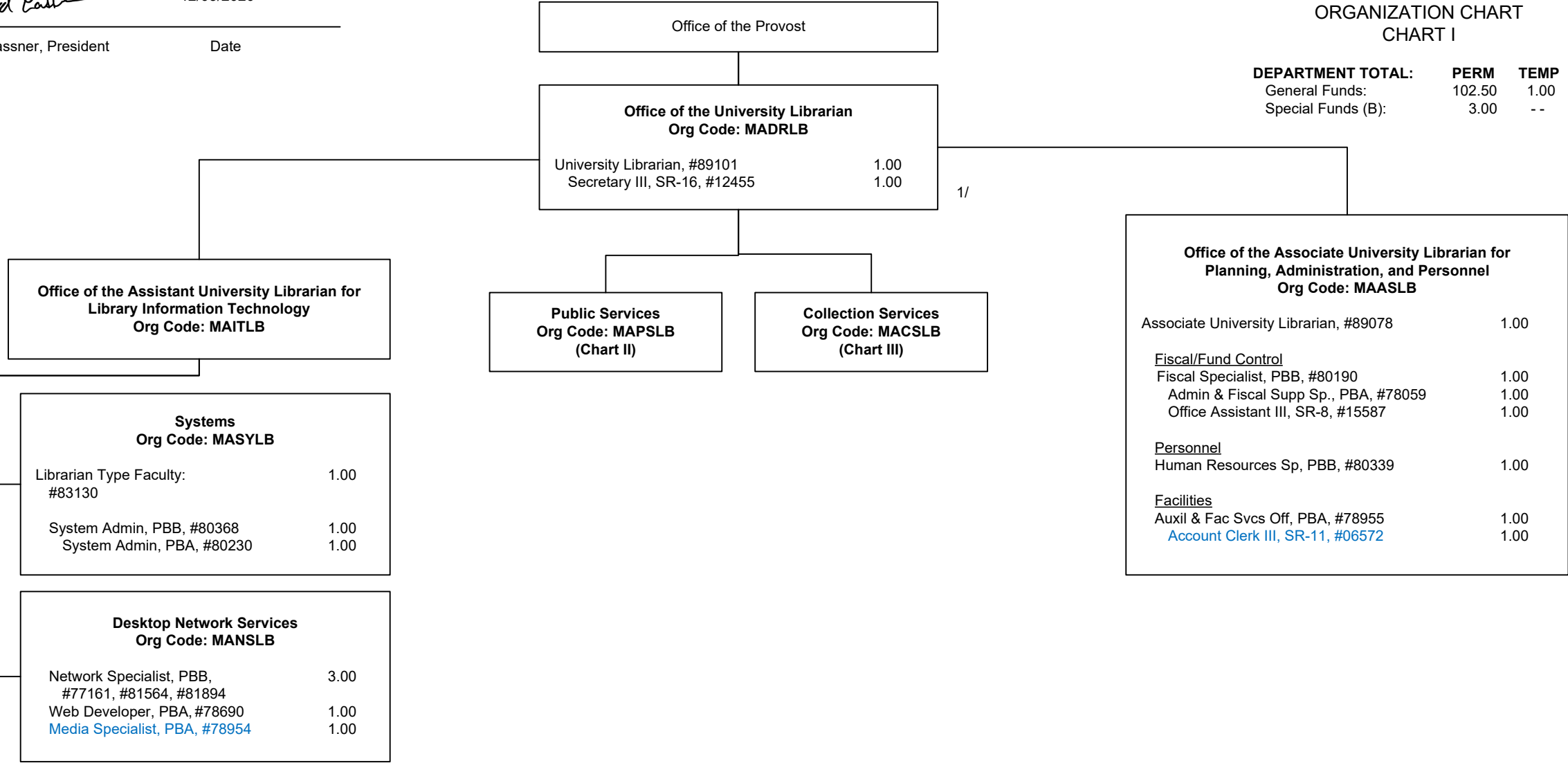
**Updated to reflect the 2020 Annual Update Organizational
Charts and Functional Statement effective July 1, 2020
and Reorganization Addendum dated July 29, 2020**

PROPOSED

Approved:  12/03/2020
David Lassner, President Date

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
ORGANIZATION CHART
CHART I

DEPARTMENT TOTAL:	PERM	TEMP
General Funds:	102.50	1.00
Special Funds (B):	3.00	--

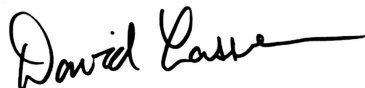


1/ Graduate Assistant positions #86089A (0.50T) and #86090A (0.50T) abolished.
2/ Administrative Off, PBA #81397(B) (1.00) abolished

CHART TOTAL:	PERM	TEMP
General Funds:	17.00	1.00
Special Funds (B):	1.00	--

PROPOSED

Approved:



12/03/2020

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES

FUNCTIONAL STATEMENT

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

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

The program is administered by the University Librarian. The University Librarian reports to the Provost, University of Hawai'i at Mānoa.

The Functional Statement describes the organizational units in the Library.

DESCRIPTION OF MAJOR FUNCTIONS

OFFICE OF THE UNIVERSITY LIBRARIAN – Org Code: MADRLB

- Plans and directs the provision and operation of library services at Hamilton Library, which house most of the University of Hawai'i at Mānoa's informational resources— including books, microforms, archives, audiovisual materials, journals, newspapers, electronic databases and reference sources.
- Advises the Office of the Provost, University of Hawai'i at Mānoa and the President's Office on library, media service and information technology matters.
- Provides leadership in planning and coordinating the development of the Mānoa campus library programs involved with sharing resources and networking with other academic, public, government and private libraries within and outside of the State of Hawai'i.

PROPOSED

- Works in conjunction with the Library Senate, which represents the faculty of the Library and advises on substantive library matters and professional library concerns.
- Serves as an ex-officio member of the University of Hawai‘i at Mānoa Faculty Library Committee, which represents faculty and students at Mānoa and advises on library services and policies.
- Works in an advisory capacity with the library directors of the other UH system campuses and with the UH Mānoa Law Librarian.
- Clerical Support Services: Provides secretarial and other administrative support services to the University Librarian and other administrative offices.

OFFICE OF THE ASSOCIATE UNIVERSITY LIBRARIAN FOR PLANNING, ADMINISTRATION, AND PERSONNEL – Org Code: MAASLB

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

Fiscal/Fund Control

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

Personnel

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

Facilities

Provides administrative and technical support for the management of building operation maintenance including safety and security. Prepares specifications for building related projects including construction, renovation, and building infrastructure repairs. Oversees inventories of library spaces. Maintains communication with campus related facilities and security offices.

PROPOSED

OFFICE OF THE ASSISTANT UNIVERSITY LIBRARIAN FOR LIBRARY INFORMATION TECHNOLOGY – Org Code: MAITLB

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

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

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

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

Systems – Org Code: MASYLB

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

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

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

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

PROPOSED

Desktop Network Services – Org Code: MANSLB

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

1. Networking

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

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

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

Maintains, with the Systems Department, the computer room facility and environmental equipment.

Consults with other Desktop Network Services personnel on Library projects to provide new computer based services, especially where networking is involved.

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

2. Desktop Computing

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

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

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

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

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

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

PROPOSED

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

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

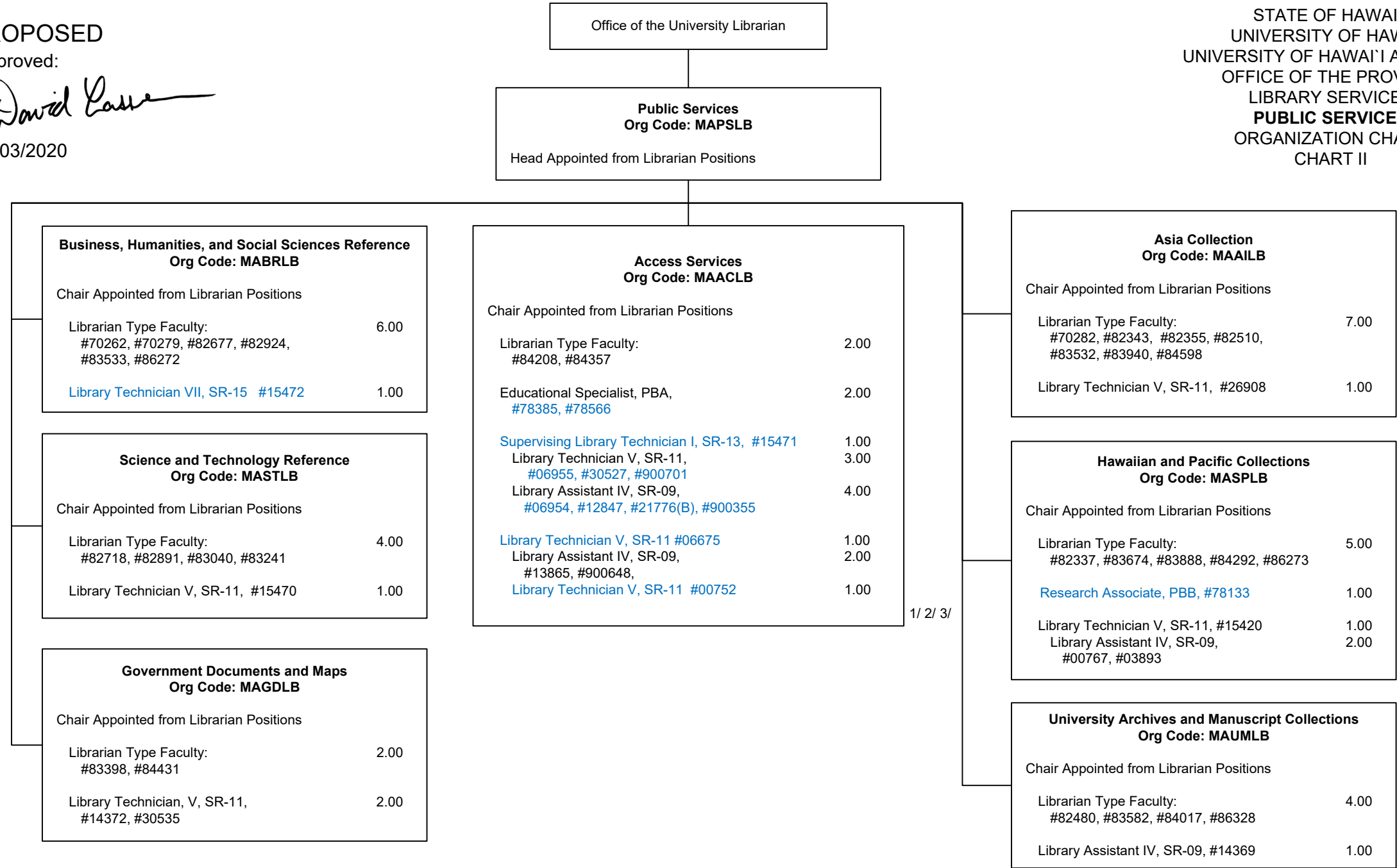
PROPOSED

Approved:

David Lauer

12/03/2020

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
PUBLIC SERVICES
ORGANIZATION CHART
CHART II

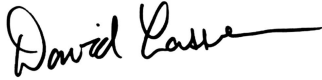


1/ Library Assistant III position #00769 (0.50) abolished
2/ Educational Sp position #78995 (1.00) abolished
3/ Library Assistant IV #50099 (B) (1.00) abolished

CHART TOTAL:	PERM	TEMP
General Funds:	54.50	--
Special Funds (B):	2.00	--

PROPOSED

Approved:



12/03/2020

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
PUBLIC SERVICES

PUBLIC SERVICES – Org Code: MAPSLB

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

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

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

PUBLIC SERVICE DEPARTMENTS:

Business, Humanities and Social Sciences Reference – Org Code: MABRLB

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

Science and Technology Reference – Org Code: MASTLB

Provides reference, informational and bibliographic services in science and technology subject areas; selects books, periodicals and electronic resources to build the collection in support of academic programs in science and technology; instructs faculty and students in the use of research and reference materials; works with Health Sciences Library (JABSOM) for services and collection management in the area of health sciences.

PROPOSED

Government Documents and Maps – Org Code: MAGDLB

Responsible for the collection and maintenance of publications officially issued by the United States government, United Nations and other international government organizations. These materials are obtained primarily on deposit, but are supplemented by purchases where necessary. The department catalogs, processes and provides access to the documents and performs reference service for patrons. Provides reference services to the Hamilton Library Map Collection. Develops the collection of maps which focus primarily on Pacific Ocean areas. Serves as a depository of U.S. Geological Survey and National Ocean Survey maps.

Access Services – Org Code: MAACLB

Provides circulation and interlibrary services. Assists patrons in locating materials. Maintains patron records. Maintains the order and inventory of the Library's main collections (Business, Humanities and Social Sciences; Science and Technology; Asia) and audiovisual materials, course reserves, and microforms shelved in the Microforms Room. Manages access to group study rooms. Obtains, through loan and document delivery, material not owned by the Library at the request of faculty, students, and staff. Plans, establishes, and maintains resource sharing and document delivery services and agreements with local, regional, national, and international networks, consortia, and partners. Provides access to the Library's collections for unaffiliated researchers.

Asia Collection – Org Code: MAAILB

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

Hawaiian and Pacific Collections – Org Code: MASPLB

The Hawaiian and Pacific Collections Department provides the University and the State with what are widely recognized as the world's largest research collections relating to Hawai'i and the Pacific (defined here as the cultural regions of Micronesia, Melanesia and Polynesia). The Department is responsible for specialized collection development and management activities in support of the Hawaiian Collection and the Pacific Collection. The Collections each maintain a comprehensive collection policy with regard to published materials. They also each engage in ongoing selective collection development and management activities for materials in archival,

PROPOSED

manuscript, and photographic formats, and apply specialized knowledge related to the creation, arrangement, access, and use of these materials. Collectively, these Collections support the University's teaching and research emphases on Hawaiian and Pacific Islands Studies; and promote an understanding and appreciation of the rich indigenous and multi-cultural heritage in Hawai'i and the Pacific. The Department provides in-depth reference and bibliographic assistance, as well as collections-specific information literacy instruction. Because much of the material collected is rare, unique, or otherwise extraordinary, these Collections require special, often unique policies and procedures for acquisition, processing, storage, and patron use of materials. Materials are kept in closed stacks with specialized procedures and facilities for patron access and use.

University Archives and Manuscript Collections – Org Code: MAUMLB

The University Archives and Manuscript Collections incorporates four discrete collections: the University Archives, the Hawai'i Congressional Papers Collection, the Jean Charlot Collection, and the Manuscript Collections. Each of these four collections includes multiple collections of archival records, photographs, and similar unpublished materials. Together they document various aspects of the people, politics, arts, and culture of the Territory, and later State, of Hawai'i, particularly in relation to the United States and other nations bounding the Pacific Ocean. The primary goals of the unit are to acquire, organize, and preserve materials for these collections while providing access, supporting research, teaching, and public awareness, and promoting an understanding and appreciation of Hawai'i's rich multi-cultural heritage. The Department provides in-depth reference and bibliographic assistance, as well as collection-specific information literacy instruction. It applies specialized knowledge and services related to the creation, arrangement, access, and use of unpublished collections of material (including but not limited to archival and manuscript collections, photographic collections, artworks, and architectural drawings). Because much of the material collected is unique or otherwise extraordinary, these collections require policies and procedures for acquisition, processing, storage, and patron use that differ considerably from the standards in place for circulating library materials.

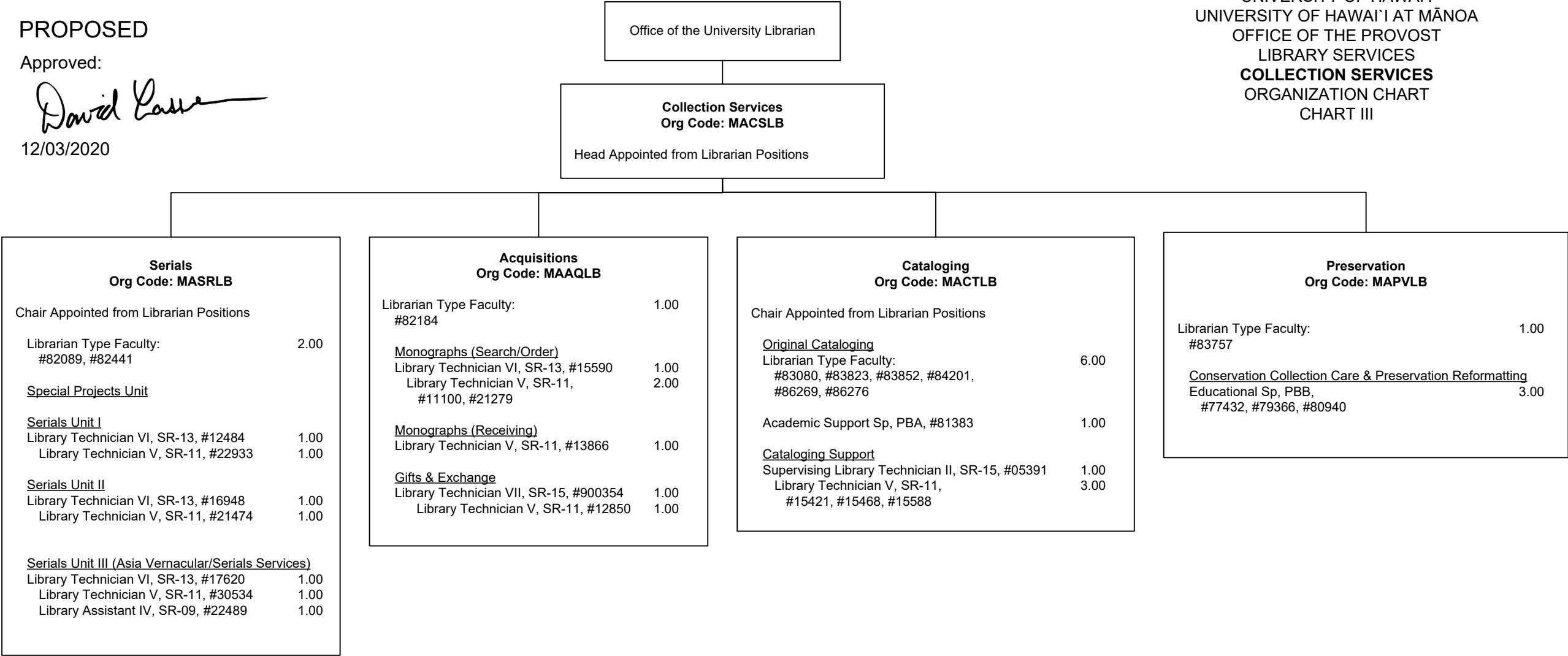
PROPOSED

Approved:

David Lauer


12/03/2020

STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
COLLECTION SERVICES
ORGANIZATION CHART
CHART III



PROPOSED

Approved:



12/03/2020

STATE OF HAWAII
UNIVERSITY OF HAWAII
UNIVERSITY OF HAWAII AT MĀNOA
OFFICE OF THE PROVOST
LIBRARY SERVICES
COLLECTION SERVICES

COLLECTION SERVICES – Org Code: MACSLB

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

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

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

COLLECTION SERVICES DEPARTMENTS:

Serials – Org Code: MASRLB

Provides centralized services related to acquiring serial materials in all languages and formats and adding them to the library collection. Orders, receives, processes and copy catalogs new serial titles. Renews subscriptions and monitors performance of contractual vendors who handle the majority of subscriptions and standing orders. Records receipt of issues, maintains master records for serial holdings and requests missing issues of serials. Authorizes payment of invoices for serial materials received and integrates materials into the interdepartmental processing work flow. Assembles unbound serials for shipment to a commercial binder. It enters journal table of contents information into the Hawaii/Pacific UnCover database. The Serials Department is divided into four teams, described below:

Special Projects Unit

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

Serials Units I and II

These teams order, renew, receive process, pay for and perform copy cataloging on library serial materials. These two teams search, verify, order and renew serial titles requested by the library, corresponding with vendors as needed. Team members specialize by covering titles in different sections of the alphabet. They maintain online

PROPOSED

and/or manual records for all transactions. They verify and record receipt of serials, process invoices for payment, monitor vendor performance, and request missing issues. They transfer or withdraw serial titles. They search national databases for bibliographic information for new serial titles and copy catalog them.

Serials Unit III: Asia Vernacular/Serials Services

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

Acquisitions – Org Code: MAAQLB

Provides centralized services related to the ordering and receipt of library materials, in print and non-print formats (e.g. books, audiovisual materials, scores, maps, microforms, etc.) in all languages, to be added to the Library collections through purchase, gift, or exchange. Materials acquired are primarily monographic (single issue) in nature, but may include selected serial publications.

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

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

Monographs (Search/Order)

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

PROPOSED

Monographs (Receiving)

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

Gifts & Exchange

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

Cataloging – Org Code: MACTLB

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

Original Cataloging

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

Cataloging Support

Creates original preliminary descriptive bibliographic records in Western languages and formats for incoming monographs which lack cataloging copy. Searches for and processes matching cataloging copy from online bibliographic utilities or other appropriate reference sources. Adapts and creates suitable online records from bibliographic utilities for variant library materials. Provides quality control of bibliographic information and established authorized headings, including the timely recording of additions, deletions and corrections of online records. Provides complete holdings information for all monographic works, including the creation, deletion and editing of item records for new, transferred or withdrawn materials.

Preservation – Org Code: MAPVLB

Coordinates library-wide preservation efforts and develops and implements program for long term preservation of the library's 3 million volume collection of which 20% is in need of preservation treatment or restoration. Works with public service and processing departments to

PROPOSED

develop library-wide effort for preservation, disaster preparedness and other programs to enhance preservation of library material. Monitors environmental conditions affecting collections in Hamilton and Sinclair Library. Recommends action steps to prevent or minimize environmental damage to the library's material collections. Develops and administers grant funded preservation projects.

Conservation Collection Care & Preservation Reformatting

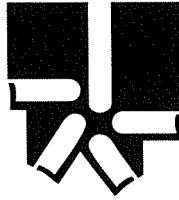
Conservation Treatment: Performs a variety of conservation treatments on library material that is too fragile or not suitable to be sent to commercial bindery, including: hinge tightening, paper repair, custom crafted cases, protective covers, encapsulation of rare documents and custom rebinding.

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

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

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

**Library Services
Reorganization Proposal
LETTERS & RESPONSES**



June 10, 2020

Clem Guthro
University Librarian
Office of the University Librarian
University of Hawaii at Manoa
2250 McCarthy Mall
Honolulu, HI 96822

RE: Proposed Reorganization of Library Services at the University of Hawaii at Manoa (UHM), dated May 4, 2020.

Pursuant to Article XVII, Representation Rights, paragraphs I. and J., and §89-9(c), HRS, the University of Hawaii Professional Assembly (UHPA), has reviewed and analyzed the above-cited proposal. The UHPA seeks to confirm and memorialize the following commitments and understandings that were reached during the consultation process over this proposed reorganization that impact positions represented by UHPA as follows:

- 1) The vacant Librarian Type Faculty, Pos. No. 83015, currently reflected in the organizational chart in the Collection and Reference Section, Sinclair Library, will be redescribed to a Music and Arts Librarian in which the position will be eventually filled as a BU-07 position and not be swept or taken away.
- 2) The vacant Director & Research Type Faculty, Pos. No. 83722, currently reflected in the organizational chart in the Industrial Relations Center, will be redescribed to a Faculty type Librarian position in which the position will be eventually filled as a BU-07 position and not be swept or taken away.
- 3) The Library Technician V, SR-11, Pos. No. 18020, in Access Services, will be retained as a condition of this reorganization and not be swept or taken away since it is vacant at this time and not actively being recruited.
- 4) The Supervising Library Technician II, SR-15, Pos. No. 9000691, in Access Services, will be retained as a condition of this reorganization and not be swept or taken away since it is vacant at this time and not actively being recruited.
- 5) The temporary position of Library Assistant IV, SR-09, Pos. No. 110475, is retained and not subject to abolishment or taken away until a permanent Library Assistant IV position is established through the redescribing of the Supervising Library Technician II, SR-15, Pos. No. 900691 and filled on a permanent basis.

UNIVERSITY OF HAWAII PROFESSIONAL ASSEMBLY

Clem Guthro
June 10, 2020



Page 2

- 6) The Reading Room which currently houses the Jean Charlot Collection (located on the 5th floor of the Hamilton Library right across the Hawaiian Pacific Collections) will continue to be exclusively used for the Jean Charlot Collection under the Art Archivist Librarian's direction.

The UHPA is continuing to review and analyze the proposed reorganization and will advise the Employer by the Monday, June 29, 2020 deadline if there are any further comments, questions, or concerns identified. Until then, we look forward to your written response over the above-cited questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dwight Takeno'.

Dwight Takeno
Associate Executive Director

- c: Vicky Lebbin, Interim Associate University Librarian
Sheila Kanemaru, Executive Assistant, Office of the VC for Administration, Finance and Operations



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MĀNOA

University Library
Office of the University Librarian

June 23, 2020

Dwight Takeno
Associate Executive Director
University of Hawaii Professional Assembly
1017 Palm Drive
Honolulu, Hawaii 96814

Dear Mr. Takeno:

We received your letter dated June 10, 2020 regarding the proposed reorganization of Library Services at the University of Hawai'i at Mānoa (UHM) and offer our responses below.

The UHPA seeks to confirm and memorialize the following commitments and understandings that were reached during the consultation process over this proposed reorganization that impact positions represented by UHPA as follows:

- 1) The vacant Librarian Type Faculty, Pos. No. 83015, currently reflected in the organizational chart in the Collection and Reference Section, Sinclair Library, will be redescribed to a Music and Arts Librarian in which the position will be eventually filled as a BU-07 position and not be swept or taken away.**
- 2) The vacant Director & Research Type Faculty, Pos. No. 83722, currently reflected in the organizational chart in the Industrial Relations Center, will be redescribed to a Faculty type Librarian position in which the position will be eventually filled as a BU-07 position and not be swept or taken away.**
- 3) The Library Technician V, SR-11, Pos. No. 18020, in Access Services, will be retained as a condition of this reorganization and not be swept or taken away since it is vacant at this time and not actively being recruited.**
- 4) The Supervising Library Technician II, SR-15, Pos. No. 9000691, in Access Services, will be retained as a condition of this reorganization and not be swept or taken away since it is vacant at this time and not actively being recruited.**
- 5) The temporary position of Library Assistant IV, SR-09, Pos. No. 110475, is retained and not subject to abolishment or taken away until a permanent Library Assistant IV position is established through the redescribing of the Supervising Library Technician II, SR-15, Pos. No. 900691 and filled on a permanent basis.**

2550 McCarthy Mall
Honolulu, HI 96822
Telephone: (808) 956-7205
Fax: (808) 956-5968

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With regard to positions #83015, #83722, #18020, #900691 and #110475 listed above, Library Services intends to re-describe and fill vacant positions as provided in the reorganization proposal, subject to availability of position counts and funds as appropriated by the Legislature, and in accordance with budgetary priorities, processes and guidelines.

- 6) The Reading Room which currently houses the Jean Charlot Collection (located on the 5th floor of the Hamilton Library right across the Hawaiian Pacific Collections) will continue to be exclusively used for the Jean Charlot Collection under the Art Archivist Librarian's direction.**

Library Administration has no plans to relocate the Jean Charlot Collection from its current location in Hamilton Library.

Sincerely,

A handwritten signature in cursive script that reads "Clem Guthro".

Clem Guthro
University Librarian

- c: Vicky Lebbin, Interim Associate University Librarian
Sheila Kanemaru, Executive Assistant, Office of VC for Administration, Finance and Operations



888 Mililani Street, Suite 401
Honolulu, Hawaii 96813-2991

Telephone: 808.543.0000

www.hgea.org

June 30, 2020

Mr. Clem Guthro, University Librarian
Office of the Librarian
University of Hawaii at Manoa
2550 McCarthy Mall
Honolulu, Hawaii 96822

Dear Mr. Guthro:

Subject: Consultation – Proposed Reorganization of Library Services at the University of Hawaii at Manoa

This is in response to your letter dated May 4, 2020 regarding the proposed reorganization of Library Services. Thank you for the additional time to respond. We have reviewed the information provided and have the following questions.

1. According to the proposal, there will be revisions to numerous positions as a result of the *'integration of Sinclair Library and reconfiguration of Access Services'* and the *'Dissolution of the Industrial Relations Center'*. It is our understanding that these redescrptions will take place after the reorganization has been approved. We'd like to request copies of the current position descriptions for the affected positions and copies of the revised positions descriptions after the revision process has been completed.
2. Although it is mentioned that *'None of the proposed changes require significant time or effort to implement'*, please provide the anticipated timeline for the implementation of this reorganization after it is approved.
3. Please clarify what the impact of this reorganization will be on employees in special funded or temporary positions that will no longer be needed. Will these employees be retained in their positions until the new permanent positions are filled?

We look forward to your written response and appreciate the opportunity to provide feedback. Please contact me at 543-0070 or schun@hgea.org if there are any questions.

Sincerely,

Sanford Chun
Executive Assistant



UNIVERSITY
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University Library
Office of the University Librarian

July 9, 2020

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

Dear Mr. Perreira:

We received your letter dated June 30, 2020 regarding the proposed reorganization of Library Services at the University of Hawai'i at Mānoa (UHM) and offer our responses below.

1) According to the proposal, there will be revisions to numerous positions as a result of the 'integration of Sinclair Library and reconfiguration of Access Services' and the 'Dissolution of the Industrial Relations Center'. It is our understanding that these redescrptions will take place after the reorganization has been approved. We'd like to request copies of the current position descriptions for the affected positions and copies of the revised positions descriptions after the revision process has been completed

An electronic file will be sent to HGEA with current positions descriptions for affected HGEA positions (listed below). Following approval of the reorganization and completion of the redescription process, an electronic file with revised positions descriptions will be sent to HGEA.

Secretary III #14055
Research Support #78133
Account Clerk IV #15465
Supervising Library Tech II #900691
Library Technician V #06955
Library Technician V #900701
Library Assistant IV #12847
Library Assistant IV #35166
Library Assistant IV #900355
Library Technician V #30527
Library Assistant IV #06954
Library Assistant IV #13865
Library Assistant IV #900648
Media Specialist #80989

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Telephone: (808) 956-7205
Fax: (808) 956-5968

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Media Specialist #78954
Educational Specialist #78385
Educational Specialist #78566
Supervising Library Technician I #15471
Library Technician V #18020

2) Although it is mentioned that ‘None of the proposed changes require significant time or effort to implement’, please provide the anticipated timeline for the implementation of this reorganization after it is approved.

The work required after implementation of the reorganization includes re-describing positions and filling vacant position. The Library will do this as quickly as possible, subject to availability of position counts and funds as appropriated by the Legislature, and in accordance with budgetary priorities, processes and guidelines.

3) Please clarify what the impact of this reorganization will be on employees in special funded or temporary positions that will no longer be needed. Will these employees be retained in their positions until the new permanent positions are filled?

The Library intends to retain special funded and temporary positions connected to the reorganization, subject to funds appropriated by the Legislature, until new permanent positions are filled.

Sincerely,



Clem Guthro
University Librarian

c: Vicky Lebbin, Interim Associate University Librarian
Sheila Kanemaru, Executive Assistant, Office of VC for Administration, Finance and Operations

From: [UHM Staff Senate | Chair](#)
To: [Sheila Kanemaru](#)
Cc: [Jaret Leong](#); [Clem Guthro](#); [Vickery Lebbin](#)
Subject: Re: Proposed Reorganization: Library Services
Date: Thursday, June 25, 2020 2:49:48 AM

Hi Sheila. We discuss this in length in our Executive Board meeting. We also discuss this with the full senate. Plus, we did reach out to staff members in the identified location.

For this reorganization, we decided not to submit comments.

Mahalo,
Jaret

--



On Tue, Jun 23, 2020 at 11:19 AM Sheila Kanemaru <sheilak3@hawaii.edu> wrote:

Aloha Chair Leong,

Following up on my email sent on May 4, 2020 for consultation with Manoa Staff Senate on the proposed Library Services reorganization. Your comments on the proposal would be appreciated by Monday, June 29, 2020.

As a reminder, we have loaded the proposal and documents on the UHM website at:
http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

Should there be any questions, you can reach Ms. Lebbin at 956-2527 and vickery@hawaii.edu.
Mahalo for your support and assistance with this reorganization proposal.

Thank you,

~Sheila

From: Sheila Kanemaru <sheilak3@hawaii.edu>
Sent: Monday, May 4, 2020 3:17 PM
To: Jaret Leong <jaretl@hawaii.edu>
Cc: Michael Bruno <mbruno2@hawaii.edu>; 'Clem Guthro' <guthroc@hawaii.edu>;

'Vickery Lebbin' <vickery@hawaii.edu>; 'UHM Staff Senate | Chair'
<msschair@hawaii.edu>

Subject: Proposed Reorganization: Library Services

Dear Chair Leong:

The University of Hawai'i is proposing a reorganization of Library Services at the University of Hawai'i at Manoa (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

Your comments on the proposal would be appreciated by Monday, June 29, 2020. If additional time is needed, please contact Vicki Lebbin 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, you can reach Ms. Lebbin at 956-2527 and vickery@hawaii.edu. Mahalo for your support and assistance with this reorganization proposal.

Sheila Kanemaru
Executive Assistant
Office of the Vice Chancellor for Administration, Finance and Operations
University of Hawaii at Manoa
Phone: [\(808\) 956-0290](tel:(808)956-0290)
Email: sheilak3@hawaii.edu

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From: [GSO President](#)
To: [Clem Guthro](#)
Cc: [Sheila Kanemaru](#); [Vickery Lebbin](#)
Subject: Re: FW: Proposed Reorganization: Library Services
Date: Monday, August 3, 2020 9:09:34 PM

Ok, thank you!

On Mon, Aug 3, 2020 at 3:40 PM Clem Guthro <guthroc@hawaii.edu> wrote:

Maura

Sorry for the delay in response. Yes the hiring freeze delays filling positions.

Clem

On Fri, Jul 10, 2020 at 9:30 AM GSO President <gsopres@hawaii.edu> wrote:

Hi Clem,

Thanks, but I'm not sure if that answers my question. Will the filling of these vacant positions be affected/delayed by the hiring freeze?

Best,

Maura

On Tue, Jul 7, 2020 at 9:38 AM Clem Guthro <guthroc@hawaii.edu> wrote:

Aloha Maura

Thank you for your response. Library Services intends to re-describe and fill vacant positions as provided in the reorganization proposal, subject to availability of position counts and funds as appropriated by the Legislature, and in accordance with budgetary priorities, processes and guidelines.

Best

Clem

On Mon, Jul 6, 2020 at 5:29 PM GSO President <gsopres@hawaii.edu> wrote:

Hi Sheila,

GSO did not have any comments on the reorg proposal for Library Services - just one question: how does the current hiring freeze impact your planned reorg?

Best,

Maura

On Mon, Jul 6, 2020 at 2:25 PM Sheila Kanemaru <sheilak3@hawaii.edu> wrote:

H-i Maura,

Hope you had an enjoyable holiday weekend! Thought I would check in with you re: Library Services reorg. Kindly requesting GSO comments/feedback, as applicable.

Please contact Vicky Lebbin with any questions at 956-2527 or email vickery@hawaii.edu.

Thank you,

~Sheila

From: GSO President <gsopres@hawaii.edu>

Sent: Wednesday, June 24, 2020 12:10 PM

To: Sheila Kanemaru <sheilak3@hawaii.edu>

Cc: Clem Guthro <guthroc@hawaii.edu>; Vickery Lebbin <vickery@hawaii.edu>; Daniel Flores <dflores2@hawaii.edu>; Maura Stephens-Chu <maura4@hawaii.edu>

Subject: Re: FW: Proposed Reorganization: Library Services

Aloha Sheila,

Thank you for the reminder. I've looked over the proposal, and I'll make sure we submit our comments by Monday!

Cheers,

Maura

On Tue, Jun 23, 2020 at 11:28 AM Sheila Kanemaru <sheilak3@hawaii.edu> wrote:

Aloha GSO President Stephens-Chu,

Following up on my email sent to Daniel Flores on May 4, 2020 for consultation with GSO on the proposed Library Services reorganization. Your comments on the proposal

would be appreciated by Monday, June 29, 2020. As a reminder, we have loaded the proposal and documents onto the UHM website at:

http://www.manoa.hawaii.edu/ovcafo/neworg_charts/index.html.

Should there be any questions, you can reach Ms. Lebbin at 956-2527 and vickery@hawaii.edu. Mahalo for your support and assistance with this reorganization proposal.

Thank you,

~Sheila

From: Sheila Kanemaru <sheilak3@hawaii.edu>

Sent: Monday, May 4, 2020 3:00 PM

To: Daniel Flores <dflores2@hawaii.edu>

Cc: Michael Bruno <mbruno2@hawaii.edu>; 'Clem Guthro' <guthroc@hawaii.edu>; 'Vickery Lebbin' <vickery@hawaii.edu>

Subject: Proposed Reorganization: Library Services

Dear GSO President Flores:

The University of Hawai'i is proposing a reorganization of Library Services at the University of Hawai'i at Manoa (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

Your comments on the proposal would be appreciated by Monday, June 29, 2020. If additional time is needed, please contact Vicky Lebbin 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, you can reach Ms. Lebbin at 956-2527 and vickery@hawaii.edu. Mahalo for your support and assistance with this reorganization proposal.

Sheila Kanemaru
Executive Assistant
Office of the Vice Chancellor for Administration, Finance and Operations
University of Hawaii at Manoa
Phone: [\(808\) 956-0290](tel:(808)956-0290)
Email: sheilak3@hawaii.edu

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--

Maura Stephens-Chu
President of the Graduate Student Organization
University of Hawai'i at Manoa
gsopres@hawaii.edu
Pronouns: She/her/hers

--

Maura Stephens-Chu
President of the Graduate Student Organization
University of Hawai'i at Manoa
gsopres@hawaii.edu
Pronouns: She/her/hers

--

Dr. Clem Guthro, MA, MLS, EdD
University Librarian
University of Hawai'i at Manoa
guthroc@hawaii.edu
Pronouns: He, him, his
Website: https://works.bepress.com/clem_guthro/
Professional blog: <https://lrlacw.blogspot.com/>
ORCID: <https://orcid.org/0000-0002-6387-5424>

--

Maura Stephens-Chu
President of the Graduate Student Organization
University of Hawai'i at Manoa
gsopres@hawaii.edu
Pronouns: She/her/hers

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Dr. Clem Guthro, MA, MLS, EdD
University Librarian
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guthroc@hawaii.edu
Pronouns: He, him, his
Website: https://works.bepress.com/clem_guthro/
Professional blog: <https://Irlacw.blogspot.com/>
ORCID: <https://orcid.org/0000-0002-6387-5424>

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Maura Stephens-Chu
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Presented to the Mānoa Faculty Senate by the Committee on Administration and Budget (CAB) for a vote of the full Senate on November 18, 2020, a resolution to endorse with reservations the reorganization of Library Services. Approved unanimously by the Mānoa Faculty Senate on November 18, 2020.

RESOLUTION TO ENDORSE WITH RESERVATIONS
THE REORGANIZATION OF LIBRARY SERVICES

WHEREAS, Executive Policy A3.101 calls for the Mānoa Faculty Senate (MFS) to review any proposed reorganization; and,

WHEREAS, the Mānoa Faculty Senate has delegated to the Committee on Administration and Budget (CAB) the duty to review reorganization proposals and based on a Reorganization Proposal Consultation Review Checklist, to present their recommendations to the Mānoa Faculty Senate Executive Committee; and,

WHEREAS, the University Library is an essential component in the research function of the University; and,

WHEREAS, the University Librarian submitted a Reorganization Proposal for Library Services, dated March 23, 2020; and,

WHEREAS, under the proposal, the following significant changes were to be made to address physical space changes, responsibilities for distinct collections, to reflect current responsibilities, and to reform operational practices:

- Consolidate Sinclair Library functions and staff with Hamilton Library.
- Revise lines of authority and responsibility in Access Services to improve coordination and enable collective participation in department functions.
- Disseminate responsibility for special material (archives, manuscripts and rare books) and integrate the Art Archivist librarian with accompanying responsibilities.
- Remove the Industrial Relations Center and Library Project Development and Grants Office given the dissolution of these units.
- Modify the Planning unit in the Office of the Associate University Librarian for Planning, Administration, and Personnel to accurately reflect its function and staffing needs.

; and,

WHEREAS, the appropriate unions (UHPA and HGEA) were engaged in consultation; and,

WHEREAS, the Library Faculty Senate supports this reorganization; and,



WHEREAS, cost savings due to integrating Sinclair Library operations into Hamilton Library have already been achieved, and the reorganization will formalize this integration; and,

WHEREAS, fringe savings will be achieved by eliminating reliance on temporary positions; and,

WHEREAS, the reorganization did not clearly delineate the changes to the organizational structure and charts relating to attrition and the ongoing reorganization, including in relation to the impacts of COVID-19; and,

WHEREAS, there is a recognition among University Library leaders that additional organization changes are necessary but require the creation of a strategic vision; and,

WHEREAS, this reorganization will place Library Services in a better position to create a strategic vision for long term success; and,

WHEREAS, the lack of position descriptions within the proposed reorganization hindered the faculty's ability to review and evaluate the proposal;

THEREFORE, BE IT RESOLVED that the Mānoa Faculty Senate Endorses with Reservations the reorganization of Library Services.

BE IT FURTHER RESOLVED that Library Services is encouraged to engage in strategic planning in relation to both Library personnel and all Library users prior to engaging in further reorganizations.

Supporting Documents:

[Reorganization Proposal for Library Services dated March 23, 2020](#)

[Updated Library Services Positions Impacted, Organizational Charts and Function Statement](#)

[Addendum dated July 29, 2020](#)

[UHPA response to UHM Librarian on Proposed Reorganization of Library Services dated June 10, 2020](#)

[UHM Librarian response to UHPA dated June 23, 2020](#)

[HGEA response to UHM Librarian Proposed Reorganization of Library Services dated June 30, 2020](#)

[University Librarian response to HGEA dated July 9, 2020](#)

[CAB Library Services Reorganization Checklist dated November 10, 2020](#)