MEMORANDUM

TO: Howard H. Karr
Chairperson, Board of Regents

VIA: M.R.C. Greenwood
President

VIA: Virginia S. Hinshaw
Chancellor, University of Hawai‘i at Mānoa

FROM: Gary K. Ostrander
Vice Chancellor for Research and Graduate Education

SUBJECT: PROPOSAL TO ABOLISH THE PACIFIC BIOSCIENCES RESEARCH CENTER (PBRC), UNIVERSITY OF HAWAI‘I AT MĀNOA

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents approve the abolishment of the Pacific Biosciences Research Center (PBRC), University of Hawai‘i at Mānoa, and the placement of PBRC’s current faculty, researchers, and support staff in other schools, colleges, departments, or research units as appropriate.

RECOMMENDED EFFECTIVE DATE:

The recommended effective date is upon Board approval.

ADDITIONAL COST:

There are no anticipated significant additional costs associated with this request. However, the costs for any faculty, researchers, and staff that will be transferred to another unit will be covered with existing PBRC or OVCRGE resources.
PURPOSE:

The purpose of this request is to initiate the abolishment of the Pacific Biosciences Research Center (PBRC) and to place faculty and support staff in other appropriate units across campus. PBRC has evolved over time from a core focus on biomedical research to a very diverse unit that includes many research foci. This diversity is a result of how positions were accumulated in PBRC, the style of prior leadership, and the geographic distribution of faculty and staff to include multiple buildings on the Mānoa campus and other off-campus locations. These broad areas of research are found in other units on campus. A unique opportunity exists, that makes both academic and fiscal sense, to abolish PBRC and to place faculty in units where a critical mass of complementary researchers are working.

BACKGROUND INFORMATION:

Pursuant to Board of Regents Policy Section 3-2: Reorganizations, the Board may establish, abolish, reorganize, reassign or rename organizational units upon recommendation of the President or as it may deem appropriate. The request to abolish the Pacific Biosciences Research Center (PBRC) is being proposed in accordance with Administrative Procedure A3.101, “University of Hawai‘i Organizational and Functional Changes.”

PBRC includes a diverse set of researchers and programs including the Center for Conservation Research and Training, Bekesey Laboratory of Neurobiology, Biotechnology, Membrane Biology, Molecular Endocrinology, Native Hawaiian Health Research, and the Kewalo Marine Laboratory. Facilities include a Biological Electron Microscope Facility (BEMF), computer network support facility, electronics shop, machine and carpentry shop, and molecular biology facility. This is a very diverse group that includes only 6.5 R FTE (7 individuals), 3.0 I FTE (5 individuals) and 2.0 S tenure/tenure track faculty members. There are approximately 14 additional individuals that are primarily funded from external funds and are in temporary positions.

One of the primary facilities of the PBRC, the Kewalo Marine Laboratory (KML) with only four (4) faculty members, has been responsible for approximately 50% of the grants awarded to PBRC over the last three years, and has also produced the most significant publications from the PBRC over the last 10 years. However, the KML is located on leased land in Kaka‘ako, and the site will not be available to the University long-term. The building is deteriorating and even with the infusion of $300,000 - $500,000 in R&M, it is not likely to last 10 years. For example, we just allocated $150,000 for the temporary repair of the roof since rainwater was entering the building. In 2006 and 2007, we explored possibilities of new KML facilities in the new Cancer Center, the John A. Burns School of Medicine, or the planned Asia Pacific Research Center under development by Kamehameha Schools. The projected costs (determined by two different developers) were in the range of $30-$32M for a facility that would house 10 faculty members, their labs, and provide adequate seawater. Given the priorities of the Mānoa campus, we do not have the resources to replace the KML at this
time. Other options have been explored, such as private funding, legislative support, and congressional and federal agency options to maintain the KML facility, but unfortunately, nothing has materialized. The closing of this facility in about three years is unrelated to the abolishment of the PBRC. However, in the interest of completeness and transparency it is described herein.

A unique opportunity exists that makes both academic and fiscal sense to abolish PBRC and to place faculty and researchers in units where critical masses of complementary researchers are working. Each faculty, researcher or administrator will be transferred to an existing school, college, department, or research unit on campus with a similar research mission. This will result in administrative efficiencies as the support staff from PBRC will be better utilized to support a greater range of projects. The major impact of the closing of PBRC will be on the reporting lines of the faculty members and staff. Instead of reporting to the PBRC Director, they will report to another Dean or Director. One perceived issue for the current faculty and researchers are the allocation of any returned overhead. Following abolishment the returned overhead will be to the new unit the faculty member resides.

There are no significant anticipated impacts to students as there are no undergraduate degrees, graduate degrees or certificate programs offered through PBRC. Since this is an administrative change focused on faculty reporting, graduate and undergraduate students who are currently supported by PBRC faculty would continue to receive fiscal and/or programmatic support. Administrative staff members, including those who work in the Computer Network Support Facility, will also report to new units depending on the final location of the faculty and researchers. The major benefit will be the more efficient use of resources and strengthening of the core research mission of the University. Instead of a diverse group of faculty reporting to a single Director, the faculty will reside in appropriate units with a critical mass of colleagues in the area of the PBRC faculty member’s research interest.

Attached for your review is the reorganization proposal detailing the rationale for the abolishment of PBRC.

**ACTION RECOMMENDED:**

It is recommended that the Board of Regents approve the abolishment of the Pacific Biosciences Research Center (PBRC), University of Hawai‘i at Mānoa, and the placement of PBRC’s current faculty, researchers, and support staff in other schools, colleges, departments, or research units as appropriate.

**Attachments**

1. PBRC Reorganization Proposal
2. PBRC Prioritization Process Submittal
3. OVCRGE Committee Recommendations
4. Chancellor Recommendations
(5) Current organization charts and functional statements
(6) Proposed organization charts and functional statements
(7) UHM Attachment 3 – Allocated and Authorized BJ/BT Positions Impacted
Reorganization Proposal: Pacific Biosciences Research Center (PBRC)
University of Hawai‘i at Manoa

1) Thorough description of the rationale for the proposed reorganization. Normally, this shall include: (a) description of the conditions or factors prompting the proposed reorganization, e.g., new program requirements, changes in the environment, new legal or policy considerations; (b) explanation of how the proposed reorganization will address these conditions or factors; (c) description of how the organization’s operation, organizational, functional and programmatic relationships will be affected, including impact on services to student, other target groups and relationships with other segments of the university; (d) improvement or other benefits what will be achieved as a result of the reorganization.

Historically, the Pacific Biosciences Research Center (PBRC) was comprised of a critical mass of faculty with a core research focus in the biomedical sciences occupying good to excellent facilities. In fact, until 2005 the PBRC was the Pacific Biomedical Research Center. Fiscal challenges, changing leadership (within and outside PBRC), and the passage of time has lead to less than optimal conditions in each of these areas. Presently, PBRC is comprised of a diverse group of faculty and programs without a core research focus occupying less than adequate facilities. The University of Hawai‘i (UH) does not have the resources to invest in stopping, or let alone, reversing this situation. However, and as detailed herein, an opportunity does exist to merge the ongoing efforts in PBRC with similar efforts at Mānoa. In doing so new synergies will be created to better meet the needs of our students, the citizens of Hawai‘i, and the scientific community.

a. Current programs in the PBRC include the Center for Conservation Research and Training, Bekesey Laboratory of Neurobiology, Biotechnology, Membrane Biology, Molecular Endocrinology, Native Hawaiian Health Research and the Kewalo Marine Laboratory (primarily Evolutionary and Development Biology). Facilities include a biological electron microscope facility, computer network support facility, machine-carpentry and electronics shops, and molecular biology facility. This is a very diverse group of faculty that includes 6.5 “R” FTE (7 individuals), 3.0 “I” FTE (5 individuals) and 2.0 “S” tenured positions. Some of these faculty have their primary appointment and a portion of their FTE outside PBRC. There are currently no tenure-track faculty members in PBRC. There are approximately 14 (this number varies) additional faculty (either “R” or “S” faculty) that are primarily funded from external funds and are in temporary positions. Some of these individuals have appointments in other units.

Over time PBRC has evolved from a core research focus (i.e. biomedical research) to a diverse collection of individual or small research group
efforts. There is no critical mass of faculty. Beyond “biology” there is no common academic/research theme uniting the PBRC faculty. This diversity is a result of how positions were accumulated in PBRC, the style of prior leadership, available resources, and the geographic distribution of faculty and staff to include multiple buildings on the Manoa campus, other locations in the Mānoa Valley, at the Kewalo Marine Laboratory (KML), and at the medical school in Kaka’ako. Significantly, the current research areas (e.g. neuroscience, developmental biology, Native Hawaiian Health, Marine Biology, etc.) in PBRC are represented in one or more other units at UH-Mānoa.

Two tenured faculty members have submitted letters of resignation/retirement for calendar year 2010. Additional retirements are anticipated in the near-term as 7 other tenured faculty eligible for retirement have between 31 and 44 years (mean 37+) of service at the University. Eventual replacement of these faculty members with their associated start-up costs, technical support, and facility costs (e.g. renovation or new space) will be very expensive.

One of the primarily facilities of the PBRC, the Kewalo Marine Laboratory (KML) with only 4 faculty members, has been responsible for approximately 50% of the grants awarded to PBRC over the last 3 years. In FY2009 the costs to operate the KML included administrative, building and grounds support salaries of $256,879 and operating expenses (utilities, maintenance, supplies) of $236,885 (per Dave Au, 2/11/10).

Parenthetically, over the last 40 plus years the KML has been home to many accomplished and productive researchers. The KML is relatively small urban facility located on leased land in Kaka’ako. The Hawai’i Community Development Authority (HCDA) has stated that the site will not be available to the UH long-term and has pushed to have UH vacate before the end of the lease. Even though there are 20 years left on the 65-year lease of this site, the building is deteriorating and even with the infusion of $300,000 - $500,000 in R&M, it is not likely to last 10 years. $150,000 was recently allocated for repairs of the roof as rainwater enters the building. According to UH Facilities (May 2010) the current cost to replace the roof, which will be needed, is about $500,000. In 2006/2007 we explored possibilities of new KML facilities in the planned Cancer Center, the medical school, or the planned Asia-Pacific Research Center under development by Kamehameha Schools. At that time the projected costs (determined by two different developers) were in the range of $30-35 million dollars (hard and soft costs) for a facility that would house 10 faculty members, their labs, and provide adequate seawater. Even with a $10-million dollar infusion of cash from UH the lease rent to UH would have been about $1 million dollars/year (triple-net not including CAM) (quote from Kip Kamoto, KUD, 10/27/06). Given the other priorities of the
Mānoa campus we do not have the resources to replace the KML and to invest in the faculty and staff that will be necessary to expand existing and create new strong, vibrant and active research programs. To date we have explored a number of private foundations, legislative, congressional and federal agency options to maintain the KML facility. Unfortunately, nothing has materialized. As was previously announced approximately two years ago, we will close this facility by July 31, 2013. Existing faculty members have been advised of opportunities to move their programs to a number of locations at UH-Mānoa to include the Hawai‘i Institute of Marine Biology (HIMB) as well as multiple locations on the main campus. Over the last 18 months KML faculty have meet with members of JABSOM, the Waikīkī Aquarium and others to discuss potential options. In terms of the impact of closing this laboratory to UH, it should be noted that HIMB (a SOEST unit) occupies extensive facilities on Coconut Island to include dormitory space, conference facilities, boat launches, piers, etc. not available at the KML. The closing of this facility in about three years is unrelated to the abolishment of the PBRC. However, in the interest of completeness and transparency it is described herein.

In terms of staff, the PBRC is relatively large unit with 66.88 FTE (Table 1) and the majority of salaries are on G-funds (Table 2). Total state funding (G + R + S) for salaries, independent of pass-through agency funding for specific projects, provided to PBRC for FY2009 was $3,475,521 (this does not include approximately $1,150,000 in fringe benefits that are also covered by the state).

<table>
<thead>
<tr>
<th>Table 1. Staff FTE (hard and soft money funded)</th>
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<tr>
<td>APT</td>
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<td>CIVIL</td>
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<td>FACULTY (hard and soft money funded)</td>
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<tr>
<th>Table 2. Source of Funds for PBRC Salaries (FY-09)*</th>
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<td>Type</td>
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<td>-----------</td>
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<tr>
<td>A – Agency</td>
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<td>F – Federal</td>
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<tr>
<td>G – State</td>
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<tr>
<td>P – Private</td>
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<tr>
<td>R – RTRF</td>
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<td>S – Tuition</td>
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* Per Dave Au, February 2010
The average amount of extramural dollars generated by the PBRC faculty each year over the past three years is about $2.44 million of which $1.62 million was for research (Table 3). Sixteen of the 21.38 FTE generated at least one extramural award in the last three years and 5 faculty members accounted for over 70% of the total funds awarded.

<table>
<thead>
<tr>
<th></th>
<th>FY-07</th>
<th>FY-08</th>
<th>FY-09</th>
<th>Mean</th>
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<tbody>
<tr>
<td>Research</td>
<td>1,220,349</td>
<td>2,335,741</td>
<td>1,313,465</td>
<td>1,623,185</td>
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<tr>
<td>Non-Research</td>
<td>835,098</td>
<td>260,676</td>
<td>1,351,962</td>
<td>815,912</td>
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<tr>
<td>Total</td>
<td>2,055,447</td>
<td>2,596,417</td>
<td>2,665,427</td>
<td>2,439,097</td>
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</table>

* Awards to PBRC Faculty. This does not include awards managed by the PBRC grants office for PI’s in other units (e.g. IGERT).
* Date obtained from ORS summaries on their webpage as of 02/03/10 (www.ors.hawaii.edu/)

PBRC has evolved, over time, from a core focus on biomedical research to a very diverse unit that includes many research foci. These broad areas of research are found in other units on campus. Current faculty vacancies in PBRC (~6) and anticipated retirements in the next few years suggest significant funds (salary, start-up, renovation) are necessary. This is made much more challenging given our current fiscal situation. We simply do not have the necessary resources to invest. Nonetheless, a unique opportunity exists, that makes both academic and fiscal sense, to reorganize PBRC to place faculty in to units where a critical mass of complementary researchers are working.

b. Faculty:

Each sub-unit and/or faculty member will be transferred to an existing Mānoa unit with a similar research mission. This will result in administrative efficiencies as the support staff from PBRC will be better utilized to support a greater range of people/projects. Academically, it is anticipated that new synergisms will be created between the former PBRC faculty and the faculty in their new units leading to increased overall productivity.

The major impact of the re-organizing PBRC will be on the reporting lines of the faculty members and staff. Instead of reporting to the PBRC Director (position will be eliminated) they will report to the appropriate Dean or Director in their new unit. There are currently no plans to move faculty from existing laboratories as a result of this reorganization. Though, it is expected that opportunities for co-location of former PBRC faculty with members of their new department may arise.
Return of RTRF from grants will follow the formula for the unit the faculty member ultimately resides.

There are no significant anticipated impacts to students as there are no undergraduate degrees, graduate degrees, or certificate programs offered through PBRC. Since this is an administrative change focused on faculty reporting lines--graduate and undergraduate students who are currently supported by PBRC faculty would continue to receive fiscal and/or programmatic support.

**Administrative Staff Members:**

Computer Network Support Facility (CNSF): It was originally proposed that ultimate assignment of IT staff will be dependant on the distribution of the PBRC faculty and continued extramural funding. As Dr. Jones notes in is April 5th memo to Chancellor Hinshaw: “The RCMI Program is an initiative of the National Center for Research Resources (NCRR) at the National Institutes for Health (NIH). Funding for the CNSF during its eighteen years of existence has come primarily from the RCMI Program. In partnership with the federal support, PBRC contributes an administrative home, fiscal office support, space and partial salary for the Facility director (currently 75%).” The temporary positions for all members of the CNSF are indicative of the soft-money support of this program. We are awaiting an announcement from the NCRR to re-compete for this program. NCRR officials informed us during a site-visit last month (04/08/10) that the anticipated announcement for recompetition has been delayed and it is not clear when it will move forward. Moreover, it is not unreasonable to expect that after nearly 30 years of RCMI funding that at some point UH will be expected to “graduate” and funding from this program will no longer be an option. This issue was raised relative to another NCRR program at UH-Mānoa (INBRE) by the site-visit team. Finally, the new PI of the RCMI effort (a JABSOM faculty member) will be conducting a needs assessment based on announced potential NCRR funding levels and program priorities. Continued funding of the CNSF at current levels is not guaranteed.

Dr. Jones also includes in his letter a selected list of research groups that the CNSF has provided service. He states:

“**Clients**

This selected list of research groups to which we have provided services over the past year: **PBRC** (all administrators, researchers, students and staff), **PBRC Core Facilities** (Biological Electron Microscope Facility, Greenwood Molecular Biology Facility, Electronics Shop, Carpentry and Machine Shop), **PBRC Research Training Programs** (MBRS, MARC, PRIDE, URM, NSF-ATE), **Department of Cell and Molecular Biology**
The majority of these programs are biomedically oriented and involve JABSOM faculty. To this end a tentative assignment of the CNSF positions (86166T,77148T,78455T) is made to JABSOM.

Depending on the final location of the faculty (included with this document are proposed assignments) there may be a reassignment of the work location of some staff members. This may sound unnecessarily vague. That is not the intention. As noted by the SEC during an earlier review of documents related to this reorganization, “…It concerns us greatly that we are getting independent communication from both the OVCR&GE and the PBRC Executive Committee. As an example we have been told by Dr. Ostrander that each PBRC faculty member has been asked to identify a proposed homebase for their position so as to best accommodate the needs of the faculty member. On the other hand, we have heard form PBRC members that they did not respond to Dr. Ostrander’s request as supplying the information may imply that they agree to the reorganization”. Therefore, it is anticipated that alternative suggestions for assignments of some faculty and staff may come forward in this reorganization process.

The facilities support of the Kewalo Marine Laboratory includes position #0080753 which will report to the OVCRGE following abolishment of the PBRC and prior to closing of the Kewalo Facility.

The Biological Electron Microscopy Facility and the Greenwood Molecular Biology Facility will report to the Office of the Vice Chancellor for Research and Graduate Education. The management of the Electronics, Machine and Carpentry Shops will be merged with the Chemistry shops on campus as has been previously proposed in the Mānoa Prioritization Process. The impact to the final classification and banding levels of each administrative staff position will be determined by the final assignment of duties and responsibilities.

c. PBRC is made up of a variety of small, independent, faculty-driven programs. Most programs involved only 1 or 2 permanent faculty members and as such they will be easily integrated into other units. This reorganization does not involve the elimination of any currently filled faculty or staff positions. There are no expected impacts to services to students as the PBRC is not responsible for any degree or certificate programs and PBRC faculty and staff do not have required teaching
assignments. It is anticipated that this reorganization will not significantly impact most members of the university community outside the PBRC. Current PBRC faculty members and staff will experience a different reporting line and there will be opportunities for new collaborations within their new unit. It is expected that these units will be able to better meet the needs of their constituencies. Additional details of proposed functional and programmatic relationships are included in the appendices below.

d. The major benefit will be the more efficient use of resources and strengthening or the core research mission of the University. Instead of a diverse faculty reporting to a single Director, the faculty will reside in appropriate units with a critical mass of colleagues in the area of the PBRC faculty member’s research interest. Future hires will not only complement the interests of PBRC faculty, they will align with the established core research mission of the respective units. Likewise, staff members will be integrated into existing units, with parallel missions, and will be able to meet the needs of a broader constituency.

2) Complete description of the resource requirements or savings associated with the reorganization, including funding, positions, space, equipment and other resources.

No significant resource requirements are anticipated to complete this reorganization.

The original intent of this proposal was that currently vacant faculty positions, staff positions and anticipated near-term retirements in PBRC would be distributed to the units that the PBRC faculty relocate. This would further build critical mass in areas of interest to the former PBRC faculty members and their new units as well as result in additional economies. For example, both Zoology and PBRC have historically had multiple faculty members working in the area of evolutionary and developmental biology (Evo-Devo). If the current Evo-Devo faculty members in PBRC were to move to Zoology the hiring of a single faculty member in Evo-Devo (in Zoology) could meet the immediate needs of both the current PBRC faculty and the Zoology faculty. This would “free up” a current vacancy in PBRC or Zoology for another hire in the same or an alternative area at the department, school, or university level. However, the uncertainty of the Mānoa budget situation makes this approach less definitive as the savings may be passed on to the overall Mānoa budget. A similar scenario is applicable to the staff positions. Additional savings will be realized with the elimination of the position of Director. This will yield savings of $150 – $200K based on salaries for comparable positions as well as negotiations with prior candidates for the position.
There are no anticipated significant changes in net space utilization as there are no plans to move faculty as a result of this reorganization. Likewise, anticipated retirements in the next few years will free up space. However, it is expected that the replacement faculty for these positions may have similar space needs. As discussed above, most staff can/will stay in their current location. Though, it is anticipated that some staff could move to new locations in the future.

It is not anticipated that this reorganization will significantly impact equipment or other resources. One potential minor impact would occur if shop facilities were merged to a different location on campus. If this were to occur, given the current distribution of PBRC faculty across Mānoa, this would be a minimal impact (i.e. some would be closer and others would be further from the facility).

3) Explanation of the source of resources needed to implement the reorganization.

No significant resources will be needed to complete the reorganization. In the event that any faculty or staff member moves to a different location the cost can be covered with existing resources in PBRC, funds from the Office of the Vice Chancellor for Research and Graduate Education, or the receiving unit as appropriate.

4) Discussion of the programmatic impacts of the proposed reorganization on the University.

As the PBRC is primarily comprised of individual faculty running specialized research programs, the reorganization will have little programmatic impact for other UH programs. The core facilities (Biological Electron Microscopy Facility and the Greenwood Molecular Biology Facility), will remain intact in their current space and report to the Office of the Vice Chancellor for Research and Graduate Education. Since the majority of the individuals served by these cores are outside PBRC it makes sense to have them administratively centralized.

Summary

Historically, the PBRC has been a dynamic organization responding to opportunities and challenges as they arose. Notwithstanding, over the last decade or longer factors outside the immediate control of the current members of the PBRC have served to significantly impact the PBRC. There has not been planning or resources identified/secured to replace aging facilities. Faculty hiring has not kept pace with retirements and other faculty departures. There has not been stable long-term leadership and university priorities have changed. The result of these and other contributing factors has resulted in a PBRC that is very different organization than
originally envisioned. While most would probably agree that a return to a critical mass of researchers, adequate facilities, and increased resources would be highly desirable—the University of Hawai‘i does not have the funds to invest given a declining budget, increased enrollments and other high priority needs. Nonetheless, a unique moment is at hand to consolidate the PBRC research with comparable ongoing efforts at UH-Manoa. To do so will allow for creative new strategies for conducting high quality science and in doing so meet the needs of our many stakeholders.
Pacific Biosciences Research Center
Prioritization Submittal
Step 3: Second Level Unit Review and Ranking (Deans/Directors/Department Heads)

Using the program review results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a word doc or pdf file by March 15, 2009. Please ensure the e-mail subject heading reflects the Department/School/College name followed by “Second Level Review.” For example: SOEST – Second Level Review.

Department/School/College: _Pacific Biosciences Research Center (PBRC)_

The department would fall under which of the following Vice Chancellor’s offices?

- [ ] Academic Affairs
- [X] Research and Graduate Education
- [ ] Student Services
- [ ] Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

Dave K.F. Au, Administrative Officer, PBRC
Healani K. Chang, Associate Specialist, PBRC
Patricia A. Couvillon, Associate Professor, PBRC and Psychology and Shops Supervisor, PBRC
Marilyn F. Dunlap, Specialist, Interim Associate Director and Manager, Biological EM Facility, PBRC
Kenneth Y. Kaneshiro, Researcher and Program Director, Center for Conservation Research and Training, PBRC
Mark Q. Martindale, Researcher and Program Director, Kewalo Marine Laboratory, PBRC
Frances Okimoto, Secretary to the Director, PBRC
Gary K. Ostrander, Vice Chancellor for Research and Graduate Education and Interim Director, PBRC

Unable to attend were:

Gillian D. Bryant-Greenwood, Professor of Cell and Molecular Biology, JABSOM and Program Director, Molecular Biology, PBRC
Daniel K. Hartline, Researcher and Program Director, Bekesy Laboratory of Neurobiology, PBRC
Administrative Unit (e.g. College) Prioritization Summary

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms and Optional Guides in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials, to ovcafo@hawaii.edu for posting on the Prioritization Process webpage by March 15th for the next level of review to take place.

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<thead>
<tr>
<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/Restructure/Merge/Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
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<tr>
<td></td>
<td>Bekesy Laboratory of Neurobiology</td>
<td>Biological EM Facility</td>
<td>Machine-Carpentry/Electronics Shops</td>
<td>Molecular Endocrinology</td>
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<td>Biodiversity</td>
<td>Conservation Biology</td>
<td>Molecular Biology Core Facility</td>
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<td>Kewalo Marine Laboratory</td>
<td>Computer Network Support Facility</td>
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<td></td>
<td>PBRC Administration</td>
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Brief Summary (no more than 2 pages)
Please include a brief narrative with an overview of the rationale for placement of the components on the Prioritization Summary form and any supportive or explanatory text or data that will assist higher levels of review in determining the relative priority of each program. You may wish to comment on the program self-reviews.

The Pacific Biosciences Research Center (PBRC) has targeted its three largest research programs—*Bekesy Laboratory of Neurobiology, Center for Conservation Research and Training*, and the *Kewalo Marine Laboratory*—for growth and development. PBRC has implemented a plan that integrates these programs into a focus on integrative biodiversity studies. This vision fosters research and training on an integrative understanding of Hawaiian biodiversity as a critical area for the future interests of Hawai‘i. This program is a natural outgrowth of PBRC’s key strengths.

PBRC has already initiated activities to further the biodiversity focus including an annual biodiversity symposium (the first was held in May 2008 and the next is scheduled for May 7, 2009), a monthly PBRC Biodiversity Seminar series that started in September 2008, and a graduate “neurodiversity seminar” (Zoology 712) being offered in Spring 2009. PBRC has also submitted an application to the VCRGE’s “sustainability initiative” that involves researchers from across PBRC, other UHM programs, as well as outside entities in a comprehensive study of the Ala Wai watershed in which UHM is located.

PBRC has a vacant unit director position (0.5 FTE) that should be filled as well as vacant faculty positions that would support the proposed growth. These positions would be recruited by PBRC as a whole and not by the individual programs. We have already identified a number of cross-disciplinary areas in which we would recruit.
PBRC has a long history of developing and supporting core facilities that are not only critical to PBRC research and training programs but also serve the broader biological/biomedical research community. We propose to maintain the level of commitment and operations of the Biological Electron Microscope Facility, the Greenwood Molecular Biology Core Facility and the Computer Network Support Facility. Each of these facilities brings unique resources to the University of Hawai‘i at Mānoa (UHM) and serves a broader clientele than PBRC and other UHM units by also supporting other local research institutions and local and national government agencies. These core facilities are interdependent as well. For instance, the Biological Electron Microscope Facility houses instrumentation that is all operated by computers and depends on the Computer Network Support Facility for timely assistance in computer setup, networking and troubleshooting hardware and software problems. PBRC will continue to analyze each of the core facilities to identify cost-cutting measures and to increase revenues.

The PBRC machine-carpentry and electronics shops (=PBRC Shops) form a vital core facility that is integrally tied to the research programs of PBRC and are the only shops on the UHM campus targeting biomedical/biological/behavioral research. The PBRC Shops already serve researchers from a wide array of bioscience disciplines in the colleges of Natural Sciences, Social Sciences, Engineering, and Tropical Agriculture and Human Resources, as well as the School of Medicine. In the first round of this prioritization process, the evaluation of a shop in the Department of Chemistry suggested that it may no longer be operating at capacity. If that is true, then it may be possible to absorb that shop into the PBRC operation, thereby expanding capability by adding the skills of a machinist. The PBRC Shops are well-equipped and have adequate space to consolidate personnel and some equipment from other shop operations.

The PBRC Administration has had a very successful reputation and record of responding to faculty and program needs and is one of the best administrative units in the University of Hawai‘i system. Through this administrative group all personnel, budget, procurement and grants management matters are handled in a timely and professional manner. The PBRC central administrative staff has been reduced from 12 to 6 in the past six years and is currently managing at 75% of full staffing. We are proposing that this reduced capacity be at least maintained at this time, but increased in proportion to the growth of the Biodiversity Research Program.

PBRC has long been a leader in fostering undergraduate and graduate training programs. PBRC developed and administered the NIH-funded MARC and Haumana biomedical training programs for over 30 years. The successful NSF-funded Undergraduate Mentoring in Environmental Biology program housed at the Kewalo Marine Laboratory, has recently been renewed as the Undergraduate Research Mentoring program for another five years. The NSF-funded GK-12 program housed in the Center for Conservation Research and Training has supported 35 graduate students since its funding started in 1999. The graduate fellows in this program serve as research mentors to K-12 teachers and students to enhance science education in Hawaii.

Molecular Endocrinology – PBRC proposes to phase out this small, productive and well-respected research program that investigates the causes of pre-term birth in humans in FY 2011 when its Program Director, Dr. Gillian Bryant-Greenwood, plans to retire.

The Pacific Biomedical Research Center (PBRC) was established as an organized research unit by the Board of Regents as the Institute of Health Research in 1960. It was renamed the Pacific Biomedical Research Center in 1963. PBRC has been a successful and productive, independent biological research unit for over 45 years. PBRC has been responsible for the creation of the two-year medical school in 1967 and a separate Cancer Research Center of Hawaii in 1981. More recently PBRC transferred a number of clinical research programs initiated in PBRC to JABSOM in 2002-2003. The unit changed its name to Pacific Biosciences Research Center in 2005. Although not as highly leveraged as it sometimes has been in the past, PBRC continues to maintain and approximately 2:1 ratio of extramural funds to its state general and tuition funds. In FY2008, more than 70 grant proposals were submitted by PBRC faculty requesting more than $11.5 million in
extramural funding. The pace has not slowed in FY2009. The PBRC faculty reported over 65 publications in calendar year 2008.

PRBC seeks excellence in interdisciplinary biological research by fostering independent and collaborative work and by training future academic leaders through education and research. To achieve this mission, PBRC will: 1) promote cross-disciplinary research initiatives and foster development of areas of excellence focused on the unique plan and animal species, marine and terrestrial ecosystems, and populations throughout the Pacific Basin; 2) integrate in all activities the training of researchers and students, with particular emphasis on promotion of diversity; 3) provide a unique research support infrastructure that includes knowledgeable and flexible grants administration and shared state-of-the-art technical core services; and 4) promote collaborations across disciplines at the University of Hawaii, within the state of Hawaii and nationally and internationally.

Note: The summary matrix of rubric scores for most of the PBRC core facilities did now show asterisks for rubrics marked as N/A which were then given 0s. Also, the Bekesy Laboratory of Neurobiology inadvertently entered a 0 instead of a 3 on research rubric 58 so we have corrected that score.
Step 4: Vice Chancellor Level Review and Ranking

Using the prioritization and evaluation results posted on the Prioritization Process webpage, please complete the below information and submit to ovcafo@hawaii.edu as a Word doc or PDF file by April 7, 2009. Please ensure the e-mail subject heading reflects the VC Office Level Review. For example: VCAA Level Review.

Name: ______________________ Gary Ostrander

Vice Chancellor Office:

- Academic Affairs
- Research and Graduate Education
- Student Services
- Administration, Finance, and Operations

Advisory Committee Members (list names and titles):

- Gary K. Ostrander, Vice Chancellor for Research and Graduate Education
- Vassilis Syrmos, Associate Vice Chancellor for Research and Graduate Education
- Peter Garrod, Dean, Graduate Division
- David Duffy, Unit Leader/Professor, Pacific Cooperative Studies Unit (PCSU)/Botany
- Velma Kameoka, Director/Professor, Social Science Research Institute (SSRI)/Psychology
- Peter Crouch, Dean, College of Engineering
# Prioritization Proposal

This proposal is to be used to provide a narrative and rationale for placement of programs and units in your area of responsibility using the categories below. Guides for each category are included for reference. Please include any supportive documentation that will assist the Chancellor with her review.

<table>
<thead>
<tr>
<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/ Restructure/ Merge/ Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close Eliminate</th>
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<tr>
<td>IfA</td>
<td>- Astronomical Research</td>
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<td>- Telescope Operations &amp;</td>
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<td>Instrumentation</td>
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<td>- Graduate Astronomy Degree</td>
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<td>- Undergraduate Astronomy</td>
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<td>Lyon Arboretum</td>
<td>- Education</td>
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<td>- Research</td>
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<td>- Facilities &amp; Administration</td>
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<td>- Research, Publications, &amp;</td>
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<td>Outreach</td>
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<td>- Membership and Events</td>
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<td>- Community Outreach &amp;</td>
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<td>Waikiki Aquarium</td>
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<td>- Facilities Management</td>
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<td>- Aquarium Sciences</td>
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<th>Institution</th>
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<tr>
<td>PBRC</td>
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<td>- Biological EM Facility</td>
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<td>SOEST</td>
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<td>- Hawai‘i Space Flight Laboratory</td>
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<td>- Alternative Energy (HNEI)</td>
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<td>- Records</td>
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<td>- Fellowship/Scholarship Office</td>
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<td>- International Recruitment</td>
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<td>- TA/Faculty Training</td>
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<td>WRRC</td>
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<td>- Water Resources Research Center</td>
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<td>- Environmental Center</td>
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<td>PBRC</td>
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<td>- Machine-Carpentry/ Electronics Shop</td>
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<td>- Molecular Biology Core Facility</td>
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<td>- Computer Network Support Facility</td>
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<td>- Administration</td>
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<td>- Bekesy Laboratory of Neurobiology</td>
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<td>- Conservation Biology</td>
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<td>PBRC</td>
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<tr>
<td>- Molecular Endocrinology</td>
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<td>- Kewalo Marine Laboratory (Facility Only).</td>
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<td>CRCH</td>
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| - Prevention and Control Program  
- Natural Products and Cancer Biology Program  
- Epidemiology Program  
- Research Support | - Operations of Animal Facilities  
- System-wide Vertebrate Animal Care and Use Program | - Research Relations  
- Research Administration | - Compliance |

¹ Consider for growth if participating in University-wide neuroscience initiative.
² Consider for growth if current cigarette tax funds are left intact by Legislature. Otherwise, consider available options to maintain and/or reorganize.
Summary of Recommendations
Please include a brief narrative for each category with an overview of the rationale for placement of the components on the above Prioritization form and any supportive or explanatory text or data that will assist the Chancellor in her review.

Institute for Astronomy (IfA):

The Institute for Astronomy (IfA) is one of the most respected astronomy institutes in the world and it has accomplished much in the national and international arenas with regards to research and education. IfA operates its own telescopes and is a partner with all other telescope facilities on Mauna Kea and Haleakala, which are recognized as the world’s largest and most powerful observatories.

The Director of IfA has indicated four major programs within the institute in which three programs, Astronomical Research, Telescope Operations & Instrumentation, and Graduate Astronomy Degree, were placed in the “maintain as is” category of the prioritization summary, and the Undergraduate Astronomy program in the “target for growth and investment” category. However, the OVCRG Prioritization Process Advisory Committee agreed that all four programs listed by IfA should be categorized as “target for growth and investment.” The committee also suggested the future possibility of creating and developing a School of Astronomy since IfA has proven its abilities in not only research, but in education. IfA currently has a superb graduate degree program and is building their undergraduate program due in part to the fact IfA requires that all faculty (I & R), including the Director, engage in classroom teaching in addition to research. With the planned additional extramural investment of more than $1 billion for three new, large-scale projects, the Thirty Meter Telescope (TMT), Pan-STARRS, and the Advanced Technology Solar Telescope (ATST), the IfA is well poised to continue to keep its role as one of the world’s leading astronomy institute for the foreseeable future.

Harold L. Lyon Arboretum (Arboretum):

The Harold L. Lyon Arboretum is the only University affiliated rainforest public garden in the nation, and has an incredible biological diversity of plants (5,000+ species over 193 acres). The Lyon Arboretum has struggled to maintain excellence in its research, horticultural assets, educational programs, and community-based programs for many years due to lack of resources and lack of stable leadership. In 2004, the Arboretum was closed for several months as a result of building code and health and safety violations. A resulting report by the State Auditor observed the need for the Lyon Arboretum to have strong leadership, a mission statement, and a strategic plan. With a relatively new Director, the Arboretum now has stable leadership and a vision for its future.

The Director of the Arboretum has indicated four major programs which include Education, Research, Collections & Grounds, and Facilities & Administration. The Director and his committee placed the four programs under the “target for growth and investment” category on their prioritization summary. However, the OVCRGE Prioritization Process Advisory Committee agreed that all four programs should be placed under the “maintain as is” category. The committee believes that the Arboretum should not only focus on community outreach, but must also be more involved with research and education of UH-Mānoa students/faculty. It was also agreed amongst the committee that should the Arboretum partner its research and education efforts with other departments and programs across campus (i.e. Botany, CTAHR, etc.), then its programs will be considered to be placed in the “target for growth and investment” category. In other words, the Lyon Arboretum should grow in conjunction with the Mānoa academic and research mission.
Industrial Relations Center (IRC):

The Industrial Relations Center (IRC) promotes the understanding of labor-management problems, techniques, and policies; and provides for labor, management, and the community sources of information in the field of industrial relations. The Center was originally established in the College of Business Administration, and is currently an independent organized research unit that reports directly to the Vice Chancellor for Research and Graduate Education. There are currently four full-time staff and one individual in her third and final year IER.

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

Waikīkī Aquarium:

The Waikīkī Aquarium is the third oldest aquarium in the United States, and was recently ranked fourth in the nation by a survey of aquarium directors. The Aquarium maintains more than 500 species of marine plants and animals. The Aquarium also schedules visits for over 25,000 school age children each year, and has unique and educational community programs for all ages.

The Director of the Waikīkī Aquarium reviewed and ranked his programs accordingly: “target for growth and investment” – Membership & Events, Community Outreach & Institutional Advancement, Education, and Research; “maintain as is” – Volunteer Office Facilities Management and Aquarium Sciences; “reorganize, restructure, merge, or consolidate” – Administration, Graphics, ITS, and Student Training and Enrichment; and “reduce in size or scope” – Visitor Services.

The OVCRGE Prioritization Process Advisory Committee suggested the following changes to the priorities proposed by the Director and his committee. The committee believes that the Student Training and Enrichment program should be considered under the category of “target for growth or investment” since an internship program for UH students is being considered. It is also suggested that the Visitor Services program be placed under the “reorganize, restructure, merge, or consolidate” category. This would allow the Aquarium’s Administration, Graphics, ITS, and Visitor Services to be merged into one main office/program which would consolidate its resources and allow for a more cohesive administrative effort. The Aquarium should also strengthen its collaborations with other UH-Mānoa departments. The Aquarium is a growing entity of the University that exhibits great potential in the areas of education, research, and community outreach.

Pacific Biosciences Research Center (PBRC):

The stated focus of the Pacific Biosciences Research Center (PBRC) is in interdisciplinary biological research by fostering independent and original work and by training future academic leaders through education and research in Hawai‘i and the Pacific.
The Interim Director and his advisory committee (comprised of members of the PBRC Executive Committee) reviewed and ranked PBRC’s programs accordingly: “phase out, close, or eliminate” – Molecular Endocrinology; “reorganize, restructure, merge, or consolidate” – Machine-Carpentry/Electronics Shops; “maintain as is” – Biological EM Facility, Molecular Biology Core Facility, Computer Network Support Facility, PBRC Administration; “target for growth and investment” – Bekesy Laboratory of Neurobiology, Conservation Biology, and Kewalo Marine Laboratory. PBRC also indicated that the three programs in the “target for growth and investment” category should be combined and considered as a new Biodiversity program, which should ultimately be placed in the “new or in transition” category.

The OVCRGE Prioritization Process Advisory Committee agreed with PBRC’s committee that the Molecular Endocrinology program should be “phased out, closed, or eliminated” since it is such a small program represented by a single 0.5FTE faculty member that has indicated plans to retire. The OVCRGE committee also agrees that the Biological EM Facility should be “maintained as is” since its unique services are highly utilized by individuals and organizations inside and outside the University. The facility has the ability to generate revenue by recharging for its services, and the Office of the Vice Chancellor for Research and Graduate Education is willing to continue to subsidize this program with RTRF funds.

The OVCRGE Advisory Committee suggests that the Molecular Biology Core Facility, Computer Network Support Facility, PBRC Administration, Machine-Carpentry/Electronics Shops, Bekesy Laboratory of Neurobiology, and Conservation Biology programs be placed in the “reorganized, restructured, merged, or consolidated” category since these programs can be merged and/or consolidated into existing research programs on the UH-Mānoa campus.

Neurosciences is broadly distributed across UH Mānoa in a variety of schools, departments and programs. Members of the UH-Manoa community have been recently considering an initiative in the neurosciences. This was evidenced by a recent retreat in which nearly 100 faculty and staff from over 30 programs attended, which included members of the PBRC. Should this effort gain traction among the faculty this is an area that should be targeted for growth with the participation of PBRC faculty.

The Kewalo Marine Laboratory should be closed, and the four faculty members with programs at that facility should be combined/merged with other programs at the University as appropriate.

School of Ocean and Earth Science and Technology (SOEST):

The School of Ocean and Earth Science and Technology (SOEST) serves society by acquiring and disseminating new knowledge about the Ocean, Earth and Planets, and to enhance the quality of life in the State and the Nation by providing world-class education, contributing to a high-tech economy, and promoting sustainable use of the environment. SOEST brings together four academic departments, three research institutes, several federal cooperative programs, and support facilities to meet challenges in the ocean, earth and planetary sciences and technologies.

The Dean of SOEST indicated five main programs that unite the various components of his large operation. His review and rankings of each program are as follows: “target for growth or investment” – Hawai‘i Space Flight Laboratory, Alternative Energy, and Natural Hazards; and “maintain as is” – Ocean Observing and Living Marine Resources.
The OVCRGE Prioritization Process Advisory Committee agrees that SOEST has very high quality academic and research programs that are led by a highly recognized faculty and staff, many of whom are among the best in the world in their disciplines.

The Committee agrees with most of the Dean’s rankings of his programs, however, the one change suggested is for the Natural Hazards program to be displaced from “target for growth or investment” and be placed in the “maintain as is” category.

**Graduate Division:**

The Graduate Division has an overall responsibility for all aspects of graduate education at the University of Hawai‘i at Mānoa. It oversees the development, implementation and assessment of graduate programs, the appointment and evaluation of graduate chairs and faculty, and the admission and guidance of graduate students from enrollment through graduation.

The Dean of Graduate Division has indicated six major programs/services (Admissions, Records, Fellowship/Scholarship Office, International Recruitment, TA/Faculty Training, and Administration) within his operations and suggested they be placed in the “maintain as is” category.

The OVCRGE Prioritization Process Advisory Committee recognizes that the duties and responsibilities of the Graduate Division are broad and are a necessity that should be maintained. The committee agrees that these programs be categorized as “maintain as is” since the Graduate Division provides necessary services to all prospective and current graduate students, and is essential to maintaining quality graduate programs at UH-Mānoa.

**Water Resources Research Center (WRRC):**

The Water Resources Research Center (WRRC) addresses the unique water and wastewater management problems and issues in Hawai‘i and the Pacific. The Center researches water-related issues distinctive to each region to help resolve water resources problems.

The Director of WRRC and his advisory committee listed the Water Resources Research Center (WRRC) and the Environmental Center (EC) as their two main programs in review, in which the WRRC was placed in “target for growth or investment” and the EC in the “reorganize, restructure, merge, or consolidate” category.

The OVCRGE Prioritization Process Advisory Committee suggests that both WRRC and EC be considered for the “reorganize, restructure, merge, or consolidate” category. These programs were recently considered by an *ad hoc* committee (http://www.manoa.hawaii.edu/ovcrge/pdf/inst_sustainability.pdf). In brief, the committee proposed the establishment of the “*Institute for Sustainability Sciences, Technology and Policy.*” This institute would include the operations of the WRRC and the EC as a component of its overall function to better service the University, State, Pacific, and the Nation in terms of water resources problems. Therefore, the OVCRGE Advisory Committee believes that the WRRC’s focus be redirected and it should be “reorganized, restructured, merged, or consolidated.”
Cancer Research Center of Hawai‘i (CRCH):

The Cancer Research Center of Hawai‘i (CRCH) is one of 63 cancer centers in the U.S. that are officially recognized by the National Cancer Institute (NCI) and was awarded the Cancer Center Support Grant in 1996 which is critical in running its research operations. CRCH’s main focus is on understanding the etiology of cancer and reduce the burden of cancer through research, education, and service with an emphasis on the unique ethnic, cultural, and environmental characteristics of Hawai‘i and the Pacific.

The Interim Director of CRCH and his advisory committee reviewed and ranked their programs accordingly: “new or in transition” – Prevention and Control Program; “target for growth and investment” – Natural Products & Cancer Biology Program and Epidemiology Program; and “maintain as is” – Research Support.

The OVCRGE Prioritization Process Advisory Committee recommends that the CRCH’s programs be placed in the “target for growth and investment” category contingent upon the cancer center continuing to obtain the designated Tobacco Tax revenue. The monies from the Tobacco Tax are specifically slated for the operation, growth, and expansion of the cancer center and could not be repurposed by Mānoa for other programs.

However, should the State Legislature decide to retain the tobacco tax funds to address the current budget crisis, the OVCRGE Advisory Committee recommends CRCH’s programs be “reorganized, restructured, merged, or consolidated.” Without the support of the Tobacco Tax revenue, the CRCH will not be able to complete their planned growth and expansion in Kaka’ako and they will lose their NCI-designation and the significant funding attached to that grant.

Laboratory Animal Services (LAS):

The Laboratory Animal Services (LAS) is a unit that provides veterinary oversight of all vertebrate animals used for research, training, and related activities by the University of Hawai‘i. Its system-wide services provide technician assistance for standard husbandry and animal care.

The Director of LAS and her advisory committee indicated that both of their programs, which include Operations of Animal Facilities and System-Wide Vertebrate Animal Care & Use, be considered as programs “targeted for growth or investment”.

The OVCRGE Prioritization Process Advisory Committee suggests that both programs initially be considered under the “maintain as is” category with the recommendation that LAS be further reviewed by another committee comprised of UH administrators, researchers, and experts versed in the area of vertebrate animal care and use. The committee finds that the programs and services of LAS are essential to providing laboratory animal care to ensure that the University is in compliance with research being done on vertebrate animals. However, the committee does not feel that LAS is optimally functioning and they are not in a position to determine to what extent the function of LAS is impacted by resource limitations (i.e. space, facility, funding), organization, mission-creep, or other factors.
Office of the Vice Chancellor for Research and Graduate Education (OVCRGE):

The Office of the Vice Chancellor for Research and Graduate Education (OVCRGE) oversees graduate and professional education at UH-Mānoa and most organized research units on campus. The OVCRGE is charged with managing strategic initiatives, research program development, research information systems, research and technology transfer, research commercialization, and UH-Mānoa’s relationship with the Office of Research Services. The office works to identify opportunities for federal research funding and helps faculty and researchers identify and obtain federal and private financial support.

The Vice Chancellor and his advisory committee indicated three major programs within his office in which they ranked the Research Relations and Research Administration in the “maintain as is” category and the Compliance program in the “reorganize, restructure, merge, or consolidate” category.

The main functions of the Research Relations program are to increase extramural grant writing, and to promote and facilitate inter-disciplinary research initiatives. Those who benefit from its services are UH-Mānoa faculty and students interested in independent research initiatives and pursuing extramural grant funding. The University Research Council (URC) was developed in the Research Relations program to coordinate and administer the Faculty Travel Fund, Summer Research Fund, Innovative Scholarship and Creative Works Fund, and the Undergraduate Summer Research Fund. The program also provides orientation seminars on Responsible Conduct of Research and provides assistance to faculty in funding agency identification and grant writing. This program is operated by an Assistant Vice Chancellor and a secretary.

The Research Administration is a critical element to sustaining and executing the goals and objectives of the OVCRGE. The administration assists the Vice Chancellor in carrying out his duties in overseeing all graduate education and research being conducted on the UH-Mānoa campus. The staff handles the broad task of regulating and maintaining the Research and Training Revolving Fund (RTRF), the dissemination of research information and communication, and research compliance/misconduct issues. In addition to the Vice Chancellor, this office consists of one Associate Vice Chancellor, one secretary, one assistant, and two administrative/fiscal officers.

The Compliance program is a key component of the OVCRGE. However, its operations should be merged and/or consolidated with other programs on the UH-Mānoa campus. The Compliance program currently handles scientific misconduct, conflicts of interest, animal care and use, and biosafety. It has been proposed that the OVCRGE Compliance program be incorporated into a central compliance office that reports to the Vice Chancellor for Research and Education, which would include all activities having to do with compliance with Federal and State regulations. It has been suggested that the central compliance office combine existing offices such as the Environmental Health and Safety Office (EHSO) and the Office of Research Services (ORS) compliance office. The merging and/or consolidation of a central compliance office would enable OVCRGE to better service the campus by ensuring a concerted effort on identifying, addressing, solving, and/or preventing compliance issues. This office is operated by an Assistant Vice Chancellor, Compliance Officer and Secretary.
Pacific Biosciences Research Center
Chancellor Recommendation
On behalf of the Chancellor’s Advisory Committee, I am providing an update on the committee’s progress and preliminary recommendations based on discussions over the summer. We are now on Step 7 in the prioritization process as described at http://www.hawaii.edu/chancellor/ovcafo/newprocess/prioritization.html. The comments have been informative and helpful, and I ask for campus feedback on these preliminary committee recommendations at http://www.hawaii.edu/chancellor/ovcafo/newprocess/comments/. As the process continues, I look forward to ongoing consultation.

The Chancellor’s Advisory Committee is charged to advise me on advancing our campus prioritization process and includes representation from the faculty, staff and administrators at UH Mānoa, as well as community and UH System members (http://www.hawaii.edu/chancellor/ovcafo/newprocess/prioritization.html). The committee recognizes that this campus prioritization has taught all of us a great deal about our institution, including the volume and complexity of our activities. Most importantly, self-examination of this nature has already stimulated changes; this is a credit to the "mindpower" available here to determine how best to improve our learning and research environments. So, mahalo to the many folks who have invested intellectually and emotionally in the development of strategies to move UH Mānoa forward.

The Advisory Committee met throughout the summer to study the recommendations from the campus prioritization process and consult with the Vice Chancellors (VCs) regarding campus-wide areas for investment and maintenance, as well as areas for consolidation, reorganization, reduction, or elimination (all of the campus recommendations being reviewed are available on the Prioritization website - http://manoa.hawaii.edu/ovcafo/newprocess/prioritization.html). As indicated in my August 12, 2009 Campus Budget Update (http://www.hawaii.edu/chancellor/memos/budget_update_aug12_09.html), the Advisory Committee continues to meet, in conjunction with the Budget Workgroup, to examine and focus on academic priorities in the context of the severe Manoa budget reductions. While both groups had separate charges, the budget situation has forced us to maximize our limited resources most effectively, in addition to looking at opportunities to generate more revenue.

A number of points have emerged from the Advisory Committee’s deliberations:

• general endorsement of the recommendations from the VCs and the schools/colleges (with special attention to those recommendations which differed between schools/colleges and committees advising the VCs);
• strong endorsement of the preliminary recommendations of the VCs on changes to consider in the near future;
• need for additional analysis by the schools/colleges on the large number of efforts listed in “maintain” category;
• greater impacts reside in the proposed reorganizations and those should be proposed for immediate implementation since that process takes time; and
• generation of new sources of revenue requires increased campus autonomy to accomplish the required changes.

The preliminary recommendations of the Advisory Committee below, with a limited number of examples, are presented in the context of UH Mānoa’s strategic plan, “Defining Our Destiny.”

Meeting the goals of UH Mānoa to serve as:

A. A destination of choice for great students, faculty, staff, the citizens of Hawai‘i and beyond.

Enhancing student success is a high priority for UH Mānoa, so the committee supports investments/actions to strengthen the student learning experience, particularly for undergraduates. Examples to accomplish that outcome include:
1. Accomplish strong Enrollment Management through reorganizing units, including Admissions and Records, Financial Aid, and School and College Services.

2. Ensure clear straightforward articulation/transfer agreements to promote student access to UH Mānoa. (Note that reorganization to strengthen Enrollment Management needs to happen first to make these efforts most effective.)

3. Increase coordination of counseling and health services through a merger of the Counseling & Student Development Center with the University Health Services program.

4. Complete the proposed Campus Center renovation/expansion/construction project, which includes a new student recreation center.

5. Provide ready access to high demand core courses by eliminating low demand courses, certificates, and majors: a number of specific examples with low enrollments were identified in the VC recommendations and supported by the committee. Continue to evaluate identified certificates that require faculty time but are not well subscribed.

6. Ensure intellectual critical mass by consolidating majors/programs. The committee supported maintaining the Marine Option Program through a merger with Marine Biology to strengthen both programs and improve administrative efficiency. NOAA has also generously provided resources to support this endeavor.

7. Support the current discussion and consultation process for the reorganization of the Arts and Sciences to determine the direction needed to accomplish a strengthening of the general education core programs, fostering of integrated curriculum, and economizing on administration.

8. Merge smaller units with larger, related schools/colleges to strengthen impact and economize on administration. The committee supports the reconsolidation of the School of Travel Industry Management with Shidler College of Business to enhance UH Mānoa’s service to the tourism industry in Hawai‘i and strengthen the impact of TIM’s significant ties to the business economy. We will develop criteria for organizational structures that best support faculty/staff/students and maximize resources to examine schools with low critical mass.

9. Maximize opportunities for student internships to provide knowledge and experience for enhanced student success.

10. Focus on academic initiatives that enhance a distinctive UH Mānoa undergraduate experience, involving critical thinking and leadership development.

B. A global leading research institution solving society’s problems.

Promote UH Mānoa’s unique ability to create new knowledge and generate resources through research for the benefit of Hawai‘i and beyond. Examples to accomplish that outcome include:

1. Focus research initiatives in areas where UH Mānoa is uniquely positioned to excel, especially at this time, such as the Institute for Astronomy, the Cancer Research Center of Hawai‘i and School of Ocean and Earth Science and Technology.

2. Align and integrate programs with statewide impact into the academic mission, such as the Waikīkī Aquarium and Lyon Arboretum.

3. Reorganize/restructure centers to enhance collaborations and new initiatives, such as Industrial Relations Center, Water Resources Research Center, Environmental Center, and Pacific Biosciences Research Center, including closure of Kewalo Marine Laboratory.

4. Strengthen professional and graduate programs that serve critical state needs and make significant research contributions.
5. Promote sustainability as a common theme for the campus as a whole (as well as Hawai‘i); integrate such efforts into learning, research and engagement with the community.

C. A respectful, inclusive community that welcomes and nurtures diversity.

Emphasis should be placed on strengthening respectful partnerships with our host culture and international colleagues in improving the future of Hawai‘i and the world. Examples to accomplish that outcome include:

1. Improve the infrastructure for energy savings and campus planning to create a green campus and promote stewardship of natural resources. Support energy conservation initiatives such as “Mānoa Green Days.”

2. Grow the College Opportunities Program and its summer academic program, which successfully improves access to higher education for disadvantaged students.

3. Reorganize international education programs to sharpen the focus of our efforts and strengthen leadership standing, especially with the Asian-Pacific region.

In addition, the committee supported efforts to maximize current resources and generate new resources to support the campus activities.

D. Maximizing resources.

Implement operational changes to improve administration, reduce expenses, and enhance efficiency. Examples to accomplish that outcome include:

1. Streamline administration by reorganization/merger of units, common activities, and schools/colleges, including closure of small units whose services and activities could be accomplished by existing units.

2. Continue the ongoing reorganization of Duplicating and Mail Services.

3. Reorganize the Environmental Health and Safety Office into the Office of the VC for Research.


5. Share personnel to achieve efficiencies in finance and accounting functions and campus support.

6. Explore greater use of technology-enhanced learning (distance learning) to increase access to learning opportunities and achieve savings.

E. Generate new funds for investment in the campus and for the economic vitality of Hawai‘i.

The campus needs the management flexibility to maximize revenue generation. The Committee recommended that the campus collaborate with the system offices and state legislature on this effort. Examples to accomplish that outcome include:

1. Increased authority and responsibility for position control, financial management and procurement.

2. Generate a roadmap for stimulating entrepreneurship, particularly through identifying and removing campus policies/procedures that block this activity, and support approaches that generate new revenue while controlling costs.

3. Provide summer conferences, non-credit courses, short-term conferences, executive training, and
academic partnerships to maximize use of learning and residential spaces.

4. Reorganize Outreach College to drive entrepreneurial non-credit offerings that leverage the intellectual capacity of the campus and maximize its impact in serving local and extended communities.

5. Explore differential tuition rates for professional schools as in peer institutions.

6. Determine appropriate campus fees to match actual costs.

7. Gain campus control of research technology transfer and campus licensing agreements.

8. Expand and maximize facilities usage for rentals, such as Stan Sheriff Center, Andrews Amphitheatre and student housing areas.

9. Coordinate and strengthen fund-raising activities with emphasis on identified campus priorities.

Please send your feedback on the committee's preliminary recommendations to http://www.manoa.hawaii.edu/ovcafo/newprocess/comments/ by September 25, 2009. In addition, as mentioned in my August 12, 2009 campus budget update, a campus-wide forum is being planned to provide students, staff and faculty with the opportunity to share thoughts and ideas.

I will share the campus feedback to this message with the joint Chancellor’s Advisory Group and Budget Workgroup and then decide on the recommendations to move forward for implementation. Each recommendation will move forward in accordance with established process, including consultation. The VCs will lead the implementation actions and conduct further reviews where needed – and work in leading, on my behalf, the joint advisory and budget workgroup. Further updates on the progress will continue to be shared with the campus by myself and the VCs.

It is clear that our campus community is thinking creatively and boldly in the effort to strengthen, not simply maintain, our academic excellence, even in the face of severe budget reductions. Some of the decisions will reflect issues of long standing that need to be resolved and that we should do; some are not what we want to do but must do because we simply cannot afford to continue all that we are doing and do it well.

Mahalo for your creative ideas regarding opportunities for UH Mānoa to both advance our academic priorities and leverage our limited resources.

--

This message was sent on behalf of Chancellor Virginia Hinshaw. Please do not reply to this message. It was sent from an address that cannot accept incoming email.

Announcement ID number: 1252460320-1406
Announcement distribution:
- Faculty, staff, and all students at the UH Manoa campus(es)
- Faculty and staff at the UH System Administrative Offices
PRESENT

ORGANIZATIONAL
CHARTS

AND

FUNCTIONAL
STATEMENTS
CHART VII

General Funds 42.90

PACIFIC BIOSCIENCES RESEARCH CENTER

OFFICE OF THE DIRECTOR

Director, #89024 0.50
Secretary III SR-16, #17837 1.00

ADMINISTRATION

Administrative Officer, PBC, #80198 1.00
Administrative Officer, PBB, #80978 1.00
Administrative Officer, PBB, #80450 1.00
Administrative Officer, PBA, #81853 1.00
Personnel Officer, PBB, #81957 1.00

BIOSCIENCES RESEARCH STAFF

Faculty Positions [24.40]

Full time:  #82041 #82061 #82732 #82743 #82815
#82626 #83021 #83046 #83789 #83868
#86170 #86185 #86186 #86188 #86193
#86197 #86201 #86206 #86354 #87490
#87604

Part time:  #82569, 0.50  #82569, 0.50  #86178, 0.50  #86180, 0.50  #86517, 0.40
#87605, 0.50  #88634, 0.50

Support Positions [12.00]

Graduate Assistant, GA11, #85540 0.50
Electronics Technician, PBB, #80742 1.00
Scientific Instrument Technician, PBB, #80718 1.00
Scientific Instrument Technician, PBB, #80753 1.00
Scientific Instrument Technician, PBB, #81437 0.50
Research Associate, PBB, #75788 1.00
Research Associate, PBB, #80397 1.00
Research Associate, PBB, #81249 1.00
Research Associate, PBA, #81766 1.00
Research Associate, PBA, #80956 1.00
Administrative Officer, PBA, #78497 1.00
Secretary II, SR-14, #15464 1.00
Secretary II, SR-14, #15262 1.00
State of Hawaii
University of Hawaii at Manoa
Office of the Chancellor
Office of the Vice-Chancellor for Research and Graduate Education
Pacific Biosciences Research Center

Functional Statement

Director

Directs activities and personnel in the Pacific Biomedical Research Center. The primary mission of the research institute is scholarly research in general and specifically biological interdisciplinary research, whether basic or applied and oriented to Hawaii's or Federal needs. Changes in the latter and getting the right mix for Hawaii provides the challenges and opportunities to develop new programs, expand or contract existing programs. All programs have at least one element in common - they involve more than one scientific discipline and hence are outside of the prerogative and experience of departmental research efforts but may involve individuals therefrom.

The Director coordinates the research activities of the institute generally by identifying potential cross-linkages, core facilities and unnecessary duplication of research efforts or research support efforts. This is particularly important in PBRC which has a low FTE and number of seemingly unrelated research functions which currently are: the Kewalo Marine Laboratory for Experimental Cell Biology; the Bekesy Laboratory for Neurobiology; the Behavioral Biology program; three minority undergraduate research programs (MARC, MBRS and Pride); a major intra-institutional program, the Research Centers in Minority Institutes (RCMI) program; the Center for Conservation Research and Training; the Biotechnology Program; the Molecular Endocrinology Program; and the Multi-Ethnic Health Research Program. A central Biological Electron Microscopy Facility, a Molecular Biology/Biotechnology Equipment and Training Facility and two shop facilities serve the needs of PBRC and other faculty in the University.
The major function of PBRC is research, focused onto the areas titled above. Another function of PBRC is secondary and consequent on locating elements of a research institute firmly in a university setting. This secondary function is teaching, both didactic and at the bench training, of undergraduate, graduate and postdoctoral students in the academic basis and actuality of problem solving in biomedicine. Active researchers can best instill the disciplines of the scientific method into the intellectually curious student.

**Staff Office**

Plans and executes the essential support activities in areas of procurement, personnel and budget, for all research undertaken by the Center. Provides fiscal services and grants management for all faculty engaged in extramurally funded research.

July 2009
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MĀNOA
OFFICE OF THE VICE CHANCELLOR
FOR RESEARCH AND GRADUATE EDUCATION

ORGANIZATION CHART
CHART III

GENERAL FUND FTE: 9.00
REORGANIZATION APPROVED FY 2005

SCHOOL OF OCEAN AND EARTH SCIENCE AND TECHNOLOGY
- PACIFIC BIODIVERSITY RESEARCH CENTER
- CANCER RESEARCH CENTER
- INDUSTRIAL RELATIONS CENTER

WAI'IKI AQUARIUM

GRADUATE AND PROFESSIONAL EDUCATION
- COMMITTEE ON HUMAN STUDIES
  Research Associate, PBB, #60751  1.00

WAHIKAI RESEARCH CENTER

LABORATORY ANIMAL SERVICES

CHART UPDATED
JUL - 1 2009
University of Hawai'i at Mānoa

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

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

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

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

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

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

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

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

OFFICE OF THE DEAN
Dean, #89197 1.00
Secretary III, SR-16, #50075 1.00

ACADEMIC AFFAIRS

Instructional Departments
Chart III-A through Chart III-I

ADMINISTRATIVE SERVICES
Administrative Officer, PBD, #80155 1.00
Administrative Officer, PBB, #80184 1.00
Administrative Officer, PBB, #80400 1.00
Administrative Officer, PBB, #80181 1.00
Administrative Officer, PBB, #80710 1.00
Personnel Officer, PBB, #77177 1.00
Admin & Fiscal Support Spec, PBA, #77375 1.00
Admin & Fiscal Support Spec, PBA, #78362T* 1.00

*Appropriated Temporary Position

State of Hawai'i
University of Hawai'i
University of Hawai'i at Mānoa
COLLEGES OF ARTS AND SCIENCES
COLLEGE OF NATURAL SCIENCES
OFFICE OF THE DEAN
POSITION ORGANIZATION CHART

General Fund FTE: 9.00
General Fund FTE: 1.00 (Auth Temp)
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MÎNOA
COLLEGES OF ARTS AND SCIENCES
COLLEGE OF NATURAL SCIENCES
OFFICE OF THE DEAN

DEAN OF THE COLLEGE OF NATURAL SCIENCES

The Office of the Dean of the College of Natural Sciences directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, staff supervision, community relations, grievance and litigation and travel.

The Dean reports to the Office of the Chancellor, University of Hawai‘i at Mînoa, and functions with the authority delegated by the President and Vice Presidents.

OFFICE OF THE DEAN

Manages the personnel, budgeting and planning functions.

Initiates and oversees curriculum development and reform, program review, and workload activities.

Manages the development of College research related programs.

Serves on intra-university committees.

Serves as chair of the Council of Arts and Sciences Deans on a rotating basis.

Manages community relations and development including fundraising, representing the College at professional meetings, and meeting with alumni groups.

ACADEMIC AFFAIRS

Coordinates major curricular policy activities on behalf of the Dean.

Reviews proposals for adding, deleting, or modifying courses, certificated and degrees.

Initiates college-wide curricular innovations, such as certificate programs, interdisciplinary/multidisciplinary programs, across college and school lines.

Assists in establishing and maintaining inter-college coordination relative to cross-disciplinary core requirements.

ADMINISTRATIVE SERVICES

In conjunction with the Dean, manages the budget preparation/execution for the College including developing criteria departmental budget allocations.

Directs and advises departments in all matters related to personnel.

Provides guidance on labor-relations issues.

Supervises the purchasing activities of the College.

Provides financial management for all College funds.
OFFICE OF THE CHAIR

Direct activities, curricula and personnel in the Department of Chemistry.

- Coordinate instructional activities; makes teaching assignments; schedule classes.
- Prepare unit's budget requests.
- Review and make recommendations in regard to all personnel actions involving members of the department.
- Make committee assignments; reside at faculty meetings.
- Assign duties to service staff of APTS.
- Supervise secretarial staff of 3.
- Produce large numbers of memos and reports required to conduct routine operations.
- Teach.
- Conduct research in Chemistry.
- Provide information to other units of the University, State, Federal agencies, and the general public.
- Assign office, laboratory and shop space to all departmental personnel.

INSTRUCTIONAL ACTIVITIES

- Provide instruction at the undergraduate and graduate levels in both lecture and laboratory settings.
- Conduct research and seeks extramural funding for same.
- Supervise graduate student M.S. and Ph.D. laboratory research.
- Advise students with academic problems related to chemistry.
- Provide service to the University community.

PURCHASING

- Audit, prepare, and transmit purchase orders to vendors.
- Assign account codes, object symbols, and transaction codes.
- Maintain and monitors purchase order files.
- Audit invoices and packing slips.
- Process receiving reports.
- Prepare payment documents and journal vouchers.
SECRETARIAL SERVICES
- Assist and relieve Chairman in the performance of his work.
- Inform all department members of pertinent information from Deans, Payroll Office, etc.
- Devise ways of making department office run smoothly.
- Serve as liaison between Chairman and stenographers.
- Establish and maintain departmental files.
- Handle all personnel appointments: faculty, graduate assistants, postdoctoral fellows, etc.
- Handle summer research overload for staff and graduate students.
- Handle late registration.
- Supervise student help.
- Type exams, correspondence, memoranda, proposals, manuscripts and complex technical matter of faculty.
- Receive messages, personal callers, etc. for faculty and staff.
- Sort and distribute mail for entire building.
- Handle book orders for all chemistry courses.
- Maintain room schedules for departmental classrooms and instructional laboratories.

STOREROOM SERVICES
- Procure, stock and dispense standard chemical, supply and equipment items.
- Provide assistance in procurement efforts of departmental personnel.
- Screen request for present availability of stocks.
- Receive and distribute all departmental purchases.
- Monitor usage and maintain records for appropriate revisions of stocks.
- Administer required inventory procedures.
- Process departmental and University service and work requests.
- Operate Instructional and Research storeroom facilities.
- Supervise civil service staff of 2 clerks and student helpers as assigned.
- Assist in maintaining special equipment such as electric furnaces, optical equipment and electronic instruments.
- Prepare qualitative and quantitative chemical solutions.
- Assist faculty and staff in trouble-shooting instructional lab experiments.

ANALYTICAL SERVICES
- Supervise all facets of Nuclear Magnetic Resonance and Mass Spectroscopy.
- Maintain, calibrate, repair and install all NMR Spectrometers in the Chemistry Department.
- Perform system administration on the NMR Workstation Network, including managing accounts, updating software, and programming new utilities.
- Design and construct new accessories for the NMR and Mass spectrometers.
- Keep the NMR and Mass spectrometers current in state-of-the-art techniques as they become available.
- Operate the NMR spectrometer when highly specialized techniques are required to obtain useful data.
- Operate and maintain Mass spectrometer.
- Stock parts, accessories and special supplies and chemicals needed for particular applications.
- Consult with faculty and research personnel on the technical applications.
- Provide spectra and interpretive assistance as required.
- Keep expenditure, usage and maintenance records for cost determination.
- Determine needs, perform overhaul or modification of instruments as required.
INSTRUMENT SERVICES

- Design and supervise construction of analog and digital devices not available commercially.
- Plan and manage the development and evolution of department’s computer systems and computer network.
- Design and implement changes to improve the reliability of high failure-rate systems.
- Design and supervise the implementation of program systems to convert departmental computing as new computer technology becomes available.
- Design and implement chemistry department local area network (LAN) system.
- Train and approve users of departmental computer systems.
- Supervise and coordinate services of the instrument shop, the machine shop, and the electronics shop.
- Responsible for repair and maintenance of departmental instruments in the fields of Gas Chromatography, UV - visible, Infrared and Atomic Absorption Spectroscopy, X-ray diffractometry, etc., as assigned by the Electronics Engineer III.
- Arrange user schedules for department instruments.
- Consult with faculty and research personnel regarding instrument applications.
- Develop specifications and make recommendations on instrument purchases.
- Maintain operating and service literature on instruments and stock spare parts.
- Determine needs for components, accessories and operating supplies.
- Review and judge instrument modification requests.
- Initiate action for outside service if necessary.
- Supervise departmental instrument from facilities and determine appropriate policies.
- Responsible for precision machine shop facilities designed for the needs of the Chemistry Department.
- Provide design and engineering assistance to scientists in the development of precision instruments and tools.
- Fabricate and repair precision tools, components and instruments from sketches, drawings or blueprints.
- Performs all departmental machine shop work.
- Operate and maintain electronic test equipment.
- Construct amplifiers, temperature controls, measuring and recording devices, etc.
- Maintain and repair electronic computers.

GLASSBLOWING SERVICE S

- Provide glassblowing services for the entire University system.
- Repair or fabricate apparatus of existing design.
- Assist in design and modification of glass apparatus not commercially available.
**OFFICE OF THE DEAN**

**DEPARTMENT OF ZOOLOGY**

<table>
<thead>
<tr>
<th>Position</th>
<th>Full-Time Equivalent</th>
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<tbody>
<tr>
<td>Chair (Appointed from Faculty Positions)</td>
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<tr>
<td>Secretary II, SR-14, #11894</td>
<td>1.00</td>
</tr>
<tr>
<td>Office Assistant III, SR-08, #15271</td>
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</tr>
<tr>
<td>Administrative Officer, PBA, #81425</td>
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</tr>
<tr>
<td>Scientific Illustrator, PBB, #80681</td>
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<tr>
<td>Faculty Positions (Full-Time):</td>
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<tr>
<td>Faculty Positions (Half-Time):</td>
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</tr>
<tr>
<td>#82434*, #82826*</td>
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<tr>
<td>Graduate Assistants (Half-Time):</td>
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</tr>
<tr>
<td>#85031, #86016, #88068, #88081, #88105, #88275, #88321, #88337, #88367, #88422, #88447, #842497**</td>
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**Hawaii Cooperative Fishery Research Unit**

| Office Assistant III, SR-08, #51337 | 1.00 |

* Joint Appointments
** Appropriated Temporary Position

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<thead>
<tr>
<th>State of Hawai‘i</th>
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<tr>
<td>University of Hawai‘i</td>
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<tr>
<td>University of Hawai‘i at Mānoa</td>
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<tr>
<td>COLLEGES OF ARTS AND SCIENCES</td>
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<tr>
<td>COLLEGE OF NATURAL SCIENCES</td>
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<tr>
<td>DEPARTMENT OF ZOOLOGY</td>
</tr>
<tr>
<td>POSITION ORGANIZATION CHART</td>
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</tbody>
</table>

CHART III-H

General Fund FTE: 27.50
General Fund FTE: 0.50 (Auth Temp)
STATE OF HAWAI'I
UNIVERSITY OF HAWAI'I AT MANOA
COLLEGES OF ARTS AND SCIENCES
COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF ZOOLOGY

CHAIR

As members of the faculty of a university, the individual faculty members of the Department of Zoology have responsibilities in teaching, research, and service in accordance with their own training and experience.

- To teach at both the graduate and undergraduate levels in such a way to give the students factual knowledge, but also to aid them in developing their horizons and their thinking ability. Galileo remarked that "you cannot teach a man anything, you can only help him to find it within himself." Hence, if we are to prepare our students for attempting to answer the problems of tomorrow, we must endeavor to stimulate them to use their minds in such a way that each student attempts to develop his/her critical thought processes in accordance with his/her own uniqueness.

- To conduct scholarly research in any area of interest to the faculty member and to convey the findings of that research to others by means of publication and other means of communication.

- To serve the University, the State, and the Nation in those ways made possible because of the faculty member's training, experience, and interests.

The Zoology Department administers a satellite unit (Hawaii Cooperative Fishery Research Unit) in Edmondson Hall.

APT PERSONNEL

Provide general administrative and technical support to the department.

- Maintain budgetary and accounting control and perform purchasing functions in accordance with established University policies and procedures.

- Prepare and maintain property inventory records and arrange for the replacement or disposal of obsolete equipment.

- Arrange for the repair of equipment.

- Perform a variety of other duties including overseeing the copier machine operation, acquisition of student help, preparing correspondence, service as Safety and Health Officer.

- Prepare technical illustrations and art work for faculty publications and classroom instruction. Illustrations include graphs, charts, maps, detailed drawings of land and marine animals including microscopic work, etc.

CIVIL SERVICE PERSONNEL

Provides secretarial, clerical and typing services to the department chair and the instructional staff; keeps and maintains departmental personnel, graduate, and undergraduate student files; prepares and processes various personnel forms and documents; and performs a variety of related office duties.
DEPARTMENT OF PSYCHOLOGY

<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
</tr>
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<tbody>
<tr>
<td>Chair (appointed from faculty positions)</td>
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</tr>
<tr>
<td>Director, Clinical Studies (appointed from faculty positions)</td>
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</tr>
<tr>
<td>Secretary II, SR-14, #12856</td>
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SOCIAL SCIENCE RESEARCH INSTITUTE

The Social Science Research Institute is the sponsored research management unit within the College of Social Sciences. SSRI's primary responsibility is the management of sponsored research, technical assistance and training projects for the College. SSRI works with the instructional units with CSS and other instructional and research units at the University of Hawaii to increase overall research productivity, sponsored and unsponsored, in the Social Sciences.

The overall research mission of SSRI includes sponsored research currently conducted within the CSS and new areas of research through access to the research skills of the instructional faculty, staff, and students of the CSS. Faculty and students within the CSS have access to sponsored research opportunities through SSRI and SSRI serves as a clearing house, and fiscal and administrative management unit for research within the College. SSRI facilitates a key objective of CSS, the creation of 'Communities of Scholars'. These 'Communities of Scholars' which are dynamic, interdisciplinary problem-focused intellectual consortia that address critical societal issues, link teaching, research and application and engage students at both the graduate and undergraduate level.

SSRI builds on established relationships with county, state, federal, and international agencies and in the Asia-Pacific region to identify and secure research, training, and technical assistance opportunities for UH faculty and students. SSRI monitors the publication of requests for proposals and bids through local, national, and international sources, and disseminates information about funding opportunities to faculty and staff. SSRI assists faculty and staff in the development of funding proposals and provides fiscal and management services to support research, training, and technical assistance.

SSRI facilitates the integration of research, service, and education through technical assistance and training. SSRI provides practical experience to graduate and undergraduate students in its program through employment as graduate and student assistants and research project staff. SSRI provides new opportunities for interdisciplinary research with faculty and students outside CSS through its established relationships with other instructional and research units within the UH system and in other research, non-profit, and regional organizations. SSRI also enhances the ability of the University to provide professional service to federal, state, and county governments, the private sector, and to the Asia-Pacific region.

The Director of SSRI reports to the Dean of the CSS and serves as the head of the sponsored research and applications institute of CSS. The Director is responsible for the overall management of sponsored research within CSS.
CHART UPDATED

JUL - 1 2009

University of Hawai‘i at Mānoa

CHANCELLOR
UNIVERSITY OF HAWAII AT MANOA

SCHOOL OF MEDICINE
OFFICE OF THE DEAN

Office of the Associate Dean
Office of Student Affairs
Office of Hospital and External Business Affairs
Office of Fiscal and Administrative Affairs
Office of Information Technology

GENERAL FUND FTE: 198.22

OFFICE OF PUBLIC HEALTH STUDIES

Department of Public Health Sciences and Epidemiology
Graduate Program
Center on Aging
Admissions and Student Services
Administrative Services

ALLIED AND BASIC SCIENCES DEPARTMENTS

Department of Anatomy, Biochemistry, and Physiology
Department of Cell and Molecular Biology
Department of Tropical Medicine, Medical Microbiology, and Pharmacology
Department of Medical Technology
Department of Communication Sciences and Disorders

CLINICAL SCIENCES DEPARTMENTS

Department of Medicine
Department of Obstetrics, Gynecology, and Women’s Health
Department of Pathology
Department of Pediatrics
Department of Psychiatry
Department of Surgery
Department of Family Medicine and Community Health
Department of Native Hawaiian Health
Department of Complementary and Alternative Medicine
Department of Geriatric Medicine
MAJOR FUNCTIONS

Office of the Dean

Directs activities, personnel and curricula in the School of Medicine and affiliated community hospitals and health centers. Responsible for the direct liaison with other Schools of the College of Health Sciences and Social Welfare, the Graduate Division, community colleges and community agencies for collaborative instruction, research and community service. Establishes policies with the Schools’ Executive Committee to develop and implement the academic programs and coordinate continuing medical education. Conducts accredited graduate medical education programs in community hospitals. Also responsible for general program development in accord with Legislative mandate and University policies.

Office of Medical Education

Responsible for the coordination and administration of the educational programs leading to the M.D. degree, the conduct of faculty development programs, and the quantity and quality of faculty participation in our problem-based learning curriculum.

Office of Student Affairs

This major academic support program is directed by a Chairman with special responsibility for minority recruitment and counseling.

- Student advising, registration, etc.
- Staff support of admissions processing. An Admissions Committee makes the decisions, but the processing of over 1,250 applicants is undertaken by the Student Affairs staff.
- Past and current student records.
- Staff support to Student Standing and Promotion Committee and Student Evaluation Review and Remediation Committee (faculty and student composition).
- Minority recruitment and liaison with UH Hilo, Community Colleges, University of Guam, etc.

Office of Hospital and External Business Affairs

The Office of Hospital and External Business Affairs (OHEBA) is responsible for developing, managing, and monitoring contracts and relationships with JABSOM’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 percent of the School’s annual all funds operating budget and thus are of crucial importance to the School’s education and research programs. In addition, JABSOM leases large amounts of space from the hospitals to state clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM’s operations.

Office of Fiscal and Administrative Affairs

The Office of Fiscal and Administrative Affairs (OFAA) will prepare and monitor budgets, develop long- and short-range strategic and business plans, approve and control expenditures, initiate, oversee, and track all personnel transactions, acquire and monitor all equipment and property assigned to JABSOM, procure and pay for all supplies needed for JABSOM’s operations. The office will also prepare periodic financial and other management reports to support the Dean and Associate Dean in the management of JABSOM operations. OFAA will assist in the implementation and administration of research and training contracts and grants.
Finally, OFAA will be responsible for developing appropriate accounting systems for analyzing and reporting data generated by those systems.

Office of Information Technology

The Office of Information Technology (OIT) will provide quality informatics resources in support of the administrative, education, research and service functions of JABSOM. Its target services and functions include the following: network infrastructure, electronic communication, workplace networking, A/V and graphic design, website management, and bioinformatics resources. OIT will be placed in OFAA and reports to the head of that office.

Office of Public Health Studies

The Associate Dean’s Office is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including intra-School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs, and coordinates the department’s programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean will also develop and implement a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

Department of Public Health Sciences and Epidemiology

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.

Graduate Program

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

Center on Aging

The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc. In addition to teaching and advising, Center on Aging staff support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community, and conduct research in aging. Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials.
Manoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

Admissions and Students Services

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Office.

Administrative Services

Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.

Allied and Basic Sciences Departments

Department of Anatomy, Biochemistry, and Physiology

Provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. Also provides undergraduate level instruction in anatomy for paramedical and biological science programs.

Maintains a strong group of teacher-researchers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control. The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and support the academic pursuit of research in these fields.

The department provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, post doctorate, and continuing education students. Besides the various A.B., B.S., Ph.D., and M.D. candidates, this department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program.

Provides instructional services in physiology to undergraduate, graduate and medical students. Trains graduate students toward M.S. and Ph.D. degrees in physiology. Engages in both basic and applied research in Physiology. Renders services as needed by the local, national and international communities.

Our faculty is on the forefront of investigative programs dealing with the care, treatment, and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.

Department of Cell and Molecular Biology

Provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large.

Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.
Interaction with community groups occurs in several areas: the Medical Genetic Services Program, Hawaii Heart Association Research Committee, Board of Directors of The Bernice Pauahi Bishop Museum, the Nature Conservancy, as well as other organizations concerned with environmental and conservation biology.

**Department of Tropical Medicine, Medical Microbiology, and Pharmacology**

Work toward increasing comprehension and the ability to apply techniques of medical microbiology, infectious diseases, tropical medicine, and public health laboratory in the target populations: medical students, public health students, medical technology students, and graduate students in tropical medicine, biology, and public health.

Teaching efforts in pharmacology are directed toward first and second-year medical students, graduate students, and pre-med, pre-nursing, food and nutritional science, sports medicine and dental hygiene students. Along with teaching, the department regards research as an indispensable activity since the latter is intimately intertwined with the teaching and training of students.

Development of a program addressing the linkages between environmental and human health will directly benefit ecological and human health in Hawaii and the Pacific region, will complement the biomedical research component of the School of Medicine's vision, will have both direct and indirect economic benefits, and will generate research results applicable to addressing environmental and human health problems worldwide.

**Department of Medical Technology**

It is the goal of this department to adequately develop appropriate numbers of medical technologists who will be able to provide the best possible health care to the State of Hawaii and areas in the Pacific Basin.

Specific objectives of this department are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an AMA approved School of Medical Technology for the additional professional education for national certification; develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; to develop a Master's level degree program for medical technologists.

**Department of Communication Sciences and Disorders**

Objectives of this department are: to provide training for undergraduate (B.S. candidates) and graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals; to provide a reservoir of trained personnel to meet the needs of the State in the area of rehabilitation and rehabilitation of those with speech and/or hearing disorders; to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

**Clinical Sciences Departments**

**Department of Medicine**

The ultimate goal of the Department of Medicine is to improve health care through service, education and research in the clinical sciences, more specifically in the field of internal medicine and its recognized subspecialties which are directly and primarily concerned with patients. Target groups involved are medical students, allied health students and professionals, house officers in affiliated hospitals, and practicing physicians.

**Department of Obstetrics, Gynecology, and Women's Health**

Training of medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology, and Women's Health, including: human female reproductive biology and
endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various disease processes, and the pathology of the reproductive organs. Also developed are seminars and training programs for the practicing physician.

Department of Pathology

Provides instruction for medical students in basic, systematic, and clinical pathology. Pathology bridges the basic sciences with clinical medicine. Makes available specialized topics in pathology to third- and fourth-year medical students, graduate students, and residents in pathology.

Integration and instruction in pathology at community hospitals. The University’s involvement in community hospitals allows this department to improve the postdoctoral residency program for training of specialists in pathology.

Department of Pediatrics

The department is committed to providing a comprehensive program of training, service, and research in the field of pediatrics. Departmental responsibilities for pediatric teaching involve multiple levels from first year medical students to post-residency trainees, both physician and allied health personnel.

Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.

Teaching of medical students at all four levels must cover a number of subspecialty areas in order to provide a basic and comprehensive training in pediatrics. The department provides postmedical specialty training through the University of Hawai‘i pediatric integrated residency program. Fellowship training in neonatology and adolescent medicine is offered to physicians having completed their basic pediatric graduate training.

Additionally, this department is responsible for the Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, and Pediatric Emergency Care located at the Kapiolani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

Department of Psychiatry

Provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry.

Provides inpatient and outpatient psychiatric services and consultation at the following sites: The Queen’s Medical Center, Kapiolani Medical Center for Women and Children, Hawaii State Hospital, and community mental health centers on the islands of Hawai‘i, Molokai, Maui, Kauai, and Lanai.

Conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawaiian adolescents, substance abuse, severe mental illness, neuropsychiatry, and psychopharmacology.

Members of the department contribute service to the community on both the state and national levels. They include such activities as member of NIMH Review Committees, president of the Hawaii Psychiatric Society, and president of the Hawaii Council of Child Psychiatry. Members of the department also provide consultations to schools and speakers for PTA groups and other healthcare and community organizations.

Department of Surgery

Surgery is the branch of medicine that deals with the treatment of disease, injury or deformity to manual or instrumental operations. The department provides instruction and training to medical
students in both general surgery and the subspecialties and includes etiology, diagnosis, pre- and post-operative care, surgical techniques and research. Facilities and resources are available to support clinical research in a variety of fields. The department directs a general surgery residency program, an orthopaedic residency program, and a surgical critical care fellowship program. It conducts and participates in continuing medical education programs for physicians and other health professionals. The program utilizes a large and varied faculty of general and specialty surgeons, as well as numerous local medical centers, giving students and residents ample exposure to surgical disease and therapy.

Department of Family Medicine and Community Health

Provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological, and social health.

Long range objectives are: to increase access to primary care in Hawai‘i and American Samoa; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties; to provide a realistic view of primary care medicine as a career.

Department of Native Hawaiian Health

The Department of Native Hawaiian Health (NHH) is concerned with the healthcare of Native Hawaiians. Through research and education, this department will develop a comprehensive program that addresses the healthcare status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. This department will also house two (2) divisions related to Native Hawaiian health and welfare – the Imi Ho‘ola Program and the Native Hawaiian Center of Excellence.

The Imi Ho‘ola Program (IHP) is a post-baccalaureate program designed to provide educational opportunities for individuals whose medical school applications were rejected, but who are deemed capable of succeeding in medical school. The curriculum emphasizes the integration of concepts and principles in the sciences and humanities, and further develops communication and learning skills. Persons benefiting come from an environment that has inhibited the individual from obtaining the knowledge, skills, and abilities required to enroll in and graduate from medical school and/or comes from a family with an annual income below a level based on low-income thresholds as published by the U.S. Bureau of Census.

The Native Hawaiian Center of Excellence (NHCOE) seeks to improve the healthcare status of the Hawaiian community through educational initiatives. This program will train academic faculty of Hawaiian descent, as well as develop a domestic violence prevention initiative and other programs designed to educate Hawai‘i and Hawaiians about the richness of their medical heritage.

Department of Complementary and Alternative Medicine

The Department of Complementary and Alternative Medicine (CAM) is responsible for the development and dissemination of alternative medical therapy, as well as the investigation and research of the scientific foundation of these techniques. The medical traditions of many of the cultures represented in Hawai‘i have endured for centuries and have given solace and comfort to millions through the ages. It is only now that Western medicine is beginning to investigate the scientific foundation of many of these techniques, but much still remains to be learned. There is a great dearth of credible scientific information available to guide patients in the choice of appropriate alternative therapies. This has become a major public health issue as recognized by the National Institutes of Health (NIH). Hawaii has a well-established community of alternative medicine practitioners and a number of resident experts in the integration of western complementary therapies. Given Hawai‘i’s unique environment and population, JABSOM can become a world leader in the scientific investigation of alternative therapies, providing insights into the potential application and pitfalls of these techniques.
Department of Geriatric Medicine

Provides the instruction, research, and community service activities in geriatric medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric fellowship program. In addition to an active educational program that serves fellows, internal medicine residents, and medical students, the program is also very productive in biomedical research. Given the fact that Hawai‘i is an aging State with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of geriatric patients and in research on geriatric diseases is an important component of the State’s healthcare community.
### Director
- Admin & Fiscal Support Spec., PBA, #78796
- Office Assistant III, SR08, #600500
- Assoc Prof., IAM9, #62054
- Junior Researcher, R2M11, #66151
- Junior Researcher, R2M11, #66152
- Research Associate, PBB, #81584
- Research Associate, PBA, #60331
- Educational Specialist, PBB, #81934
- Educ. & Acad Support Spec., PBA, #78619
- Research Associate, PBA, #78035
- Research Associate, PBA, #78548
- Research Associate, PBA, #78549
- Administrative Officer, PBB, #78036
- Facilities Planner, PBB, #78037
- Building Maintenance Worker I, BC09, #22848
- Research Associate, PBB, #78038
- Research Associate, PBB, #78039
- Agricultural Research Tech III, SR11, #10081

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**General Fund Positions**: 19.00
The Lyon Arboretum is under the leadership of the Director who reports to the Vice Chancellor for Research and Graduate Education. The Arboretum facilitates both research and instruction in the restoration of Hawaiian ecosystems, ethnobotany, conservation biology, and evolution. In pursuing these activities it provides a needed resource for faculty, students, and the University as a whole. Through tours, workshops and special classes, the Arboretum provides service activities for groups of student and teachers in K-12, to tourists, and to the community at large.
Responsibility of the Water Resources Research Center

The Water Resources Center (WRRC) was established by the Board of Regents as a University of Hawai'i organized research unit in 1964, to carry out the mandates of the federal Water Resources Research Act of 1964 (PL 88-379, as amended most recently by PL 106-374).

WRRC identifies water problems in Hawai'i and conducts research to successfully manage these problems. Under current mandates, WRRC has the responsibility:

- To plan and conduct water research together and in coordination with related agencies throughout Hawai'i;
- To provide classroom, field instruction and training for water scientists and engineers, through research;
- To interpret, disseminate and transfer research information for the solution of continually changing water problems of the State of Hawai'i.

WRRC also facilitates water research in Pacific Island territories and nations.

WRRC is the water research center of Hawai'i. As the state's link in the national water research network, WRRC coordinates with the Federal agencies administering PL 106-374 and joins with other universities to carry out specific projects. WRRC coordinates and promotes water related research between the University, the State and Counties, and private organizations in Hawai'i. The WRRC represents the State of Hawai'i on national issues of water resources.

WRRC assists in University instructional and service programs through joint faculty appointments with instructional departments.

Through student participation in research programs, WRRC trains undergraduate and graduate students in water related research to encourage them to enter career paths addressing current and future water problems.

WRRC maintains a public information service and communicates research findings to relevant groups/agencies by the most appropriate means of communication (technical reports, websites, books, manuals, bulletins, newsletters, workshops, seminars, conferences, etc.).

WRRC administers the Environmental Center and as such coordinates environmental research (ecological assessment of the environment), environmental services (marshalling university expertise to review and evaluate environmental impact statements), and environmental education (administration of UHM Liberal Studies' Certificate in Environmental Studies).

To carry out its objectives, WRRC operates and maintains a number of research facilities including laboratories and field stations.

In keeping with the broad scope of water and environmental issues, WRRC strongly encourages multi-disciplinary research. Projects cover one or more of five divisions (Hydrology, Engineering, Ecology, Socio-Economics and the Environmental Center). All divisions are directed by WRRC faculty, led and coordinated by the Director and supported by a staff including research associates, a secretary, an office assistant, and the Information and Technology Transfer Office.
PROPOSED

ORGANIZATIONAL CHARTS

AND

FUNCTIONAL STATEMENTS
## OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION

<table>
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## Footnotes:

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

* Position description will be updated for classification/bANDING level review.
STATE OF HAWAI‘I
UNIVERSITY OF HAWAI‘I
UNIVERSITY OF HAWAI‘I AT MANOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION

FUNCTIONAL STATEMENT

I. INTRODUCTION

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

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

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

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

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

The Office is actively involved in encouraging and developing new research initiatives, in providing an environment conducive to research, in establishing approved new research programs, and in restructuring existing programs within policy. The Office facilitates and encourages technology transfer and economic development activities by the University of Hawai‘i at Mānoa.
The Office of the VCRGE provides the following services:

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

General Fund FTE: 14.00
General Fund FTE: 1.00 (Auth Temp)

Administrative Services

State of Hawai'i
University of Hawai'i
University of Hawai'i at Mānoa

COLLEGES OF ARTS AND SCIENCES
COLLEGE OF NATURAL SCIENCES
OFFICE OF THE DEAN

CHART II

ACADEMIC AFFAIRS

Instructional Departments

Chart III-A through Chart III-I

ADMINISTRATIVE SERVICES

Administrative Officer, PBC, #80155 1.00
Administrative Officer, PBB, #80181 1.00
Administrative Officer, PBB, #80184 1.00
Administrative Officer, PBB, #80400 1.00
Administrative Officer, PBB, #80450* 1.00
Administrative Officer, PBB, #80710 1.00
Personnel Officer, PBB, #77177 1.00
Personnel Officer, PBB, #81957* 1.00
Admin & Fiscal Support Spec, PBA, #78362T** 1.00
Admin & Fiscal Support Spec, PBA, #81853* 1.00

Footnotes:
*Position description will be updated for classification/banding level review.
**Appropriated Temporary Position

APPROVED / DISAPPROVED:

Virginia S. Hinshaw  Date
Chancellor

COLLEGES OF ARTS AND SCIENCES
COLLEGE OF NATURAL SCIENCES
OFFICE OF THE DEAN

CHART II

ACADEMIC AFFAIRS

Instructional Departments

Chart III-A through Chart III-I

ADMINISTRATIVE SERVICES

Administrative Officer, PBC, #80155 1.00
Administrative Officer, PBB, #80181 1.00
Administrative Officer, PBB, #80184 1.00
Administrative Officer, PBB, #80400 1.00
Administrative Officer, PBB, #80450* 1.00
Administrative Officer, PBB, #80710 1.00
Personnel Officer, PBB, #77177 1.00
Personnel Officer, PBB, #81957* 1.00
Admin & Fiscal Support Spec, PBA, #78362T** 1.00
Admin & Fiscal Support Spec, PBA, #81853* 1.00

Footnotes:
*Position description will be updated for classification/banding level review.
**Appropriated Temporary Position

APPROVED / DISAPPROVED:

Virginia S. Hinshaw  Date
Chancellor
State of Hawai‘i
University of Hawai‘i
University of Hawai‘i at Mānoa
COLLEGES OF ARTS AND SCIENCES
COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF CHEMISTRY
POSITION ORGANIZATION CHART

CHART III-C

OFFICE OF THE DEAN

Office of the Chair
Chair (Appointed from Faculty Positions)
Secretary II, SR-14, #13484 1.00
Clerk-Stenographer II, SR09, #14356 1.00
Admin & Fiscal Support Spec, PBA, #78892 1.00

Associate Chair (Appointed from Faculty Positions)

Instructional Activities
Faculty Positions (Full-Time): 18.00
#82051, #82217, #82455, #82618, #82624,
#82749, #83065, #83430, #83692, #84078,
#84116, #84190, #84305, #84411, #84736,
#84852, #84860, #86062

Graduate Assistants (Half-Time): 15.00
#85020, #85021, #85049, #85091,
#85158, #85523, #88022, #88041, #88106,
#88116, #88183, #88220, #88234, #88274,
#88316, #88330, #88375, #88419, #88450,
#88467, #88471, #88496, #88497, #88520,
#88554, #88567, #88570, #88580, #88590

Storeroom Services
Educational Specialist, PBB, #80086 1.00
Chemical Stores Clerk, SR-09, #13930 1.00
Chemical Stores Clerk, SR-09, #45199 1.00

Glassblowing Services

Analitical Services
Research Support Staff, PBC, #80362 1.00
Research Support Staff, PBB, #80892 1.00
Research Associate, PBB, #80121 1.00

Instrument/Computer Services
Supervision Temporarily Provided by #80362
Sci Instrument Technician, PBB, #80718* 1.00
Electronics Engineer, PBB, #80722 1.00
Electronics Technician, PBB, #80742* 1.00
Electronics Technician, PBB, #80747 1.00

Footnote:
*Position description will be updated for classification/banding level review.
State of Hawai‘i
University of Hawai‘i
University of Hawai‘i at Mānoa
COLLEGES OF ARTS AND SCIENCES
COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF ZOOLOGY
POSITION ORGANIZATION CHART

CHART III-H

OFFICE OF THE DEAN

DEPARTMENT OF ZOOLOGY

Chair (Appointed from Faculty Positions)
Secretary II, SR-14, #11894  1.00
Office Assistant III, SR-08, #15271  1.00
Administrative Officer, PBA, #81425  1.00
Scientific Illustrator, PBB, #80681  1.00

Faculty Positions (Full-Time):  22.00
#82015, #82167, #82243, #82269,
#82424, #83079, #83141, #83232,
#83948, #84162, #84248, #84378,
#84144, #84472, #88135, #88993,
#87490, #82826, #83868, #82743
#86197, #82434

Faculty Positions (Half-Time):  0.50
#82659*

Graduate Assistants (Half-Time):  5.50
#85031, #88016, #88068, #88081,
#88105, #88275, #88321, #88337,
#88387, #88442, #88447, #84249T**

Hawai‘i Cooperative Fishery Research Unit

Office Assistant III, SR-08, #51337  1.00

General Fund FTE: 33.00
General Fund FTE: 0.50 (Auth Temp)

APPROVED / DISAPPROVED:

Virginia S. Hinshaw
Chancellor

* Joint Appointments
** Appropriated Temporary Position
DEAN OF THE COLLEGE OF NATURAL SCIENCES

The Office of the Dean of the College of Natural Sciences directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, staff supervision, community relations, grievance and litigation and travel.

The Dean reports to the Office of the Chancellor, University of Hawai'i at Mānoa and functions with the authority delegated by the President and Vice Presidents.

OFFICE OF THE DEAN

- Manages the personnel, budgeting and planning functions.
- Initiates and oversees curriculum development and reform, program review, and workload activities.
- Manages the development of College research related programs.
- Serves on intra-university committees.
- Serves as chair of the Council of Arts and Sciences Deans on a rotating basis.
- Manages community relations and development including fundraising, representing the College at professional meetings, and meeting with alumni groups.

ACADEMIC AFFAIRS

- Coordinates major curricular policy activities on behalf of the Dean.
- Reviews proposals for adding, deleting, or modifying courses, certificated and degrees.
- Initiates college-wide curricular innovations, such as certificate programs, interdisciplinary/multidisciplinary programs, across college and school lines.
- Assists in establishing and maintaining inter-college coordination relative to cross-disciplinary core requirements.

ADMINISTRATIVE SERVICES

- In conjunction with the Dean, manages the budget preparation/execution for the College including developing criteria departmental budget allocations.
- Directs and advises departments in all matters related to personnel.
- Provides guidance on labor-relations issues.
- Supervises the purchasing activities of the College.
- Provides financial management for all College funds.
OFFICE OF THE CHAIR

Direct activities, curricula and personnel in the Department of Chemistry.

- Coordinate instructional activities; makes teaching assignments; schedule classes.
- Prepare unit's budget requests.
- Review and make recommendations in regard to all personnel actions involving members of the department.
- Make committee assignments; reside at faculty meetings.
- Assign duties to service staff of APT'S.
- Supervise secretarial staff of 3.
- Produce large numbers of memos and reports required to conduct routine operations.
- Teach.
- Conduct research in Chemistry.
- Provide information to other units of the University, State, Federal agencies, and the general public.
- Assign office, laboratory and shop space to all departmental personnel.

INSTRUCTIONAL ACTIVITIES

- Provide instruction at the undergraduate and graduate levels in both lecture and laboratory settings.
- Conduct research and seeks extramural funding for same.
- Supervise graduate student M.S. and Ph.D. laboratory research.
- Advise students with academic problems related to chemistry.
- Provide service to the University community.

PURCHASING

- Audit, prepare, and transmit purchase orders to vendors.
- Assign account codes, object symbols, and transaction codes.
- Maintain and monitors purchase order files.
- Audit invoices and packing slips.
- Process receiving reports.
- Prepare payment documents and journal vouchers.
SECRETARIAL SERVICES

- Assist and relieve Chairman in the performance of his work.
- Inform all department members of pertinent information from Deans, Payroll Office, etc.
- Devise ways of making department office run smoothly.
- Serve as liaison between Chairman and stenographers.
- Establish and maintain departmental files.
- Handle all personnel appointments: faculty, graduate assistants, postdoctoral fellows, etc.
- Handle summer research overload for staff and graduate students.
- Handle late registration.
- Supervise student help.
- Type exams, correspondence, memoranda, proposals, manuscripts and complex technical matter of faculty.
- Receive messages, personal callers, etc. for faculty and staff.
- Sort and distribute mail for entire building.
- Handle book orders for all chemistry courses.
- Maintain room schedules for departmental classrooms and instructional laboratories.

STOREROOM SERVICES

- Procure, stock and dispense standard chemical, supply and equipment items.
- Provide assistance in procurement efforts of departmental personnel.
- Screen request for present availability of stocks.
- Receive and distribute all departmental purchases.
- Monitor usage and maintain records for appropriate revisions of stocks.
- Administer required inventory procedures.
- Process departmental and University service and work requests.
- Operate Instructional and Research stockroom facilities.
- Supervise civil service staff of 2 clerks and student helpers as assigned.
- Assist in maintaining special equipment such as electric furnaces, optical equipment and electronic instruments.
- Prepare qualitative and quantitative chemical solutions.
- Assist faculty and staff in trouble-shooting instructional lab experiments.

ANALYTICAL SERVICES

- Supervise all facets of Nuclear Magnetic Resonance and Mass Spectroscopy.
- Maintain, calibrate, repair and install all NMR Spectrometers in the Chemistry Department.
- Perform system administration on the NMR Workstation Network, including managing accounts, updating software, and programming new utilities.
- Design and construct new accessories for the NMR and Mass spectrometers.
- Keep the NMR and Mass spectrometers current in state-of-the-art techniques as they become available.
- Operate the NMR spectrometer when highly specialized techniques are required to obtain useful data.
- Operate and maintain Mass spectrometer.
- Stock parts, accessories and special supplies and chemicals needed for particular applications.
- Consult with faculty and research personnel on the technical applications.
- Provide spectra and interpretive assistance as required.
- Keep expenditure, usage and maintenance records for cost determination.
- Determine needs, perform overhaul or modification of instruments as required.
INSTRUMENT SERVICES

- Design and supervise construction of analog and digital devices not available commercially.
- Plan and manage the development and evolution of department's computer systems and computer network.
- Design and implement changes to improve the reliability of high failure-rate systems.
- Design and supervise the implementation of program systems to convert departmental computing as new computer technology becomes available.
- Design and implement and chemistry department local area network (LAN) system.
- Train and approve users of departmental computer systems.
- Supervise and coordinate services of the instrument shop, the machine shop, and the electronics shop.
- Responsible for repair and maintenance of departmental instruments in the fields of Gas Chromatography, UV-visible, Infrared and Atomic Absorption Spectroscopy, X-ray diffractometry, etc., as assigned by the Electronics Engineer II.
- Arrange user schedules for department instruments.
- Consult with faculty and research personnel regarding instrument applications.
- Develop specifications and make recommendations on instrument purchases.
- Maintain operating and service literature on instruments and stock spare parts.
- Determine needs for components, accessories and operating supplies.
- Review and judge instrument modification requests.
- Initiate action for outside service if necessary.
- Supervise departmental instrument from facilities and determine appropriate policies.
- Responsible for precision machine shop facilities designed for the needs of the Chemistry Department.
- Provide design and engineering assistance to scientists in the development of precision instruments and tools.
- Fabricate and repair precision tools, components and instruments from sketches, drawings or blueprints.
- Performs all departmental machine shop work.
- Operate and maintain electronic test equipment.
- Construct amplifiers, temperature controls, measuring and recording devices, etc.
- Maintain and repair electronic computers.

GLASSBLOWING SERVICES

- Provide glassblowing services for the entire University system.
- Repair or fabricate apparatus of existing design.
- Assist in design and modification of glass apparatus not commercially available.
As members of the faculty of a university, the individual faculty members of the Department of Zoology have responsibilities in teaching, research, and service in accordance with their own training and experience.

- To teach at both the graduate and undergraduate levels in such a way to give the students factual knowledge, but also to aid them in developing their horizons and their thinking ability. Galileo remarked that “you cannot teach a man anything, you can only help him to find it within himself.” Hence, if we are to prepare our students for attempting to answer the problems of tomorrow, we must endeavor to stimulate them to use their minds in such a way that each student attempts to develop his/her critical thought processes in accordance with his/her own uniqueness.

- To conduct scholarly research in any area of interest to the faculty member and to convey the findings of that research to others by means of publication and other means of communication.

- To serve the University, the State, and the Nation in those ways made possible because of the faculty member's training, experience, and interests.

The Zoology Department administers a satellite unit (Hawai‘i Cooperative Fishery Research Unit) in Edmondson Hall.

**APT PERSONNEL**

Provide general administrative and technical support to the department.

- Maintain budgetary and accounting control and perform purchasing functions in accordance with established University policies and procedures.

- Prepare and maintain property inventory records and arrange for the replacement or disposal of obsolete equipment.

- Arrange for the repair of equipment.

- Perform a variety of other duties including overseeing the copier machine operation, acquisition of student help, preparing correspondence, service as Safety and Health Officer.

- Prepare technical illustrations and art work for faculty publications and classroom instruction. Illustrations include graphs, charts, maps, detailed drawings of land and marine animals including microscopic work, etc.

**CIVIL SERVICE PERSONNEL**

Provides secretarial, clerical and typing services to the department chair and the instructional staff; keeps and maintains departmental personnel, graduate, and undergraduate student files; prepares and processes various personnel forms and documents; and performs a variety of related office duties.
**DEPARTMENT OF PSYCHOLOGY**

Chair (appointed from faculty positions)
Director, Clinical Studies (appointed from faculty positions)

<table>
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<tr>
<th>Position</th>
<th>FTE</th>
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<tr>
<td>Secretary II, SR-14, #12856</td>
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<tr>
<td>Clerk-Stenographer III, SR-11, #19052</td>
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<tr>
<td>Educational Sp, PBB, #80638</td>
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Instructional Faculty: (1.00) 24.00

- Full time: #82198, #82398, #82412, #82471, #82534, #82537, #82615, #82629, #83092, #83110, #83507, #83626, #84131, #84346, #84416, #84491, #84497, #84791, #84828, #84866, #85075, #85450, #85881, #88005
- Half time: #86180 0.50

Jr Specialist, S2, #82114 1.00

Graduate Assistants, GA09: (.50) 4.50

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<td>#85148, #88046, #88060, #88252, #88320</td>
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<td>#88362, #88392, #88511, #88559</td>
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</tbody>
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**GENERAL FUND FTE:** 33.00

**APPROVED / DISAPPROVED:**

_______________________________  ________________
Virginia S. Hinshaw               Date
OFFICE OF THE DEAN

SOCIAL SCIENCE RESEARCH INSTITUTE
OFFICE OF THE DIRECTOR

Prof & Director, I5, #86226  1.00
Specialist, S5, #88743  1.00
Adm & Fiscal Support Sp, PBA, #80087  1.00

Virginia S. Hinshaw
Chancellor

Administrative Officer, PBB, #80107  1.00
Administrative Officer, PBB, #81943  1.00
Administrative Officer, PBB, #77767  1.00
Administrative Officer, PBB, #80978*  1.00

Core Research Staff
Assoc Prof, I4, #84871  0.50
Asst Specialist, S3, #84870  1.00
Junior Specialist, S2, #88749  1.00

Oral History Project
Educational Spec, PBB, #80813  1.00
Research Assoc, PBB, #80935  1.00
Research Assoc, PBB, #77024  0.50
Publications Spec, PBA, #80936  1.00

Center for Youth Research
Asst Researcher, R3, #84797  1.00
Educational Sp, PBB, #80531  1.00

PEACESAT
Specialist, S5, #86225  1.00

Footnote:
*Position description will be updated for classification/banding level review.
FUNCTIONAL STATEMENT

OFFICE OF THE DEAN

Plans, organizes, directs and coordinates the activities, curricular, personnel and budget affairs of the College and its ancillary support components including budget management, program management, staff supervision, community relations, grievance and litigation, and travel. Has oversight responsibility for the activities, research functions and program management of the Social Science Research Institute.

Articulates and conveys to faculty, staff, students and others the College's basic values, directions and goals, and develops and issues policies governing the activities of the College.

Guides and oversees the College's governance system, to ensure effective operation and equal access by all members of the College community.

Manages day-to-day College operations and activities, and represents the College within the University and to the Hawaii community at large.

Participates with the Deans of the College of Arts and Humanities, the College of Languages, Linguistics and Literature, and the College of Natural Sciences in the Council of Arts and Sciences Deans, a body which is responsible for the planning and coordination of the Colleges of Arts and Sciences programs.

Reports to the Office of the Vice Chancellor for Academic Affairs, University of Hawaii at Manoa and functions with the authority delegated by the Chancellor.

Administers academic departments, programs, school and institutes in the College of Social Sciences.

1. Anthropology (department)
2. Communications (school)
3. Economics (department)
4. Ethnic Studies (department)
5. Geography (department)
6. Political Science (department)
7. Psychology (department)
8. Public Administration (program)
9. Social Science Research Institute
10. Sociology (department)
11. Social Sciences Public Policy Center
12. Urban and Regional Planning (department)
13. Women’s Studies (program)
### DEPARTMENT OF ANATOMY, BIOCHEMISTRY, AND PHYSIOLOGY

**Chairman (Appointed from Instructional Positions)**
- #82162
- #82535
- #83403
- #83677
- #83778

**Research Associate, PBB, #80009**
- 1.00

**Instructional Positions (15.00)**

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</table>

**Graduate Assistants:**
- #83413  0.50
- #88138  0.50
- #88458  0.50

**General Fund FTE:** 19.50

### DEPARTMENT OF CELL AND MOLECULAR BIOLOGY

**Chairman (Appointed from Instructional Positions)**
- #82218
- #82304
- #83408
- #84851
- #85671
- #86520
- #87158
- #88875
- #89587
- #89588
- #89589

**Educational Specialist, PBB, #80009**
- 1.00

**Instructional Positions (10.00)**

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**Graduate Assistants:**
- #82541  0.90

**General Fund FTE:** 13.00

### DEPARTMENT OF TROPICAL MEDICINE, MEDICAL MICROBIOLOGY AND PHARMACOLOGY

**Chairman (Appointed from Instructional Positions)**
- #82388
- #83391
- #84143
- #84271
- #85684
- #86862
- #87609
- #88589
- #89599

**Secretary II, SR-14, #17563**
- 1.00

**Clerk Steno III, SR-11, #23959**
- 1.00

**Admin & Fiscal Supp Spec, PBA, #80961**
- 1.00

**Instructional Positions (8.90)**

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**General Fund FTE:** 11.90

### DEPARTMENT OF MEDICAL TECHNOLOGY

**Chairman (Appointed from Instructional Positions)**
- #82388
- #83391
- #84143
- #84271
- #85684
- #86862
- #87609
- #88589
- #89599

**Secretary II, SR-14, #15267**
- 1.00

**Instructional Positions (3.00)**

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**General Fund FTE:** 4.00

### DEPARTMENT OF COMMUNICATION SCIENCES AND DISORDERS

**Chairman (Appointed from Instructional Positions)**
- #82413
- #88361

**New Secretary II position to be established**

**Instructional Positions (6.00)**

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**General Fund FTE:** 6.50

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**APPROVED / DISAPPROVED:**

*Virginia S. Hinshaw*  
*Chancellor*
MAJOR FUNCTIONS

Office of the Dean

Directs activities, personnel and curricula in the School of Medicine and affiliated community hospitals and health centers. Responsible for the direct liaison with other Schools of the College of Health Sciences and Social Welfare, the Graduate Division, community colleges and community agencies for collaborative instruction, research and community service. Establishes policies with the Schools’ Executive Committee to develop and implement the academic programs and coordinate continuing medical education. Conducts accredited graduate medical education programs in community hospitals. Also responsible for general program development in accord with Legislative mandate and University policies.

Office of Medical Education

Responsible for the coordination and administration of the educational programs leading to the M.D. degree, the conduct of faculty development programs, and the quantity and quality of faculty participation in our problem-based learning curriculum.

Office of Student Affairs

This major academic support program is directed by a Chairman with special responsibility for minority recruitment and counseling.

Student advising, registration, etc.
Staff support of admissions processing. An Admissions Committee makes the decisions, but the processing of over 1,250 applicants is undertaken by the Student Affairs staff.
Past and current student records.
Staff support to Student Standing and Promotion Committee and Student Evaluation Review and Remediation Committee (faculty and student composition).
Minority recruitment and liaison with UH Hilo, Community Colleges, University of Guam, etc.

Office of Hospital and External Business Affairs

The Office of Hospital and External Business Affairs (OHEBA) is responsible for developing, managing, and monitoring contracts and relationships with JABSOM’s affiliated hospitals, affiliated non-profit organizations, State agencies and business partners. The hospitals affiliated with JABSOM are responsible for providing over 25 percent of the School’s annual all funds operating budget and thus are of crucial importance to the School’s education and research programs. In addition, JABSOM leases large amounts of space from the hospitals to state clinical education and research. Managing relationships and developing partnerships with the hospitals is one of the most important facets of JABSOM’s operations.

Office of Fiscal and Administrative Affairs

The Office of Fiscal and Administrative Affairs (OFAA) will prepare and monitor budgets, develop long- and short-range strategic and business plans, approve and control expenditures, initiate, oversee, and track all personnel transactions, acquire and monitor all equipment and property assigned to JABSOM, procure and pay for all supplies needed for JABSOM’s
operations. The office will also prepare periodic financial and other management reports to support the Dean and Associate Dean in the management of JABSOM operations. OFAA will assist in the implementation and administration of research and training contracts and grants. Finally, OFAA will be responsible for developing appropriate accounting systems for analyzing and reporting data generated by those systems.

Office of Information Technology

The Office of Information Technology (OIT) will provide quality informatics resources in support of the administrative, education, research and service functions of JABSOM. Its target services and functions include the following: network infrastructure, electronic communication, workplace networking, A/V and graphic design, website management, and bioinformatics resources. OIT will be placed in OFAA and reports to the head of that office.

Office of Public Health Studies

The Associate Dean’s Office is concerned with curricular and academic programs of the Office of Public Health Studies as well as the overall administration of the department. Responsibilities include recruitment; retention and improvement of faculty; budgets; course schedules; teaching assignments and department research; students enrolled in the department; and the administration of the School of Medicine, Office of Public Health Studies, and University policies as they apply to the department. The Associate Dean is also responsible for business services and for the public relationships of the department, including intra-School of Medicine and intra-university relationships as well as those with community organizations and State and Federal government agencies.

In carrying out these responsibilities, the Associate Dean plans, organizes, directs, and coordinates the department’s programs and activities with assistance of the Assistant Dean, department chairs and directors, and various faculty committees. The Associate Dean will also develop and implement a strategic plan for the expansion of the academic program in the department to include the five core areas of public health (epidemiology, biostatistics, environmental health, social/behavior sciences and health services administration) and for the reestablishment of an accredited School of Public Health.

Department of Public Health Sciences and Epidemiology

This department is committed to providing a comprehensive program in graduate education at the masters and doctoral levels in public health sciences and epidemiology. The program is a research driven curriculum for graduates with a background in biomedical sciences, physicians, nurses, microbiologists, and related fields which incorporates research, teaching, and service to promote health and well being, and to prevent disease, disability, and premature mortality. The program is accomplished through scientific research in public health sciences and epidemiology and creative alliances with the School of Medicine, with other UH units, and with the local and global community.

Graduate Program

The Graduate Program of the Office of Public Health Studies in functionally separated into a masters of public health, which is a predominantly professional degree, and the masters of science in public health and the Biomedical Ph.D. degree in Biostatistics and Epidemiology which are academic and research based degrees. Each degree has its specific requirements and is supervised by the Chair of the Field of Study appointed from the Department through the UH Graduate Division.

Center on Aging

The University of Hawai‘i Center on Aging offers graduate and undergraduate 15-credit certificates in gerontology, with students taking courses from professors across campus in the fields of family resources, law, medicine, nursing, public health, psychology, social work, sociology, etc. In addition to teaching and advising, Center on Aging staff support the UH chapter of Sigma Phi Omega (gerontological honor society), provide service to the community,
and conduct research in aging. Current research focuses in three areas: Asian and Pacific Islander aging, end-of-life issues, and developing/testing health education and training materials. Manoa faculty affiliated with the Center on Aging also conduct research, provide service, and consult on many aspects of aging, including program development and evaluation.

Admissions and Students Services

Functional responsibilities are in support of non-M.D. graduate student-related activities of the administrative and instructional functions of the School of Medicine. These include recruitment, inquiries, applications and admission, enrollment, registration, course scheduling and alumni. The office is also responsible for assisting students with a wide variety of problems, providing advocacy for student concerns and functioning as a liaison with other University areas such as the Graduate Division, Office of Admissions and Records, Financial Aid Services, KOKUA Program, Veterans Affairs Office and International Students Office.

Administrative Services

Functional responsibilities are budgeting and expenditure control; purchasing and property management; personnel management and transactions; building and office space assignments; contracts and grants administration; and such auxiliary services as parking permit clearances and telephone installation. This office will also provide direct support to the School of Medicine Director of Business and Hospital Affairs and ongoing organizational restructuring support in the reestablishment of an accredited School of Public Health.

Allied and Basic Sciences Departments

Department of Anatomy, Biochemistry, and Physiology

Provides medical students with a basic understanding of the structure of the human body at all levels of organization from the subcellular level through tissues, organs, and gross relationships of organ systems. Also provides undergraduate level instruction in anatomy for paramedical and biological science programs.

Maintains a strong group of teacher-researchers to provide consultation and expertise in anatomy and reproductive biology, to instruct medical students, residents and clinicians and for the contribution of basic research to problems of population control. The Institute of Biogenesis Research was established in May 2000 for the study of reproductive and developmental biology and support the academic pursuit of research in these fields.

The department provides training in Biochemistry-Biophysics for a large number of undergraduate, graduate, post doctorate, and continuing education students. Besides the various A.B., B.S., Ph.D., and M.D. candidates, this department provides advanced training for Medical Technologists already working in the field or recent graduates of the medical technology program.

Provides instructional services in physiology to undergraduate, graduate and medical students. Trains graduate students toward M.S. and Ph.D. degrees in physiology. Engages in both basic and applied research in Physiology. Renders services as needed by the local, national and international communities.

Our faculty is on the forefront of investigative programs dealing with the care, treatment, and cure of cancer, cardiovascular abnormalities, nutritional and metabolic disturbances, energy metabolism, and enzymatic mechanisms.

Department of Cell and Molecular Biology

Provides quality graduate education in genetics for all qualified students and provides undergraduate instruction in genetics as a service to the University at large.

Certain major areas of research concentration can be identified as follows: human genetics, evolutionary genetics, cell and developmental genetics.
Interaction with community groups occurs in several areas: the Medical Genetic Services Program, Hawaii Heart Association Research Committee, Board of Directors of The Bernice Pauahi Bishop Museum, the Nature Conservancy, as well as other organizations concerned with environmental and conservation biology.

Department of Tropical Medicine, Medical Microbiology, and Pharmacology

Work toward increasing comprehension and the ability to apply techniques of medical microbiology, infectious diseases, tropical medicine, and public health laboratory in the target populations: medical students, public health students, medical technology students, and graduate students in tropical medicine, biology, and public health.

Teaching efforts in pharmacology are directed toward first and second-year medical students, graduate students, and pre-med, pre-nursing, food and nutritional science, sports medicine and dental hygiene students. Along with teaching, the department regards research as an indispensable activity since the latter is intimately intertwined with the teaching and training of students.

Development of a program addressing the linkages between environmental and human health will directly benefit ecological and human health in Hawaii and the Pacific region, will complement the biomedical research component of the School of Medicine’s vision, will have both direct and indirect economic benefits, and will generate research results applicable to addressing environmental and human health problems worldwide.

Department of Medical Technology

It is the goal of this department to adequately develop appropriate numbers of medical technologists who will be able to provide the best possible health care to the State of Hawaii and areas in the Pacific Basin.

Specific objectives of this department are: to graduate students with a B.S. degree in Medical Technology who are prepared to enter an AMA approved School of Medical Technology for the additional professional education for national certification; develop and implement mechanisms to expand enrollment in the medical technology program; to provide special programs on education for the academic and clinical faculty; to implement special retraining programs for persons reentering the field; to develop a Master’s level degree program for medical technologists.

Department of Communication Sciences and Disorders

Objectives of this department are: to provide training for undergraduate (B.S. candidates) and graduate (M.S. candidates) students which will enable them to meet national certification standards and to work as fully qualified professionals; to provide a reservoir of trained personnel to meet the needs of the State in the area of habilitation and rehabilitation of those with speech and/or hearing disorders; to help meet the unmet requirements in this field in other areas of the United States and the entire Pacific area.

Clinical Sciences Departments

Department of Medicine

The ultimate goal of the Department of Medicine is to improve health care through service, education and research in the clinical sciences, more specifically in the field of internal medicine and its recognized subspecialties which are directly and primarily concerned with patients. Target groups involved are medical students, allied health students and professionals, house officers in affiliated hospitals, and practicing physicians.

Department of Obstetrics, Gynecology, and Women’s Health
Training of medical students and paramedical personnel in the various aspects of Obstetrics, Gynecology, and Women’s Health, including: human female reproductive biology and endocrinology, basic pelvic examination, performing a routine delivery, disorders of the female reproductive system, family planning and human sexuality, correlation between various disease processes, and the pathology of the reproductive organs. Also developed are seminars and training programs for the practicing physician.

Department of Pathology

Provides instruction for medical students in basic, systematic, and clinical pathology. Pathology bridges the basic sciences with clinical medicine. Makes available specialized topics in pathology to third- and fourth-year medical students, graduate students, and residents in pathology.

Integration and instruction in pathology at community hospitals. The University’s involvement in community hospitals allows this department to improve the postdoctoral residency program for training of specialists in pathology.

Department of Pediatrics

The department is committed to providing a comprehensive program of training, service, and research in the field of pediatrics. Departmental responsibilities for pediatric teaching involve multiple levels from first year medical students to post-residency trainees, both physician and allied health personnel.

Pediatric training must encompass all aspects of child life and health. The basic philosophy of the pediatric teaching program is that every person in the medical and paramedical profession should have an understanding of the dynamic nature of growth and development from conception to maturity.

Teaching of medical students at all four levels must cover a number of subspecialty areas in order to provide a basic and comprehensive training in pediatrics. The department provides post-medical specialty training through the University of Hawai‘i pediatric integrated residency program. Fellowship training in neonatology and adolescent medicine is offered to physicians having completed their basic pediatric graduate training.

Additionally, this department is responsible for the Pediatric Intensive Care Unit, Neonatal Intensive Care Unit, and Pediatric Emergency Care located at the Kapiolani Medical Center for Women and Children, and provides secretarial services to maintain departmental operations.

Department of Psychiatry

Provides psychiatric teaching and training to medical students, residents in General Psychiatry, Child and Adolescent Psychiatry, and Geriatric Psychiatry.

Provides inpatient and outpatient psychiatric services and consultation at the following sites: The Queen’s Medical Center, Kapiolani Medical Center for Women and Children, Hawaii State Hospital, and community mental health centers on the islands of Hawai‘i, Molokai, Maui, Kauai, and Lanai.

Conducts research in various aspects of psychiatry: culture and mental health of different ethnic groups, mental health epidemiology of Native Hawaiian adolescents, substance abuse, severe mental illness, neuropsychiatry, and psychopharmacology.

Members of the department contribute service to the community on both the state and national levels. They include such activities as member of NIMH Review Committees, president of the Hawaii Psychiatric Society, and president of the Hawaii Council of Child Psychiatry. Members of the department also provide consultations to schools and speakers for PTA groups and other healthcare and community organizations.

Department of Surgery
Surgery is the branch of medicine that deals with the treatment of disease, injury or deformity to manual or instrumental operations. The department provides instruction and training to medical students in both general surgery and the subspecialties and includes etiology, diagnosis, pre- and post-operative care, surgical techniques and research. Facilities and resources are available to support clinical research in a variety of fields. The department directs a general surgery residency program, an orthopaedic residency program, and a surgical critical care fellowship program. It conducts and participates in continuing medical education programs for physicians and other health professionals. The program utilizes a large and varied faculty of general and specialty surgeons, as well as numerous local medical centers, giving students and residents ample exposure to surgical disease and therapy.

Department of Family Medicine and Community Health

Provides health care characterized by the combination of delivery of first contact health services, the assumption of continuing responsibility for patients regardless of the presence or absence of illness, and the integration of care for their physical, psychological, and social health.

Long range objectives are: to increase access to primary care in Hawai‘i and American Samoa; to train all medical students to a maximum level of competence as primary care physicians; to provide postgraduate training for students in any of the medical specialties; to provide a realistic view of primary care medicine as a career.

Department of Native Hawaiian Health

The Department of Native Hawaiian Health (NHH) is concerned with the healthcare of Native Hawaiians. Through research and education, this department will develop a comprehensive program that addresses the healthcare status of Native Hawaiians. JABSOM will provide assistance in educating the community on health issues of Native Hawaiians. This department will also house two (2) divisions related to Native Hawaiian health and welfare – the Imi Ho‘ola Program and the Native Hawaiian Center of Excellence.

The Imi Ho‘ola Program (IHP) is a post-baccalaureate program designed to provide educational opportunities for individuals whose medical school applications were rejected, but who are deemed capable of succeeding in medical school. The curriculum emphasizes the integration of concepts and principles in the sciences and humanities, and further develops communication and learning skills. Persons benefiting come from an environment that has inhibited the individual from obtaining the knowledge, skills, and abilities required to enroll in and graduate from medical school and/or comes from a family with an annual income below a level based on low-income thresholds as published by the U.S. Bureau of Census.

The Native Hawaiian Center of Excellence (NHCOE) seeks to improve the healthcare status of the Hawaiian community through educational initiatives. This program will train academic faculty of Hawaiian descent, as well as develop a domestic violence prevention initiative and other programs designed to educate Hawai‘i and Hawaiians about the richness of their medical heritage.

Department of Complementary and Alternative Medicine

The Department of Complementary and Alternative Medicine (CAM) is responsible for the development and dissemination of alternative medical therapy, as well as the investigation and research of the scientific foundation of these techniques. The medical traditions of many of the cultures represented in Hawai‘i have endured for centuries and have given solace and comfort to millions through the ages. It is only now that Western medicine is beginning to investigate the scientific foundation of many of these techniques, but much still remains to be learned. There is a great dearth of credible scientific information available to guide patients in the choice of appropriate alternative therapies. This has become a major public health issue as recognized by the National Institutes of Health (NIH). Hawaii has a well-established community of alternative medicine practitioners and a number of resident experts in the integration of western complementary therapies. Given Hawai‘i’s unique environment and population, JABSOM can become a world leader in the scientific investigation of alternative therapies, providing insights into the potential application and pitfalls of these techniques.
Department of Geriatric Medicine

Provides the instruction, research, and community service activities in geriatric medicine for medical students, residents, fellows, and other health care workers. It has a nationally known, accredited post residency geriatric fellowship program. In addition to an active educational program that serves fellows, internal medicine residents, and medical students, the program is also very productive in biomedical research. Given the fact that Hawai`i is an aging State with the longest life expectancy in the nation, the presence of a locus of expertise and experience in the care of geriatric patients and in research on geriatric diseases is an important component of the State’s healthcare community.
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**GENERAL FUND FTE:** 20.00

__APPROVED / DISAPPROVED:

Virginia S. Hinshaw  
Chancellor
STATE OF HAWAI’I
UNIVERSITY OF HAWAI’I AT MANOA
OFFICE OF THE CHANCELLOR
OFFICE OF THE VICE CHANCELLOR FOR RESEARCH
AND GRADUATE EDUCATION
LYON ARBORETUM

FUNCTIONAL STATEMENT

The Lyon Arboretum is under the leadership of the Director who reports to the Vice Chancellor for Research and Graduate Education. The Arboretum facilitates both research and instruction in the restoration of Hawaiian ecosystems, ethnobotany, conservation biology, and evolution. In pursuing these activities it provides a needed resource for faculty, students, and the University as a whole. Through tours, workshops and special classes, the Arboretum provides service activities for groups of student and teachers in K-12, to tourists, and to the community at large.
CHANCELLOR
UNIVERSITY OF HAWAI‘I AT MĀNOA

VICE CHANCELLOR FOR RESEARCH AND GRADUATE EDUCATION

WATER RESOURCES RESEARCH CENTER

Director & Researcher, R-5, #88655 0.50
Secretary II, SR-14, #14164 1.00
Office Assistant III, SR-8, #21649 1.00
Research Associate, PBB, #81689 1.00
Administrative Officer, PBC, #80198* 1.00
Admin & Fiscal Supp Spec, PBA, #78497* 1.00

INFORMATION & TECHNOLOGY TRANSFER OFFICE

Editor, PBB, #80102 1.00
Jr. Specialist, S-2, #88662 1.00
Publications Specialist, PBA, #81595 1.00

ECOLOGY DIVISION

Researcher, R-5, #88654 0.50
Researcher, R-5, #88661 0.50

SOCIOECONOMIC DIVISION

Professor, I-5, #88656 0.50

ENGINEERING DIVISION

Professor, I-5, #88649 0.50
Professor, I-5, #88657 0.50
Assoc Professor, I-4, #88651 0.50
Assist Professor, I-3, #88660 0.50

HYDROLOGY DIVISION

Professor, I-5, #88648 0.50

ENVIRONMENTAL CENTER

Researcher, R-5, #86201 1.00
Researcher, R-5, #83789 1.00
Associate Specialist, S-4, #88663 1.00
Assistant Specialist, S-3, #88665 1.00
Research Associate, PBB, #78788* 1.00
Research Associate, PBA, #81766* 1.00
Research Associate, PBA, #80956* 1.00
Secretary II, SR-14, #22223 1.00

FOOTNOTE:
*Position description will be updated for classification/banding level review.

APPROVED / DISAPPROVED:

Virginia S. Hinshaw
Chancellor

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

WATER RESOURCES RESEARCH CENTER

ORGANIZATION CHART
CHART XI

GENERAL FUND FTE: 20.50
The Water Resources Center (WRRC) was established by the Board of Regents as a University of Hawai‘i organized research unit in 1964, to carry out the mandates of the federal Water Resources Research Act of 1964 (PL 88-379, as amended most recently by PL 106-374).

WRRC identifies water problems in Hawai‘i and conducts research to successfully manage these problems. Under current mandates, WRRC has the responsibility:

- To plan and conduct water research together and in coordination with related agencies throughout Hawai‘i;
- To provide classroom, field instruction and training for water scientists and engineers, through research;
- To interpret, disseminate and transfer research information for the solution of continually changing water problems of the State of Hawai‘i.

WRRC also facilitates water research in Pacific Island territories and nations.

WRRC is the water research center of Hawai‘i. As the state’s link in the national water research network, WRRC coordinates with the Federal agencies administering PL 106-374 and joins with other universities to carry out specific projects. WRRC coordinates and promotes water-related research between the University, the State and Counties, and private organizations in Hawai‘i. The WRRC represents the State of Hawai‘i on national issues of water resources.

WRRC assists in University instructional and service programs through joint faculty appointments with instructional departments.

Through student participation in research programs, WRRC trains undergraduate and graduate students in water-related research to encourage them to enter career paths addressing current and future water problems.

WRRC maintains a public information service and communicates research findings to relevant groups/agencies by the most appropriate means of communication (technical reports, websites, books, manuals, bulletins, newsletters, workshops, seminars, conferences, etc.).

WRRC administers the Environmental Center and as such coordinates environmental research (ecological assessment of the environment), environmental services (marshalling university expertise to review and evaluate environmental impact statements), and environmental education (administration of UHM Liberal Studies’ Certificate in Environmental Studies).

To carry out its objectives, WRRC operates and maintains a number of research facilities including laboratories and field stations.

In keeping with the broad scope of water and environmental issues, WRRC strongly encourages multi-disciplinary research. Projects cover one or more of five divisions (Hydrology, Engineering, Ecology, Socio-Economics and the Environmental Center). All divisions are directed by WRRC faculty, led and coordinated by the Director and supported by a staff including research associates, a secretary, an office assistant, and the Information and Technology Transfer Office.
UHM ATTACHMENT 3 – ALLOCATED AND AUTHORIZED BJ/BT POSITIONS IMPACTED BY THE REORGANIZATION
### Program Title: Pacific Biosciences Research Center (PBRC)

<table>
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<th>Affected Position No.(s)</th>
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**Administrator's Signature, Name and Title**

Date: ________________

Telephone Number: ________________

HR Review

OFA Review
# University of Hawai‘i at Mānoa
## Allocated and Authorized BJ/BT Positions Impacted by the Reorganization

### Program Title:
Pacific Biosciences Research Center (PBRC)

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Chart No.(s)</th>
<th>Affected Position No.(s)</th>
<th>Classification/Organizational/Functional Change</th>
<th>Basis for Change/Impact on Position</th>
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**Administrator's Signature, Name and Title**

**Date**

**Telephone Number**

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