PPAC Special Reorganization Meeting

10-28-08

Membership for list of attendees (see Attachment I.)

Reorganization Update – Eileen Torigoe

The purpose of this meeting was to update the PPAC on the progress of the current consultation phase of the Reorganization process. Open forums have been held on campus and meetings have taken place with the Unions. Eileen shared and distributed information concerning the issues that to date had been raised.

Item I. Update on Reorganization Open Forum

The Reorganization was initially undertaken to address Accreditation issues, e.g., the Organization Charts did not reflect the way the College was functioning; recommendation to base budget decisions on institutional data, etc.

Newly created and restructured entities will need to create tactical plans to determine how they will implement their mission, e.g., Kahikoluamea, Continuing Ed, CELTT, Library and Learning Resources, Office of Academic Affairs, Office for Institutional Effectiveness.

Eileen distributed a list of the comments made at the open forums divided by categories, i.e., “Chart Issues Not Current Reorganization Issues,” “Reorganization Questions,” Future Issues to Revisit,” and “Action Plans” (see Attachment II. Open Forum Summary). There were no further questions about any of these issues; one issue, that of space for CE, was asked to be placed on the list of Reorg-related questions as it had been brought up at one of the open forums.

Comments from the PPAC membership concerning further meetings and meetings with departments/units affected by the Reorg included:

- Monday between 12:00 noon and 1:50 pm is best time to have unit/department meetings. This is a better format at this point than meeting in a general forum.

- Meetings will be scheduled during times when there are no classes scheduled.

- Meet with Student Services

- Meet on a Friday morning anyway for PR purposes.

- Meetings will occur this semester.

- Gallaudet counselor issues were raised.
- Issues were raised that need discussion and resolution within the Culinary Department concerning the relationship between the Culinary Institute of the Pacific Director, Culinary Department Chairperson, and the Dean, e.g., if the Department Chair is in charge of Culinary program, what is the Director in charge of? is Director in charge of third year certificate?

Eileen stated that through meetings with the Departments affected directly by the Reorg, the Chancellor would begin the discussion for the need for Strategic and Tactical Planning in each affected entity/group so that faculty and staff can determine what the Reorg means for how to operate in the new structure and how best to implement their plans.

Eileen distributed a list of departments and units to be included in these meetings that contain two groupings (see Attachment III. Meetings with Clusters/Departments/Units/Groups):

1. Meetings with Reorganization Newly Created & Merged Units: the Planning Process (FYI: This will be similar to the presentation and discussion the Chancellor had with the counselors at their Summer Academy 7/15/08)

2. Meetings with Departments and Units Directly Affected by the Reorganization

**Item II. Policy for Assigned Time and Compensation**

Eileen distributed four documents:

1. _Excerpts of Policies Addressing Issues Raised at Forums (see Attachment IV)_; this document contains excerpts specifically relevant to discussions in the forums from the following three documents;

2. _Classification and Compensation_ a HR document A(.2335 Administrative Stipends for Department Chairs, Special Program Directors and ?Chairs of Academic Subdivisions (see Attachment V);

3. _Chapter 9. Personnel (see Attachment VI)_;

4. _CCM #2500 (Revised) July 1998 – Subject: Department/Division Chairs (contains Guide to Determine Compensation and Assigned Time and Division/Department Chairs (see Attachment VII).

It was statedd that there are other documents that contain language that pertains specifically to AES Unit Heads and non-academic units for assigned time, stipends, 9 mo/11 mo.

Eileen stated that the Chancellor has to be conscious of internal equity and therefore follows guidelines such as those distributed when assigning stipends, assigned time, and/or determining whether a position is 9 or 11 months.
Item III. Meetings with Department and Unit Heads to review issues

Eileen stated that the information in Attachment VII is used to determine the stipends, assigned time, and 9 month or 11 month positions for Department Chairs, for example in the upcoming calendar year. Discussions will be held with the Chancellor and the appropriate personnel.

Conclusion

The Chancellor and Eileen Torigoe will follow through on items listed in Attachment II under “Future Issues to Revisit” and “Action Plans.” This is the consultation phase of the Reorganization process, which by its very name denotes a collaborative process. One PPAC member stated that it is important for the Administration to have a forum at the end of the consultation process to inform the college community of the final content of the Reorganization documents before everyone signs-off on the proposal.
<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Title</th>
<th>First Name</th>
<th>Last Name</th>
<th>Title</th>
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<td>Maeda</td>
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<td>SS</td>
<td>Wende</td>
<td>Pagello</td>
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<td>Carl</td>
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<td>Trude</td>
<td>Pang</td>
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<td>VC</td>
<td>Gero</td>
<td>Phillips</td>
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<tr>
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<td>Hofer</td>
<td>Div</td>
<td>Leon</td>
<td>Richards</td>
<td>Chn</td>
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<td>Ron</td>
<td>Takashia</td>
<td>CCA</td>
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<td>Edward</td>
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<td>CAMS</td>
<td>Jeleen</td>
<td>Toigo</td>
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<td>CHD</td>
<td>Ron</td>
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<td>Don</td>
<td>Vince</td>
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<td>Louise</td>
<td>Yamamoto</td>
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<tr>
<td>Guy</td>
<td>Kellogg</td>
<td>CLA</td>
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</tbody>
</table>

Page 1 of 1
## ATTACHMENT II. OPEN FORUM SUMMARY

**Chart Issues Not Current Reorganization Issues**

1. Why don't I see my position number?
2. Are the charts inaccurate?
3. Why are charts different from other lists?
4. Placement of position numbers?
5. Difference between charts?
6. Classification/Redescription?
7. Will title change mean more money?
   - Dean of Student Services/Vice Chancellor
8. If a tenured faculty is hired as an Administrator, what happens to their number?
9. Is Head Librarian a rotating position?
10. Are these issues being clarified with Unions?
11. Legal Education only has a Coordinator?
12. Vacant G-Funded positions?

**Reorganization Questions**

1. What positions will be used for the new Dean positions?
2. Cost - Dean Salaries?
3. Where did the Dean positions come from?
4. Which Dean positions are going to be filled?
5. Are there other options other than using faculty positions?
6. Classification/Redescription?
   - Positions on List submitted)
7. What is the reclassification/redescription process?
8. Need to communicate
9. Are these issues being clarified with Unions?
10. Continuing Education and KISC reporting to 2 Deans?
11. What is the purpose of the Reorg/hire consultant? Was it necessary to do?

**Future Issues to Revisit**

1. Will a change in title of Administrator result in change in secretarial classification?
2. How will the Continuing Education Unit be organized - structural and location?
3. What do we do now?
4. Revenue allocations for Continuing Education
5. Need more forums to clarify implementation
6. Review of Legal Education
7. Need to communicate

**Action Plans**

1. Have Open Forums/Review Issues/How to Address
2. Provide more information on DC/Program Coord
3. Have meetings with departments affected by Re-Org
4. Strategic Planning/Tactical Plans to implement Reorg
5. Provide information to KPPAC
6. Continue consultation process with Unions
7. Continue communication and seek effective methods for input throughout process
ATTACHMENT III. MEETINGS WITH CLUSTERS/DEPARTMENTS/UNITS/GROUPS

Meetings with Reorganization Newly Created & Merged Units: The Planning Process

- Continuing Education and Community Relations
- Kahikoluamea
- Office of Institutional Effectiveness
- International Education
- Counseling clusters
- Legal Education

Meetings with Departments and Units Directly Affected by Reorganization

- Continuing Education and Community Relations
- CELTT
- Legal Education
- Library
- Learning Resources
- Kahikolumea
- Academic Clusters
- Auxiliary Services
- Non-Credit Registration
- Office of Institutional Effectiveness
- International Education
ATTACHMENT IV. EXCERPTS OF POLICIES ADDRESSING ISSUES RAISED AT FORUMS

Policy For Assigned Time & Compensation

BORP 9-1a Appointments

(3) Department Chairperson. The chair is responsible to the dean of the college for the following functions as they apply to the department: providing the courses required by the curricula of the various colleges; preparation of the department budget; expenditure of funds allocated to the department; recommendations for reappointments and for appointments to unfilled positions; recommendations for promotions; rating of faculty members not on permanent tenure; assignment of courses and proper departmental balance of teaching load; textbook orders; supervision of instruction; direction of graduate assistants; assistance with registration during both the academic year and the summer session; improvement of instruction and encouragement of research; implementing University rules limiting "overload" teaching and other compensated work. In some colleges, some or all of these functions are consolidated in the office of the Dean. Under the leadership of the Dean of the College, the department chair meet periodically to consider matters of common concern. Appointment of a department chair at the University of Hawai‘i at Mānoa shall be made in accordance with the following procedure (Sept. 10, 1964; Oct. 21, 1988):

(a) Only persons with the rank of associate professor or of professor are normally eligible for the chair. If no one in these ranks is available, a member of a lower rank, or some appropriate person elsewhere in the College, is appointed as acting chair. (Sept. 16, 1965; Oct. 21, 1988)

(b) After receiving suggestions from the college dean (following the latter's consultation with members of the department), the Chancellor appoints one member of each instructional department as department chair with the concurrence of the President and the Board of Regents. (Sept. 16, 1965; Oct. 21, 1988)

(c) The deans' consultation with faculty members prior to recommendations on department chair may take a variety of forms depending upon such factors as the size of department, formal structure and internal relationships. Whatever form it takes, however, it should be comprehensive and effective, so the dean has the benefit of the advice of each member of the department in Rank 3 or above and those of Rank 2 with tenure. When written nominations are used, these are not to be construed as votes, since the majority opinion is not the only factor the dean must consider in selecting the persons he/she considers most likely to lead the department most effectively. When there is serious or widespread disagreement among the
members of a department as to which person should be chair, or when the dean does not accede to the prevailing view expressed by a department, the dean shall include with his/her own recommendation to the Chancellor a written statement setting out the dissenting viewpoints and his/her analysis of the situation. (Sept. 16, 1965; Oct. 21, 1988)

(d) Appointments are usually announced in the early spring. Department chair are normally appointed for three-year terms, although appointments for shorter terms are made when necessary. Reappointment of a chair at the end of a term, as the appointment of a new chair, is preceded by a dean's consultation with faculty members as set forth above. (Sept. 16, 1965; Oct. 21, 1988)

(e) Faculty personnel appointed to serve as department chair may receive additional compensation in the form of released time from regular faculty responsibilities and/or change from 9 to 11-month appointments and/or monthly stipends. The specific amount of the stipend is determined by the size and complexity of the department. (Oct. 21, 1988)

(4) Special Program Directors and Chairs of Academic Subdivisions. Faculty personnel may be assigned extra administrative duties and responsibilities wherein the administrative function is not primary or not permanent. Faculty personnel serving in these capacities may receive additional compensation in the form of released time from regular faculty responsibilities and/or change from 9 to 11-month appointments and/or monthly stipends. The specific amount of the stipend is determined by the size and complexity of the department, program, or institute and the nature of the administrative duties. (Oct. 21, 1988)
AG 235. Administrative Stipends for Department Chairs, Special Program Directors and Chairs of Academic Subdivisions

Guidelines
a. The specific amount of the stipend is determined by the size and complexity of the department, program or institute and the nature of the administrative duties. The criteria shall include, but not be limited to, the following:
   (1) Faculty FTE or headcount
   (2) Other FTE (AFT, civil service, graduate assistants, lecturers)
   (3) Levels and numbers of undergraduate and graduate degree programs
   (4) Student enrollments
   (5) Complexity of instructional and research services (laboratories, studios, shops, etc.)
   (6) Program budget
   (7) Nature and amount of other funds
   (8) Scope of the administrative duties
b. The specific stipend rate shall be determined as follows:
   (1) Administrative stipends up to $150 per month may be paid to chairs, directors, or other administrators of departments or programs of moderate size, scope, and complexity.
   (2) Administrative stipends up to $200 per month may be paid to chairs, directors, or other administrators of departments or programs of considerable size, scope and complexity.
   (3) Administrative stipends up to $250 per month may be paid to chairs, directors, or other administrators of departments or programs of extensive size, scope, and complexity.
c. Administrative stipends exceeding $250 but less than $376 per month may be paid to chairs, directors, or other administrators of departments or programs upon approval of the appropriate chief executive campus officer or designee (i.e., Senior Vice President/Chancellor/Executive Vice Chancellor). Stipends of $376 or more may be granted under unusual circumstances with the approval of the President or designee (up to $500) and/or the Board of Regents (exceeding $500).

CCCM2500

See attached
GUIDE TO DETERMINE COMPENSATION OF
DIVISION/DEPARTMENT CHAIRS

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>Monthly Stipend Amount</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$250</td>
</tr>
<tr>
<td>a) Staff, headcount, including all categories of regular employees funded from all sources. (e.g. FAC, APT, CS)</td>
<td>20</td>
</tr>
<tr>
<td>b) Lecturers headcount</td>
<td>15</td>
</tr>
<tr>
<td>c) Budget</td>
<td>$100k</td>
</tr>
<tr>
<td>d) Additional Complexity, level of program of instructional and research services, scope of administrative duties.</td>
<td>very complex</td>
</tr>
</tbody>
</table>

Note: Normally, a chair should meet 2 of 3 criteria (items a, b, c) to determine the stipend amount. In addition, Provosts should also consider item d. in recommending a final stipend amount.
GUIDE TO DETERMINE ASSIGNED TIME 
FOR DIVISION/DEPARTMENT CHAIRS

I. Instruction

<table>
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<tr>
<th>Criteria</th>
<th>Assigned Time (or Equivalent)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>80%</td>
</tr>
<tr>
<td>a) Number of Course Sections (Fall Semester)</td>
<td>150</td>
</tr>
<tr>
<td>b) Number of Program (1)</td>
<td>10</td>
</tr>
<tr>
<td>c) Headcount of Registered Students</td>
<td>3000</td>
</tr>
<tr>
<td>d) Additional complexity, level of program of instructional and research services; level and numbers of program; scope of administrative duties.</td>
<td>very complex</td>
</tr>
</tbody>
</table>

Note: Normally, a Chair should meet 2 of 3 criteria (items a, b, c) to determine the assigned time. However, Provosts should also consider item d in their final recommendation for assigned time.

II. Services/Academic Support

Assigned time for student service/academic support activities will be determined pursuant to the programmatic needs of the individual campuses.

(1) How to determine number of programs

**Vocational:** Any program requiring a separate program review.

<table>
<thead>
<tr>
<th>Liberal Arts:</th>
<th>Humanities</th>
<th>Social Sciences</th>
<th>Math/Science</th>
<th>Language Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>--- each counted as one program</td>
<td></td>
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</table>
ATTACHMENT V:

Prepared by the Office of Human Resources and the Office of the Senior Vice President and Executive Vice Chancellor. This replaces Administrative Procedure No. A9.235 dated September 1999.

CLASSIFICATION AND COMPENSATION

March 2001

A9.235 ADMINISTRATIVE STIPENDS FOR DEPARTMENT CHAIRS, SPECIAL PROGRAM DIRECTORS AND CHAIRS OF ACADEMIC SUBDIVISIONS

1. Purpose

To implement Board of Regents Bylaws and Policies Section 9-1a(3), Department Chairman, and Section 9-1a(4), Special Program Directors and Chairs of Academic Subdivisions. Faculty personnel assigned to extra administrative duties and responsibilities, wherein the administrative function is not primary or not permanent, may receive additional compensation in the form of released time from regular faculty responsibilities and/or change from 9 to 11-month appointments and/or monthly stipends. This administrative procedure promulgates the guidelines for determining the amounts of administrative stipends which may be paid to department chairs, special program directors, and chairs of academic subdivisions.

2. Applicability/Responsibility

This instruction applies to all faculty personnel throughout the University of Hawai‘i system. Vice Presidents and Chancellors are responsible for ensuring internal equity and consistency with respect to the application of these guidelines. So that there is a central repository of all guidelines and specific criteria, Chancellors and Vice Presidents will submit the implementation plan for each unit for the upcoming academic year to the Office of Human Resources by April 15 of each year.

3. Guidelines

a. The specific amount of the stipend is determined by the size and complexity of the department, program or institute and the nature of the administrative duties.

   The criteria shall include, but not be limited to, the following:
(1) Faculty FTE or headcount

(2) Other FTE (APT, civil service, graduate assistants, lecturers)

(3) Levels and numbers of undergraduate and graduate degree programs

(4) Student enrollments

(5) Complexity of instructional and research services (laboratories, studios, shops, etc.)

(6) Program budget

(7) Nature and amount of other funds

(8) Scope of the administrative duties

b. The specific stipend rate shall be determined as follows:

(1) Administrative stipends up to $150 per month may be paid to chairs, directors, or other administrators of departments or programs of moderate size, scope, and complexity.

(2) Administrative stipends up to $200 per month may be paid to chairs, directors, or other administrators of departments or programs of considerable size, scope and complexity.

(3) Administrative stipends up to $250 per month may be paid to chairs, directors, or other administrators of departments or programs of extensive size, scope, and complexity.

c. Administrative stipends exceeding $250 but less than $376 per month may be paid to chairs, directors, or other administrators of departments or programs upon approval of the appropriate chief executive campus officer or designee (i.e., Senior Vice President/Chancellor/Executive Vice Chancellor). Stipends of $376 or more may be granted under unusual circumstances with the approval of the President or designee (up to $500) and/or the Board of Regents (exceeding $500).
4. Duration of Stipend

Stipends shall be paid to faculty personnel only during the period of assignment of administrative duties and responsibilities which are in addition to those normally expected of all faculty members. Administrative stipends shall not be paid during periods of sabbatical leaves. Chancellors, Deans and Directors are responsible for discontinuing the stipends when such assignments are terminated. When such faculty administrators are returned/reassigned to regular faculty duties, their compensation shall revert to what they would have been had they not served as chairs, directors, or in other administrative capacities.
CHAPTER 9
PERSONNEL

Section 9-1 Personnel Status.

a. Appointments.

(1) General.

(a) All University employees ultimately serve under the jurisdiction of the Board of Regents and shall be appointed by the Board upon recommendation of the President, unless specifically delegated. Such employees shall be assigned the rank, title, and salary appropriate to the duties and responsibilities of such position as defined in the classification system adopted by the Board. No employee shall be afforded a contract aside from the normal employment documents executed for all University employees. (Jan. 13, 1966; Oct. 20, 1978; am: Oct. 18, 2002)

(b) Use of titles. Titles of positions are determined by the Regents and no title may be used unless specifically authorized. Members of the faculty in divisions other than instructional, when engaged in teaching, shall bear the instructional title appropriate to their grade. (Note: Conversion of Community College faculty from "Instructor" to "Professorial" titles effective Jan. 17, 1992.)

(2) Executive/Managerial (E/M) Appointments. Appointments to executive/managerial positions shall be made in accordance with the following guidelines: (Am: Oct. 17, 2003)

(a) The President of the University of Hawai‘i has the responsibility where Board of Regents’ approval is necessary, to recommend personnel appointments to the Board for action.

(b) The President, in developing and making recommendations for Board action, shall insure that the Guidelines outlined below are followed:

1. Applicability. These Guidelines shall be followed in making all recommendations for appointment to E/M positions. (June 22, 1978; am: Oct. 17, 2003)

2. Recruitment of Candidates. EEOC-Open Hiring requirements shall be followed in all cases. These requirements should not preclude active recruitment of
highly qualified candidates including women and minorities for consideration.

3. In considering applications and nominations, the advice of knowledgeable and interested persons and groups may be sought as appropriate, either on specific candidates identified as qualified by the President or other responsible administrator, or on all candidates. During any phase of the selection process, all candidates shall receive the same treatment.

4. In addition, where appropriate, an advisory committee may be established to advise the President, or other responsible administrator. Where an advisory committee is established, directions shall be provided the committee by the President or other responsible administrator as to:

   A. The scope of the committee's tasks.
   B. The criteria to be followed if candidates are to be evaluated.
   C. Appropriate time limits.
   D. The form of any recommendations to be made.
      (Example: each candidate shall be classified as "qualified" or "not qualified" without any indication of ranking.)

5. Where Campus Heads or other senior administrative appointments are involved, the President shall periodically inform the Board of Regents of the status of the selection process. On other appointments, the official conducting the search shall periodically report on its progress to the President.

6. All recommendations for appointments under these Guidelines shall be made to the Board of Regents by the President. (Feb. 14, 1975)

(3) Department Chairperson. The chair is responsible to the dean of the college for the following functions as they apply to the department: providing the courses required by the curricula of the various colleges; preparation of the department budget; expenditure of funds allocated to the department; recommendations for reappointments and for appointments to unfilled positions; recommendations for promotions; rating of faculty members not on permanent tenure; assignment of courses and proper departmental balance of teaching load; textbook
orders; supervision of instruction; direction of graduate assistants; assistance with registration during both the academic year and the summer session; improvement of instruction and encouragement of research; implementing University rules limiting “overload” teaching and other compensated work. In some colleges, some or all of these functions are consolidated in the office of the Dean. Under the leadership of the Dean of the College, the department chair meet periodically to consider matters of common concern. Appointment of a department chair at the University of Hawai‘i at Mānoa shall be made in accordance with the following procedure (Sept. 10, 1964; Oct. 21, 1988):

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(b) After receiving suggestions from the college dean (following the latter's consultation with members of the department), the Chancellor appoints one member of each instructional department as department chair with the concurrence of the President and the Board of Regents. (Sept. 16, 1965; Oct. 21, 1988)

(c) The deans' consultation with faculty members prior to recommendations on department chair may take a variety of forms depending upon such factors as the size of department, formal structure and internal relationships. Whatever form it takes, however, it should be comprehensive and effective, so the dean has the benefit of the advice of each member of the department in Rank 3 or above and those of Rank 2 with tenure. When written nominations are used, these are not to be construed as votes, since the majority opinion is not the only factor the dean must consider in selecting the persons he/she considers most likely to lead the department most effectively. When there is serious or widespread disagreement among the members of a department as to which person should be chair, or when the dean does not accede to the prevailing view expressed by a department, the dean shall include with his/her own recommendation to the Chancellor a written statement setting out the dissenting viewpoints and his/her analysis of the situation. (Sept. 16, 1965; Oct. 21, 1988)

(d) Appointments are usually announced in the early spring. Department chair are normally appointed for three-year terms, although appointments for shorter terms are made when necessary. Reappointment of a chair at the end of a term, as the appointment of a new chair, is preceded by a dean's consultation with faculty members as set forth above. (Sept. 16, 1965; Oct. 21, 1988)

9-3

Attachment VI: page 3
(e) Faculty personnel appointed to serve as department chair may receive additional compensation in the form of released time from regular faculty responsibilities and/or change from 9 to 11-month appointments and/or monthly stipends. The specific amount of the stipend is determined by the size and complexity of the department. (Oct. 21, 1988)

(4) Special Program Directors and Chairs of Academic Subdivisions. Faculty personnel may be assigned extra administrative duties and responsibilities wherein the administrative function is not primary or not permanent. Faculty personnel serving in these capacities may receive additional compensation in the form of released time from regular faculty responsibilities and/or change from 9 to 11-month appointments and/or monthly stipends. The specific amount of the stipend is determined by the size and complexity of the department, program, or institute and the nature of the administrative duties. (Oct. 21, 1988)

(5) Graduate Assistants. The President or his/her designee shall have authority to appoint Graduate Assistants in accordance with the following general selection criteria for appointment of Graduate Assistants.

(a) Only fulltime graduate students admitted to or registered in a graduate program for an advanced degree are eligible for assistantship. Applicants must be studying for an advanced degree in the field in which they are appointed or in a closely related field.

(b) To be eligible for a graduate assistantship, an applicant must have a satisfactory (better than average) undergraduate scholastic record with an adequate background in the major field where the appointment is made; and he or she must be in good academic standing; have the minimum Grade Point Average required for regular admission (3.0), not on probation, and possess experience or other qualifications appropriate to the duties of the assistantship to which appointed.

(c) Graduate Assistants must carry a minimum of 6 units of credit or equivalent toward the degree each semester and must retain at least the minimum of 3.0 to be continued in the position.

(d) Foreign students must demonstrate proficiency in English through sufficiently high scores in the Test of English as a Foreign Language (TOEFL).

(e) Graduate Assistants must meet any further criteria stipulated by individual fields of study. Usually appointments are made on a competitive basis, the awards going to the best qualified students.
SUBJECT: DEPARTMENT/DIVISION CHAIRS

A. References:

1. Board of Regents Bylaws and Policies (BORP), Chapter 9-1a Appointments.

B. Background and Purpose:

1. To delineate the general duties and responsibilities of division/department chairs.
2. To provide for the general criteria by which chairs are to be compensated.
3. To provide for the general criteria by which assigned time will be determined for chairs to perform their duties and responsibilities.

C. Definition:

1. "Assigned time" shall be defined as the amount of time from which a faculty member is "released" from performing his/her regular teaching, student services or academic support duties to perform the duties of division/department chair.

D. Responsibilities:

1. Senior Vice President, University of Hawai‘i and Chancellor for Community Colleges (hereinafter Chancellor)
   a. Develops and identifies the generic overall duties and responsibilities of division/department chairs. (See Attachment 1 for the General Description of Division/Department Chair Duties and Responsibilities and Instruction/Academic Support; see Attachment 2 for the General Description of Division/Department Chairs Duties and Responsibilities for Student Services.)
   b. Develops the general criteria by which division/department chairs are to be given compensated (see Attachment 3 for Guide to Determine Compensation of Division/Department Chairs).
c. Develops general criteria to determine the assigned time for division/department chairs (see Attachment 4 for Guide to Determine Assigned Time for Division/Department Chairs).

Approves stipend, assigned time and/or overload recommendations made by the Provosts.

2. Provosts/Director of ETC:

   Develops, as needed, detailed duties and responsibilities for statements for division/department chairs which reflect campus priorities, programs, needs, and expectations.

   Using criteria, and in consideration of any special campus concerns, recommends to the Chancellor stipends and assigned time amounts for campus chairs, ensuring overall consistency and equity of recommendations.

E. Guidelines:

1. Chairs shall normally remain on 9-month status, except for those chairs supervising 11-month programs. In typical administrative duties, work performed by chairs before or after the 9-month duty period shall be compensated with the stipend. Unusually heavy administrative workloads carried by chairs shall be compensated through overload.

2. Recommendations by provosts for assigned time and stipend amounts should be submitted to the Chancellor by April 15th of each academic year.

3. Appointments are to be effective July 1.

F. Recisions:

   CCCM 2500, dated May 1998.

   Joyce S. Tsunoda Senior Vice President, University of Hawai‘i and Chancellor for Community Colleges

Attachments
GENERAL DESCRIPTION OF DIVISION/DEPARTMENT CHAIRS DUTIES AND RESPONSIBILITIES FOR INSTRUCTION/Academic Support

PERSONNEL

C. Evaluate instructors for faculty evaluation, promotion and tenure, contract renewal, reappointments, etc.
C. Assist in the appointment of lecturers, instructors, and other staff.
C. Identification of personnel needs for the division/department, such as recommendation for leaves (sick, vacation, sabbatical, study); travel requests; leaves without pay; and supervising clerical support, APT, and/or student help as required by the campus.

BUDGET

C. Assist in establishing campus budget priorities as well as participate in and assist in preparing budget requests.
C. Facilitate discussion and prepare and present division budget requests for equipment, student help and supplies.
C. Assist and/or monitor expenditures.
C. Responsible for division/department inventory of equipment.

CURRICULUM AND INSTRUCTION

C. Coordinate division schedule, considering faculty workload and overload.
C. Plan and suggest updates to curriculum, courses, and programs.
C. Coordinate and update division/department section of the catalog.
C. Aid in improvement of teaching and management of instruction.

STAFF DEVELOPMENT

Provide orientation and support for new lecturers, faculty, and staff to supplement campus efforts.

Encourage the development of each faculty member's special talents and interests within the context of the institution's needs and priorities.
STUDENT SERVICES

- Facilitate resolution of student academic grievances.
- Assist in and/or organize faculty participation in registration.
- Assist in and/or coordinate the division/department role in student advising and recruitment.
- Facilitate student evaluations of instruction.

DIVISION/DEPARTMENT GOVERNANCE

- Serves as communication-link, keeping division/department members informed of general campus activities and representing the division/department views to administration.
- Assist in and/or identify and resolve departmental concerns.
- Assist in and/or establish and maintain positive work relationships among faculty, staff and administrators within campus structure.

CONTINUING EDUCATION AND TRAINING

C Provide assistance to the Director of Continuing Education and Training in the development of community service programs and courses, as needed.
GENERAL DESCRIPTION OF DIVISION/DEPARTMENT CHAIRS DUTIES AND RESPONSIBILITIES FOR STUDENT SERVICES

PERSONNEL

- Evaluate staff members for faculty evaluation, promotion and tenure, contract renewal, reappointments, etc.
- Assist in making staff assignments.
- Recommend appointment of unit/department staff members.
- Identify personnel needs for the unit/department.
- Review and provide recommendations for leaves (sick, vacation, sabbatical, study), travel requests, and leaves without pay.
- Responsible for supervising unit staff, including professional staff, clerical support and/or student help.

BUDGET

- Assist in establishing campus budget priorities as well as participate in and assist in preparing budget requests.
- Facilitate discussion and prepare and present budget requests for equipment, student help and supplies.
- Prepare expenditure plans; assist and/or monitor expenditures

- Responsible for unit/department inventory of equipment.

PROGRAM PLANNING AND MANAGEMENT

- Supervise and coordinate programs and activities, implement quality control measures, and take appropriate steps to improve programs and activities.
- Assist in the development of new activities and services.
- Coordinate and update unit/department section of the catalog.
- Aid professional staff in the improvement of professional skills.
STAFF DEVELOPMENT

- Provide orientation and support for new staff.
- Encourage the development of each staff member's special talents and interests within the context of the institution's needs and priorities.

INSTRUCTIONAL SERVICES AND INTEGRATED ACTIVITIES

- Facilitate resolution of student academic grievances for courses taught by unit staff.
- Facilitate student evaluations of instruction.
- Assist staff in the preparation of syllabi for courses offered by the unit.
- Make available student information to assist administration, instructional departments and other support units in program reviews, course development, and other research and planning activities.
- Organize faculty participation in registration, student orientation and academic advising.
- Coordinate the unit's efforts with those of the instructional division/department's role in marketing and recruitment.

UNIT/DEPARTMENT GOVERNANCE

- Serve as communication-link, keeping unit/department members informed of general campus activities and representing the unit views to administration.
- Identify and resolve unit/department concerns.
- Establish and maintain positive work relationships among faculty, staff and administrators.

CONTINUING EDUCATION AND TRAINING

- Provide assistance to the Director of Continuing Education and Training in the development of community services programs and courses, as needed.
GUIDE TO DETERMINE COMPENSATION OF DIVISION/DEPARTMENT CHAIRS

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>Monthly Stipend Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$250</td>
</tr>
<tr>
<td>a) Staff, headcount, including all categories of regular employees funded from all sources. (e.g. FAC, APT, CS)</td>
<td>20</td>
</tr>
<tr>
<td>b) Lecturers headcount</td>
<td>15</td>
</tr>
<tr>
<td>c) Budget</td>
<td>$100k</td>
</tr>
<tr>
<td>d) Additional Complexity, level of program of instructional and research services; scope of administrative duties.</td>
<td>very complex----------not complex</td>
</tr>
</tbody>
</table>

Note: Normally, a chair should meet 2 of 3 criteria (items a, b, c) to determine the stipend amount. In addition, Provosts should also consider item d. in recommending a final stipend amount.
GUIDE TO DETERMINE ASSIGNED TIME
FOR DIVISION/DEPARTMENT CHAIRS

I. Instruction

<table>
<thead>
<tr>
<th>Criteria</th>
<th>80%</th>
<th>60%</th>
<th>40%</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Number of Course Sections (Fall Semester)</td>
<td>150</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>b) Number of Program</td>
<td>10</td>
<td>6</td>
<td>&lt;6</td>
</tr>
<tr>
<td>c) Headcount of Registered Students</td>
<td>3000</td>
<td>2000</td>
<td>&lt;2000</td>
</tr>
<tr>
<td>d) Additional complexity, level of program of instructional and research services; level and numbers of program; scope of administrative duties.</td>
<td>very complex----------------not complex</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Normally, a Chair should meet 2 of 3 criteria (items a, b, c) to determine the assigned time. However, Provosts should also consider item d in their final recommendation for assigned time.

II. Services/Academic Support

Assigned time for student service/academic support activities will be determined pursuant to the programmatic needs of the individual campuses.