MEMORANDUM

TO:        Board Secretary David Iha
FROM:      Glenn Nakamura

SUBJECT:   NOTIFICATION OF APPROVED REORGANIZATION FOR THE OFFICE OF THE CHANCELLOR, UNIVERSITY OF HAWAI‘I AT MĀNOA (OCUHM) AND THE OFFICE OF THE SENIOR VICE PRESIDENT FOR ADMINISTRATION (OSVPA)

Enclose for the information of the Board of Regents is a copy of a reorganization approved on August 21, 2001 to reassign the Auxiliary Enterprises, and Facilities, Grounds and Safety from the OSVPA to the OCUHM. The purpose of this reorganization is explained in the accompanying executive summary and proposal narrative.

If there are any questions regarding this matter, please contact Interim Vice Chancellor Rodney Sakaguchi at 956-8209.

Attachment

c: Senior Vice President Eugene Imai
    Interim Vice Chancellor Rodney Sakaguchi
MEMORANDUM

TO: Peggy Hong  
    David Lassner  
    Russell Miyake  
    Claire Nakamura  
    Glenn Nakamura  
    Alex Uyeda  
    Ed Yuen

FROM: Eugene S. Imai  
      Senior Vice President for Administration

SUBJECT: REORGANIZATION

FYI, on August 21, 2001, President Dobelle approved the reorganization of the Office of the Senior Vice President for Administration. The following offices have been transferred to the Office of the Chancellor, UHM:

- Associate VP for Administration
- Facilities, Grounds and Safety
  - Facilities Planning and Management
  - Campus Security
  - Buildings and Grounds Management
  - Environmental Health and Safety
- Auxiliary Enterprises
  - Auxiliary Services
  - Bookstore System
  - Business Development
MEMORANDUM

TO: President Evan S. Dobelle
    University of Hawai‘i

FROM: Senior Vice President Eugene Imar
       University of Hawai‘i

Interim Chancellor Deane Neubauer
University of Hawai‘i at Mānoa


Your approval of the attached reorganization proposal is requested.

This reorganization would reassign the UH Mānoa Facilities, Grounds and Safety Office (FGS) and UH Mānoa Auxiliary Enterprises Office from the Office of the Senior Vice President for Administration to the Office of the Chancellor, UH Mānoa.

The Facilities, Grounds and Safety Office is responsible for managing the planning, design, construction, maintenance and operation of physical facilities and grounds for UH Mānoa. In addition it is responsible for environmental health and safety as well as campus security. Auxiliary enterprises include parking, transportation services, food services, faculty housing, and bookstore operations.

The reassignment of these offices is proposed as part of an overall effort to consolidate UH Mānoa programs under the administration of the Mānoa chancellor’s office and would further implement the January 2001 action by the Board of Regents which established the Office of the Mānoa Chancellor. Both offices will be transferred intact and will report to the Vice Chancellor for Administration, Finance, and Operations. This change will enable the Chancellor, UH Mānoa, to exercise greater control over programs that directly serve the UH Mānoa campus.
While positions will be redescribed to reflect reassignment to the Mānoa chancellor's office, no additional costs are anticipated. All affected employee bargaining unit representatives were consulted and there were no objections or concerns raised.

Your approval of this proposal can be indicated with your signature below.

[Signature]

Approved

Evan S. Dobelle
President, University of Hawai'i

Date: [Date]

Enclosure

c: Board Secretary David Iha
   Interim Vice Chancellor Rodney Sakaguchi
   Director Peggy Hong
   Director of University Budget
EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL
UNIVERSITY OF HAWAI‘I
OFFICE OF THE SENIOR VICE PRESIDENT FOR ADMINISTRATION
AND OFFICE OF THE CHANCELLOR, UNIVERSITY OF HAWAI‘I AT MĀNOA

This reorganization proposes the reassignment of the Facilities, Grounds and Safety Office (FGS) and Auxiliary Enterprises (AE) from the Office of the Senior Vice President for Administration (OSVPA) to the Office of the Chancellor, UH Mānoa (OCUHM). Also proposed is the reassignment of Pos. No. 89233, Associate Vice President for Administration, M10-E, and Pos. No. 100033, Secretary IV, SR-18, from the OSVPA to the OCUHM.

The reassignment of the FGS, AE, and the two positions identified above, is proposed as part of an overall effort to consolidate UH Mānoa programs that are currently outside of the OCUHM under the direct administration of that office. Both the FGS and AE will be transferred intact to the OCUHM and will report to the Vice Chancellor for Administration, Finance, and Operations. This change will enable the Chancellor, UH Mānoa, to exercise greater control over programs that directly serve the UH Mānoa campus.

No additional funding will be required to implement this reorganization. Affected positions will be redescribed as necessary.
REORGANIZATION PROPOSAL
UNIVERSITY OF HAWAI‘I
OFFICE OF THE SENIOR VICE PRESIDENT FOR ADMINISTRATION
AND OFFICE OF THE CHANCELLOR
UNIVERSITY OF HAWAI‘I AT MĀNOA

Reorganization of the Office of the Senior Vice President for Administration (OSVPA) and the Office of the Chancellor, University of Hawai‘i at Mānoa (OCUHM) is proposed to enable the Chancellor, UH Mānoa to exercise greater control over programs that serve the UH Mānoa campus. Specifically, the programs proposed for reallocation from the OSVPA to the OCUHM are Facilities, Grounds and Safety (FGS); and Auxiliary Enterprises (AE).

I. Present Organization and Background

Consolidation of UH Mānoa Programs. The OCUHM among its responsibilities, oversees the major academic units and programs of UH Mānoa and coordinates its academic direction. Although the Facilities, Grounds and Safety; and Auxiliary Enterprises programs are primarily UH Mānoa support programs, these programs have been under the OSVPA since the establishment of the UH Mānoa Chancellor’s office. Areas of responsibility for the FGS include facilities planning and management; buildings and grounds management; environmental health and safety; and campus security. Auxiliary Enterprises is responsible for auxiliary services, and systemwide bookstores and business development.

II. Proposed Organization

Consolidation of UH Mānoa Programs. The FGS and AE will be reassigned intact to the OCUHM and directors of the FGS (Pos. No. 89302) and AE (Pos. No. 89251) will report to the UH Mānoa Vice Chancellor for Administration, Finance, and Operations. Also, the reassignment of Pos. No. 89233, Associate Vice President for Administration, M10E, and Pos. No. 100033, Secretary IV, SR-18 from the OSVPA to the OCUHM is proposed. Position no. 89233 will report to the Vice Chancellor for Administration, Finance and Operations.

III. Reasons for the Proposed Reorganization

The reassignment of the FGS, AE, and position numbers 89233 and 100033 to the OCUHM is part of an overall effort to consolidate UH Mānoa programs that are currently outside of the OCUHM under the direct administration of that office. This will enable the Chancellor, UH Mānoa to exercise greater control over programs that directly serve the Mānoa campus. This effort to consolidate UH Mānoa programs was begun prior to the establishment of the Office of the UH Mānoa Chancellor. Previously, the UH Mānoa Budget Office was transferred to the OCUHM from the OSVPA as part of this plan.
IV. Impact on Resources/Staff

No additional funding will be required to implement this reorganization. Positions will be redescribed as necessary.

V. Alternatives Considered

No other alternatives were deemed appropriate to resolve the issues that are pending.
CURRENT ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
MAJOR FUNCTIONS

Provides executive leadership in planning, organizing, directing, evaluating, and coordinating all aspects of:

UH Systemwide administrative and support functions including accounting, assets management, bond system operations, disbursing and payroll, treasury and cashiering, internal and external auditing, procurement, real property, risk management, human resources administration, physical planning and capital improvements, information technology, bookstore operations, budgeting, and faculty housing development and assistance programs.

UH Mānoa administrative and support functions include facilities planning and management, buildings and grounds management, auxiliary enterprises, campus security, and environmental health and safety.
INTRODUCTION


MAJOR FUNCTIONS

- Provides leadership, direction, and guidance to subordinate directors in the planning, design, construction, maintenance, and operation of physical facilities and grounds for UH Mānoa, in creating a safe environment conducive to learning and research.

- Develops long-range physical plans for the UH Mānoa campus.

- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting physical plant requirements for UH Mānoa.

- Reviews and approves the preparation and execution of divisional program plans and operating budgets, including the determination of program priorities.

- Reviews and recommends the multi-year and biennial Capital Improvements Program budget and annual expenditure plans, including the determination of priorities and scheduling of projects to ensure the timely execution of campus master plans.

- Develops and administers programs to provide for a safe campus environment and to ensure compliance with applicable federal, state, and county regulations relating to environmental and occupational health and safety and campus security.
INTRODUCTION

Provides leadership and coordination in planning, developing, and directing activities relating to UH Mānoa Auxiliary Services, the UH Bookstore System, systemwide Administrative Services, and systemwide Business Development.

MAJOR FUNCTIONS

Plans, organizes, directs, and controls UH Auxiliary Enterprises programs which include: Systemwide business development and commercial enterprise opportunities, systemwide administrative and support services, Mānoa campus auxiliary services, systemwide bookstores on eight campuses, and other retail facilities or concessions, both on and off campus.

- Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

- Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

- Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Enterprises matters.
PROPOSED ORGANIZATIONAL CHARTS
AND
FUNCTIONAL STATEMENTS
Reorganization Approved by
President Dobelle, 8/21/01
OFFICE OF THE CHANCELLOR,
UNIVERSITY OF HAWAII AT MANOA

OFFICE OF THE VICE CHANCELLOR FOR
ADMINISTRATION, FINANCE, AND OPERATIONS
Vice Chancellor for Administration, Finance and Operations
M 11 89354
Secretarial position to be determined

FACILITIES, GROUNDS AND SAFETY
Director of Facilities, Grounds, and Safety
M07M 89302

ASSOCIATE VP FOR ADMINISTRATION
M10-E 80233**
Secretary IV
SR-16 100033**

ADMINISTRATIVE SERVICES
Secretary III
SR-16 40446

FACILITIES PLANNING AND MANAGEMENT
CAMPUS SECURITY
BUILDINGS AND GROUNDS MANAGEMENT
ENVIRONMENTAL HEALTH AND SAFETY

** To be redescribed.

Approved Pursuant to President's Action

Deane Neubauer
Interim Chancellor

Date 8-21-01
MAJOR FUNCTIONS

Provides executive leadership in planning, organizing, directing, evaluating, and coordinating all aspects of:

UH Systemwide administrative and support functions include accounting, assets management, cond system operations, disbursing and payroll, treasury and cashiering, internal and external auditing, procurement, real property, risk management, human resources administration, long-range physical development, information technology, and budgeting programs.
MAJOR FUNCTIONS

Provides executive leadership in planning, coordinating, and directing the financial management, administrative operations and support services programs for the University of Hawai‘i at Mānoa. Financial management, administrative operations, and support service programs may include research support services, financial planning and analysis, budget preparation and administration, human resource management support services, procurement, facilities operations, auxiliary services, information technologies, capital improvement planning, cashiering, and other programs such as bookstore operations, and support services that may be extended to other University systems.

- Develops innovative plans and initiatives with respect to financial management, administrative operations and support services within a resource development framework; long and short-range planning; and provides program direction to ensure infrastructure support to the Mānoa campus and its satellite off-campus programs.

- Develops and implements policies, procedures, reporting requirements, and compliance reviews.

- Creates processes that insure the broad inclusion of campus constituencies in the collaborative development of plans, policies, and procedures for financial management, administrative, and support services programs.

- Advises the Chancellor and other senior executives on UH Mānoa administrative, finance, and operations issues and programs.

- Administers long-range plans for the development of facilities to ensure that campus growth is consistent with the University’s Master Plan.
INTRODUCTION

Provides leadership and coordination in planning, developing, and directing activities relating to UH Mānoa Auxiliary Services, the UH Bookstore System, Administrative Services, and systemwide Business Development.

MAJOR FUNCTIONS

Plans, organizes, directs, and controls UH Auxiliary Enterprises programs which include: Systemwide business development and commercial enterprise opportunities, administrative and support services, Mānoa campus auxiliary services, systemwide bookstores on eight campuses, and other retail facilities or concessions, both on and off campus.

- Establishes overall policies, ensures that effective management methods and appropriate financial controls are used.

- Provides direction and leadership to subordinate managers in the development, implementation, and attainment of programmatic and financial goals and objectives.

- Maintains liaison with University students, faculty, administrators, community groups, legislature, and other interested parties on Auxiliary Enterprises matters.
INTRODUCTION


MAJOR FUNCTIONS

- Provides leadership, direction, and guidance to subordinate directors in the planning, design, construction, maintenance, and operation of physical facilities and grounds for UH Mānoa, in creating a safe environment conducive to learning and research.

- Develops long-range physical plans for the UH Mānoa campus.

- Conducts analyses of institutional plans, academic agendas, and major policies to anticipate future directions affecting physical plant requirements for UH Mānoa.

- Reviews and approves the preparation and execution of divisional program plans and operating budgets, including the determination of program priorities.

- Reviews and recommends the multi-year and biennial Capital Improvements Program budget and annual expenditure plans, including the determination of priorities and scheduling of projects to ensure the timely execution of campus master plans.

- Develops and administers programs to provide for a safe campus environment and to ensure compliance with applicable federal, state, and county regulations relating to environmental and occupational health and safety and campus security.
MEMORANDUM

TO: Mānoa Deans and Directors

FROM: Deane Neubauer
       Interim Chancellor

SUBJECT: Mānoa Chancellor's Office

President Dobelle acted on July 2, 2001 to appoint an interim chancellor. At its July 20 meeting the BOR approved the creation of the position of Chancellor for Mānoa, and three vice chancellor positions: vice chancellor for academic affairs, vice chancellor for research and graduate education, and vice chancellor for administration, finance and operations. Deane Neubauer was appointed interim chancellor at the same meeting, for the period of one year, effective July 1, 2001.

The BOR action describes the authority of the Mānoa Chancellor in the following terms:

Chancellor, University of Hawai‘i at Mānoa

This is executive leadership and stewardship of the flagship campus of the University of Hawai‘i at Mānoa (UHM). As the chief academic officer for the UHM, the Chancellor ensures that academic, instructional, research and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the UHM campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State’s sole public institution of higher education; champions higher education for the people of Hawai‘i; advances research efforts and applications including preeminent internationally recognized programs; and directs through Deans and Directors the academic and non-academic programs of the UHM.
The Chancellor oversees the planning, development and administration of undergraduate and graduate programs, research programs, student support services, administrative support services including coordinating the overall campus budget, resources and related programs; development of long-range plans to enhance the image and desirability of the University as a premier institution and to ensure that its programs are advocated, that entrepreneurial and innovative research are fostered.

Work requires extensive knowledge of higher education academic programs and related administrative structures, systems and policy formulation processes. The Chancellor exercises broad discretionary authority in the management of the UHM campus and must successfully work with a variety of state, federal and private agencies, constituencies, interest groups, executives, faculty, staff, alumni, community organizations, students, legislators, national and international governments, educational institutions, businesses, and the general public.

For information purposes to the Mānoa community, it is useful to know that the July 20th BOR meeting also created the position of Vice President for External Relations, which will report directly to the President.

The constitution of the Mānoa Chancellor’s Office and the general reorganization of functions and reporting lines has proceeded from the BOR action memorandum of January 5, 2001, “Establishment of an Office of the Chancellor for the University of Hawai‘i at Mānoa.” This document provides a rationale for the Mānoa Chancellor’s office and sketches an organizational structure. It acknowledges the reality of transitional implementation contingencies as a basis for modifying the structure proposed in that document.

One implementation reality is the need to find a balance between those activities formerly performed at the system level that should be relocated within the Mānoa reporting structure and those that should remain at the system level.

To date, these decisions have been made:

- Of the five proposed vice chancellor positions, only the above three named will be established at this time.

- A task force is being formed to suggest the overall organization of student affairs and student academic services on the campus. After a review of these activities, we will make a decision on how to establish a position within the Mānoa Chancellor structure that embraces these activities. Until that time, the
current organization of student affairs with a Vice President for Student Affairs will remain, but that vice president will report to the Chancellor.

- The Vice President for Planning and Policy remains a system-level position, but for this implementation period, she will report to the Mānoa Chancellor.

- The position of Vice President for Academic Affairs, proposed as a system-level position, has not at this time been filled, but the President has asked the Interim Mānoa Chancellor to function as the chief academic officer for the system.

- The Interim Chancellor has also been asked to coordinate the forthcoming WASC review of the Mānoa, Hilo, and West O‘ahu campuses of the university.

c:  President Evan Dobelle
    Secretary David Iha
    University Executive Council
    Interim Vice Chancellor Kim
    Interim Vice Chancellor Laws
    Interim Vice Chancellor Sakaguchi
UNIVERSITY OF HAWAI'I AT MĀNOA

MEMORANDUM

July 20, 2001

TO: University Executive Council
    Mānoa Deans and Directors
    Senate Executive Committee, Mānoa Faculty Senate
    College/School Faculty Senate Chairs
    University of Hawai‘i Professional Assembly
    Hawai‘i Government Employees Association
    United Public Workers Association
    Graduate Student Organization
    Associated Students of the University of Hawai‘i

FROM: Deane Neubauer
      Interim Chancellor

SUBJECT: Office of the Chancellor, University of Hawai‘i at Mānoa

The appointment of an interim chancellor for Mānoa begins the operation of the new Office of the Chancellor, University of Hawai‘i at Mānoa. The creation of this office is the first step to realizing exciting and far reaching opportunities to improve the educational experiences of students and to better serve our community. In the next 12 to 18 months I hope to engage you as partners to formulate for our institution, a vision, strategic directions and choices necessary to realize this vision, and the structuring of appropriate and effective programs and organizations. I will share more information with you as schedules and planned tasks are finalized.

I am also pleased to announce the appointments of three individuals who will be joining me as part of the Mānoa administration: Dr. Karl E. Kim, Professor of Urban and Regional Planning, will serve as Interim Vice Chancellor for Academic Affairs. Dr. Edward Laws, Professor of Oceanography, will assume the post of Interim Vice Chancellor for Research and Graduate Education. Mr. Rodney Sakaguchi will serve as Interim Vice Chancellor for Administration, Finance and Operations. More information on their duties and how to contact them will be forthcoming.

Effective today, all correspondence and other communications previously forwarded to the office of the Senior Vice President and Executive Vice Chancellor (SVP/EVC) and the office of the Senior Vice President for Research and Dean of the Graduate Division (SVPR/DGD) should be directed to my office in Bachman 204.

In addition, deans, directors, and other administrators who until now reported to the SVP/EVC or SVPR/DGD, report instead to the Mānoa Chancellor. Further changes in reporting relationships will occur as the organization of the Mānoa Chancellor’s office develops.

Thank you for your attention to these matters. I look forward to working with all of you.
Establishment of a New Executive Class, Chancellor, University of Hawai‘i at Mānoa (UHM)

In accordance with the Regents' policy on executive and managerial personnel, the establishment of executive classes requires the prior approval of the Board. The Board of Regents in September 2000, approved, in concept, the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of the President, University of Hawai‘i. As such, it is recommended that the Board now establish the executive position of Chancellor, University of Hawai‘i at Mānoa.

The proposed class would be an executive leadership and stewardship of the University of Hawai‘i at Mānoa (UHM) campus. As the chief academic officer for the UHM, the Chancellor ensures that academic, instructional, research and extension service excellence is achieved; ensures that policies and goals of the President and the Board of Regents are implemented effectively; develops and executes strategic plans and missions of the UHM campus; promotes effective and efficient use of resources including attracting and retaining faculty of the highest caliber, fostering and encouraging superior instruction and research as the State's sole public institution of higher education; champions higher education for the people of Hawai‘i; advances research efforts and applications including preeminent internationally recognized programs; and directs through Deans and Directors the academic and non-academic programs of the UHM.

The Chancellor oversees the planning, development and administration of undergraduate and graduate programs, research programs, student support services, administrative support services including coordinating the overall campus budget, resources and related programs; development of long-range plans to enhance the image and desirability of the University as a premier institution and to ensure that its programs are advocated, that entrepreneurial and innovative research are fostered.

Work requires extensive knowledge of higher education academic programs and related administrative structures, systems and policy formulation processes. The Chancellor exercises broad discretionary authority in the management of the UHM campus and must successfully work with a variety of state, federal and private agencies, constituencies, interest groups, executives, faculty, staff, alumni, community organizations, students, legislators, national and international governments, educational institutions, businesses, and the general public.

For comparative purposes, the following classes serve as benchmarks:

Dean, School of Medicine
Senior Vice President and Chancellor, Community Colleges
Senior Vice President for Legal Affairs and University General Counsel
Senior Vice President for Administration

M14-E (Academic)
M14-E (Academic)
M14-E (Non-Academic)
M14-E (Non-Academic)

RECOMMENDATION: That the Board approve the establishment of the executive class, Chancellor, University of Hawai‘i at Mānoa, M15-E (Academic).
Establishment of an Office of the Chancellor for the University of Hawai‘i at Mānoa

In September 2000, the Board of Regents approved in concept, the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa (UHM), separate from the position of President, University of Hawai‘i. The separation was to incur no additional costs and with the understanding that no movement would take place until reorganization plans, charts, and budgets were first approved by the Board.

In accordance with the Board’s directive, reorganization and implementation plans were developed and distributed throughout the University community for comments and recommendations. Where there was consensus, the draft was modified to reflect valid suggestions and concerns. The most significant change to the draft proposal was the inclusion of a transition schedule to ensure that a new Mānoa administration is implemented on a timely basis and with the involvement of the new University President.

The Board’s policy on establishment and reorganizing of units stipulates that reorganizations affecting students and other clientele must be approved by the Board. It is therefore recommended that the Board approve in concept, proposed reorganization and implementation plans, providing for an organizational structure of the Office of the Chancellor, UHM.

Upon approval by the Board, the proposed reorganization would create 6 new positions in the Office of the Mānoa Chancellor. Recruitment to fill these positions would be initiated to fill them whenever the Office of the Chancellor becomes operational. Concurrently, 10 Executive/Managerial positions at the system level with major responsibilities for the administration of the Mānoa campus would be abolished and one position redescribed. The 6 new positions would be: (1) Chancellor, University of Hawai‘i at Mānoa; (2) Vice Chancellor for Academic Services; (3) Vice Chancellor for Instruction and Research (1 of 2); (4) Vice Chancellor for Instruction and Research (2 of 2); (5) Vice Chancellor for Student Affairs; and (6) Vice Chancellor for Administration.

Additional managerial level positions may be created and filled by the Chancellor with the prior approval of the new President and, as appropriate, the Board. As functional realignments between the system administration and UHM are implemented, related support personnel may be reassigned to corresponding positions or units in the new UHM administration. No additional resources are being programmed for the staffing and operation of the UHM Chancellor's Office.

The Mānoa reorganization would enter a second phase once the organizational structure of the Chancellor’s Office is approved by the Board. In this phase, the new Chancellor would facilitate extensive discussions within the Mānoa community in order to solicit input and recommendations for the development and adoption of an internal Mānoa organizational structure. This discussion would include such
issues as responsibilities and span of control assigned to Vice Chancellors, reporting lines for Deans and Directors, and the establishment of new subunits within the Chancellor's Office. In considering the degree to which authority and responsibility is delegated to UHM, the proposal recognizes the University's enhanced constitutional status and the urgent need to decentralize decision-making authority in order to extend the benefits of autonomy to the individual campus level. In so doing, this aspect of the transition is intended to affect all campuses on an equal basis.

A major consideration in this plan is the selection and appointment of a new President, which is expected to occur around March, 2001. Given the importance of the new President's input and role in the establishment of a new Mānoa administration, the proposed plan is based on an optimal transition schedule for the appointment of both a new President and a permanent Chancellor for the Mānoa campus. However, alternative actions are also proposed in the event that the optimal transition schedule is not met.

In the optimal transition schedule, the search process for a permanent Mānoa Chancellor would be initiated upon the Board's approval of an organizational structure for that office. This would allow for a final selection of a Mānoa Chancellor by the new President hopefully in the Fall of 2001. The new President would then decide on the appropriate schedule for implementing the reorganization plan. An Interim Chancellor and management team could be appointed in the event that the optimum schedule cannot be realized. In either case, it is recommended that a coordinator and transition team be appointed to work with the new President to facilitate the orderly transfer of functional responsibilities, personnel, funds, and other resources as necessary from the System administration. In those instances where an affected unit performs both System as well as campus functions, the new President would determine the apportionment of resources.

The proposed reorganization and implementation plan should meet the directives as expressed by the Board at its September 2000 meeting, with one exception. The Board had originally called for a budget on the assumption that significant transfers of funds would be required from systemwide support appropriations to Mānoa as a result of the reorganization. Current budgets, however, already reflect most of the affected units within Mānoa's appropriation. Nevertheless, the administration will adhere to the Board's requirement that this reorganization incur no additional costs to the University.

**Recommendation:** That the Board approve the proposed reorganization and implementation plan for the Office of the President, University of Hawai'i and Office of the Chancellor, University of Hawai'i at Mānoa, as described and reflected in the attached organization charts, with the understanding that this action shall remain within existing resources and subject to applicable policies and statutes.
**Position redescribed (formerly Senior Vice President and Executive Vice Chancellor, UH Mānoa).**

**New position created.**
MEMORANDUM

To: Mrs. Lily K. Yao
Chairperson, Board of Regents

From: Kenneth P. Mortimer
President, University of Hawai'i and
Chancellor, University of Hawai'i at Mānoa

Subject: ESTABLISHMENT OF AN OFFICE OF THE CHANCELLOR FOR THE UNIVERSITY OF HAWAI'I AT MĀNOA

SPECIFIC ACTION REQUESTED

The Board of Regents is requested to approve the establishment of an Office of the Chancellor, University of Hawai'i at Mānoa, as described in the attached proposal.

RECOMMENDED EFFECTIVE DATE

Upon Board of Regents' approval, subject to implementation realities.

PURPOSE

The purpose of this request is to establish a Mānoa campus administration, separate from the Office of the President. Upon the approval of this request, an expedited recruitment process for the selection of a permanent Chancellor for the Mānoa campus will be implemented to coincide with the scheduled appointment of a new President. It is anticipated that the new President will be appointed by April, 2001 and that he or she will be able to make the final recommendation to the Board in the Fall of 2001.
BACKGROUND

At its meeting on July 21, 2000, the Board of Regents directed the Administration to "...provide the board with a plan to address the issue of a separate Chancellor of UH-Manoa at one of its fall meetings, provided that the separation is made without incurring additional costs."

Subsequently on September 7, 2000, the Administration requested the Board to approve in concept, the establishment of a new position of Chancellor, University of Hawaiʻi at Mānoa, separate from the position of President, University of Hawaiʻi. The Board approved this request on September 22, 2000 and included several conditions as follows:

"RECOMMENDATION: That the Board approve in concept the establishment of an Office of the Chancellor, University of Hawaiʻi at Mānoa, separate from the position of President, University of Hawaiʻi, provided that the separation incurs no additional costs and with the further understanding that reorganization plans along with appropriate organizational charts and budgets be submitted to the Board for its consideration by its meeting in January 2001 and that no reorganization nor assignments shall take place until such plans are approved by the Board."

In accordance with the Board's directive, a reorganization and implementation plan was developed and completed in October, 2000 and widely distributed throughout the University community on November 6, 2000. Copies were formally transmitted to Mānoa Deans and Directors and an electronic version was posted on the University's UHINFO (Community Views) website. In addition, a number of informational briefings were conducted for the benefit of various faculty and student organizations and employees of those systemwide offices that may be directly affected by the reorganization. Comments and recommendations were solicited and accepted until December 18, 2000. Upon careful consideration of the comments and recommendations received, the draft proposal was revised to accommodate valid suggestions and areas of concern, particularly where there was a consensus of opinion.

The most significant change to the draft proposal is the adoption of an optimal transition schedule to ensure that a new Mānoa administration is implemented on a timely basis and that the new President is involved in the process. The optimum transition schedule is therefore based on the selection and appointment of a new President within the following time line:

- January-February 2001 BOR approves reorganization proposal and the search for a permanent Chancellor for UHM is initiated.
- March-April 2001 New President is appointed.
August-September 2001  Board approves President's recommendation for Chancellor.

**ACTION RECOMMENDED**

It is recommended that the Board of Regents approve the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa, as described in the attached proposal.

Attachments
c: Secretary of the Board Iha
EXECUTIVE SUMMARY
Proposed Plan to Establish an Office of the Chancellor
University of Hawai‘i at Mānoa

The purpose of this proposal is to implement a process for the establishment of a Mānoa Chancellor's Office. A major consideration in this process is the selection and appointment of a new President, which is expected to occur in March or April, 2001. Given the importance of the new President's input and role in the establishment of a new Mānoa administration, the proposed process is based on an optimal transition schedule for the appointment of both a new President and a permanent Chancellor for the Mānoa campus. In addition, alternative actions are also proposed in the event that the optimal transition schedule is not met.

In accordance with the optimal transition schedule, a search process for a permanent Mānoa Chancellor will be implemented upon Board of Regents’ approval in January, 2001. This will allow final selection of a Mānoa Chancellor by the new President in the Fall. The new President will decide on the appropriate implementation schedule. (An Interim Chancellor and senior management team could be appointed in the event that this schedule cannot be met.) In either case, a Coordinator and transition team will be appointed to work with the new President to supervise and facilitate the orderly transfer of functional responsibilities, personnel, funds, and other resources as necessary from the System administration to Mānoa and possibly other campuses if appropriate. In those instances where an affected organizational unit performs both System as well as campus functions, the new President will determine the apportionment of resources.

Upon approval by the Board, six new positions will be created immediately and recruitment will be initiated to fill them whenever the Office of the Chancellor becomes operational. Concurrently with the filling of the new positions, a total of ten (10.00) Executive/Managerial positions at the system level with major responsibilities for the administration of the Mānoa campus will be abolished and one (1.00) position will be redescribed.

The six (6.00) new positions to be created are:

- Chancellor, University of Hawai‘i at Mānoa
- Vice Chancellor for Academic Services
- Vice Chancellor for Instruction and Research (1 of 2)
- Vice Chancellor for Instruction and Research (2 of 2)
- Vice Chancellor for Student Affairs
- Vice Chancellor for Administration

Additional managerial-level positions may be created and filled by the Chancellor with the prior approval of the new President and where appropriate, the Board. As functional realignments between the system administration and Mānoa are implemented, related APT and civil service support personnel will also be reassigned to corresponding positions or units in the new Mānoa administration. No additional resources are being programmed for the staffing and operation of the UHM Chancellor's Office.
In considering the degree to which authority and responsibility is delegated to Mānoa, the proposal recognizes the University's enhanced constitutional status and the urgent need to decentralize decision-making authority in order to extend the benefits of autonomy to the individual campus level. In so doing, this aspect of the transition is intended to affect all campuses on an equal basis.

It is important to note that the Mānoa administrative reorganization will enter a second phase once the Chancellor's Office is established. In this phase, the new Chancellor will facilitate extensive discussions within the Mānoa community in order to solicit input and recommendations for the development and adoption of an internal Mānoa organizational structure. This discussion will include such issues as responsibilities and span of control assigned to Vice Chancellors, reporting lines for Deans and Directors to the Chancellor, and the establishment of new subunits within the Chancellor's Office such as enrollment management and Dean of Undergraduate Education.

The proposal as drafted should meet the requirements set by the Board on September 22, 2000 with one exception. The Board had originally requested a budget on the assumption that significant transfers of funds would be required from systemwide support appropriations to Mānoa as a result of the reorganization. Current budgets, however, already reflect most of the affected units within Mānoa's appropriation.
PROPOSED PLAN TO ESTABLISH AN OFFICE OF THE CHANCELLOR,
UNIVERSITY OF HAWAI'I AT MĀNOA

INTRODUCTION

In 1960, the President of the University of Hawai'i was responsible for the administration of the Mānoa campus, a satellite two-year campus at Hilo, and the newly established East-West Center. The combined enrollment for Mānoa and Hilo for the 1960-1961 academic year was 7,771. However, through the rest of the '60s the University experienced unparalleled growth in both enrollment and educational programs. By 1962, the East-West Center had enrolled over 200 students and scholars, and in 1964, the State Legislature authorized the creation of a system of community colleges under the direction and control of the University. By the end of the '60s, there were six community college campuses in operation with a total enrollment of 10,853 while Mānoa's enrollment had grown to 21,090. This growth, particularly at Mānoa, also led to a strong demand for a second 4-year campus on O'ahu. Clearly, the administrative burden on the Presidency had grown dramatically as enrollments continued to increase and new educational components were added to the University in an effort to create a statewide system of higher education.

By 1970, the concept of a separate Chancellor for Mānoa had earned considerable support as a solution to the University's administrative problems. While supportive of the concept, President Harlan Cleveland warned that "A Mānoa chancellor should be appointed only when he can realistically be given some real autonomy in academic planning, physical planning, and financial planning." In President Cleveland's judgement, that time came in 1971 when he formally proposed the concept to the Board of Regents. He explained to the Board that the present organizational structure was designed primarily to serve the Mānoa campus but as the University grew, new administrative units (East-West Center, Community Colleges, and UH-Hilo) were simply "tacked on" to the Mānoa framework. As a result, it was becoming increasingly difficult for him to assume the role and responsibilities of the chief administrator of a statewide system of higher education from his position as day-to-day manager of the Mānoa campus. To meet the new tasks and challenges facing the University, he proposed the separation of the systems role of the President from the management of the Mānoa campus by appointing a Chancellor for Mānoa. The Board subsequently adopted President Cleveland's recommendations to establish the President's office as a supervising agency for the state-wide University System and an Office of the Chancellor for the day-to-day management and administration of the Mānoa campus.

However, the new organizational structure did not function as originally envisioned. Instead, Mānoa began to complain about "bureaucracy" and "red tape" imposed by the System Administration and the lack of sufficient autonomy to carry out its mission. In response to these complaints, the Mānoa Faculty Senate established an Ad Hoc Committee on Administrative Structure in 1982 to examine the issues surrounding these complaints and "the allegation that the administration of the University of Hawai‘i may be marked by an excessive degree of administrative bureaucracy which detracts from the quality of instruction, research and community service which the members of the faculty are seeking to provide." The Ad Hoc Committee essentially confirmed this allegation in its report to the Faculty Senate in February, 1983:
"The Ad Hoc Committee finds that the present administrative structure and functioning of the University preempts planning and informed policy-making, stifles creativity and innovation, and frustrates the implementation of even routine decision. This situation stultifies and demeans individuals at all levels of academic leadership. The result is that creative leadership is not exercised, decisions are not made, morale suffers, and the institution drifts. Immediate and substantial reallocation of functions, together with significant realignment of structures, is clearly called for."

In November, 1983, the Board of Regents established its own Ad Hoc Committee on Reorganization "...to provide them with an honest appraisal as to the vitality of the organization and its ability to meet current and future demands in higher education." After conducting its own review, the Committee, on September 20, 1985, reported that changes were "...necessary after more than a decade of experience with the current organization and from an intensive period of self-examination" and recommended that the President develop a proposed reorganization plan. The Board accepted the findings and recommendations of the Ad Hoc Committee and directed the President to propose a plan for the reorganization of the University subject to the following parameters:

1. The President will be directly responsible for the operation of the University of Hawai‘i at Mānoa.

2. All other baccalaureate campuses will retain their current administrative configurations under a single Chancellor reporting to the President.

3. The Community Colleges will continue to be headed by a Chancellor reporting to the President.

4. The President will continue as the head of the University of Hawai‘i System. The proposed plan should provide appropriate system guidance and support for all units.

A proposed reorganization plan was developed in accordance with the Board’s directive and submitted for approval on November 12, 1985. As described in the plan, the main objective of the reorganization was "...to combine the Mānoa campus-wide functions with those of the President’s Office thereby reducing the number of levels of review." This objective was established in response to the "fundamental problem" which was identified as follows:

"To the extent that administrative function has been patterned after the organizational chart, rather than reality, it has resulted in confusion, redundancy, delay, and unrealistic assessments and expectations. Mānoa has been in an almost constant state of administrative unrest since the present structure was established in 1971. This is the primary reason why reorganization is necessary, and it is the fundamental problem which the new administrative structure must be designed to solve."
To achieve its major objective, the plan proposed to facilitate various transactional activities by delegating decision-making authority and accountability to the lowest levels in accordance with three guidelines:

"First, the delegation of authority and responsibility should go hand in hand. Whoever signs off on a particular transaction should be held accountable for the results. Second, authority and responsibility should be delegated downward as much as possible, so that decisions and approvals for decisions are made as close as possible to the point of impact. A third rule of thumb is that double-checking and monitoring before the fact should be minimized. In most cases, it is sufficient to have only one level of review."

The proposed plan was adopted by the Board in November, 1985 but its goals and objectives were never completely realized. Consequently, the level of "administrative unrest" at Mānoa continued and criticism of the President/Chancellor model began to mount. By 1986, the reorganization became the subject of legislative hearings and the Legislative Auditor was directed to conduct a review of the situation. Two reports were subsequently issued by the Auditor, one in 1987 and an update in 1988. The major shortcomings found in both reports appear to be attributable to the failure of the University to complete the implementation of its reorganization plan.

Continued scrutiny by the Legislature prompted the Board of Regents to extend an invitation to Ernest L. Boyer, President of the Carnegie Foundation for the Advancement of Teaching, to prepare a report on the governance of the University in the Fall of 1988. Boyer accepted the invitation and came to Hawai‘i in January, 1989 to conduct extensive interviews and gather other pertinent materials. In examining the new structure of the Systems office, Boyer found that:

"Complaints about "bureaucracy" have been replaced by complaints about "fairness." Indeed, many asked if it was possible for an administrator responsible for one campus also to carry the weight of the entire system."

Boyer described the structure as "unusual, perhaps unique" and noted that "Any administrator would have great difficulty responding to the expectations of a major campus while serving as leader of the system." Despite the inherent difficulties posed by the dual role of the President, Boyer concluded that "...the president is, in fact, energetically seeking to achieve these dual objectives and we conclude that this is not the time for the University of Hawai‘i to go through yet another major administrative shake-up." Boyer further recommended that:

"This does not mean that the issue should permanently be put aside. But the effectiveness of the current arrangement can, we believe, be evaluated more objectively later on. Therefore, we suggest that the statewide administration of the University of Hawai‘i be formally reviewed by an outside consulting team in two years. Thus, five years will have passed since the new organization was created,
and this should provide enough time for a track record to be established."

While a formal review by an external consultant was never conducted, a discussion memo was transmitted to the Board of Regents in 1992 by former President Albert Simone which includes his assessment and recommendations on the dual role of the President. The discussion memo addresses the impact of certain critical changes in the University's operating environment and their resulting influence on the effectiveness of its organizational structure. More specifically, President Simone noted that the demands on the Presidency for leadership and direction at both the systemwide and Mānoa levels had increased dramatically since 1985. Based on the cumulative effect of these changes, President Simone concluded that a change in the University's administrative structure was necessary and proposed that the dual role of President and Chancellor be separated:

"After a great deal of deliberation, I have come to the conclusion that now is the time to once again separate the roles of the President of the University of Hawai‘i System and the Chancellor of the University of Hawai‘i at Mānoa, so that one person will hold the title of President and the second person the title of Chancellor. I believe combining the two roles was the right thing to do in 1985. There was a situation and a set of problems that existed at that time which could be best addressed with a single person holding both roles. I think those issues have now been resolved, circumstances have changed once again, and it is now opportune to return to a situation in which these two roles are separated."

No official action was taken by the Board of Regents on the Simone discussion memo and the controversy surrounding the dual role of the President continued to fuel the "state of administrative unrest" at Mānoa.

In 1999, the Mānoa Faculty Senate passed "A RESOLUTION FROM THE MĀNOA FACULTY SENATE RECOMMENDING A NATIONAL SEARCH FOR AND THE APPOINTMENT OF A CHANCELLOR OF THE UNIVERSITY OF HAWAI‘I AT MĀNOA." As indicated in its title, the resolution recommends that "the Office of Mānoa Chancellor be separated from its present configuration with the Office of the President of the University of Hawai‘i" and cited certain factors to support this position. In essence, these factors can be generally interpreted as the Mānoa faculty's perception of the current organization's "track record":

1. The hiring freeze implemented by the administration to accommodate budget cuts "has visited random damage to departments and programs, depending on where retirements and other departures have occurred [and] ...is now compromising the integrity and soundness of academic programs across the Mānoa campus."

2. Faculty morale at Mānoa ranks at the bottom of the UH System.

3. The administration has failed to adequately respond to the Faculty Senate's recommendations to revitalize undergraduate education.

4. Mānoa's graduate and professional programs continue to suffer from a persistent
pattern of administrative neglect. In extreme cases, distinguished schools and programs are allowed to languish for years without the appointment of permanent deans.

5. Mānoa’s research enterprise now receives one of the nation’s lowest rates of government overhead due to the administration’s failure to repair and maintain research facilities.

6. Basic functions such as enrollment management are largely neglected at Mānoa.

7. The administration has not demonstrated a "...vision of how Mānoa can reorganize itself so as to generate new sources of revenue and flourish in a new economic and educational setting."

8. The advocacy enjoyed by other institutions in the UH System "...is not matched by advocacy on behalf of Mānoa, which alone lacks an independent chancellor."

9. The present administration in its current form, is not capable of filling the leadership vacuum at Mānoa.

On May 25, 2000, the Mānoa Council of Deans and Directors joined with the Faculty Senate in supporting the appointment of a separate Chancellor for the Mānoa Campus:

"The Council of Deans and Directors of the University of Hawai‘i at Mānoa joins with the Mānoa Faculty Senate in expressing our desire that the position [of] Chancellor be established separate and distinct from that of President. We believe that a separate staff to support this position is also needed. Based on this belief, we recommend that a search for a President be undertaken, rather than a search for a President/Chancellor.

The proposed structure brings UH Mānoa into parity with the University of Hawai‘i at Hilo, the University of Hawai‘i-West O‘ahu, the University of Hawai‘i Community Colleges, as each of the other entities currently has its own Chancellor. The structure provides increased clarity for the distinctly different natural roles of Chancellor and President and benefits the students, the system, and the State in allowing increased opportunity for fulfillment of our respective missions."

Similar comments in support of a separate Chancellor for Mānoa have also been heard from other campuses. On June 7, 2000, the Chair of the UH-Hilo College of Arts and Sciences Faculty Senate commented that:

"The problem with having the same person be both President of the University of Hawai‘i System and Chancellor of UH-Mānoa is that in fact or at least in appearance one or the other (or both) of those roles lacks the attention and commitment of the single individual."
We are virtually unanimous in the conviction that the appointment of a separate Chancellor for UH-Mānoa is in the best interest not only of UH-Hilo and UH-Mānoa but of the entire UH System."

On September 12, 2000, the UH Community College Faculty Senate Chairs' Council issued the following statement expressing its official position on the issue of establishing a separate Chancellor for Mānoa:

"Community Colleges Senates have watched with avid and concerned interest the current UH system-wide debate as to the advantages and disadvantages of UH-Mānoa having its own Chancellor. After a yearlong debate on home campuses and in Senate leadership retreats and at All Senate Council meetings, the Community Colleges Senates cautiously endorse the creation of such a new position for Mānoa. Our primary concern is that the current system-wide services provided under the UH administrative structure, remain, and that the community colleges not lose any such services if and when a new Chancellor is appointed solely for Mānoa."

In light of the continuing problem with the governance of Mānoa and the immediate need to recruit a new President, the Board of Regents, at its July 21, 2000 meeting, directed the Administration to "...provide the board with a plan to address the issue of a separate Chancellor for UH-Mānoa at one of its fall meetings, provided that the separation is made without incurring additional costs."

On September 7, 2000, an initial response to the Board's directive was submitted by President Mortimer. The response outlined a process for the establishment of an Office of the Chancellor for the University of Hawai‘i at Mānoa and requested the following Board action:

"The Board of Regents is requested to approve in concept, the establishment of a new position of Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i.

Upon approval of this action, an interim plan for the establishment of a Mānoa Campus administration will be developed and submitted to the Board for approval. The plan will identify those Mānoa related functions and activities within the current System administration which will be transferred to Mānoa and provide for an interim Mānoa administration while a search for a new Chancellor is conducted. The interim administration will remain in place pending the development of a formal reorganization plan and functional statements by the new President and subsequent Board approval."

On September 22, 2000, the Board of Regents approved the following recommendation from its Budget and Long Range Planning Committee:

"RECOMMENDATION: That the Board approve in concept the establishment of
an Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i, provided that the separation incurs no additional costs and with the further understanding that reorganization and implementation plans along with appropriate organizational charts and budgets be submitted to the Board for its consideration by its meeting in January 2001 and that no reorganization nor assignments shall take place until such plans are approved by the Board."

## AUTONOMY AND OTHER ISSUES

The University has made enormous strides in its quest for administrative autonomy. To date, a number of new laws have been enacted to exempt the University from the rest of the State administrative bureaucracy and on November 7, 2000, the electorate overwhelmingly ratified a constitutional amendment to grant the Board of Regents "exclusive jurisdiction over the internal structure, management, and operation of the University." Despite these achievements however, there is a long-standing perception within the University community that autonomy has not trickled down to the campuses in any meaningful level. This perception also appears to be shared by the Legislature as evidenced in Act 115, SLH 1998, the landmark legislation which provided the University with much of the more significant aspects of the administrative autonomy that it currently enjoys. In approving this Act, the Legislature included the following provision which requires the University to submit annual reports on decentralized decision-making and improvements in communications and collaboration:

"SECTION 27. The President of the University of Hawai‘i shall submit to the legislature an annual report of decentralized decision-making in the university system no later than twenty days prior to the convening of each regular session until, and including, the regular session of 2003. The report shall also include the improving of communication and collaboration within the system."

The significance of this perception should not be overlooked while the University continues to strive for full constitutional autonomy. Additional legislation and relief through the judicial system will probably be required in the future and the staunch support of the entire University community and the Legislature will be essential to the process. In addition, there is a need for the University to fully assert and demonstrate the effectiveness of its newly enhanced constitutional status. The establishment of a Mānoa Chancellor's Office should therefore reflect serious and deliberate efforts to decentralize decision-making authority and extend the benefits of autonomy to the individual campus level. As a result, each Chancellor should be vested with the same degree of authority to organize, operate, and manage those units under their control.

The establishment of a Mānoa Chancellor's Office has also raised other issues concerning the new administrative hierarchy of the University. These issues include questions about the span of control assigned to the new President, Vice Presidents, the new Mānoa Chancellor and Vice Chancellors, and Deans and Directors and changes in reporting relationships. To date however, most of these questions and concerns appear to be motivated by personal preferences and biases.
rather than organizational design logic but this observation seems to be consistent with the findings of David A. Young (1979):

"In the American university, structure is less likely to reflect design logic than to reflect temporary preferences for dispensing personal power and prestige. At best, it may represent management's inability to obtain performance from an individual, followed by inevitably dysfunctional attempts to design a means of bypassing the weak performer. Just as often, since everyone wishes to report as high as possible in the hierarchy, the effective organization of work roles is sacrificed to the narrow interests of an incumbent. Worse yet, demands from the outside also lead to illogical structures meant for display rather than function."

**PHILOSOPHICAL APPROACH**

From a historical perspective, the concept of a separate Chancellor for the Mānoa Campus has generally enjoyed widespread and popular support. The real issues, however, appear to lie in the degree of decision-making authority assigned to this position and the manner in which it is further delegated or exercised. As discussed earlier, the perception, if not the reality, is that Mānoa has never had the full measure of administrative authority or autonomy necessary to effectively encourage faculty morale and creativity and fulfill its mission. The primary goal of the proposed plan, therefore, is to delegate as much as possible, all of the decision-making authority required for the day-to-day operation of the University's flagship campus. In so doing, it is also the objective of this plan to accord due consideration to the need for providing the Mānoa Chancellor, as well as the new President, with the necessary latitude for selecting key personnel, organizing an administrative structure, assigning functional responsibilities, and the further delegation of authority.

As a practical matter, there are certain legal, fiscal, and other requirements which establishes accountability and/or liability collectively at the institutional level. These requirements, therefore, serve as a limiting factor in determining the extent and range of decision-making powers to delegate. Not all fiduciary duties and responsibilities, for example, can be delegated and the same is true for compliance with certain conditions contained in federal rules and regulations. In addition, State law may also limit the ability of the President or the Board of Regents to reassign certain authority delegated by statute (e.g., tuition and fees, civil service, collective bargaining negotiations, etc.). Federal laws in such areas as equal employment opportunity, affirmative action, and immigration, which require the consistent application and enforcement of policies would have a similar effect. Given these limitations, the delegation of decision-making powers will, therefore, be limited by the extent to which corresponding responsibilities can also be delegated.

The resources (funds and positions) necessary for the establishment of the Chancellor's Office will be reassigned from existing System offices that currently administer the day-to-day operation of the Mānoa campus. No additional resources will be required for the staffing and operation of the Mānoa Chancellor's Office.

At a minimum, the establishment of the Mānoa Chancellor's Office will add a measure of
consistency and balance to the organizational structure of the University system by placing all campuses under the control of Chancellors. If additional decision-making authority is delegated from the Board of Regents to the President and from the President to the Chancellor level, the consistency and balance reflected in the new organizational structure will also carry over to functional relationships. Board involvement in purely operational matters, for example, can be reduced, thus freeing the Board to devote more of its time and effort on policy issues and on monitoring and evaluating achievement of broad University objectives. Similarly, Presidential involvement in individual campus operations will be less and the new President will be able to focus more attention on his or her role as Chief Executive Officer of the Board and primary advocate of the University system. Chancellors will benefit from this arrangement by receiving the requisite authority and autonomy necessary for the efficient operation of their campuses.

The establishment of a Mānoa Chancellor’s Office and related changes in the operating relationship between the President and the campuses is expected to result in a reduction in the physical size and function of the various System offices. In general, efforts will be made to identify and transfer those system activities which may be more efficiently performed at the chancellor level. As mentioned earlier however, the delegation of functions from the System level will only be made when corresponding responsibilities can also be transferred and chancellors can be held directly and fully accountable for proper performance. It is therefore anticipated that those activities of a routine transactional nature will be transferred to chancellors while the System retains an oversight role. The revised system oversight function will then rely as much as possible on the employment of new information technology to enhance communications and provide senior-level management with appropriate management information reports and other data to monitor campus performance and institutional compliance with federal and state requirements and Board of Regents’ policies. It is expected that the improvements in management information and communications capabilities afforded by new technology will provide the challenge necessary to continually improve the decision-making abilities of the University’s senior management.

OTHER PROPOSALS RECEIVED

A draft of this proposal was completed in October, 2000 and widely distributed to the University community on November 6, 2000 for review and comment. Copies were formally transmitted to Mānoa Deans and Directors and an electronic version was posted on the University’s UHINFO website (Community Views). In addition, a number of informational briefings on the draft plan were conducted for the benefit of various faculty and student organizations and employees of those systemwide offices that may be directly affected by the reorganization. A deadline of December 18, 2000 was established for the receipt of comments and recommendations on the draft proposal. Copies of the comments and recommendations received are included in Attachment 3.

A review of the various recommendations from Mānoa indicates a general consensus on the basic organizational structure of the UHM Chancellor’s Office. There is almost no disagreement, for example, on the need for a Vice Chancellor for Administration and a Vice Chancellor for Student Affairs. The recommendations also indicate an acknowledgement of the need for two or
more Vice Chancellors to oversee the areas of academic affairs and research. While various organizational structures for academic affairs and research have been suggested, the final realignment of programs and activities in these areas should be an internal campus matter that should be discussed and resolved by the new Chancellor and the Mānoa community.

Recommendations and comments from other campuses generally support the concept of a Chancellor's Office for Mānoa provided that the services and resources that they now enjoy are not reduced or eliminated. Similarly, they are also concerned that the responsibility for performing certain functions may be transferred from the system to the campus level without adequate resources. While these concerns are recognized in this proposal, continued recognition will also be required in the future.

On the matter of the organization of the President's Office, there appears to be a widespread concern among the campuses over the proposal to redescribe the position of Senior Vice President and Executive Vice Chancellor, UH Mānoa, to Vice President for Academic Affairs. Comments on this issue were received from the Chancellor for Community Colleges, the Mānoa Council of Deans and Directors, and Community College Faculty Senates. At the heart of this concern is a perception that a new layer of academic bureaucracy will be created at the expense of the academic autonomy currently exercised by Chancellors and differential campus missions. In recognition of the need for academic leadership and coordination at the system level, however, it was strongly recommended that this position be designated as a staff rather than line officer.
PROPOSED REORGANIZATION AND IMPLEMENTATION PLAN

OFFICE OF THE CHANCELLOR, UNIVERSITY OF HAWAI‘I AT MĀNOA

It is proposed that an Office of the Chancellor for the University of Hawai‘i at Mānoa be established (see Attachment 1) effective July 1, 2001, and that a recruitment process for the selection and appointment of a permanent Chancellor by the new President be implemented upon approval of this plan. Key elements of the recruitment process will include:

1. Establishment of a position of Chancellor, University of Hawai‘i at Mānoa, and development of a position description including appropriate job responsibilities, requirements, and qualifications.

2. Appointment of a selection committee composed primarily of representatives from the Mānoa Campus to evaluate applicants and recommend nominees to the President for appointment subject to the approval of the Board of Regents.

3. Competitive recruitment of a senior management team consisting of the following new positions:

   Vice Chancellor for Academic Services
   Vice Chancellor for Administration
   Vice Chancellor for Student Affairs
   Vice Chancellor for Instruction and Research (1 of 2)
   Vice Chancellor for Instruction and Research (2 of 2)

Mānoa-related responsibilities that are currently assigned to the President in his capacity as Chancellor of the University of Hawai‘i at Mānoa will be reassigned to the Chancellor. In addition, Mānoa-related functions and responsibilities assigned to the following positions will be transferred to the Mānoa Chancellor’s Office:

   Senior Vice President and Executive Vice Chancellor, UH Mānoa
   Senior Vice President for Research and Dean of the Graduate Division
   Senior Vice President for Administration
   Vice President for Student Affairs
   Vice President for Planning & Policy
   Executive Director of University and Community Relations
   Director of Equal Employment Opportunity/Affirmative Action

Related APT and civil service support personnel will also be transferred to corresponding positions or units within the Mānoa Chancellor’s Office (and possibly to other University units depending

1 Upon approval of this plan, temporary positions will be created for recruitment purposes, which will be abolished when permanent position counts become available.
upon availability). As part of this process, individual position descriptions will be reviewed and amended as necessary pursuant to applicable University policies and procedures.

The following units currently reporting directly to the President will report to the Chancellor upon his or her appointment:

Mānoa Athletics Department

Chart I (Attachment 1) reflects the proposed organizational structure of the Mānoa Chancellor's Office and the establishment of the following new units:

Office of Community Relations
Office of Planning and Budget
Office of Human Resources
Office of Equal Employment Opportunity/Affirmative Action

Additional managerial-level positions may be created and filled by the Chancellor with the prior approval of the President and where appropriate, the BOR.

The President will appoint a Coordinator and transition team to supervise and facilitate the orderly transfer of functional responsibilities, personnel, funds, and other resources as necessary from the System administration to the Mānoa Chancellor's Office. In those instances where an affected organizational unit performs both System as well as campus functions, the Coordinator, subject to the approval of the President, will determine the apportionment of resources.

If an Interim Chancellor is first appointed, the new Chancellor will have the opportunity to either formally adopt the interim structure or modify it subject to any necessary approvals.

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OFFICE OF THE PRESIDENT, UNIVERSITY OF HAWAII

Effective July 1, 2001, the organizational structure of the Office of the President will reflect the transfer of Mānoa-related functions and responsibilities to the Mānoa Chancellor. In addition, the following position actions will be implemented:

Office of the Senior Vice President and Executive Vice Chancellor, UH Mānoa

1. Redescribe position #89051 Senior Vice President and Executive Vice Chancellor, UH Mānoa, to Vice President for Academic Affairs. The Vice President for Academic Affairs shall be a staff position within the Office of the President.

2. Abolish and use position counts to create new positions as necessary to staff the Mānoa Chancellor's Office:

   #89117 Assistant to the Senior Vice President and Executive Vice Chancellor
#89169 Assistant Vice President for Academic Affairs
#89104 Assistant Vice President for Academic Affairs
#89041 Academic Affairs Program Officer
#89009 Academic Affairs Program Officer

Office of the Senior Vice President for Research & Dean of the Graduate Division

Abolish and use position counts to create new positions as necessary to staff the Mānoa Chancellor's Office:

#89354 Senior Vice President for Research and Dean of the Graduate Division.
#89112 Special Assistant to Vice President for Research & Graduate Education
#89119 Assistant Vice President for Research and Graduate Education
#89153 Director of Research Relations

Vice President for Student Affairs

Abolish and use position count to create new positions as necessary to staff the Mānoa Chancellor's Office:

#89103 Vice President for Student Affairs.

Chart 2 (Attachment 2) incorporates the results of the proposed changes on the System administration and reflects the revised organizational structure. The new President will be responsible for evaluating this structure and proposing any changes that are determined to be necessary for approval by the Board of Regents.

Incumbents of positions that are abolished/redescribed shall be given the opportunity to be considered for appointments in the redescribed positions in the Mānoa Chancellor's Office as appropriate.

Deletion of all other Senior Vice President designations and redesignate as Vice Presidents and Chancellors.

SUMMARY

The purpose of this proposal is to implement a process for the establishment of a Mānoa Chancellor's Office within an environment which includes a Presidential change. The process consists of two major phases.

The first phase involves the establishment of an administrative structure and the appointment of senior management personnel to accommodate the transfer of control over Mānoa-
related functions and activities from the System administration. Functions and activities which have a systemwide orientation but are predominantly Mānoa based (e.g. Bookstore system, Office of Research Services, etc.) will be reassigned from the System to Mānoa administration and retain primary responsibility for systemwide coordination.

In the second phase, the permanent Chancellor will facilitate extensive discussions within the Mānoa community in order to solicit input and recommendations for the development and adoption of an internal Mānoa organizational structure. This discussion will include such issues as responsibilities and span of control assigned to Vice Chancellors, reporting lines for Deans and Directors to the Chancellor, and the establishment of new units such as enrollment management and Dean of Undergraduate Education.

This proposal implements a similar process for the Office of the President. In the first phase, the current structure will be amended to reflect the transfer of various units and positions to Mānoa and the redescription of the Senior Vice President and Executive Vice Chancellor's position to Vice President for Academic Affairs. The amended structure will remain in this form pending a review by the new President. In the second phase, the new President will have the opportunity to develop a new organizational structure for the administration of the University System and select and appoint a permanent administrative team.

The final plan consisting of a permanent organizational structure and functions for the Office of the Chancellor, University of Hawai‘i at Mānoa, and the Office of the President, University of Hawai‘i, will be submitted to the Board for approval by the new Chancellor and President.

**REQUESTED ACTION**

Specific Board of Regents’ action is requested for the following:

1. Approval of the proposed reorganization plan and revised organizational charts.

2. Approval to establish and fill new executive positions as follows:

   - Chancellor, University of Hawai‘i at Mānoa.
   - Vice Chancellor for Academic Services
   - Vice Chancellor for Instruction and Research (1 of 2 positions)
   - Vice Chancellor for Instruction and Research (2 of 2 positions)
   - Vice Chancellor for Student Affairs
   - Vice Chancellor for Administration, University of Hawai‘i at Mānoa.
3. Amend Board of Regents Policy Section 1-1 to read as follows:

"Section 1-1 Definitions. The words and phrases in the BORP shall, unless the same be inconsistent with the context, be construed as follows:

a. "Board" means the Board of Regents of the University.

b. "Chancellor for Community Colleges" means the Senior Vice President and Chancellor for Community Colleges.

c. "Chancellor of UH-Hilo and UH-West O'ahu" means the Senior Vice President and Chancellor for the University of Hawai'i, Hilo [and the University of Hawai'i, West O'ahu.

d. "Executive Officer" means the President.

e. "President" means the President [and Chancellor, UH-Mānoa] of the University of Hawai'i.

df. University" means the University of Hawai'i.

g. "Vice President for Academic Affairs" means the Senior Vice President & Executive Vice Chancellor, UH-Mānoa."

4. Amend Board of Regents Policy Section 2-1 to read as follows:

"Section 2-1 Officers of the University of Hawai'i.

a. Officers shall include the following:

(1) President, University of Hawai'i [and Chancellor, UH-Mānoa]

(2) Secretary of the Board of Regents

(3) [Senior] Vice President [and Executive Vice Chancellor, UH-Mānoa] for Academic Affairs

(4) Chancellor, UH-Mānoa

(5) [Senior Vice President and] Chancellor for Community Colleges

[(5)](6) [Senior Vice President and] Chancellor, UH-Hilo

[(6)](7) [Senior] Vice President for Administration

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5. Amend Board of Regents Policy Section 2-2 Duties of the President, subsection b.(5) to read as follows:

"(5) Delegate the administration and operation of each respective campus to the [Executive Vice] Chancellor of the University of Hawai‘i at Mānoa, the Chancellor of the University of Hawai‘i at Hilo, the Chancellor of the Community Colleges, and the [Executive Vice] Chancellor of the University of Hawai‘i-West O‘ahu."

6. Amend Board of Regents Policy Section 3-4, Organization of the University of Hawai‘i, to read as follows:

"a. Organizations of the University of Hawai‘i shall include:

(1) University of Hawai‘i Systemwide [and Mānoa] Administration

(2) [University of Hawai‘i at Hilo and University of Hawai‘i, West O‘ahu] University of Hawai‘i at Mānoa

(3) University of Hawai‘i at Hilo

(4) University of Hawai‘i, West O‘ahu

[(3)](5) University of Hawai‘i Community College System

(a) Honolulu Community College
7. Amend Board of Regents Policy Section 3-4, Organization of the University of Hawai‘i, subsection b. by replacing the organizational chart of the University with the revised organizational chart attached hereto as Attachment 2.

8. Amend Board of Regents Policy Section 8-3, Biennial Budget (Operating and Capital Improvements), subsection b(5) to read as follows:

"(5) Administrative and Executive Approval of Budgets

The President serves as the chief executive officer of the University [and also the chief operating officer of the Mānoa Campus]. As chief executive officer of the University, the President shall review and approve for submittal to the Board, the recommended budget requests for UH at Mānoa, UH at Hilo, the Community College System, UH-West O'ahu and universitywide support programs. [The] Chancellors [of UH at Hilo/West O'ahu and the Community Colleges] shall review and approve for submittal to the President the budget requests for [the programs for] their respective units. [As chief operating officer of UH at Mānoa, the President also shall review and approve the budget requests for the school, college and institute level programs for UH at Mānoa]"

Since the entire Board of Regents Policies are currently under review, other conforming changes to Board policies necessitated by the proposed plan will be considered in the review process and submitted for approval at a later date.
CHART 2 (Proposed)

BOARD OF REGENTS

SECRETARY OF BOARD OF REGENTS

STATE BOARD FOR CAREER AND TECHNICAL EDUCATION

OFFICE OF THE VICE PRESIDENT FOR LEGAL AFFAIRS & UNIVERSITY GENERAL COUNSEL

FOR ADMINISTRATIVE PURPOSES

STATE POSTSECONDARY EDUCATION COMMISSION

WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION

RESEARCH CORPORATION OF THE UNIVERSITY OF HAWAII

FOR ADMINISTRATIVE PURPOSES

PRESIDENT, UNIVERSITY OF HAWAII SYSTEM

ATTACHED ORGANIZATION
UNIVERSITY OF HAWAII FOUNDATION

EXECUTIVE DIRECTOR OF UNIVERSITY AND COMMUNITY RELATIONS

DIRECTOR EEO/AA

VICE PRESIDENT FOR ACADEMIC AFFAIRS*

VICE PRESIDENT FOR ADMINISTRATION

VICE PRESIDENT FOR PLANNING AND POLICY

CHANCELLOR UH COMMUNITY COLLEGES

CHANCELLOR UH HILO

CHANCELLOR UH MĀNOA**

CHANCELLOR UH WEST O'AHU

*Position redescribed (formerly Senior Vice President and Executive Vice Chancellor, UH Mānoa).

**New position created.
responsible for the management of all public lands and resources on the Big Island. He was born in Laupahoehoe and attended the University of Hawai‘i at Hilo where he earned a Bachelor’s degree in Business Administration and Physics. Mr. Yada has many years of experience in land development and management, business structuring and marketing, and resort feasibility studies. His term on the Mauna Kea Management Board will run through June 30, 2003.

Regent Bergin moved to appoint the seven individuals as recommended by the Senior Vice President and Chancellor of the University of Hawai‘i at Hilo to the Mauna Kea Management Board for the terms specified, as presented in President’s Memorandum No. 81 (Agenda), Item A-1, dated September 22, 2000. Regent Kim seconded the motion which was unanimously carried.

Establishment of the Office of Chancellor for the University of Hawai‘i at Mānoa

Special Advisor Masumoto informed that at its meeting on July 21, 2000, the Board of Regents directed the Administration to "... provide the Board with a plan to address the issue of a separate Chancellor of UH-Mānoa at one of its fall meetings, provided the separation is made without incurring additional costs."

Under the current organizational structure of the University, the President is directly responsible for the operations of the Mānoa campus while heading the University of Hawai‘i System. This structure was approved by the Board in 1985 amidst long standing complaints from Mānoa about excessive "red tape" and administrative bureaucracy. As a result, the major objective of the new organizational structure was "... to combine the Mānoa campus-wide functions with those of the President's Office thereby reducing the number of levels of review." Despite this change however, dissatisfaction with the administration of the Mānoa Campus continued unabated and actually increased. After undergoing two reviews on this matter by the Legislative Auditor in 1987 and 1988, the University invited Ernest L. Boyer, President of the Carnegie Foundation for the Advancement of Teaching, to prepare a report on the governance of the University. Boyer found that:

"Complaints about "bureaucracy" have been replaced by complaints about "fairness." Indeed, many asked if it was possible for an administrator responsible for one campus also to carry the weight of the entire system."

Boyer further described the structure as "unusual, perhaps unique" and noted that "Any administrator would have great difficulty responding to the expectations of a major campus while serving as leader of the system." Boyer concluded however, that "... the president is, in fact, energetically seeking to achieve these dual objectives and we conclude that this is not the time for the University of Hawai‘i to go through yet another major administrative shake-up." He further suggested that:
"This does not mean that the issue should permanently be put aside. But the effectiveness of the current arrangement can, we believe, be evaluated more objectively later on. Therefore, we suggest that the statewide administration of the University of Hawai‘i be formally reviewed by an outside consulting team in two years. Thus, five years will have passed since the new organization was created, and this should provide enough time for a track record to be established."

While a formal review by an external consultant was never conducted, a discussion memo was transmitted to the Board in 1992 by former President Albert Simone which includes his assessment and recommendations on the dual role of the President. The discussion memo addressed the impact of certain critical changes in the University’s operating environment and their resulting influence on the effectiveness of its organizational structure. More specifically, President Simone noted that the demands on the Presidency for leadership and direction at both the systemwide and Mānoa levels had increased dramatically since 1985. Based on the cumulative effects of these changes, he concluded that a change in the University’s administrative structure was necessary and proposed that the dual role of President and Chancellor be separated:

"After a great deal of deliberation, I have come to the conclusion that now is the time to once again separate the roles of the President of the University of Hawai‘i System and the Chancellor of the University of Hawai‘i at Mānoa, so that one person will hold the title of President and the second person the title of Chancellor. I believe combining the two roles was the right thing to do in 1985. There was a situation and a set of problems that existed at that time which could be best addressed with a single person holding both roles. I think those issues have now been resolved, circumstances have changed once again, and it is now opportune to return to a situation in which these two roles are separated."

On April 21, 1999, the Mānoa Faculty Senate passed a resolution from the Mānoa Faculty Senate, "Recommend a National Search for and the Appointment of a Chancellor of the University of Hawai‘i at Mānoa." The resolution recommended that "... the Office of Mānoa Chancellor be separated from its current configuration with the Office of the President of the University of Hawai‘i."

On May 25, 2000, the Mānoa Council of Deans and Directors joined with the Faculty Senate in supporting the appointment of a separate Chancellor for the Mānoa Campus:

"The proposed structure brings UH-Mānoa into parity with the University of Hawai‘i at Hilo, the University of Hawai‘i-West O‘ahu, the University of Hawai‘i Community Colleges, as each of the other
entities currently has its own Chancellor. The structure provides increased clarity for the distinctly different natural roles of Chancellor and President and benefits the students, the system, and the State in allowing increased opportunity for fulfillment of our respective missions."

Similar comments in support of a separate Chancellor for Mānoa have also been heard from other campuses. On June 7, 2000 for example, the Chair of the UH-Hilo CAS Faculty Senate commented that:

"We are virtually unanimous in the conviction that the appointment of a separate Chancellor for UH-Mānoa is in the best interest not only of UH-Hilo and UH-Mānoa but of the entire UH System."

Historically, the concept of a Chancellor for the Mānoa Campus, separate from the position of President, has generally enjoyed widespread and popular support in the University community. Now however, the matter of actually separating the day-to-day governance of the Mānoa Campus from the System Administration has taken on a new sense of importance and urgency as preparations to conduct a search for a new President begins. Accordingly, this is an opportune time to make a decision on this issue and incorporate the results of that decision into the requirements for a new President. Mr. Masumoto recommended that the Board approve the establishment of the Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i.

Regent Bergin moved to approve in concept the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i, provided the separation incurs no additional costs and with the further understanding that reorganization and implementation plans along with appropriate organizational charts and budgets be submitted to the Board for its consideration by its meeting in January 2001 and that no reorganization nor assignments shall take place until such plans are approved by the Board, as presented in President’s Memorandum No. 81 (Agenda), Item A-2, dated September 22, 2000. Regent Kim seconded the motion which was unanimously carried.

Establishment of the Hawai‘i Center for Advanced Communications within the College of Engineering, University of Hawai‘i at Mānoa

Senior Vice President Smith recommended the establishment of the Hawai‘i Center for Advanced Communications within the College of Engineering, University of Hawai‘i at Mānoa.

There has been unprecedented growth in the exchange and use of information over communication networks. This decade alone has witnessed an explosion in the use of electronic mail, the World Wide Web, cellular telephones, mobile computing,
At its meeting on July 21, 2000, the Board of Regents directed the Administration to "... provide the Board with a plan to address the issue of a separate Chancellor of UH-Mānoa at one of its fall meetings, provided the separation is made without incurring additional costs."

Under the current organizational structure of the University, the President is directly responsible for the operations of the Mānoa campus while heading the University of Hawai‘i System. This structure was approved by the Board in 1985 amidst long standing complaints from Mānoa about excessive "red tape" and administrative bureaucracy. As a result, the major objective of the new organizational structure was "... to combine the Mānoa campus-wide functions with those of the President’s Office thereby reducing the number of levels of review." Despite this change however, dissatisfaction with the administration of the Mānoa Campus continued unabated and actually increased. After undergoing two reviews on this matter by the Legislative Auditor in 1987 and 1988, the University invited Ernest L. Boyer, President of the Carnegie Foundation for the Advancement of Teaching, to prepare a report on the governance of the University. Boyer found that:

"Complaints about "bureaucracy" have been replaced by complaints about "fairness." Indeed, many asked if it was possible for an administrator responsible for one campus also to carry the weight of the entire system."

Boyer further described the structure as "unusual, perhaps unique" and noted that "Any administrator would have great difficulty responding to the expectations of a major campus while serving as leader of the system." Boyer concluded however, that "... the president is, in fact, energetically seeking to achieve these dual objectives and we conclude that this is not the time for the University of Hawai‘i to go through yet another major administrative shake-up." He further suggested that:

"This does not mean that the issue should permanently be put aside. But the effectiveness of the current arrangement can, we believe, be evaluated more objectively later on. Therefore, we suggest that the statewide administration of the University of Hawai‘i be formally reviewed by an outside consulting team in two years. Thus, five years will have passed since the new organization was created, and this should provide enough time for a track record to be established."

While a formal review by an external consultant was never conducted, a discussion memo was transmitted to the Board in 1992 by former President Albert Simone which includes his assessment and recommendations on the dual role of the
President. The discussion memo addressed the impact of certain critical changes in the University's operating environment and their resulting influence on the effectiveness of its organizational structure. More specifically, President Simone noted that the demands on the Presidency for leadership and direction at both the systemwide and Mānoa levels had increased dramatically since 1985. Based on the cumulative effects of these changes, he concluded that a change in the University's administrative structure was necessary and proposed that the dual role of President and Chancellor be separated:

"After a great deal of deliberation, I have come to the conclusion that now is the time to once again separate the roles of the President of the University of Hawai'i System and the Chancellor of the University of Hawai'i at Mānoa, so that one person will hold the title of President and the second person the title of Chancellor. I believe combining the two roles was the right thing to do in 1985. There was a situation and a set of problems that existed at that time which could be best addressed with a single person holding both roles. I think those issues have now been resolved, circumstances have changed once again, and it is now opportune to return to a situation in which these two roles are separated."

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"The proposed structure brings UH-Mānoa into parity with the University of Hawai'i at Hilo, the University of Hawai'i-West Oahu, the University of Hawai'i Community Colleges, as each of the other entities currently has its own Chancellor. The structure provides increased clarity for the distinctly different natural roles of Chancellor and President and benefits the students, the system, and the State in allowing increased opportunity for fulfillment of our respective missions."

Similar comments in support of a separate Chancellor for Mānoa have also been heard from other campuses. On June 7, 2000 for example, the Chair of the UH-Hilo CAS Faculty Senate commented that:
"We are virtually unanimous in the conviction that the appointment of a separate Chancellor for UH-Mānoa is in the best interest not only of UH-Hilo and UH-Mānoa but of the entire UH System."

Historically, the concept of a Chancellor for the Mānoa Campus, separate from the position of President, has generally enjoyed widespread and popular support in the University community. Now however, the matter of actually separating the day-to-day governance of the Mānoa Campus from the System Administration has taken on a new sense of importance and urgency as preparations to conduct a search for a new President begins. Accordingly, this is an opportune time to make a decision on this issue and incorporate the results of that decision into the requirements for a new President. It is therefore, recommended that the Board approve the establishment of the Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i.

RECOMMENDATION: That the Board approve in concept the establishment of an Office of the Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i, provided the separation incurs no additional costs and with the further understanding that reorganization and implementation plans along with appropriate organizational charts and budgets be submitted to the Board for its consideration by its meeting in January 2001 and that no reorganization nor assignments shall take place until such plans are approved by the Board.
MEMORANDUM

TO: Mrs. Lily K. Yao
Chairperson, Board of Regents

FROM: Kenneth P. Mortimer
President, University of Hawai'i and Chancellor, University of Hawai'i at Mānoa

SUBJECT: ESTABLISHMENT OF AN OFFICE OF THE CHANCELLOR FOR THE UNIVERSITY OF HAWAI'I AT MĀNOA

SPECIFIC ACTION REQUESTED

The Board of Regents is requested to approve in concept, the establishment of a new position of Chancellor, University of Hawai'i at Mānoa, separate from the position of President, University of Hawai'i.

Upon approval of this action, an interim plan for the establishment of a Mānoa Campus administration will be developed and submitted to the Board for approval. The plan will identify those Mānoa related functions and activities within the current Systems administration which will be transferred to Mānoa and provide for an interim Mānoa administration while a search for a new Chancellor is conducted. The interim administration will remain in place pending the development of a formal reorganization plan and functional statements by the new President and subsequent Board approval.

RECOMMENDED EFFECTIVE DATE

Upon Board of Regents' approval.
PURPOSE

The purpose of this request is to formally initiate the process of establishing a Mānoa campus administration, separate from the Office of the President. Upon the approval of this request, the duties and responsibilities assigned to the President can be redescribed, and the search for the President initiated.

BACKGROUND

At its meeting on July 21, 2000, the Board of Regents directed the Administration to "... provide the board with a plan to address the issue of a separate Chancellor of UH-Mānoa at one of its fall meetings, provided that the separation is made without incurring additional costs."

Under the current organizational structure of the University, the President is directly responsible for the operation of the Mānoa campus while also functioning as head of the University of Hawai‘i System. This structure was approved by the Board in 1985 amidst long standing complaints from Mānoa about excessive "red tape" and administrative bureaucracy. As a result, the major objective of the new organizational structure was "... to combine the Mānoa campus-wide functions with those of the President's Office thereby reducing the number of levels of review." Despite this change however, dissatisfaction with the administration of the Mānoa Campus continued unabated and actually increased. After undergoing two reviews on this matter by the Legislative Auditor in 1987 and 1988, the University invited Ernest L. Boyer, President of the Carnegie Foundation for the Advancement of Teaching, to prepare a report on the governance of the University. Boyer found that:

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"This does not mean that the issue should permanently be put aside. But the effectiveness of the current arrangement can, we believe, be evaluated more objectively later on. Therefore, we suggest that the statewide administration of the University of Hawai‘i be formally reviewed by an outside consulting team in two years. Thus, five years will have passed since the new organization was created, and this should provide enough time for a track record to be established."
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On April 21, 1999, the Mānoa Faculty Senate passed "A RESOLUTION FROM THE Mānoa FACULTY SENATE RECOMMENDING A NATIONAL SEARCH FOR AND THE APPOINTMENT OF A CHANCELLOR OF THE UNIVERSITY OF Hawai‘i AT MĀNOA," which recommends that "... the Office of Mānoa Chancellor be separated from its current configuration with the Office of the President of the University of Hawai‘i"

On May 25, 2000, the Mānoa Council of Deans and Directors joined with the Faculty Senate in supporting the appointment of a separate Chancellor for the Mānoa Campus:

"The proposed structure brings UH Mānoa into parity with the University of Hawai‘i at Hilo, the University of Hawai‘i-West O‘ahu, the University of Hawai‘i Community Colleges, as each of the other entities currently has its own Chancellor. The structure provides increased clarity for the distinctly different natural roles of Chancellor and President and benefits the students, the system, and the State in allowing increased opportunity for fulfillment of our respective missions."

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**ACTION RECOMMENDED**

It is recommended that the Board of Regents approve the establishment of a new position of Chancellor, University of Hawai‘i at Mānoa, separate from the position of President, University of Hawai‘i.

c: Secretary of the Board Iha