UNIVERSITY OF HAWAI‘I

UNIVERSITY BUDGET OFFICE

March 3, 2005

MEMORANDUM

TO: Kathleen Cutshaw
Acting Vice Chancellor

FROM: Glenn K. Nakamura
Interim Director

SUBJECT: APPROVED ORGANIZATIONAL CHARTS AND FUNCTIONAL STATEMENTS FOR THE MĀNOA CHANCELLOR’S REORGANIZATION

Enclosed for your files is a copy of the organizational charts and functional statements approved by the Board of Regents for the Mānoa Chancellor’s reorganization. Please ensure that the appropriate agencies are provided with a copy of this approved reorganization as outlined in Administrative Procedure A3.1.01, University of Hawai‘i Organizational and Functional Changes.

Attachment

c: Chancellor Peter Englert (w/o attachment)
difference was due to the higher costs on Maui. Regent Kai asked why the other Community Colleges did not have similar fees. Chancellor Sakamoto explained that it was based on whether they had student health services.

Regent Lagareta moved to establish a health services fee in the amount of $6.00 to $15.00 per semester for all campus-based students at Maui Community College. Regent Haynes seconded the motion which was unanimously carried.

4. Establishment of Student Health Fees at Leeward Community College

Chancellor Silliman requested that the Board of Regents approve retroactive to Fall 2000, the establishment of a student health service fee in the amount of $5.00 and up to $15.00 per semester for all students based at Leeward Community College.

On April 10, 2000, the President of the University of Hawai‘i approved an increase to the student activity fee by $5.00 per semester for all students at Leeward Community College. This additional $5.00 student activity fee was earmarked to defray the cost of maintaining a campus health center.

Community Colleges strongly supported the establishment of this fee after holding open forums and hearings. The action memo was recommended by the Senior Vice President, University of Hawai‘i, and Chancellor for Community Colleges in accordance with Board of Regents’ Policy, Section 6-5.

Most recently, the Office of the General Counsel, responding to an inquiry from Maui Community College to establish a Student Health fee, found that the Presidential approval to increase the student activity fee at Leeward Community College for the purpose of maintaining a campus health center was, in reality, a student health fee and should have been approved by the Board of Regents in keeping with the appropriate Hawai‘i statutes.

Regent Haynes moved to approve retroactively to Fall 2000, the establishment of a student health fee at Leeward Community College in the amount of $5.00 and up to $15.00 per semester per student, and amend the Board’s policy accordingly. Regent Kai seconded the motion which was unanimously carried.

The meeting was recessed at 12:33 p.m. and reconvened at 1:26 p.m.

5. Reorganization of Mānoa Chancellor’s Office

Chancellor Englert requested that the Board approve the proposed reorganization of the Office of the Mānoa Chancellor. This reorganization establishes the Office of the Chancellor, aligns its authority and management with the organizational substructure at Mānoa, and resolves second-level staffing and management problems emerging from the system reorganization in December 2002.

The current organization of the Chancellor and Vice Chancellor level of the Mānoa Administration was approved by the Board of Regents in January 2001, as a part of the separation of the Mānoa campus from the System administration. This reorganization proposes:

(1) Reducing the number of Vice Chancellors approved by the Board;
(2) Establishing functional statements for Vice Chancellors and all subunits;

(3) Realigning reporting relationships of schools, colleges, and organized research unit to report to the Vice Chancellor for Academic Affairs and Vice Chancellor for Research and Graduate Education as appropriate;

(4) Clarifying the reporting relationships, decision-making authority, and operating relationships to facilitate and ensure the coordinated and integrated development and implementation of policy;

(5) Establishing missing but critical functions on campus such as human resources, physical resource planning, information technology and institutional research; and

(6) Connecting the newly established Vice Chancellors with the existing organizational subunits on campus.

A three-phased implementation plan will be developed. Phase I would be implemented upon approval of the submitted proposal and requires no funds as it involves the realignment of organizational units resulting in clarified reporting and operating relationships. Phase II would be implemented during the first year following the approval of the proposal and will be funded through the reallocation of campus and system level resources. The system has committed $750,000 in existing resources to be matched by $750,000 campus resources. Phase III is subject to implementation pending funding by the legislature in response to campus and system level biennium budget reorganization requests or development of alternative funding plans.

The first draft of the Mānoa Chancellor’s Office reorganization proposal was released in December, 2003. Since that time the draft has evolved to take into account public comment, the work of groups charged by the Chancellor to make recommendations in specific areas, the input of administrators as they have joined the Mānoa team, and the formal comments delivered through formal consultation with 24 groups on campus throughout this fall. Numerous changes have taken place over the past year as the draft has evolved.

During the consultation process, there were expressions of alternative organizational structures and dissenting opinions on the reorganization proposal in the form presented to the Board. Having considered alternative proposals, the Chancellor recognized that any organizational proposal will have strengths and weaknesses and in his judgement the proposal submitted accomplishes is the most effective way of accomplishing the objectives of reducing the number of Vice Chancellors, establishing functional statements, realigns reporting relationships, decision-making authority, and operating relationships, and establishing missing functions.

As with the recent University of Hawai‘i system reorganization, some adaptations and adjustments are being considered as the organization of an autonomous Mānoa administration develops through practice and conversations on campus.

Chancellor Englert explained the consultation process and acknowledged that while he tried to provide for wide consultation there may not have been total consensus. He was particularly careful to include the faculty senate, student government, and the unions. He stated that it was time to move forward with the
plan as proposed and revised. The proposed reorganization responds to the concerns raised by the Western Association of Schools and Colleges (WASC) Senior Commission in the System Office Special Visits of March 2003, March 2004, and December 2004. The December WASC Report noted that there is the need for a formal plan to be established as the basis for implementation.

While the total amount of system resources proposed to be transferred to the Mānoa campus is modest, to ensure that concerns about the implementation process from within the Mānoa campus and from other campuses are addressed, President McClain said that he will direct teams of experts from across the system in information technology, human resources, financial management and other affected areas to review any proposed reallocation of resources from the University of Hawai‘i System to the Mānoa campus to insure that service levels to other campuses are maintained.

President McClain added that WASC was interested in the University moving forward on this reorganization and he recommended the adoption of the proposed reorganization. However, he did acknowledge that funding of the reorganization was not the University’s highest priority and would try to make it a cost neutral action in the long run. He emphasized that Mānoa must continue to support other campuses with its expertise.

Regent Lagareta expressed her appreciation for the efforts that went into this proposal. She assured that the Regents were engaged with WASC through the administration. There were discussions and “push back” as well on things that the Regents thought are not right for the campuses, but there is a very good strong relationship with WASC on this. She added that the Board is fiscally responsible and therefore the expectation by the previous Board that the reorganization be at no additional costs was not realistic. Regent Lagareta felt comfortable that there will be a cost and to move forward paying that cost.

Regent Lagareta then moved to approve the proposed reorganization of the Mānoa Chancellor’s Office as proposed. Regent Tatibouet seconded the motion which was followed by discussion.

Regent Tanaka noted that when the Mānoa Chancellor’s Office was separated from the President the Board had stipulated that the separation be accomplished at no additional cost to the University. He asked if the current Board can make a decision which is not in conformance with that earlier Board decision. General Counsel Kiriimitsu stated that the current Board could act to counter the previous Board’s decision. President McClain informed that $1.5 million would be funded between Mānoa and the System and the rest would come from the Legislature.

Regent Kakuda said that he could not support the motion due to the cost for administrative positions. He felt that there were higher priorities. Regent Kakuda added that he was not certain that the separation of the Mānoa Chancellor’s Office from the University President was the correct decision and, therefore, the Board should revisit that matter in the future.

Regent Albano asked if the Kaka‘ako component was a part of the reorganization. Chancellor Engler said that he would leave the current reporting structure in place until some other relationship is determined.
Chairperson Lee said that funding of the reorganization must not come at the expense of instruction and tuition increases. She also asked that the administration assure Student Services that once the Vice Chancellor for Student Affairs is appointed, there will be some fine-tuning of the organizational structure. Regent Haynes concurred, asking that assurance be made that further refinements can occur. President McClain assured that he would see to it that Chancellor Englert provides for this further refinement of the Student Affairs' organizational structure, adding that Mānoa still needs to bring the Vice Chancellor for Research component to the Board for approval. Chancellor Englert assured that 70 percent of the reorganization can be implemented cost neutral.

Upon call, the motion was passed by majority vote. Regent Kakuda voted in opposition to the motion.

6. Issuance of Request for Qualifications for Phase II of the University of Hawai‘i John A. Burns School of Medicine (JABOM) Site on the Kaka‘ako Waterfront

Director Yokota briefed the Board on the Request for Qualifications (RFQ) for Phase II of the University of Hawai‘i John A. Burns School of Medicine site on the Kaka‘ako waterfront. She explained that the Hawai‘i Community Development Authority (HCDA) granted approval to the University of Hawai‘i to enter into exclusive negotiations for the proposed lease of an approximately 5.5 acre parcel on the Kaka‘ako waterfront for the development of a new Cancer Research Center of Hawai‘i (CRCH) facility. This exclusive negotiations period will end on July 31, 2005 and is conditioned upon the University of Hawai‘i meeting their deadlines.

The JABOM complex is located on an approximately 9.9 acre site on the Kaka‘ako waterfront. It was intended to be constructed in two phases and, in its final form, is to provide 507,651 square feet of educational and research facilities in a campus setting adjacent to the Kaka‘ako Waterfront Park.

As approved by the Hawai‘i Community Development Authority, the development permit for the JABOM site provides for a second phase of development, to include a future research center and parking structure. The total area allowed for the future research center is 190,426 square feet. The parking structure, which would be constructed adjacent to the building housing the central plant, would contain about 363 parking stalls and would replace the Phase I surface parking lot.

In order to retain exclusive negotiations rights for the site proposed for development of the CRCH facility, HCDA has required that an RFQ be issued for Phase II of the JABOM complex by March 15, 2005. The University has requested that this deadline be extended to March 18, 2005 to allow this item to be considered for approval at the March Board of Regents’ meeting.

Regent Albano asked if the RFQ process could be prolonged. Director Yokota explained that HCDA wanted deadlines set for the University. She will bring more specifics to the Board in March.

Regent Lagareta commented that the Board often spends most of its time discussing infrastructure and not enough time learning about the academic plans beyond the building. She asked the administration for consideration along those lines.
MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

VIA: David McClain
Interim President

FROM: Peter Englert
Chancellor

SUBJECT: CORRECTIONS TO REORGANIZATION ACTION LETTER AND PROPOSED CHARTS

My January 31, 2005 action memorandum to the Board regarding the reorganization of the Mānoa Chancellor’s office contained the following statement on the third page when recounting the changes that had been made during consultation: “Removed the Academy for Creative Media from direct oversight of the Chancellor to the College of Arts and Sciences.” The correct statement should have read: “Removed the Academy for Creative Media from direct oversight of the Chancellor to the Vice Chancellor for Academic Affairs.”

The Proposed Reorganization Charts submitted with my January 31, 2005 action memorandum to the Board inadvertently listed temporary positions. The following temporary positions, and associated footnotes, have been removed:

Chart II (Office of the Vice Chancellor for Academic Affairs
Academic Program Officer, #89434T****

Chart II-A (Undergraduate Education)
IT Specialist PBA, #81917T

Chart II-B (Enrollment Management)
IT Specialist, PBA, #081917T

Chart II-F (Native Hawaiian Academic Services)
Jr. Specialist, S2, #85072T****
Chart III-A (Graduate and Professional Education)
Network & Web Specialist, PBB, 77027T
International Student Specialist, PBB, #77275T***

Chart IV-B (Center for Career Development & Student Employment)
Student Services Specialist, PBA, #80453T

Chart V (Office of the Vice Chancellor for Admin, Finance, & Operations)
Admin Officer, PBB, ****77303T

Chart V-A (Office of Financial and Physical Resource Management)
Associate Spec, **88469T

Chart V-C-b-2 (Facilities Management)
Admin & Fisc Sp, ****81747T

Office of Community Relations
Administrative Assistant, PBB, ****77511T

c: Executive Administrator and Secretary of the Board Iha
February 1, 2005

MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

FROM: David McClain
Interim President

SUBJECT: Reorganization of Mānoa Chancellor's Office

I am forwarding for the Board of Regents' review and approval the attached reorganization proposal for the University of Hawai'i at Mānoa Chancellor's office.

The proposal sets out a roadmap for staffing the Chancellor's office, and in so doing prepares the campus, from a sounder structural base, to focus its attention more directly and productively on student success, academic excellence, research prominence, and fiscal responsibility.

As documented, this proposal has been the subject of consultation with many affected parties, including the UH System Office, though some of those consulted still feel that the consultation process was not sufficiently responsive to their concerns.

Nonetheless, it is my judgment that it is time to move forward with the plan as proposed and revised. The proposed reorganization responds to the concerns raised by the WASC Senior Commission in the System Office Special Visits of March, 2003, March 2004 and December, 2004. Indeed, the December WASC Report noted in discussing the Mānoa reorganization, "While there remain a number of questions to be resolved, there is nevertheless need for a formal plan to be established as the basis for implementation. No system will be perfect, and any system will take time to iron out all issues." The Report goes on to state, "This is a matter of some priority, and it will take the leadership of the Campus and the System, as well as that of the Board, to move as quickly as possible."
While the total amount of System resources proposed to be transferred to the Mānoa campus is modest (about 5% of the total System Office personnel), to ensure that concerns about the implementation process from within the Mānoa campus and from other campuses are addressed as we go forward, I will direct teams of experts from across the system in information technology, human resources, financial management, and other affected areas to review any proposed reallocation of resources from the UH System to the Mānoa campus with an eye to insuring that service levels to other campuses are maintained. This review may in some cases involve the completion for my review of a memorandum of agreement specifying which services and support functions are to be provided, as the WASC Report puts it, "... to all ten, when to all but Mānoa, and/or when to the senior colleges individually and the community colleges collectively."

It is important that the Board understand that the process of defining and articulating system/campus relationships is a dynamic one, subject to review, modification and change as external circumstances and internal priorities change. Here in early 2005, however, this reorganization is appropriate for the Mānoa campus, and I encourage and endorse its adoption.

Att.

c: Executive Administrator and Secretary of the Board Iha
    Vice President Callejo
    Chancellor Englert
MEMORANDUM

TO: Patricia Y. Lee
   Chairperson, Board of Regents

VIA: David McClain
     Interim President

FROM: Peter Englert
      Chancellor

SUBJECT: REORGANIZATION OF MĀNOA CHANCELLOR’S OFFICE

SPECIFIC ACTION REQUESTED

It is requested that the Board approve the full establishment and reorganization of the Office of the Mānoa Chancellor as described in the attached proposal.

RECOMMENDED EFFECTIVE DATE

Upon Board Approval

ADDITIONAL COST

The estimated costs of the proposed reorganization is approximately $2,466,958. A 3-phased implementation plan is being developed. Phase I will be implemented upon approval of the submitted proposal and requires no funds as it involves the realignment of organizational units resulting in clarified reporting and operating relationships. Phase II will be implemented during the first year following the approval of the proposal and will be funded through the reallocation of campus and system level resources. The system has committed $750,000 in existing resources to be matched by $750,000 campus resources. Phase III is subject to implementation pending funding by the legislature in response to campus and system level biennium budget reorganization requests or development of alternative funding plans.

PURPOSE

The purpose of this reorganization is to establish the Office of the Chancellor, align its authority and management with the organizational substructure at Mānoa, and resolve second-level staffing and management problems emerging from the system reorganization in December 2002.

The current organization of the Chancellor and Vice Chancellor level of the Mānoa Administration was approved by the Board of Regents in January 2001, as a part of the separation of the Mānoa campus from the System administration. This reorganization completes this task in more detail by:

(1) Reducing the number of Vice Chancellors approved by the Board;
(2) Establishing functional statements for Vice Chancellors and all sub-units;
(3) Assigning schools and colleges and organized research units to report through the Vice Chancellor for Academic Affairs or the Vice Chancellor for Research and Graduate Education, respectively (with a few exceptions);
(4) Condensing most academic decision-making and services into one reporting line to ensure better policy formation and program and policy implementation;
(5) Establishing missing but critical functions on campus such as human resources, information technology, physical resource planning, and institutional research; and
(6) Connecting the newly established Vice Chancellors with the existing organizational sub-units on campus.

BACKGROUND INFORMATION

In January 2001, the Board of Regents approved an organization and implementation plan for the Office of the Chancellor for UH Mānoa. Under that organization, the Chancellor’s Office consisted of six executives: the Chancellor, the Vice Chancellor for Academic Services, two (2) Vice Chancellors for Instruction and Research, the Vice Chancellor for Student Affairs, and a Vice Chancellor for Administration. This remains as the approved organizational structure today, but has not been tied to the operational sub-units that were performing functions on campus. Additionally, many needed functions essential for the operations and management of the campus (for example: institutional research, information technology, and human resources) remained at the system level following this reorganization, leaving Mānoa without the operational control of these functions.

The current organization of the Mānoa campus also presents the cumbersome and unusual arrangement whereby all Deans and Directors report directly to the Chancellor. The cumulative result is that currently the Chancellor has over 40 direct reports.

Consultation During Reorganization Process

Considerable consultative interchanges have occurred in the development of this proposal, including a full round of consultation on a proposal submitted to the Board for consideration in January 2004, which resulted in the general structure (e.g. Chancellor, and four (4) Vice Chancellors) presented at this time.

Additionally, the proposed reorganization of the Vice Chancellor for Students (and associated move of academic functions to the Vice Chancellor for Academic Affairs) was developed through an advisory committee that worked for nearly a year and consulted extensively, including over 20 public meetings with over 300 participants, visiting every unit within the current Office of Student Affairs, and absorbing over a hundred emails and written responses.

System Vice Presidents were consulted. Their comments were taken into considerations and resulted in some instances resulted in changes, e.g., development of a service level agreement between the Chancellors and Vice President for Legal Affairs and General Counsel.

The Chancellor presented and discussed the proposed reorganization with the Council of Chancellors and the System Management Team, which is comprised of all Vice Presidents and Chancellors representing 4- and 2-year campuses. Vice Presidents and Chancellors discussed the proposal and provided feedback for the Chancellors consideration. While concerns were expressed, there were no objections to the proposal being submitted to the Board for consideration and approval.

In compliance with consultation under BOR policy 1.10 and Executive Order E1.201, we have had ongoing formal consultation with:
- Chancellor’s Office and Vice Chancellors’ Office Staff
- The UH System Budget and Finance Office
- The UH System Human Resources Office
- The UH General Counsel’s Office
- The Council of Chancellors
- Hawai‘i Government Employees Association
University of Hawai'i Professional Assembly
United Public Workers
Associated Students of the University of Hawai'i at Mānoa
Graduate Student Organization
Office of Student Affairs Administrative Council
Office of Student Affairs Faculty Senate
Office of Student Affairs Assembly
Deans of Arts and Sciences
Council of Academic Advisors
Mānoa Faculty Senate Comte. Administration and Budget
Mānoa Faculty Senate Comte. Student Affairs
Mānoa Faculty Senate Comte. Academic Affairs
Mānoa Faculty Senate Comte. General Education
Mānoa Faculty Senate Comte. Academic Policy and Procedures
Mānoa Faculty Senate (full senate)
Kualii Council
College of Arts and Sciences Advising
College of Arts and Sciences Special Programs
Graduate Division

Additionally, we have received nearly 75 sets of individual comments from individuals on aspects of the reorganization that have been considered and incorporated into the draft.

The following are examples of substantive changes incorporated as a result of reorganization, but by no means is comprehensive:

**Chancellor's Office**

- Reduced the number of Vice Chancellors reporting to the Chancellor from 5 to 4, merging the proposed Vice Chancellor for Finance and Operations with the Vice Chancellor for Administration and Budget.
- Added the Faculty Athletics Representative as a position in the Chancellor's immediate office, the Athletic Advisory Board as an advisory board to the Chancellor, and references to oversight of intercollegiate athletics to the Chancellor's Functional Statement.
- Added the Mānoa Leadership Team as an advisory body.
- Removed the Academy for Creative Media from direct oversight of the Chancellor to the College of Arts and Sciences.
- Renamed the "Campus Advocate" to "Ombudsperson" and moved the reporting line directly to the Chancellor.
- Renamed "Legal Counsel" to "Campus Legal Counsel" and instituted a joint reporting line to System General Counsel's Office.

**Vice Chancellor for Academic Affairs**

- Moved UH Press back to Academic Affairs.
- Aligned most academic units to report to the Vice Chancellor for Academic Affairs rather than the Chancellor.

**International Programs:**

- Changed title of International Programs to International & Exchange Programs and International Student Services to International Services.
- Changed title of Director of International Programs to Assistant Vice Chancellor.
- Moved National Student Exchange Program (and position) from Campus-wide Programs to International & Exchange Programs.
• Added 2 SEVIS Compliance positions. Positions (FTE) were allocated to the System by the 2004 Legislature and transferred to Manoa. Positions have not been established yet; position numbers to be assigned.
• Rewrote the International Programs functional statement.

**Undergraduate Education and Enrollment Management:**
• Changed title of Director of Enrollment Management to Assistant Vice Chancellor and moved it so it directly reports to the Vice Chancellor rather than to the Associate Vice Chancellor.
• Rewrote the Undergraduate Education and Enrollment Management functional statement.

**Institutional Research:**
• Removed a position from Institutional Research to the Vice Chancellor for Students.

**Vice Chancellor for Students**
• Corrected many errors in indentation (indicating reporting lines) in the charts.
• Revised the Diversity and Access functional statement and re-titled it to “Student Equity, Excellence, and Diversity.”
• Designated the Director position for the Center for Career Development and Student Employment to be re-described as a management position.
• Re-titled Employment and Career Services to Center for Student Career Development and Employment.
• Removed Family Planning as a sub unit in Health and Wellness and added Health Education and Promotion.
• Returned Registered Architect #77005 and Environmental Safety Specialist #81680 to Residential Life.

**Vice Chancellor for Research and Graduate Education**
• Added Secretarial position.
• Moved Graduate Division from Academic Affairs to Research

**Vice Chancellor for Administration, Finance, and Operations**
• Deleted charts and position details where no organizational changes are being proposed.
• Deleted two personnel clerks PBA in proposed Human Resources office to reduce overall initial costs of reorganization.
• Deleted functional authority over student housing facilities management from functional statement for office of campus services.
• Changed Office of Public Safety to Office of Safety and Security.

**ACTION RECOMMENDED**

It is recommended that the Board approve the reorganization of the Manoa Chancellor's Office as proposed herein.

c: Executive Administrator and Secretary of the Board Iha
The University of Hawai'i at Mānoa
Chancellor's Office Reorganization
Executive Summary

I. Purpose:

The purpose of this reorganization is to establish the Office of the Chancellor, align its authority and management with the organizational substructure at Mānoa, and resolve second-level staffing and management problems emerging from the system reorganization in December 2002.

II. Major Elements of the Proposal:

The current organization of the Chancellor and Vice Chancellor level of the Mānoa Administration was approved by the Board of Regents in January 2001, as a part of the separation of the Mānoa campus from the System administration. This reorganization proposes:

1. Reducing the number of Vice Chancellors approved by the Board;
2. Establishing functional statements for Vice Chancellors and all sub-units;
3. Realigning reporting relationships of schools, colleges, and organized research unit to report to the Vice Chancellor for Academic Affairs and Vice Chancellor for Research and Graduate Education as appropriate;
4. Clarifying the reporting relationships, decision-making authority, and operating relationships to facilitate and ensure the coordinated and integrated development and implementation of policy;
5. Establishing missing but critical functions on campus such as human resources, physical resource planning, information technology and institutional research; and
6. Connecting the newly established Vice Chancellors with the existing organizational sub-units on campus.

III. Implementation

A 3-phased implementation plan will be developed. Phase I will be implemented upon approval of the submitted proposal and requires no funds as it involves the realignment of organizational units resulting in clarified reporting and operating relationships. Phase II will be implemented during the first year following the approval of the proposal and will be funded through the reallocation of campus and system level resources. The system has committed $750,000 in existing resources to be matched by $750,000 campus resources. Phase III is subject to implementation pending funding by the legislature in response to campus and system level biennium budget reorganization requests or development of alternative funding plans.

IV. Consultation

The first draft of the Mānoa Chancellor's Office organization proposal was released in December, 2003. Since that time the draft has evolved to take into account public comment, the work of groups charged by the Chancellor to make recommendations in specific areas, the input of administrators as they have joined the Mānoa team, and the formal comments delivered to us through formal consultation with 24 groups on campus throughout this fall. Numerous changes have taken place over the past year as the draft has evolved.
During the consultation process there were expressions of alternative organizational structures and dissenting opinions on the reorganization proposal in the form presented to the Board. Having considered alternative proposals, the Chancellor recognized that any organizational proposal will have strengths and weaknesses and in his judgment the proposal submitted accomplishes is the most effective way of accomplishing the objectives of reducing the number of Vice Chancellors, establishing functional statements, realigns reporting relationships, clarifying reporting relationships, decision-making authority, and operating relationships, and establishing missing functions.

As with the recent UH System reorganization, we are considering some adaptations and adjustments as the organization of an autonomous Mānoa administration develops through practice and conversations on campus.
The University of Hawaiʻi at Mānoa
Chancellor’s Office Reorganization
Proposal

Present Organization

In January 2001, the Board of Regents approved an organization and implementation plan for
the Office of the Chancellor for UH Mānoa (attachment A). Under that organization, the
Chancellor’s Office consisted of six executives: the Chancellor, the Vice Chancellor for
Academic Services, two (2) Vice Chancellors for Instruction and Research, the Vice Chancellor
for Student Affairs, and a Vice Chancellor for Administration. This remains as the approved
organizational structure today, but has not been tied to the operational sub-units that were
performing functions on campus. Additionally, many needed functions essential for the
operations and management of the campus (for example: institutional research, information
technology, and human resources) remained at the system level following this reorganization,
leaving Mānoa without the operational control of these functions.

The current organization of the Mānoa campus also presents the cumbersome and unusual
arrangement whereby all Deans and Directors report directly to the Chancellor. The cumulative
result is that currently the Chancellor has over 40 direct reports.

Proposed Organization

The proposal further implements the organizational process for the administration of the Mānoa
campus as authorized by the Board in January 2001.

The proposed Office of the Chancellor will consist of five executives, one less than the six
authorized by the Board in January 2001. The structure is relatively lean compared to other
universities (a comparison of executive personnel is available as Attachment B). The senior
management team will consist of the Chancellor, Vice Chancellor for Academic Affairs, Vice
Chancellor for Research and Graduate Education, Vice Chancellor for Students, and Vice
Chancellor for Administration, Finance and Operations. Deans and Directors with a few
exceptions report either through the Vice Chancellor for Academic Affairs or the Vice
Chancellor for Research and Graduate Education. It is a model generally consistent with that of
research extensive universities. The proposal specifies position organization structures and
formal functional statements for the Chancellor and each Vice Chancellor.

The proposal further consolidates administration by assigning academic units to report through
the Vice Chancellor for Academic Affairs, and most Organized Research Units to report
through the Vice Chancellor for Research and Graduate Education. The exceptions to this are
the Richardson School of Law and the John A. Burns School of Medicine.

Major elements of the proposal include:

- Establishing the Offices of four (4) Vice Chancellors and aligning their authority over
campus organizational sub-units.
• Establishing advisory relationships between the Mānoa Leadership Team, the Mānoa Faculty Senate, the Graduate Student Organization, the Associated Students of the University of Hawai‘i at Mānoa, and the Athletic Advisory Board to the Chancellor.

• Establishing Offices of Undergraduate Education and Enrollment Management (under the Vice Chancellor for Academic Affairs) to oversee campus-wide academic support programs, and transferring functions and personnel from the College of Arts and Sciences and the Office of Student Affairs to this new academic office.

• Consolidating international programs under one report to the Vice Chancellor for Academic Affairs.

• Establishing Academic Institutional Research under the Vice Chancellor for Academic Affairs.

• Assigning most academic units to report through the Vice Chancellor for Academic Affairs and most organized research units to report through the Vice Chancellor for Research and Graduate Education, with the exception of the Richardson School of Law and the John A. Burns School of Medicine.

• Establishing a Mānoa Office of Human Resources, Offices for Financial Planning, Physical Planning, Community Relations, and Information and Educational Technology Services under the Vice Chancellor for Administration, Finance, and Operations.

• Reorganizing the Office of Student Affairs under the Vice Chancellor for Students with sub-units including Campus Life, Center for Career Development and Student Employment, Student Equity, Excellence, and Diversity, Counseling, Health and Wellness, Judicial Affairs, and Residential Life.

• Establishes an Ombudsperson.

The proposal does contain a functional statement and rudimentary organizational chart to establish the Vice Chancellor for Research and Graduate Education. However, we anticipate further development and refinement of this office with the arrival of the new Vice Chancellor for Research and Graduate Education and the resolution of the ongoing discussions of the proper role of system versus campus administration of research. We hope to bring a full proposal for the Vice Chancellor for Research and Graduate Education to the Regents in the Spring.

Background/Nature of the Proposed Reorganization

This reorganization establishes the offices of the Chancellor and Vice Chancellors. Each Vice Chancellor level statement outlines specifically how the offices will interact. Sub-unit interactions are intertwined within the functional statements as well. This structure should allow for reporting lines to be consolidated in several areas, such as academic support programming, international services, and enrollment management to allow for more cogent policy development and implementation.

Space allocations for new functions will be determined through normal space allocation procedures.
Reasons for Proposing the Reorganization

The Western Association of Schools and Colleges has also often cited the need for Mānoa to define its role and control its operations. Specifically, our 2003 Action Letter stated: “As these [senior level] positions are filled, it will be important for the roles and relationships of the senior and middle-level management of the campus to be effectively developed and aligned.” The team stated: “Both entities must continue to define, and to define clearly for all stakeholders, the various roles and responsibilities of the System vs. the UHM leadership.” The desired result of this reorganization is to provide Mānoa with the capacity necessary to accomplish this task and truly manage its affairs, align campus functions under campus Vice Chancellors, and resolve second-level problems emerging from the system reorganization.

Chancellor’s Office

In January 2001, the Board of Regents approved the establishment of the Mānoa Chancellor’s Office in concept without the supporting details on the administration of the organization. This action completes the separation of Mānoa from the system by adding the operational authority for Mānoa to manage its affairs.

In addition to establishing the Vice Chancellors and their sub-units, this reorganization also establishes an Ombudsperson Office. The Ombudsperson Office will provide guidance, counseling and advocacy for those seeking redress through the sexual harassment, non-discrimination or academic grievance policies, or needing assistance with the navigation of administrative procedures at the University of Hawai‘i at Mānoa. This reorganization of this function out of the Office of Student Affairs would assure better coordination of review processes, higher profile for the functions, and a clarification that these services are for all members of the campus, and not just students.

Vice Chancellor for Academic Affairs

The reorganization of Academic Affairs condenses academic decision-making and services into one reporting line that can ensure better policy formation and program and policy implementation. Through the Associate Vice Chancellor of Undergraduate Education and the Assistant Vice Chancellor for Enrollment Management, large-scale decisions on enrollment, admission, financial aid, scholarships, and learning communities can operate under a single line of command to better align office functions to meet student needs and to create more effective program decisions that will improve our delivery of undergraduate education at UHM.

Regarding international education, the implementation of policy and programming has also been problematic, with several programs receiving no oversight or review and the existence of multiple reporting lines. This condensation will improve delivery of services to students and faculty as well as offer a single unit that is authorized to review existing policy and develop new international programs that will be immediately coupled to implementation offices.

The proposed reorganization will result in improved operational efficiency and responsiveness to students’ needs through combined oversight of undergraduate programs, international programs, and current academic programs and faculty support services.
The reorganization also organizationally gathers up many programs serving campus-wide missions that currently within the schools and colleges, most notably special programs in the College of Arts and Sciences, the Mānoa Writing Program, and General Education.

_Vice Chancellor for Students_

The proposal recommends organizing student support services into seven (7) units, many of which are very similar to existing offices in the Office of Student Affairs. These sub-units include Campus Life, Center for Career Development and Student Employment, Student Equity, Excellence, and Diversity, Counseling, Health and Wellness, Judicial Affairs, and Residential Life. Each of these units directly reports to the Vice Chancellor, to ensure that the Vice Chancellor has both the ultimate responsibility for performance as well as the direct authority to implement changes. Additional staff support to provide staffing for the Kiosk as well as an Information Technology Specialist are also proposed.

The reorganization includes merging the current units of Student Employment and Cooperative Education with Career Services. This unit, called the Center for Career Development and Student Employment, will perform all employment and career assistance functions and have a uniform mission to serve as a comprehensive center for employment and career services.

Admissions, Financial Aid, Recruitment, and all other units critical to Enrollment Management would be relocated to the Vice Chancellor for Academic Affairs under the new Office of Enrollment Management. Functions of the current Kua‘ana Services will be transferred to the new Native Hawaiian Academic Services under the Vice Chancellor for Academic Affairs.

This reorganization also takes care of some housekeeping measures in the Office of Student Affairs, such as eliminating programs no longer in operation such as the Hawai‘i Opportunity Program in Education (HOPE) and the Center for Adults Returning to Education (CARE).

_Vice Chancellor for Administration, Finance, and Operations_

The Office of the Vice Chancellor for Administration, Finance, and Operations has been reorganized and significantly augmented to allow for all functions necessary to manage and plan for the operations of a campus the size and complexity of Mānoa. Notably, the Vice Chancellor will have seven (7) reporting units, Financial and Physical Resources Management, Human Resources Management, Campus Services, Safety and Security, Information and Educational Technology Services, and Community Relations.

These units include many functions not currently carried out at Mānoa, which are critical to developing a functioning management system, including Physical, Environmental and Capital Planning, Finance and Accounting, Human Resources Administration, Information and Educational Technology Services, and Community Relations.

_Vice Chancellor for Research and Graduate Education_

The attached organizational chart and functional statement for the Vice Chancellor for Research and Graduate Education include basic office staff to support the Vice Chancellor. However, we anticipate further development and refinement of this office with the arrival of the new Vice Chancellor for Research and Graduate Education and the resolution of the ongoing discussions
of the proper role of system versus campus administration of research. We hope to bring a proposal to complete the Vice Chancellor for Research and Graduate Education to the Regents in the Spring.

This reorganization transfers the oversight of most Organized Research Units (ORU’s) to the Vice Chancellor for Research and Graduate Education. This specifically includes: The School of Ocean and Earth Science and Technology, Pacific Biomedical Research Center, Cancer Research Center, Industrial Relations Center, Institute for Astronomy, Water Resources Research Center, Wakiki Aquarium, and Lyon Arboretum. This is to allow for those units whose primary mission is research to be overseen, coordinated, and supported by the appropriate administrative official. Specifically, the Lyon Arboretum is being transferred from the College of Natural Sciences to the Vice Chancellor to ensure that planning and decision-making for the future of the Arboretum occurs at an appropriate level.

Impact on Staffing and Resources

The impacted units, as proposed, will cost $7,334,522 in salaries annually and will include 121.50 FTE positions. The current organization incurs salary costs of $4,253,370 for 67.50 FTE positions. The total additional costs of the proposed reorganization are estimated at $3,081,152, from 54.00 FTE additional positions including positions that may be transferred to UH Mānoa from System offices. These offices and positions currently perform UH Mānoa operational functions and include among others, system offices of human resources, information technology services, and university relations.

A 3-phased implementation plan will be developed. Phase I will be implemented upon approval of the submitted proposal and requires no funds as it involves the realignment of organizational units resulting in clarified reporting and operating relationships. Phase II will be implemented during the first year following the approval of the proposal and will be funded through the reallocation of campus and system level resources. The system has committed $750,000 in existing resources to be matched by $750,000 campus resources. Phase III is subject to implementation pending funding by the legislature in response to campus and system level biennium budget reorganization requests or development of alternative funding plans. Also, it is anticipated that over the next two years, changes will be made to streamline management and administrative functions at campus operating unit levels. Excess support staff expected to result from these changes will be redeployed to further implement the proposed organization.

In addition to the costs of additional positions, the proposed reorganization will require the re-description and recategorization of existing positions to conform to the functional requirements of the proposed organization. At least 22 positions have been initially identified and others will likely require classification review.

The attached listing documents all positions which will present a financial impact to the reorganization. The results of the reorganization may reflect several downward classification actions, however employees will not suffer any financial loss to their current base salary in accordance with their collective bargaining agreement. Additional positions are identified as new positions or as positions that may be transferred from system offices. Positions that will be subject to re-description and recategorization review have been identified also.
The impact on staffing and resources can be summarized as follows:

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>FTE</th>
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</thead>
<tbody>
<tr>
<td>Proposed organization</td>
<td>7,334,522</td>
<td>121.50</td>
</tr>
<tr>
<td>Current organization</td>
<td>4,253,370</td>
<td>67.50</td>
</tr>
<tr>
<td>Additional costs</td>
<td>3,081,152</td>
<td>52.50</td>
</tr>
</tbody>
</table>

Other Alternatives Considered

The Mānoa Chancellor reviewed and integrated several organizational models for other similar universities in the United States in the development of this proposed reorganization.

We recognize that there is no one ideal model for serving students and supporting research and scholarship at UHM; in fact, there are many possible structures that might achieve the goals desired. Mānoa has opted for a lean administration, but one that allows us to provide organizational support to our campus while being respectful of the budget constraints facing the campus.