Plan for UH System and Manoa Organizational Structure

Presentation to UH Board of Regents
November 19, 2015
Background

• 2001 – BOR directs separation of roles of UH President and UH Manoa Chancellor
  – 4 Presidents and 6 Chancellors later... improved overall effectiveness and/or efficiency in question
• 2014 – BOR questions whether the roles should be recombined
• 2015 - WICHE Report recommends continuing separate roles (and more)
• Aug 2015 - BOR accepts recommendation and directs reorganization plan by end of year
• Nov 2015 – BOR Personnel Committee authorizes commencing Chancellor search only upon consideration by full BOR of Reorg Plan
Key Relevant Principles

• Simplicity, clarity, efficiency, effectiveness
• Align responsibility and authority, specifically
  – Mānoa Chancellor must be responsible for all academic decisions, priorities and allocation of campus resources (funds, positions, space)
  – UH System must provide high performance shared services
• Decisions made in a manner that engages appropriate levels of shared governance
• Avoid duplication of functions; improve delineation of roles and responsibilities
  – Titles can be similar if specific functions are differentiated
• Information and implementation expertise inform plans and priorities, which drive implementation
• Service units must be accountable to all they serve, not just to their reporting lines
• Regardless of org chart and personalities, we must work together. UH Mānoa can’t succeed without an effective System and UH can’t succeed without a successful UH Mānoa
Plan of Action

• Functional areas for initial discussion
  – Research
  – Construction
  – HR
  – Government Relations
  – Communications
  – Finance

• Improving Mānoa-System collaborations
• Additional related Mānoa responsibilities
Research

• Moving Office of Research Compliance from Mānoa to System, as recommended by Research Compliance Task Force and shared with BOR Committee on Research & Innovation

• Reorganization documents developed and in consultation now in accord with applicable policies
  – Anticipate bringing to BOR for action in January

• Mānoa VCR will focus on stimulating the Mānoa research enterprise and strategic campus investments with faculty, Deans and VCs

• System VPRI will focus on system-wide innovation, commercialization, compliance, and governmental research relations
Construc7on

• System to provide high performance services in construction: planning, procurement, contracting, construction management

• Mānoa component to focus on campus operations, minor repairs and modifications performed in-house

• Mānoa Chancellor responsible for overall campus long range vision, plan and priorities as part of overall UH System
  – System provides expert input and information to Chancellor to inform decision-making
  – System assists in executing campus plans and priorities
• Realization that our HR issues are much deeper than can be addressed just through a System and Mānoa HR office reorganization
• Will first develop a plan for modernizing HR at UH, then identify the organizational structure, across the System and at Mānoa that will support how we need to operate
HR Issues (not complete)

• HR staff primarily focus on transactions, not strategy
• Multi-level centralization and decentralization is not understood and is not working
• Although UH is one employer, we have a lack of consistency among colleges and campuses in salary practices, evaluations and difficult situations
• Many HR practices are still manual and paper-based
• Limited attention on human resource development: developing our employees for management and leadership roles; and making UH an employer of choice
HR Agenda (Major Items)

- Update E/M grade/range system to increase comprehensibility and fit to broad range of positions across the System
  - Provide clear salary guidance with explanation of when exceptions will be approved
- Update and integrate APT broadband system
  - Provide clear salary guidance with explanation of when exceptions will be approved
- Ensure consistent approaches to evaluations and merit awards
- Improve labor relations and reduce/minimize complaints and grievances
  - Increase training for managers and decision-makers
  - Address problems at inception (before formal grievances are filed)
  - Centralize expertise and support for certain difficult actions, e.g., separations
  - Use case management and professional investigators for formal processes
- Implement UH-wide online recruitment and onboarding system
- Create “human capital” program to invest in and develop faculty and staff; Make UH an employer of choice
- Identify appropriate UH-wide organizational structure for Human Resources
Government Relations: A Work in Progress

• Transactions and processes with Legislature managed at System

• VPB&F/CFO as Legislative Lead for 2016
  – VPB&F/CFO leads on Budget
  – VPA supports on CIP
  – Chancellors, VPs, Deans support on specific items

• VPRI continues as lead on Federal Relations, with support from others on non-research priorities

• Additional discussion of reorganization during 2016 after session
Communications

- Primary responsibility at System (VPA) for Media Relations for System and all campuses, including Mānoa
- Mānoa Chancellor retains point person for campus-level marketing, branding, web site internal coordination, coordination with system
- Pending: Strategic Communications
Finance

• Continue to improve system-wide financial reports and improve campus-level integration
  – Reports must be useful both for managers and for oversight

• Mānoa specific items
  – Campus allocation model
  – Position control
Improving Mānoa-System Collaboration

• Engage and integrate Mānoa leadership better with System and with BOR (explore meetings, dotted lines, dual reports, titles, position sharing)

• Engage and integrate System and shared services better with Mānoa (explore meetings, dotted lines, dual reports, titles, position sharing)

• Strive for differentiation of titles, e.g., renaming VPAA to VPAPP (as recommended by WICHE)

• Reminder: We must work together. UH Mānoa can’t succeed without an effective System and UH can’t succeed without an effective UH Mānoa
Summary of Related Mānoa-Specific Responsibilities

• Implement budget model for allocations to campus units
• Improve campus-level position control
• Strengthen campus-wide space allocation model
• Review decentralized communication resources
• Continue campus-level organizational improvements and consolidations such as PBRC, Cancer Center, Social Work/Public Health/Center on Aging...
• Address BOR questions about faculty reviews and workload
• Academic planning and campus facility priorities
Next Steps

• Research – Formal consultation underway; Reorg planned for January 2016
• Facilities & Construction – Reorg to be drafted December 2015; Interim assignments first quarter 2016
• HR – Functional planning Spring 2016; Organizational planning Summer 2016
• Government Relations – Revised approach Spring 2016; Evaluated and evolve thereafter based on experience
• Communications – Reorg to be drafted December 2015
• Improving Mānoa-System collaborations, Additional related Mānoa Responsibilities – Ongoing
• Initiate Chancellor search process - Immediate

NOTE: All proposed reorganizations will be in full accord with applicable policies regarding consultation and authority
Questions?