Status of Design and Implementation Plan for UH System and Mānoa Organizational Changes and Consolidations to Improve the Efficiency and Effectiveness of Support Services

Presentation to UH Board of Regents
January 28, 2016

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 20, 2015 - BOR accepts recommendation and directs reorganization by end of year
• Nov 4, 2015 – BOR Personnel Committee authorizes commencing Chancellor search only upon review by full BOR of reorganization
• Nov 19, 2015 – BOR reviews reorganization overview and principles
• Jan 28, 2016 – Update on proposed reorganization plan
Excerpt from BOR Minutes  
August 20, 2015

B. 1. Affirmation of the Separate Roles of the UH System President and the UH Mānoa Chancellor, and Directive to Design and Implement Organizational Changes and Consolidations to Improve the Efficiency and Effectiveness of Support Services

The President presented his proposal to maintain the current separate roles of the President and the UHM Chancellor, citing discretely different responsibilities and focuses, support from the external WICHE review, and ongoing efforts to centralize system responsibilities to allow the campuses to focus on direct management of campus priorities.

Regent Sullivan made a motion to affirm the separate roles with a board directive for the president to design and implement organizational changes and consolidations to improve the efficiency and effectiveness of those units, and bring the reorganizational plans to the board for review and approval before the end of this calendar year. Regent Bal seconded the motion. Further discussion ensued regarding the appropriate role of the regents, the need for significant change in management, cost benefit analysis of separate versus combined roles, and the need for a deadline to show commitment to the process. ... The motion carried.

Range of Organizational Approaches

• Status Quo
• Combine President and Chancellor Positions
  – Administrative consolidation a natural outcome
• Devolve system offices
  – “Weak President, Strong Chancellor” model
• Multiple service by service reorganizations in functional areas
• Hybrid administrative model
Areas of Focus

- Research compliance and support services
- Facilities and construction
- HR other than faculty (EMs, APTs, Civil Service)
- Government Relations
- Communications
- Finance

Academic and student affairs are not part of this process

Key Relevant Principles and Commitments

- Simplicity, clarity, efficiency, effectiveness; Agility to execute improvements, quickly
- Decisions made in a manner that engages appropriate levels of shared governance
- Avoid duplication of functions and “messy handoffs”
- Service units must be accountable to all they serve, regardless of reporting lines

Commitment that, regardless of org charts 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
Hybrid Approach to Administration

• Consolidate administrative support functions for both Manoa and System under Vice President for Administration
• Eliminate current position of Vice Chancellor for Administration, Finance and Operations (incumbent has indicated intent to retire)
• Develop high performance shared services with combined resources; Consolidations will provide opportunities for optimization to focus on service improvement and modernization

Plan of Action

• Reorganizations
  – Research Compliance
  – Communications
  – Government Relations
  – Facilities and Construction
• Work plans in critical functional areas
• Improving Mānoa-System collaborations
• Mānoa path forward
Research Compliance Reorganization

• Proposes to move 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 consulted in accord with applicable BOR and Executive policies
• Concept:
  – Mānoa VCR will focus on stimulating the Mānoa research enterprise and strategic campus investments in collaboration with faculty, Deans and VCs
  – System VPRI will focus on system-wide innovation, commercialization, support services, compliance, and governmental research relations
• Substantial financial savings to Mānoa

Government Relations Reorganization

• Transactions and processes with Legislature managed by a single Legislative Relations team
  – Proposal to consolidate Mānoa and system GovRel staff currently separately reporting to Chancellor and VPA
• 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 refinement of approach and organization after Legislative session
Communications Reorg

• Primary responsibility within OVPA for Media Relations for system and all campuses – “single voice”
  – Proposal to consolidate under VPA the Mānoa and system staff currently reporting to Chancellor and VPA
• Mānoa Chancellor retains small UHMCO team for campus-level marketing, campus web site, events, and internal coordination among the communications staff of Mānoa schools and colleges
• Pending: Strategic Communications

Facilities & Construction Reorganization

• Full integration of Facilities Management, Planning and Capital Improvements under VPA
• Mānoa Chancellor fully responsible for campus long range vision, plan and priorities
• VPA to provide high performance shared system services in facilities management and construction: planning, procurement, contracting, construction management
  – Break down silos between routine maintenance, repairs and modifications, contracted minor and major projects, integrated with long-range plans
  – Off-the-shelf information system to support improved project and construction management
  – Expertise in construction procurement and contracting
  – Expertise in construction management
  – Design/Build for new construction
  – ID/IQ contracts to simplify R&M (applicable system-wide)
• Related – Focus of OPRPM on improved procurement of goods and services, including recommendations for changes in statute as may be appropriate
Human Resources (HR)

• Proposal to integrate Mānoa and System HR Offices under VPA to provide a single point of assistance and review for non-faculty personnel matters
• Elimination of duplicate levels of review and support will enable dedication of resources to develop high performance HR services:
  – Update E/M grade/range system to increase comprehensibility and fit to broad range of positions across the System
  – Update and integrate APT broadband system
  – 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
    • 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

Finance Priorities

• System continues to improve systemwide financial reports and support integration to budgetary operating unit (Chancellor/Dean/Director) level
  – Reports must be useful both for management of operating units and for oversight, including by BOR
• Mānoa-specific financial improvements
  – Campus budget allocation model
  – Improved campus-level position control
• Establish Mānoa Director (not VC) of Budget and Finance
Improving Mānoa-System Collaboration

• Integration across Mānoa and System “cabinets”
• Regular meetings among leadership and governance groups
• Collaborative problem-solving; Eliminating culture of blame
• Consideration of adding VP title to Mānoa, Hilo and West O‘ahu Chancellors
  – Designates existing roles of these positions as Officers of the University of Hawai‘i

Mānoa-Specific Agenda

• Implement campus budget model for allocations to campus units – Chancellor and Mānoa budget committee
• Improve campus-level position control – Chancellor
• New campus LRDP – Chancellor and VPA
• Develop campus-wide space allocation model – Chancellor and VPA
• Continue campus-level organizational improvements and consolidations – Chancellor
Next Steps

• Research Reorg – Formal consultation completed

• Simultaneously and immediately
  – Initiate Mānoa Chancellor search
  – Initiate Mānoa B&F Director search
  – Develop and and consult on remaining system-Mānoa reorganization proposal in full accord with applicable Board and executive policies
  – Development of Mānoa reorganization plans

• Aggressively begin work to advance high performance shared services
  – Re-invigorate UH Business Process Council

Questions?