

EXECUTIVE SUMMARY
REORGANIZATION PROPOSAL
UNIVERSITY OF HAWAII
SYSTEM ADMINISTRATION FOR COMMUNITY COLLEGES

The purpose of this reorganization is to establish a new organizational infrastructure between the University system and the autonomous community colleges and four-year campuses. The University is proposing the establishment of the Office of the Vice President for Community Colleges which will be responsible for executive leadership, policy decision-making, resource allocation, and development of appropriate support services for the seven community colleges. A dual reporting relationship is being proposed, whereby the Community College Chancellors report to the new Vice President for Community Colleges for leadership and coordination of the community college operations, and concurrently report to the President for system wide policy making. This dual reporting relationship is designed to preserve previous Board action to promote and facilitate campus autonomy in balance with system wide academic and administrative functions and operations.

The reorganization proposes to realign the community colleges academic and administrative affairs support services to the new Office of the Vice President for Community Colleges. The academic affairs support functions are being transferred from the Office of the Vice President for Academic Planning and Policy and the administrative affairs support functions from the Office of the Vice President for Budget and Finance/Chief Financial Officer.

The proposed reorganization is envisioned to have three positive outcomes: 1) improve the performance of the community colleges as a system and as individual campuses in light of accreditation standards for both the system and the community college campuses, 2) promote coherence in the conduct of activities such as program reviews that may lead to resource allocation decisions, and 3) enhance the advocacy for the community colleges as a group.

Additional funding required for the proposed reorganization is estimated at \$25,000 annually and to be addressed through the reallocation of non-instructional funds. Charged against the \$25,000 will be a portion of the salary of the Vice President and office equipment for the new Vice President and a Private Secretary. General funds made available as a result of the conversion of the funding source of other positions will be used for the new Vice President's salary. Cost of the Private Secretary salary will be funded through an internal reallocation of funds. Consultation with faculty, staff, students and the unions has been completed.

PROPOSED REORGANIZATION FOR THE
UNIVERSITY OF HAWAI'I
SYSTEM ADMINISTRATION FOR COMMUNITY COLLEGES

I. PRESENT ORGANIZATION

As the chief executive officer of the University of Hawai'i, the President is responsible for administering and coordinating University-wide functions through appropriate senior executives and managers. The UH System administration is currently comprised of the President, 16 senior executives, and 1 senior manager. At the system level, the following positions are direct reports to the President: Vice President for Academic Planning and Policy, Vice President for Research, Vice President for Student Affairs, Vice President for Administration, and Vice President for Budget and Finance/Chief Financial Officer. A chancellor for each of the ten campuses comprising the system also directly report to the President: University of Hawai'i at Mānoa, University of Hawai'i at Hilo, University of Hawai'i at West O'ahu, Hawai'i Community College, Honolulu Community College, Kapi'olani Community College, Kaua'i Community College, Leeward Community College, Maui Community College, and Windward Community College. The Vice President for Legal Affairs and University General Counsel and the Director of Internal Audit report directly to the Board of Regents.

The following summarizes the results of the November 2004 system level reorganization:

- Three executive classes were abolished (Chief of Staff, Vice President for External Affairs and University Relations, and Vice President for International Education); one executive class created (Vice President for Budget and Finance/Chief Financial Officer); and five vacant positions abolished (position counts to remain with the University; one position count was used to convert a temporary Private Secretary position to permanent status), with an estimated annual budgeted cost savings of approximately \$876,000.
- The Chief of Staff position was redescribed to Vice President for Administration.
- The staff and functions of the Office of Human Resources, Office of Information Technology Services, Office of the former Vice President for External Affairs and University Relations, and Office of Capital Improvements were reassigned to the Office of the Vice President for Administration. The Office of Information Technology Services reports to the President for planning and policy functions and the Vice President for Administration for operational functions.
- The staff and functions of the University Budget Office, Financial Management Office, Community Colleges Administrative Affairs, and Central Administrative Affairs were realigned to report to the Office of the Vice President for Budget and Finance/Chief Financial Officer.

- The staff and functions of the Office of Internal Audit were realigned to report directly to the Board of Regents with an indirect reporting line to the Vice President for Budget and Finance/Chief Financial Officer.
- The staff and functions of the University Risk Management Office were reassigned to report to the Office of the Vice President for Legal Affairs and University General Counsel.
- The Vice President for Academic Affairs was retitled to Vice President for Academic Planning and Policy.
- The staff and functions of the Office of the former Vice President for International Education were reassigned to the Office of the Vice President for Academic Planning and Policy.
- The staff and functions of the Distance Learning Office were reassigned to the Office of Planning and Policy.
- Changes to the functions of the Office of the Vice President for Student Affairs were adopted.
- The Council of Chancellors and Council of Community College Chancellors were recognized not as administrative units, but entities that provide advice and guidance on strategic planning and program development guidance to the President.
- The informal line of communication between the President and the Pūko‘a Council and Student caucus was recognized.

II. PROPOSED REORGANIZATION

The reorganization proposes to create the Office of the Vice President for Community Colleges which will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. The new Vice President for Community Colleges will be the central leadership position, reflecting the collective mission of the community colleges.

The Community College Chancellors will report to the Vice President for Community Colleges, but will also have a dual reporting relationship to the President. The Community College Chancellors will report to the Vice President for Community Colleges for community college related system policies, resource allocation, and central services and support for the seven community colleges and to the President for system wide policy development, on par with the chancellors of the four-year campuses.

The proposal plans to retain the following community college executive positions:

- Chancellor, Hawai‘i Community College
- Chancellor, Honolulu Community College
- Chancellor, Kapi‘olani Community College
- Chancellor, Kaua‘i Community College
- Chancellor, Leeward Community College
- Chancellor, Maui Community College
- Chancellor, Windward Community College

The executive positions of Associate Vice President for Academic Affairs and Associate Vice President for Administrative Affairs will be retained, but realigned to report to the new Vice President for Community Colleges.

The reorganization proposal involves:

- Establishing the new Office of the Vice President for Community Colleges to report to the President.
- Creating a dual reporting relationship for the Community College Chancellors. The Chancellors will report to the President for system wide policy matters and to the Vice President for Community Colleges for operational matters.
- Realigning the Associate Vice President for Academic Affairs (Community Colleges) from the Office of the Vice President for Academic Planning and Policy to the Office of the Vice President for Community Colleges. The office will continue its respective functions, including providing leadership among the community colleges and insuring the integration of community colleges affairs with system functions.
- Realigning the Associate Vice President for Administrative Affairs (Community Colleges) from the Office of the Vice President for Budget and Finance/Chief Financial Officer to the Office of the Vice President for Community Colleges. The office will continue its respective functions, including providing leadership among the community colleges and insuring the integration of community colleges affairs with system functions

There will be no other organizational or functional changes to the system wide offices. All ten chancellors will continue to report to the President and collectively meet as the Council of Chancellors, which is not an administrative unit, to advise the President on strategic planning, program development, and other matters of concern. The community college chancellors will meet as the Council of Community College Chancellors, which is also not an administrative unit, to provide advice to the President and Vice President for Community Colleges on community college policy issues and other matters of community college interest.

III. BACKGROUND AND REASONS FOR THE REORGANIZATION

Prior to January 2003, the University had a chancellor serving as the chief executive officer for the community college system and a provost for each of the seven community colleges. The community college chief executive officer was responsible for community college system policy to include all aspects of its management, operations and administration. In December 2002, the Board approved a reorganization of the system offices resulting in the abolishment of the Office of the Chancellor for Community Colleges and realignment of the provosts as direct reports to the president. The Provosts were subsequently retitled to Chancellors.

The proposed reorganization creates a new Vice President for Community Colleges that will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. Each community college chancellor would retain responsibility and control over campus operations, administration, and management. Community college chancellors would continue to have direct access to the President for University system-wide policy, on par with the chancellors of the four-year campuses.

In a January 2005 report, the Commission on the Accreditation of Community and Junior Colleges expressed concern that a lack of clarity, coherence, support, and advocacy persists regarding operational decisions distinct to the role and mission of the community colleges within the University of Hawai‘i System due to the current organizational structure. The proposed reorganization to create the Office of the Vice President for Community Colleges and a dual reporting relationship for the Community College Chancellors is intended to create an organizational structure responsive to the Commission’s concerns. The proposal preserves the Community College Chancellors direct access to the President for policy matters, and their role, responsibility and authority for the operations, management, and administration of their campus.

The proposed reorganization is envisioned to have three positive outcomes: 1) improve the performance of the community colleges as a system and as individual campuses in light of accreditation standards for both the system and the community college campuses, 2) promote coherence in the conduct of activities such as program reviews that may lead to resource allocation decisions, and 3) enhance the advocacy for the community colleges as a group.

The proposed reorganization of community colleges is consistent with the objectives of the System Strategic Plan, in that the proposal seeks to “...allocate and manage resources to achieve continuing improvement in organization, people, and processes and to secure competitive advantage.” The reorganization will not adversely impact the services to programs and students.

IV. IMPACT ON STAFFING AND RESOURCES

Positions will be redescribed as necessary, commensurate with the new functional statements. The following staffing changes are being proposed:

- Vacant Position No. 89001, formerly assigned to the Office of International Education, will be transferred to the new Office of the Vice President for Community Colleges and redescribed as the Vice President for Community Colleges.
- Vacant Position No. 100041, formerly assigned to the Office of International Education, will be transferred to the new Office of the Vice President for Community Colleges and redescribed as a Private Secretary for the Vice President.
- The staff and functions of the Associate Vice President for Academic Affairs (Community Colleges), Position No. 89222, will be organizationally realigned to report to the new Vice President for Community Colleges. There will be no changes in position duties or office functions as it relates to community colleges.
- The staff and functions of the Associate Vice President for Administrative Affairs (Community Colleges), Position No. 89140, will be organizationally realigned to report to the new Vice President for Community Colleges. There will be no changes in position duties or office functions as it relates to supporting the community colleges.

The additional cost to implement the proposed reorganization will be approximately \$25,000 from the reallocation of non-instructional funds. The salary of the new Vice President for Community Colleges is comprised of a portion of the \$25,000 and from funds made available due to the conversion of other positions' funding from general to extramural funds. Office equipment for the new Vice President and Private Secretary will be charged against the \$25,000. Cost of the Private Secretary salary will be funded through an internal reallocation of funds.

V. CONSULTATIONS DURING THE REORGANIZATION PROCESS

Copies of the proposed reorganization for consultation purposes were provided to the All Campus Council of Faculty Senate Chairs (ACCFSC) and the Student Caucus. Comments from the ACCFSC and Student Caucus were taken into consideration and incorporated as appropriate.

Consultation with the University of Hawai'i Professional Assembly (UHPA) and the Hawai'i Government Employees Association (HGEA) was completed. Comments and recommendations of the UHPA and HGEA were taken into consideration and incorporated as appropriate. Although blue-collar workers are unaffected by the

proposed reorganization, the United Public Workers (UPW) has been informed of the proposed reorganization.

The proposed reorganization addresses comments and recommendations made by the Office of Human Resources and University Budget Office.

VI. ALTERNATIVES CONSIDERED

Five organizational models were considered.

(1) Separate community college system and governing board model (Kentucky model): The community colleges would become a separate system with its own governing board. Community college chancellors would report to a chief executive officer for the community college system, who would report to the board. Community college administrative and academic policy/support functions would report to the chief executive officer for the community college system. A Hawai'i variant would have the community college chief executive officer report to the current Board of Regents. *The separate community college system and governing board model was rejected because of the need to realize potential synergies between the community colleges and the baccalaureate campuses.*

(2) Community college system chief executive officer model (Tsunoda 1983-2002): A community college system chief executive officer would be responsible for community college system policy, management, and administration and report to the president. Community college chancellors would report to the system chief executive officer. The system chief executive officer would sit on the president's cabinet and represent community college interests. Community college system administrative and academic policy/support functions would report to the community college system chief executive officer. *The community college system chief executive officer model was rejected because the campus Chancellors need sufficient authority as chief executive officers of their institutions to be responsible to their dynamic local environments and to be able to fulfill all of the expectations of the chief executive officer for a separately accredited college within a community college system.*

(3) Community college coordinator model (Melendy 1965-72): A vice-president level position would be created for community college coordination. Community college chancellors would report to the President. Community college system administrative and academic policy/support functions would report to the coordinating vice president. A variant would have the vice president exercise more control over such system functions as planning and system budgeting, and where policy, law, or accreditation dictate that the community colleges be treated as a system. *The community college coordinator model was rejected because the legal and Board of Regents structures for the community college system, such as a common legislative budget and common faculty classification and personnel policies, require more than just a coordinating function..*

(4) **Community college collective leadership model:** There would be no community college system chief executive officer. Community college chancellors would report to the president. Community college system decisions would be decided by the Council of Community College Chancellors with the council naming a permanent or rotating chair. The Council Chair would serve as a member of the president's cabinet. Community college system administrative and academic policy/support functions would report to the chair. *The community college collective leadership model was rejected because of the lack of clear decision-making authority.*

(5) **Current organization (status quo):** The president serves as the community college system chief executive officer. Community college chancellors report to the president. Community college system administrative support functions report to the Vice President for Budget and Finance/Chief Financial Officer, and community college academic policy/support functions report to the Vice President for Academic Planning and Policy. *The current organization (status quo) was rejected because it does not address the current organizational ambiguities and operational needs of the community colleges.*

Chancellors and faculty generally agreed that there were a number of positive attributes to the present organization; in particular, some Chancellors and their faculties expressed the desire to maintain a direct reporting relationship between the Community College Chancellors and the President. At the same time, they recognized that more "coherence" among community college operations is needed in order to satisfy the current Accrediting Commission on the Community and Junior College standards. Other Chancellors and their faculties were more accepting of a reporting relationship through a community college system chief executive officer to the President.

In light of organizational concerns expressed by the Commission on the Accreditation of Community and Junior Colleges and the results of discussions with the community college chancellors and others, it was concluded that the appropriate organizational structure would be to establish for the Community College Chancellors a dual reporting relationship to the President and to a new Vice President for Community Colleges. Functionally, the new Vice President for Community Colleges will be responsible for community college related system policies, resource allocation, and central services and support for the seven community colleges. Each community college chancellor would retain responsibility and control over campus operations, administration, and management. Community college chancellors would continue to have direct access to the President for University system-wide policy, on par with the chancellors of four-year campuses.