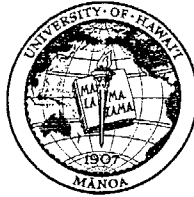


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FEB 13 2004

UNIVERSITY OF HAWAII AT MĀNOA

October 30, 2003

PETER ENGLERT
CHANCELLOR

MEMORANDUM

TO: Patricia Y. Lee
Chairperson, Board of Regents

VIA: Evan S. Dobbelle
President, University of Hawai'i

VIA: David McClain
Vice President for Academic Affairs

VIA: Sam Callejo
Chief of Staff

FROM: Peter Englert
Chancellor, University of Hawai'i at Mānoa

SUBJECT: INFORMATIONAL ITEM: PROPOSED REORGANIZATION OF THE OFFICE OF THE MĀNOA CHANCELLOR

Attached is a proposal to amend the current organization structure for the Office of the Mānoa Chancellor which is submitted to the Board for information only. Formal action to approve a permanent organization will be submitted at a later date.

Additional Costs

The proposed structure will have the same number of vice chancellors as approved by the BOR in January 2001. In addition, the number of entities with direct reporting lines to the Chancellor on a permanent basis will be reduced from eleven to eight (not counting the University Librarian and deans and directors of academic units).

Current Organization

The current organizational chart for the Mānoa Chancellor's Office was initially established when the former Office of the President/Chancellor were separated. Since that time, the first permanent Chancellor under the separation was hired, system vice presidents in functional areas significantly impacting Mānoa were filled, and administrative functions provided by system offices have devolved to the campus such as the APT broad-banding process.

Under the current approved structure, the Mānoa Chancellor's Office consists of the Office of the Chancellor and five vice chancellors as follows: Vice Chancellor for Instruction and Research (2); Vice Chancellor for Student Affairs; Vice Chancellor for Academic Services; and Vice Chancellor for Administration.

In addition, the following offices and programs also report directly to the Chancellor: community relations; intercollegiate athletics; planning and budget; and the Office of Equal Employment Opportunity and Affirmative Action. The Council of Deans and Directors and the Faculty Senate provide advice and consultation to the Chancellor.

The University Librarian and Deans and Directors of all schools, colleges and research entities, with the exception of the School of Accountancy, report directly to the Chancellor.

Proposed Organization

The proposed structure is similar to the current approved structure. It will have five vice chancellors reporting to the Chancellor as follows:

- Vice Chancellor for Academic Affairs
- Vice Chancellor for Research and Graduate Education
- Vice Chancellor for Student Affairs
- Vice Chancellor for Finance and Operations
- Vice Chancellor for Administration

The University Library, the Director of Athletics and deans and directors of academic and research units will continue to report directly to the Chancellor.

The Mānoa Leadership Team replaces the Council of Deans and Directors in providing advice and counsel to the Chancellor. The role and functions of the Mānoa Faculty Senate do not change. The Academy for Creative Media reports to the Chancellor temporarily and will be assigned a permanent academic home as development progresses.

Under the proposed structure, the Chancellor will still be responsible for providing executive leadership in the planning, coordination and administration of all academic and non-academic programs on the Mānoa Campus. The Chancellor will oversee the development, allocation and administration of the campus' long-range and strategic planning activities and will direct and coordinate instructional, research, administration and student affairs through respective campus administrators. The Chancellor provides the leadership necessary to ensure achievement of excellence in teaching, research and service.

Under the proposal, the Chancellor will be supported by the following vice chancellors.

Vice Chancellor for Students

This office will provide a wide range of support services that create a campus environment conducive to student development, learning and achievement of academic goals. A primary function of the Vice Chancellor for Students will be to enhance students' educational experiences through services and programs supplementary to their academic coursework and essential for an enriched student life. The objectives of the Vice Chancellor for Students will be to support, enrich and broaden students' educational experiences.

Vice Chancellor for Academic Affairs

This office will coordinate the academic direction of the University of Hawai'i at Mānoa and will develop and implement academic policies affecting the academic units and programs of the Mānoa Campus. Furthermore, the Office of the Vice Chancellor for Academic Affairs will administer academic and instructional programs and scholarly activities of Mānoa; coordinate the execution of the BOR approved UHM strategic plan; coordinates academic affairs of UHM with the University of Hawai'i system; determine financial, personnel and material resource needs for existing programs and in support of new program; provide administrative coordination of academic personnel functions for the Mānoa Campus; and represent academic affairs to internal and external constituencies.

Vice Chancellor for Research and Graduate Education

This office will have leadership responsibilities for the planning, direction, development, coordination and management of research and graduate education programs of the University of Hawai'i at Mānoa. Under the general direction of the Chancellor, the office will direct the development of governing policies, the conduct of program planning and assessment, the determination of directions and setting of priorities in response to new research opportunities, the formulation of University goals and objectives, the allocation and reallocation and the management of existing programs and research units. This office will supervise the Graduate Division, which is responsible for the supervision, development and improvement of graduate education.

Vice Chancellor for Finance and Operations

This office will provide executive leadership in planning, coordinating and directing the financial management, operations and institutional support programs for the University of Hawai'i at Mānoa. Financial management, operations and support service programs may include but will not be limited to financial planning and analysis; budget preparation; procurement; facilities management; auxiliary services; capital improvement planning; spatial information systems management; and other programs such as bookstore operations and environmental health and safety.

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Vice Chancellor for Administration

The Office of the Vice Chancellor for Administration will provide Mānoa leadership in human resources management and internal and external relations. Areas of responsibilities under this office will include: human resource management; collective bargaining; public relations; news and media relations; print, broadcast and electronic communications; information technology requirements for the campus; event planning and execution; and liaison to the University of Hawai'i Foundation in the areas of development and alumni relations.

PE:RS:lt

Attachments

c: Executive Administrator and Executive Secretary David Iha

UNIVERSITY OF HAWAII RECEIVED

Board of Regents '03 OCT 30 P12:15

October 29, 2003

MANOA CHANCELLOR'S
OFFICE

MEMORANDUM

TO: Peter Englert, Chancellor
University of Hawai'i at Mānoa
David Iha

FROM: David Iha, Executive Administrator
and Secretary of the Board

SUBJECT: Interim Organization Charts

The Board acknowledges the receipt of your interim organization charts as submitted on October 16, 2003. Members of the Board have requested the following:

1. The Board makes no provision for "interim" organizations. As such, questions like, "how long is interim," and "can E/M positions be created and filled without an approved organizational structure in place," have been raised. To help the Board better understand your "interim" organization, please submit the currently approved organizational charts of the Mānoa Chancellor's Office which allowed the Interim Chancellor to operate, current functional statements, and an explanation of the Mānoa Leadership Team, and the Mānoa Management Executives.
2. How were you authorized to fill the executive assistant and special advisor positions without first having the organizational structure approved.
3. Cost of the "interim" organization.

The Board would like this information by November 7, 2003.

Should you have any questions, please do not hesitate to call me.

c: Chairperson Patricia Y. Lee
Member, Board of Regents
President Evan S. Dobbelle
Chief of Staff Sam Callejo